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OFFICE OF INSPECTOR GENERAL

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Staffing: Sworn Chicago Police Department Members Assigned with Patrol Duties

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Acronyms

CJP	Chicago Justice Project
CPD	Chicago Police Department
CBA	Collective Bargaining Agreement
CST	Community Safety Team
FOIA	Freedom of Information Act
FOP	Fraternal Order of Police
IMT	Independent Monitoring Team
OIG	City of Chicago Office of Inspector General
OPSA	Office of Public Safety Administration
RDO	Regular Day Off

I | Introduction

Whether responding to a 911 call or patrolling a Beat, Chicago Police Department (CPD or the Department) members are essential to ensuring public safety by responding to emergencies and being present in communities. Yet, measuring CPD's patrol presence in a particular location in the City is a complex, opaque, and imprecise exercise. Seemingly simple questions of fundamental importance to public safety in Chicago—how many CPD members are on patrol in the City, and where and when do those members patrol?—are surprisingly difficult to answer precisely, both for purposes of oversight and transparency from outside of CPD, and for purposes of effective supervision and operational management from within CPD. To address these concerns and help answer these fundamental questions, the City of Chicago Office of Inspector General (OIG) describes CPD's patrol staffing structure, previous and ongoing efforts to obtain information on patrol staffing from the Department, and the limitations around CPD's patrol staffing data.

To accompany this report, OIG has updated the Sworn CPD Members suite of data dashboards on its Information Portal (igchicago.org/information-portal/) to include granular data on the time of day and geographic areas in which CPD members patrol. OIG's dashboards display patrol staffing data for each period of work hours in a day and for one day in each month. Through these dashboards, OIG seeks to give stakeholders a clearer, more accurate view of how many CPD members are working at a given time in Chicago's neighborhoods.

This inquiry is descriptive; it does not include recommendations to CPD or any other City agency. Additionally, neither the dashboards nor this report present a predictive staffing model that seeks to answer questions and make determinations regarding patrol strength—that is, whether CPD is appropriately staffed during any given time or place. Rather, with this report and the accompanying dashboards, OIG aims to provide clear, accurate, and comprehensive data on CPD's staffing levels—how many CPD members are on the street and where they are working.

Although this report does not require recommendations, and therefore CPD was not required to respond, OIG provided CPD with a draft of the report and invited the Department to preview the updated dashboards prior to publication. After a meeting attended by OIG, CPD, and the Office of Public Safety Administration (OPSA), CPD provided a written response, attached at Appendix G, in which they raised concerns about the accuracy and reliability of OIG's dashboard, given its reliance on CPD's Attendance and Assignment (A & A) sheets. CPD further "encourage[d] the OIG to avail itself of the resources that both CPD and PSA have offered to improve both the Report and Dashboard." As noted in OIG's reply, attached at Appendix H, OIG has been awaiting access to the data "resources" to which CPD referred since April 2023. Nonetheless, OIG accepted CPD's request to delay the publication of this report and the updated dashboard so that access to these resources could be provided and so that CPD could demonstrate how it uses its own data resources to accurately measure patrol staffing on any given day. As of this publication and more than one year after OIG requested access, OIG has not been provided with access to any additional staffing data. Furthermore, CPD has not provided any demonstration of how the Department itself measures patrol staffing levels. OIG will continue to update and improve the dashboard accompanying this report as more data becomes available.

II | Background

A | CPD's Patrol Staffing Structure

The City of Chicago is divided into several different geographic components, including Wards, Community Areas, census tracts, and neighborhoods. Each of these geographic divisions has its own distinct political, social, legal, or administrative significance and purpose.¹ CPD has its own way of geographically subdividing the City. CPD's largest partition is its division of the city into five Police Areas. These Areas are then subdivided into a total of 22 Districts. Districts are, in turn, divided into Sectors, and each Sector is separated into Beats. A Beat is "a tract of land designated for primary police patrol."² A Sector is a precise and contiguous combination of beats within an appropriated District.³ Similarly, Districts are specific and contiguous blends of Sectors within a designated Police Area.⁴ Finally, an Area is a "specific and contiguous grouping of districts within the City of Chicago."⁵ There are a total of 274 Beats, 22 Districts, and 5 Areas throughout the city.⁶ There are an average of 12.5 Beats per District (see Appendix D).

Figure 1 shows how CPD's Areas, Districts, and Beats are structured. The shaded regions are the five Areas. Within each Area, there are Districts, drawn with thick lines. Then, within each District, there are Beats, which are drawn with dashed lines. Any given location in the city is within a Beat, and therefore also within a District and an Area. For example, Chicago's City Hall, located at 121 N. LaSalle Street, is in Area 3, District 1, and Beat 0122. The red dot on the map in Figure 1 highlights City Hall, and the map zooms in to display Beat boundaries within District 1. In the same way City Hall can be located within a Beat, District, and Area, OIG's "City Services by Address" dashboard can be used to find the Beat, District, and Area for any City address.⁷

¹ The City of Chicago's website describes the city as having 50 wards which are political districts, with each one electing an Alderperson to represent the ward in Chicago's City Council. The City is "also divided into [77] Community Areas. These boundaries do not change over time (as political boundaries do), so that information about the city can be consistently collected and analyzed over long periods of time." City of Chicago, "Chicago Ward, Community Area and Neighborhood Maps," accessed September 22, 2023, https://www.chicago.gov/city/en/depts/dgs/supp_info/citywide_maps.html#:~:text=Chicago%20is%20divided%20into%20seventy,over%20long%20periods%20of%20time. According to Census.gov, census tracts are "small, relatively permanent statistical subdivisions of a county or statistically equivalent entity that can be updated by local participants prior to each decennial census." United States Census Bureau, "Glossary," accessed September 26, 2023, https://www.census.gov/programs-surveys/geography/about/glossary.html#par_textimage_13. See Appendices A, B, and C for maps displaying these geographic units in relation to CPD Districts and Beats.

² Chicago Police Department, "General Order G01-04: Boundaries: Beat, Sector, and District," December 19, 2012, accessed August 24, 2023, <https://directives.chicagopolice.org/#directive/public/6193>.

³ Chicago Police Department, "General Order G01-04: Boundaries: Beat, Sector, and District."

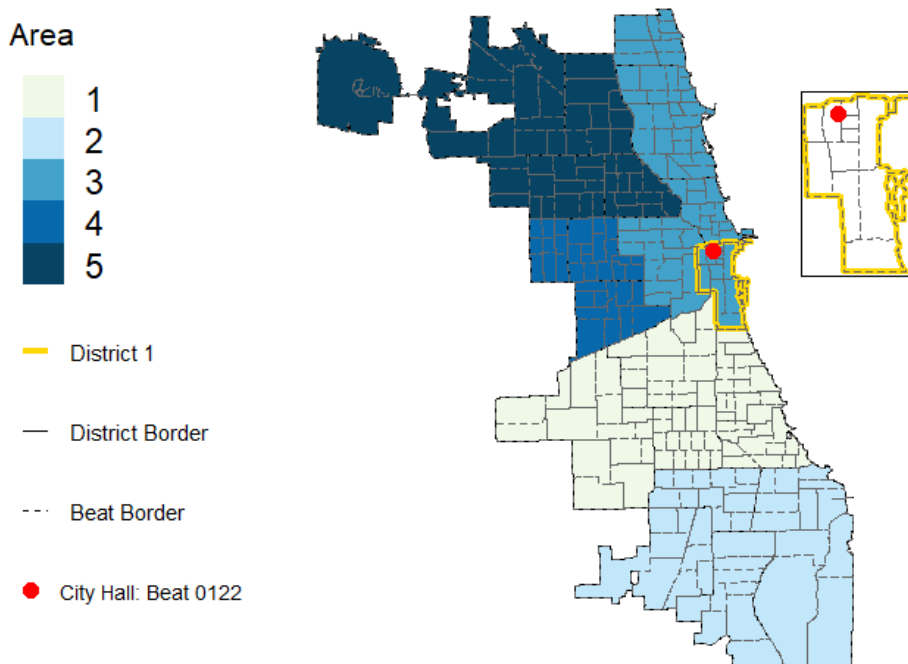
⁴ Chicago Police Department, "General Order G01-04: Boundaries: Beat, Sector, and District."

⁵ Chicago Police Department, "General Order G01-04: Boundaries: Beat, Sector, and District."

⁶ This count of 274 CPD Beats is corroborated by two authoritative sources: CPD data reported at the Beat level and publicly available through OIG's information portal (see, for example, "City of Chicago Office of Inspector General, "Investigatory Stop Reports by District and Beat," accessed October 2, 2023, <https://iqchicago.org/information-portal/data-dashboards/investigatory-stop-reports-by-district/>); and CPD's District-level maps, which show Beat boundaries (see Appendix A). In other places, however, CPD's public reporting is not wholly consistent on the number of Beats. CPD's Frequently Asked Questions webpage reports two different numbers: 279 and 281. Chicago Police Department, "Frequently Asked Questions," accessed October 2, 2023, <https://home.chicagopolice.org/home/frequently-asked-questions>.

⁷ City of Chicago Office of Inspector General, "City Services by Address," accessed May 21, 2024, <https://iqchicago.org/information-portal/data-dashboards/city-services-by-address/>.

Figure 1: Map of CPD Areas, Districts, and Beats, Zoomed into District 1 Boundaries, Location: City Hall



Source: OIG Analysis

CPD directive “G01-02-04: Organization and Functions of the Bureau of Patrol” states that its members are “responsible for general field operations, including the protection of life and property; apprehension of criminals; and enforcement of traffic laws and ordinances.”⁸ This broad designation includes Department members who are “on patrol” or “have patrol responsibilities.” OIG uses these terms to describe members who are assigned or detailed to a specific District/Beat and have responsibilities that include, but are not limited to, responding to 911 calls, making rounds of a designated area, and responding to requests for assistance or service.⁹ Some CPD members who are not assigned or detailed to a specific District might be tasked with carrying out patrol duties during their given work hours.

Each sworn CPD member is assigned to a unit, which refers to a member’s work location and/or job duties. Some units are connected to specific geographic locations (e.g., police Districts) whereas others are non-geographical and refer to the nature of the members’ work duties (e.g., Troubled Building Unit or Finance Division). At any given time, some members are not posted to their permanent assignments; rather, they are detailed on a short-term basis to units different from their regular assignments. OIG uses this assignment and detail information for its sworn CPD member dashboards to depict members where they are actually working; if a member has a permanent

⁸ Chicago Police Department, “General Order G01-02-04: Organization and Functions of the Bureau of Patrol”, May 11, 2023, accessed August 24, 2023, <https://directives.chicagopolice.org/#/directive/public/6503>.

⁹ Not all members who are assigned or detailed to a geographic District/Beat are on patrol or have patrol responsibilities. See Section III.A.1 for further details.

assignment and no detail, they are counted in their assigned unit. However, if a member is on a detail, they will show up on the dashboards in their detailed unit.

Similar to how units are structured, Beats can also be geographical or non-geographical. Geographic Beats are the smallest sub-units of CPD Districts designated for primary police patrol. Non-geographical Beats, on the other hand, do not have a direct association with a specific geographical location (e.g., Evidence Technicians).¹⁰

Sworn CPD members serve their tours of duty during their work hours, which are typically divided into three separate, overlapping time intervals. Most CPD members are assigned to work a part of the day which generally corresponds to early morning work hours, daytime work hours, and evening work hours. According to CPD's website, typical early morning work hours begin at 11:00 p.m. or midnight; daytime work hours start at 7:00 a.m. or 8:00 a.m.; and evening work hours begin at 3:00 p.m. or 4:00 p.m.¹¹ CPD uses the term "Watch" to describe police work hours. There are numerous other Watch codes in CPD's data that reflect different schedules that overlap with, but do not correspond precisely to, these early morning, day, and evening work hours. In this report and accompanying dashboards, OIG aggregates all Watches into time-of-day work hours and does not list every Watch, in order to provide more comprehensive information about how many people are working and where at a given time of day, and to avoid compromising potentially sensitive information about CPD's operations.

