

PORTLAND POLICE BUREAU

INTEGRITY • COMPASSION • ACCOUNTABILITY • RESPECT • EXCELLENCE • SERVICE

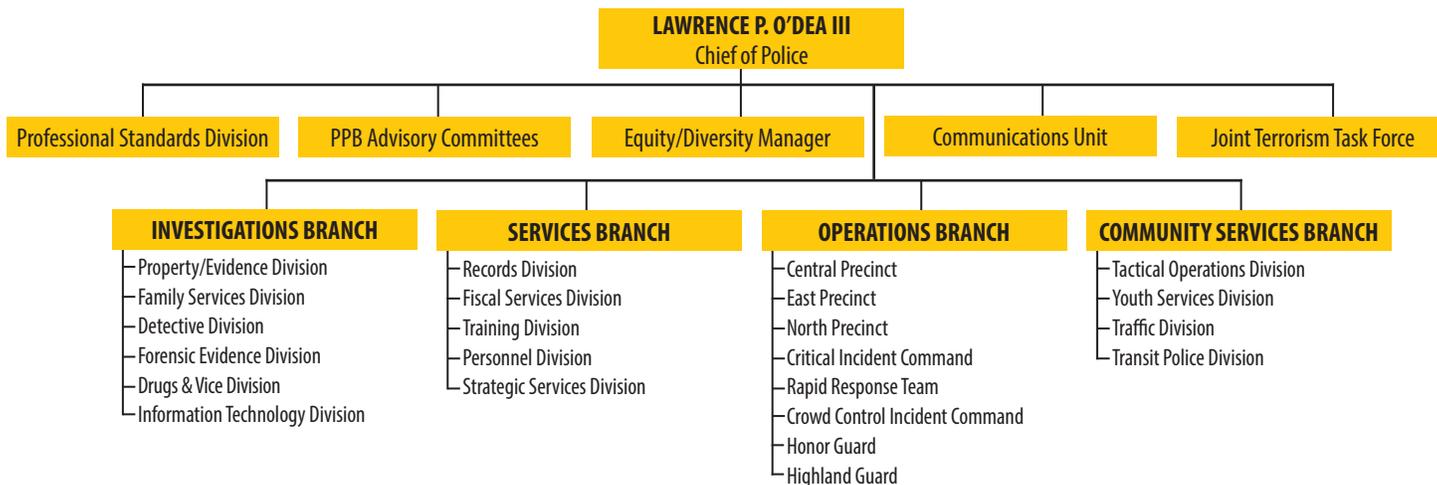


FY 2016-17 ORGANIZATIONAL OVERVIEW
March 18, 2016 City Council Candidate Fair

Charlie Hales Mayor
Lawrence P. O'Dea III Chief of Police

The mission of the Portland Police Bureau is to reduce crime and the fear of crime. We work with all community members to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

ORGANIZATIONAL STRUCTURE



PPB SIGNIFICANT ISSUES

US Department of Justice Settlement Agreement

The City of Portland entered into a Settlement Agreement in 2014 with the United States Department of Justice Civil Rights Division (DOJ) and the United States Attorney for the District of Oregon regarding changes to policies and procedures in and oversight of the Portland Police Bureau. The Settlement Agreement contains provisions related to the bureau's use of force, training, Employee Information System, officer accountability, community engagement and outreach, and crisis intervention, as well as the City's role in the provision of community-based mental health services. In the past year the bureau has worked diligently to meet the requirements and has made significant strides in a number of these areas.

There are likely to be increasing demands on the bureau's staff and resources as the Compliance Officer/Community Liaison (COCL) and DOJ begin to focus more directly and intently on the various aspects of the Agreement. The City's Independent Police Review (IPR) Division and Citizen Review Committee are tasked to accept and investigate citizen allegations of misconduct including excessive use of force by sworn members of the Police Bureau. Cases it finds that rise to the level of violation of bureau policy are forwarded for investigation by the Police Bureau's Internal Affairs Division (IAD). Because the DOJ Agreement raises the criteria to a much higher threshold, there will be a substantial increase in the proportion of cases IPR will sustain and forward to IAD for investigation. In

order to meet the City's requirement to resolve such investigations within 180 days of the lodging of the complaint with IPR, the bureau has included a request for additional non-sworn staff to effectively manage the increased workload within the 180 day timeline mandated by the DOJ Agreement.

