

Portland Police Staffing: Reviewing resource allocation for maximum patrol capacity

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(Next session TBD)



MAYOR CHARLIE HALES PORTLAND, OREGON
GATR
Government Accountability Transparency Results



Police Bureau



City Budget Office

The CITY OF PORTLAND Oregon

Session Purpose

Today's Focus (Part 1 of 2):

- Compare current staffing levels to 2013 recommendations
- Review current service levels and barriers to meeting Patrol, Police bureau, and City goals
- Identify short, medium, and long-term options for ensuring that adequate resources are assigned to Patrol

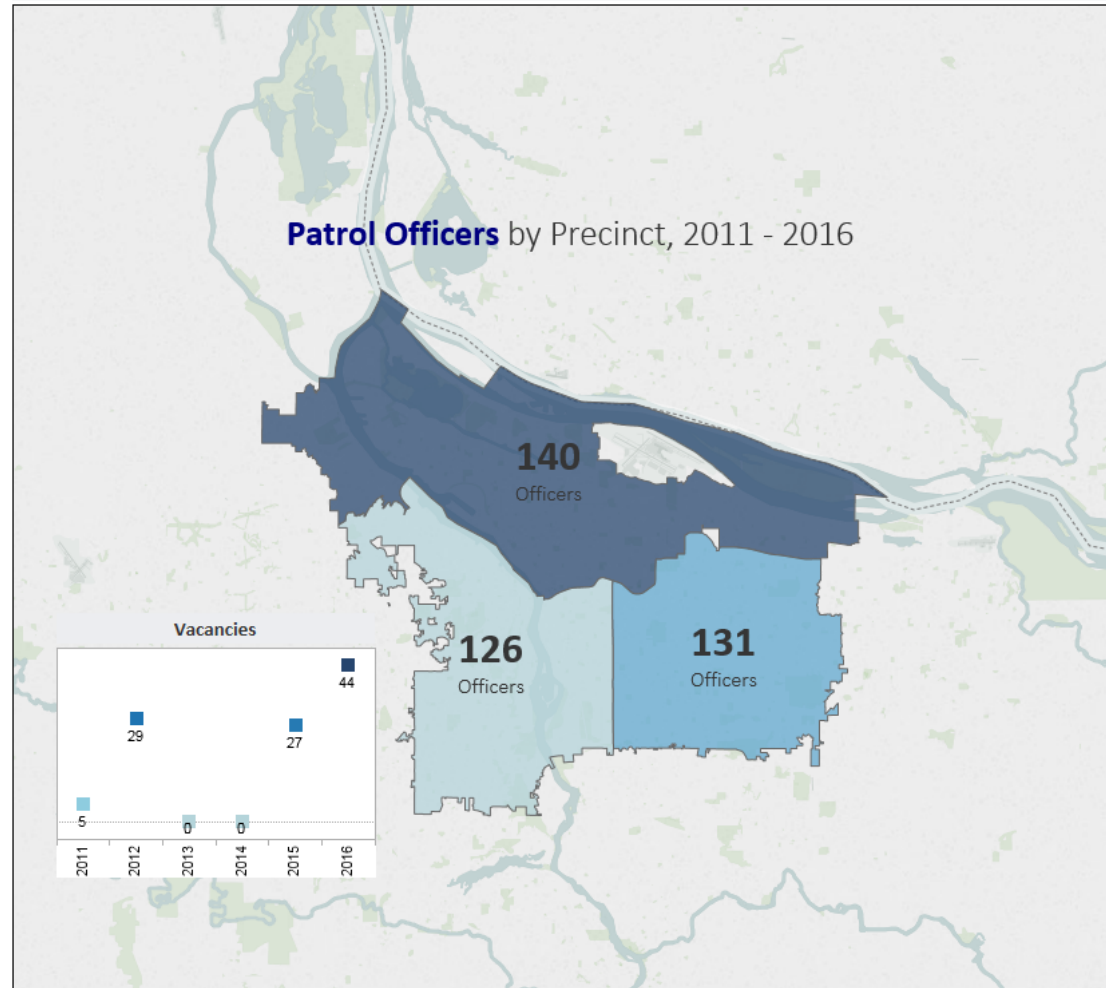
Part 2 (TBD):

- Follow up on action items and questions from today's session
- Explore impacts of reducing officers assigned to Police bureau specialty units, determine plan for addressing Patrol needs



Where are PPB officers currently staffed? How has this changed over time?

Current Patrol Staffing and Workload Comparisons:



What has changed since the Matrix staffing study?