B | Recent and ongoing efforts to obtain information about CPD's patrol staffing

Here, OIG describes some of the recent public efforts by stakeholders to obtain information about CPD's patrol staffing and learn about patrol strength throughout the city. Stakeholders in Chicago's public safety landscape regularly seek information on CPD's patrol staffing, whether to assist with determining patrol strength or to gain more insight into CPD's allocation of resources. In fact, the Department itself has previously commissioned staffing analyses to help it determine how to best allocate its staff. Additionally, the consent decree entered in *Illinois v. Chicago* mandates the Department to complete such an analysis and use it to meet specific staffing requirements.¹² Further, members of the Chicago City Council have made several recent attempts to obtain patrol staffing data or to see completed staffing analyses. In aggregate, these mandates and requests for information demonstrate public interest in how CPD deploys its members and a concern about whether the level of patrol strength is adequate to meet the public safety challenges in all parts of Chicago.

As noted above, this report and OIG's updated interactive dashboards focus on accurate, point-in-time snapshots of CPD's patrol staffing, rather than providing a predictive tool that would aid the Department in making informed decisions about where and when to allocate staffing, as determined by operational needs. Such tools are generally referred to as staffing models, plans, or analyses. Figure 2 describes commonly used approaches to staffing analyses, as defined by the U.S. Department of Justice Office of Community Oriented Policing Services:

¹⁰ For more information on geographical and non-geographical Beats, see Section III.A.1.

¹¹ Chicago Police Department, "Frequently Asked Questions; Glossary," accessed October 4, 2023, <https://home.chicagopolice.org/home/frequently-asked-questions/>.

¹² Consent Decree, *State of Illinois v. City of Chicago*, No. 17-cv-6260 (N.D. Ill., Jan. 31, 2019).

Figure 2: Definitions of Methods for Developing Staffing Analyses/Models¹³

Staffing Analysis Approach	Definition
Authorized Level	Staffing level is based on resource availability and budget allocated to police department.
Minimum Staffing	Staffing level is based on department's determination of minimum number of officers needed to provide service while ensuring officer safety.
Per Capita	Staffing level is based on a pre-determined desired number of members per person for a jurisdiction's overall population.
Workload-Based	Staffing level is based on demand for service, such as 911 calls requiring a law enforcement response.

Source: OIG analysis

Forward-looking models which forecast how many members ought to be allocated to a given place at a particular time are most useful when the public has information about existing staffing levels, since point-in-time data on where and when CPD members are on patrol provides policymakers and the public with a baseline to contrast against ideal staffing models. Alderperson Matt Martin (47th Ward) expressed this position, stating “We need to make sure that we have transparency around deployment so that members of City Council, the mayor’s office, and the public knows who’s getting what resources and why.”¹⁴ Without data on where and when CPD members are deployed, the degree to which staffing decisions reflect community and operational needs is difficult to assess since the present state of staffing is unclear. Beyond augmenting staffing analyses by providing stakeholders with a benchmark for comparison, precise point-in-time staffing data can aid in identifying trends and patterns over time, allowing the Department to analyze historical staffing levels alongside other factors such as crime rates and call volumes. Additionally, the absence of precise staffing data can have an adverse impact on other management imperatives within the Department. For example, without accurate information on staffing levels, it can become more challenging to assess workload distribution, identify areas that are overworked or underserved, and allocate resources according to strategic priorities. For purposes of effective operational management, well-informed oversight, and appropriate public transparency, CPD members and others must have access to clear, accurate data on present-day patrol staffing levels.

1. CPD-commissioned staffing analyses

CPD has reported that it has both worked on internal staffing analyses and consulted with external research partners to develop patrol staffing models over the past several years; however, as the examples below indicate, it is surprisingly difficult to ascertain whether studies were actually completed and if so, whether and how they were implemented to guide resource allocation.

¹³ Jeremy M. Wilson and Alexander Weiss, “A Performance-Based Approach to Police Staffing and Allocation,” *U.S. Department of Justice Office of Community Oriented Policing Services*, 2014, accessed November 21, 2023, <https://portal.cops.usdoj.gov/resourcecenter/ric/Publications/cops-p247-pub.pdf>.

¹⁴ Tahman Bradley, “Chicago police, city council debating over how to allocate police resources,” WGN, February 5, 2024, accessed April 15, 2024, <https://wgntv.com/news/chicago-news/chicago-police-city-council-debating-over-how-to-allocate-police-resources/>.

In 2010, Dr. Alexander Weiss, an author of the U.S. Department of Justice Office of Community Oriented Policing Services report on how to conduct workforce-based staffing studies for police departments, completed a “Patrol Staffing Analysis for the Chicago Police Department Bureau of Patrol” study for the Department.¹⁵ CPD, however, has not made this study publicly available nor has it indicated whether it implemented any guidance the study may have provided.

On September 21, 2016, in an interview with the *Chicago Sun Times* regarding then-Mayor Rahm Emanuel’s newly announced hiring surge, then-Superintendent Eddie Johnson stated, “When I sat down as superintendent, one of the first things everybody asked me was, ‘Did we have enough police officers?’ We did an overall analysis of the department...I took a real hard look at it and this [number of new officers] is what I think we need to make Chicago safer.”¹⁶ On September 26, 2016, the Chicago Justice Project (CJP) requested information regarding then-Superintendent Johnson’s September 21, 2016 statements from CPD via a Freedom of Information Act (FOIA).¹⁷ In 2018, CJP sued the Department in Cook County Circuit Court for failing to produce the requested materials.¹⁸ On October 9, 2020, following motions filed in court regarding CJP’s request for a comprehensive staffing analysis report from CPD, the Court found that CPD’s production of “the Bromwich report” to CJP, which CPD alleged would contain records regarding a comprehensive staffing report if such records existed, did not contain a staffing analysis. The Court also found that CPD “failed to meet its burden to show it conducted an adequate search regarding a comprehensive staffing report.”¹⁹ As such, the Court allowed CJP’s lawsuit against CPD to continue. However, on July 13, 2022, CJP dismissed its lawsuit against CPD, pursuant to a settlement agreement, and the court record is silent as to whether a staffing analysis was ever produced by CPD.²⁰

In October 2016, during CPD’s budget hearing, Superintendent Johnson reported that the Department had commissioned a workload-based police staffing analysis to assess CPD’s staffing needs and deployment allocation.²¹ The Department’s 2017 “Next Steps for Reform” report also noted that it had “engaged Dr. Alexander Weiss in late 2016 to develop a workload-based staffing

¹⁵ Wilson and Weiss, “A Performance-Based Approach to Police Staffing and Allocation.”

¹⁶ Fran Spielman and Frank Main, “CPD to hire nearly 1,000 officers to combat surge in Chicago violence,” *Chicago Sun Times*, September 21, 2016, accessed April 15, 2024, <https://chicago.suntimes.com/2016/9/21/18365029/cpd-to-hire-nearly-1-000-cops-to-combat-surge-in-chicago-violence>.

¹⁷ Tracy Siska, “FOIA Seeking CPD Staffing Analysis,” Chicago Justice Project, October 21, 2016, accessed May 20, 2024, <https://chicagojustice.org/2016/10/21/foia-seeking-cpd-staffing-analysis/>.

¹⁸ Tracy Siska, “CJP Takes Transparency Fight Against CPD to Court,” Chicago Justice Project, May 24, 2018, accessed May 20, 2024, <https://chicagojustice.org/2018/05/24/cjp-takes-transparency-fight-against-cpd-to-court/>.

¹⁹ Memorandum Opinion and Order, *Chicago Justice Project v. Chicago Police Department*, No. 18-CH-06576, (Cir. Ct. Cook Co. October 9, 2020).

²⁰ Order of Dismissal, *Chicago Justice Project v. Chicago Police Department*, No. 18-CH-06576, (Cir. Ct. Cook Co. July 13, 2022).

²¹ Dan Hinkel and John Byrne, “Chicago may shake up where it deploys cops after study,” *Chicago Tribune*, October 28, 2016, accessed April 15, 2024, <https://www.chicagotribune.com/2016/10/28/chicago-may-shake-up-where-it-deploys-cops-after-study/>.

analysis.”²² However, in 2020, the *Chicago Sun-Times* reported that the Department had not implemented the recommendations from this study.²³

In August 2019, Superintendent Johnson again spoke publicly about conducting an internal staffing analysis, this time to *NBC5* in response to the announcement of then-Mayor Lori Lightfoot’s City-wide hiring freeze: “We’re committed to insuring that we have the right amount of officers for the challenges that we face in this city...So what we’re doing is, we’re going over all of our staffing to see where each and every body is---so we’ll know whether we have the correct number of people...It’s important we internally do this analysis, so we know if we should shift some bodies around.”²⁴ Once again, there is no evidence that the Department released this study publicly or used it to inform staffing decisions.

More recently, in February 2022, the University of Chicago Crime Lab (Crime Lab) published a summary of a workforce allocation analysis it had completed as a “response to a request from CPD leadership...to help the [D]epartment better allocate officer resources.”²⁵ However, in late 2022, then-Superintendent David Brown publicly stated that CPD planned to seek a new staffing analysis. According to the *Chicago Tribune*, Superintendent Brown stated that the Crime Lab’s study was “missing” some elements; for example, he said, the study failed to account for non-patrol teams that respond to events of violence.²⁶ The study itself was never made public and, it was not indicated that CPD ever used the study to guide staffing decisions.

2. The Independent Monitoring Team

As of this writing, CPD has not complied with provisions of the consent decree entered in *Illinois v. Chicago* which require it to provide staffing data and analysis. The consent decree contains several paragraphs relevant to CPD staffing and imposes specific requirements on how CPD should allocate its staff.²⁷ This includes Paragraph 356, which requires that “CPD will ensure that it makes staffing and allocation decisions that provide for...the number of patrol field supervisors to ensure

²² Chicago Police Department, “Next Steps for Reform,” March 14, 2017, 9, accessed May 20, 2024, <https://home.chicagopolice.org/wp-content/uploads/2020/06/Chicago-Police-Department-2017-Next-Steps-for-Reform.pdf>.

²³ Frank Main and Fran Spielman, “In debate over where cops should patrol in Chicago, ‘no one wants to lose’,” *Chicago Sun Times*, September 23, 2020, accessed October 12, 2023, <https://chicago.suntimes.com/crime/2020/9/23/21451088/chicago-police-cpd-districts-staffing-crime-david-brown-university-study-beat>.

²⁴ NBC5 Chicago, “Police Review Staffing As Hiring Freeze Looms,” August 23, 2019, accessed April 15, 2024, <https://www.nbcchicago.com/news/local/police-staffing-review-as-hiring-freeze-looms/126895/>.

²⁵ The University of Chicago Urban Labs, “Crime Lab’s Workforce Allocation Summary”, February 4, 2022, accessed October 2, 2023, <https://urbanlabs.uchicago.edu/attachments/524ec006350acb3713a9107afe4048390957dd1b/store/59e0ba4f6b0a6f0e cb416e1f057f1e8e89a752f7068665c25bffa7dc71e5/WFA+Summary.pdf>.