Staffing Level Crisis

The bureau currently has a large number of sworn vacancies which is projected to increase due to pending retirements that exceed its capacity to hire new Police Officers. Fifty sworn positions were eliminated in FY 2013-14 budget cuts, and more than 80 sworn members have left in the subsequent 30 months, and the pace of hiring is roughly half that. The bureau anticipates fewer than 15 new Police Officers will be hired in FY 2015-16. These factors are expected to leave the bureau with 120 fewer sworn officers at the end of FY 2015-16 than at the beginning of FY 2013-14.

The bureau has reallocated officers from specialty units to ensure that the bureau's core patrol and investigative work is accomplished. The temporary reassignments from specialty units in combination with large amounts of overtime has largely allowed the bureau to cover shift minimum staffing, however this has come at a high price. Besides the overtime cost for shift coverage being roughly double that of the prior year and the reduction in the capacity of the specialty units, the reliance on overtime to cover minimum shift staffing levels causes officer fatigue

and has negative impacts on morale. This contributes to a significant sworn employee retention issue for the bureau.

The bureau faces the same hiring challenges that other large municipal law enforcement agencies are experiencing around the country, competing to hire new officers in a shrinking pool of candidates interested in a career in law enforcement. Additionally, the Portland Police Bureau background process, although more rigorous than other agencies, takes a longer period of time to complete because law enforcement agencies in Oregon are prohibited by state law to use polygraphy as a pre-employment screening tool, and if candidates are applying to multiple agencies they generally will accept offers of employment that are offered first. To address this issue the bureau includes a request for 15 background investigators, a background investigator supervisor, and a hiring incentive package to assist in getting more candidates into the hiring process and through the background process more quickly.

The bureau is staffed low against the population level of Portland in comparison with like cities. In the next five years, the bureau will request to hire an additional 20 sworn staff per year in an effort to address coverage gaps. Additional recruiters and background investigators may be needed as well.

Community Livability

Each of the three precincts operates a dedicated Neighborhood Response Team (NRT) of Police Officers

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that work with the community to focus on the specific neighborhood livability issues in their respective geographic areas. When fully staffed, the three NRTs handle nearly 15,000 incidents annually, including arrests and citations, distressed properties, nuisance locations, business outreach, trespass agreements, and transient camp mitigation. In response to the significant increase in gang-related gun violence experienced in early 2015, the bureau reassigned six NRT officers to increase staffing in the Gang Enforcement Team, and the specialty NRT functions largely ceased to be performed. The staffing shortage in the precincts led the bureau to reassign officers from the NRTs rather than precinct patrol to preserve the core service of emergency response. The six NRT officer positions requested in this budget would allow for the focused NRT work to resume.

Sexual Assault Investigation

The Police Bureau’s approach to sexual assault cases is a progressive national model as the investigations and services are victim-centered and advocate-based. The current national movement is underway to mandate testing of all sexual assault kits (SAKs), and states across the nation are enacting legislation that supports this emphasis. This approach results in greater victim cooperation and increased levels of incarceration of perpetrators, but the process also requires significantly more staff resources to accomplish the increase in workload to process 100% of SAKs taken into evidence.

The bureau’s Sex Crime Unit (SCU) now actively investigates less than two-thirds of reported sexual assaults and has a substantial backlog of SAKs in evidence. To address the bureau’s priority of testing the backlog of SAKs, the bureau has secured a three-year grant focusing on testing the backlog which will now provide victims of sexual assault the opportunity to

pursue justice. The work related to the cases in which there are untested SAKs is distinctly different than that of the current sexual assault cases, and as such, will be treated by the SCU as two distinct bodies of work. The bureau has included a request for additional investigative and advocate staffing to keep up with the volume of new sexual assault cases.

Community Outreach and Engagement

The bureau is looking to the Minneapolis model of police outreach community liaisons to develop the beginning of a community engagement team. A primary goal of the community engagement efforts is to provide better service levels to communities that historically have not experienced positive and collaborative relationships with their local law enforcement, but are experiencing internal public safety and crime issues. The Minneapolis team has liaisons to different cultural communities, including Somali, Hispanic, African-American, and Asian communities. The department is now expanding the team to include female liaisons to these communities, as well, in order to establish even greater partnerships and make further inroads into these communities. The Portland Police Bureau has identified that a community liaison to the Somali community would be the first priority in establishing a liaison program in Portland, as the Somali population has grown substantially in recent years, and is one of the largest immigrant populations in the Portland area.