	<u>2013</u>	<u>2016</u>
1. Community Generated Workload		
Calls for Service (First Six Months)	98,655	119,955
Handling Time – First Unit from Dispatch until Clear (in Hours)	64,432	81,853
Handling Time – Backup Officer(s) ²	35,757	50,460
Total Hours	135,216	167,340
2. Additional Hours for Preventive Patrol & Officer Initiated Activity		
Proactive Time Target of 45%	110,631	136,914
3. Total Hours Required for Reactive & Proactive Work		
Proactive Time Target of 45%	245,848	304,254
4. Officers Required to Handle Workload (10 Hour Shifts)		
Proactive Time Target of 45%	338	419
5. Officers Required to Handle Workload (7% Attrition Factor)		
Proactive Time Target of 50%	398	493
Proactive Time Target of 45%	362	448
Proactive Time Target of 40%	332	411

Compares first six months of 2013 to 2016 **assuming the following constants:**

- Number of Reports Written*
- Time for Report Writing*
- Number of Bookings*
- Time to Process Bookings*
- Availability of Staff*

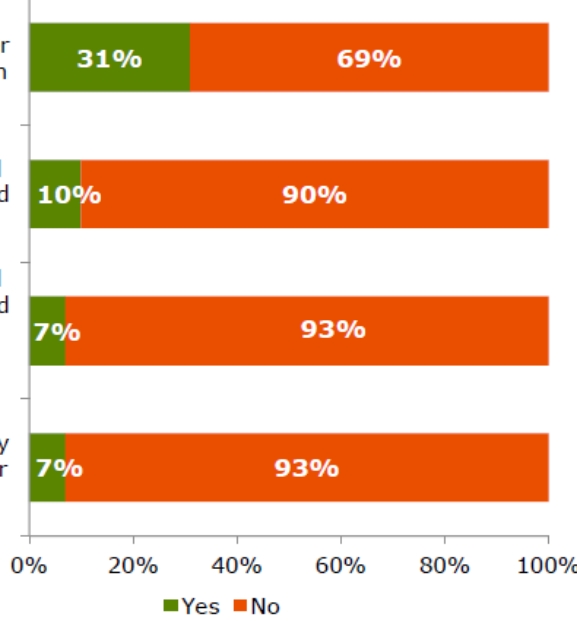
**Current Patrol strength:
330 – 335 officers**

Due to increased calls for service, longer time spent on calls, and increased officer requirements, a total of **448 officers assigned to Patrol** are required to meet proactive enforcement service levels identified in the Matrix report.

How do current staffing levels impact community engagement?

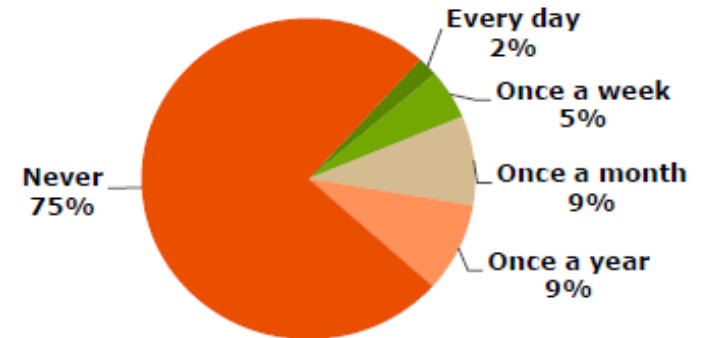
Participating in Activities to Improve Services

In the past year, have you had a casual conversation with a Portland police officer that did not involve you being stopped on foot or in a car to be questioned?



(DHM Research, September 2015)

Seen Police Patrolling Neighborhood



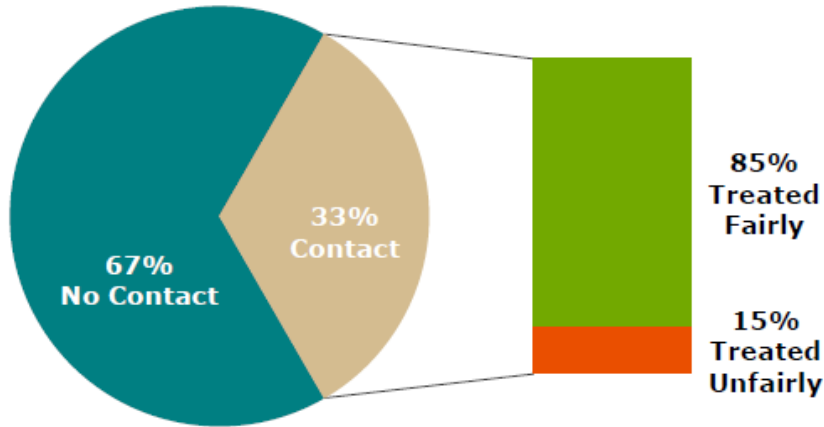
(DHM Research, September 2015)

Current Patrol staffing levels limit ability to:

- Follow up on misdemeanor level crimes
- Attend community meetings
- Engage in proactive problem-solving

How do current staffing levels impact community engagement?

