

**Community Commission for Public Safety and Accountability**  
**Annual Report on the Proposed Chicago Police Department Budget**

**November 3, 2022**

**Community Commission for  
Public Safety and Accountability**

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CITY OF CHICAGO



COMMUNITY COMMISSION FOR  
PUBLIC SAFETY AND ACCOUNTABILITY

November 3, 2022

Dear Aldermen:

The Community Commission for Public Safety and Accountability is submitting this report on the proposed 2023 Chicago Police Department Budget. By law, the Commission is required each year to review the Police Department budget before the City Council votes on it.

The report raises a number of very serious concerns, including whether the Police Department is using its workforce in a way that is best meeting the city's public safety needs. The City's spending on policing is increasing, and yet the rates of violence remain alarmingly high in some communities. While homicide rates in much of the city have mostly declined over the last 20 years, homicide rates in predominantly Black communities have increased at a startling and unacceptable rate. In the last decade, the homicide rate for Black Chicagoans has more than doubled. Our spending on public safety is not delivering the results our communities need. We need to spend better and more strategically.

Workforce allocation problems also create untenable and unacceptable work conditions for Chicago police officers. They deserve better.

The Commission is committed to working with the City Council, the Police Department, and residents across the city of Chicago to better protect the health and safety of all Chicagoans.

Anthony Driver, Jr.  
President

## **The Commission's Budget-Related Authority and Budget Review Process**

By law, the Community Commission for Public Safety and Accountability is required each year to review the Police Department budget before the City Council votes on it (Municipal Code of Chicago, 2-80-050(o)). The ordinance that created the Commission authorizes it to comment on the budget and to recommend changes.

The ordinance establishes goals for the Commission. The Commission used those goals to frame its review of the Police Department budget. The goals include:

- increasing public safety
- building trust between communities and the Department
- increasing efficiency in the use of public safety resources
- ensuring that Police Department resources aren't used inefficiently to address public health or safety issues that other professionals are better equipped to address, and
- encouraging preventative, proactive, community-based, and evidence-based approaches to public safety.

The Commission saw the CPD budget for the first time on October 3, 2022, on the same day it was released to the public and to members of the City Council. Over the last several weeks, Commissioners carefully reviewed the budget, received a briefing from the City's Budget Office, watched CPD's City Council budget hearings, and consulted with people in Chicago and around the country, including policing experts, and people inside the Police Department, some of whom reached out to the Commission to share their ideas and concerns. On October 24, 2022, the Commission held a special meeting, where Superintendent David Brown and his top leaders appeared and answered questions.

The time between when the budget is released and when it is voted on does not provide sufficient opportunity for an adequate analysis of this complex document. It is essential that the Commission be thorough and fair in this process. That will take time, because the Commission is asking hard questions that demand complicated answers.

This annual budget review is an opportunity to get this process started. But it is only the beginning. In the weeks and months ahead, the Commission will continue to seek answers to key questions and use the information it gathers in the Commission's oversight of the Police Department. And because of the Commission's broad, ordinance-mandated goals, this analysis will not be limited to the Police Department. The Commission is committed to continuing to ask hard questions, grappling with complicated answers, and doing so transparently and collaboratively. With these incredibly challenging issues, that is the best and only way forward. The Commission knows that facing these difficult issues head-on will be challenging, but will ultimately

lead to enhanced trust between communities and police and more effective public safety strategies executed by healthier and better-trained police officers.

### **Preliminary Assessment**

The vast majority of CPD's budget—87 percent—pays for people. The budget is workforce. At a time when Chicago's homicide and gun violence rates are extraordinarily high, and the suffering is most heavily concentrated in predominantly Black and Brown neighborhoods on the South and West Sides of the city, the central question when reviewing the budget is whether the Police Department is using its workforce in ways that adequately protect the health and safety of the people of Chicago.

The Commission's preliminary assessment is that there are reasons for deep concern, which demand greater transparency and thorough analysis to determine how the Police Department and the City can most effectively use available resources to keep the people of Chicago safe. The Commission is concerned that:

- the communities that are suffering the most from violence are subject to slow response times and inadequate staffing at the times when crime and violence occur the most;
- communities are routinely being policed by officers whose assignments do not give them the opportunity to build knowledge about and relationships with the communities they serve, though such knowledge and relationships are at the heart of more effective policing;
- some communities are being both over-policed and underserved;
- police officers are not being put in the best possible position to effectively serve and protect; and
- police officers are leaving the department at alarming rates for myriad reasons, not the least of which being the job's toll on their mental health.

