

Analysis By: Christy Owen

PORTLAND POLICE BUREAU

All Funds Budget Summary	Adopted FY 2015-16	Request Base FY 2016-17	Decision Pkgs FY 2016-17	Request Total FY 2016-17	Percent Change
Resources					
Beginning Fund Balance	\$2,825,811	\$3,146,694	\$0	\$3,146,694	11.4%
Licenses & Permits	1,881,000	1,481,000	0	1,481,000	-21.3%
Charges for Services	2,149,000	2,212,000	174,336	2,386,336	11.0%
Intergovernmental Revenues	8,582,381	9,729,958	(1,500,000)	8,229,958	-4.1%
Interagency Revenue	4,920,600	5,704,870	(930,324)	4,774,546	-3.0%
Fund Transfers - Revenue	2,776	0	0	0	-100.0%
Miscellaneous Sources	602,596	834,550		834,550	38.5%
General Fund Discretionary	169,169,113	171,181,840	(2,426,693)	168,755,147	-0.2%
Total Resources	\$190,133,277	\$194,290,912	(\$4,682,681)	\$189,608,231	-0.3%
Expenditures					
Personnel Services	\$138,202,678	\$142,937,424	(\$3,890,739)	\$139,046,685	0.6%
External Materials and Services	19,014,802	18,675,017	(1,549,336)	17,125,681	-9.9%
Internal Materials and Services	32,765,797	32,309,471	154,719	32,464,190	-0.9%
Capital Outlay	0	362,000	602,675	964,675	0.0%
Contingency	150,000	7,000	0	7,000	-95.3%
Unappropriated Fund Balance	0	0	0	0	0.0%
Total Requirements	\$190,133,277	\$194,290,912	(\$4,682,681)	\$189,608,231	-0.3%
Total Bureau FTE	1,187.75	1,194.00	(47.00)	1147.00	-3.4%

Percent Change is the change from FY 2015-16 Adopted Budget to FY 2016-17 Total Requested Budget.

Key Issues

Portland Police Bureau's (PPB) base budget consists of 1,187.75 authorized regular ongoing and limited term FTE, where 80% serve in a sworn capacity and 20% are non-sworn civilian positions. In order to adhere to the Mayor's budget guidance to identify 5% General Fund ongoing reductions, the PPB submitted packages which would reduce 84.0 positions totaling \$8.3 million. The majority of the position reductions would be sworn personnel, and this impact is reviewed within the decision package analysis. Bureau requests for new funding totals \$4.9 million in ongoing resources supporting 37.0 positions. Instead of reducing various existing functions the bureau focused the 5% reductions on the least-core patrol and investigation divisions in efforts to preserve the level of support for responding to calls for service, conducting major investigations, and maintaining dedicated resources for required or obligated functions. The major issues discussed in this budget review are the following: succession planning and staffing constraints for policing services, and compliance with the United States Department of Justice (DOJ) settlement agreement.

Bureau Goals for Staffing for 21st Century Policing

Staffing in the Portland Police Bureau continues to be the most significant issue going into the FY 2016-17 budget process. Council will need to grapple with the total number of authorized positions needed to meet Citywide policing goals, how to address current and prospective vacancies, and what solutions are

available to mitigate the impacts of vacancies. The chart below highlights the current authorized regular positions and current vacancies by classification. In the past five years the number of sworn positions was reduced by 3.7%, with the majority of the reductions in the officer classification. Over the past 10 years the number of officer positions has been reduced by 63.0 FTE, which equates to 8.8%. There have been 22.0 FTE added in support of the City's effort to gain compliance with the DOJ settlement agreement, the majority of which were added in FY 2012-13.

Portland Police Regular Ongoing Positions	FY2011-12 Revised	FY2012-13 Revised*	FY2013-14 Revised	FY 2014-15 Revised	FY 2015-16 Adopted	5 Year FTE Change	Current Vacancies (2/1/2016)	Percent Vacant	% Change in Positions Over 5 years
Sworn									
Chief	1	1	1	1	1	-	-	0.0%	0.0%
Assistant Chief	2	3	3	4	4	2	-	0.0%	100.0%
Commander	5	5	5	5	5	-	-	0.0%	0.0%
Captain	13	13	13	13	13	-	-	0.0%	0.0%
Lieutenant	29	29	31	30	30	1	1	3.3%	3.4%
Sergeant	119	134	134	134	135	16	7	5.2%	13.4%
Criminalist	17	17	15	15	15	(2)	-	0.0%	-11.8%
Detective	93	93	88	88	88	(5)	3	3.4%	-5.4%
Officer	699	684	647	647	651	(48)	32	4.9%	-6.9%
Subtotal Sworn	978	979	937	937	942	(36)	43	4.6%	-3.7%
FTE Change	3	1	(42)	0	5				
% Change	0.3%	0.1%	-4.3%	0.0%	0.5%	-3.7%			
Non Sworn	231	220	224	225	237	6	27	11.4%	2.6%
FTE Changes	(17)	(11)	4	1	12				
% Change	-6.8%	-4.8%	1.8%	0.4%	5.3%	2.6%			
Total Personnel	1,209	1,199	1,161	1,162	1,179	(30)	70	5.9%	-2.5%
FTE Change Per Year	(14)	(10)	(38)	1	17				
% Change	-1.1%	-0.8%	-3.2%	0.1%	1.5%	-2.5%			

In preparation for the elimination of 55.0 positions in FY 2013-14 the bureau significantly curtailed the recruitment process for officers in order to manage reductions through attrition, therefore avoiding layoffs of recently hired officers. The FY 2013-14 Adopted Budget included a Budget Note instructing the bureau to hire an outside consultant to provide a level of service staffing report, which was finalized and presented to the City Council in April 2015. This report assessed staffing levels and workload data as of August 2014 and made recommendations to the City as to where policing resources should be allocated. A copy of this report and recommendations is available here (<http://efiles.portlandoregon.gov/Record/7462915/>) throughout this analysis the report will be referred to as the Matrix Consulting report.

Overall, the consultants have recommended that the City add 27.5 FTE (20.0 as sworn classifications) to the PPB, mostly through the creation of new specialty units and no reductions to patrol operations under the current three-precinct model. Prospective outcomes for these investments were not the primary focus of the Matrix Consulting report, and so before making investments in new work units, CBO recommends additional analysis that would look at desired performance outcomes in order to determine future funding for any additional divisions.

The Matrix report included the following conclusions and recommendations regarding core precinct patrol and investigation services:

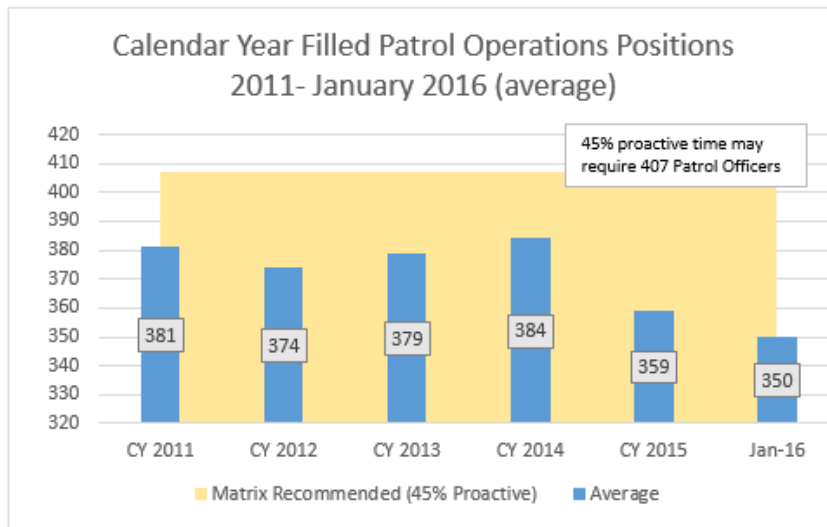
- Workload analysis concluded that patrol operations was adequately staffed, assuming positions are filled, to achieve a desirable mix of proactive and reactive time for officers assigned to precincts.
- Recommended the bureau formally adopt and track the percentage of officer time dedicated to proactive community policing and recommended 45% as the target figure, which requires 407.0 officers in the Patrol Operations Branch. The bureau currently has 350 officers assigned to patrol operations.
- Recommended some positions in the bureau could be civilianized as there is no requirement for officers to be conducting the work the position requires. Recommends continued focus as to where positions can be civilianized, potentially allowing the bureau to re-assign internal sworn staff to augment other work groups.
- Use of data analytics could further assist in investigations and patrol operations and this should be increased, potentially through assigning additional Crime Analysts to precincts and investigations.
- The caseloads for detectives in the Sex Crimes Unit are currently too high when compared to recommended practices for law enforcement case management.
- Recommended the reallocation of internal investigation units to staff auto theft task force and to add new resources to form a cyber-crimes unit.

