











Discussion Points

Action Item	Responsible Party	Status	Update and Next Steps
1 Adjust staffing of specialty units to respond to emergency calls and other critical patrol functions.	Police Bureau, Mayor		<p>Complete. New shift configuration began 10.20.16, with 18 Officers and 3 Sergeants transferred to patrol. Affected specialty units include Drugs & vice, traffic, tactical operations division, strategic services, transit police, DA investigators. Reception has been fairly positive since implementation.</p> <p>Follow-up:</p> <ul style="list-style-type: none"> • PPB will track impacts on bureau (1) <u>response time</u> & (2) <u>overtime</u>. • Determine if additional transfers are required to meet patrol needs.
2 Examine 5-shift configuration: provide proposal for reallocating patrol officers to maximize capacity.	Police Bureau		<p>Complete. Changed from a 5-shift to 4-shift model on 10.20.16.</p>
5 Review calls that patrol responds to: evaluate scenarios in which PPB is taking on work for private businesses, and/or where no crime is being committed.	Police Bureau	 Next progress check: 3-6 mo.	<p>In progress. PPB is currently reviewing dispatch protocols, with the idea that some calls for service could be changed to "information only" rather than requiring an officer to respond. PPB has found that protocols are difficult to change because of the possibility of a real public safety emergency.</p> <p>Follow-up: PPB will continue to review:</p> <ul style="list-style-type: none"> • Which calls should other bureaus respond to? • Which calls should the City <i>not</i> respond to? • Are there private businesses that demonstrate pattern & practice of not following up on calls for service? • Can loss prevention officers be given limited authority in areas where PPB intervention is not required? • How does the City decrease livability calls in order to increase the time available for self-initiated calls? • How can we encourage the creation of more Business Improvement Districts? Portland has two, Seattle 28. • Are there opportunities to increase utilization of CHIERS?
3 Evaluate recruitment process: explore marketing strategies; conduct competitor analysis; identify barriers to lateral transfers; engage in targeted community engagement – who is our workforce in the next 5, 10 and 20 years?	Police Bureau, with BHR	 Next progress check: 3-6 mo.	<p>In progress. <u>Update:</u> 19 hires and 15 re-hires for a total of 34 in FY 2016-17. The new PPA contract addresses some barriers to lateral recruitment. Open and continuous recruitment for officer positions begins Nov 14. PPB has increased number of workshops to mentor prospective applicants with a focus on women and people of color, conducting 15 Test preparation workshops in 2016 vs. 6 in 2015.</p> <p><u>Administration:</u> PPB has augmented recruitment team by 2 FTE, with goal to identify & implement effective recruitment strategies. The bureau plans to hire program manager and nonsworn recruiter over next 6 months to replace current temporary assignments. PPB also plans to hire a marketing firm for overall support, which could impact/benefit recruitment strategy.</p> <p>Follow-up: In order to increase diversity, PPB is</p> <ul style="list-style-type: none"> • Reviewing bureau culture, retention, and advancement • Developing a process for tracking demographics of applicants versus hires, and identifying if there are patterns where applicants of certain backgrounds are dropping off in the recruitment process • Considering avenues for targeting specific out-of-state audiences • Establishing performance measures for all aspects of recruitment • Working on a project with the Behavioral Insights Team as part of the "What Works Cities" initiative to review barriers and improve the application process with a focus on diversity • Considering establishing a new internship program with John Day University

Portland Police Staffing Update on progress to eliminate staffing shortage in Patrol

4	Evaluate background process: identify opportunities to shorten timelines and eliminate self-imposed requirements that do not add value to the process.	Police Bureau	 Next progress check: 3-6 mo.	<p>In progress. Personnel has reviewed and is in process of reconfiguring entire hiring process. PPB is now running an open and continuous process rather than just two times per year. The bureau has also taken steps to streamline the initial screening process so that no disqualified candidates move forward to the next steps.</p> <p>Follow-up: PPB will:</p> <ul style="list-style-type: none"> • Strive to hire 8-10 officers/mo., without lowering standards. • Continue to review drug use and criminal history to determine if potentially successful candidates are being unnecessarily disqualified • Identify opportunities to update application process using newer technology • Streamline the personal history form • Consider how to 1) increase the number of applications that are submitted correctly and completely the first time around, and 2) decrease the time delay for applicants to submit missing information • Increase focus on customer service orientation in application process • Conduct and track exit interviews on separations.
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Update

Action Item	Responsible Party	Status	Summary
10 (Additional item) Provide update on PPB's plan for internal reorganization on work related to the DOJ agreement.	Police Bureau		Completed. PPB created a new work structure, which included new support positions from the City Attorney's Office. These changes have been met positively so far.
7 Explore reassignment of sworn members in civilian roles and opportunities to utilize professional staff to carry out non-sworn activities.	Police Bureau, with BHR	 Next progress check: 3-6 mo.	<p>In progress. Three total in FY 2016-17: two analysts to replace the two officers being sent to patrol from SSD. 1 ReJIN officer will be replaced with a non-sworn in coming months.</p> <p>PPB estimates that less than 2% of force are in long-term non-sworn duty roles. PPB now has better systems in place to support officers on the street.</p>
6 Evaluate new and existing commitments to external stakeholders: assess where commitments may cut into core functions, balancing preventive investments with the need to respond to current calls.	Police Bureau	 Next progress check: 3-6 mo.	PPB is compiling information for the time taken to respond to external stakeholder requests. Some new, potentially promising initiatives (such as LEAD) require resources for evaluation and implementation, which are not currently available with PPB existing resources. Other efforts, including the Multnomah County Justice Reinvestment Program are providing some outside funding, however the amount is not sufficient to cover the workload of the program.
8 Explore development of Community Service Officer position to free up sworn officer time and improve community satisfaction.	Police Bureau, with BHR	 Next progress check: 3-6 mo.	In progress. PPB has begun gathering information on CSO programs in other jurisdictions. Chief Marshman and AC Uehara evaluated San Diego program during IACP. PPB will assign someone to continue working on this project with assistance from BHR. PPB will also explore other models, such as internships, NET team subgroups, etc.
9 Evaluate PPB responsibilities and functions to identify essential services as the bureau faces a long-term staffing deficit.	Police Bureau	 Next progress check: 3-6 mo.	Not started.