

Workforce Allocation Study + Community Policing Assessment

Public Hearing, April 14th

CHICAGO POLICE DEPARTMENT





Purpose

Safer and Stronger Communities

The Workforce Allocation Study and the Community Policing Assessment work in concert together to offer a clear roadmap to fighting crime and making every Chicago community safer.

Better Use of Existing Personnel

The staffing study's recommendations offer structure and systems that make sure CPD is making the most effective use of personnel so that every officer can focus more time on the community policing assessment's key objective of strengthening trust and collaboration with the communities they serve.

Phased, Data-driven Implementation

CPD is building a phased, data-driven implementation plan designed to produce measurable, sustainable impact that the community can see and feel in their everyday lives.



What We Heard From Our Communities

Scale of Engagement: 1,100+ residents engaged across sessions, interviews, and surveys; 30+ advisory bodies engaged (DACs, CPAP, CCPSA, District Councils, Justice 20/20 Coalition); 8 community-based organizations partnered citywide

Key Themes:

- **Proactive, Visible Engagement:** Residents want officers present and accessible.
- **Trust, Relationships, and Respect:** Calls for fairness, dignity, and partnership.
- **Timely, Proportionate Response:** Emphasis on follow-up and accountability.
- **De-Escalation and Alternate Response:** Support for crisis and behavioral health integration.
- **Transparency and Feedback Loops:** Desire for visible progress tracking.
- **Alignment Between Community Vision and Capacity:** Officers value community policing but cite staffing and morale challenges.
- **Service Delivery and Prioritization:** Communities call for fair resource distribution across all districts.



Community Policing as a Department-Wide Responsibility

Community policing is the philosophy that guides our operating approach to make crime-fighting more effective, not a stand-alone program.

What communities consistently ask for

- Officers who know their neighborhoods
- Visibility, approachability, and follow-through
- Reliable response and problem-solving

What staffing has to create

- Stable geographic assignments
- Enough proactive time
- Clear spans of control

What implementation must add

- Training and accountability
- Tech-enabled problem-solving
- Feedback and follow-up systems

The community policing assessment will shape how CPD implements workforce allocation recommendations tied to visibility, neighborhood consistency, and district-level engagement.

Workforce Allocation Study

Matrix Consulting Group



Workforce Allocation Study: Purpose, Scope, and Method

- Comprehensive, department-wide staffing analysis
- Evaluates all bureaus, major functions, and nearly 1,000 assignments
- Builds on Organizational Profile and Interim Framework Report
- Designed as a multi-year, replicable staffing model, not a static snapshot
- Different methodologies based on function:
 - Workload-based (e.g., patrol, investigations)
 - Fixed coverage (e.g., detention, desk functions)
 - Ratio-Based/Span of Control (e.g., supervision)
 - Non-Scalable roles (e.g., executive or statutory functions)
- Validated through leadership interviews, unit review, and operational data



Department-Wide Workforce Findings

- Structural imbalance between workload and staffing
- Pressures uneven by geography, bureau, and function
- Supervisors are often responsible for too many people, limiting coaching, accountability, and effective deployment
- Identifies roughly 600 sworn positions as civilianization opportunities so sworn officers can be redeployed to crime-fighting and community safety work
 - **Recommendations made do not contemplate current CPD vacancies**
- CPD has one of the lowest civilian-to-sworn ratios among large departments



Civilianization & Net Directional Staffing Needs

- **Civilianization is:**
 - A redeployment strategy
 - A way to strengthen technical/administrative capacity
- **Civilianization is not:**
 - A layoff plan
 - A reduction in public safety services
- Staffing need above **current staffing levels, not accounting for vacancies:**
 - ~641 civilian
 - Includes civilianization recommendations and additional civilian roles needed in existing civilian functions
 - ~661 sworn
 - 273 Patrol Officers
 - 90 Patrol Sergeants
 - 26 Tactical Team Sergeants
 - 67 Detectives, including rebalancing between units
 - 205 sworn roles in other bureaus
- **Subject to labor, budget, multi-year sequencing, and validation**
Civilianization decisions are interdependent with sworn staffing needs



Patrol Workload and Deployment Findings

- Patrol workload varies significantly by **district and sector**
- Equal staffing on paper does not create equal service levels
- Higher-demand areas have reduced proactive time and longer response intervals
- Proactive time is a key performance driver
- 30 - 40% proactive time is the target for effective patrol operations to **enable community engagement, problem solving, and visibility**
- To reach **30-40% proactive time** in all districts, approx. +400 sworn positions are needed (not accounting for civilianization offsets)
- Includes mechanisms for self-assessment as conditions change over time
- Limited **sector structure adjustments**
- No district eliminations or broad remapping



