



Police Department Staffing Analysis Proposal

CHICAGO, ILLINOIS

August 8, 2024

matrix 
consulting group

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August 8, 2024

Matrix Consulting Group is pleased to submit our proposal to conduct the Chicago Police Department Staffing Analysis. The study comes at a critical point for the Department, as growing workloads, the requirements of the consent decree, and evolving community expectations require a new approach to staffing assessments.

This study is designed to accomplish this by using comprehensive workload-based, equitable, and transparent methodologies to evaluate current needs in every area of the Department. More importantly, however, it will develop an interactive and configurable model that will enable the Department to replicate this analysis as needs evolve over time.

Our Experience

We founded Matrix Consulting Group two decades ago to provide comprehensive consulting services to local governments, blending subject matter expertise, technical capabilities, and real-world experience to help our clients achieve their goals and enact change. We have worked extensively to provide a wide range of services to police agencies around the country as well as in Canada, having conducted over 400 police studies in 45 states. In recent years, we have worked with numerous large metropolitan police departments, including Los Angeles:

Austin, TX	Kansas City, MO	Richmond, VA
Birmingham, AL	Las Vegas Metro, NV	Sacramento, CA
Cincinnati, OH	Los Angeles, CA	San Antonio, TX
Columbus, OH	Miami Beach, FL (3x)	San Francisco, CA
DeKalb County, GA	Nashville, TN	San Jose, CA (2x)
Edmonton, AB	Orange County, FL	Tacoma, WA (3x)
Fort Worth, TX	Phoenix, AZ	Travis County, TX
Hennepin County, MN	Portland, OR	Wichita, KS
Jacksonville, FL	Raleigh, NC (2x)	Winnipeg, MB

Our work for the San Francisco Police Department is highly relevant to this study. Our team created an interactive resource allocation model that automates workload-based staffing methodologies in a configurable format, allowing for the study's analysis to be replicated by the department on an ongoing basis. Our team also assisted in drafting a

ballot referendum to adopt demand-driven staffing methodologies, which passed overwhelmingly in the general election.

Our Team

The project team blends law enforcement leadership with extensive police consulting experience and analytical skillsets, including the following lead personnel:

- **Richard Brady** is the President of the firm, who has over 40 years of police analytical experience working with more than 350 police agencies around the country and in Canada. He will serve as the project manager and primary point of contact for external stakeholders, as well as in the review of all deliverables.
- **Devon Clunis**, former Chief of Police in Winnipeg, Canada, and the first Black police chief in Canada. He is a current Senior Manager with the firm, having previously served as the first Inspector General of Policing in the Province of Ontario. Through this work in that role, he has assisted 45 local law enforcement agencies to be more connected with the communities they serve.
- **Ian Brady**, a Senior Vice President, specializes in and leads our law enforcement consulting practice, and develops the firm's deployment and statistical models. He will lead the Bureau of Patrol Analysis and the development of the staffing allocation model, as well as the review of all deliverables.
- **John Scruggs**, a Manager, has over 26 years of law enforcement experience and has conducted over 100 studies with the firm. Based on his extensive experience developing and tailoring demand-driven investigative staffing models, he will lead that part of the analysis.
- **Suelyn Knight**, a Senior Consultant, served as the Executive National Advisor of the Race-Based Data Collection Strategy for the Royal Canadian Mounted Police Unit. Previously, she served with the Toronto Police Service as the Commander of the Equity, Inclusion and Human Rights Unit.

Descriptions and resumes for the full team are provided in the Qualifications section. We appreciate the opportunity to submit this proposal on this important project for the City of Chicago. If you have any questions, please do not hesitate to contact me by phone at 650-858-0507 or by email at rbrady@matrixcg.net.

Richard P. Brady
President
Matrix Consulting Group

Task Plan

The following provides our plan to accomplish all items outlined in the scope of work document, beginning with project initiation.

Phase I: Foundation

Task 1 | Project Initiation and Planning

The project team will initiate the study by meeting with the steering committee. Prior to this, the project team will prepare a data collection list that will cover the data needed to conduct the current state analysis, as well as much of the data needed to conduct the staffing analysis. The data collection list will be expanded as interviews are conducted and additional data elements are identified. The initial steering committee meeting will facilitate a number of key processes:

- Introduce the project team to key stakeholders on the committee.
- Determine the regular schedule (frequency) of meetings and format.
- Outline a method for transferring data (e.g., Google Drive) and identify key contacts to begin the process of collecting data.
- Confirm the goals and objectives of the study, as well as align on key guiding principles for the analysis and the staffing allocation model.
- Facilitate initial contact lists and priorities for stakeholder engagement.

Following this initial meeting, the project team will begin reaching out to internal (i.e., CPD) and external stakeholders. This initial outreach will include:

- Interviews with city officials and management team.
- Meet with the chief and command staff of the department, both individually and as a group.
- Interview representatives from labor groups to better understand issues relevant to specific groups.
- Meetings with other key stakeholders as identified.

These initial interviews and meetings will align our project team with the department and city on the goals of the study, guiding principles, and the process for developing the staffing allocation model. Contacts will also be identified for subsequent interviews and outreach.

TASK RESULT

Initial meetings will be held with the steering committee and key internal and external stakeholders. The project team will also finalize the project work plan and project deliverable schedule. Additionally, the data collection process will begin.

Task 2 | Initial Interviews and Stakeholder Engagement

The project team will conduct extensive interviews in all areas of the organization and at all levels (e.g., manager, supervisor, and line staff) to develop a detailed understanding of the department. The interviews, which will include a combination of both virtual and in-person meetings, will focus on key roles and responsibilities, staffing, organization, and issues relevant to the study. The process will also begin the development of a framework for the staffing analysis and ultimately, the staffing allocation model.

For each position and unit within the department, the project team will learn:

- Core responsibilities and roles, as well as any ancillary duties.
- The relationship between the position or unit's workload versus its capacity to handle it.
- Key workload elements, including:
 - Identification of whether workload data exists or work items are tracked in some capacity.
 - Sources for collecting data if not already contained in the initial data collection list.
 - Identify opportunities to temporarily track data for use in the staffing analysis.
 - Where workload is tracked in quantity but not in time per task, estimates can be developed.
 - Any limitations in data collection or non-workload drivers of staffing needs.
- Interactions with other positions or units.

Over 500 staff hours are planned for this phase of the project, underscoring the depth of interviews we will conduct. Importantly, this phase will also expand upon external and community stakeholder engagement:

- Interviews with city officials and stakeholders.
- Working with community engagement consultants, we will meet with community stakeholders and organizations. Importantly, this process is repeated throughout the study.

The input gained both internally and externally will form the foundation for the current state assessment phase.

TASK RESULT

The project team will conduct extensive interviews in every area of the department, as well as work with the engagement consultants to gain input and feedback from community stakeholders. The data collection list will also be amended to include newly identified data and any temporary tracking of data being conducted to facilitate the staffing analysis.

Phase II: Current State Assessment

Task 3 | Profile of Staffing, Organization, and Allocation Strategies

The project team will document its initial understanding of the department, its service levels, staffing levels, and service environment in a comprehensive descriptive profile of the organization. The draft document will provide a foundation for subsequent analysis by ensuring the accuracy of our understanding of key details and functional responsibilities.

The project team will document current staffing allocation methods used to allocate personnel to areas of the organization, as well as performance and staffing targets that exist for specific functions. This includes department processes for staffing allocation, including the Notice of Job Opportunity process, transfer meetings, and other decision-making processes.

Importantly, the profile will also seek to determine any discrepancies between *budgeted* roles, versus roles filled *on paper* and roles filled *in practice*.

The draft document will be reviewed with the steering committee and the department, and corrections and revisions will be made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps in the project.

TASK RESULT

The project team will develop a descriptive profile of the department, detailing the staffing, and organization of each unit within the department, as well as the roles and responsibilities of every position. The profile will also detail current staffing allocation strategies and any performance metrics currently in use, in addition to the service level targets and public safety objectives of each unit.

Task 4 | Development of the Staffing Analysis Framework

The Framework provides an intermediate step between the fact-finding phase of the study and the analysis by outlining assumptions to use and describing staffing methodologies.

Within each Bureau, the Framework will also examine the comparative context and best practices for staffing allocation and other factors that may impact staffing needs. For instance, alternative approaches to managing workload will be examined, such as other departments' approaches to call diversion, administrative workloads, and deployment. This analysis will review best and emerging practices by functional area will be compared to current practices, with any gaps identified.

For each position, the framework will provide:

- Current filled and authorized staffing levels (matching the revised profile).
- Identified workload drivers or performance metrics.
- The availability of workload data and any gaps in data collection.
- An outline of the staffing methodology to be used in the analysis as part of the next phase.

In areas such as field patrol and investigative functions where the methodology is more complex, an expanded section will provide greater detail on assumptions and calculation processes.

A common format will be used to summarize the analysis and maintain a consistent approach to identifying staffing methodologies. This allows for each deliverable to build

upon the previous to ultimately inform the inputs and methodologies used by the staffing allocation model to replicate the study:

Building Up to the Staffing Allocation Model

Interviews and Profile		Framework		Staffing Analysis		Staffing Allocation Model
<i>For each position and unit:</i>		<i>For each position and unit:</i>		<i>For each position and unit:</i>		<i>For each position and unit:</i>
Describes current practices.	>	Reviews best practices.	>	Incorporates best practices.		Integrates each aspect into an interactive and configurable model to replicate the analysis.
Identifies workload drivers and data collection needs.	>	Summarizes key workload metrics and assumptions.	>	Analyzes workload and service levels.		
Details current staffing levels.	>	Details current staffing levels.	>	Details current and recommended staffing levels.		
	>	Outlines staffing methodologies to be used.	>	Performs the staffing analysis.		

The interim Framework deliverable, then, ties together the input and understanding gained from the profile with the subsequent staffing analysis.