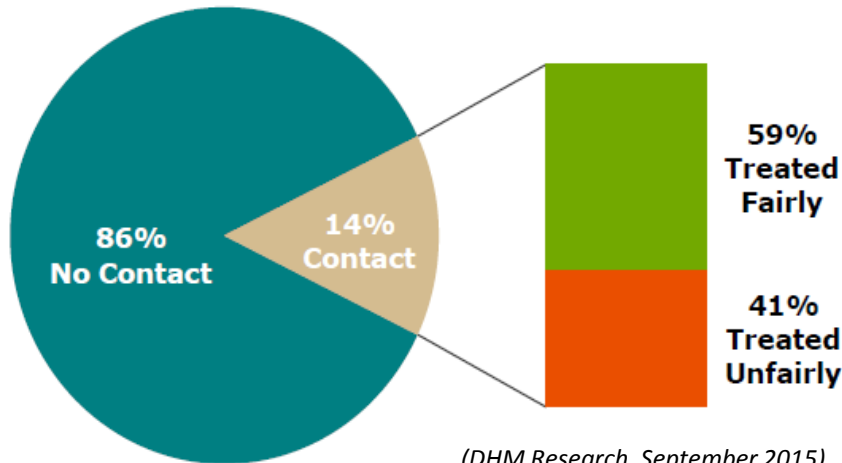
Voluntary Contact with Police (past year)



(DHM Research, September 2015)

2/3 of respondents did not have any voluntary contact with the police in the last year. Of those who did, a strong majority reported that they were treated fairly.

Involuntary Contact with Police (past year)

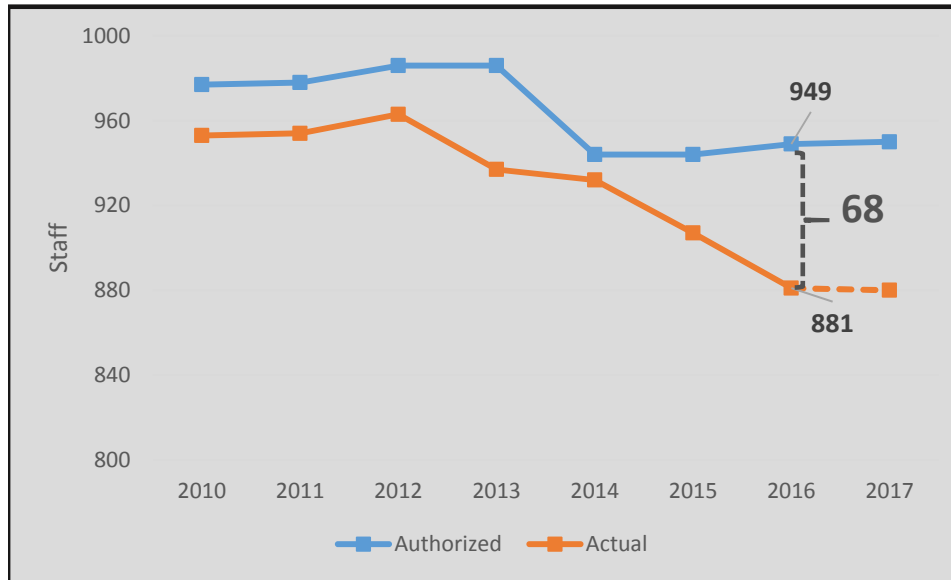


(DHM Research, September 2015)

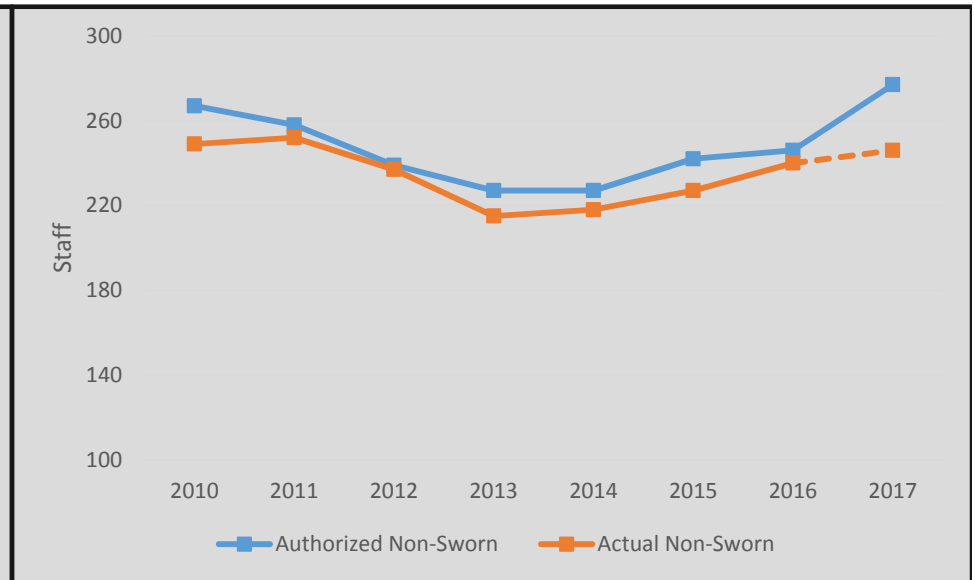
(DHM Research, September 2015)