Community Policing Roles

- End separation between CAPS officers and DCOs (NPI)
- Establish unified, limited community policing function in each district
 - Shift away from community policing roles that serve dedicated populations to roles that **serve dedicated geographies** (e.g. from faith-based liaison to geographically-assigned community policing members)
- Define responsibilities and processes based on the Community Policing Assessment

Community Policing Assessment

Civic Consulting Alliance



Community Policing Assessment: Purpose and Scope

- Required by Consent Decree, CCPSA goals, and CPD Strategy for Organizational Excellence
- Examines whether community policing is clearly defined, embedded department-wide, or siloed
- Complements but does not duplicate the Workforce Allocation Study
- Resulted from 18 months of engagement and analysis
 - Input from 1,100+ community members, 440+ CPD members, advisory bodies, and peer research
 - Reviewed CAPS, NPI/DCOs, OCP, OEE, policies and structures



Assessment Findings: Fragmentation and Barriers

- Challenges include inconsistent understanding of community policing, reliance on specialized roles, limited time, reactive internal problem solving, and weak follow-through
- Community policing is often viewed as a program or specialized role, which limits universal ownership, consistency, and accountability
- Community members want emphasized visibility, responsiveness, respectful treatment, follow-through, and hyperlocal knowledge
- CPD members support community-oriented policing, but there are barriers that include staffing shortages, limited proactive time, unclear expectations, and perception that it is undervalued



Recommendations: Respond with RESPECT

1. Consistently apply approachability, mutual understanding, and shared respect by making clear through training and accountability that policing is a **customer service**.
2. Commit to staffing levels that allow for **consistent geographic assignments and uncommitted time** for officers to invest in relationship-building, educate officers on how to leverage their time toward community goals, and incorporate onboarding, retention, and transition plans to **integrate supervisors, leaders, and officers into the community**.
3. Create a digitized **problem-solving system** that prioritizes collaboration with community and other government partners, while also making it clear how every officer is expected to contribute as part of their day-to-day responsibilities.
4. Meet the call for “**right response at the right time**” by educating community members on non-emergency response tools, improve intra-department communication, educate police on various response practices, and explore expanding alternate response offerings.



Recommendations: Reach out with intention

5. Focus on **everyday community interactions as foundational** trust-building opportunities that are supplemented by more formal community engagement structures grounded in concrete goals and metrics. Strengthen information-sharing infrastructure and community partnerships, and **limit ad-hoc CPD-hosted community engagements**.
6. Systematically improve CPD's community **feedback process on department policies and trainings**.
7. Develop easily understood and accessible **public-facing materials on policing to improve transparency and understanding** of CPD operations and broader safety concerns.



Recommendations: Recognize CPD's history and Reinforce procedural justice from the inside-out

8. Train all CPD members on the **history of policing in Chicago**, so that they can understand the origins of CPD's perception and its impact on present-day experiences.
9. Model good leadership from the top down, holding all leaders accountable to **internal and external procedural justice practices**.



Where Workforce and Community Policing Intersect

- Staffing levels affect:
 - Proactive time
 - Geographic stability
 - Supervisor capacity
- Efficient resource allocation enables:
 - Sworn redeployment
 - Greater patrol and engagement presence
- Supervision reinforces procedural justice internally and externally

Implementation Planning





Shared Implementation Constraints

- Legal, budgetary, labor, and operational factors mean implementation must be thoughtful and phased and not every recommendation may be implemented
- The decision to implement recommendations will hinge on overall staffing levels, labor agreements, and budgetary limitations
- Change must be effective, sustainable, and produce measurable improvements in public safety
- Both studies anticipate piloting and phased rollout



Near-Term Implementation Focus

- Evaluate civilianization and staffing opportunities in the FY2027 budget
- Continue expansion of *Unity of Command and Span of Control* patrol model
- Track how often officers are assigned to consistent neighborhoods
- Improve workload and performance data systems
- Clarify expectations for department-wide community policing
- Strengthen mechanisms for community feedback and follow-up



Closing

- Workforce Allocation Study and Community Policing Assessment provide a unified foundation
- Implementation will be iterative, transparent, and multi-year
- Success depends on partnership among:
 - Steering Committee membership (including recent additions: DHR, Labor, OBM)
 - City Council
 - Community organizations
 - CPD leadership and members
- Shared objective: effective, equal service delivery, and trustworthy public safety

Questions



<https://engage.zencity.io/chicagopolice/en-US/projects/workforce-allocation-study>