New Records Management System

The bureau implemented the Regional Justice Information Network (RegJIN) records management system in April 2015. The system serves more than

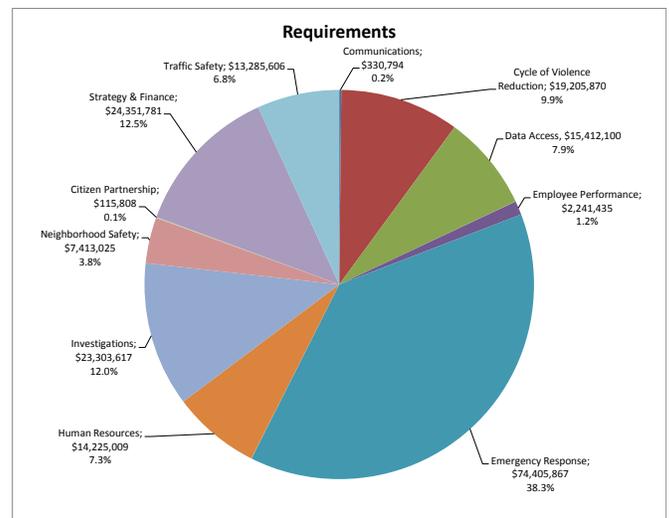
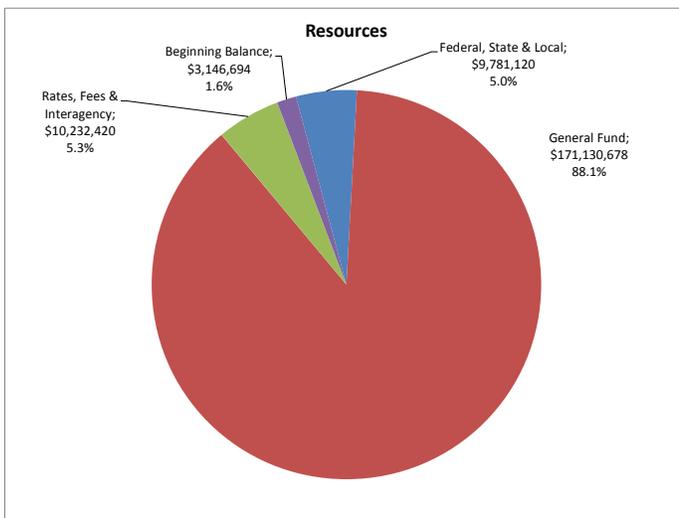
40 regional partner agencies and over 2,900 system users. All partner agencies will support system operations with proportional fees for service. The next phase of the RegJIN program is to expand the membership to other regional agencies, which is expected to occur in FY 2016-17 and when the Portland Police RegJIN program and IT staff have the adequate capacity for additional training and IT workload.

The bureau is using existing resources to work through an initial set of challenges it has faced associated with user training as well as increased workload impact to the Records Division. This has led to some initial quality issues and a backlog in quality assurance processing of reports. Resolving these issues is important for ongoing bureau operations and is critical to meeting the full set of requirements in the DOJ Agreement. While this budget includes no request for additional resources, with additional experience the bureau may determine such a request may be required at some point in the future.

Body-worn Camera Program

The law enforcement field has embraced officer audio/video technology in the wake of national anti-police protests that have demanded greater transparency and accountability of local police agencies, as one of the few ways to derive more accurate and impartial accounts of events that occur between the police and the public. The potential benefits include greater public trust, swifter adjudication of cases, fewer false claims against police, financial benefit of fewer payouts of claims, decreased hostile interactions between police and the public, and officer self-improvement and training tools. The bureau intends to begin implementation of body-worn camera program in FY 2016-17. This budget includes a request for ongoing funding to support the bureau’s program implementation and sustainment.