The underlying assumptions which Matrix Consulting used for recommending the bureau's current sworn position authorization are relatively consistent with methodologies for service-oriented staffing by the International City County Managers Associationⁱ, the Police Executive Research Forum, and the Community Oriented Policing (COPS) officeⁱⁱ. Further, the recently released President's Task Force for 21st Century Policing places considerable value on having officer resources available for community engagement in the course of providing law enforcement services. This includes having resources for dedicated walking beats, attending community neighborhood meetings, and using analytics for focused enforcements, among other policy recommendationsⁱⁱⁱ. While there appears to be a significant body of research supporting the need to staff patrol at an amount which allows for community policing, there does not appear to be a consistent way to calculate or determine what this mix of officer time should be, thereby leaving the decision on how to achieve the goals of community policing to individual jurisdictions.

Much of the primary bureau staffing data for this report was compiled at a point prior to when the US DOJ settlement agreement was finalized and when the bureau was experiencing a very low vacancy rate in sworn classifications. In the past 18 months the staffing landscape has shifted as attrition through retirements and other separations has increased faster than the bureau can get newly sworn officers hired, trained, and patrolling independently.

Currently the bureau estimates that at the end of FY 2015-16 there will be 90 sworn members eligible to retire. While every eligible sworn member is not likely to retire, the number of vacancies will almost certainly increase. Detailed analysis of the bureaus strategies to accelerate the hiring process and enhance recruitment incentives are discussed in packages PL_01 and PL_02.

The current patrol staffing model allocates 370 positions to be available to cover shifts at the City's three patrol precincts. The chart illustrates the average of filled patrol operation positions for past calendar years as compared to the recommendation of 407 patrol positions provided in the Matrix report.



At present, the PPB reports operating the precinct patrol at 350 officers while making concerted efforts to reduce the use of overtime shifts in order to reach the desired patrol level of 370. In early FY 2015-16 it was determined that using overtime for shift coverage would not be fiscally or operationally sustainable and the bureau either has or will institute the following changes to continue to have resources available to respond to calls for service at precincts:

- Reallocate staffing by ten positions and redirected these resources to cover patrol shifts. Units impacted include: Fiscal Services Division, Strategic Services Division, Drugs and Vice Division, and certain dedicated precinct positions.
- Change from a three-shift rotation to a five-shift rotation where staffing will be based on peak call volume times and days in order to staff for the anticipated dispatched call workload beginning in February 2016.
- Reduce potential required overtime through shifting bureau-wide training schedules in order to mitigate overtime costs.

One of the more notable indicators of having fewer patrol officers in the past five years is the change in the number of self-initiated calls for service as compared to dispatched calls for service. Over the past five years there is a pattern of reduced self-initiated work with the more noticeable decline occurring in the past two years. Since FY 2011-12 there has been a 15.5% decrease in officer-initiated calls and an 18% increase in dispatched calls for service. In the absence of the ability for officers to code their time as spent in either a proactive or reactive mode, this data represents a proxy for determining how reactionary the PPB is with the current staffing levels.

Portland Police Bureau Calls for Service by Fiscal Year and Type

Call Type	Trend FY1112-FY1415	FY 1112	FY 1213	FY1314	FY1415	FY1516*
		Jul '11-Jun '12	Jul '12-Jun '13	Jul '13-Jun '14	Jul '14-Jun '15	Jul '15-*Dec'15
Dispatched Calls		201,951	206,005	220,988	238,279	128,709
▪ High Priority (1, 2, 3)		65,745	76,175	74,595	76,949	40,641
▪ Medium Priority (4)		57,695	59,385	67,935	73,326	37,406
▪ Lower Priority (5,6,7)		78,511	70,445	78,458	88,004	50,662
Self-Initiated Calls		164,376	162,423	149,741	138,767	59,801
Directed Patrol Calls		0	0	0	6,562	2,801
ALL CALLS		366,327	368,428	370,729	383,608	191,311

Another way to look at the availability of resources is to look at the amount of time dispatched calls are waiting, or stacking, before officers are able to go to less emergent calls. Data from the Bureau of

Emergency Communications was reviewed for a comparison of call stacking times between October 2011 and October 2015. The resulting snapshot further illustrates the increase of time due to not having officer resources available for dispatch as there is an increase in call stacking times for all priority types:

Dispatch Priority Level	Number of Calls		Average Stacking Time (In Minutes)		% Increase
	Oct-11	Oct-15	Oct-11	Oct-15	
High Priority (1,2,3)	5,274	6,844	2.71	2.94	8.5%
Medium Priority (4)	4,681	6,537	6.89	10.44	51.5%
Lower Priority (5,6,7)	6,490	8,716	28.38	32.09	13.1%
Total Calls	16,445	22,097			

Relationships between staffing levels, perception of crime, and goals of community policing

As crime has decreased significantly over the last 25 years both nationally and locally, questions have been raised about the appropriate levels of police staffing. Although crime is down dramatically, the perception of crime has not necessarily fallen to a commensurate degree. The City Auditor conducts an annual survey where residents are asked if they feel safe walking in their neighborhoods at night. Relatedly, part I person crimes per 1,000 have remained relatively static in the last few years, varying between 4.93 and 5.0 crimes per 1,000. The perception of safety across the city has remained relatively consistent at 60-62% in the past three years as well. The survey does show that over time the perception of crime and safety in areas of east Portland is significantly lower than the City as a whole^{iv}.

The bureau must meet its obligation to the community as the provider of police services. In the near-term, the likelihood of filling existing sworn vacancies, much less adding new officer positions and filling those positions, is not feasible due to the significant amount of time required for recruiting and onboarding new officers.

Prior to the current state of staffing at the bureau, there was the potential to engage in more focused community policing. The following demonstrate the effectiveness of community policing, realized only when the bureau is able to combine data analytics with appropriate staffing levels:

- One of the goals of the walking beats was to decrease Part I and Part II crimes. Consistent with this, the bureau observed a 16% decrease in Part I crimes and 26% decrease in Part II crimes. There was a reported 12% increase in respondents feeling safe walking at night and 33% of respondents felt the police presence was positive.
- Walking beats in downtown report an 8% increase in respondents who report feeling safe walking at night. Part 1 crimes during this time period did increase 11%, but Part II crimes decreased 32% over the same time period.
- The Community Engagement in Gang Impacted Areas used walking beats which emphasized relationship building over enforcement tactics in five areas that had a history of high levels of gang activity. The post-intervention analysis shows these areas had one-third of the increase in incident calls for service as compared to the increases throughout the rest of the city.
- Walking beats in Lloyd Center and Holiday Park report a 15.5% decrease of theft calls over a three month time period when compared to the three-month time period prior to the patrols.

These findings demonstrate the effectiveness of data analytics in informing policing strategies, and also suggest that there are additional ways to address crime that are not solely reliant on adding sworn positions. Given the two-year timeframe and significant costs associated with hiring and training new officers, the bureau should consider additional investment in crime analytics as a way to focus deployment of limited resources within precincts.

CBO believes the bureau should be commended for its decision to manage staffing through peak workload models and the reallocation of specialty units to cover patrol functions. However, further attrition and a lack of available new hires will continue to threaten the bureau's ability to engage in proactive community policing. In the short term, the bureau may be able to mitigate some of this impact by expanding the use of data analytics to inform how and where officers are deployed.

