

# Workforce Allocation Study: Executive Summary

Chicago Police Department  
Office of Constitutional Policing  
and Reform



## Executive Overview: Headline Findings and Implementation Direction

The Workforce Allocation Study represents the most comprehensive, data-driven examination of staffing, deployment, and organizational capacity undertaken by the Chicago Police Department to date. Conducted in partnership with the Matrix Consulting Group, the Study evaluates staffing needs across every bureau and major function including transparent, replicable methodologies designed to support long-term workforce planning rather than one-time adjustments.

Several headline conclusions emerge clearly from the analysis. First, CPD faces **real and uneven staffing pressures**, particularly in patrol operations and supervision. While overall staffing levels may appear stable, workload analysis shows significant variation by geography, unit, and function, resulting in inconsistent service levels, constrained proactive time, and limited supervisory capacity in high-demand areas.

Second, the Study identifies **substantial opportunities for civilianization**, approximately ~600 positions across 170 assignments, where sworn personnel are currently performing duties that may not require sworn authority or training. CPD's civilian staffing ratio remains significantly lower than that of peer large metropolitan police departments. Civilianization is not a workforce reduction strategy; rather, it is a redeployment strategy intended to ensure sworn officers are assigned where police authority and training are most needed.

Third, after accounting for recommended allocations and civilianization, the Study identifies **net staffing needs above current levels**, including approximately 400 additional civilian positions and approximately 120 additional sworn positions. These figures are directional and depend on policy, labor, and budget decisions. Not all recommendations are presumed to advance simultaneously or unchanged.

CPD generally agrees with the Study's **diagnosis of workload imbalances, supervisory constraints, and the need to better align roles with functions**. The Department also agrees with the Study's emphasis on civilianization as a critical enabling strategy for improving patrol availability, supervision, and organizational effectiveness.

At the same time, CPD is conducting further review of recommendations with the **greatest staffing, labor, and budget implications**, including the scale and sequencing of patrol staffing increases, the timing and feasibility of specific civilianization concerns, and certain deployment and supervisory changes. These determinations will be informed by collective bargaining considerations, fiscal capacity, operational risk, and pilot outcomes.

Accordingly, the Workforce Allocation Study serves not as a set of immediate mandates, but as a **foundational analytical framework** guiding phased implementation, continued validation, and long-term transformation.

## Purpose and Context

The Chicago Police Department (CPD) is releasing this Executive Summary in advance of the final Workforce Allocation Study <sup>1</sup>Staffing Report to provide transparency into the Study's preliminary findings and to outline the Department's approach to validation, decision-making and implementation planning.

This document is intended to serve several purposes. First, it summarizes the most consequential findings and recommendations from the Draft Workforce Allocation Study Staffing Analysis Prepared by Matrix Consulting Group<sup>2</sup>. Second, it distinguishes between analytical recommendations made by Matrix and the additional work required by CPD to assess feasibility, labor implications, budgetary impacts, and operational sequencing. Third, it establishes a clear roadmap for how CPD will transition from analysis to implementation, including the questions that must be resolved in the near term and those that will be addressed through pilot initiatives and longer-term planning.

The Workforce Allocation Study is not a static exercise. From its inception, CPD has approached this effort as a multi-year transformation initiative designed to equip the Department with a replicable, data-driven framework for evaluating staffing needs as conditions change. This executive summary reflects that philosophy: it is not an endorsement of every recommendation contained in the draft report, nor does it represent finalized implementation decisions. Rather, it articulates how CPD is actively engaging with the findings to shape a staffing model that is operationally sound, fiscally responsible, and aligned with community expectations.

This Executive Summary builds upon two prior public deliverables: the Organizational Profile and the Interim Framework Report, each of which established a foundation for the staffing analysis. Together, these documents reflect an iterative process that has included extensive engagement with CPD leadership, unit commanders, sworn and civilian staff, external stakeholders, and community members. The Draft Staffing Analysis<sup>3</sup> represents the most analytically mature stage of this work to date; however, it also introduces a set of complex recommendations that require further evaluation before the Department can responsibly proceed with implementation.

In releasing this summary ahead of the final report, CPD seeks to provide clarity about what the Draft Staffing Analysis identifies, what remains under review, and how future decisions will be made. This transparency is critical to ensuring that staffing changes, particularly those involving

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<sup>1</sup> Workforce Allocation Study: A multi-year, data-driven analysis examining how CPD deploys sworn and civilian staff across the Department to meet operational and community needs.