FY 2016-17 PPB Base Budget

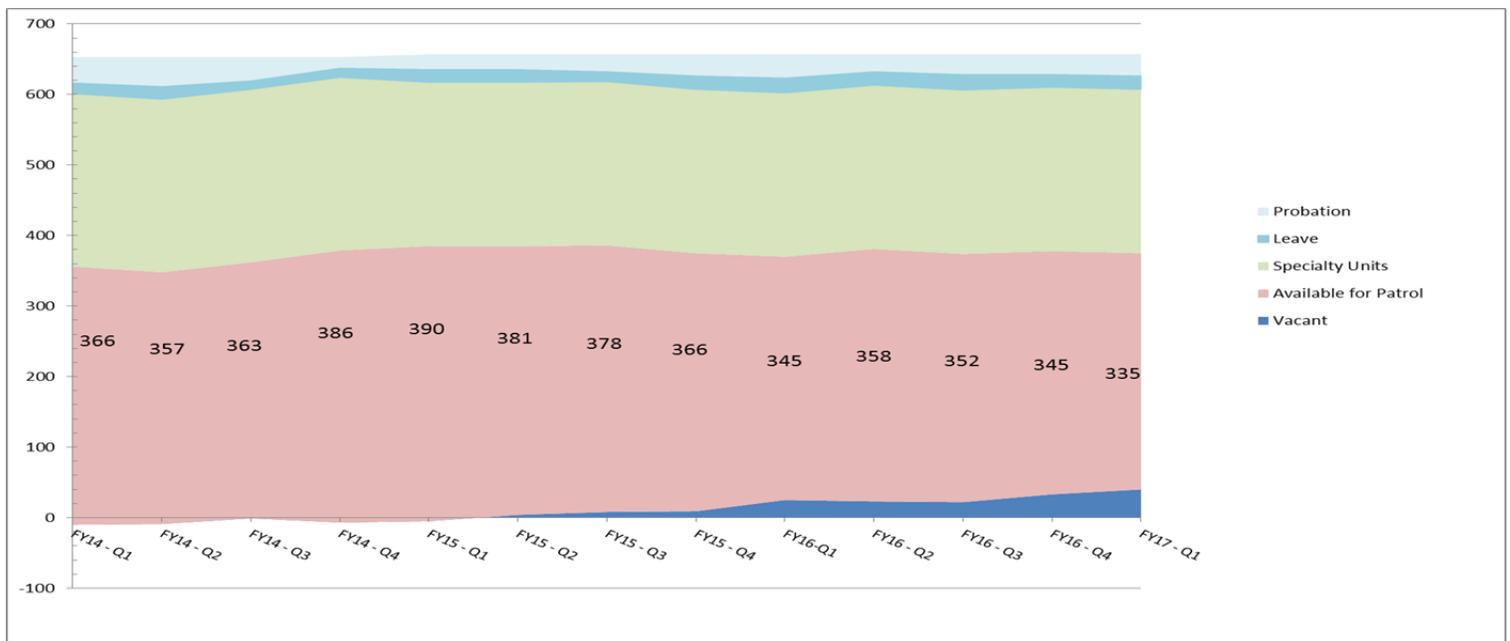


POLICE BUREAU OFFICER BREAKDOWN OF SOURCE OF CALLS FOR SERVICE: The dispatched 9-1-1 calls from BOEC have increased by 16% in the prior six years while the self-initiated calls have decreased by 32% over the same period. This is partially due to fewer coding options for self-initiated call-types in the new CAD system, as well as a decrease in the time available for officers to conduct self-initiated, community policing activity due to staffing shortages.

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

OFFICER STRENGTH FY13/14-FY16/17: The bureau has experienced declining officer strength since FY 2013-14 due to position reductions coupled with staffing shortages.



	FY14 - Q1	FY14 - Q2	FY14 - Q3	FY14 - Q4	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY16 - Q1	FY16 - Q2	FY16 - Q3	FY16 - Q4	FY17 - Q1
Employed Officers (including authorized doublefills)	663	662	654	660	662	653	649	648	632	634	635	624	617
Available for Patrol	366	357	363	386	390	381	378	366	345	358	352	345	335
Specialty Units	245	245	245	245	232	232	232	232	232	232	232	232	232
Leave	16	19	13	14	19	19	15	20	22	20	23	19	20
Probation	36	41	33	15	21	21	24	30	33	24	28	28	30
Vacant	-10	-9	-1	-7	-5	4	8	9	25	23	22	33	40
Authorized FTE	653	653	653	653	657								

Specialty Units: all Reporting Units excluding Precincts
 Leave: Medical and Military LOA, OSU, and light duty
 Probation: Officers hired within the last 18 months

TREND IN DECREASING NUMBER OF PATROL OFFICERS AND INCREASING CALLS PER OFFICER: This graphic shows the relationship between a decreased number of patrol officers and the increase of the calls for service workload per officer. The dispatched calls increased over the time period, and the number of officers declined.



BUREAU RECRUITMENT, APPLICANT SUCCESS THROUGH THE HIRING PROCESS: The information in the chart below shows that the bureau loses applicants through the application, testing, and background processes for a variety of reasons. As an illustration of the magnitude of the numbers, the March 2015 test reflects an initial 402 applicants, 131 of which passed the Oral Exams, and 4 of which have made it through the background process and have been hired to date (note: the March and August 2015 testing cycle still have applicants in the background process so the final number of hires from those cycles is not yet final).

