

Portland Police Bureau

The following questions were asked during the bureau's budget work session. Responses are included in the attached packet.

1. Description of the current background levels at the Police Bureau.
2. Does the bureau bring promising candidates before the entry level police background is complete? What does the bureau do to accelerate hiring?
3. Is it getting more difficult to recruit and hire new police officers?
4. How much does it cost to recruit, hire and train a new police officer?
5. How much time does the Drugs and Vice Division spend chasing drug dealers?
6. If the City cuts the number of homeless in half, how much time (FTE) would be saved in the Police Bureau?
7. **Emailed Question received by CBO from Citizen Advisor Don Wood:**
PBOT emphasized their efforts to reduce traffic accidents and fatalities, Commissioner Fish noted the speeding and other violations on his travels on Sandy, and the Chief noted that he would place that extra dollar in the night traffic enforcement bucket but yet suggested that the entire traffic enforcement division might be sacrificed in the 5% budget exercise?
8. **Emailed Question received by CBO from Citizen Advisor Don Wood:**
While I do not know the laws behind red light cameras, I wonder why the city has/is not considering extended use of these devices. Cities on the east coast with whom I am familiar seem to be utilizing this non-personnel device for enforcement. I am opposed to the concept of paying the manufacturer a percentage of the revenue; this moves past the ethical line for me. It took me an hour after our meeting to go from City Hall to NE; most of the issue caused by cars blocking the intersections. D.C. solved this by making blocking an intersection a violation and then using red light cameras to enforce it. Why are we not utilizing these devices?
9. Why are you keeping the Mounted Patrol Unit?

1) Current background levels

We have three background levels:

Level 1 – Volunteers, contractors and employees from other City Bureau's that need limited access to our facilities. Level 1 gives the person very limited access to our facilities and only for the amount of time to complete their work. The Level 1 background consists of a questionnaire, criminal history check, fingerprinting and a photograph. It usually takes less than a week.

Level 2 – All non-sworn employees and some non-Bureau employees who need more access to our facilities. Level 2 backgrounds take approximately 2-4 months. Multiple personal reference checks and secondary reference checks, employer reference checks, list of places where they have lived, finger printing, photograph, credit history, driving record, drug usage, arrest record, police contacts, associates and relative arrest records, military record, etc.

Entry Level Police – All sworn police officers. Entry level backgrounds can take 4-6 months. We look at everything in a person's life. A large number of personal reference checks (We dig very deep. We have primary references give us secondary references who we contact. We also have secondary references give us references who we contact), finger printing, photograph, credit history, driving record, college transcripts, drug usage, military record, arrest record, associate and relative arrest records, police contacts, home check (visit their house and talk to neighbors), employer references, a list of places where they have lived, marriage certificates, divorce documents, tax returns, psychological test, medical test and drug screening.

The big difference between a Level 2 background and an Entry Level Police background is the number of reference checks, amounts and types of drug usage, tax returns, drug testing, home check, psychological test and the medical test.

2) Do we bring promising candidates before the entry level police background is complete?

At this time we do not. However, after receiving the question from City Council Assistant Chief Crebs analyzed the concept. In the end he concluded, and I concur, that it would be very inefficient and not good use of the City's resources. See his analysis below:

How it would work:

All non-sworn employees are required to complete a Level 2 background which takes approximately 2-4 months (approximately 50%-60% of people pass the Level 2 background). Once complete, they would be hired as a limited term employee. Once hired, we would assign them various tasks (shadow another officer, help on investigative cases, clerical, ride-a-longs, etc.) for 2-4 months pending the completion of their police background. If they fail the background they will be disqualified and subsequently terminated from employment.

Inefficiencies and concerns:

- Approximately 85% of the temporary employees would be eliminated in the police background. Any training given to the temporary employee would be wasted.
- The City would expend resources to hire and terminate an employee who may only be employed by the City for 2-4 months.
- Hiring a young aspiring police officer could give them a false sense of hope, only to learn that they did not pass the background. In some cases they may have passed up a police job offer from someplace else.