²⁶ Annie Sweeney, “Superintendent Brown finally responds to Chicago cop deployment study: Another study is needed, he says,” *Chicago Tribune*, November 2, 2022, accessed October 2, 2023, <https://www.chicagotribune.com/news/criminal-justice/ct-cpd-staffing-study-brown-20221102-tf1cnstald3hd7jwmxfelgwa-story.html>.

²⁷ As of IMR-9, CPD is in preliminary compliance with consent decree Paragraphs 359-364 and 367-368. CPD has not yet reached any level compliance for Paragraphs 356-357 and 365-366. The IMT assesses compliance at three levels: preliminary, secondary, and full. Preliminary compliance is typically reached when CPD develops a policy around a new reform; secondary compliance is reached by training members on the new policy, and full compliance is achieved when the reform is implemented and operationalized. Independent Monitoring Report [9], *State of Illinois v. City of Chicago*, No. 17-cv-6260 (N.D. Ill, May 23, 2024), accessed May 23, 2024, <https://cpdmonitoringteam.com/wp-content/uploads/2024/05/2024.05.23-Independent-Monitoring-Report-9-filed.pdf>.

span of control and unity of command as required in this Part.”²⁸ The consent decree defines span of control as “the number of officers assigned to each immediate supervisor for a tour of duty” and notes that the required span of control is a ratio of ten CPD members to one sergeant.²⁹ The consent decree also states that “unity of command means officers are supervised by a consistent and clearly identified immediate supervisor. Additionally, officers and their immediate supervisor will regularly have the same start time, the same day-off-group, and patrol the same geographic areas.”³⁰

The Independent Monitoring Team (IMT) is charged with assessing compliance with the consent decree, and it prepares reports detailing the City’s efforts on a semi-annual basis. In its most recent Independent Monitoring Report (IMR-9), which assesses consent decree compliance through December 31, 2023, the IMT noted that CPD has been working since 2020 to successfully implement its Unity of Command and Span of Control Schedule Pilot Program with the goal of providing more efficient, effective and consistent supervision and staffing, and that CPD did make progress in the ninth reporting period since entry of the consent decree by implementing a new staffing model in the 6th District, the first District selected for the pilot program.³¹ However, the IMT also stated that in order to fully comply with its obligations, CPD must complete “a comprehensive staffing study to inform a realistic and effective staffing plan” and that this study needs to include a department-wide staffing model.³² As the IMT noted in IMR-8, which assessed consent decree compliance through June 30, 2023, “The City and the CPD have shared intentions to conduct a Workforce Allocation Study to develop a staffing model...in multiple past reporting periods. To our knowledge this is not yet underway.”³³ The IMT has further expressed its concern that the study is not yet done, stating, “With staffing challenges related to time off, officer stress, service demands, and increases in violent crime, it is imperative that CPD conduct a staffing study that is focused as an internal guide to help consistently maintain and manage unity of command and span of control.”³⁴ As of the writing of IMR-9, CPD had not yet completed this study.

3. Recent requests by City Council

Members of Chicago’s City Council have made recent requests for CPD staffing information, demonstrating a strong and sustained interest in the topic. On October 29, 2020, during CPD’s budget hearing for fiscal year 2021, Alderperson Maria Hadden (49th Ward) requested information on the Department’s 2017 staffing study; CPD responded, through the Chair of the Budget and

²⁸ Consent Decree at ¶356.

²⁹ Consent Decree at ¶358.

³⁰ Consent Decree at ¶358.

³¹ IMR-9 contains more information on the IMT’s assessment of CPD’s Unity of Command and Span of Control Schedule Pilot Program. Independent Monitoring Report [9], *State of Illinois v. City of Chicago*, No. 17-cv-6260 (N.D. Ill, May 23, 2024), 51-55, accessed May 23, 2024, <https://cpdmonitoringteam.com/wp-content/uploads/2024/05/2024.05.23-Independent-Monitoring-Report-9-filed.pdf>. Chicago Police Department, “Department Notice D20-02: Unity of Command and Span of Control Schedule Pilot Program,” February 29, 2024, accessed May 23, 2024, <http://directives.chicagopolice.org/#directive/public/6175>.

³² Independent Monitoring Report [8], “Appendix 7 Supervision: Compliance Assessment by Paragraph,” *State of Illinois v. City of Chicago*, No. 17-cv-6260 (N.D. Ill, November 1, 2023), 36, accessed November 2, 2023, <https://cpdmonitoringteam.com/wp-content/uploads/2023/11/IMR8-Appendix-7-Supervision-2023.11.01.pdf>.

³³ Independent Monitoring Report [8], “Appendix 7 Supervision: Compliance Assessment by Paragraph,” *State of Illinois v. City of Chicago*, No. 17-cv-6260 (N.D. Ill, November 1, 2023), 36, accessed November 2, 2023, <https://cpdmonitoringteam.com/wp-content/uploads/2023/11/IMR8-Appendix-7-Supervision-2023.11.01.pdf>.

³⁴ Independent Monitoring Report [7], *State of Illinois v. City of Chicago*, No. 17-cv-6260 (N.D. Ill, June 29, 2023), 994 (PDF page number), accessed September 26, 2023, <https://cpdmonitoringteam.com/wp-content/uploads/2023/08/2023.06.29-Independent-Monitoring-Report-7-filed.pdf>.

Government Operations Committee, that it could not produce the study due to its possible impact to any ongoing litigation and attorney client and/or work product privilege.³⁵ It is unclear what litigation the Department was referring to in its response to Alderperson Hadden.

In CPD's budget hearing for the 2022 fiscal year, held on October 4, 2021, Alderpersons Pat Dowell (3rd Ward), Debra Silverstein (50th Ward), and then-Alderperson Susan Sadlowski-Garza (10th Ward) all requested "a breakdown of officers in each District."³⁶ In response, CPD produced a table with counts of sworn and civilian CPD members in each of the 22 Districts (Figure 3). The table CPD provided to City Council does not include staffing breakdowns by Beat or by work hours, nor does it make clear whether the count includes only members who were assigned to Districts or if detailed members are also included.

Figure 3: CPD's District-level Count of Civilian and Sworn Members

Source: Chicago Police Department³⁷

3:34:29PM **DISTRICT SUMMARY COUNT** 19-Oct-2021

<u>UNIT</u>	<u>CIVILIAN</u>	<u>SWORN</u>	<u>TOTAL</u>
1ST DISTRICT - CENTRAL	5	266	271
2ND DISTRICT - WENTWORTH	24	294	318
3RD DISTRICT - GRAND CROSSING	13	289	302
4TH DISTRICT - SOUTH CHICAGO	16	302	318
5TH DISTRICT - CALUMET	19	284	303
6TH DISTRICT - GRESHAM	13	314	327
7TH DISTRICT - ENGLEWOOD	14	323	337
8TH DISTRICT - CHICAGO LAWN	13	312	325
9TH DISTRICT - DEERING	13	299	312
10TH DISTRICT - OGDEN	13	327	340
11TH DISTRICT - HARRISON	18	333	351
12TH DISTRICT - NEAR WEST	9	284	293
14TH DISTRICT - SHAKESPEARE	6	233	239
15TH DISTRICT - AUSTIN	12	317	329
16TH DISTRICT - JEFFERSON PARK	13	225	238
17TH DISTRICT - ALBANY PARK	4	216	220
18TH DISTRICT - NEAR NORTH	14	336	350
19TH DISTRICT - TOWN HALL	25	304	329
20TH DISTRICT - LINCOLN	11	201	212
22ND DISTRICT - MORGAN PARK	15	230	245
24TH DISTRICT - ROGERS PARK	2	239	241
25TH DISTRICT - GRAND CENTRAL	21	332	353
GRAND TOTAL:	293	6,260	6,553

In the same hearing, Alderperson Brendan Reilly (42nd Ward) and then-Alderperson Sophia King (4th Ward) made similar requests but specified that they wanted information on staffing over time.

³⁵ City of Chicago, "57-CPD 2021 Budget Responses," November 6, 2020, 168 (PDF page number), accessed October 2, 2023, https://www.chicago.gov/content/dam/city/depts/obm/supp_info/2021Budget/DepartmentResponses2021/57-CPD%202021%20Budget%20Responses.pdf.

³⁶ City of Chicago, "CPD 2022 Budget Hearing Responses," October 14, 2021, 3-5, 36-38, and 86-88 (PDF page numbers), accessed October 2, 2023, https://www.chicago.gov/content/dam/city/depts/obm/supp_info/2022Budget/BudgetHearingResponses/CPD%202022%20Budget%20Hearing%20Responses.pdf

³⁷ City of Chicago, "CPD 2022 Budget Hearing Responses," 4, 37, 87 (PDF page numbers).

King requested “the number of officers, across all ranks and every district, for the past five years.”³⁸ CPD responded with tables of each District’s staffing levels by rank, from Police Officer to Commander, from 2017–2021.³⁹ Reilly requested “a five-year staffing level history, 2018 through year to date, for patrolman, detectives, Sergeants and Lieutenants... .”⁴⁰ CPD provided a table of Department sworn personnel by rank/title, up to the rank of Captain, from 2018 to 2022. This table did not break out personnel by District or other unit assignment.⁴¹

Aldersperson Matthew Martin (47th Ward) and then-Aldersperson Harry Osterman (48th Ward) both asked CPD to provide information from the Crime Lab’s staffing analysis beyond what was published in February 2022. In response, CPD produced documents through the Committee Chair with the disclaimer that “Operationally Sensitive and Law Enforcement Sensitive information is contained within the resource allocation study conducted by UC Crime and Education Lab.”⁴² The documents CPD provided, which appear to be presentations the Crime Lab gave to CPD command staff, do not contain many details of the proposed staffing model, which renders this information, as publicly released, without a clear empirical display of CPD patrol strength by District, Beat, or time of day.

In December 2023, Aldersperson Matthew Martin introduced an ordinance requiring CPD to contract with a “qualified third party” to conduct a comprehensive staffing analysis, noting that such an analysis is both mandated by the consent decree and is standard for other major police departments to help make staffing decisions and reduce disparities in response times.⁴³ The ordinance requires that the staffing analysis report “include Department-wide staffing levels and workforce allocation analysis in every Department bureau and unit and at every rank, including sworn and civilian members,” and CPD must use the methodology laid out in the analysis to adjust staffing at least annually.⁴⁴ CPD is required to enter into an agreement with a third party within 90 days of the ordinance’s approval, and the contracted third party is expected to complete the analysis and submit a written report and recommendations to the Department within one year after the agreement is signed. Importantly, the ordinance also requires CPD to deliver the full report to the Mayor, City Council, the Community Commission for Public Safety and Accountability, the Office of Public Safety Administration, and the public within 10 days of receiving the report. City Council unanimously passed the ordinance on February 21, 2024.⁴⁵

³⁸ City of Chicago, “CPD 2022 Budget Hearing Responses,” 561 (PDF page number).

³⁹ City of Chicago, “CPD 2022 Budget Hearing Responses,” 562-573 (PDF page numbers).

⁴⁰ City of Chicago, “CPD 2022 Budget Hearing, Committee on Budget and Government Operations,” October 4, 2021, Aldersperson Brendan Reilly at 05:53:07, accessed October 2, 2023, <https://vimeo.com/showcase/8925576/video/620266217>.