Internal and external communication plans, as well as any community education materials, will also be developed for the next phase of the study.

TASK RESULT

An interim Framework report will be developed that reviews best practices, summarizes key workload metrics and assumptions, and outlines the staffing methodologies to be used in the subsequent analysis. The deliverable will be reviewed with the steering committee to address any gaps in data, confirm assumptions, and adjust any staffing methodologies.

Phase III: Staffing Analysis

The project team will develop a comprehensive analysis of staffing needs for every function and assignment within the department, as well as strategies for maximizing the use of existing resources. Central to this is the review of key workload drivers and processes for administrative and support functions, as well as spans of control and unity of command.

Note on the Phasing of Patrol and Non-Patrol Staffing Analysis

Our proposed approach modifies the CPD Staffing Analysis Scope document by organizing the analysis of staffing for the Bureau of Patrol and other bureaus as part of the same phase. In the schedule, we have also organized the two staffing analysis tasks as largely concurrent. This change was made for a few reasons.

Up to this point in the project, all bureaus have been interviewed, profiled, and have had a framework developed in a concurrent manner. Scheduling the staffing analyses the same way ensures that this pace and focus is maintained.

Furthermore, scheduling the patrol and non-patrol analyses concurrently maximizes the time available to complete the staffing allocation model, as our team assigns different leads to each area of the department. We are open to additional discussion on this.

Task 5 | Patrol Staffing Analysis

The project team will conduct a comprehensive analysis of staffing needs for every unit within the Bureau of Patrol.

(1) Integration of Framework Assumptions

The identified workload drivers, assumptions, and service level targets identified in the Framework deliverable will be outlined and used as the foundation for the staffing analysis. This includes the results of the comparative research if applicable, in terms of approaches to staffing used by other departments.

Additionally, the results of the analysis will be summarized on a unit and position-by-position basis, showing the exact methodology used, as well as current and recommended staffing levels.

(2) Patrol Workload, Utilization, and Staffing Needs

Analysis of community-generated calls for service using computer-aided dispatch data is central to this effort. project team will determine current service levels through the following:

- Comprehensive analysis of **patrol workload**, including (but not limited to) the following:
 - Calls for service by hour and weekday, month, area, priority level.
 - Response and travel times by priority level and call classification.
 - Total spent handling calls by primary and backup units by time and area.
 - Factors and assumptions for other workload factors, such as report writing, which may not be captured in CAD/RMS data.
 - Geographic distribution of call for service workloads using GIS analysis.
 - Impacts of Consent Decree and reporting requirements on workload.
- Patrol **self-initiated activities** and community engagement strategies, including:
 - Self-initiated activity by hour and weekday, most common types (and relative frequency by hour), and geographically.
 - Relative differences in focuses of self-initiated activity by area of geography will also be examined.
- Calculate patrol **net availability (capacity)**, representing the time patrol officers are able to handle workloads, by measuring and deducting leave, training, administrative time (including non-trackable estimated time), court time, and other factors:



An illustrative example of net availability by deducting from a base of 2,080 work hours per year.

- The impact of training needed for deployment to events such as Lollapalooza, protests, and other special needs is also critical to consider.

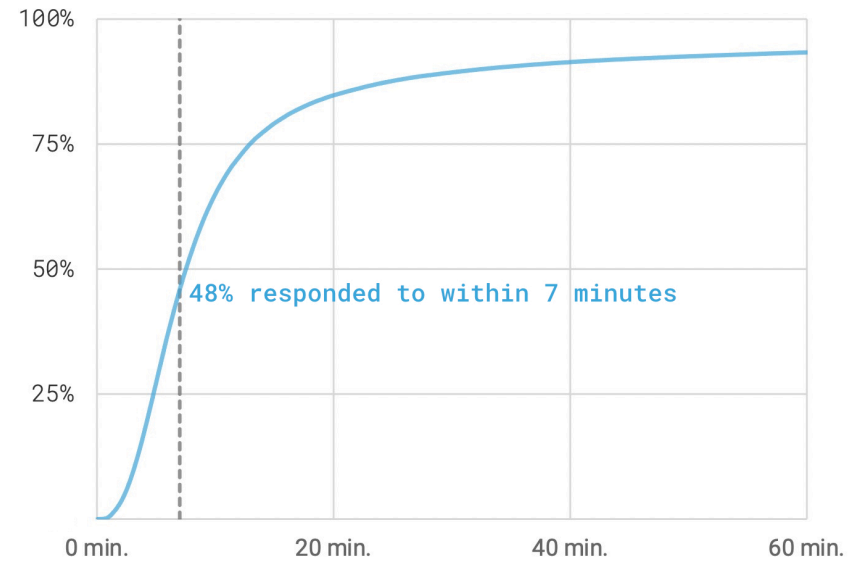
- Administrative time estimates must be developed from a combination of multiple types of activities, some of which can be measured, others tracked temporarily, and some estimated. This includes meal and bathroom breaks, briefings, evidence processing, administrative details, and other factors.
- The impacts of strategic priorities and community policing objectives must also be factored into the staffing analysis.
- Comprehensive analysis of patrol staffing needs, both overall and at the level of each patrol district and each patrol shift, based on workloads and targets for proactivity.
 - Analysis of disparities and strategies to equalize service levels will also be conducted as part of the staffing analysis.
 - Maintaining geographic integrity of assignments.
- Analyze patrol supervisory staffing needs based on spans of control, the desire for greater consistency in supervision, and the impact of the administrative workloads handled by sergeants and ability to be in the field.

The following provides examples of the firm's approaches to analyzing crime, calls for service, response time performance, and patrol proactivity (uncommitted time):

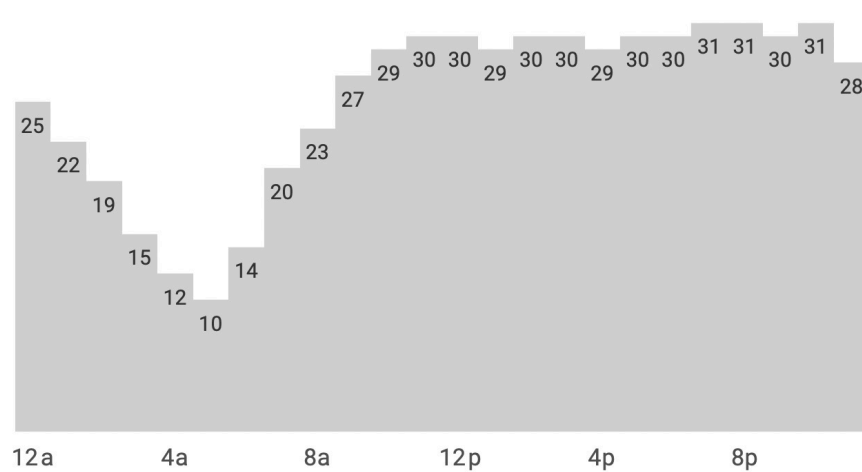
Uncommitted Time by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	43%	56%	61%	61%	60%	57%	47%	54%
6am–10am	44%	34%	34%	33%	34%	34%	40%	40%
10am–2pm	22%	17%	20%	20%	20%	19%	21%	21%
2pm–6pm	32%	27%	29%	29%	28%	27%	31%	29%
6pm–10pm	24%	23%	22%	22%	24%	22%	22%	25%
10pm–2am	21%	34%	36%	37%	34%	30%	20%	30%
Overall	31%	32%	34%	34%	33%	32%	30%	32%

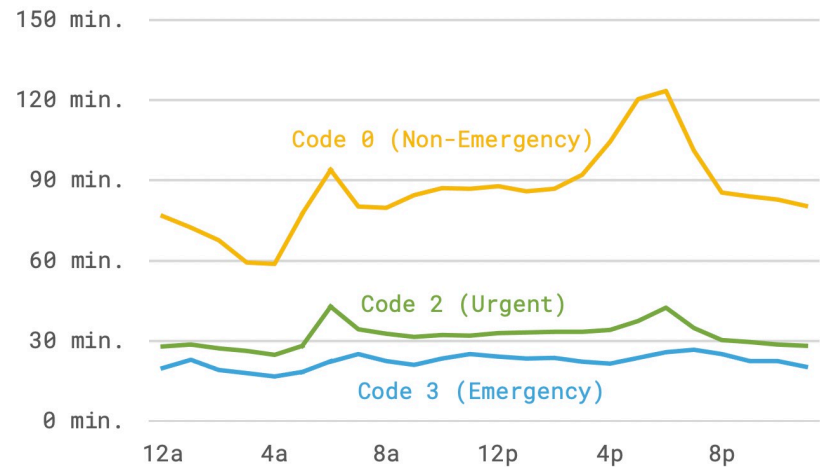
Probability of Code 3 Calls Meeting Response Time Goal