Things we currently do:

Senior Administrative Specialist (SAS)

The PPB has an 18 month probationary period. It starts the day we hire you as a police officer. Within weeks of being hired we normally send you to the State Police Academy. In some circumstances we have an individual that we want to hire, but there is no room at the State Police Academy. Rather than start the “probationary clock” and possibly lose them to another police agency, we offer them a temporary job as a non-sworn Senior Administrative Specialist (SAS). As an SAS we place them in different divisions and assign them tasks (shadow another officer, help on investigative cases, clerical, ride-a-longs, etc.). The SAS pay is comparable to an entry level police officer, which has allowed us to retain several police officers.

Reserve Program

If during the background process we identify someone who is not quite ready for the fast pace of a full time police officer, we may offer an individual an opportunity to participate in the Reserve Program. The Reserve Program training and duties are less intense than a full time officer. If they are successful in the Reserve Program we can hire them in an abbreviated hiring process.

Do Not Advance 1, 2 and 3

When a background is vetted by the Personnel Division and the Assistant Chief there are 5 outcomes – Advance, Terminate, Do Not Advance (DNA) 1, 2 and 3. “Advance” candidates are offered employment, “Terminates” can never apply again (usually deception, false information, felony conviction etc.) and “DNA’s” can apply again in 1 year, 2 years or 3 years depending on the concerns found in the background. The “DNA” designation allows someone to put time between their mistakes and their employment as a police officer.

3) How much does it cost to recruit, hire and train a new police officer?

Answer: Approximately \$267,079.00 per new hire, which includes \$147,216.00 for the first 18 months of salary and benefits.

Below is a breakdown of the costs for hiring 10 new police officers from the October 2014 recruitment. We started out with 203 applicants and ended up with 10 new police officers. Items 1 through 11 represent the costs for recruiting and testing, items 12 through 15 represent costs for training and items 16 and 17 are equipment costs and salary/benefits. The costs per officer were determined by dividing the recruiting/testing

costs and training costs by 10 and then adding in the individual equipment and salary costs.

1. Application and testing \$11,250.00
2. Personnel Division Background Investigators \$430,807.00
3. Personnel Division Recruiter \$57,265.00
4. Personnel Division Lieutenant and Sergeant. \$98,205.00
5. Personnel Division administrative staff \$43,107.00
6. Job Fair and recruitment activities \$9,500.00
7. Recruitment materials (communications staff time and M&S) \$6,190.00
8. Bureau interview panel staff time \$32,295.00
9. Physical evaluation \$5,500.00
10. Psychological evaluation \$22,500.00
11. Physical agility testing \$8,352.00

Testing Total: \$724,971.00 or \$72,497.00 per officer hired

12. Training Division staff FTOs \$83,510.00
13. Training Division staff performing training \$93,237.00
14. State Police Academy \$10,439.00
15. Field Training Program \$186,474.00

Training Total: \$373,660.00 or \$37,366.00 per officer hired

16. Outfitting with equipment, vest, uniforms, firearm, radio, Taser, etc. \$7,000.00

Equipment Per Officer: \$7,000.00

17. First 18 months of officer salary and benefits \$147,216.00

Salary Per Officer: \$147,216.00

Total Per Officer hired: \$264,079.00 – (Testing \$72,497.00, Training \$37,366.00, Equipment \$7,000.00 and Salary \$147,216.00)

4) Is it getting more difficult to recruit and hire new police officers?

Since the Ferguson verdict in November of 2014 there has been increased scrutiny and criticism focused on the police profession. With social media, body cameras and cell phones there are weekly stories on police misconduct. These stories taint law enforcement regardless of where they occur. Nationally, regionally and locally police chiefs and sheriffs have noticed a decline in the number qualified police officer applicants. In response many departments are offering hiring incentives, increased pay and creative recruiting strategies.

From May 2011 to October 2014 we received 1660 applications for entry level police officer. We hired 68. That is 1 in 24. It should be noted that in the 2012/2013 budget year we suspended recruiting and hiring in anticipation of a budget cut. We ultimately lost 50 police officer positions. In April of 2015 we received 75 lateral police officer applications (current police officers from other agencies). We hired 1. That is 1 in 75. In March of 2015 we received 402 applications for entry level police officer. We hired 2. That is 1 in 201. We are currently conducting backgrounds on candidates who tested in August of 2015.

The above hiring data is not an “apples to apples” comparison (May 2011 to October 2014 is a longer period of time and we changed our testing process in 2015), but the data combined with anecdotal information makes a strong case that it is getting more difficult to recruit and hire new police officers.