United States Department of Justice Agreement Status

In the previous fiscal year the City and the United States Department of Justice (DOJ) entered into a finalized settlement agreement. The terms of the agreement set forth guidance and deadlines for the City to hire a Compliance Officer/ Community Liaison (COCL) and seat the Community Oversight Advisory Board (COAB) to begin the process of assessing the City and the Police Bureau and recommending to the DOJ when the City has reached the substantial compliance with the agreement. Portland's DOJ agreement is unique in comparison with other agreements in that instead of an appointed Court Monitor there is a separate COCL team working with the PPB, the COAB, and community members to evaluate outcomes, provide recommendations for policies and procedures, and ultimately make recommendations as to the status of compliance.

Additional analytical resources were approved in the FY 2015-16 Budget to support the Strategic Services (SSD) and Internal Affairs (IAD) Divisions. The COCL reports to the CBO that this investment made by the City has been instrumental in their work in assessing the bureau's progress on meeting the agreement's guidelines. There is no set deadline as to when the City must be in compliance and there are no firm estimates as to when this is likely to be achieved. However, the most recent high-level report card shows the City is mostly "partial compliant, mixed compliant, or non-compliant with initial steps taken." In order to determine if true changes have been made to the bureau's operating norm, the COCL and COAB will continually assess the bureau's force data, training materials, Behavioral Health Unit data, and community engagement progress over time in order to make a final determination on compliance. Two Bureau Key Performance Measures (KPMs) assess outcomes from the DOJ agreement: the number of arrests involving force and the percent compliant as determined by the COCL. In FY 2016-17 the overall use of force data is trending favorably as force incidents continue to decline. There is one request for ongoing funding in support of data analysis as related to the US DOJ agreement; the detailed analysis is included in PL_004.

Decision Package Analysis & Recommendations

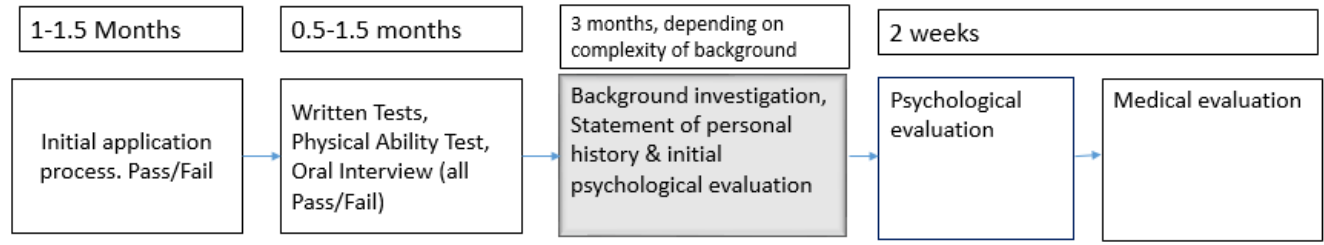
Recruitment Hiring and Staffing, PL_01, \$1,835,122, 16.0 FTE

The request for additional background investigators is the bureau's highest priority request. Ongoing resources would add 15.0 FTE non-sworn background investigators and 1.0 Sergeant Supervisor, bringing the bureau's total number of investigators and supervisors to 22.0 FTE. Included within this request is

\$32,500 in one-time resources to provide the initial office technology set-up associated with adding new staff. The FY 2011-12 Budget reduced the number of non-sworn background investigators by 12.0 positions, and the work is currently being performed by 8.0 Officers and 3.0 non-sworn FTE. Funding this request would enable the bureau to shift 5.0 officers from background investigator roles to policing services. If this request is approved in full, this new background investigator workgroup would consist of:

- 16.0 non-sworn Assistant Program Specialists
- 3.0 Officers, which includes one recruiter
- 2.0 Sergeants

Offers of employment for all positions at the Police Bureau are dependent upon the candidates' ability to pass the background check. There are three levels of backgrounds: Level 1 for contractors or vendors, Level 2 for non-sworn employees, and Level 3 for newly hired sworn positions. In FY 2014-15 there were 513 Level 1 and Level 2 backgrounds completed, and the Level 2 checks are more in-depth, taking approximately two to four months to complete. There were 170 Level 3 backgrounds, which represent one part of the process for hiring new sworn personnel. The overall hiring process, including approximate time for completing thorough background investigations, is broken out in these primary steps:



The overall process can take six months or longer to complete and there are a reasonable number of candidates who do not pass the background process. Of the total candidates in the initial applicant pool for the past two recruitments, only 25% remain as candidates for the background investigation. Due to the limited capacity of background investigation staff, very few candidates have been offered positions. Individuals are often waiting three to six months to be assigned an investigator.

Steps in Hiring Sworn Positions	Mar-15	Aug-15
Number Applicants	402	514
Failures prior to Written Exam	-26	-48
No-show for written exam	-150	-207
<i>Subtotal</i>	226	259
Fail written exam	-21	-30
No-show for oral exam	-52	-88
Fail oral exam	-22	-45
Subtotal ready for background	131	96
Pass Background/ Backgrounds are still in progress	4 to date	In progress
Hires to date	4 to date	NA

One potential result of this lengthy process is that the bureau loses candidates to other police agencies. Out of the March 2015 recruitment class, eight prospective recruits were offered and accepted positions at other agencies while these individuals were either waiting for the background investigation or were in the actual investigation process.

While the bureau's requested budget includes a request for more background investigators, it does not include increased resources for focused recruitments, outreach, or other marketing to gain additional

candidates --- including women or candidates from communities of color. Recruiting efforts could be enhanced with one-time resources to set forth a long term recruitment plan.

CBO recommends ongoing resources for 7.0 non-sworn background investigators, 1.0 non-sworn recruiter, and funding for 1.0 non-sworn Program Manager to supervise the unit. We are not recommending the supervisor position at the Sergeant classification as a program manager should be able to supervise the new positions and sworn work can be handled by the existing sworn resources in the division.

CBO also recommends \$250,000 in one-time General Fund resources for enhanced recruitment and marketing initiatives as there will be significant local and national recruiting efforts in the next fiscal year. It is further recommended that the bureau look at vacancy savings to internally fund limited-term background investigators for the near-term hiring goals until the workload stabilizes. A Budget Note is also recommended instructing the PPB to present to Council an updated status of succession planning, and evaluation of recruitment efforts to determine what is working in order to account for this significant investment in bureau hiring efforts.

CBO Recommendation: \$1,247,056, 9.0 FTE

Sworn Officer Recruitment Incentives, PL_02, \$321,686, 0.00 FTE

There are two financial recruitment incentives included in this request, both of which aim to bolster the number of PPB recruits that meet qualifications. The first request is to increase the base officer pay from \$49,338 to \$60,237 (approximately 22%). This decision package does not request to change the top of the officer salary range. The second request is to provide for one-time financial incentives for new officers at three points in their initial employment with the bureau. Additional financial bonuses would also be available to current PPB sworn members who refer a successful candidate. All of these proposals require collective bargaining prior to implementation.

In order to raise the initial hiring salary, the bureau has requested \$221,686 in ongoing General Fund resources, assuming that 40 vacant positions will be filled at the increased rate each year. Currently, newly hired officers start at the lower salary of \$49,338 for the first six months and then increase by \$10,899 to a salary of \$60,237 at the first year. In order to evaluate this request, CBO collected entry salary rates for the Police Officer classification from comparable police department websites. This is not a holistic analysis of all pay practices, including premiums, and a full compensation review would need to be done in order to draw any final conclusions about officer pay in Portland.

Departments	Current Starting Salary Comparison	PPB Proposed Adjustment	Current Top Salary Comparison
<i>Portland Police Bureau</i>	\$ 49,338	\$ 60,237	\$ 80,829
Beaverton	\$ 55,680	\$ 55,680	\$ 74,604
Tigard	\$ 56,309	\$ 56,309	\$ 70,161
Lake Oswego	\$ 55,868	\$ 55,868	\$ 71,302
Salem	\$ 55,910	\$ 55,910	\$ 71,261
Tacoma, WA	\$ 58,593	\$ 58,593	\$ 80,974
Seattle, WA	\$ 69,240	\$ 69,240	\$ 90,672
Sacramento, CA	\$ 63,099	\$ 63,099	\$ 76,698
Denver, CO	\$ 55,299	\$ 55,299	\$ 82,432
Phoenix, AZ	\$ 51,480	\$ 51,480	\$ 72,426
Median	\$ 55,910	\$ 55,910	\$ 74,604
Average	\$ 57,739	\$ 57,739	\$ 76,513
Portland Compared to median	\$ (6,572)	\$ 4,327	\$ 6,225

However, on the surface PPB's entry-level officer pay scale is lower than comparable cities. At present, the bureau is approximately 12% below the median posted entry rates of these selected cities. With the adjustment, the PPB would appear to be more in line with the median and average starting wages for other jurisdictions.