⁴¹ The table CPD provided in response to Reilly’s request differentiated between specific, specialized positions for CPD members at the rank of Police Officer (e.g., “P.O. / Latent Print Examiner” and “Police Officer – Mounted Patrol”), whereas the table CPD provided responsive to King’s request did not. Additionally, the table CPD provided responsive to Reilly’s request includes non-District personnel as well as District personnel. City of Chicago, “CPD 2022 Budget Hearing Responses,” 543-544 (PDF page numbers).

⁴² City of Chicago, “CPD 2022 Budget Hearing Responses,” 115 (PDF page number).

⁴³ The ordinance lists Houston, Los Angeles, New York, San Diego, and San Francisco as major cities that have completed and/or use staffing analyses to guide staffing decisions. City of Chicago City Council, “Ordinance O2024-0006424,” December 13, 2023 accessed March 12, 2024, <https://ocprodstoragev1.blob.core.usgovcloudapi.net/matterattachmentspublic/23e7412d-76db-4503-a5f7-08867fbce46b.pdf>.

⁴⁴ City of Chicago City Council, “Ordinance O2021-0006424.”

⁴⁵ City of Chicago Office of the City Clerk, “Matter details of Ordinance O2024-0006424,” accessed March 12, 2024, <https://chicityclerkelms.chicago.gov/Matter/?matterId=1797C4A4-DC99-EE11-BE36-001DD83057A3>.

III | Patrol Staffing Data

Some of the challenges in understanding patrol staffing are rooted in CPD's data itself. For any given area of the City of Chicago, no single number represents a complete answer to the question, "How many CPD members with patrol responsibilities are in my community?" This section describes the reasons for variability and data uncertainty in patrol staffing, and how OIG assembled the most comprehensive public records to date of CPD's patrol staffing.

A | Current State and Data Limitations

1. Geographic sections within the City of Chicago

Using CPD's data to understand patrol staffing within a specific geographic section is complicated by the fact that members with patrol responsibilities are assigned or detailed to a geographic District but not all have job duties connected to a geographic Beat, meaning that neither data captured at the District nor Beat level alone can provide a full picture of staffing levels in a given location.

Having data on the distribution of all geographic Beat assignments and details is not equivalent to having data on the distribution of all District assignments and details. CPD members whose primary responsibilities are related to patrolling the City are assigned or detailed to a specific District, and some of these members, but not all, are recorded in CPD's attendance records (referred to as Automated Daily Attendance and Assignment Records or A&A records) as having geographic Beat-specific job duties, corresponding with one of 274 Beats that partition the City of Chicago and its 22 police Districts.⁴⁶ Most members who are assigned or detailed to a District have non-geographic Beat job duties—that is, they are assigned to duties that are not categorized geographically. For example, on March 1, 2024, there were 6,351 sworn CPD members assigned or detailed to a District and 2,388 of those (37.6%) had geographic Beat job duties listed on their A&A records. Most of the remainder CPD members had non-geographic Beat duties, such as Watch Operations Lieutenants, Sergeants, and administrative personnel. Some CPD members, therefore, contribute to the Department presence within a given District, yet do not have geographic Beat job duties.

Further, because Beats are smaller geographic units than Districts and Districts include non-geographic Beat duties, it is also true that having data on the distribution of all District assignments and details is not sufficient to know the distribution of all Beat assignments and details. Staffing at both levels of geographic organization—Beats and Districts—is necessary to give a complete picture of patrol staffing by location.

2. CPD member assignment, detail, and documented presence

Since August 2017, OIG has published data dashboards showing monthly snapshots of data on how many CPD members are assigned and detailed to each of the Department's units. Until now, this information has provided some insight into where CPD has allocated staffing resources; however, the data did not show how many members are actually present and carrying out patrol

⁴⁶ A&A records contain details about CPD members' daily work hours. See example A&A record in Appendix E.

duties in a given location.⁴⁷ Specifically, while the previous iteration of OIG’s sworn member dashboards tracked personnel allocation, it did not capture members’ documented presence—that is, whether CPD members are absent from work or on duty. Having data on whether CPD members with patrol staffing responsibilities are present for duty is an important component to gaining a more complete understanding of staffing levels throughout the City; yet, this data presents its own set of complications.

First, if one took assignment or detail as a measure of presence alone, one may mistakenly conclude that all CPD members are present in a particular geographic unit even though some may be absent for any number of reasons.⁴⁸ Explanations for the absence of CPD members from their assignment or detail might include medical leave, vacation, furlough, or personal days. CPD members, for example, are absent from work on furlough for at least 20 days per year. At any time, significant numbers of members may also be in training and away from their usual assignment or detail, or absent from work due to injury. As an example, on March 1, 2024, 272 CPD members were coded in CPD’s records as out of work due to an injury, and 401 were attending in-service training. When CPD members are absent from work, they are still captured in the data on assignment and detail counts, despite not being physically present; that is, the data on members assigned and detailed to a unit is compromised in accuracy and clarity by virtue of its including both members who are and are not present for duty on the same day. Challenges associated with this might be compounded if there are differences in rates of absence across Districts or Beats. For example, if one District had several members out sick for a reoccurring period while others did not, some places would have systematic overreporting of CPD member presence, which may provide an incomplete picture of patrol staffing in different parts of the City.

Further complications in the data on CPD member assignment, detail, and documented presence stem from the wide range of job duties for CPD members working in a District and present for duty. Some CPD members with a District-level assignment or detail also have Beat-level responsibilities recorded in their A&A records. These Beat responsibilities may be geographic or non-geographic in nature, as described above. CPD’s data includes a “beat description” field that provides additional information on these members’ job duties. Some “beat description[s]” seem to indicate roles in the District that involve little to no contact with the public (for example, District Secretary). These roles may, nonetheless, be essential to the effective functioning of a District.

Last, a member’s documented presence may be within a specific Beat during a single tour of duty, but they may also travel outside of their assigned Beat, which is not captured in CPD’s data. They may do so, for example, because they are dispatched to respond to a call for service outside of their Beat or because they must complete transport or reporting obligations that take them outside of their Beat. Depending upon how long and how many members are taken outside of their Beats, there may be a significant impact on CPD presence in a geographic location.

⁴⁷ Office of Inspector General, “Sworn CPD Members by Unit and Month,” accessed October 2, 2023, <https://igchicago.org/information-portal/data-dashboards/sworn-cpd-members-units-by-month/>.

⁴⁸ As described above, if members have only a permanent assignment, they are shown in the dashboard in the unit in which they are assigned. If members have been detailed out of their permanent assignment into a different unit, they are shown in the dashboard in the unit to which they have been detailed.

3. CPD member work hours and overtime

As described above, most CPD members are assigned to early morning, day, or evening work hours, usually for nine-hour shifts. Some members, however, including those with patrol responsibilities, may work longer than nine hours a day and/or have work hours that fall outside the typical work hours (i.e., early morning, day, or evening). The varied patterns of members' work hours introduce further complications into any assessment of patrol staffing, and a snapshot of the staffing level for a given Beat could be misleading. Measuring the staffing level for a given Beat at just one moment in time risks either understating or overstating the average staffing level for that Beat.

While Beat assignments are clearly recorded in CPD's data for regularly scheduled work hours, the Beats worked by members who are working overtime outside of their regular work hours are not specifically reflected and are not necessarily the same as the ones worked during regular duty. Members can extend their working hours past their regular tour of duty by working overtime. They may also earn overtime by working at another time unconnected to their regular work hours—for example, on a day which would otherwise have been their regular day off (RDO).

4. Variation in member presence over time

There are at least two sources of predictable and cyclical variation that complicate the measurement of CPD member presence over time: day-off groups and furlough groups. First, sworn CPD members are assigned to a day-off group, and their assigned days off are staggered and change from week to week to ensure uninterrupted continuity of police services. For example, if a CPD member is working a "4-2 schedule," meaning they work four consecutive days and then have two consecutive days off, and their assigned days off are on Monday and Tuesday for a particular week, the following week's days off would be on Sunday and Monday. Members who work 8.5 hours a day are assigned to different day off groups than members who work 9-hour and 10.5-hour days.

Next, CPD member presence varies over time due to furlough groups. For CPD's sworn members, the terms of collective bargaining agreements (CBAs) provide for furloughs. According to the Fraternal Order of Police's (FOP) CBA, which applies to all sworn non-supervisory CPD members, furloughs are blocks of vacation days that must be taken in a single block or split into two blocks. All FOP-represented members are entitled to a furlough each year, and members with more seniority are entitled to longer furloughs and have priority in scheduling their furlough time.⁴⁹ Therefore, furlough groups may introduce predictable, recurring variation in staffing availability and patrol presence by District over the course of a year.

Staffing levels for any given Beat are also subject to unpredictable variation for a variety of reasons. CPD members who are assigned or detailed to a given Beat will sometimes be absent, due to medical leave, disciplinary suspensions, or for any other reason.⁵⁰ These causes of variation are not necessarily random, but they are unpredictable.⁵¹ Each of these factors may vary, causing actual

⁴⁹ Chicago Police Department, "Employee Resource, E02-04:Furlough and Vacation," October 25, 2022, accessed October 2, 2023, <http://directives.chicagopolice.org/#directive/public/6327>.

⁵⁰ See Appendix F for all attendance codes, including authorized absence codes.

⁵¹ For example, as CPD has managed the COVID-19 pandemic since early 2020, some units may have experienced waves of medical absences occurring together. Waves of medical absences driven by the spread of an infectious disease are not random, even if their course may be practically impossible to predict in advance.

staffing levels to appear lower. On the contrary, from time to time CPD cancels members' RDOs to meet a short-term need, which drives staffing levels higher and leads to more members on patrol. Such cancellations could be announced far in advance or on short notice, and may or may not follow predictable patterns.⁵²

5. Specialized units supplementing patrol staffing in Districts and Beats

CPD sometimes relies upon non-District units and personnel to supplement patrol staffing, further complicating efforts to measure actual Department presence in a geographic location. For example, in July 2020, then-Superintendent Brown launched two city-wide units: the Community Safety Team (CST), which was tasked with "provid[ing] high visibility patrol in order to suppress violence;" and the Critical Incident Response Team, whose mission is to respond to large-scale public events.⁵³ Members in these units are deployed around the City on an "as needed" basis, and the staffing for these units can also vary over time. CST, for example, had 865 members assigned or detailed to the unit in January 2021, but by November 2023, there were no longer any members assigned or detailed to the unit. Specialized units are not captured in OIG's dashboards because members in these units are not consistently assigned to a specific District, thus increasing the difficulty in measuring how their presence contributes to Department coverage in any specific location.

B | Updates to OIG Sworn CPD Member Dashboards

OIG has integrated new data into its existing sworn member dashboards to display patrol staffing data that describes where, when, and how many CPD members are fulfilling patrol duties across the City. This new data will be updated using point-in-time staffing data from one day in each month. With this new patrol staffing data, OIG's sworn CPD members dashboards now provide stakeholders with more granular and reliable data on actual CPD patrol presence by addressing some, although not all, limitations to existing sources of data from CPD.

This section describes how OIG integrated patrol staffing data into its dashboards, including data sources and methods for linking those sources. Using several data sources allows OIG to cross-check the shift, location, and attendance of CPD members to provide a more accurate and reliable accounting of actual presence than any one source of information alone could provide. This section also explains how OIG's dashboards might fill gaps in publicly available information.