5) How much time does the Drugs and Vice Division spend chasing drug dealers?

The Drugs and Vice Division (DVD) does not focus on low level drug dealers or users; that is handled by the precincts. DVD officers focus almost all of their time and resources on identifying, investigating and ultimately disrupting and dismantling mid to high level Criminal Drug Trafficking Organizations (CDTO's) who either manufacture, transport or distribute large quantities of illegal drugs (heroin, methamphetamine and cocaine) in Portland. CDTO's are the focus because they use violence and intimidation as their principle means of expanding and maintaining their dominance within the illegal drug market. In the last three years (2012 to 2015) DVD has seized over 900 pounds of heroin, methamphetamine and cocaine, 185 firearms and over 7 million in cash. Since the adoption of Oregon's new marijuana laws in 2015, DVD only investigates marijuana related cases that involve interstate trafficking or serious criminal conduct. On occasion the precincts or other divisions will request DVD to assist them on lower level drug investigations where they lack the skills, tools or resources to thoroughly and safely investigate a case.

Seizures and Arrests

- Illegal Drugs – 959 pounds (256 pounds of heroin, 489 pounds of methamphetamine and 214 pounds of cocaine. Total street value = \$77,183,398.00)
- Firearms - 185
- Cash - \$7,357,753.00
- Arrests – 554
- Search Warrants Executed – 295

6) If the City cuts the number of homeless in half, how much time (FTE) would be saved in the Police Bureau?

I cannot give a definitive answer. At the current time we do not track or analyze calls for service or criminal activity related to homelessness or houselessness? In most calls for service “homeless or houseless” is not specified, just the behavior of the individual(s) involved. Based on that, I would be remiss if I gave you a number. If I speculated low it would marginalize the needs of the people who need our services the most. If I estimated high it would further vilify being homeless or houseless.

7) Emailed Question received by CBO from Citizen Advisor Don Wood:

PBOT emphasized their efforts to reduce traffic accidents and fatalities, Commissioner Fish noted the speeding and other violations on his travels on Sandy, and the Chief noted that he would place that extra dollar in the night traffic enforcement bucket but yet suggested that the entire traffic enforcement division might be sacrificed in the 5% budget exercise?

The budget process is set up to encourage hard conversations. The City Council directed all bureaus to present a 5% cut package and add packages. Just by its very nature there will be contradictions. To put my comments and answers in context I will explain each. Yes, I did say I would restore the Traffic Division night shift, but it was stated in response to Commissioner Fish's very narrow question - "If money was not the prime consideration" ... "What are we not doing now at the Bureau in terms of enforcement that you would like to see to help further the goal of vision zero which is city wide policy?"

Yes, I recommended cutting the Traffic Division, but it was in response to Council direction to present a 5% cut package which is 88 positions. The Bureau is currently in the midst of a staffing crisis. We are losing officers faster than we can hire and train them. As the Chief of Police I must staff two core functions – respond to calls for service (uniform patrol officers) and investigate Part One crimes (murder, rape, robbery, burglary, etc.) using detectives. When I looked at the 5% cut package (88 positions) my number one goal was to preserve those two functions. As I analyzed which units or divisions I would make the cuts from, I looked at three criteria - #1 public safety, #2 Department Of Justice (DOJ) settlement agreement requirements and #3 what functions could most easily be picked up by patrol officers. In the end, I determined that the Family Services Division, Youth Services Division and the Traffic Division met all three criteria. By recommending the cuts, I by no means believe they are not valuable functions, but with deep cuts hard decisions must be made.

8) Emailed Question received by CBO from Citizen Advisor Don Wood:

While I do not know the laws behind red light cameras, I wonder why the city has/is not considering extended use of these devices. Cities on the east coast with whom I am familiar seem to be utilizing this non-personnel device for enforcement. I am opposed to the concept of paying the manufacturer a percentage of the revenue; this moves past the ethical line for me. It took me an hour after our meeting to go from City Hall to NE; most of the issue caused by cars blocking the intersections. D.C. solved this by making blocking an intersection a violation and then using red light cameras to enforce it. Why are we not utilizing these devices?