<sup>2</sup> Matrix Consulting Group: An external consulting firm hired by CPD to conduct the Workforce Allocation Study and provide independent staffing analysis and recommendations.

<sup>3</sup> Draft Staffing Analysis: The preliminary Workforce Allocation Study report prepared by Matrix Consulting Group that identifies staffing needs, gaps, and recommendations based on data analysis.

civilianization, supervisory structures, and community policing models are understood not as isolated recommendations but as interdependent components of a comprehensive organizational strategy.

This Executive Summary also builds on a sustained community engagement process conducted during the Organizational Profile and Interim Framework phases of the Workforce Allocation Study. That engagement incorporated input from community members, advisory bodies, and CPD personnel on issues related to visibility, response, geographic familiarity, and trust. While not repeated in detail here, these community-informed perspectives helped shape the analytical framework applied in the Draft Staffing Analysis and are reflected throughout the study's emphasis on geographic integrity, supervisory consistency and equitable service delivery. Additional information on the engagement process is available on the [Workforce Allocation Study Webpage](#).

## Analytical Foundations and Study Approach

The Workforce Allocation Study applies a consistent, transparent analytical framework to evaluate staffing needs across every bureau and major function within CPD. This framework was developed to ensure that staffing recommendations are defensible, replicable, and adaptable over time, and that they appropriately reflect the diverse operational realities of a large, dynamic police department.

To accomplish this, Matrix Consulting Group applied a set of standardized methodology types, each selected based on the nature of the work performed by a given role or unit. These methodologies were first articulated in the Project Proposal, applied in the Interim Framework Report, and then operationalized in the Draft Staffing Analysis.

**Workload-based methodologies** were used wherever quantifiable demand could be measured. These methodologies assess staffing by comparing available personnel capacity to workload drivers such as calls for service<sup>4</sup>, case assignments, or task frequency. Patrol officers and investigative units are examples of functions evaluated primarily through workload-based approaches.

**Fixed coverage methodologies** were applied to functions that require continuous staffing regardless of fluctuating demand. Units such as detention, lockups, and certain desk or

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<sup>4</sup> Calls for Service: Requests for police assistance generated by the public, typically through 911 or non-emergency phone lines.

monitoring functions fall into this category, where the operational requirement is defined by the need for uninterrupted coverage rather than variable workload.

**Ratio-based and supervisory span-of-control methodologies** were used to evaluate roles whose effectiveness depends on their relationship to other staffing levels. These methodologies are particularly relevant for supervisory positions, such as patrol sergeants and watch commanders, where excessive spans of control can undermine accountability, unity of command, and officer deployment.

Finally, a limited number of **non-scalable roles** were evaluated based on organizational necessity rather than workload metrics. These positions are generally executive, statutory, or specialized functions that cannot be meaningfully scaled up or down without fundamentally altering their purpose.

Across all methodology types, Matrix emphasized consistency in structure and transparency in calculation. The Department's participation in data validation, interviews, and iterative review ensured that the analytical outputs reflect real-world operational conditions rather than theoretical staffing models alone.

Importantly, the use of multiple methodologies underscores a key principle of the study: CPD's workforce challenges cannot be solved by a single staffing formula. Balancing sworn and civilian roles, improving supervisory coverage, addressing geographic disparities, and modernizing administrative functions require a combination of analytical lenses applied thoughtfully across the organization.

## Department-Wide Key Findings

### *Civilianization as an Organizational Strategy*

One of the most significant findings of the Staffing Analysis is the identification of substantial opportunities to civilianize roles currently performed by sworn personnel. These recommendations are based on a detailed review of job functions, safety considerations, training requirements, and comparisons to peer departments nationwide.

The analysis confirms that CPD employs a markedly lower proportion of civilian staff than comparable large metropolitan police departments. While civilian staff comprise a small percentage of CPD's overall workforce, many roles currently filled by sworn personnel do not require sworn authority, firearms training, or deployment capabilities. The roles identified frequently align with established civilian professions, including administrative services, analytics, forensics support, records processing, and technical functions.

It is critical to emphasize that civilianization, as recommended in this study, is not a workforce reduction strategy. Rather, it is a reallocation strategy intended to deploy sworn personnel where their specialized training and authority are most needed while leveraging civilian expertise to strengthen operational efficiency and organizational capacity. The Draft Staffing Analysis consistently frames civilianization as a means of meeting identified sworn staffing needs, not eliminating positions.