The second part of this request is \$100,000 to fund one-time hiring incentives. The bureau would offer an applicant a hiring bonus at the time of his/her swearing in, followed by another bonus when the officer completes the 18-month probationary period, which would be followed by an additional bonus when the officer reaches the three-year anniversary. In addition, the proposal would provide a financial incentive for current PPB members who recruit successful applicants by paying a one-time amount for any recruit who completes the initial training and probation period. Based upon the planned number of recruitments, the PPB has forecasted a need for recruitment incentives continuing to grow to \$480,000 in FY 2019-20.

Incentive Program Package			
FY 2016-17	Amount at Swear-in	Amount at the End of Probation	After 3-Year Mark
New Officer	\$ 1,000	\$ 1,000	\$ 3,000
Finder Fee	\$ -	\$ 1,000	\$ -
Lateral Officer	\$ 2,000	\$ 2,000	\$ 6,000
Finder Fee	\$ 1,000	\$ 1,000	\$ -

It is not uncommon for public or private sector employers to offer hiring and recruitment incentives, either through signing bonuses or through retention incentives. The 2006 Police Chiefs magazine highlighted recruiting issues and cited multiple law enforcement agencies that use this tool for recruiting^y. CBO does recommend \$221,686 of ongoing General Fund resources to support an increase in officer entry pay and \$100,000 in General Fund one-time resources for the bonus incentives. PPB shall track and refine the recruitment incentive request when it is further determined the extent of the actual costs of the program that would be of an ongoing nature.

CBO Recommendation: \$321,686

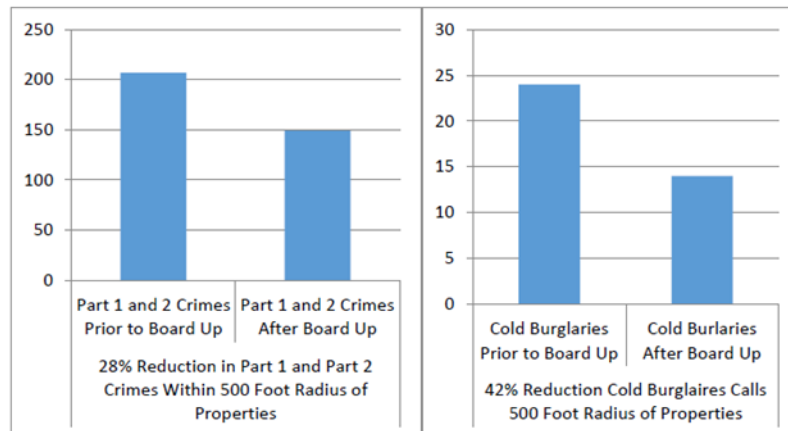
Neighborhood Response Team Staffing, PL_03, \$755,898, 6.00 FTE

In response to the increased number of Gang Enforcement Team (GET) call-outs in FY 2014-15, the Police Bureau redirected 6.0 officers from the Precinct Neighborhood Response Team (NRT). This request would add new ongoing resources to support 6.0 officers to be assigned to the existing NRT teams. One-time resources are included to fund the addition of one more patrol sedan for NRT to backfill the patrol sedan resources being reallocated to GET with the officer positions. At present there are three NRT teams, one at each precinct, and the current configuration is 4.0 officers per precinct; additional resources would return 2.0 Officers per precinct NRTs.

The NRT officers are part of the bureau's overall strategy for community policing with enhanced focus on neighborhood livability issues, such as: chronic nuisance allegations, drug houses, OLCC violations, transient camps, staffing in the Old Town's entertainment district, and street level drug activity. The areas of interest will vary by precinct and emergent crime trends requiring intervention by the NRT officers. Officers work with community partners through direct communication on specific issues, attend

community meetings with business associations and on an ad hoc basis with ONI neighborhood associations.

Much of the workload of NRT officers is not of a high enough priority to escalate into a full case or investigation; however it is chronic in nature and requires a problem-solving approach. NRT officers neither receive traditional dispatch calls for service nor are NRT officers conducting self-initiated patrol reports in the same manner as patrol officers. However, there are data points collected by the NRTs that illustrate the nature of the work and where quantifiable outcomes are attributed to their role in precinct patrol. Examples provided by the bureau show where NRT actions have resulted in reduced reported crime, particularly in east Portland in the past fiscal year.



The NRT model provides dedicated resources to be available for policing services outside of the traditional dispatch or officer-initiated models. Further, the Matrix staffing analysis conducted in FY 2014-15 found that the NRT model is effective because the dedicated resources for lower-level livability issues frees up precinct patrol officer time for dispatch and self-initiated work.

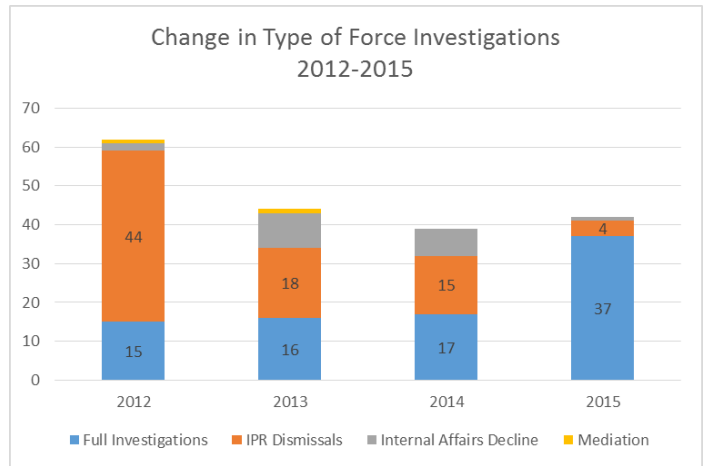
New ongoing General Fund resources are not recommended for restoring the 6.0 NRT Officers in FY 2016-17. Historically, CBO has recommended funding for the NRT officers, including during the recent recession when the General Fund had significant shortfalls requiring cuts to other areas of the bureaus operations. However, CBO has recommended funding for 5.0 non-sworn positions in PL_01, which returns sworn personnel to staff either core patrol or investigation services. If the bureau operations and precinct staffing models can support dedicating these new internal resources to NRT, then this should be considered by bureau management as an option.

CBO Recommendation: \$0, 0.00 FTE

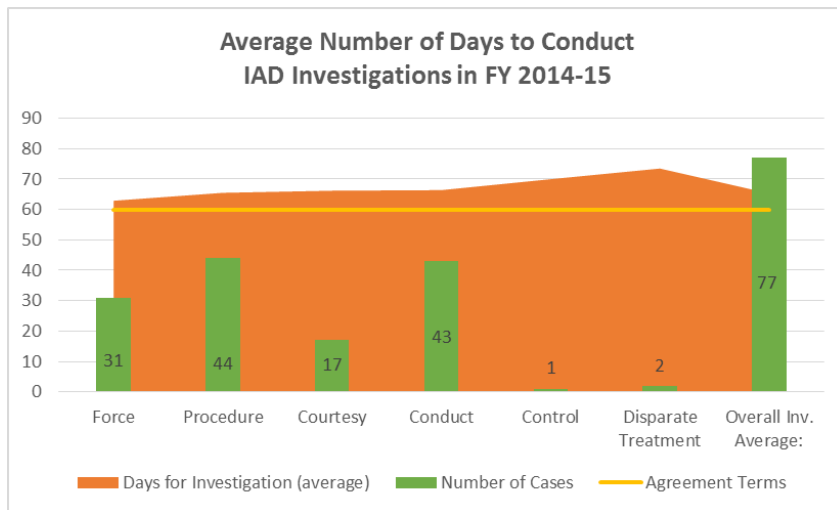
Internal Affairs Investigators and Admin Support, PL_04, \$324,612, 3.00 FTE

The Internal Affairs Division (IAD) conducts the internal investigations of allegations of misconduct, use of force, and officer involved shootings. IAD is tasked with the internal responsibility to promote organizational accountability throughout the bureau, in part through conducting unbiased investigations into allegations of misconduct. The settlement agreement with the United States Department of Justice set new guidelines for the bureau for the internal management of both the documentation of incidents involving force and subsequent investigations by IAD.