How have vacancies changed over time?

Sworn Authorized v. Actual, 2010 - 2017



Non-Sworn Authorized v. Actual, 2010 - 2017



Current Authorized Sworn, All Classifications: 950

Current Authorized Non-Sworn: 277

Total Authorized Positions, FY 2016-17: 1227

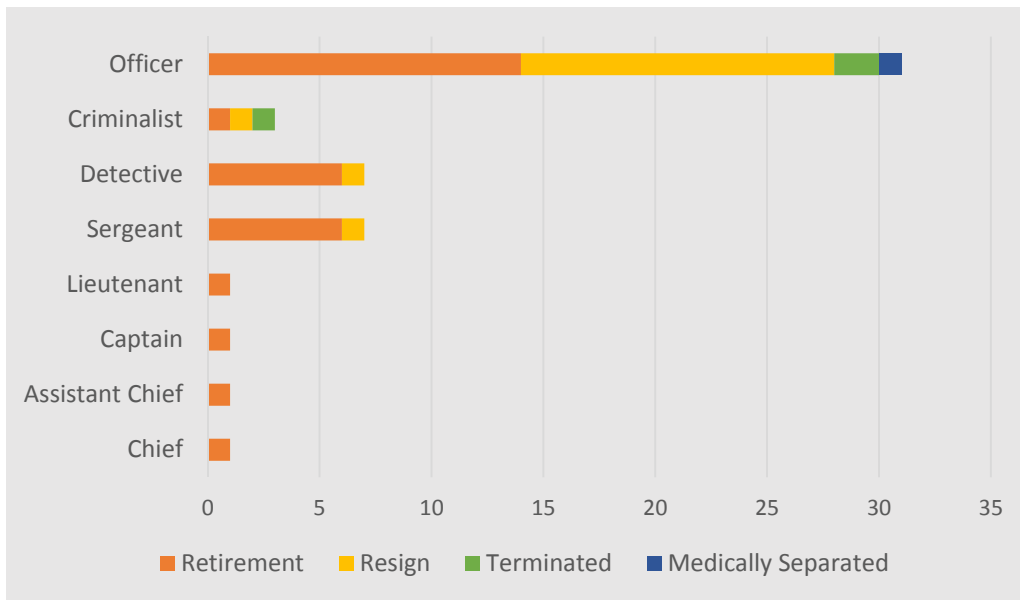
Current Sworn Vacancies as of 7/1/2016: 68

Current Authorized Officers: 651

Current Officer Vacancies: 42

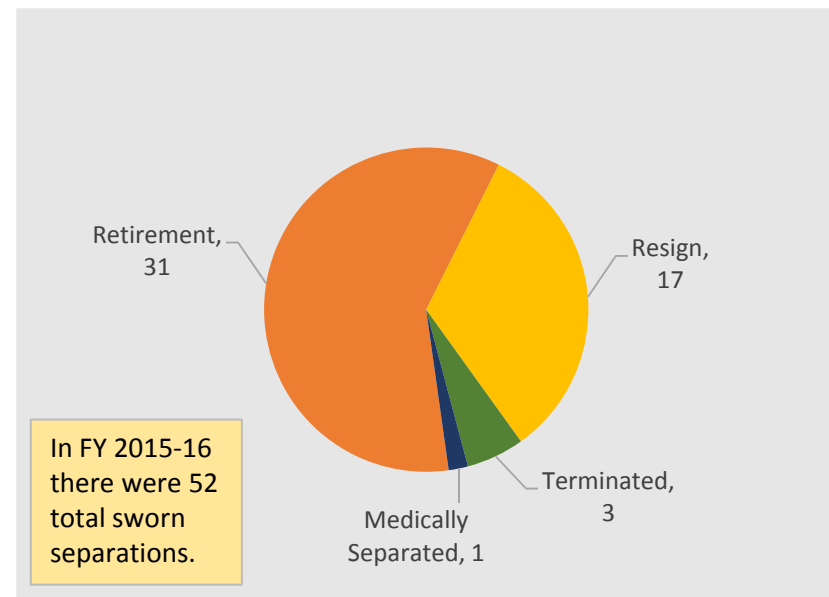
Why are police officers leaving the force?