At the same time, CPD recognizes that civilianization recommendations cannot be implemented wholesale. Each recommendation must be evaluated through the lenses of collective bargaining obligations, historical role classifications, operational risk, and budget feasibility. As a result, CPD is undertaking a structured validation process, described later in this summary to determine which civilianization recommendations can be advanced in the near term and which require longer-range planning or modification.

#### *Net Staffing Needs Above Current Levels*

After accounting for recommended civilianization and other reallocations, the Draft Staffing Analysis identifies a net additional staffing need above current levels. Matrix identified a need for additional civilian and sworn positions across the Department.

These staffing recommendations can also reflect substantial internal offsets. In several bureaus, most notably the Bureau of Patrol, gross increases in sworn staffing are partially offset by civilianization and other reallocations. As a result, the net sworn increase estimated by Matrix understates the scale of operational pressure identified in certain functions, particularly patrol and specialized enforcement units.

The analysis also underscores a critical dependency: if CPD cannot civilianize certain roles identified in the report, the number of sworn positions required to meet workload demands would increase accordingly. This interdependence between civilianization decisions and sworn staffing requirements is a central theme of the implementation planning now underway.

CPD is therefore approaching the net staffing figures as directional rather than final. Determining the true net increase or decrease in sworn and civilian staffing will require decisions about which civilianization recommendations advance, how many existing roles can be repurposed, and which new positions require budgetary authorization from the City.

#### *Patrol Staffing, Supervision, and Deployment Pressures*

The Draft Staffing Analysis identifies patrol staffing as one of the most consequential drivers of department-wide workload pressure. Using 2024 CAD data, Matrix found significant variation in

patrol workload across districts and sectors, resulting in uneven proactive time<sup>5</sup> and response capability despite relatively even overall staffing allocations.

Proactive (or uncommitted) time is a central indicator of patrol service capacity and staffing sufficiency. The Workforce Allocation Study uses a 40 percent proactive time benchmark as an overall, department-wide standard because it reflects the level of availability required across all hours and days to absorb workload volatility, maintain timely response to calls for service, and support community engagement and prevention activities. Matrix's analysis also demonstrates that during peak daytime hours, patrol officers typically experience substantially lower uncommitted time, closer to 30 percent, due to sustained call demand. As a result, the 40 percent benchmark is not intended to be met uniformly at all times, but rather to ensure that staffing levels are sufficient to balance high-demand periods while preserving adequate capacity over the full deployment cycle.

To achieve a proactive time target of 40 percent across all districts without reducing staffing in any district, Matrix estimates that an additional 270 patrol officers would be required. In parallel, the analysis highlights longstanding challenges related to patrol supervision, including high spans of control<sup>6</sup> and inconsistent unity of command<sup>7</sup>.

To address these issues, Matrix recommends adding 53 patrol sergeants to lower supervisory spans of control. If the patrol officer staffing increase is also implemented, an additional 37 sergeants would be required, bringing the total to 90 patrol sergeants above current levels. Importantly, these supervisory increases are not treated as net additions in the same way as the overall staffing totals, as they may be partially offset by civilianizing supervisory roles in non-patrol functions.

The Draft Staffing Analysis also recommends structural changes to patrol deployment, including dividing the 13 busiest sectors and transferring the 012<sup>th</sup> District to the Central Control Group. While no district remapping is proposed, these changes carry operational and labor implications that CPD and Matrix are continuing to evaluate, particularly with respect to beat integrity and sector design. These factors will be considered during the implementation phase later this spring.

### *Geographic Integrity as a Foundational Requirement*

Throughout the Workforce Allocation Study and community feedback gathered throughout this process, a consistent finding emerged: geographic consistency is a prerequisite for legitimacy,

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<sup>5</sup> Proactive Time: The portion of an officer's work shift available for non-call-driven activities such as community engagement, problem solving, and crime prevention.

<sup>6</sup> Span of Control: The number of officers or personnel directly supervised by one supervisor. Excessive spans of control can undermine effective oversight and accountability.

<sup>7</sup> Unity of Command: An organizational principle that ensures officers report to a consistent supervisor, supporting clarity, accountability, and stable leadership relationships.

effectiveness, and trust. Community members emphasized visible presence and reliable follow-through, while officers cited staffing volatility and supervisory fragmentation as primary barriers to sustained engagement.

The Draft Staffing Analysis identifies staffing sufficiency, sector workload balance, and supervisory span of control as the structural conditions necessary to support geographic integrity. For this reason, CPD is prioritizing deployment stability and supervisory alignment, particularly through the expansion of the Unity of Command and Span of Control pilot program, as near-term implementation levers that directly support the broader community policing vision.