1. How OIG integrated patrol staffing data into the Sworn CPD Member dashboards

OIG's sworn member dashboards pull patrol staffing data from multiple sources, providing a more accurate and precise measure of actual CPD patrol presence than has been previously available. First, OIG obtains members' assignment and detail data from its regular monthly pull of CPD's data. OIG then pulls information from CPD members' A&A records, which contain details about members' workdays, including presence for duty on a given day, as well as assigned Beat, work hours, and vehicle. To supplement any missing data from these sources, OIG pulls historical data

⁵² For more information on the cancellation of sworn CPD members' regular days off, see OIG's "Consecutive Days Worked by Chicago Police Department Members, April-May 2022" report. City of Chicago Office of Inspector General, "Consecutive Days Worked by Chicago Police Department Members," August 29, 2022, accessed October 3, 2023, <https://igchicago.org/publications/consecutive-days-worked-by-chicago-police-department-members-april-may-2022/>.

⁵³ Chicago Police Department, "Chicago Police Department 2020 Annual Report," June 4, 2021, 8, accessed November 21, 2023, <https://home.chicagopolice.org/wp-content/uploads/2020-Annual-Report.pdf>.

on members' assigned work hours and Beats.⁵⁴ By combining and linking data from these sources, OIG can display member assignment/detail *and* member presence for a particular geographic location and work hours. Users can view the data by District, Beat, work hours, presence for duty status, and member rank, each of which provides a unique level of detail that allows for a more nuanced view of patrol staffing.

2. How OIG's Sworn CPD Member dashboards address current patrol staffing data limitations

As described below, OIG's sworn CPD member dashboards provide more information on where and when CPD members work than was previously available. Building on this, OIG expects to continue making improvements and expansions to the dashboards over time.

a. Geographic units within the City of Chicago

With patrol staffing data integrated into its sworn member dashboards, OIG makes data on CPD members' assignments and details to geographic units at both the Beat and District levels publicly available.⁵⁵ By providing information at the Beat level, users now have access to highly localized data on patrol staffing that was previously unavailable; a user is able to determine how many CPD members with patrol duties are actually present in a geographic area as specific as a Beat. If a member has a geographic District assignment, but not a geographic Beat assignment, dashboard users can still account for these members at both the District and Beat levels.

Further, since Beats and Districts are not necessarily common reference points for many residents, the dashboards provide a link to OIG's "City Services by Address" resource.⁵⁶ This tool allows users to input a City address to identify their CPD Area, District, and Beat, so that users can easily situate a location of interest into CPD's administrative boundaries.

b. CPD member assignment, detail, and documented presence

While OIG's dashboards cannot address every limitation around CPD member assignments, details, and member presence, they do show—for the first time—how many members are actually present for duty on patrol in Districts and Beats on one day in each month. This more accurate and more detailed view provides for better public transparency and also provides a tool for improved operational management.

c. CPD member work hours and overtime

To account for and assess all work hours, OIG sorted CPD members with different work hours codes into early morning, day, and evening periods based on the overlap between their actual schedule and parts of the day. For example, a member whose work hours start at 5:00 a.m. would be grouped in with the day work hours, even if they are not formally assigned to this work period,

⁵⁴ OIG uses A&A records as the main source of Beat and work hours information for CPD members, followed by the Beat and work hours history tables from the CPD database. In cases where CPD members have more than one Beat or work hours value on their A&A records, OIG uses a series of criteria to determine which entry is the most accurate.

⁵⁵ There are instances where CPD members are shown in a geographical Beat which differs from their assigned/detailed District. This error is likely caused by CPD data quality issues.

⁵⁶ City of Chicago Office of Inspector General, "City Services by Address," accessed May 21, 2024, <https://iqchicago.org/information-portal/data-dashboards/city-services-by-address/>.

because their actual presence on patrol overlaps substantially with those who were assigned to the day work hours.

Department members who work overtime do not always work their usual assignment or detail, nor are these work hours reflected in members' A&A records. Without being able to connect overtime to a geographic assignment or detail, OIG is, as of this writing, unable to reliably include overtime data in the sworn CPD member dashboards.⁵⁷

d. Variation in member presence over time

OIG's dashboards account for some of the cyclical and intersecting variations in CPD member presence over time by showing patrol staffing data for each work period in a day and for one day in each month. This data includes members' District and Beat assignments/details, members' work hours, and whether members are present for duty. Since patrol staffing levels are dynamic, showing the data at reoccurring intervals not only reduces the risk of systematic bias in patrol staffing reporting, but also gives users a more complete picture than a single static snapshot and allows residents and stakeholders to see staffing trends over time in a way which was previously unavailable.

e. Specialized units supplementing patrol staffing in Districts and Beats

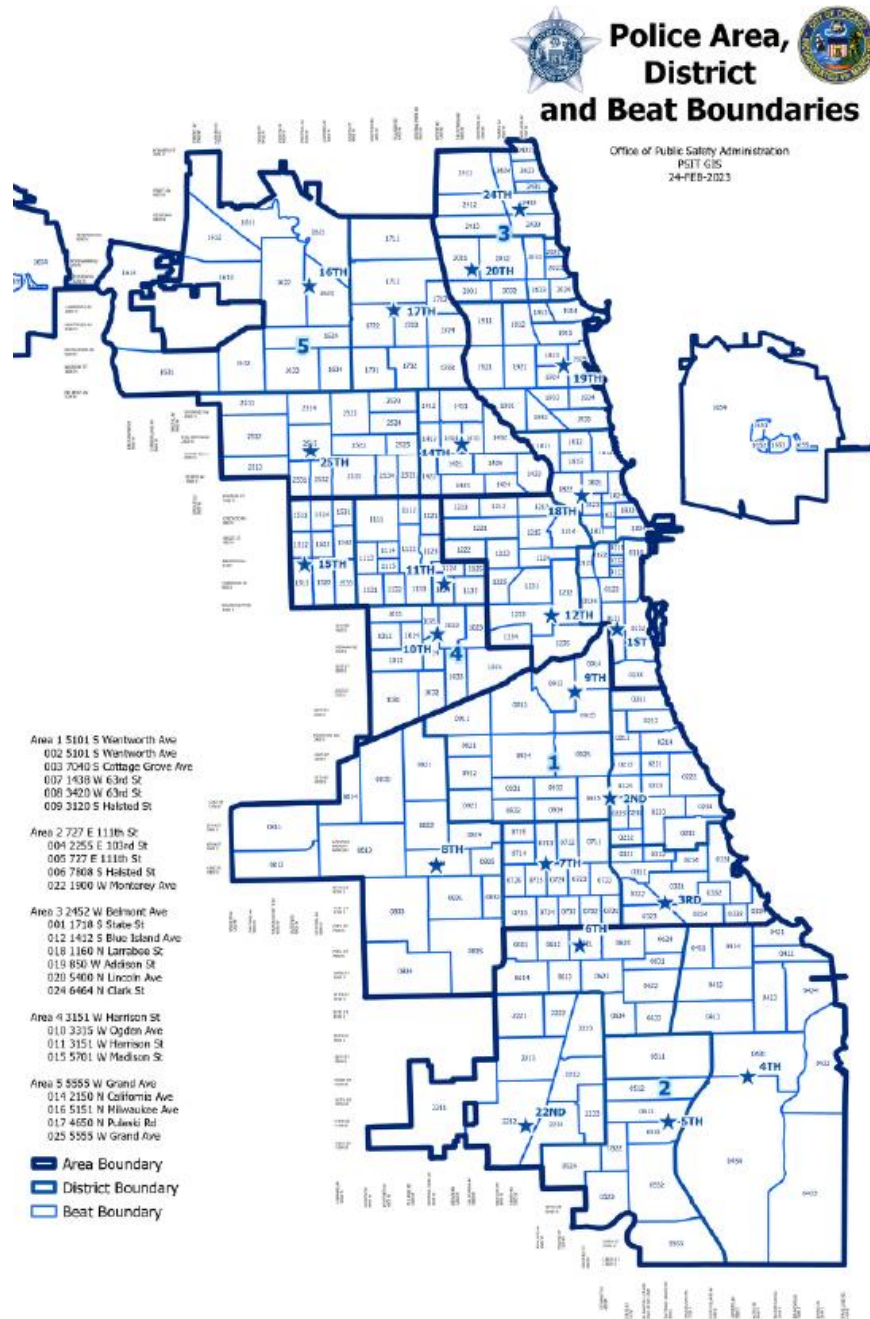
CPD's reliance on specialized units to supplement patrol staffing has been a recurring practice, although the model and details of the approach change over time. For the purposes of this inquiry, OIG leaves aside any consideration of specialized units that could be considered supplementary to District patrol staffing, such as the Community Safety Team.

⁵⁷ As described above in Section III.A.3, CPD's overtime data does not currently include information about members' Beat assignments/details.

IV | Conclusion

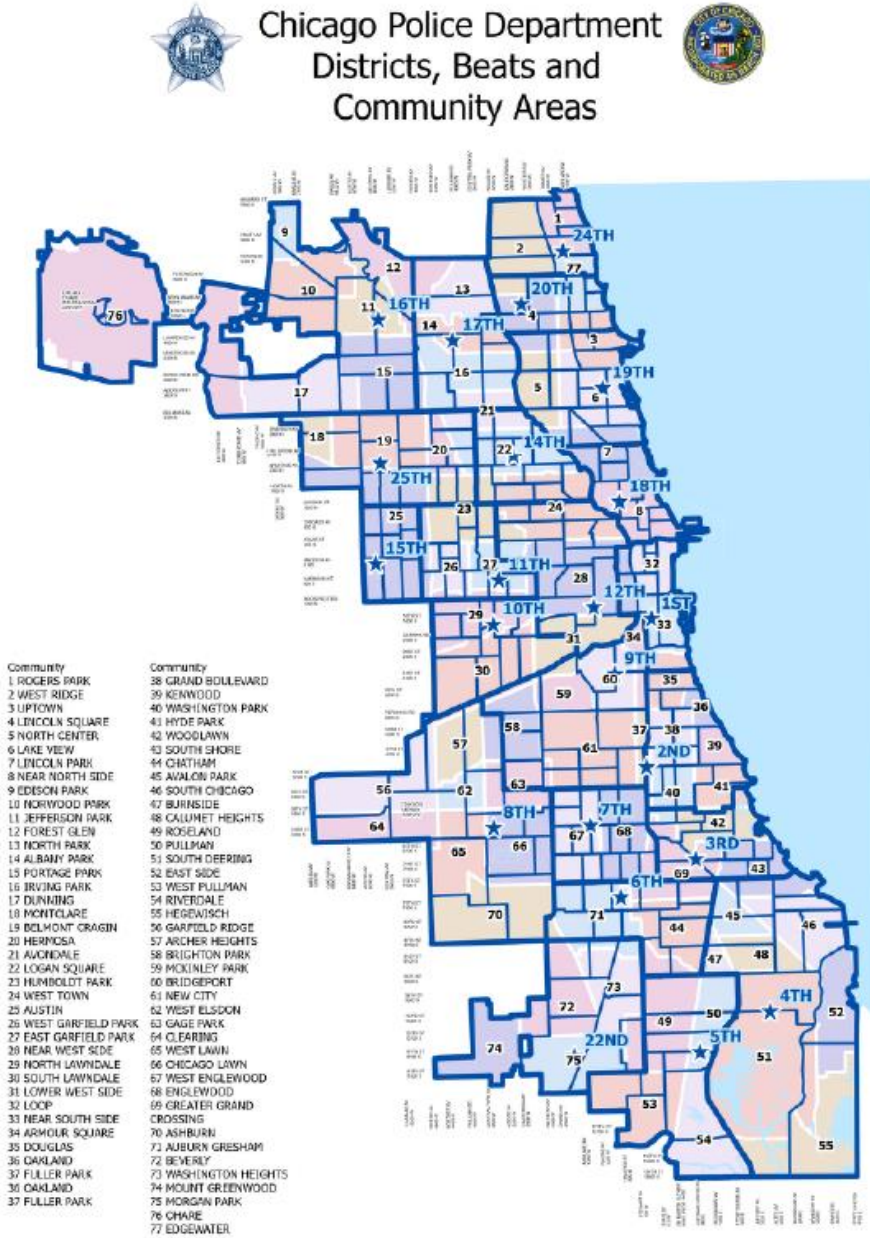
OIG's updated sworn CPD member dashboards now include granular detail on where and when CPD members are on patrol in the City, allowing users to gauge CPD's presence across Chicago's neighborhoods. Access to accurate patrol staffing data is vital to shaping and implementing effective law enforcement strategies and promoting public safety; this sort of data should allow CPD to allocate resources more efficiently, ensuring adequate coverage throughout the City. Moreover, transparent and reliable staffing data permits a better-informed public policy conversation about how and where CPD's resources are and ought to be allocated. Ultimately, through the continuous collection and analysis of precise staffing data, CPD can work towards more efficient, equitable, and effective policing practices. OIG looks forward to working with the Department to continue to update its Sworn CPD Member suite dashboards as CPD and OPSA comply with making more information available.