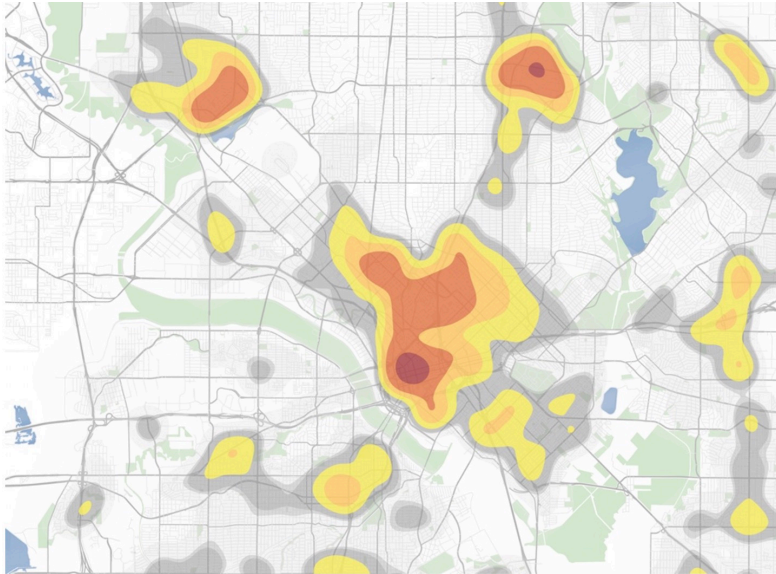


Deployed Officers Needed to Meet Uncommitted Time Goal

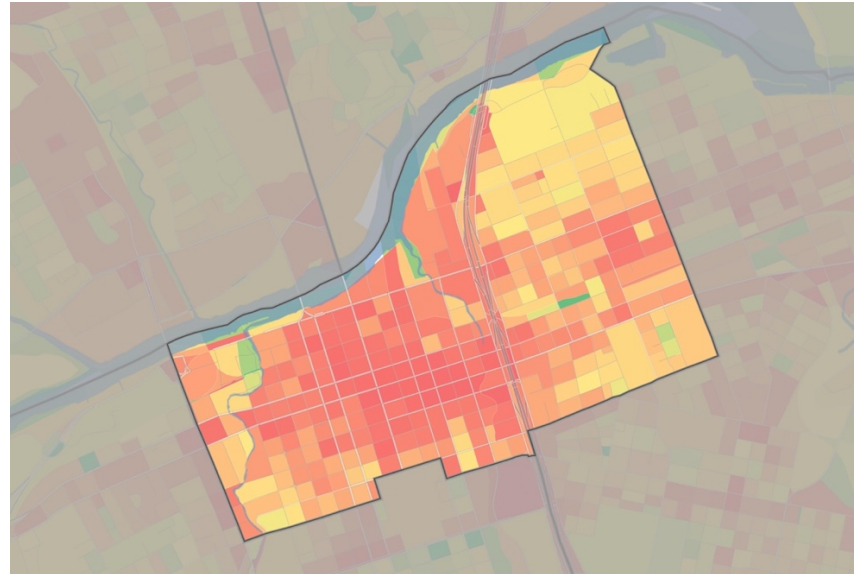


Response Time Performance by Hour





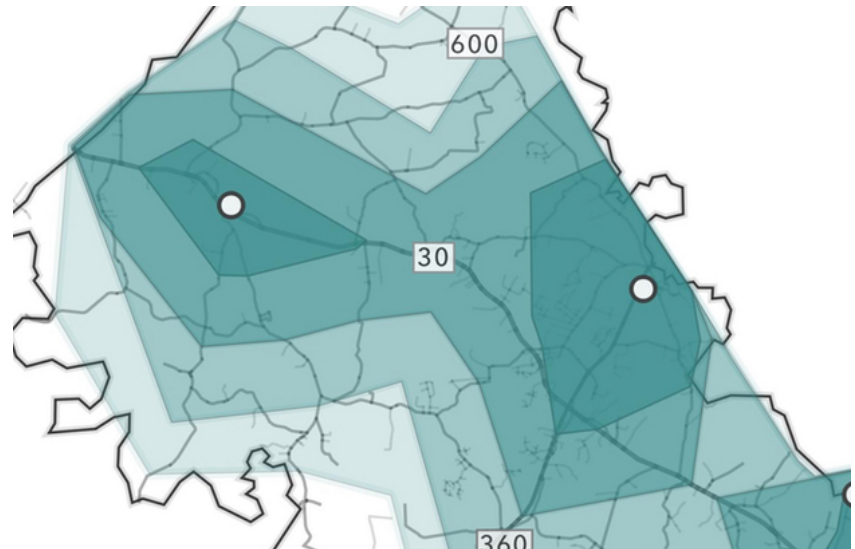
Analysis of hotspots and crime densities



Visibility and saturation



Patrol specialized deployment teams



Response time analytics

(3) Span of Control and Unity of Command

The patrol staffing allocation methodology must also include supervisory staffing considerations. The number of patrol teams, the schedule that sergeants work, and the actual filled staffing levels of sergeants must be balanced in a deployment configuration that results in no teams having more than 10 officers per shift.

Often, even if spans of control appear adequate on a roster, day-to-day fluctuations in staffing can result in many areas with spans of control that are vastly higher than acceptable targets. Consequently, the supervisory allocation strategies must take into account net availability factors such as leave and training time as well as provide greater consistency in supervision. Supervisory staffing should be resilient – even though there will be numerous sergeants out on a given day, it should not cause spans of control to exceed target maximums.

The analysis will provide current recommendations, as well as a methodology to use in the future (to become part of the staffing allocation model) that will achieve target spans of control on every patrol shift team.

(4) Organizational Structure

The organizational structure will also be evaluated within the context of the analysis of each unit, as well as given any interrelationships with centralized functions in bureaus outside of patrol. From the results of this assessment, detailed organizational charts will be created in a standardized and common format.

(5) Geographic District Boundaries

The project team will analyze issues associated with the geographic deployment structure, including whether it is able to equalize workloads and proactive capabilities and meet service level objectives. These issues will form the basis of the process of revising the boundaries of the district structure in order to better meet and equalize service levels, as well as to align boundaries more closely with the geography of individual neighborhoods to better facilitate community policing. Priorities in this analysis, which we have completed for cities such as Los Angeles, Raleigh, and San Jose, include:

- **Workload Equalization:** Patrol districts should have equalized workloads to ensure that service levels are consistent throughout the city, including the ability to be proactive.
- **Neighborhood Integrity:** Districts and patrol areas should be designed around the communities they service and should drive to keep neighborhoods and business districts within the same area.

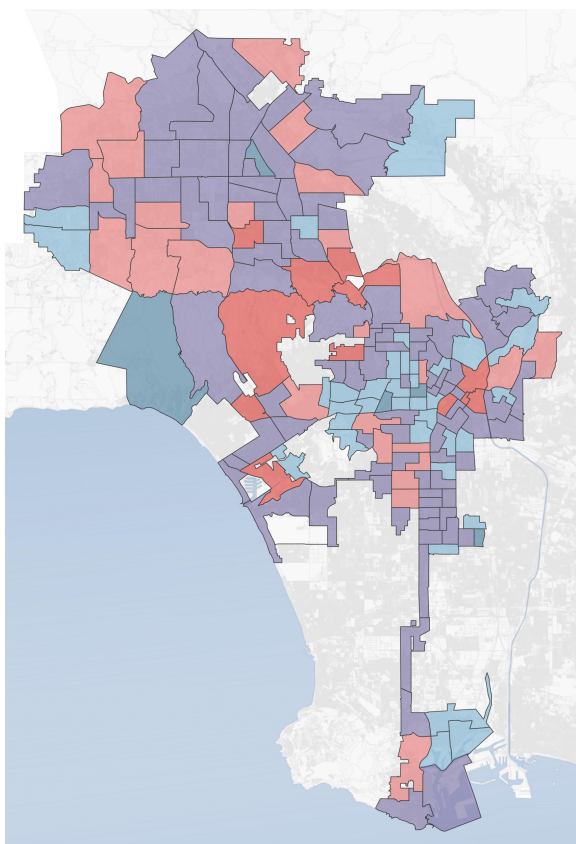
- **Transportation Routes:** The design of districts should facilitate timely responses to calls, including backup responses from other areas.
- **Logical Barriers:** Patrol districts should be designed around natural and manmade barriers, such as freeways, hills, levees, or water features
- **Staffing Objectives:** Districts should be designed so that they can be consistently staffed, and resource allocation should be proportional to workload in order to provide for equalized service levels:

Geographic deployment structures also do not exist in isolation. An effective beat and sector structure must prioritize interrelated factors that determine its ability to be staffed:

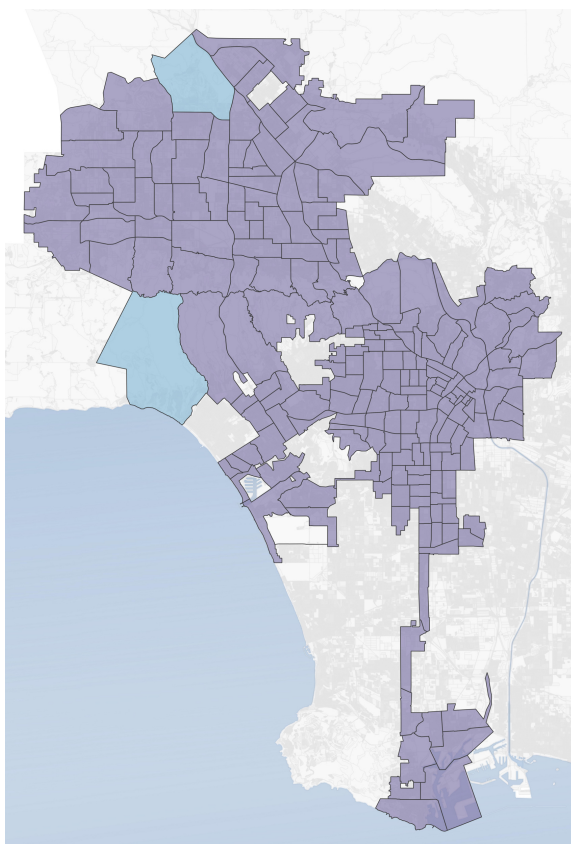
- The number of beats and sectors must be able to be consistently staffed with existing resources. However, flexibility must allow for future scenarios with alternative staffing levels.
- The structure should also reflect the number of patrol teams and supervisors in order to ensure unity of command.
- Allow for officers to work with the same supervisors on an ongoing basis and within the same area.
- Is supported by policies that ensure continuity and long-term consistency of personnel in the same areas, in order to facilitate local area knowledge and community policing.