Preliminary evidence suggests that the Police Department is not using its budget effectively or equitably because it does not currently have a long-term, data-driven strategy to reduce violence. Enormously consequential allocation decisions appear to be made ad hoc, in reaction to daily changes in crime trends, not as part of a carefully-developed strategy. The Commission needs information and data to better understand whether and to what extent Police Department strategies are working to keep people safe. The Commission also needs more information about non-police responses to

violence, as evidence increasingly demonstrates the effectiveness of such efforts and demands that we support them with a significantly greater share of public resources.

The Commission is concerned that the community policing program that it plans to roll out citywide in 2023 will not get the managerial support it needs to be launched effectively, or the patrol resources it needs to ensure that participating officers have enough time to build relationships with community members and work with them to identify and address local public safety challenges.

The Commission also seeks assurance that the Police Department has dedicated enough staff so that police officers are able to meet their court-mandated annual training requirements. The Commission also seeks assurance that the Department is using reliable tools to assess whether training is effective.

The Commission is also concerned that, despite the immense harm and staggering cost associated with improper uses of force, police-involved traffic collisions, and other avoidable problems, the Police Department and City of Chicago Department of Law do not systematically assess opportunities to reduce harm, reduce costs, and reduce opportunities for litigation, make appropriate changes to training and policy, and monitor progress. We simply cannot afford a system and a culture in which we don't do more to learn from our mistakes and correct them.

Finally, the Commission calls for greater transparency in public safety budgeting, with more information about program effectiveness, including the effectiveness of public safety programs that rely less or not at all on a police presence.

This document highlights some of the Commission's most serious concerns about the proposed Police Department budget. Many of the Commission's recommendations insist that the Police Department regularly produce information and data that will help the Commission assess the quality of policing in our city and its use of budgeted resources. The Commission also commits to regularly-scheduled public meetings on each of the areas of concern, which will increase transparency, ensure accountability, promote officer safety and wellness, build trust, and better protect communities from harm. The attached Appendix sets forth important questions that the Police Department must answer to better inform the Commission and public about the Department's current and future use of budgeted resources. Answers to these questions will provide additional information and context for the Commission as it continues to evaluate the Police Department budget and establish priorities.

## **The Need for Change**

Chicago's homicide and shooting rates are staggeringly high—higher than they have been for most of the last 25 years.

The homicide rate is lower this year than it was last year, but no one should take comfort in the reduction knowing that last year, Chicago's homicide rate was higher than it had been in decades. Chicago is less safe today than it has been for most of the last 20 years. For most of that time, the homicide rate in Chicago was about half what it was last year, and 30 percent lower than this year.

When we look at specific neighborhoods on the West and South Sides, the facts are even more devastating. For example, the homicide rate in the 15<sup>th</sup> Police District in Austin was up 274% between 2010 and 2020. In the 11<sup>th</sup> District in Garfield Park during that same period, homicides more than doubled. In light of these devastating statistics, this year's decrease is cold comfort.

Comparing Chicago to its closest peers also raises serious concerns about the city's investments in public safety. For most of the last 100 years, homicide rates in Chicago, New York, and Los Angeles were very similar. But in the last 30 years, the cities have diverged significantly. Homicide rates in New York and Los Angeles have fallen dramatically, and the gap between Chicago and its peers has grown. For every one of the last 29 years, homicide rates have been much higher in Chicago than in New York and Los Angeles.

We need to carefully examine how we are spending our public safety resources, and we need to look thoughtfully at data and other evidence to understand whether and to what extent our public safety strategies are effective. Unless and until we do, we will continue to see children senselessly dying in our streets and we will continue to bury our friends and neighbors and family at rates that should only bring us shame and outrage.

### **Workforce Allocation**

CPD's proposed budget does not explain how staff resources are allocated to police districts or other subunits within the department. Budget transparency requires sufficient details to meaningfully inform the public about how taxpayer funds are allocated to perform basic police functions. But the proposed budget does not provide enough information for the public or the Commission to understand where police personnel are allocated, how allocation decisions are made, and whether the decisions produce outcomes that are effective and equitable.