Sworn Separations By Classification, FY 2015-16



Most recent separations are due to retirement. However, voluntary resignations were also a contributing factor to last year's total.

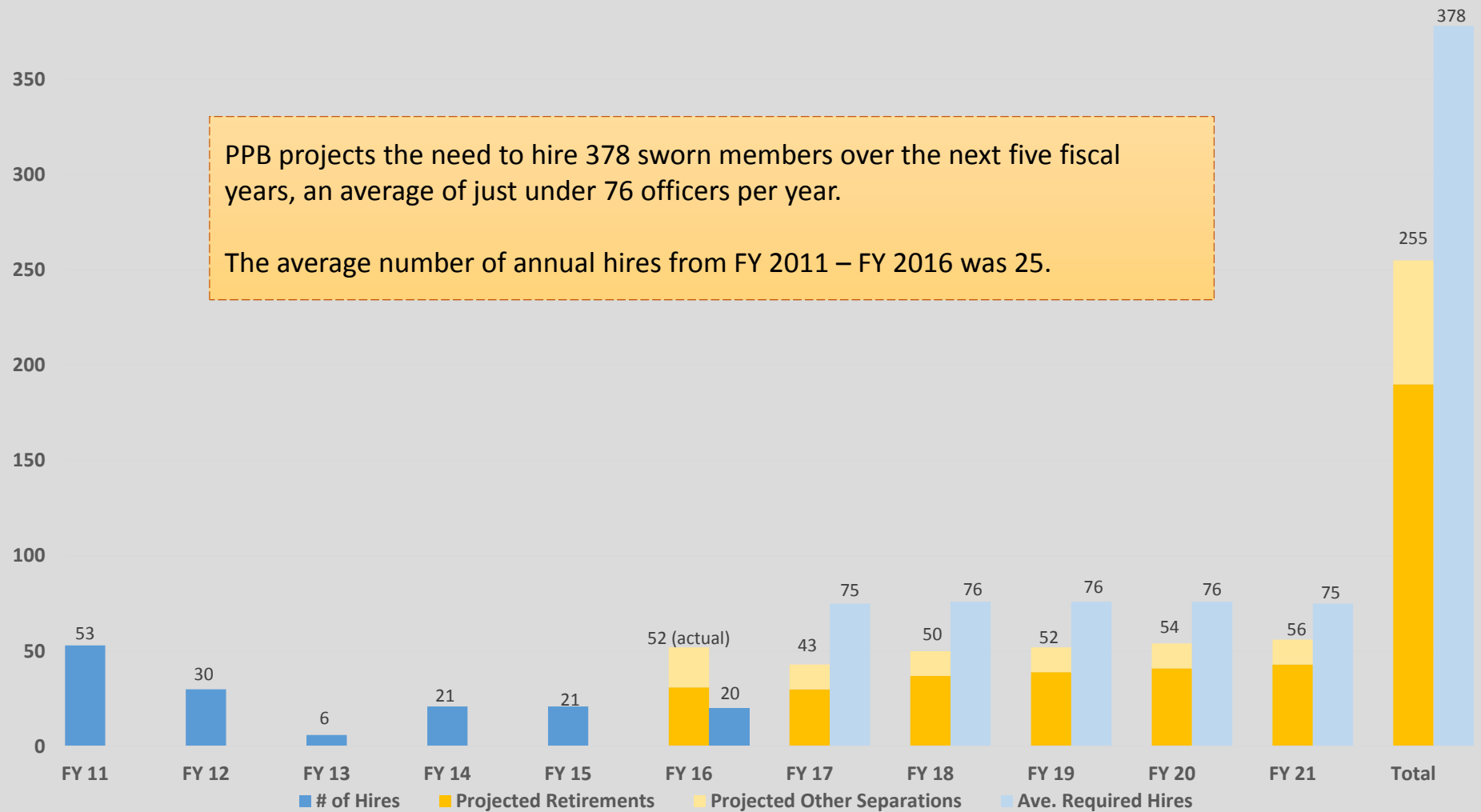
Reason for Sworn Separations, FY 2015-16



In FY 2015-16 there were 52 total sworn separations.

How does projected need for sworn members compare to recent hires?