The following is an example of our redistricting work for LAPD, comparing call for service variation by individual patrol area in the pre-existing and redeveloped patrol structure, **with purple shading indicating balanced patrol workloads and proactive capabilities:**

Existing Patrol Area Structure



Redesigned Patrol Area Structure



The revised patrol deployment structure will be reviewed with the steering committee and the department, with revisions made thereafter.

(6) District Specialized Units

The staffing and deployment analysis will also evaluate specialized units within each patrol area, such as CST teams. The consistency in practices between areas is also central to this analysis, as well as how allocation decisions are made to each area command. Processes used to maintain unity of command, as well as to manage and identify deployment priorities, will also be assessed.

Please note that, in order to avoid duplication, the methodology for investigative units organized at the district level is described in the Non-Patrol Staffing Analysis task.

(7) Staffing Allocation Methodologies

The methodologies used in the patrol analysis to determine officer staffing needs in each district and on each shift, sergeant staffing needs to meet span of control targets – as

well as any effect on patrol team size resulting from district boundary changes – must function cohesively as a staffing allocation strategy.

The project team will create workload-driven methodologies for staffing allocation decisions that achieve these aims, allowing for replication of the Bureau of Patrol staffing analysis in the future. The methodologies will detail the processes used to calculate the staffing of each position across field patrol, specialized units, supervisory staffing, leadership, and administrative support. These strategies will be integrated as part of the staffing allocation model.

For each position and unit within the department, a common format will summarize key workload metrics utilized (if applicable), and the methodology used to determine that position's staffing needs, as well as current and recommended staffing levels.

(8) Summary

The Bureau of Patrol staffing analysis completed as a major interim deliverable and will be reviewed with the steering committee and the department and will be revised as needed thereafter. Additionally, communication plans and materials will be developed to support the results of the analysis, including any impacts generated from recommended changes to patrol district boundaries.

TASK RESULT

The project team will conduct a comprehensive analysis of Bureau of Patrol staffing and deployment that will be reviewed as an interim deliverable with the steering committee, including:

- Workload, utilization, and response time performance (overall and by district).
- Proactive (uncommitted) time levels and service level deficiencies (overall and by district).
- Workload-based staffing allocation methodology to equalize service levels and response time performance, meet uncommitted time targets, and identify staffing needs overall, in each district, and on each shift and day. The methodology will be built into the staffing allocation model.
- Staffing allocation strategy to maintain span of control targets on each shift team.
- Recommended organizational structures.
- Assessment of the district and beat structure, and proposed changes boundaries to equalize service levels and align with communities.

Task 6 | Non-Patrol Staffing Analysis

(1) Overview of the Staffing Analysis

The staffing analysis will examine the staffing needs of each position within the department, and identify the methodology used in that evaluation.

For each position and unit within the department, a common format will summarize key workload metrics utilized (if applicable) and methodology to analyze that position's staffing needs, as well as current and recommended staffing levels. This approach allows for a consistent and transparent flow from the Framework deliverable to the staffing analysis and, subsequently, to the staffing allocation model.

Unique impacts will also be considered and factored into the staffing analysis, such as new and increased record-keeping responsibilities that result from the Consent Decree. Staffing needs are also often interrelated, both directly and indirectly – more patrol officers would mean greater needs for IT support and records infrastructure, for instance. These needs will also evolve in the future, and the staffing allocation model must enable these factors to be updated and adjusted over time as needs change.

Overarching principles and strategic priorities will also be integrated into the analysis of unit staffing needs. The staffing and training of leadership positions must also facilitate these aims.

Workload-based approaches to staffing needs are prioritized and used wherever possible. However, there are instances where a different type of methodology must be used:



Workload-Based

Staffing needs are directly tied to handling a measurable workload. For instance, patrol officer staffing is driven by call for service workload, which translates to staffing needs based on proactive time targets, as well as availability and turnover factors.

Workload-based methodologies are prioritized, as they are highly accurate and transparent in identifying needs.

Example: Detective staffing in case-driven investigative units.

1:8

Ratio-Based

Needs for the position form a direct relationship to another variable, whereby staffing can be expressed as a ratio.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.



Fixed Coverage

Staffing needs that are based on achieving a set level of deployment or coverage, as determined by a coverage objective, scheduling, and net availability factors using a probability-focused approach.

Example: K9 coverage could be set using a fixed coverage analysis.



Elective/Special

Methodologies based on proactive usage of time to achieve a public safety objective, which can incorporate targets for the use of time versus dedicated administrative time.

Example: Traffic enforcement is largely proactive, but may have other responsibilities



Span of Control

Supervisors scale based on the targeted number of direct reports for that function.

Example: Supervisory staffing.

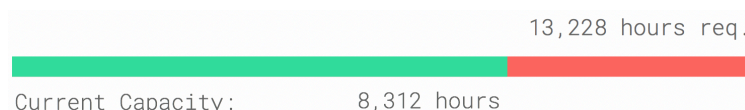
While these categories simplify the methodologies, the vast majority of staff will fall under a workload-based approach that utilizes data specific to that function, such as detectives and patrol officers.

All methodologies will be incorporated into the staffing allocation model, developed subsequently in the study.

(2) Bureau of Detectives

Our team has developed a comprehensive approach to analyzing detective caseloads and measuring investigating workload hours. For each type of case worked, the tasks involved are broken down into constituent elements and the average time needed to complete each (some elements are not involved in every case and are given a probability factor).

The case element time factors are revised based on interviews and working with the department, as each agency has unique practices and reporting requirements. Administrative time is also calculated and, in combination with workload, compared against capacity to determine the adequacy of existing staffing levels:



Other factors in the analysis include the following:

- Existing backlogs that impact workload and service levels.
- Best practices, including PERF and CALEA requirements.
- Caseload assignment and screening practices, including whether solvable cases are not assigned due to staffing shortages and what the implications would be should those cases be investigated.
- Closure rates and disposition of cases.

The staffing needs of some investigative units, however, are not entirely driven by case-related workloads. Some function partially or entirely in a proactive capacity, requiring a hybrid approach must be used to

(3) Bureau of Internal Affairs

Bureau of Internal Affairs staffing needs will be analyzed using workload-based approaches wherever possible. For example, a demand-driven model will determine the workload involved in each type of case handled by investigators, similar to the methodology used for the Bureau of Detectives. Internal Affairs investigator workload will also incorporate the impact of administrative duties, will be compared against capacity to identify the magnitude of any staffing deficiencies.

Critically, these methodologies must be able to scale with changes in department staffing and evolving reporting requirements, such as those generated from the Consent Decree. The methodologies and assumptions developed in the Framework deliverable will also underpin the analysis to better quantify workload and staffing capacity factors.

(4) Bureau of Counterterrorism

The staffing needs for every function within the Bureau of Counterterrorism will be analyzed using an approach that integrates workload-based approaches as applicable. In many functions, workload metrics do not provide the central driver of that unit's staffing needs, such as a unit that is staffed to provide a certain level of coverage around the clock. Or, as outlined in the earlier table, a special operations unit may function largely proactive, requiring a customized approach to balance proactive and administrative responsibilities around achieving public safety or objectives or other operational priorities. Other important factors include:

- Analysis of deployment versus operational needs (e.g., traffic enforcement) using a GIS-based approach.



- Consent decree, CALEA, and other external requirements' impact on administrative workloads.
- Best practices for deployment, operations, and staffing.
- Special event workloads, particularly the variability in impacts they present.
- The appropriate balance of time spent between proactive activities (e.g., saturation patrol) versus reactive workloads (e.g., investigations), and administrative duties will differ for each unit.

1,056 Workload Hours

352 Admin

352 Proactive

The analysis will identify the central driving factors of a unit's staffing needs to determine the appropriate methodology type to be used. For some units, a hybrid approach may be necessary where a portion of the unit's time is spent in reactive workload-handling capacities, and the rest in a proactive/directed manner.

(5) Office of Constitutional Policing and Reform

The Office of Constitutional Policing and Reform (OCPR) includes a range of functions with a wide range of approaches needed to examine staffing needs. We will analyze the staffing needs of each unit and position within the OCPR, which is underscored by:

- Interrelated needs between units in OCPR and the department. For instance, the needs of some elements within the Training and Support Group depend in part on the size and frequency of academies, which in turn depends on retention/turnover rates, any changes to staffing levels, and fluctuations in hiring levels.

- Impacts of the consent decree and other requirements, which can significantly increase the workload of units such as the Tactical Review and Evaluation Division.
- Technological impacts on workload and reporting.
- Best practices specific to each individual function within the OCPR.
- Some units may have more electively or proactively determined staffing needs.

Interviews and the Framework deliverable are critical in developing models and assumptions for analyzing these functions, in order to create methodologies that are quantifiable and able to be replicated within the staffing allocation model.

TASK RESULT

The project team will conduct a comprehensive analysis of staffing outside of the Bureau of Patrol that will be reviewed with the steering committee as a deliverable:

- Workload, utilization, and staffing needs for every position and function.
- Uncommitted time levels and service level deficiencies (overall and by district).
- Development of workload-based staffing allocation methodologies and other considerations to enable development of an updateable staff allocation model.
- Incorporation of best practices and the impacts of evolving external requirements and variable workloads (e.g., special events).
- Recommended organizational structures.

Phase IV: Staffing Model Development

Task 7 | Staffing Allocation Model Development

It is critical that the staffing analysis be able to evolve and be replicated in the future as needs change. To accomplish this, the project team will develop an interactive staffing allocation model to comprehensively determine staffing needs for every position type and function within the department.

The interactive tool will use the same factors and methodologies that were used to determine current needs, including the specific workload categories, net availability factors, and utilization targets for each position. Key features of the interactive staffing allocation model include:

- **Incorporation of net availability factors** (e.g., leave, training, court time, etc.): Presets can be selected to control for variability and differences in availability

rates by position type. For example, while civilian property and evidence technicians may use leave at a similar rate to records technicians, patrol officers are more likely to be out of normal duty because of injury and may use sick leave and vacation time differently.