## Alignment with Community Policing Reform

The Workforce Allocation Study is intentionally aligned with CPD's broader efforts to operationalize community policing as a department-wide philosophy. Community policing cannot be sustained through programs alone; it requires specific staffing, deployment, and supervisory conditions to be effective.

The Workforce Allocation Study identifies those conditions. In particular, community policing reforms depend on:

- Adequate proactive time in patrol operations so officers can engage with community members beyond responding to calls for service;
- Stable geographic assignments that enable officers to build local knowledge and relationships;
- Effective supervision, including manageable spans of control and consistent unity of command, to reinforce accountability, coaching, and procedural justice;
- Civilian support roles that remove administrative, analytical, and technical burdens from sworn personnel.

Without these foundational staffing and supervisory elements, community policing expectations risk becoming aspirational rather than operational. For this reason, CPD views the Workforce Allocation Study and the efforts towards community policing reform as sequenced and mutually reinforcing efforts: the Study establishes the staffing and organizational capacity necessary for community policing reforms to take hold, while community policing reforms clarify how that capacity should be used.

## Bureau-Level Summary of Major Recommendations

This section summarizes the most consequential findings and recommendations from the Draft Staffing Analysis at the bureau and executive-office level. It is not intended to provide a comprehensive unit-by-unit accounting of all recommendations; rather, it highlights those changes that have the greatest implications for staffing levels, supervisory structure, civilianization strategy, and implementation feasibility.

### Bureau of Patrol

The Bureau of Patrol represents the largest concentration of sworn personnel within CPD and accounts for the majority of the department's front-line response to community-generated calls for service. As such, staffing pressures, deployment decisions, and supervisory structures within the Bureau of Patrol have an outsized impact on service delivery, officer workload, and community trust.

#### *Patrol Officer Staffing and Proactive Time*

The Draft Staffing Analysis identifies significant disparities in patrol workload across districts and sectors, despite relatively even staffing allocations by district. Using 2024 CAD data, Matrix found that while overall proactive time approximates 40 percent on a department-wide basis, district-level variation is substantial, resulting in inconsistent response times and reduced capacity for community-oriented policing activities in higher-demand areas.

To achieve a minimum proactive time target of 40 percent in every district without reducing staffing in any district, Matrix estimates that an additional 270 patrol officers would be required. This recommendation is accompanied by a shift in how patrol staffing is allocated: rather than maintaining static allocations by district, patrol staffing would be periodically rebalanced based on workload to ensure more equitable service levels citywide.

CPD recognizes that any increase in patrol officer staffing must be evaluated within the context of recruiting capacity, training throughput, and competing workforce demands. As such, the patrol staffing recommendation is being assessed in conjunction with civilianization opportunities and deployment reforms that may mitigate the need for net increases.

#### *Patrol Geographic Deployment*

The Draft Staffing Analysis identifies structural constraints in the current patrol deployment model, particularly the use of a fixed three-sector configuration in every district regardless of workload. To address this mismatch, Matrix recommends dividing the 13 busiest sectors and combining two of the least busy sectors, resulting in a net increase of 12 patrol sectors citywide.

These recommendations are explicitly tied to staffing capacity, calls for service demand, and proactive time targets. In developing these recommendations, Matrix extended its geographic

analysis beyond district-wide staffing levels to examine workload distribution within districts, including variation across sectors and beats. This expanded analysis focused on identifying locations where existing sector boundaries encompass disproportionate call demand relative to staffing capacity, resulting in reduced proactive time and supervisory strain.

Based on this assessment, Matrix developed targeted recommendations for sector division in high-workload areas as a means of improving workload balance while maintaining existing district boundaries.

### *Patrol Supervision and Span of Control*

The Draft Staffing Analysis identifies high supervisory spans of control in patrol as a persistent structural issue. Excessive spans undermine effective supervision, officer development, accountability, and unity of command. Matrix attributes these challenges to a combination of insufficient supervisory staffing and deployment complexity that prevents consistent team-based supervision.

To address these conditions, Matrix recommends increasing patrol sergeant staffing by 53 positions to bring spans of control within an acceptable range. If the patrol officer staffing recommendation (+270 officers) is also implemented, an additional 37 sergeants would be required, bringing the total to 90 sergeants above current levels.

This recommendation is paired with structural reforms, including citywide expansion of the Unity of Command / Span of Control Pilot<sup>8</sup> with the reduction in the number of day-off groups. CPD views these recommendations as interdependent: supervisory staffing increases alone will not resolve span-of-control challenges without accompanying scheduling reforms.