Appendix A | Map of Police Areas, Districts and Beats⁵⁸



⁵⁸ City of Chicago Office of Public Safety Administration, "Citywide Police District Maps," accessed October 3, 2023, <https://gis.chicagopolice.org/pages/cpd-pdf-maps>.

Appendix B | Map of Districts, Beats, and Community Areas⁵⁹



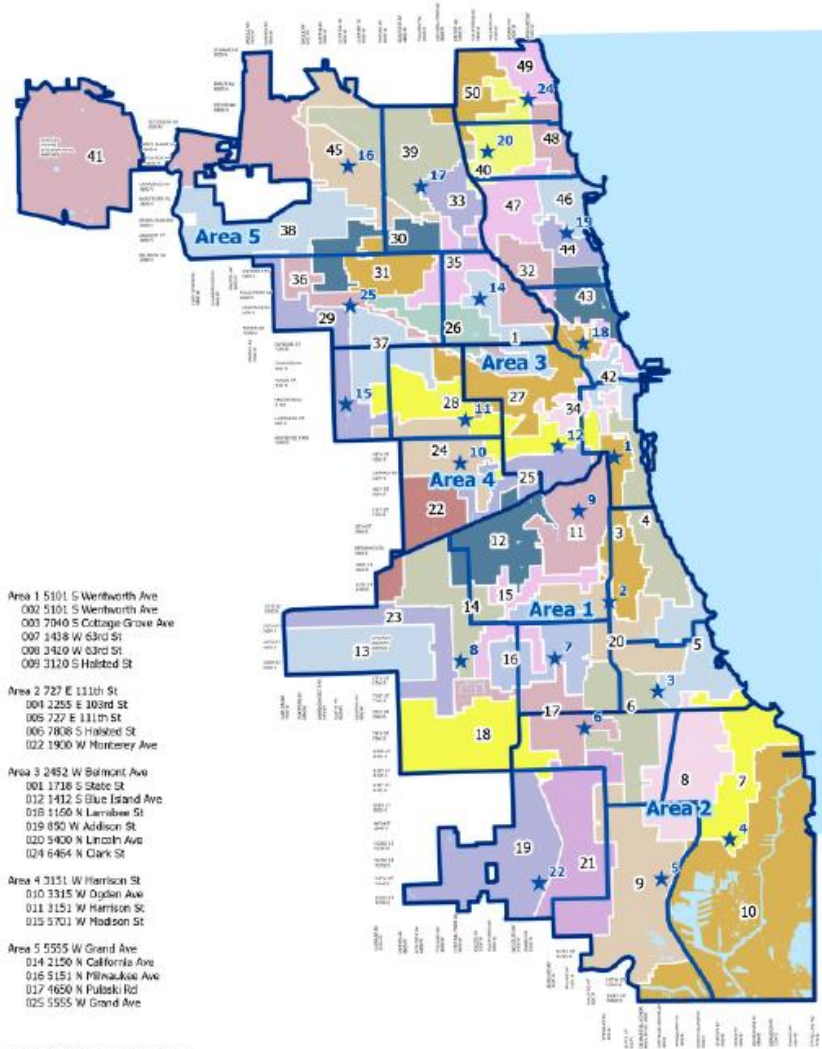
Office of Public Safety Administration
PSJT GIS
1-MAR-2023

⁵⁹ City of Chicago Office of Public Safety Administration, "Citywide Police District Maps."

Appendix C | Map of Aldermanic Wards, Police Areas, and Districts⁶⁰



City of Chicago Aldermanic Wards Police Area and District Boundaries



Office of Public Safety Administration
PSIT GIS
02-FEB-2023

⁶⁰ City of Chicago Office of Public Safety Administration, "Citywide Police District Maps."

Appendix D | Number of CPD Beats by District⁶¹

District	Number of Beats
1	11
2	15
3	12
4	12
5	9
6	12
7	15
8	15
9	15
10	12
11	15
12	15
14	12
15	9
16	17
17	9
18	12
19	15
20	9
22	9
24	9
25	15
TOTAL	274

Source: Chicago Police Department⁶²

⁶¹ In 2012, CPD Districts were consolidated from 25 to 22. Districts 13, 21, and 23 were incorporated into neighboring Districts and ceased to exist as independent Districts. Reema Amin, "13th District Police Station Closing Has Residents Uneasy," *Chicago Talks*, December 3, 2012, accessed October 2, 2023. <http://www.chicagotalks.org/?p=30337>.

⁶² City of Chicago Office of Public Safety Administration, "Chicago Police Department District & Beat Maps," accessed October 2, 2023, <https://gis.chicagopolice.org/pages/cpd-pdf-maps>.

Appendix E | Sample A&A Record

A & A Sheet

Chicago Police Department
CLEAR11g
 Home » A & A Sheet (CPD-11.6.)

Page 1 of 3
 Print | Logout | Help
 A & A Sheet

Unit No: _____ Academy Class: _____
 Watch: _____ Section: _____ Team: _____
 Date of A & A Sheet: 01-JUN-2018
 Crossing Guards? Current Status: NEW

Print A & A Sheet Add Employee Save Submit Cancel Clear Search

Star#	Name	Title Cd	Emp#	Pres.	Absence Code	Absence Explanation	Car#	Beat#	Start Time	End Time	Temporary Change of Watch or Additional Assignment Explanation	Assignment Description
<input type="checkbox"/>								9600	0800	1600		
<input type="checkbox"/>								9690	0700	1530	DETAIL FR 018	
<input type="checkbox"/>								9660	0800	1630	DETAIL FR 010	
<input type="checkbox"/>								9620	0900	1730		
<input type="checkbox"/>								9610	0900	1730		
<input type="checkbox"/>								9650	0800	1630	DETAIL FR 016	
<input type="checkbox"/>								9600A	0700	1500	DETAIL FR 124	
<input type="checkbox"/>								9671	0600	1430	DETAIL FR 630	
<input type="checkbox"/>								9654	0900	1730	DETAIL FR 020	
<input type="checkbox"/>								9651	0900	1730		
<input type="checkbox"/>								9611	0900	1730		
<input type="checkbox"/>								9614	0830	1700		
<input type="checkbox"/>								9638	0630	1500		
<input type="checkbox"/>								9615	0600	1430		

5/31/2018

Appendix F | Attendance Code Descriptions⁶³

Attendance Code	Description
Absent Without Permission W/O Pay	Member does not show up for a scheduled tour without any authorization. Member will not be paid.
Administrative Leave	Paid leave of absence initiated to manage special circumstances and is not intended as a substitute for or to supplement other leaves of absence. Mayoral approval required.
Annual Vacation	Use of the allowed amount paid time off each year.
Baby Furlough Day	For sworn members ONLY, the use of an authorized day off as allotted per year.
Baby Furlough Day — Contractually Authorized Furlough Extensions	The use of baby furlough days within the contractual guidelines.
Comp Time — Contractually Authorized Furlough Extensions	Authorized day off by use of compensatory time that has been previously earned to extend a furlough segment or authorized baby furlough segment within the contractual guidelines.
Court Appearances	Case related meetings with Corporation Counsel, ASA, and other governmental representatives WHEN it encompasses the entire tour of duty.
Criminal Investigation Follow-up Outside Chicago Metropolitan Area	Criminal investigation follow-up outside Chicago metropolitan area.
Day Off	Regular scheduled Day Off (RDO).
Day Off Cancelled Mandatorily	Worked RDO (involuntarily).
Day Off Comp Time	Authorized day off by use of compensatory time that has been previously earned.
Day Off Holiday	Member opts to take the holiday off when it falls on the member's regular scheduled tour of duty (sworn members will not receive comp time).
Day Off Holiday — Contractually Authorized Furlough Extensions	Member opts to take the holiday off when it falls on the member's regular scheduled tour of duty to extend a furlough segment or authorized baby furlough segment within the contractual guidelines (sworn members will not receive comp time).
Day Off Voluntarily Worked	Member volunteered to work regular day off.
Death	Death.
Death in Family	Sworn members are entitled to days off consistent with member's Collective Bargaining Agreement.
Discharged	Discharged.
Exchange Day Off	Members not reporting for duty on a regular working day due to an approved tour of duty exchange.
Exchange — Vol. Work RDO	Members voluntarily reporting for duty on their RDO due to an approved tour of duty exchange.

⁶³ Chicago Police Department, "Employee Resource E02-03: Time and Attendance Record," March 15, 2023, accessed October 3, 2023, <http://directives.chicagopolice.org/#directive/public/6330?f=time%20and%20attendance>.

Excused From Duty W/O Pay (as Ordered by BIA)	At the order of BIA, member is excused from duty without pay.
Excused From Duty W/O Pay (Summary Punishment W/O Pay)	Member is excused and will not receive pay as a result of a disciplinary action or other reason.
Excused W/O Pay — No Supervisor Approval (Civilian Only)	Member is denied a day off, but member still takes day off without approval. Member will not be paid.
Family and Medical Leave Act	Member takes an unpaid, job-protected leave for specified family and medical reasons. May be taken in increments.
Injured on Duty	When member is off work due to an injury that occurred in the performance of their duty.
Jury Duty	Excused absence due to court order jury summons.
Leave of Absence	Authorized non-paid leave for sworn and non-sworn members.
Marriage Leave/Civil Union	At discretion of C/O, granted no more than three consecutive days leave for sworn and non-sworn member.
Military Leave	Authorized leave due to active Military training or duty; must complete Military Leave of Absence Form.
Misc. Detail	Member detailed to an assignment outside of unit of assignment at the direction of a supervisor. Member will report for duty at location and time specified. Prior notice and approval of Deputy Chief or higher required.
Other	Any assignment outside the member's normal duties. Excluding: court appearances, investigations, training, meetings, or conferences.
Paid Maternity Leave (Non-Union Civilian)	Authorized paid time off for civilian members due to the birth of a child.
Personal Day	The use of an authorized day off as allotted per year.
Personal Day — Contractually Authorized Furlough Extensions	The use of a personal day for a day off to extend a furlough segment or authorized baby furlough segment within the contractual guidelines.
Personal Day — Vaccination	The use of an authorized day off as allotted per City of Chicago COVID-19 Vaccination Policy.
Presidential Security Detail	Detail assignment for when the POTUS is in the City of Chicago.
Quarantined/In Isolation	Civilian members who are not working from home and, upon medical direction, are quarantined or in isolation.
Resignation	Resignation.
Retirement	Retirement.
Sickness Injured Not on Duty (Medical Roll)	Sworn and non-sworn members on the medical roll for illness or injury that was not related to duty.
Sickness in Family	At the discretion of the C/O, member is granted the day off for any immediate family member sickness.
Sick without pay (Civilian Only)	For use when accumulated medical or compensatory time has been exhausted.
Special Event	Detailed to assignment that has a special event number and plan issued.
Summary Punishment W/O Pay (Working in Lieu of Day Off)	Member opts to work RDO as a result of a disciplinary action but will not receive extra pay or compensation.