The lack of clarity related to allocation is especially concerning with regard to the Police Department's patrol function. The Police Superintendent has repeatedly emphasized that the patrol function is the backbone of the police department and that having a strong patrol unit is the best way to strengthen police/community relationships and enhance public safety. Patrol officers have an opportunity to get to know the people who live and work in a community, their concerns and priorities, and local patterns of crime

and violence, as well as the drivers of violence in a community. And community residents have an opportunity to get to know their patrol officers.

Evidence shows that when patrol officers work in the same places and at the same times, they can build the knowledge and relationships that are at the core of more effective policing. Stable assignments also allow supervisors to get to know patrol officers better, which can help to ensure that the officers get consistent support and supervision. This model is more likely to produce more effective work and greater accountability. Supervisors who work consistently with the same patrol officers will also be better equipped to both identify and appropriately address the needs of officers who may be in crisis.

There are situations in which it may make sense for a for a patrol officer not to be connected to a particular place. In recent years, CPD has shifted back and forth, sometimes allocating large numbers of officers to citywide teams that are not connected to a specific community, then sending them back to police districts, then returning them to citywide teams. This allocation of resources should be based on a clear and articulable rationale and be supported by good evidence demonstrating whether the chosen strategy is succeeding. Citywide teams, historically, have been the source of troubling misconduct within the police department, and the allocation of resources to citywide teams must be accompanied by strong supervisors who know their officers, ensure that they are working effectively, and provide greater accountability.

From the information gathered by the Commission thus far, the Commission has serious concerns about Police Department workforce allocation:

- There may be too few patrol officers working in the same places and at the same times to be able to build the knowledge and relationships that evidence shows are at the heart of effective policing.
- There may be too few patrol officers working with consistent supervisors long enough to develop relationships that set patrol officers up to work more effectively and result in greater accountability.
- There may be too many patrol officers assigned to each supervisor, especially when predictable challenges like vacations, sick leave, and other events that disrupt officer and supervisor availability are taken into account (a standard measure of the ratio of officers to supervisors is called “span of control”).
- Patrol officers may be assigned to districts in ways that lead to significantly slower police response times in some neighborhoods—especially in predominantly Black neighborhoods—which puts residents of those neighborhoods at much greater risk of being injured or killed. According to the Chicago Tribune, studies done for the Chicago Police Department by the Crime

Lab at the University of Chicago suggest that in some areas of the city, residents got quick responses to both emergency and non-emergency 911 calls, but in other areas of the city, it sometimes took hours to respond to 911 calls, sometimes even for violent incidents like robberies or shootings. Similarly, a lawsuit brought by the Central Austin Neighborhood Association found stark differences in response times between predominantly Black neighborhoods and predominantly white neighborhoods.

- Patrol officers may be scheduled to work in a way that results in there being too few officers in the neighborhoods and on the days and at the times where and when there is the most violence—which puts residents in those neighborhoods at much greater risk of being injured or killed. The Chicago Tribune article also reported that a Crime Lab analysis showed that in the police districts where the most shootings occur, fewer patrol officers are deployed on the days and at the times when the most shootings occur.
- There may be too many police officers working in centralized units that are not tied to a specific place, without clear evidence that they are making the same contribution to public safety as officers who work more consistently in the same place, and without the necessary accountability.
- It is unclear whether the Police Department has the infrastructure it needs to make data-driven decisions about when and where to allocate police officers to reduce violence without cancelling time off, extending tours of duty on short notice, or otherwise creating a work environment that is detrimental to officer wellness.

### **Recommendations**

1. CPD should publish quarterly reports on the number and percentage of patrol officers in each district who are working on the same beats over time.
2. CPD should publish quarterly reports on response times by district.
3. CPD should publish quarterly reports on span of control in each district.
4. CPD should publish quarterly reports on the number of sworn police officers working in centralized units. When there is a significant variation over one or several reporting periods, CPD should provide a written explanation for the change.
5. CPD should provide quarterly reports that document the number of times police officers are subject to cancelled days off, extensions in tours of duty, or other scheduling changes to accommodate patrol needs.



6. The Community Commission will carefully review each report and hold hearings at least twice a year on workforce allocation to assess progress and recommend changes as necessary.

## **Community Policing**

Ensuring public safety requires an ongoing and consistent effort to build trust between the police department and the communities it serves. As set forth in the Consent Decree, CPD is required to:

*[E]nsure that its community policing philosophy is a core component of its provision of police services, crime reduction strategies and tactics, training, management, resource deployment, and accountability systems. All CPD members will be responsible for furthering this philosophy and employing the principles of community policing, which include trust and legitimacy; community engagement; community partnerships; problem-solving; and the collaboration of CPD, City agencies, and members of the community to promote public safety. (Consent Decree, paragraph 10.)*

The proposed CPD budget does not specify what personnel or other resources are dedicated to CPD's key community policing initiatives. What is known, however, is that many community members living in areas severely impacted by violent crime continue to distrust CPD, and CPD has struggled to establish meaningful community partnerships in many communities throughout the City.