Notably, the Draft Staffing Analysis does not treat patrol sergeant increases as purely net additions. CPD is exploring whether civilianization of supervisory roles in non-patrol functions could offset some of the recommended patrol sergeant growth.

## Why Unity of Command and Span of Control Matter

Effective Supervision is not an added layer of management; it is a core operational requirement for safe, constitutional, and accountable policing. Unity of Command ensures that officers are supervised consistently by the same sergeant, while appropriate spans of control ensure supervisors have the capacity to coach, monitor performance, and intervene when issues arise.

The Workforce Allocation Study finds that excessive spans of control, particularly in patrol and tactical units, undermine accountability and officer support. When sergeants are responsible for too many officers, meaningful supervision becomes difficult, reducing the effectiveness of training, performance management, and procedural justice.

Additional supervisory staffing, particularly at the sergeant level, is therefore essential to achieving unity of command and sustainable deployment models. These recommendations are not intended to increase bureaucracy, but to restore supervisory capacity that enables better outcomes for officers and communities alike.

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<sup>8</sup> Unity of Command and Span of Control Pilot: A CPD initiative to improve supervision and geographic stability by aligning officers with consistent supervisors and reducing excessive supervisory spans.

Taken together, the patrol staffing, sector deployment, and supervisory recommendations outlined above form the structural basis for reinforcing geographic integrity. Expansion of the Unity of Command and Span of Control pilot is central to this effort. By stabilizing supervisory relationships, reducing deployment fragmentation, and aligning staffing with workload, CPD aims to ensure that officers and supervisors can build sustained familiarity with their assigned beats and sectors. These changes are foundational to improving responsiveness, consistency, and accountability in district operations, and they will be prioritized ahead of broader system redesign initiatives.

#### *District-Level Administrative and Support Functions*

Across Bureau, Area, and District administrative functions, Matrix identifies extensive opportunities to civilianize sworn positions in roles such as timekeeping, administrative clerks, desk staffing, and evidence processing. Collectively, these recommendations account for a significant portion of the positions identified for civilianization within the Department.

At the district level, the Draft Staffing Analysis proposes a reconfiguration of desk staffing to increase civilianization while maintaining security needs, and standardizing coverage and workload distribution. These changes are intended to improve efficiency, free sworn officers for field assignments, and enhance consistency across districts.

CPD is currently reviewing these recommendations in detail with BOP executive staff to assess operational risks, training needs, and labor considerations.

### **Bureau of Detectives**

Matrix's analysis emphasizes aligning staffing models to support timely victim contact, case continuity, and investigative follow-through, while ensuring sworn investigative resources are deployed where police authority and expertise are most critical.

Consistent with this approach, the analysis identifies opportunities to reallocate sworn personnel toward core investigative functions and to civilianize certain support, coordination, and forensic roles where appropriate, although the investigative nature of the work necessitates a high proportion of sworn personnel. These recommendations are intended to strengthen investigative effectiveness while improving service delivery.

### **Bureau of Counterterrorism**

The Draft Staffing Analysis identifies fewer civilianization opportunities within the Bureau of Counterterrorism compared to other bureaus, reflecting the specialized, high-risk nature of its

mission. However, Matrix highlights data limitations that constrain workforce planning and recommends targeted increases in supervisory staffing in select units.

Key themes include:

- The need for improved workload and deployment tracking across investigative and specialty units
- Selective increases in supervisory staffing to address span-of-control issues
- Civilianization of administrative and clerical functions where appropriate

CPD views these recommendations as foundational to longer-term planning rather than indicative of immediate large-scale restructuring.

### **Office of the First Deputy Superintendent**

Within the Office of the First Deputy Superintendent, Matrix identifies significant opportunities for civilianization across records management, LEADS/Auto Desk, subpoena processing, auto pound operations, and administrative support functions. As part of the implementation process, CPD will review roles that require the review of privileged information and whether those roles could be converted to a civilian member.

At the same time, the analysis recommends targeted increases in sworn staffing within functions such as Alternate Response and watch command to ensure coverage and supervisory consistency. CPD is evaluating these recommendations alongside broader departmental and multi-agency strategies for non-emergency response models, records, modernization, and oversight of detached services.

### **Office of Constitutional Policing and Reform, Office of the Chief of Staff, and Bureau of Internal Affairs**

Across OCPR, the Office of the Chief of Staff, and the Bureau of Internal Affairs, the Draft Staffing Analysis identifies a mix of staffing deficiencies and civilianization opportunities.