Hires & Projected Retirements, FY 2011 - 2021



Potential strategies to increase the capacity of patrol (Part 1)

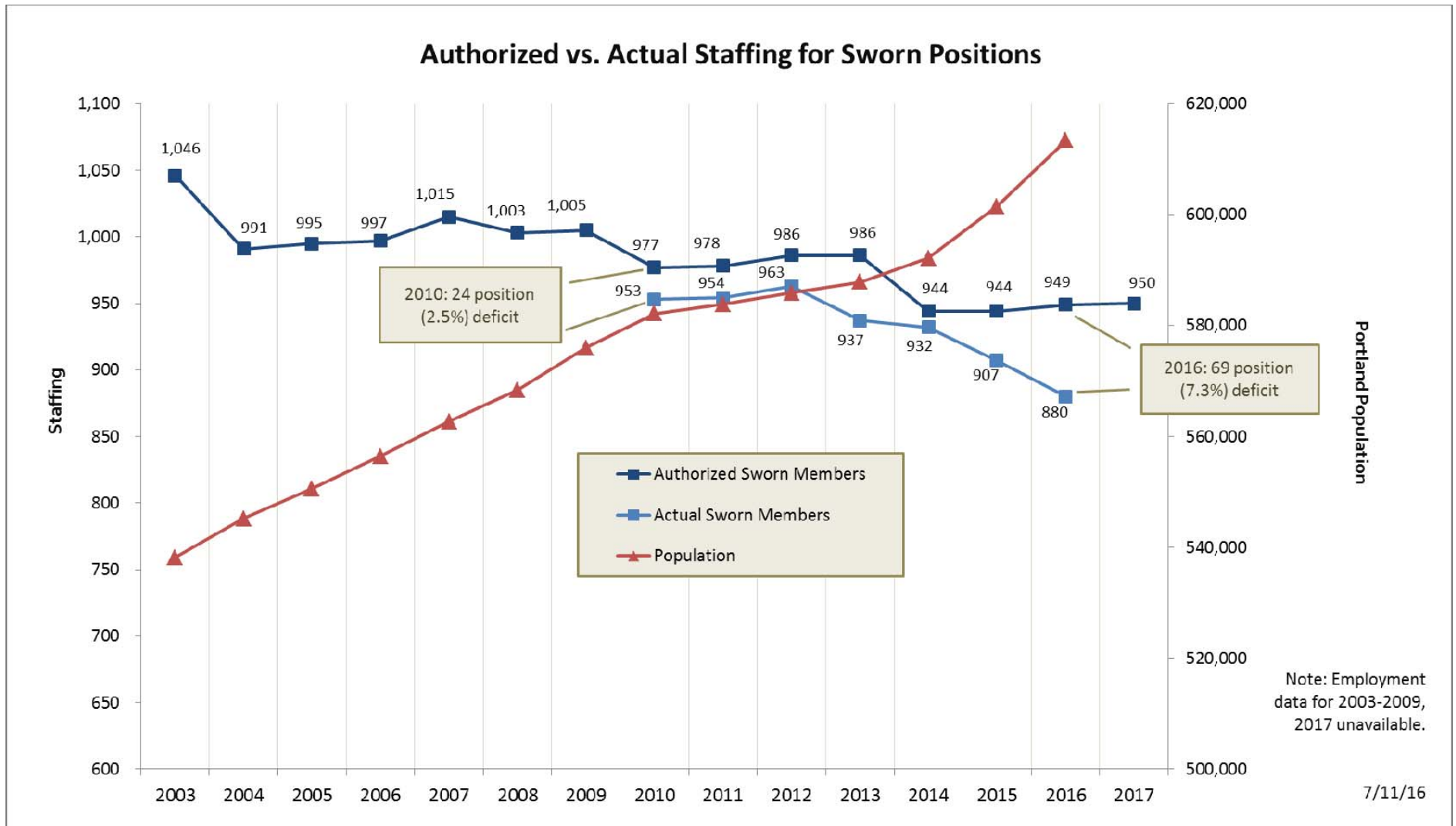
Strategy	Responsible Party	Potential Bargaining Issue?	Level of Control	Estimated Impact	Timeline	Notes & Considerations
<i>1. Adjust staffing of specialty units to respond to emergency calls and other critical patrol functions</i>	<i>Police Bureau</i>	<i>No</i>	<i>High</i>	<i>Impact of staff reductions in some specialty units to be reviewed at August GATR session.</i>	<i>Short Term</i>	<i>What are the functions of each unit? Which positions are essential? Could positions split time (i.e. rotations)? Other considerations?</i>
<i>2. Work to retain officers considering retirement/resignation</i>	<i>Police Bureau City Council</i>	<i>Likely</i>	<i>Low</i>	<i>Fiscal impact</i>	<i>Short Term</i>	<i>Will need to be implemented quickly due to projected October retirements. Why are people leaving and where are they going? Would incentives work?</i>
<i>3. Evaluate recruitment and hiring process</i>	<i>Police Bureau</i>	<i>Yes, for parts of the process</i>	<i>High</i>	<i>Fiscal impact</i>	<i>Short-Medium Term</i>	<i>Improve recruiting, streamline backgrounding, increase pay and benefits, incentives for lateral transfers. How can we compete with other agencies for prospective hires?</i>
<i>4. Evaluate calls that patrol responds to?</i>	<i>Police Bureau Community</i>	<i>No</i>	<i>Medium</i>	<i>Impact on public and patrols capacity to take on additional responsibilities</i>	<i>Short Term</i>	<i>Increase online reporting/TRU</i>
<i>5. Evaluate new and existing commitments to external stakeholders</i>	<i>Police Bureau Community City Council</i>	<i>No</i>	<i>Low</i>		<i>Short Term - Ongoing</i>	<i>Government partners (i.e. Mult. Co. , LPSCC, ONI etc.) frequently apply for grants or develop programs (i.e. jail diversion) which create substantial and uncompensated work load on the PPB.</i>