- **Ability to choose which workload factors are used to determine a position's staffing needs:** This is critical because the vast majority of position types of positions have unique factors that determine the number of full-time equivalent positions needed (FTEs). For example, the number of sergeants needed, by contrast, is shaped by target supervisory spans of control in the field, whereas professional standards staffing needs are driven by specific workloads such as the number of investigations they handle.
- **Customization of workload time metrics:** The time needed to complete a type of workload task differs for each agency. For instance, the amount of time it takes property and evidence technicians to process items for intake is dependent on the efficiency of barcoding systems, facility space and inventory size, as well as the breakdown of items being processed. The interactive staffing allocation model will allow for these factors to be edited, with the analysis instantly updating to reflect the changes.
- **Adjustable utilization and staffing targets:** For instance, patrol officers should be staffed to allow for a sufficient percentage of time available to be proactive in the field, and staffing needs must reflect these objectives. Records staff, by contrast, may spend a higher percentage of time directly completing workloads.
- **Prioritization of needs and customizable funding levels:** Given constraints – either in terms of funding or filled positions – the model will prioritize the best use of resources at certain levels in order to maintain core functionality and service levels to the public. Importantly, any assumptions used in the prioritization will be reviewed earlier in this study as part of the Framework analysis.

The workload and staffing needs of each position are summarized within a fully interactive GUI, as shown in this illustrative example:

Expand and collapse tabs to view different positions

Presets for availability factors
(e.g., leave hours, light duty, etc.)

Choose which workload indicators to use, as well as
the amount of time each item takes to complete

View capacity to handle workload with current staffing
versus the number of staff needed

PROPERTY AND EVIDENCE UNIT

Property and Evidence Supervisor

Property and Evidence Technician I/II

STAFFING AND AVAILABILITY

RELIEF FACTOR

Standard (Civilian)

1,472 hrs./FTE

of Positions Budgeted

x

6.0

FTEs

Total Net Available Work Hours

=

8,832

hrs./yr.

WORKLOAD FACTORS

VOLUME

TIME PER TASK

UTILIZATION

Property Intake Volume

2,851 /mo.

of Items Released

263 /mo.

of Firearms Processed

17 /mo.

TOTAL WORKLOAD:





11,283 hours

6 FTEs

current capacity

8 FTEs

needed

ALL			SWORN	CIV	+/-	CIVILIAN			
			Curr	Need	+/-	Curr	Need	+/-	
METRO DIVISION			716	911	+195	43	49	+6	⤴
ADMINISTRATION			6	5	(1)	2	1	(1)	⤵
NORTHERN STATION			138	162	+24	9	10	+1	⤴
Captain's Staff			5	5	—	8	9	+1	⤵
Patrol			88	113	+25	0	0	—	⤴
	S	Lieutenant	4	4	+0	—	—	—	⤵
	S	Sergeant	14	15	+1	—	—	—	⤵
	S	Officer	70	88	+18	—	—	—	⤵
	S	Officer (Station Keeper)	0	6	+6	—	—	—	⤵
Specialized Units			37	36	(1)	0	0	—	⤵
SIT			8	8	—	1	1	—	⤵

Example of the fully interactive menu with expandable and collapsible rows to review different parts of the organization.

While the examples provided do not cover all feature sets or the final design of the model, all features shown and described in this proposal will be incorporated into the model.

The model will be reviewed with the steering committee and updated as needed to meet the department's needs. Documentation will be created in the next study task.

TASK RESULT

An interactive staffing allocation model will be developed that will allow for the staffing analysis to be fully replicated on an ongoing basis using the same methodologies and allowing for different resource scenarios. The mode will be fully customized and will utilize workload-based calculations within a graphic user interface.

Task 8 | Model Documentation

Following the development of the model, comprehensive documentation and tutorials will be provided that train staff on the use of the model. Additionally, documentation for any data that must be first prepared, cleaned, or analyzed prior to being input into the model will also be developed.

The project team will also be available for support on an ongoing basis as needed.

TASK RESULT

The project team will develop comprehensive documentation and tutorials on the use of the model, as well as the preparation of any input data. Support will also be provided on an ongoing basis.

Phase V: Implementation Plan

Task 9 | Implementation Plan

Using a departmentwide staffing allocation model will inherently affect every area of the organization, modifying existing decision-making processes for how needs are assessed. Consequently, implementation must be carefully planned, with clear responsibilities and a focus on maintaining buy-in at each step of the process. The implementation plan will include the following:

- Identification of specific roles and responsibilities by individual or unit in use of the model and its results.
- Development of standard operating procedures and policies.
- Outline of all data needs, sources, and timelines for coordinating the transfer and analysis of data.
- Identification of any labor group or contract requirements.
- Creation of community input processes and its role in shaping use of the model and its results, including format, the creation of any community committees, meeting frequency, and other relevant aspects.

- Creation of a Workforce Allocation Committee to act as a steering board for the use of the model, including the structure, meeting frequency, responsibilities and authority, and any relevant processes.
- Identification of training requirements throughout the organization.
- Development of internal and external communication plans and education materials.
 - Education materials will be developed specifically for the community to explain the functionality of the model and its role in furthering transparency in staffing decisions.
- Detailed plans and process maps that outline responsibilities and actions to be taken in executing and maintaining the model.

The implementation plan will be coordinated with the steering committee and revised as needed, including after the staffing allocation model is deployed.

TASK RESULT

A comprehensive implementation plan will be developed for the staffing allocation mode, detailing processes, responsibilities, training, and data coordination needed at all levels of the organization. It will also provide for the structure of a Workforce Allocation Committee to act as a steering board for the use of the model, as well as develop communication plans and education materials.

Task 10 | Final Report and Presentations

A final report will be developed that combines each of the analytical steps and interim deliverables into one document, including recommendations for each area of the study and comprehensive timelines for implementation. The report will include the following elements:

- An **executive summary**, summarizing the major findings of the study.
- The **organizational and current state assessment** elements of the descriptive profile.
- **Comprehensive analysis of workload, demand-driven methodologies, and staffing needs** for each Bureau within the Chicago Police Department, merging the framework and staffing analysis deliverables into a cohesive report structure.
- A summary of **community engagement activities** conducted and input received.

- The **implementation plan** for the staffing allocation model, including any associated communications material.
- **Comprehensive list of recommendations**, including staffing needs for each function within the department.
- As an appendix, **documentation for the staffing allocation model**.

The draft final report will be reviewed with the project steering committee, and any key stakeholders identified through the study's process. The project team will thereafter be available to make presentations to key stakeholders, including elected officials and identified community groups as requested.

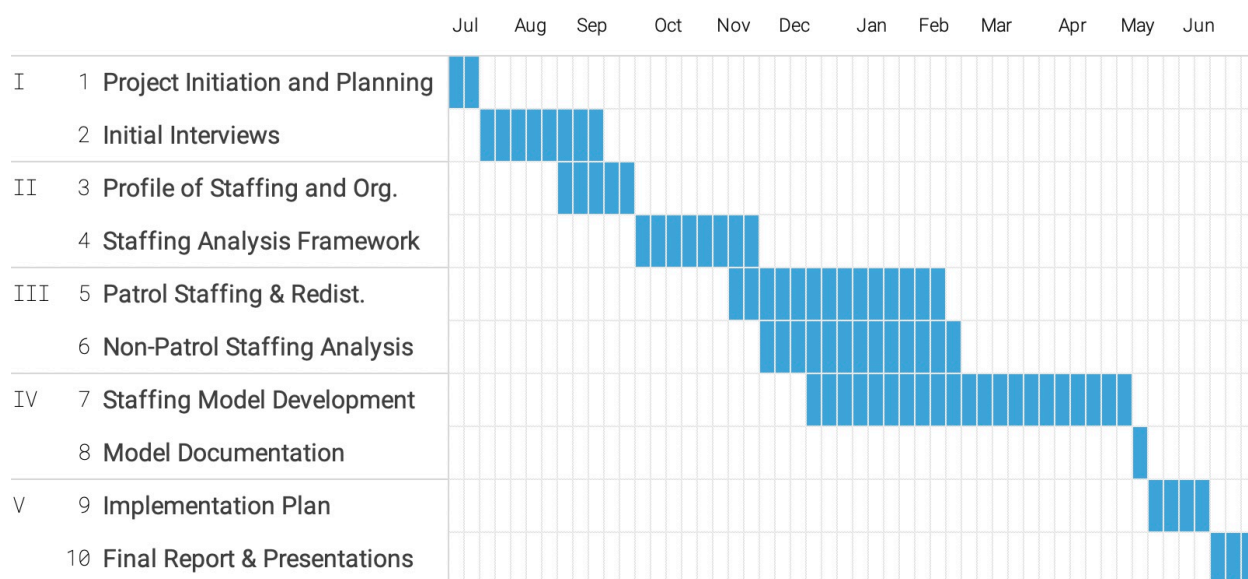
TASK RESULT

The draft final report will combine the study's interim deliverables into a single cohesive document, including analysis of workload, demand-driven methodologies, and staffing needs for every function within the Chicago Police Department. The report will also include the implementation plan and documentation for the staffing allocation model, which is provided separately to CPD and the City of Chicago.

Following finalization of the report, the project team will be available to present the results of the study to CPD, elected officials, and other groups as needed.

Schedule

The following outlines a proposed week-by-week schedule to accomplish the task plan outlined in this proposal, totaling exactly one year from initiation to final presentation:



Qualifications

(1) Introduction to Matrix Consulting Group

Matrix Consulting Group was founded over two decades ago to provide detailed organization and management analytical services to local government. Our firm's history and approach is centered around our service philosophy:

- The only consulting services we provide are to local government. Although law enforcement is our firm's largest single practice area, most of our projects span a wide range of local government functions.
- We work together as one team on our consulting engagements and do not typically utilize subcontractors. Our law enforcement consulting team is comprised of career police services consultants, as well as former police managers who are now consultants with the firm.
- We are an independent firm. In 2018, we created a Canadian firm, MCG Consulting Solutions, that is wholly owned by Matrix Consulting Group to better serve the Canadian market.
- With an office in the State we are authorized to conduct business in Illinois.