The Police Department has publicly identified the Neighborhood Policing Initiative (NPI) as its central community policing initiative. Under NPI, each police district is divided into several District Coordinating Areas (DCAs). Patrol officers are assigned to and remain in the same DCA. Each DCA has two District Coordination Officers (DCOs), who spend their time getting to know community members, and working with them to address the root causes of recurring public safety concerns. In addition, while most patrol officers now spend a large portion of their time responding to emergency calls, patrol officers in districts that have adopted NPI are supposed to spend 30 percent of their time focusing on building relationships and solving problems. CPD has said that allowing patrol officers to spend 30 percent of their time working on relationship building and problem solving will allow patrol officers to do their jobs more effectively. NPI is currently being piloted in several districts, and the Police Department intends to expand it to all 22 police districts in 2023. It is unclear whether the 30 percent goal is being reached in the pilot programs.

NPI can only accomplish its goals if it has enough officers with the time to build relationships, enough to respond to emergency calls, and enough to provide sufficient leadership and supervision. CPD has not identified in the budget how it will allocate the

necessary personnel and other resources to implement the expansion of a resource-intensive program. In addition, questions remain about whether the existing pilot districts have sufficient personnel to perform the essential functions of the program, including meeting the 30 percent goal.

Without this information, it is difficult to determine whether the proposed budget adequately addresses the resource needs for NPI.

### **Recommendations**

1. CPD should have sufficient, dedicated staff within the Office of Constitutional Policing and Reform, to manage the citywide rollout of NPI, and should make public its plan to provide sufficient, dedicated staff.
2. CPD should identify what metrics will be used to determine whether NPI-related personnel are performing the designated functions of the program. For example, in districts that have instituted NPI, what percentage of beat officers are spending at least 30 percent of their time building relationships and solving problems, not responding to emergency calls. Are there measurable changes in the quality of community-police interactions in the district? What are the sorts of problems NPI personnel are working with community members to address?
3. CPD should identify what resources will be necessary to expand NPI to all 22 police districts in 2023, and indicate how personnel will be trained to fill DCO and beat officer positions, and assure they know how to work together on community problem solving.
4. CPD should provide quarterly reports about the key metrics and about progress in expanding NPI to all districts.
5. The Community Commission will carefully review each report and hold hearings at least twice a year to assess progress and recommend changes as necessary.

### **Training**

The Superintendent often emphasizes that improved training is at the core of the Department's reform efforts. The Commission needs to fully understand how training is implemented, what resources are currently allocated and required, and what accountability and effectiveness measures are in place.

## **Recommendations**

1. CPD should provide the Commission quarterly reports with the number of training personnel who physically report to training locations to conduct training programs for CPD personnel on a daily basis.
2. CPD should provide the Commission with a list of personnel who are accounted for in the training budget and are on medical or disability leave.
3. CPD should provide the Commission with a list of training personnel who regularly report to work at different locations for non-training assignments and as a result do not do training.
4. CPD should produce quarterly reports on training, including the number of instructors, the types and amount of training conducted, the number of officers participating in training, and data that supports its representation that it is on track to comply with Consent Decree training requirements.
5. The Community Commission will carefully review each report and assess progress and recommend changes as necessary.

## **Legal Judgments**

The 2023 budget includes \$82,558,000 to pay for anticipated legal judgments against the Chicago Police Department, as well as the costs of lawyers and experts in those cases. The City has spent similarly high amounts for many years. These judgments are an extraordinary cost to the City and represent incalculable human suffering. They also result from behavior that weakens police-community relationships, and increases distrust of CPD officers and operations. Judgments against the City also create an enormous burden on taxpayers. Moreover, the City of Chicago spends more per capita on legal judgments for police-related civil rights litigation than other major cities, including New York and Los Angeles.

The Consent Decree mandates systemic reforms that, if fully implemented, will likely reduce liability and unnecessary harm to community members in the future. However, the harm caused now and anticipated in the near term require urgent attention, and it is unclear how CPD and the City are mitigating the harm and liability risks with any of the budgeted resources (with the exception of anticipating over \$82 million in payouts to litigants).