We currently have 11 red light cameras at 10 intersections in the City. We contract with an outside vendor who owns the cameras and issues citations once they are approved by PPB. The Portland Department of Transportation (PBOT) identifies the intersections for red light camera enforcement and produces safety data. The State sets the fine amount and the Circuit Court collects and processes red light camera citation payments. The Police Bureau, in partnership with the (PBOT), is examining the feasibility of relocating some of our current red light cameras and possibly expanding the photo red light camera program. For more information please see the July 2015 Auditors Report "Red Light Cameras."

The State of Oregon has a motor vehicle statute – 811.290 "Obstructing Cross Traffic" - that makes blocking an intersection unlawful. Currently police officers can issue

citations to drivers violating that law. At this time I have no plans to use cameras to enforce this law. I believe that camera enforcement (red light and speeding) should be limited to traffic violations and locations that pose a significant safety risk to the public. I believe that in some circumstances drivers who block intersections pose a safety risk, but in most circumstances it is merely an inconvenience (we have no data indicating that blocking an intersection is a significant safety issue). Though I feel your frustration, as the Chief of Police I must always weigh the impact of enforcement actions with the perception of police legitimacy and integrity. If I over use the cameras the community will wonder if I am protecting them or trying to generate revenue. One thing that is very clear the majority of our serious and fatal accidents are due to impaired driving (DUI – alcohol, marijuana and other drugs) and distracted driving. In many of those cases speeding is a secondary factor. The speeding can be partially addressed with cameras (we currently use photo radar vans and we are in discussions with PBOT about fixed location speed cameras), but impaired driving and distracted driving require face to face contact with a police officer.

Note: Assistant Chief Mike Crebs contacted the Washington D.C. Metropolitan Police Department to learn more about their red light camera program. Their representative stated that they purchased equipment intending to use cameras to enforce blocking intersections, but they could not get the program to work to their satisfaction so the concept is on hold.

9) Why are you keeping the Mounted Patrol Unit?

The community's number one concern is livability (small nuisance problems – street drinking, trespassing, noise, harassing behavior, etc.). The Mounted Patrol Unit (MPU) is the only full time unit at the PPB designated to specifically patrol and address these issues. Other than addressing livability, they have broad based community support to include recent and future financial support from the Friends of Mounted Patrol, they excel in community engagement and outreach (the horses are a great ice breaker for conversation between the community and the police) and they are invaluable in crowd control situations.

In the 2013/2014 budget the MPU was cut from the Bureau's budget. In response, the Friends of Mounted Patrol committed to raising \$400,000.00 over the next two years to help fund it. With the committed funds and a broad base of community support, then Chief Mike Reese reconstituted the MPU with 4 officers and 1 sergeant without additional funding from City Council. Since the commitment was made, Friends of Mounted Patrol donated \$200,000.00 in Fiscal Year 2013/2014 to the City. In 2014/2015 MPU was moved from the Centennial Mill site (long time home) due to safety concerns to a temporary location in Lake Oswego. The Friends of Mounted Patrol are currently holding \$210,000.00 (\$200,000.00 raised by Friends of Mounted Patrol and \$10,000.00 from a grant) earmarked for equipping and furnishing the Centennial Mill site once it is made safe. The cost for MPU per year, without salaries, is approximately \$135,000.00. To my knowledge the PPB has never received a financial commitment from the community this large.

The 4 officers and 1 sergeant assigned to MPU are staffed out of Central Precinct. MPU is considered a patrol strategy similar to bicycle patrol, walking patrol or motor vehicle patrol. Last year they made over 16,591 community contacts, 173 arrests, issued 123 Sidewalk Ordinance citations/warnings and 306 Trespass warnings. They also acted as ambassadors to the City by attending numerous community events to include the Pride Parade, Macy's Holiday Parade, First Thursday Art Walk, National Night Out, etc.

The MPU is a valuable tool in crowd control situations. Over the last several years we have been very judicious in their use to avoid escalating incidents, but when they are needed they can quickly resolve an incident by their mere presence or with less force than a face to face confrontation with a line of police officers on foot.

If MPU were cut the 4 officers and 1 sergeant would return to Central Precincts regular patrol staffing and any unique capabilities would be unavailable to the PPB or the City. We would also lose any financial support from Friends of Mounted Patrol.