

TO: Office of the Mayor; City Council

FROM: Dana O'Malley  
Chief of Staff  
Chicago Police Department

DATE: June 3, 2024

RE: Chicago Police Department Municipal Code 2-84-510 Update on Work  
Force Allocation Study

### **BACKGROUND**

In January 2019, the City of Chicago entered into a policing Consent Decree in *State of Illinois v. City of Chicago*, N.D. Ill. 17-cv-06260. The Consent Decree sets forth numerous requirements for the Chicago Police Department ("CPD") to reform training, policies, and practices to ensure constitutional, effective, and transparent policing. Paragraph 356<sup>1</sup> of the Consent Decree requires that CPD ensure staffing is allocated according to the requirements of the Consent Decree. Several paragraphs in the Consent Decree include staffing and other resource requirements. Over the years, CPD has developed ad hoc staffing analysis reports for various purposes; however, none attempted a comprehensive staffing review of the entire Department that would meet the requirements of the Consent Decree.

On February 21, 2024, an amendment to 2-84 of the Municipal Code was published, establishing requirements for a comprehensive staffing analysis for CPD. (See 2-84-510). In addition to the requirements of the analysis, 2-84-510 sets forth certain timelines and reporting requirements for CPD related to the analysis. First, within 90 days of the publication of the amendment, CPD is required to identify and enter into an agreement with a qualified third party to conduct a comprehensive staffing analysis and second, CPD must provide quarterly updates to the Mayor and full City Council on the progress of the third party's work.

Over the past year CPD researched consultants who had the demonstrated expertise and past experience in conducting workforce allocation analysis at the comprehensive level needed for CPD and who would also meet the requirements of the Consent Decree. Beginning in October 2023, CPD began collaborating with philanthropic groups to fund the Work Force Allocation (WFA) Study necessary to satisfy the requirements of the Consent Decree and to meet the needs of the Department. After extensive research, CPD identified Matrix Consulting Group. CPD and the philanthropic groups (funders) agreed that Matrix was a qualified vendor who could conduct the required analysis.

## **CPD REQUIRED UPDATES**

Below are the specific updates required under 2-84-510:

### **Qualified Vendor**

As noted above, CPD and the funders have identified Matrix Consulting Group (Matrix) as the qualified third-party vendor. Matrix has been conducting such staffing studies for twenty-one years and has numerous examples of their exceptional work. Matrix clearly demonstrated their specific experience in innovative policing practices and organizational leadership within the law enforcement discipline. The consultants also illustrated experience in providing a replicable interactive analysis tool that CPD could routinely employ to inform resource allocation decisions on an ongoing basis. The Matrix Consulting Group supports government in solving today's service delivery issues while also preparing them for the future. Matrix has worked with over 400 law enforcement clients across the country and in Canada, including some of the largest agencies in North America. Agencies Matrix has worked with include Los Angeles, CA, San Francisco, CA, Austin TX, and Phoenix, AZ.

### **June 1, 2024 Status Report**

In October 2023, CPD began collaborating with the philanthropic groups (funders) on the scope of work necessary to engage the vendor and begin the WFA study. Once a draft scope of work was developed, CPD shared the draft scope of work with the funders, Consent Decree Independent Monitoring Team (IMT) and the Office of the Attorney General (OAG) for review and comment. The process of developing a detailed scope of work and engaging in the review and comment process with the IMT and OAG took several months. The goal of these efforts was to ensure a detailed, comprehensive, strategic Department-wide staffing study scope that would meet the requirements of the Consent Decree and meet the needs of the Department. Each provided valuable feedback which was incorporated into the draft scope developed by the Department. As of May 28, 2024, all parties have agreed to the scope document. The scope provides for the extensive, multifaceted analysis needed to evaluate the Department's existing staffing, organization structure and processes, resource assignments, and the effective use of non-sworn staff to provide the most cost-effective, high-quality police services to the community in a sustainable manner. Finalization of the scope was a critical step of progress.

As noted above, CPD and the funders have identified Matrix Consulting Group as the vendor to conduct the required work. In early May, the scope of work was shared with Matrix. Currently, contracts have been drafted and are in the final review and approval stages between the funders, Matrix, and the City. The contract documents consist of a Grant of Services Agreement between the City, Matrix, and the Funders, and a Professional Consulting Services Agreement. These documents memorialize the community input component as well as that the final report, including its data-driven model

and assumptions will be made publicly available. The Department of Law is coordinating the contract efforts and is aware of the deadlines set forth in 2-84-510.

Upon receipt of the signed agreement, Matrix is prepared to provide a phased plan and data requirements to the Department within two weeks for review and further discussion as needed. The consultants will provide regular updates to stakeholders. At a minimum, these updates will be provided at the conclusion of each phase of the analysis. The completion of the entire analysis is estimated to take one year from its commencement.