The Commission currently does not have aggregate data from the Police Department or the City's Law Department which could help to identify patterns of police misconduct, or policies or practices that too often result in significant legal judgments against the City.

The Commission notes that a recent report by the Office of Inspector General found that “[t]he City lacks a comprehensive approach to the collection of litigation data. It is therefore critically impaired in its ability to effectively manage the risk of expense to the City and harm to its residents arising out of CPD’s operations.”

The Commission is concerned that the Police Department and the Law Department’s systematic efforts to manage risk are falling short. The Commission needs to better understand the systems that the City has in place to learn from litigation outcomes, identify policies and practices that are causing avoidable harm, develop and implement alternative policies, practices, and risk mitigation practices, and learn from and refine these efforts over time.

### **Recommendations**

1. In early 2023, CPD should report to the Commission on the systems and any strategies the Department has in place to reduce the risk of improper uses of force, traffic collisions, and serious officer misconduct; the most significant findings that those systems have recently produced; and what changes have been implemented because of those findings. Afterwards, the Commission will request quarterly written reports on the status of risk management efforts. The Community Commission will carefully review each report and hold hearings at least twice a year to assess progress and recommend changes as necessary.
2. At least once a year, the Police Department and the Civilian Office of Police Accountability should present to the Commission, in writing and in a public Commission hearing, the aggregated data on legal judgments, misconduct investigations, and use of force investigations in order to ensure greater transparency and to support better-informed efforts to strengthen risk management activities.
3. At least once a year, the Police Department, the Civilian Office of Police Accountability, the City of Chicago Law Department, the Office of the Inspector General, and the Commission should engage in a joint review of legal judgments (without compromising protected attorney-client privileged communications or information), misconduct investigations, use of force investigations, and audits, in order to identify policies and procedures that are in need of review, to explore changes that could be made to reduce risk, and to assess the progress of overall risk mitigation activities.

### **Basic Economics and City Priorities and Values**

It is a basic economic fact that every dollar spent on one thing is a dollar not spent on something else. Every budget is therefore about choices and values. Spending choices should be guided by strategic objectives and community values, The spending choices

should be rooted in facts and evidence and the values should be clearly articulated, so that taxpayers can assess whether Department budgets and community values are clearly aligned.

There are many ways that the City invests in public safety. For example, the City funds seven public safety departments—the Police Department, the Fire Department, the Office of Emergency Management and Communications (OEMC), the Office of Public Safety Administration, the Civilian Office of Police Accountability (COPA), the Police Board, and the Community Commission for Public Safety and Accountability—with a proposed combined budget in 2023 of more than \$2.7 billion. The City also supports public safety efforts through a variety of other departments. But the budgets for all these departments provide very limited information about the use of budgeted resources to provide public safety services and how decisions regarding the allocation of those resources are made. The budgets also provide only limited information about what benefits are produced as a result of these public safety investments. Without clear information about what the City is spending and what is working, it is virtually impossible for the Commission or public to know whether resources are allocated for well-functioning programs and initiatives in a cost-effective manner.

Police leaders told the Commission that other large cities have much lower homicide rates than Chicago in part because those cities invest more in non-policing strategies that have been proven to reduce violence. If that is true, then Chicagoans deserve a plan to increase such investments in its communities, detailed information about strategies to implement the plan, and information about whether those strategies are working.

In order to advance its core goals and objectives, the Commission will continue to push for greater transparency in the budget to ensure that the City is using its public safety resources most effectively to keep all communities safe from crime, violence, and other preventable harms.

### **Recommendations**

1. The City of Chicago should provide substantially more detail about its public safety spending. Public budgets for the City's public safety agencies should include information about what services are being provided and the impact of those programs. Only with greater transparency can the Commission provide the legally-mandated oversight and accountability over CPD's budget.
2. Police leaders should brief the Commission on the specific non-policing investments that other cities are making that police leaders believe have the most positive and cost-effective impact on reducing violence.

3. Subject matter experts and City officials should on a quarterly basis brief the Commission on the Crisis Assistance Response and Engagement (CARE) team pilot program (which incorporates behavioral health professionals in addition to specially trained police officers, into the City's response to 911 calls with a mental health component) and on other efforts to establish co-response and non-police response models.
4. Subject matter experts and City officials should on a quarterly basis brief the Commission on the status of City-supported diversion and deflection programs, and other programs intended to limit contact with the criminal justice system.