In OCPR, Matrix highlights staffing shortfalls in training, data-driven compliance functions, and specialized support units, as well as opportunities to civilianize administrative and analytical roles. These findings are particularly relevant given OCPR's central role in compliance with the consent decree, accreditation, research, and workforce development.

Within the Office of the Chief of Staff and the Bureau of Internal Affairs, recommendations focus on civilianizing administrative, legal, and records-related functions, while strengthening supervisory oversight and investigative capacity where required.

## What CPD is Doing Now

While the Draft Workforce Allocation Study presents a comprehensive set of staffing and organizational recommendations, CPD is approaching implementation as a phased and deliberate process. The Department's immediate focus is on validation, sequencing, and feasibility, with particular emphasis on decisions that directly impact geographic integrity, supervisory consistency, and operational stability.

This section outlines the work currently underway to translate analysis into actionable planning.

### *Measurement Priorities and Data Dependencies*

While the Workforce Allocation Study applies the best available data across CPD, the analysis also identifies areas where improved measurement is essential to refine staffing decisions over time. Several recommendations, particularly those affecting specialized units, investigations, and alternative response functions, are highly dependent on reliable workload, time-on-task, and demand data.

Key measurement priorities include:

- Improved patrol workload and redeployment tracking, including more granular monitoring of proactive time and deployments;
- Consistent time-on-task data for investigative, administrative, and support functions where workloads are not currently captured uniformly;
- Enhanced supervision and span-of-control monitoring, to ensure supervisory staffing aligns with deployment and staffing changes;
- Integration of civilian and sworn role data, supporting evaluation of civilianization outcomes.

CPD is incorporating these priorities into the development of the interactive staffing model and related data systems, including the updated Records Management System (RMS). Strengthening data quality will allow the Department to validate assumptions, adjust staffing recommendations, and ensure transparency as implementation progresses.

## *Validating Civilianization Recommendations*

Matrix identified several positions and assignments as candidates for civilianization. CPD recognizes civilianization as a critical strategic lever for redeploying sworn personnel to core law enforcement functions; however, implementation requires careful analysis beyond functional equivalence.

Accordingly CPD's project team is reviewing each recommended civilianization role across three structured dimensions.

### **1. Bureau and Unit-Level Operational Review**

Each recommendation is being assessed with Bureau Chiefs and Unit Commanding Officers to determine:

- Roles where leadership supports civilianization based on operational feasibility
- Roles where leadership believes civilianization is not appropriate, including documented rationale (e.g. safety considerations, statutory authority, operational risk)

This review ensures that civilianization decisions reflect both analytical findings and operational realities.

### **2. Role History and Collective Bargaining Implications**

CPD is conducting a detailed assessment of each role's history and current staffing composition to identify:

- Roles currently staffed entirely by sworn personnel
  - Of these, which roles may be protected by collective bargaining agreements
- Roles currently functioning as hybrid units
  - Of these, whether the recommendation is full civilianization or continued hybrid operation

This analysis is essential for sequencing implementation and anticipating labor discussions.

### **3. Budgetary Classification and Position Feasibility**

To support budget planning, CPD is categorizing civilianization recommendations based on whether:

- The civilian role already exists as a City position with a defined pay schedule and general job description
  - Whether that role already exists within the unit

- Whether it exists elsewhere in CPD but would be newly introduced to the unit
- The role does not currently exist and would require new job classification creation

This distinction is critical for understanding near-term vs. longer-term budget feasibility.

#### *Staffing Needs, Offsets, and Net Impact Analysis*

The Draft Staffing Analysis identifies a net need for 405 civilian positions and ~121 sworn positions above current staffing, inclusive of anticipated civilianization offsets. CPD is working to refine these figures into actionable planning totals by answering the following:

- Does CPD agree with the recommendation that the position be civilianized
- How many positions CPD could realistically civilianize in the near term
- How many sworn positions currently occupy those roles
- How many additional sworn positions would therefore be required if some civilianization does not move forward

This work will result in a clearer articulation of true net staffing needs under multiple implementation scenarios.