(2) Response to Qualification Items

Our experience includes work with numerous large police departments in recent years across the country and in Canada, including for the Los Angeles Police Department:

Austin, TX	Kansas City, MO	Richmond, VA
Birmingham, AL	Las Vegas Metro, NV	Sacramento, CA
Cincinnati, OH	Los Angeles, CA	San Antonio, TX
Columbus, OH	Miami Beach, FL (3x)	San Francisco, CA
DeKalb County, GA	Nashville, TN	San Jose, CA (2x)
Edmonton, AB	Orange County, FL	Tacoma, WA (3x)
Fort Worth, TX	Phoenix, AZ	Travis County, TX
Hennepin County, MN	Portland, OR	Wichita, KS
Jacksonville, FL	Raleigh, NC (2x)	Winnipeg, MB

- Our workforce reflects our commitment to diversity, equity, and inclusion. Internally and for our clients, our goal is to remove barriers caused by social injustice and

inequality. This commitment is reflected in analytical methods, such as examining inequities in how police services are provided by area, reviewing policies and practices for disparate impacts, and involving the community in our study to ensure transparent and equitable approaches are used to determine staffing needs and deployment strategies.

- The vast majority of our entities entail a multi-entity client relationship, whereby we are working with both the department and the city to steer and guide the progress of the study. This dynamic is beneficial, as it helps maintain independence and objectivity in our analysis, and to deflect perceptions of any undue influence on findings raised.
- Our team is dedicated to providing comprehensive and in-depth analysis without sacrificing any level of detail regardless of the size of the organization. Our extraordinarily in-depth work for other large police departments, such as Los Angeles, San Francisco, Columbus, Fort Worth, and Milwaukee, is emblematic of this commitment.
- Our project management approach and proposed schedule will ensure timely delivery of services, with regular steering committee meetings and the pace of the project ensuring that everyone involved remains engaged throughout the timeline.
- Community engagement is integral to the success of the study, and must transparently outline the goals of the analysis and meaningfully seek input.
 - In our study of LAPD, we met with each neighborhood alliance throughout the city to hear directly from a diverse range of voices, including marginalized communities, to better understand service level gaps at the local level, as well as any perceptions of inequities by geographic area.
 - Similar levels of outreach were conducted in our studies for San Jose, Austin, and Columbus, for instance, where we held engagement meetings in each area of the city.

Additionally, it should be noted that we have worked with numerous departments that have either been under a consent decree or settlement agreement, or were anticipating such being made. While these bring significant challenges for departments in new regulatory compliance and reporting at every level of the organization, they present an even greater opportunity to make transformative changes as an organization. This study should build upon that progress and provide for detailed and equitable approaches to identifying staffing needs.

(2) Introduction to Our Team

Our team includes the following experienced analysts and former law enforcement professionals, as well as their office locations and contact information:

- **Richard Brady**, President of the firm, with over 40 years of police analytical experience. Mr. Brady has worked with more than 350 police agencies around the country and in Canada. He will serve as the project manager and primary point of contact for external stakeholders, as well as in the review of all deliverables.
- **Devon Clunis**, former Chief of Police in Winnipeg, Canada, and the first Black police chief in Canada. He is a current Senior Manager with the firm, having previously served as the first Inspector General of Policing in the Province of Ontario. Through this work in that role, he has assisted 45 local law enforcement agencies in developing a collaborative vision for accountability and to be more connected with the communities they serve.
- **Ian Brady**, a Senior Vice President, specializes in and leads our law enforcement consulting practice, and develops the firm's deployment and statistical models. He will lead the Bureau of Patrol Analysis and the development of the staffing allocation model, as well as the review of all deliverables.
- **John Scruggs**, a Manager, has over 26 years of law enforcement experience. He co-authored legislation on body-worn cameras in Oregon. Based on his experience in investigations, he will lead this part of the assignment.
- **Greg Mathews**, a Senior Manager with over 27 years of both private and public sector experience, serving as Deputy Director of Auditing for the Los Angeles City Controller's Office. He has worked with over 150 police departments, including with San Francisco on the interactive model.
- **John Scruggs**, a Manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon. Based on his experience internal affairs and policy issues, he will lead this part of the assignment.
- **Suelyn Knight**, a Senior Consultant, served as the Executive National Advisor of the Race-Based Data Collection Strategy for the Royal Canadian Mounted Police Unit. Previously, she served with the Toronto Police Service as the Commander of the Equity, Inclusion and Human Rights Unit.
- **Greg Stewart**, a Senior Manager who has over 30 years of experiencing working on law enforcement and justice system studies.

- **Tim Donohoe**, a Senior Consultant who has over 26 years of experience in both local and international law enforcement. He will focus on training, organizational, and management issues.
- **Philip Berry**, a Senior Consultant with the firm who previously worked with the Virginia Criminal Sentencing Commission in Richmond, VA.
- **Nick Heuertz**, a Senior Consultant with seven years of law enforcement and consulting experience.
- **Paul Isaak**, a Consultant with a 34-year career in the Winnipeg Police Service, where he rose to the rank of Staff Sergeant. He led the Forensic Services Unit and provided seven years of leadership to the Critical Incident Response Program.

(3) **Resumes of Project Team Staff**

The following pages provide resumes for each of our team members:

RICHARD BRADY

PRESIDENT, MATRIX CONSULTING GROUP

Richard Brady founded Matrix Consulting Group in 2002 and leads our public safety practice, which includes law enforcement and justice studies. He has served as the project manager or lead analyst on hundreds of public safety studies in his 40-year career.

His subject matter expertise includes police staffing and deployment, management effectiveness, and governance and transparency. Prior to founding these two firms, he served for over 20 years as a practice leader in two other firms, including Maximus.

Experience Highlights

Columbus, OH: Richard served as the project manager for this recently completed project that identified the need for new positions, but more importantly, identified a number of areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

A number of recommendations were made in the study in these areas in order to bridge the disconnect between the department's goals and policies, as well as how these are reinforced by management.

Austin, TX: Project manager on the study, which was designed to assist the APD recreate its approach to community policing to involve everyone, not just those with specialty assignments.

While the study supported the addition of staff, the study also found that there were significant opportunities to support community policing in leadership, policies, recruitment, training, supervision, and use of data.

Los Angeles, CA: Project manager on a comprehensive study of LAPD field services, community policing programs, and patrol resource allocation strategies. The study recommended improved methods in order to better equalize service levels and prioritized a community-centered approach to field services.

Role on This Engagement:

Richard will serve as a project executive and advisor. He will be involved in all project stages, including on-site interviews and review meetings.

Relevant Clients:

CA	Los Angeles
NV	Las Vegas
CA	San Jose
CA	Sacramento
CA	San Francisco
TX	Austin
TX	Fort Worth
MO	Kansas City
OH	Columbus
NY	Ossining
NY	Albany
VA	Richmond
NC	Raleigh
NC	Asheville
AZ	Phoenix
WA	Tacoma
OR	Portland
MB	Winnipeg
FL	Miami Beach
KS	Wichita
AL	Birmingham

Years of Consulting Experience: 40

Education:

BA, California State University, East Bay

PhD, Oxford University, U.K.

Notable Accomplishments:

Ohio Commission on Juvenile Justice

Massachusetts Governor's Committee on Local Government

Professional Association:

Association of Local Government Auditors

International City-County Management Association

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP
FORMER CHIEF OF WINNIPEG POLICE SERVICE

Devon Clunis served as Chief of Police of the Winnipeg Police Service, and was the first Black police chief in Canada. He is a highly regarded policing professional, with 35 years of combined policing and consulting experience. He is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

Mr. Clunis served 29 years with The Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

Experience Highlights

Province of Ontario: Provided strategic oversight of the establishment of the Inspectorate of Policing, ensuring critical collaborative input from relevant stakeholders, including the public, Police Services, Police Boards, Police Unions, and various other bodies within the Justice System framework.

- Oversaw all aspects of Vision, Mission, and Guiding Principles formation.
- Established policies, procedures, and SOP guidelines.
- Led the hiring of staff and created a people-centered, community-focused, continuous pursuit of excellence operational framework.
- Oversaw the creation of the implementation and operational, strategic plans to guide the establishment and future operations of the Inspectorate.

Winnipeg Police Service: Served as Chief of Police, and led overarching institutional change.

- Facilitated the creation of five-year transformational strategic and business plans to lead the organization from 2015 to 2019.
- Worked with police and the community to develop a collaborative approach to community safety and well-being, resulting in a critical shift in police and community relationships.

Role in This Engagement:

Chief Clunis will utilize his extensive experience in engaging stakeholders to build strategies across all areas of the organization, focusing particularly on organizational culture and community engagement.

Relevant Clients:

AZ	Chandler
AZ	San Carlos Apache
AB	Edmonton
CA	Los Angeles
CA	Richmond
OH	Cincinnati
OH	Columbus
MO	Kansas City
PA	Upper Macungie
WI	Madison
MB	Winkler
MB	Modren
ON	Kawartha Lakes
WA	Everett

Years of Consulting Experience: 35

Years of Government Experience: 29

Education:

Law degree,
Université Laval

Political science /
Economics degree,
McGill University

IAN BRADY

VICE PRESIDENT, MATRIX CONSULTING GROUP

Ian Brady is a Vice President with Matrix Consulting Group in our Police Services Practice. He leads our data analytics unit, and has over 11 years of consulting experience. Specializing in public safety, he works on all of our police, fire, corrections, and emergency communications studies.