## **APPENDIX – QUESTIONS FOR THE CHICAGO POLICE DEPARTMENT**

### **Community Policing**

1. Does each district require one lieutenant and at least two sergeants to make NPI work? If so, does the 2023 budget include funding dedicated to meeting that requirement?
2. Does each District Coordinating Area need to have at least two District Coordination Officers? If so, does the 2023 budget include funding dedicated for the Bureau of Patrol to meet those NPI requirements in all 22 districts?
3. Does the 2023 budget include sufficient funding for patrol officers to allow those in districts that have adopted NPI to spend 30 percent of their time building relationships and solving problems, while also ensuring a rapid response to emergency calls?
4. Does NPI expansion require the Department to meet any recruitment or retention goals, or will NPI be expanded without regard to recruitment and retention? If the Department needs to meet recruitment or retention goals to expand NPI, what specific goals must it meet?
5. Does the 2023 budget include funding for staff within the Office of Constitutional Policing and Reform to work full time to expand NPI? If so, how many?
6. Will recruits receive NPI-specific training?

### **Workforce Allocation**

1. In each police district, what is the percentage of patrol officers who have been patrolling the same beat, on the same watch, with the same supervisor for at least the last twelve months?
2. How often does the Department assess whether there is a need to reallocate patrol resources by district?
3. What metrics does the Department use to allocate patrol resources by watch and day of week?
4. How often does the Department assess whether there is a need to reallocate patrol resources by watch and day of week?
5. How recently has the Department analyzed response times in different neighborhoods?

6. What does the most recent analysis show about response times in different neighborhoods?
7. How recently has the Department analyzed the relationship between days and times patrol officers work and the days and times that shootings happen?
8. What does the most recent analysis show about the relationship between the days and times patrol officers are deployed and the days and times that shootings happen?
9. What is the span of control in each district in patrol on First Watch, Second Watch, and Third Watch?
10. How many additional personnel would be required to meet consent decree requirements for span of control in each district, on each watch?
11. How many sworn officers are with CPD as of 11/1/2022?
12. How many sworn officers are in the Bureau of Patrol as of 11/1/2022?
13. How many sworn officers are in the Bureau of Detectives as of 11/1/2022?
14. How many sworn officers are in the Office of Constitutional Policing and Reform as of 11/1/2022?
15. How many sworn officers are in the Criminal Network Group, the Community Safety Team, and Critical Incident Response Teams as of 11/1/2022?
16. How many sworn officers worked in the Criminal Network Group, the Community Safety Team, and Critical Incident Response Teams as of 1/1/2022?
17. Since 1/1/2022, how many sworn officers have been shifted from the Criminal Network Group, the Community Safety Team, and Critical Incident Response Teams to patrol in the districts?
18. With the shortage of officers in the Bureau of Patrol, has the Department required officers from other areas to work temporarily on patrol?
19. If so, what divisions and units has the Department pulled the most people from to get more people into the Bureau of Patrol?
20. What criteria does the Department use to decide which units to draw from and how many to draw from each unit?



21. What criteria does the Department use to decide which units to draw from and how many to draw from each unit?
22. How often does the Department make decisions about moving officers temporarily into the Bureau of Patrol?
23. When officers are deployed temporarily, how do you decide the location where they are deployed?
24. To whom do those officers report when they are deployed?
25. How many patrol officers were working regularly a year ago on the 55 beats that the Department has targeted because they have such high rates of violent crime? How many patrol officers are working regularly on those beats today?
26. What is the demographic composition of CPD personnel in each police district?
27. What is the budget for recruitment and retention activities? What recruitment efforts are designed to bring in recruits that reflect the communities in which they will serve?

### **Training**

1. How many full-time staff are required to meet the Consent Decree's training requirements?
2. How many FTEs are assigned to training for 2023?
3. How many officers who are assigned to training are currently on long-term disability?
4. How many officers who are assigned to training are currently on medical leave?
5. How many officers who are assigned to training are currently on daily deployments?
6. How does the Department measure and assess whether the training it provides is effective?

### **Legal Judgments**

1. Which items in the 2023 budget are expected to do the most to reduce the cost of these judgements, or to identify changes to policy or practice that would reduce the cost of these judgments?
2. How many people within CPD are working on risk management?
3. What are the most significant changes to policy or practice that the Department has identified over the last 12 months, and what has the department done to implement those changes?