Potential strategies to increase the capacity of patrol (Part 2)

Strategy	Responsible Party	Potential Bargaining Issue?	Level of Control	Estimated Impact	Timeline	Notes & Considerations
6. Examine 5-shift configuration	Police Bureau	Possibly	High	Existing issues with change fatigue/morale.	Short Term	Is the 5-shift configuration working as intended? Could it be improved?
7. Explore civilianization of sworn positions	Police Bureau	Likely	High	Due to limited backgrounding capacity this option will take time to implement	Medium Term	Examining and converting sworn positions where appropriate
8. Development of Community Service Officers (CSO) position	Police Bureau BHR	Likely	Medium	Public perception Due to limited backgrounding capacity this option will take time to implement	Long Term	CSO are non-sworn positions used by other area agencies which handle certain low level calls and other functions (e.g., cold car prowls reports, civil issues). A CSO responding frees up sworn officer time and can help improve customer satisfaction.
9. Evaluate existing responsibilities and functions	Police Bureau Community City Council	Yes, For certain functions	Low	Public perception	Long Term	Given current and projected staffing levels, which services provided by the PPB are essential.

SUPPLEMENTAL SLIDES

Authorized vs. Actual Staffing for Sworn Positions



What is the weekly workload for Patrol officers across the city?

High Priority Calls per primary Patrol Officer, January-June 2016

Shift	Hours	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
A	0700 - 1700								Start											End					
B	1400 - 0200													Start										End	
C	1800 - 0600		End																Start						
D	1800 - 0600				End														Start						
E	0600 - 0600								End															Start	

Precinct	Day/Hour	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
Central	Sunday	8.9	6.9	6.4	3.8	3.7	2.2	2.5	2.0	3.8	6.5	4.6	5.5	3.9	4.8	4.6	5.7	3.9	6.7	6.0	7.1	6.5	5.6	5.1	5.5	53.1
	Monday	4.6	3.3	3.9	2.7	3.7	3.0	3.5	3.3	7.9	8.2	9.7	8.8	5.2	7.0	7.8	9.2	4.0	7.7	6.5	6.3	6.1	5.1	5.8	5.6	55.2
	Tuesday	4.1	2.7	3.5	2.2	2.3	3.1	3.5	3.4	8.8	9.6	11.0	10.3	6.3	7.1	6.6	6.6	4.0	8.2	6.7	6.2	5.7	6.9	5.1	4.4	54.2
	Wednesday	3.3	2.3	3.0	2.1	2.5	1.6	3.2	3.5	9.7	10.4	11.2	9.8	5.0	6.5	6.3	7.7	4.9	6.5	4.9	6.3	7.3	5.8	5.7	5.2	52.4
	Thursday	4.0	2.6	3.4	2.0	3.0	2.4	3.5	3.3	7.3	8.9	9.3	7.4	4.1	5.5	6.0	6.0	4.3	7.3	4.4	4.7	6.3	6.5	6.1	6.2	50.4
	Friday	4.7	3.2	4.6	2.2	4.8	2.2	3.1	2.8	5.1	7.7	7.1	5.8	4.6	4.4	6.7	6.1	4.0	9.4	5.3	5.1	6.3	5.7	6.0	8.9	52.8
	Saturday	8.3	5.0	4.8	3.5	4.5	2.9	1.8	1.6	4.1	4.7	5.3	5.2	4.3	4.5	4.8	4.8	4.4	7.5	4.4	5.0	5.5	5.6	6.2	9.3	51.9
Total		21.6	14.9	16.9	10.6	14.0	6.9	12.0	11.2	26.0	31.3	32.4	29.4	18.9	22.6	24.3	26.0	17.0	30.5	21.4	22.9	25.1	23.7	23.0	26.2	211.0