With respect to force investigations, in the fall of 2015 the DOJ did not rate the bureau as compliant with the intention of the terms for providing complete investigations on cases where there was an alleged use of force outside of bureau policy. The DOJ recently provided instruction to the City that the only way to dismiss an allegation is if there is “clear and convincing evidence that there is no basis of fact for the allegation”. This is beyond the previous threshold and establishes clear expectations that the City will conduct complete force review on all cases received by IPR.



IAD reports that 42 allegations of excessive use of force cases were investigated last year and currently there are 7.0 investigators in the division. Of these 42 cases, only four were dismissed by IPR and one was declined by IAD. The remaining 37 cases received full investigations. The internal investigation timeline for IAD is 60 days from receipt, and this does not include administrative time. For Officer Involved Shootings, the timeline for completion is 42 days. The data below illustrates the volume of claims for investigation, and approximate time to complete the investigation by type. On average, the City exceeds the mandated timeline of 60 days for completion of investigations by 17 days.



Due to this item being a major component for the City to be substantially compliant with the terms of the agreement, CBO is recommending funding for these positions.

CBO Recommendation: \$324,612, 3.00 FTE

Sex Assault Team Staffing, PL_05, \$395,211, 3.00 FTE

The Sex Crimes Unit (SCU) currently consists of 9.0 Detectives, one Sergeant, and 2.0 Victims’ Advocates within the Detectives Division. This request would add 2.0 Detectives and 1.0 Victims’ Advocate. PPB

recently received a federal grant to submit sex assault kits (SAKs) for DNA testing where previous policy did not require all SAKs be submitted to the state labs. Under the previous practice approximately half of the SAKs were submitted, and at the time of the grant award, there were approximately 1,700 untested kits in the bureau's possession. This grant funding will not cover the potential for opening new investigations if the tests result in probable criminal suspects.

CBO recommends this request. The addition of two Detectives and one Victims' Advocate coupled with the 100% compliance policy for testing kits, is likely to result in better investigatory procedures with more complete sex assault investigations than is possible with the current staffing structure. CBO also recommends the bureau research the appropriate caseload for the advocate position, as this is a valuable resource for supporting victims, and give consideration to either realigning existing discretionary resources or requesting new funds should workload indicators show the potential to yield better case outcomes.

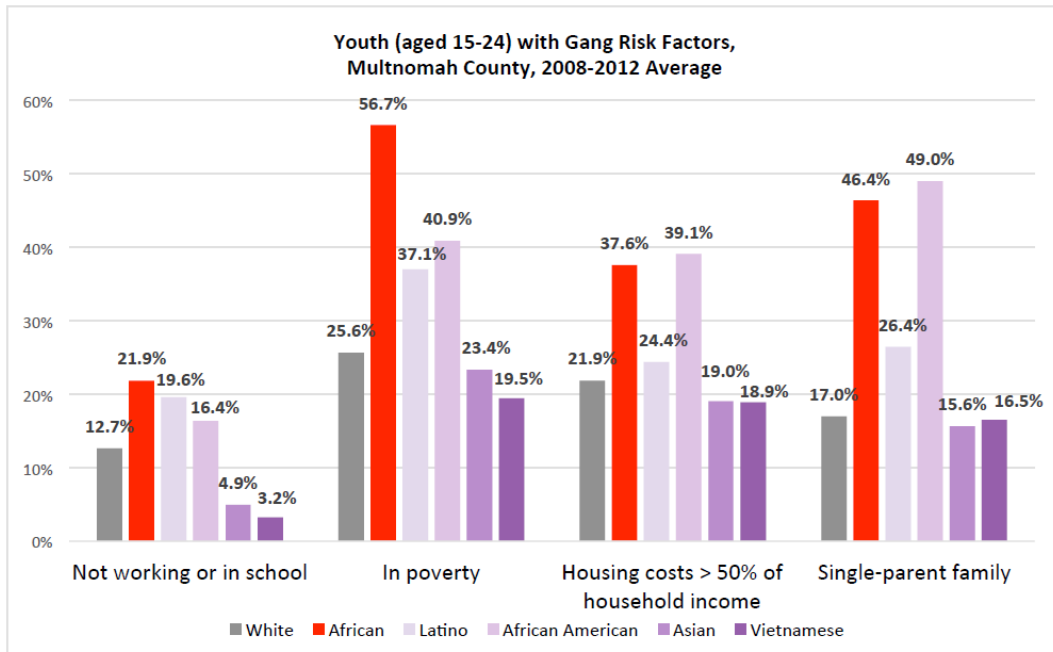
CBO Recommendation: \$395,211, 3.00 FTE

Refugee Community Engagement Program, PL_07, \$116,262, 1.00 FTE

This request represents the beginning of the bureau's future plans to have a more long-term Refugee Community Engagement Program in Portland. The Somali community has been identified as the first potential community to pilot this model of engagement and would be staffed with 1.0 FTE as a Community Liaison between the Somali immigrant and refugee community and the Police Bureau. The initial primary focus will be centered on youth engagement aiming to prevent gang involvement and to educate the Somali community about their civil rights with respect to law enforcement. In Multnomah County, the number of refugees from East Africa, and Somalia in particular has grown through primary and now secondary migrations. Official population counts for this community are difficult, but the approximate size of the population has increased from 4,459 to 11,703 (162% increase) between 2000 and 2011. ^{vi}

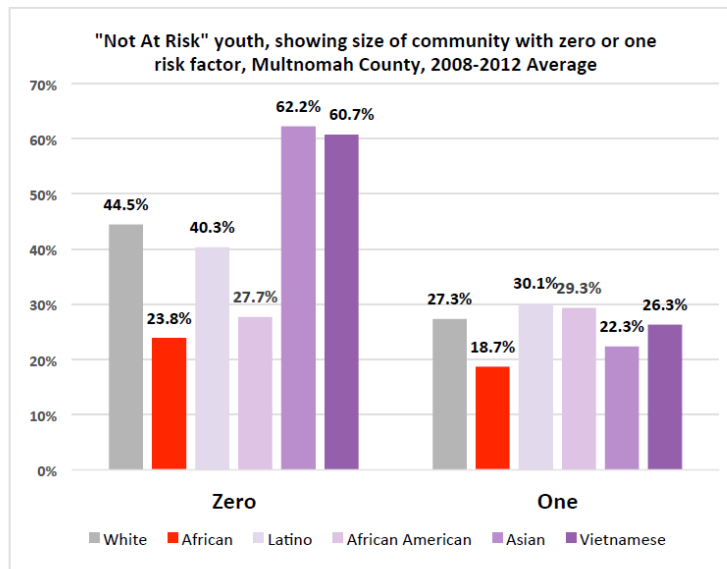
A recent report from the Center to Advance Racial Equity at Portland State University assessed the factors that place this community at risk for recruitment into gangs in Portland:

- 55% live in poverty, and 70% live in poverty when there is a female single-parent household. Almost 50% of African youths live in single parent households.
- Two out of three youths have moved within one year.
- 62% do not meet academic expectations.
- The unemployment rate is 17% (more than double the rate for whites) and underemployment is estimated at 45%.



Source: Custom runs of American Community Survey, 2008-2012, provided by ECONorthwest.

These risks are magnified for newcomer communities, as the youth are more likely to not have meaningful connections to schooling or employment, therefore being more socially isolated and vulnerable. The next table compares other immigrant and refugee communities in Multnomah County across same factors: the Somali and East African communities indicate the most vulnerability.



Source: Custom runs of American Community Survey, 2008-2012, provided by ECONorthwest.