Mr. Brady is the lead developer on all of our statistical modeling and data analytics efforts, and has created standalone models in support of our studies' analytical efforts, including for:

- New agency formation feasibility, financial and service delivery modeling.
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Comprehensive workload and staffing analytics.
- Interactive scheduling configuration, forecasting effects on service levels and overtime usage.

Experience Highlights

San Francisco, CA: Police Department Staffing Analysis

- Lead analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for SFPD to use in the future to recreate the analysis in its entirety.

Los Angeles, CA: LAPD Basic Car Area Boundary Study

- Led a comprehensive staffing study of LAPD field services.
- Recreated the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

Role on This Engagement:

Ian will serve as the lead developer of the staffing allocation model and lead analyst in Bureau of Patrol.

Relevant Clients:

AZ	Phoenix
AL	Birmingham
CA	Berkeley
CA	Los Angeles
CA	Sacramento
CA	San Francisco
CA	San Jose (2x)
CO	Adams County
FL	Miami Beach (3x)
FL	Orange County
GA	DeKalb County
HI	Kauai County
IA	Davenport
IL	Rockford
KS	Wichita
MB	Winnipeg
MD	Harford County
MD	Howard County
MN	Hennepin County
MO	Columbia
MO	Clayton
MO	Kansas City
MO	St. Louis
OH	Columbus
OH	Cincinnati
OK	Midwest City
NC	Raleigh (2x)
NJ	Mahwah
NM	Santa Fe
NY	Syracuse
OH	Columbus
OR	Portland
PA	Pittsburgh
TX	Austin
TX	Denton
TX	Fort Worth (2x)
TX	Travis County
VA	Virginia Beach
WA	Tacoma (2x)
WI	Milwaukee

Years of Experience: 10

Education:

BS in Politics,
Willamette University

JOHN SCRUGGS

MANAGER, MATRIX CONSULTING GROUP

John Scruggs is a former Captain with the Portland Police Bureau, with 26 years of experience in law enforcement. He is now a lead analyst on our law enforcement, public safety, and criminal justice engagements. His relevant experience includes:

- Completed over 50 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and alternative scheduling analysis.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence functions.

Experience Highlights

Kansas City, MO: This study evaluated the staffing needs of the Police Department. Key findings included:

- Opportunity for greater fiscal savings by transitioning 30 positions from sworn to civilian staff, primarily in administrative areas (e.g. finance, records, fleet maintenance, security, IT, and HR).
- Identified the need for additional positions related to open record requests, reviewing BWC footage, and packaging of officer videos for judicial proceedings.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Conducting workload analysis to determine staffing needs for non-patrol and investigative units.

Kawartha Lakes, Ontario: John served as the lead analyst of the on this engagement which reviewed the current staffing and developed staffing projections for a facilities study. Key recommendations included:

- Identified two patrol positions needed in the next 4 years and six positions over the next 20 years to better meet adopted proactive policing thresholds.
- Identified a shortage of detectives assigned to investigate crimes committed at the Central East Correctional Center.
- Reviewed space projections and the space program to meet desired operational approaches and service levels.

Role on This Engagement:

John will serve as the lead over the Bureau of Detectives analysis.

Relevant Clients:

AL	Gulf Shores
AZ	Buckeye
CA	Los Angeles
CA	San Jose
CA	Santa Clara
FL	St. Cloud
KS	Kansas City
KS	Wichita
MA	Yarmouth
MN	Hennepin County
MO	Kansas City
NC	Raleigh
OR	Tigard
PA	Lower Saucon
PA	Narberth
PA	Upper Macungie
TX	Denton
TX	Fort Worth
TX	Glenn Heights
TX	Sunnyvale
UT	Grand County
UT	Salt Lake City
WA	Monroe
WA	Tacoma
WA	Spokane County
WI	Dodge County

Years of Experience: 32

Education: Master of Public Administration and B.S. in Political Science from Portland State University

SUELYN KNIGHT

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Suelyn Knight has a proven track record of leading transformational change in complex institutions and organizations such as government and policing, ranging from municipal through to state and federal levels.

- Her vast experience in strategic planning, culture change and diversity and inclusion encompasses work with grassroots organizations, non-profit entities, and the corporate sector.
- She specializes in leadership coaching and development, race and identity-based data collection, enterprise-wide strategic planning, community consultations and engagement, diversity education and training, and inclusive policy development and review.
- Suelyn is an executive leader who brings 20 years of experience leading initiatives, with 10 years of that experience within the public sector.

Experience Highlights

- **Executive National Advisor with the Royal Canadian Mounted Police** (federal police agency), where she led the development of a national strategy on the collection of identity statistics to mitigate and address systemic racism while building trust within communities.
- **Equity, Inclusion and Human Rights Unit Commander with the Toronto Police Service**, where she led a team of subject matter experts driving progressive and inclusive change. Key initiatives included the Gender Diversity and Trans Inclusion Project and the Workplace Well-being, Harassment & Discrimination Review.
- **Manager of Research and Strategic Initiatives**, where she worked on tackling issues of systemic racism across the state. In this role, she led the development of state-wide inclusive human resource policies and diversity specific state-wide strategies, and supported Canada's first race and identity-based data collection efforts in government.
- Created the "All-Command Approach" concept in policing to ensure that each executive leader has oversight of a major diversity equity initiative to empower executive leaders to be change champions within their organization.
- Presented at the annual IACP conference: "Leadership in Challenging Times: Unpacking Diversity, Anti-Racism, and Inclusion in Policing."

Role on This Engagement:

Suelyn will lead the analysis of the Office of Constitutional Policing and Reform, as well as more generally on diversity, equity, and inclusion issues.

Years of Experience: 22

Education:

Master of Education (candidate) focused on Community and Equity Studies, York University

Bachelor of Arts Degree in Psychology, York University

Training in Workplace Harassment Investigations, Human Resources Professionals Association

Notable Accomplishments:

Delegation of Presenters – The Black Experience in Canada, United Nations Working Group, Decade for People of African Descent, 2016

Led Canada's largest community engagement effort on race and identity-based statistics in policing

GREG MATHEWS

SENIOR MANAGER, MATRIX CONSULTING GROUP

Greg Mathews has served as an analyst or project manager on every agency formation project we have worked on during his time with the firm. He has evaluated the operations and staffing and numerous law enforcement agencies around the country.

Greg's relevant experience includes:

- Completed over 150 public safety studies that focus on organizational, staffing, and operational assessments.
- Evaluated dozens of criminal justice operations that includes the assessment of alternative to incarceration programs diversion programs, and offender population projections.

Experience Highlights

Fountain Hills, AZ: Financial and Feasibility Analysis

- Led and managed the study, which was designed to review the existing contract with the sheriff's office and evaluate the feasibility of creating a municipal police department.
- Co-developed an interactive model to evaluate new agency formation feasibility using comprehensive cost estimation.
- The study found that creating a municipal agency would save \$500,000 per year, with a breakeven including capital costs at nine years.

Alachua County, FL: This study evaluated the staffing needs and the feasibility of moving the Jail from oversight by the Sheriff to the County Commissioners. Key findings included:

- Reviewed current operational approaches and identified changes to the fixed-post staffing plan to increase staff and inmate security.
- Identified several positions that could be transitioned from detention officers to non-certified staff.
- Conducted a fiscal analysis to compare the cost of operating the jail by the Sheriff versus the County Commission.
- Provided several options where the Sheriff and County could increase collaboration to increase staffing and operational efficiencies.

Relevant Clients:

AL	Birmingham
CA	Alameda County
CA	Los Angeles County
CA	Orange County
CA	San Francisco
CA	Shasta County
CO	Adams County
CO	Aurora
FL	Alachua County
FL	Citrus County
FL	Orange County
MN	Anoka County
MN	Hennepin County
MN	Ramsey County
NE	Omaha
OK	Midwest City
WA	Lynnwood
WA	Puyallup
WI	Dane County
WI	Dodge County
WI	Waukesha County

Years of Experience: 30

Education:

Masters of Public
Administration from
University of Southern
California

Bachelor of Arts from
University of California -
Davis

TIM DONOHOE

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Tim Donohoe is a Senior Consultant with over 26 years of experience in both local and international law enforcement. He most recently served as Mission Advisor for the United States Department of Justice, International Criminal Investigative Training Assistance Program for the country of Armenia and as a Senior Law Enforcement Advisor for the country of Ukraine implementing police reform.

He is a retired Commander with the Reno, NV Police Department and has command level experience in both police operations and administration.

Mr. Donohoe holds a Master's degree in Criminology and Criminal Justice from the University of Colorado at Denver and a Bachelor of Science degree in Criminology and Criminal Justice from Portland State University. He is an Adjunct Professor at the University of Nevada, Reno.

Experience Highlights

U.S. Department of Justice, International Criminal Investigative Training Assistance Program: Mission Advisor, Armenia

- Supported the government of Armenia's effort to develop a new patrol police department. Aid in the development of patrol police admission standards, institutional procedures, training requirements, and civilian ministry oversight.
- Worked closely with the Armenian Ministry of Justice, the Armenian National Police Executive Staff, and newly selected Armenian National Patrol Police leadership.

Senior Law Enforcement Advisor, Ukraine

- Instruct/assist with implementation of various programs associated with police reform efforts.
- Territorial Community Police Officer (TCPO) Supervisor Project o Police Training Officer Program (Train the Trainer Course)

Lead Trainer/Supervisor, Ukraine

- Led a team of trainers in designing and instructing two, one month-long train-the-trainer courses in community-oriented policing, use of force techniques, and patrol tactics.

Bangladesh National Police Project

- Assisted in the development of a police training program and manual – Using Community Policing and Problem Solving to Counter Violent Extremism and Terrorism.