Precinct	Day/Hour	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
East	Sunday	8.1	5.5	6.6	4.8	4.9	4.3	3.5	1.7	2.8	3.8	3.8	5.0	3.9	3.8	3.6	4.3	3.4	5.8	4.9	6.7	6.4	5.6	4.7	6.2	49.2
	Monday	5.2	4.2	6.5	3.9	3.1	2.1	2.4	1.6	4.0	5.3	6.7	8.2	5.8	6.2	5.7	5.1	2.9	5.8	4.3	4.9	3.9	4.8	4.1	5.3	46.0
	Tuesday	4.7	3.3	4.1	3.0	2.8	1.3	3.4	2.0	5.4	7.3	9.3	9.6	5.8	6.4	5.3	5.2	3.0	5.6	4.5	4.4	4.6	4.2	4.0	4.7	45.2
	Wednesday	3.7	3.2	4.1	2.4	3.0	2.7	2.6	1.8	4.4	8.6	8.9	8.4	4.9	6.5	6.1	5.3	3.1	5.5	3.7	4.0	4.6	5.0	5.5	5.3	44.8
	Thursday	4.7	3.6	4.2	2.6	3.7	3.1	3.3	1.9	5.2	6.0	8.9	7.2	4.6	5.6	6.0	4.6	3.4	7.9	4.8	5.8	6.8	6.3	6.1	6.9	51.2
	Friday	6.3	4.7	6.6	4.6	4.5	2.9	2.9	2.1	4.3	6.7	8.1	7.1	5.1	4.8	4.2	5.7	3.3	8.6	6.1	7.0	7.8	6.5	7.4	8.0	57.7
	Saturday	7.4	5.9	7.4	5.5	5.6	4.1	2.3	1.2	3.0	3.8	4.8	5.5	4.3	4.5	5.2	5.1	3.5	6.8	5.1	7.5	9.2	7.9	7.2	8.8	57.6
Total		22.2	16.8	22.3	15.1	15.5	11.1	11.7	7.0	16.5	23.4	28.6	28.9	19.6	21.5	20.6	20.1	12.7	25.8	18.7	22.5	24.1	22.4	21.8	25.3	198.8

Precinct	Day/Hour	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
North	Sunday	4.3	3.2	5.8	4.2	3.9	4.2	2.7	1.2	3.1	6.6	4.8	5.3	3.9	4.5	4.3	4.6	2.6	3.5	3.8	4.3	4.2	3.3	3.3	3.4	37.9
	Monday	3.5	2.2	3.7	3.0	3.2	1.9	3.2	1.3	4.8	5.5	5.2	7.5	3.8	4.1	4.1	5.4	2.8	4.5	3.8	3.3	3.7	4.0	3.6	4.1	36.8
	Tuesday	2.9	2.1	2.9	2.2	3.1	2.1	2.2	1.6	5.5	4.3	4.0	5.9	3.4	3.9	4.7	5.3	3.0	4.9	3.3	3.3	3.3	3.4	2.9	2.8	32.9
	Wednesday	2.7	2.1	3.4	2.0	2.3	1.3	2.9	1.7	3.6	5.4	5.6	5.1	3.4	3.9	4.6	4.2	2.6	3.8	4.0	4.9	4.7	4.4	4.2	3.8	36.0
	Thursday	3.4	2.8	3.4	1.7	2.4	1.6	2.5	1.5	5.3	6.1	6.3	4.0	3.5	4.3	4.9	5.5	3.7	6.2	4.3	3.8	5.3	4.4	3.7	4.8	39.4
	Friday	4.3	3.0	3.4	3.0	3.7	1.9	2.3	1.2	3.7	5.1	6.8	7.4	4.4	4.7	4.7	4.5	3.1	7.0	5.3	5.6	5.6	5.3	4.3	4.9	43.5
	Saturday	5.1	4.6	5.0	3.5	4.0	2.4	2.7	1.4	4.0	6.4	6.0	7.4	4.3	3.6	3.9	4.8	3.2	5.6	4.9	5.8	6.0	5.1	4.4	5.5	45.8
Total		14.9	11.2	15.5	11.0	12.7	11.0	10.6	5.6	17.3	22.3	21.9	23.8	15.1	16.5	17.9	19.7	11.9	19.9	16.7	17.6	18.7	17.0	15.1	16.6	154.9