For the past several years the PPB has been informally partnering with the Somali American Council in efforts to prevent youths from engaging in criminal activities, to prevent victimization, and to build trust with the community. While the City has programs dedicated to assisting new Portlanders, there are no specific positions for bridging the cultural gaps between law enforcement and the Somali Community.

The model that PPB is seeking to replicate in Portland is similar to the structure in Minneapolis, Minnesota^{vii} and Toronto, Canada. Minneapolis first implemented a dedicated Somali community outreach program which has received national recognition and has been replicated in Toronto. Outcomes

cited by Hennepin County Sherriff include a reduction in crime in areas with a large percent of East African immigrants while increasing community trust in the police department. ^{viii}

CBO recommends this request as this program has promise in building communities of trust among Portland's most vulnerable youth and intervening prior to the commission of crimes. As this is a pilot program, CBO also recommends that PPB evaluate and present findings to Council at the one-year and three-year mark to determine if the program has achieved its intended goals.

CBO Recommendation: \$116,262, 1.00 FTE

Public Records Staff Request, PL_07, \$174,336, 2.00 FTE

The Records Division requests to add two fee-supported Records Specialists to the work unit. In FY 2015-16 the fees charged by the Records Division were raised for the first time in approximately 20 years. Both the volume and the complexity of public records requests, mostly from media outlets; the volume increased by 5% from 16,937 in FY 2012-13 to 17,826 in FY 2014-15.

This trend is projected to continue due to the implementation of the City's GovQA website. The Records Division's target is to respond to requests within 21 working days, and this target was achievable prior to transitioning to the RegJIN records system. Currently, the bureau is taking significantly longer to provide the appropriate responses which is due in part to the complex nature of the requests, the volume of requests, and the challenges of using a new data system. Many records require review by the City Attorney's Office and this further contributes to the delay in providing the requests timely.

CBO recommends this request and in addition, the bureau has since determined and CBO concurs that there is justification for an additional 2.0 Records Specialists to be funded by outside resources. The Police Bureau Records Division continues to see increased workload demand and must meet both legal and customer service deadlines to provide the records to the public. CBO recommends that as part of the fee study submission that fees for records are included and potentially increase with inflation.

CBO Recommendation: \$348,672, 4.00 FTE

Equity and Diversity Program Specialist, PL_08, \$121,407, 1.00 FTE

The FY 2014-15 Budget approved new ongoing resources for the Police Bureau to hire an internal Equity Manager that would provide policy review and recommendations over all areas of the bureau's operations. This position was filled in January 2015 and in the past year the incumbent has overseen many projects and initiatives including: equity training material development for officers, assessments and internal mappings for the bureau's Strategic Equity Plan, and project management for the Community Oriented Policing Services (COPS) office grant to fully develop a bureau-wide strategic equity plan. In order to further the goals identified by bureau leadership for expanding equity initiatives, the bureau has requested \$121,407 and one Program Specialist be added to the Chief's Office, reporting to the current Equity Manager.

The bureau's strategic equity plan is in final review and will be publically released in spring of 2016. Currently there are two bureau Key Performance Measures (KPM's) related to equity and diversity in the recruitment process for sworn and non-sworn employees. In conjunction with the approval of additional background investigators, the bureau anticipates that the number of recruits from communities of color and the number of female recruits will increase from past recruitments by at least 10%. Given the projected number of vacancies and the current desire to further community engagement with law enforcement it would appear that this is an opportune time for the bureau to be investing in additional workforce equity and diversity initiatives. The bureau's Equity Manager anticipates that not funding this position would significantly delay the desired outcomes as the internal capacity for moving on the identified goals will become fragmented, and therefore less effective overall.

CBO recommends the position authority and that the bureau internally reallocate funds for this position due to the limited General Fund resources. Areas where the bureau may identify these resources include capacity from interagency agreements being less than inflation, potential underspending in EMS for outside legal and consulting services, or through the conversion of existing vacant non-sworn personnel.

CBO Recommendation: \$0, 1.00 FTE

Non-sworn Fleet Coordinator, PL_09, \$118,086, 1.00 FTE

As part of the FY 2011-12 Budget the Police Bureau's non-sworn Fleet Coordinator position was eliminated and the workload was re-assigned to a sworn officer. The FY 2016-17 Requested Budget includes ongoing resources to add one non-sworn Management Analyst to be assigned as the Fleet Coordinator and this will return one officer position to core patrol services.

The Portland Police Bureau has an inventory of 729 vehicles and equipment, of which 161 are in the patrol sedan vehicle classification. Every year the bureau replaces approximately one fifth of the patrol fleet in accordance with the equipment's scheduled life cycle replacement. The bureau equipment coordinator works directly with CityFleet and the Bureau of Technology Services in building the specifications for the new patrol vehicles and outfitting the radio and communications components. In addition, the bureau has other equipment and projects throughout the year that require a level of coordination between CityFleet and bureau staff.

This position is one of the few positions that the Matrix Staffing Analysis identified as a candidate for filling with a civilian as opposed to a sworn member. Reasons for this recommendation center around the body of work being more in line with the work assigned to program or project analysts as opposed to sworn officers. CBO agrees with this approach and the reduction in FY 2011-12 did not reduce the body of work required to manage the bureau's inventory of vehicles in a cost-effective manner. Without the position CityFleet maintains that there will be a significant slow-down in the process of procuring and managing equipment.

Due to limited ongoing General Fund resources CBO is recommending PPB reclassify the officer position to the requested non-sworn Management Analyst in order to return an officer position to patrol services.

The bureau projects to have vacant officer positions, and when staffing levels are closer to authorized level, the bureau can request additional sworn officer positions at that point in time.

CBO Recommendation: \$0

Body-worn Camera Program, PL_10, \$1,067,897, 2.00 FTE

The Portland Police Bureau has \$834,619 in one-time dedicated resources to begin the implementation of an officer-worn camera program. This program would outfit patrol officers and sergeants with cameras to be used to record interactions throughout the course of a shift. At the end of the shift the recordings would be uploaded to secure storage, tagged, and coded to comply with the retention policies for recorded incidents. The bureau previously requested ongoing resources, however CBO did not recommend funding in order to allow state law to be modified around the issue of body-worn cameras, which were enacted with HB2571.

Recent analyses of the efficacy of officer-worn camera systems have been completed in the City of Phoenix, AZ and in the City of Orlando, FL. The following results were reported^{ix}:

Outcomes for accountability:

- 49% decline in the proportion of complaints involving excessive force against camera wearing officers.
- 23% decline in officially recorded complaints (unfounded & founded) against camera wearing officers
- 53% reduction in complaints being founded for camera wearing officers, and a 57% reduction for officers without cameras. This may indicate that the camera was not the sole reason for a change in officer behavior.
- 35% decline in verbal misconduct complaints for camera wearing officers, and a 69% decline for officers without cameras. This may indicate that the camera was not the sole reason for a change in officer behavior.

Outcomes specific to domestic violence cases with officer-worn camera evidence

- Prosecutors are more likely to initiate cases when camera evidence is available.
- Prosecutors are more likely to charge defendants when camera evidence is available. It is five times more likely that the defendant is found guilty.
- Reduction in the number of days to process domestic violence cases through completion declined from an average of 95.8 days to 78.1 days

In the report for implementation of the 21st Century Policing Model, which the White House Task Force completed in May 2015, there was a strong recommendation for law enforcement to adopt officer-worn cameras. Additionally, the Cities of Denver, San Francisco, Los Angeles, San Diego, Seattle, and New York are either conducting large scale pilot projects or have fully committed to outfitting officers within the coming years. Costs for each city are different, with much of this difference dependent on the retention of records policies, cloud or server storage, and the specific contract with the camera manufacturer. Each of

these cities has recognized the need to add staff in support of records, information technology, and program management and oversight. The cost estimate provided by PPB in the Requested Budget should be considered preliminary and may increase after final vendor selection is complete.

The Council has expressed its intent to implement this program by approving the initial funds for an officer-worn camera system on three separate occasions. There will be significant ongoing costs that are mostly identified, but not known with full certainty at this point in time. CBO does not recommend ongoing funding due to limited General Fund resources in FY 2016-17. If it is Council's intent to continue to pursue an officer-worn camera program in Portland then CBO would recommend Council gives specific guidance directing the bureau to either identify an internal programmatic off-set or the Council should dedicate new ongoing General Fund resources for FY 2017-18. Without this guidance it is not recommended the bureau continue with the procurement process in FY 2016-17 in the event that there is no ongoing funding available to support the program.