Relevant Clients

AZ	Chandler
AZ	Goodyear
CA	Federal Reserve Bank
CA	La Verne
CA	Richmond
CA	San Diego Harbor
CA	San Jose
CA	Signal Hill
CT	Bridgeport
FL	Osceola County
ID	Boise
NY	Monroe County
NY	Syracuse
OH	Cincinnati
OK	Ada
OR	Bend
PA	Pittsburgh
RI	East Greenwich
TX	Cedar Hill
TX	Cedar Park
TX	Fort Worth
TX	Texas City
VA	Virginia Beach
WI	Milwaukee

Relevant Positions:

Adjunct Professor
University of Nevada, Reno

Police Commander
Reno Police Department

Law Enforcement Advancing
Data and Science Scholar
National Institute of Justice

Education:

M.A., University of
Colorado at Denver, Denver

B.S., Portland State
University, Portland, OR

PHILIP BERRY

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Philip Berry serves in a senior consultant capacity alongside management to provide in-depth analysis of relevant topics, as well as providing theoretical background knowledge of criminological principles and spatiotemporal analytics.

Prior to joining Matrix, Philip spent time as a research analyst with the Virginia Criminal Sentencing Commission in Richmond, VA. Philip has also spent time at academic institutions as an instructor throughout the east coast throughout the duration of his graduate-level coursework.

Experience Highlights

Fountain Hills, AZ: Led the creation of an interactive model for forecasting the costs of establishing a new police agency, using extensive research on compensation structures, and operating costs to accurately model feasibility.

Virginia Criminal Sentencing Commission: Led research analyses surrounding the sentencing practices of judges throughout the Commonwealth. Analyses surrounded the effect of changing legislation on prison bed capacity in the state.

Cedar Hill, TX: Led MCG project staff regarding patrol resource analysis, internal employee survey methodologies, and external community survey completion.

Boise, ID: Coordinated all survey methodologies with regard to both internal employee surveys and external comparative surveys, leading to gap analyses to strengthen practices of BPD.

Madison, WI: Philip served as a part of the Strategic Plan team to develop a holistic and bifurcated Strategic Plan for the Madison Police Department.

Relevant Clients:

AZ	Fountain Hills
AZ	Goodyear
AZ	Phoenix
CA	Richmond
CA	Signal Hill
FL	Hallandale Beach
ID	Boise
NY	Monroe County
OK	Ada
PA	Pittsburgh
TX	Cedar Hill
TX	Fort Worth
VA	Virginia Beach
WA	Everett
WA	Ridgefield
WI	Madison
WI	Milwaukee

Years of Experience: 6

Education

B.A., Lebanon Valley College, Sociology

M.A., Radford University, Criminology

A.B.D., University of South Carolina, Criminology

Professional Associations:

International Association of Crime Analysts

American Society of Criminology

American Criminal Justice Society

American Sociological Association

GREG STEWART

MANAGER, MATRIX CONSULTING GROUP

Greg Stewart is a Manager with Matrix Consulting Group. He has over 25 years in law enforcement and nearly a decade in law enforcement research and consulting.

Greg's relevant experience include:

- Completed numerous law enforcement studies ranging from workload assessments, alternative service delivery models, assessing the impact of emerging issues such as the legalization of marijuana on public safety resources and incorporating public health responses into law enforcement.
- Retired police lieutenant with experience in crime analysis, training, use of force, as well as special event and mission planning and execution.
- Functioned as a Planning Section Chief for major events such as the 2020 Protests in Portland, OR.

Experience Highlights

Gresham, OR: This study evaluated the impact of mental health on police and fire calls for service:

- Modelled the impact of mental health on police and fire using multiple assumptions, including analyzing time on calls relative to non-mental health calls and number of units necessary for responses relative to non-mental health calls.
- Identified systemic issues impacting services.

Deschutes County, OR: Assisted local police and prosecutors in assessing the impact of legalized marijuana on law enforcement resources:

- Identified impact on police services and prosecutorial resources.
- Assess functions of a multi-jurisdictional drug team to ensure they were operating inside grant parameters.
- Work as part of a multidisciplinary team to begin assessing environmental impacts of illegal marijuana production.

Relevant Clients:

CA	San Jose
NY	Division of CJ Serv.
OK	Broken Arrow
OR	Bend
OR	Deschutes Co.
OR	DPSST – Pol. Acad.
OR	Gresham
OR	Mercy Corp NGO
OR	Mult. Co. Hlth. Dept.
OR	Portland State Univ.
OR	Raphael House-NGO
OR	Springfield
TX	Texas City
TX	Cedar Park
WA	Criminal Justice TC.
WA	Ridgefield
US	National Inst. Justice
US	Bureau of Just. Asst.

PAUL ISAAK

CONSULTANT, MATRIX CONSULTING GROUP

G. Paul Isaak has a proven track record bringing effective leadership to a number of diverse work environments including operational, administrative, and support in both the Criminal Justice and Policing environments as well as the Public Health arena.

He is a senior leader with a 34-year career in the Winnipeg Police Service where he rose to the rank of Staff Sergeant. He has served as Officer in Charge of city wide operations, as well as the Officer in Charge of the Forensic Crime Scene Investigative Unit, where he drew on his ten years of experience as a field crime scene investigator.

Mr. Isaak also provided seven years of leadership to the Critical Incident Response Program, supporting police officers and their families in the aftermath of a fatal encounter or other life threatening events. Following his retirement from the Police Service, Mr. Isaak has providing leadership in Public Health where he served as Manager of Central Services and Partner Relations.

Experience Highlights

Forensics: Led the Forensic Services Unit during a time of organizational realignment expanding several initiatives, including the Firearms Investigative Analysis Unit and the Technological Crimes Unit, where he implanted a new Automated Fingerprint Identification System (AFIS).

Emergency Communications: Provided leadership to city wide police operations as the Officer in Charge working in consultation with the 911 Communication Centre to ensure calls for service are appropriately prioritized and assigned the necessary resources.

Justice Systems: In a leadership role in the Central Processing Unit, he worked collaboratively with the Provincial and Federal Crown Attorney's Office he began a system wide change to address a backlog of crown requests. Addressing this historical challenge enhanced relationships with multiple stakeholders.

Emergency Management: Mr. Isaak provided leadership to multiple teams working under the authority of the Government of Manitoba COVID-19 Task Force. In support of Contract Tracing and Case Management of 900 agents involving multiple partners, he led teams with responsibilities that included onboarding and the provisioning of accounts, training, scheduling as well as workload distribution essential to the overall success of the Government of Manitoba's pandemic mandate to limit the spread of COVID-19.

Years of Experience: 36

Education:

B.A. in Police and Law Enforcement and Psychology,
University of Winnipeg.

Certificate in Applied Management,
University of Manitoba.

Certificate in Emergency Service Trauma Care,
International Critical Incident Stress Foundation

Notable

Accomplishments:

Mr. Isaak authored a leadership book titled *"Through the Storm - How to Lead When Things Go Bad"* which has been described as a practical guide to understanding trauma.

Mr. Isaak has conducted 182 post critical incident debriefings involving over 500 police officers and civilian staff.

NICK HEUERTZ

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Nick Heuertz is a Senior Consultant with the Matrix Consulting Group and previously served for six years as a Police Officer with the Palatine (IL) Police Department.

During his time with the Palatine Police Department, Nick served as patrol officer, tactical unit officer, investigator, school resource officer, and community relations officer. Additionally, he has experience in threat assessment, officer resilience and wellness programs, public information officer (PIO) strategies, and non-profit partnerships.

Experience Highlights

Nick worked in a variety of capacities within the Palatine Police Department and developed several programs to improve department operations.

Principally, Nick developed a comprehensive officer resilience and wellness program. Nick also developed a formal social media strategy and grew the Department's social media presence.

- Change management
- Policy writing and development
- Social media strategies
- Crisis communications planning

During Nick's assignment to the Palatine Police Department's Investigations Division, he applied for and was accepted into the Emergence Program at the United States Naval Postgraduate School. While enrolled in the program, he developed a detailed proposal to create a crime analysis program for the Palatine Police Department.

In 2022, Nick was awarded the Rising Shield of Law Enforcement Award from the Illinois Association of Chiefs of Police for his work to strengthen partnerships between the Palatine Police Department and non-profit organizations in the Chicagoland area.

- Community Relations & Crime Prevention Officer
- Investigator & School Resource Officer
- Tactical Unit Officer
- Patrol Officer

Education:

BA, Purdue University

Emergence Program, United States Naval Postgraduate School

Awards:

2022 Rising Shield of Law Enforcement Award, Illinois Association of Chiefs of Police

Cost Proposal

To accomplish the scope of work, which includes the development of the interactive staffing allocation model, we propose a fixed not-to-exceed price of **\$760,558**. The following outlines our proposed cost in a breakdown of hours by task for each staff classification, as well as additional travel expenses:

	PM/SVP	Senior Manager	Manager	Senior Consultant	Consultant	Cost
I Project Initiation	38	4	8	16	4	\$17,481
Initial Interviews	120	52	108	228	32	\$109,455
II Descriptive Profile	48	28	56	108	18	\$51,006
Analytical Framework	84	30	86	146	24	\$75,031
III Patrol Staffing & Redist.	214	42	54	40	88	\$104,890
Non-Patrol Staffing	68	78	184	352	56	\$135,005
IV Staffing Allocation Model	416	4	8	16	112	\$151,899
Model Documentation	9	0	0	16	0	\$5,426
V Implementation Plan	82	0	0	24	0	\$29,954
Final Report & Pres.	96	24	48	96	24	\$62,852
Total Hours	1,175	262	552	1,042	358	
Hourly Rate	\$318	\$225	\$175	\$160	\$130	
Total Professional Fees	\$374,190	\$58,950	\$96,600	\$166,720	\$46,540	\$743,000
Project Expenses						\$17,558
Total Project Cost						\$760,558