Suspension W/O Pay	Administered punishment where member is ordered days off without pay.
Suspension Option Working Regular Day Off	Administered punishment wherein member can opt to work their RDO without receiving any compensatory benefits.
Traumatic Incident Stress Management Program	Mandatory attendance for member to attend program.
Training	Approved or mandatory scheduled training by the Department also administered by the Department.
Training Inside Chicago Metro Limits	Approved meeting/training/conference/ seminar that occurs within the Chicago Metro limits not requiring any travel reimbursements.
Training Outside Chicago Metro Limits	Approved travel outside Chicago Metro limits with daily per diem expenses for lodging and meals.
Training Outside Chicago Metro Limits	Approved training that is NOT administered by the Department and NOT funded by the Department.
Union Business	Member is scheduled for official union business as it pertains to their elected role with the union.
Union Business without pay	Member excused from tour of duty without pay for union business. (civilian only).
Personal Day — Contractually Authorized Furlough Extensions	The use of a vacation day for a day off to extend a furlough segment or authorized baby furlough segment within the contractual guidelines.
Work From Home	For civilian members who are approved by a supervisor to utilize the "Telework Policy" and work from home.

Appendix G | CPD Response



Brandon Johnson
Mayor

Department of Police - City of Chicago
3510 S. Michigan Avenue - Chicago, Illinois 60653

Larry Snelling
Superintendent of Police

June 6, 2024

VIA ELECTRONIC MAIL

Ms. Deborah Witzburg (dwitzburg@igchicago.org)
Inspector General
City of Chicago Office of Inspector General
740 N. Sedgwick, Suite 200
Chicago, Illinois 60654

Re: Response to Draft Report on "Staffing: Sworn Chicago Police Department Members Assigned with Patrol Duties"

Dear Inspector General Witzburg:

The Chicago Police Department ("CPD") writes in response to the Office of Inspector General's ("OIG") draft report entitled "Staffing: Sworn Chicago Police Department Members Assigned with Patrol Duties" ("Report"). The OIG indicated that the Report would be released to accompany a dashboard purporting to show staffing levels across police beats throughout the City ("Dashboard").

As expressed during a June 3, 2024 meeting between representatives of the OIG, Public Safety Administration ("PSA"), and the CPD, and acknowledged by the OIG, both the Report and the Dashboard present an incomplete representation of beat staffing levels and is subject to misinterpretation. Both PSA and CPD offered to work with the OIG to address these issues. Notwithstanding, the OIG stated that it intended to publish the Report and Dashboard as they currently stand and would address the issues raised by the CPD and PSA in future engagements. As discussed during the meeting, and more fully below, the CPD disagrees with the decision to publish the Report and Dashboard in their current state.

Unlike in past practice, the OIG did not engage the CPD or PSA in an entrance conference to identify sources of data and internal subject matter experts who could help inform the OIG's efforts. This practice has proven valuable for similarly complex matters and has allowed the OIG to create a more fulsome, accurate, and therefore, reliable product. The OIG instead prepared the Report and Dashboard based on data from a single source - the Department's Attendance & Assignment ("A&A") records maintained in the CLEAR database. The OIG did not seek guidance on additional records to inform this report. Similarly, the OIG did not interview subject matter experts within the CPD's Data Fulfillment and Analysis unit, or within PSA, who could have assisted with data collection, interpretation, and validation. The OIG's reliance on a single source of data and the conclusions that the OIG draws from it result in a product that is neither accurate nor reliable.

The CPD and PSA identified and advised the OIG of the following issues with both the Report and Dashboard:

1. The Report and Dashboard rely solely on data contained in the Department's A&A records maintained in the CLEAR database. However, the A&A records do not reflect officers who have been detailed to mission-specific activities and geographies, including tactical officers, squadrols, bicycle officers, park cars, rapid response cars, dedicated foot patrols, district coordination officers, CAPS officers, overtime

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initiative personnel, and other district-level units patrolling, but not specifically assigned to geographical beats. It also does not account for cars outside of the Bureau of Patrol assigned to specific locations within a beat. This information is maintained in separate databases within CLEAR, which the OIG acknowledged it did not use in the preparation of the Report or Dashboard. The Report and Dashboard are inaccurate because they do not include this additional information.

CPD supervisors rely on multiple databases to ensure proper staffing on each watch. Recognizing the time-consuming nature of reviewing multiple databases to obtain this information, the CPD has recently transitioned to a new Watch Sheet Application in place of the older A&A application. The Watch Sheet Application automatically queries all relevant databases (i.e. CLEARNET Overtime for time off/time due, The Learning Management System for scheduled training, the Court Notification System for scheduled court time, etc.) to provide CPD supervisors with a complete picture of staffing. In addition to documenting the A&As, the Watch Sheet Application allows CPD supervisors the ability to project future staffing and address needs in advance.

To be accurate and reliable resources, the Report and Dashboard should reflect the inclusion of these additional data sources.

2. The CPD and PSA explained to the OIG that the Dashboard's map is inaccurate because it fails to capture all information reflecting staffing levels. As the CPD and PSA explained during the meeting, the example map presented during the meeting demonstrates only 54% of officers present for duty and therefore fails to represent the full number of officers on duty for the single day of the month that the OIG captures data. The OIG acknowledged that the Dashboard does not provide a 100% real-time representation of staffing levels. The OIG further acknowledged the need to work with the CPD and PSA to improve data sources and the Dashboard, and further stated that it acknowledges this discrepancy is in a disclaimer in the fine print under the map. In the interest of providing an accurate and reliable resource, the CPD recommends that the OIG not publish the Dashboard until the OIG resolves this discrepancy.
3. The CPD and PSA explained to the OIG that the data in the Dashboard and the OIG's use of that data has not been validated. The CPD and PSA both offered to work with the OIG to provide that validation. Specifically, the CPD asked to see a copy of the flow package and evaluate how the OIG is joining the data sources to create the dashboard. The OIG acknowledged that this exercise would be helpful but preferred to publish the Dashboard in its present form and address any inaccuracies or discrepancies in future updates.
4. The Report and Dashboard do not distinguish between geographical and non-geographical beat designations. During the meeting, the CPD explained that certain beats have defined geographic boundaries, while others are only radio call signs for units, such as evidence technicians, who may be assigned to a geographic beat. In addition, even if a car isn't assigned to a particular geographic beat, there are other cars assigned to cover that beat, including X-ray and rapid response cars that are not captured in the data relied upon by the OIG. Both the Report and Dashboard require additional explanation of these resources to avoid confusion and misinterpretation.
5. The terms "Authorized Level," "Minimum Staffing," "Per Capita," and "Workload-Based" contained in Box 7 of the Report are not terms used by the CPD. The OIG adopted these terms from a 2014 Department of Justice report, and neither the DOJ report nor these terms are relevant to the Dashboard or Report. Incorporating these terms into the Report in this way causes confusion and is unhelpful to a true staffing analysis. The CPD recommends that Box 7 be deleted.
6. The Dashboard includes a map with shading purporting to show staffing levels. The color scheme and saturation of the map is misleading because areas with heavier staffing are shown with lighter colors and

areas with less staffing are shown with darker colors. This creates the incorrect impression that areas of the City with greater CPD staffing have lower levels of CPD staffing. The CPD recommends that the OIG use more traditional shading conventions to visually convey staffing levels more accurately.

The CPD understands the importance of conducting an accurate and reliable staffing study, both as part of its obligation under the Consent Decree, but also to provide transparency in its operations. To that end, the CPD is finalizing an agreement to conduct this staffing study. Key terms of this agreement include community engagement and feedback, as well as making the comprehensive final report, the data-driven model, and assumptions publicly available. The CPD views this level of engagement and transparency as essential to building trust in the community as well as developing a staffing model that ensures that the CPD's resources are properly allocated.

The CPD encourages the OIG to avail itself of the resources that both the CPD and PSA have offered to improve both the Report and Dashboard. Producing inaccurate or incomplete data or dashboards does not continue to work toward our common goal of building trust with communities. Providing incomplete or misleading information could negatively impact not only our agencies but trust in the City as a whole. The CPD recommends that the OIG delay publishing the Report and Dashboard until it has addressed the concerns identified above.

Sincerely,



Larry Snelling
Superintendent of Police
Chicago Police Department

Appendix H | OIG Response



Deborah Witzburg | Inspector General
City of Chicago
Office of Inspector General
740 N. Sedgwick St., Ste 200
Chicago, IL 60654
Phone: (773) 478-7799

Via Electronic Mail

June 25, 2024

Larry Snelling
Superintendent
Chicago Police Department
3510 South Michigan Avenue
Chicago, Illinois 60653

RE: Response to CPD's Response to OIG's "Staffing: Sworn CPD Members Assigned with Patrol Duties" Draft Report and Patrol Staffing Dashboard.

Dear Superintendent Snelling:

I write in response to CPD's June 6, 2024 letter responding to the Office of Inspector General's (OIG) "Staffing: Sworn CPD Members Assigned with Patrol Duties" Draft Report (Report) and the associated Patrol Staffing Dashboard (Dashboard). At bottom, your letter asserts that OIG's Dashboard is, at present, "neither accurate nor reliable" because it relies on a "single source of data" (CPD's Attendance and Assignment (A&A) Sheets) and instead "encourages the OIG to avail itself of the resources that both CPD and PSA have offered to improve both the Report and Dashboard." I respond in detail to the letter below, but to be clear: OIG's Dashboard relies on the A&A sheets because the Chicago Police Department (CPD) represented that data was the "best source" for beat and watch staffing on a given day. Moreover, the reason OIG has not incorporated other staffing data into the Dashboard is because CPD and the Office of Public Safety Administration (OPSA) have stymied OIG's concerted, year-long effort to gain access to the data that CPD "encourages" OIG to "avail itself" of. In fact, interference with OIG's access to this data—as shown in the detailed timeline below—has been so acute as to rise to the unprecedented level of requiring notification to the Independent Monitoring Team of the excessive delay in OIG's biannual letter regarding the City's compliance with Paragraph 560 of the consent decree entered in *Illinois v. Chicago*, which mandates OIG's timely access to any information needed to do its oversight work.

CPD's response letter states that during a June 3, 2024 exit conference, OIG's representatives acknowledged that the Report and Dashboard "present an incomplete representation of beat staffing levels and is subject to misinterpretation." That is incorrect and represents a fundamental misunderstanding of OIG's position on its use of CPD data. Rather, OIG represented that it was confident that the Report and Dashboard were transparent reflections of the information provided by CPD and OPSA. Moreover, OIG's dashboard will specifically note that A&A data is known to have certain limitations that would be explained on the Dashboard and in the accompanying report, a draft of which was also provided to CPD as a courtesy, including that they do not include

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information on all members working in a particular area and there are instances of multiple or contradictory records for certain members. Additionally, OIG stated that, once published, the Dashboard would be updated as needed based on further information provided by CPD and OPSA.