CBO Recommendation: \$0

Non-sworn Complaint Signers, PL_11, \$217,068, 2.00 FTE

The bureau requests to create two FTE as non-sworn complaint signers in the Investigations Division. Currently, the work of the complaint signer is assigned to officers working in limited-duty capacity, however it is not necessary to perform the function through continued use of sworn personnel. The body of work produced by the complaint signers is relatively consistent throughout the year and required as part of formally charging individuals in court. Workload data for one complaint signer is in excess of 6,000 misdemeanor custody and citation cases per year. With this current volume the addition of two non-sworn positions in conjunction with the one remaining sworn position will allow the bureau to meet its obligations while returning sworn positions to more critical functions.

Given the number of officer vacancies and the bureau's need to increase the number of officers available for precinct patrol operations, CBO recommends the bureau reclassify two officer positions into non-sworn positions and move the two sworn personnel into patrol operations. The bureau projects to have vacant officer positions, and when staffing levels are closer to authorized level, the bureau can request additional sworn officer positions at that point in time.

CBO Recommendation: \$0

Justice Center Elevators, PL_15, \$602,675

The three non-custody elevators in the Justice Center are at or near the end of their useful life and the bureau requests \$602,675 in General Fund one-time resources in order to proceed with the replacement of the control panels. PPB reports that the elevators are frequently out of service and at one point Portland Fire & Rescue was called to extract an individual stuck in a Justice Center elevator. Due to the age of the elevators, the vendor now considers them obsolete, making parts replacement more challenging as there are only refurbished parts available. CBO agrees that the elevators are a priority as

there is both a risk to persons using the elevators and, in the event the elevators are no longer in use, there would be a significant ADA compliance issue.

The Office of Management and Finance (OMF) Bureau of Internal Business Services (BIBS) manages the Police Bureau's facilities. This project is not in the current list of either funded or unfunded major maintenance projects for the Justice Center within the next five years. When urgent projects are unfunded on the major maintenance list, there is the opportunity for OMF to re-prioritize the major maintenance reserves and delay some projects in order to address the more pressing concern. As major maintenance funding was reduced in previous budget actions, this flexibility has diminished. The Police Bureau has used their operating External Materials and Services budget to fund facility and technology projects when other resources are not available through interagency reserve accounts. Examples of this include funding the purchase of the Kelly Building, procurement of a Crisis Negotiation Team mobile center, in-car printers, and smart phones for officers. CBO recommends this request first be considered a potential major maintenance project by OMF. Alternatively, partial funding from internal PPB resources could be allocated to this project with the remainder coming from the major maintenance reserve.

CBO Recommendation: \$0

Family Services Reduction, PL_12 (\$2,292,053), (19.00) FTE

The Family Services Division (FSD) operates in partnership with Multnomah County and local non-profits to provide investigation, and advocacy for victims and survivors of domestic violence, elder abuse, and child abuse. Included in FSD are the bureau's three Strength Programs aimed at preventing crime through community and volunteer-based instruction. The proposed reduction in FSD would eliminate 19.0 FTE and \$2.2 million supporting the following services:

- Womenstrength, GirlsStrength, and BoysStrength
- The Elder Crimes and Vulnerable Adult Unit
- The Domestic Violence Unit
- Reassign the Child Abuse Team to the Detectives Division

The most significant impact of this package would be the impacts to the Domestic Violence Unit and there is greater potential for victimization of domestic violence victims without the dedicated victims' support services. Caseloads by officers vary, and the bureau reports most officers managing 120-150 cases per year, with the Domestic Violence Enhanced Response Team cases representing the most complex cases for assignment. Over the past five years the number of cases has ranged from 10,000 to 10,621. Approximately 25% of cases end in arrest.

In FY 2014-15 there were 3.0 FTE added to form the Gun Dispossession Program. This team provides dedicated resources to follow-up on high-risk restraining orders to ensure that there are no firearms in the possession of an offender where there is a restraining order prohibiting the ownership of firearms. It is too early to determine if the desired impact of removing firearms from individuals with restraining orders has occurred, and the bureau has the following data available since this group was formed:

- 76 firearms were recovered
- 156 Gun Dispossession cases have been closed
- 302 Violent Restraining Order cases have been completed.

Eliminating the dedicated team for domestic violence cases would impact organizations outside of the City. The City partners with many charities who provide resources for victims in the form of eight victims' advocates, and two FTE from the Multnomah County Sheriff's Office assigned to support the Domestic Violence Reduction Unit (DVRU). There are independent intergovernmental agreements with these providers and the County that would be terminated, potentially costing the City dependent on the cancellation clauses in each of these contracts.

Without the DVRU team, the bureau would assign domestic violence cases to either patrol operations or the Detectives Division for follow-up and case management. By eliminating a dedicated specialty domestic violence crimes units, the City would lose the in-house expertise as the DVRU team conducts training at the Advanced Academy and additional community based trainings. CBO does not recommend this reduction given the potential for a significant service impact of reducing this specialty unit and then diverting the work to other less-specialized units.

Elder Crimes and Vulnerable Adults Unit Reduction

This reduction would eliminate five positions dedicated to investigating crimes against individuals over the age of 65, vulnerable adults (defined as being intellectually/ developmentally delayed or having physical disabilities), and cases where there is felony domestic violence and sex assault with intimate partners. The previous data system did not separate these cases limiting the quality of the data, and it is anticipated that the RegJIN system will provide more detailed reporting on these crimes.

	2011	2012	2013	2014
Number of Cases	142	188	189	251
Percent Change		32.4%	0.5%	32.8%

Data for 2015 is not available due to the conversion of data with the RegJIN system. There are many reported person and property crimes which this unit investigates including: criminal mistreatment, identify theft, forgery, assaults, sex assaults, criminally negligent homicide (when criminal mistreatment results in death), and caregivers stealing controlled substances. CBO does not recommend this reduction as there is clearly an increase in the number of cases, which is likely to correspond with the aging demographic in Portland.

Strength Programs

The mission of the bureau's Strength Programs is to provide the local community with three different programs managed by 2.5 FTE. All programs leverage internal staff resources with volunteer hours, and there has never been a charge for participation. There are approximately 1,536 volunteer instructor hours on an annual basis for WomenStrength. There are two full time program specialists for the strength programs, which would be eliminated with approval of this decision package.

GirlStrength began in FY 2008-09 and reports approximately 1,500 volunteer hours supporting training for girls (ages 10-14) in how to be aware of their surroundings, bullying, victimization of sexual exploitation and trafficking, and overall personal safety of young girls. The BoyStrength program started in FY 2013-14 with the goals to educate young boys to increase their capacity to be allies in ending violence against girls and women, to understand social connections and healthy relationships, and to explore healthier and safer choices to prevent violence.

CBO does not recommend either eliminating or reducing the Strength Programs in the Police Bureau as the programs support and foster community engagement and are likely to contribute to an individual's perception of safety and awareness of their surroundings. The programs operate with limited cost to the bureau operations, and the volunteer hours, donated facilities, and valuable relationships with nonprofits, churches, and schools would be lost.

CBO Recommendation: \$0

Youth Services Division Reduction, PL_13, (\$2,170,893), (21.00) FTE

The Youth Services Division is part of the Community Services branch of the Police Bureau and provides School Resource Officers (SRO's) to fourteen schools in the Portland Public Schools system. This package also reduces the Gang Resistance Education and Training program, the Runaway Juvenile Investigations, and the support for summer camp programs for 500 low-income youth ages 8-14. This request totals \$2.2 million in ongoing General Fund resources and if approved would eliminate 20.0 sworn positions and 1.0 non-sworn administrative support position.