#### *Patrol Deployment, Supervision, and Near-Term Piloting*

Given the central role of patrol staffing in both service delivery and community trust, CPD is prioritizing planning around patrol deployment reforms identified in the Workforce Allocation Study. CPD intends to expand the Unity of Command and Span of Control pilot as the primary near-term mechanism for reinforcing geographic stability and supervisory accountability. This expansion will be informed by:

- Recommended increases in patrol sergeants
- Simplification of deployment structures
- Evaluation of sector divisions in high-workload districts

As CPD evaluates the feasibility of dividing high-workload sectors, adjusting geographic deployment, and reallocating supervisory resources, the Unity of Command and Span of Control pilot expansion will serve as the primary mechanism through which geographic stability is reinforced. This approach allows the Department to improve day-to-day consistency and leadership oversight while longer-term reforms are developed.

### *Sector Division Feasibility and Sector Integrity*

Matrix's recommendation to divide the 13 busiest sectors is coupled with an increase in patrol and supervisory staffing. CPD, Matrix, and the Bureau of Patrol are jointly evaluating:

- Whether proposed sector divisions can be aligned cleanly to beat boundaries
- How changes may impact beat car assignments
- How these changes affect supervisory workload and deployment equity

### *Sequencing Community Policing Implementation*

CPD is intentionally sequencing implementation of the Workforce Allocation Study recommendations alongside the forthcoming community policing assessment and recommendations, which are anticipated to be released in late February or early March. This approach is designed to ensure that community policing implementation decisions are informed by both the staffing analysis and the dedicated community engagement work conducted as part of that assessment.

As a result, this Executive Summary does not address the substantive community policing recommendations in detail. CPD will evaluate those recommendations upon release and determine how to align staffing, supervision, and deployment changes with community policing priorities in a coordinated and sustainable manner.

### *Immediate Planning Questions*

As CPD and Matrix move forward finalizing the Workforce Allocation Study and developing an implementation plan, the Department is focused on resolving the following questions with relevant stakeholder groups:

1. Which civilian roles will CPD seek to advance in the FY 2027 budget?
2. Which roles require long-lead recruitment, training, or classification development?
3. What units/roles need to improve their data collection to fortify workload analysis in future assessments?
4. Where should pilot initiatives be deployed to test feasibility and refine assumptions?
5. How will Unity of Command and Span of Control be expanded department-wide in a sustainable manner?

6. How will CPD transition from current community policing role configurations to a model that aligns staffing, supervision, and geographic accountability?

## **Conclusion: Building a Sustainable, Department-Wide Staffing Model**

The Workforce Allocation Study reflects a comprehensive examination of how the Chicago Police Department deploys its sworn and civilian workforce across patrol, investigative, specialized, administrative, and reform-focused functions. Together, the findings highlight both the scale of CPD's operational demands and the complexity of aligning staffing, supervision, and organizational structure to meet them.

The analysis underscores that CPD's staffing challenges are not confined to any single bureau or function. Patrol staffing and supervision remain central drivers of service delivery and community experience, but the Study also identifies important pressures and opportunities across investigative units, counterterrorism functions, administrative and records operations, training and wellness programs, and compliance and analytical capacity. Addressing these challenges requires a coordinated approach that recognizes how decisions in one part of the organization affect capacity and performance elsewhere.

A core theme throughout the report is the need to better align sworn expertise with work that truly requires it, while expanding the Department's civilian workforce in areas where technical skill, continuity, and specialization are critical. The civilianization recommendations, combined with targeted increases in sworn staffing and supervision, offer a pathway to rebalance resources in a manner that strengthens operational effectiveness while supporting fiscal sustainability. These recommendations are not intended as workforce reductions, but as a strategic reallocation of capacity to where it is most needed.

The Study also reinforces the importance of supervision, accountability, and organizational coherence. High spans of control, fragmented deployment models, and inconsistent oversight undermine effectiveness across patrol, investigative, and specialty units alike. Recommendations related to supervisory staffing, Unity of Command, and deployment simplifications are therefore foundational, not only for patrol operations, but for the Department's ability to manage workload, support personnel, and maintain consistent standards across all functions.

Community engagement and community-oriented policing expectations run throughout the analysis as well, reinforcing that staffing decisions are inseparable from public trust and legitimacy. While this executive summary does not convey the substance of the community policing assessment and recommendations expected from Civic Consulting Alliance in February 2026, it reflects a clear understanding that the success of such efforts depend on staffing sufficiency, geographic stability, and supervisory capacity. CPD is intentionally sequencing

implementation to ensure these foundational conditions are established before advancing broader system redesign.

In the near term, CPD's focus will center on validating recommendations, assessing feasibility across bureaus, and aligning staffing decisions with labor, budget, and operational realities. This includes continued evaluation of patrol deployment and supervision, careful review of civilianization opportunities, and targeted planning to address staffing needs in investigative, training, wellness, and support functions. Pilot initiatives and phased implementation will play a key role in refining assumptions and informing longer-term decisions.