OIG's Report and Dashboard were drafted and modeled based on the information provided by CPD and OPSA to OIG. If the information found in OIG's Report and Dashboard is incomplete, that is due to CPD and OPSA providing incomplete information and access to OIG. Further, CPD's characterization that the information is incomplete is not a reflection of OIG's poor interpretation of A&A data but rather the direct result of the limitations of A&A data and dissemination of information across multiple CPD and OPSA data sources.

OIG cannot add or reflect the inclusion of the "additional data sources," to which the response refers in the Report and Dashboard as CPD and OPSA have not provided access to these additional sources. CPD's letter states that "OIG did not seek guidance on additional records to inform" the Report. That is simply not true, as evidenced below by OIG's well-documented, year-long efforts to gain access to these data sources. In actuality, CPD and OPSA have not provided OIG with the full access and information related to CPD's patrol staffing data as required under Paragraphs 560 and 564 of the Consent Decree.¹ OIG notified the Independent Monitoring Team of this in its most recent Paragraphs 560 and 564 Letter, submitted on May 16, 2024, noting specifically that such aforementioned data sources have remained unproduced despite OIG's numerous requests since early 2023.

To be clear, the primary data source for the Report and Dashboard is indeed A&A Sheets. OIG sent CPD an engagement letter at the outset of this project and CPD responded to that letter stating, in part, that "finalized A&A sheets are the best source to determine beat and watch on a given day."² Moreover, the A&A Sheets are what OIG has been granted access to by CPD and OPSA with regards to CPD's patrol staffing data. OIG has relied on the access provided by CPD and OPSA and on CPD's confirmation of the A&A Sheets as the "best source" of patrol staffing data.

Whereas OIG has access to overtime records via the "Clearnet Overtime application" and the "Time Sheet application," OIG continues to lack full access to the backend tables and queries to properly utilize the data from these two applications. Further, OIG lacks access to the "Watch Sheet application," to which CPD's letter refers as the application which automatically queries all relevant databases to provide "CPD supervisors with a complete picture of staffing." Again, OIG has repeatedly requested access to the Watch Sheet application along with tables and queries for both the Watch Sheet application and the Time Sheet application for over a year.

Below is a timeline highlighting OIG's engagement and correspondence with CPD and OPSA relevant to OIG's Patrol Staffing project as well as the numerous requests and follow-ups for legally mandated production related to the aforementioned data sources.

¹ Paragraph 560 provides: "The Deputy PSIG will have timely and full access to all information in the possession or control of COPA, CPD, the Police Board, and any other City departments or agencies in order to conduct any review or audit within the Deputy PSIG's jurisdiction."

Paragraph 564 provides: "The Deputy PSIG will exercise his or her discretionary and oversight responsibilities without interference from any person, group, or organization, including CPD, COPA, the Police Board, and City officials. Any person that knowingly interferes with the Deputy PSIG's performance of his or her duties will be subject to the penalties set forth in Municipal Code of Chicago Sections 2-56-140, 145, 270."

² CPD's August 25, 2022 response to OIG's Patrol Staffing Project engagement letter.

- On January 15, 2021, OIG published its Public Safety Outlook for 2021 which detailed a project proposal on “Beat Integrity.”
- On January 10, 2022, OIG published its Public Safety Outlook for 2022 which detailed a project proposal on “Beat Integrity and District Staffing.”
- On July 25, 2022, OIG sent the Patrol Staffing Project engagement letter to CPD. In it, OIG informed CPD that “the Public Safety section of the City of Chicago’s Office of Inspector General (OIG) will conduct an inquiry into CPD’s beat staffing levels” and invited the Department to connect at any time about the project.
- On August 25, 2022, CPD responded to OIG’s engagement letter, which contained the following language: “Finalized A&A sheets are the best source to determine beat and watch on a given day. Finalized A&A sheets are typically completed within a day. This information is also captured in the Clear Watch Application and can be run by Watch per District or unit of assignment.” CPD’s response did not indicate it wished to meet or discuss OIG’s inquiry in any way, beyond asking OIG to reach out if it had questions about the Department’s response.
- On August 30, 2022, CPD provided a supplemental response to a question in OIG’s Patrol Staffing Project engagement letter regarding “reports used in the last six months to determine sworn member assignments and details, by District, beat, and watch.” This supplemental response contained six such reports.
- On April 18, 2023, OIG sent an email to then-Director of Information Systems for OPSA, Steve Maris, requesting access to the Time Sheet application in CLEAR as well as the tables and queries used to populate the information.
 - Maris responded that CPD’s Office of Legal Affairs (OLA) would have to grant approval before OIG could get access.
- On September 5, 2023, OIG sent a follow-up email to Maris regarding Time Sheet application access.
- On September 12, 2023, OIG sent a follow-up email to Maris regarding Time Sheet application access.
 - Maris responded that OLA would have to grant approval before OIG could get access and referred to his April 18, 2023 email.
 - OIG sent a follow-up email to Maris that OLA had granted Time Sheet application access to OIG.
 - Maris responded that he would follow-up with OLA.
- On October 2, 2023, OIG sent a follow-up email to Maris that CPD General Counsel Dana O’Malley had informed Maris that OIG was to be granted access to the Time Sheet application.
 - Maris responded that OIG should have access to the Time Sheet application.
 - OIG sent a follow-up email to Maris thanking him for his response and that OIG would let him know if there were any questions.
- On October 3, 2023, OIG sent a follow-up email to Maris acknowledging access to the Time Sheet application and asking when OIG would have the Data Warehouse access (the backend tables and queries used to populate the information contained in the Time Sheet application).
 - Maris responded that he could not give a timeline on when OIG would have access to the backend tables and queries for the Time Sheet application and that there would be changes made to the application until the end of the year. Maris stated that they were looking at the end of the year, into early the following year.

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- On October 4, 2023, OIG sent a follow-up email to Maris letting him know that the lack of timeline and delay in OIG's access to the backend tables and queries was unacceptable and that CPD was required to provide OIG with this data. OIG referred Maris to MCC §2-26-090, consent decree paragraphs 560 and 564, and requested a timeline for access.
- On October 5, 2023, Maris responded that he did not consider OIG's request for Time Sheet application backend tables and queries as necessary and did not prioritize the request. Maris offered to do a webinar walkthrough of the Time Sheet application for OIG.
 - OIG sent a follow-up email to Maris that a walkthrough would be helpful but that OIG's "main questions are centered around the specific data tables used to populate the front end application. Providing the underline queries, used the generate the application views, would allow for us to confirm we do indeed have access to the same sources."
- On October 6, 2023, OIG sent a follow-up email to Maris confirming a virtual walkthrough to be presented to OIG on October 19, 2023.
- On October 19, 2023, Maris and other CPD and OPSA personnel held a virtual walkthrough on the Time Sheet application for OIG. At that time, Maris informed OIG that CPD and OPSA were transitioning to a Watch Sheet application containing comprehensive patrol staffing data.
- On October 20, 2023, OIG sent a follow-up email to Maris that the virtual walkthrough was helpful but that OIG still needed the backend data for the Time Sheet application, specifically the accepted records, balance totals, and query information. OIG also requested access to the Watch Sheet application and associated data table.
- On January 4, 2024, OIG sent an email to CPD's then-Acting General Counsel Scott Spears with the outstanding requests contained in the October 20, 2023 email from OIG to Maris.
 - Officer Claudia Guzman of OLA responded that OPSA Deputy Director Daniel Casey was notified and was looking into giving OIG access to the outstanding requests from the October 20, 2023 email from OIG to Maris.
 - OIG sent an email to Casey with the outstanding requests from the October 20, 2023 email.
- On January 5, 2024, Casey responded and said that he would provide an update to OIG soon.
- On April 19, 2024, OIG sent a follow-up email to Casey regarding the outstanding requests from the October 20, 2023 email.
- On April 30, 2024, OIG left a voicemail with General Counsel for OPSA, Tenaya Williams, and sent a follow-up email to Williams and Casey regarding several outstanding requests to OPSA, including the outstanding requests from the October 20, 2023 email.
 - Casey responded regarding the outstanding requests from the October 20, 2023 email, "Will check on this first thing tomorrow when the PM for this is onsite."
- On May 1, 2024, OIG sent a follow-up email to Casey requesting an update.
- On May 17, 2024, OIG sent a follow-up email to Casey requesting an update.
- On May 22, 2024, Casey emailed OIG that he would send an update.
- On May 23, 2024, Casey emailed OIG that he would send an update.
- On May 28, 2024, OIG virtually presented the Dashboard to CPD and OPSA personnel. The only question presented to OIG was whether overtime was reflected in the dashboard. OIG reported that it was not and noted that OIG did not have complete access to CPD's overtime data.

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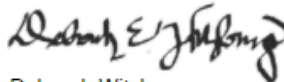
- On June 3, 2024, during the OIG Patrol Staffing Project Exit Conference, Casey acknowledged that OPSA owed OIG updates on several outstanding production requests.
- As of June 24, 2024, OIG has still not been provided the backend tables and queries for the "Clearnet Overtime application" and the "Time Sheet application," and has not received access to the "Watch Sheet application" and the associated data tables and queries.
- As of June 24, 2024, OIG has not received an update from Casey on the aforementioned outstanding production requests.

Despite the fact that the aforementioned requested data sources have not yet been provided to OIG, based upon the response letter stating that "CPD encourages the OIG to avail itself of the resources that both the CPD and PSA have offered to improve both the Report and the Dashboard," it is OIG's understanding that CPD intends to meet its long-outstanding obligations to provide those resources. As such, and in the interest of an ongoing productive working relationship, OIG will pause the publication of the Report and Dashboard until the week of July 22, 2024 pending that production. By July 9, 2024, please provide the outstanding "Watch Sheet application" and associated data tables and queries as well as the backend tables and queries for the "Clearnet Overtime application," and the "Time Sheet application." Some portions of this production have been overdue for going on 13 months; we will re-assess our timeline for publication upon receipt by this date.

In addition, although OIG engaged with several CPD and OPSA personnel throughout the development of both the Report and the Dashboard, we did not conduct formal process interviews with CPD and OPSA personnel. OIG appreciates what we understand to be CPD's offer in its letter to provide such interviews. Accordingly, please identify a date during the week of July 15, 2024 on which relevant CPD and OPSA personnel will meet with OIG in-person or virtually to discuss processes and to demonstrate, through a screenshare or other demonstration method, how CPD and OPSA measure staffing levels across police beats throughout the City on a given day.

OIG looks forward to receiving full access to the outstanding data sources mentioned in CPD's response letter by July 9, 2024, and meeting during or before the week of July 15, 2024. As always, please feel free to reach out with any other questions or concerns.

Respectfully,



Deborah Witzburg
Inspector General
City of Chicago

cc: Nathaniel Wackman, General Counsel, OIG
Tobara Richardson, Deputy Inspector General for Public Safety, OIG
Sam Chae, Associate General Counsel for Public Safety, OIG
Scott D. Spears, General Counsel, CPD
Dana O'Malley, Superintendent's Chief of Staff, CPD
Annastasia Walker, Executive Director, OPSA
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For further information about this report, please contact the City of Chicago Office of Inspector General, 740 N. Sedgwick St., Suite 200, Chicago, IL 60654, or visit our website at igchicago.org.

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