The majority of the positions are in the SRO program, which includes Officers and Sergeants assigned to 14 high schools, the majority of which are located within the Portland Public School District (PPS). The mission of SRO's is to support crime prevention and build relationships within the local high schools and to be a trusted resource for youth to report concerns for potential crimes or victimization. It is reported that each SRO receives 8-10 incident reports per day, and the majority of the officer's workload stems from self-initiated or follow-up requests for services. In some respects the SRO program follows the model of community policing where relationships are formed and used as a crime prevention tactic as opposed to more traditional enforcement. If the unit is eliminated, the call load would represent an increase of approximately 6,000 calls for service for patrol officers. Approximately 40-50% of the incidents are reported as having a component of responding to violent crime, including threats of fighting; bringing weapons to school; and strong arm thefts. SRO's attend numerous community and school events outside of the traditional school day including: school board meetings, dances, sporting events, graduations etc. Time spent on each event is not tracked, however the officer presence is reported by parents as positive.

It has been almost fifteen years since the City took on the role of providing policing services at no cost to PPS when the school district could not afford the service. PPS has made operational funding choices that have not included funding for SRO's, a service which directly benefits PPS at the cost of providing patrol services to other areas within the City.

CBO recommends the bureau, in working with its commissioner in charge, negotiate with the school districts to determine an appropriate cost-sharing agreement. If outside resources are available to cover the costs of SRO's, those General Fund resources could be invested in other patrol support functions.

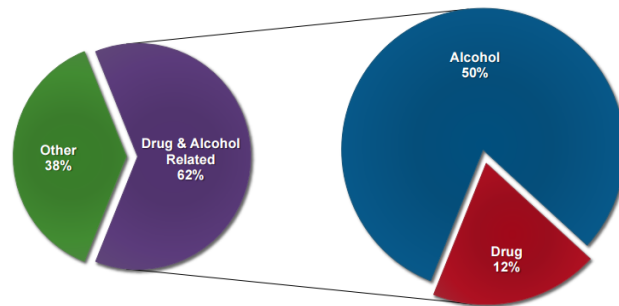
CBO Recommendation: \$0

Traffic Division Reduction, PL_14, (\$6,269,995), -44.00 FTE

The Traffic Division consists of 44.0 FTE which conducts proactive traffic enforcement, manages conditional use permit reviews and staffing, has dedicated resources for the City's Major Crash Team which responds to all traffic fatalities and accidents with serious injuries that may result in a fatality. This request represents a complete reduction of the division. In addition to providing response to major accidents, it is estimated that Traffic Division officers issue 60% of the bureau's total traffic citations as enforcement of traffic laws is a core service of this division.

Enforcement of traffic rules and regulations is intended to yield safer roadways for all users. The division reports that primary accident causation is from the driver following too close/or distracted drivers. Of the more significant crashes, 62% of fatalities involve drugs or alcohol, and speeding is present in most fatal crashes. This data is summarized by the Vision Zero task force in their December 2015 report^x.

Percentage of Fatal Crashes Involving Drugs or Alcohol (All Modes)



This reduction will impact the bureau's receipt of grant resources for enhanced enforcement, primarily for Driving Under the Influence of Intoxicants (DUII) and speed zone enforcement. Since 2010 the bureau has received \$1.8 million in grant resources for the Traffic Division. Outcomes of the FY 2014-15 DUII Grant Oregon enhanced enforcement resulted in 435 DUII's and 1,650 additional citations. Traffic Officers have received additional training for recognizing drugged driving in addition to expertise gained in evidence collection for DUII cases. Without the Traffic Division the bureau would become more reliant on patrol officers to enforce traffic regulations and conduct DUII investigations.

CBO does not recommend the elimination of the Traffic Division. Traffic officers are not normally dispatched to 911 calls for service, but will take the calls if available to Major Crash Team call-outs and DUII incidents if in close proximity. While additional resources in patrol would be available as responders for major traffic accidents and be able to issue citations for DUII and other infractions, this would likely be a secondary body of work as patrol officers are first responding to calls for service before conducting focused traffic enforcement.

CBO Recommendation: \$0

End Notes

ⁱ http://icma.org/en/icma/knowledge_network/documents/kn/Document/305747/How_many_officers_do_you_really_need

ⁱⁱ WILSON, J., WEISS, M. A., Michigan State University, School of Criminal Justice, & United States of America. (2013). *A performance-based approach to police staffing and allocation*. ISBN 978-1-932582-60-4. Michigan, Michigan State University, 2012.

http://a-capp.msu.edu/sites/default/files/files/041218461_Performance_Based_Approach_Police_Staffing_FINAL100112.pdf

ⁱⁱⁱ President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing*. Washington, DC: Office of Community Oriented Policing Services.

^{iv} <https://www.portlandoregon.gov/auditservices/article/551383>

^v http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1020&issue_id=102006

^{vi} Curry-Stevens, A. & Coalition of Communities of Color (2013). *The African Immigrant and Refugee Community in Multnomah County: An Unsettling Profile*. Portland, OR: Portland State University.

^{vii} <http://www.justice.gov/usao-mn/file/642121/download>

^{viii} <http://www.startribune.com/mps-police-outreach-to-somalis-offers-national-model/268749491/>

^{ix ix} Katz et.al, (2014). "Evaluating the Impact of Officer Worn Body Cameras in the Phoenix Police Department"

^{xx} <https://www.portlandoregon.gov/transportation/index.cfm?&a=555816>

City of Portland
Decision Package Recommendations
(Includes Contingency and Ending Balance)

	Bureau Priority	Bureau Requested					CBO Analyst Recommendations				
		FTE	Gen Fund Ongoing	Gen Fund 1-Time	Other Revenues	Total Expenses	FTE	Gen Fund Ongoing	Gen Fund 1-Time	Other Revenues	Total Expenses
Portland Police Bureau											
<u>Adds</u>											
PL_01 - Recruitment Hiring & Staffing	01	16.00	1,802,622	32,500	0	1,835,122	9.00	1,028,775	279,000	0	1,307,775
PL_08 - Equity & Diversity Program Specialist	02	1.00	115,407	6,000	0	121,407	1.00	0	0	0	0
PL_02 - Sworn Officer Recruitment Incentives	03	0.00	321,686	0	0	321,686	0.00	221,686	100,000	0	321,686
PL_04 - Internal Affairs Investigators and Admin Suppc	04	3.00	321,312	3,300	0	324,612	3.00	321,312	3,300	0	324,612
PL_09 - Non-sworn Fleet Coordinator	05	1.00	118,086	0	0	118,086	0.00	0	0	0	0
PL_05 - Sexual Assault Team Staffing	06	3.00	381,911	13,300	0	395,211	3.00	381,911	13,300	0	395,211
PL_06 - Refugee Community Engagement Program	07	1.00	115,162	1,100	0	116,262	1.00	115,162	1,100	0	116,262
PL_03 - Neighborhood Response Team Staffing	08	6.00	710,898	45,000	0	755,898	0.00	0	0	0	0
PL_11 - Non-sworn Complaint Signers	09	2.00	217,068	0	0	217,068	0.00	0	0	0	0
PL_07 - Public Records Request Staff	10	2.00	0	0	174,336	174,336	4.00	0	0	348,672	348,672
PL_10 - Body-worn Camera Program	11	2.00	879,165	188,732	0	1,067,897	0.00	0	0	0	0
PL_15 - CIP: Justice Center Elevators	12	0.00	0	602,675	0	602,675	0.00	0	0	0	0
Total Adds		37.00	4,983,317	892,607	174,336	6,050,260	21.00	2,068,846	396,700	348,672	2,814,218
<u>Reductions</u>											
PL_13 - Youth Services Division Reduction	01	(21.00)	(1,936,809)	0	(234,084)	(2,170,893)	0.00	(1,936,809)	0	1,840,515	(96,294)
PL_14 - Traffic Division Reduction	02	(44.00)	(4,291,255)	0	(1,978,740)	(6,269,995)	0.00	0	0	0	0
PL_12 - Family Services Reduction	03	(19.00)	(2,074,553)	0	(217,500)	(2,292,053)	0.00	0	0	0	0
Total Reductions		(84.00)	(8,302,617)	0	(2,430,324)	(10,732,941)	0.00	(1,936,809)	0	1,840,515	(96,294)
Total Portland Police Bureau		(47.00)	(3,319,300)	892,607	(2,255,988)	(4,682,681)	21.00	132,037	396,700	2,189,187	2,717,924