As the Workforce Allocation Study moves toward finalization, CPD remains committed to transparency, discipline, and sustainability. The Department views this effort not as a one-time restructuring exercise, but as the foundation for an ongoing, data-driven approach to workforce planning. By integrating analytical rigor with operational insight and community expectations, CPD is positioning itself to implement staffing reforms that strengthen public safety, support its workforce, and enhance accountability across every area of the organization.

Additional information on the Workforce Allocation Study is available online at:  
<https://chicagopolice.civilspace.io/en/projects/workforce-allocation-study>



## Glossary of Key Terms

**Analytical Methodology:** The set of data-driven approaches used to evaluate staffing needs, including workload-based, fixed coverage, ratio-based/span of control, and non-scalable.

**Bureau of Patrol (BOP):** The CPD bureau responsible for uniformed patrol officers who respond to calls for service, conduct proactive policing and serve as the Department's primary point of contact with the public.

**CAD (Computer-Aided Dispatch) Data:** Data generated by the City's dispatch system that tracks 911 calls, officer responses, response times, and call outcomes. This data is used to measure workload and demand for patrol officers.

**Calls for Service:** Requests for police assistance generated by the public, typically through 911 or non-emergency phone lines.

**Civilianization:** The process of assigning certain roles currently performed by sworn police officers to civilian employees when police authority, training, or enforcement powers are not required.

**Collective Bargaining Agreements (CBAs):** Legally binding labor agreements between CPD and employee unions that govern wages, roles assignments, and working conditions.

**Draft Staffing Analysis:** The preliminary Workforce Allocation Study report prepared by Matrix Consulting Group that identifies staffing needs, gaps, and recommendations based on data analysis.

**Fixed Coverage Methodology:** A staffing approach used for roles that require continuous, uninterrupted staffing regardless of call volume or workload fluctuations (e.g., detention facilities or lockups).

**Geographic Integrity:** The principle that officers and supervisors should consistently work in the same geographic areas to improve accountability, familiarity with the community, and public trust.

**Gross vs. Net Staffing:** Gross staffing refers to total recommended increases without considering offsets; net staffing reflects recommended increases after accounting for civilianization or reallocations.

**Hybrid Roles:** Positions or units staffed by both sworn and civilian employees, often performing complementary functions.

**Matrix Consulting Group:** An external consulting firm hired by CPD to conduct the Workforce Allocation Study and provide independent staffing analysis and recommendations.

**Methodology Types:** The different analytical approaches used in the study, including workload-based, fixed coverage, ratio-based/supervisory span-of-control, and non-scalable role evaluations.

**Net Staffing Need:** The estimated number of additional sworn or civilian positions required after accounted for recommended civilianization and internal reallocations.

**Non-Scalable Roles:** Positions that cannot be meaningfully increased or reduced based on workload because they exist for statutory, executive, or specialized organizational reallocations.

**Proactive Time:** The portion of an officer's work shift available for non-call-driven activities such as community engagement, problem solving, and crime prevention.

**Ratio-Based Methodology:** The staffing approach that evaluates roles based on their proportional relationship to other positions or projects, commonly used for supervision and oversight functions.

**Sector:** A geographic subdivision within a police district that determines patrol deployment, supervisory assignments, and workload distribution.

**Span of Control:** The number of officers or personnel directly supervised by one supervisor. Excessive spans of control can undermine effective oversight and accountability.

**Staffing Offsets:** Staffing reductions or reallocations that partially or fully counterbalance recommended increases, such as replacing sworn roles with civilian positions.

**Supervisory Staffing:** Sworn leadership roles, such as sergeants and watch commanders, responsible for oversight, accountability, and operational management.

**Unity of Command:** An organizational principle that ensures officers report to a consistent supervisor, supporting clarity, accountability, and stable leadership relationships.

**Unity of Command and Span of Control Pilot:** A CPD initiative to improve supervision and geographic stability by aligning officers with consistent supervisors and reducing excessive supervisory spans.

**Validation Process:** The structured review CPD undertakes to assess the feasibility, labor implications, budget impact, and operational risks of the study's recommendations before implementation.

**Workload-Based Methodology:** A staffing approach that measures staffing needs by comparing available personnel capacity to workload drivers such as calls for service or case assignments.

**Workforce Allocation Study:** A multi-year, data-driven analysis examining how CPD deploys sworn and civilian staff across the Department to meet operational and community needs.