

Police Bureau Staffing Study
CITY OF PORTLAND, OREGON

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1. INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the City of Portland to conduct a Staffing Study of the Police Bureau. This final report presents the results of the study. This study, which began in the summer of 2014, was primarily designed to provide an assessment of the staffing needs of the Bureau. However, the efficiency and effectiveness of Police Bureau operations was also evaluated, identifying many improvement opportunities relating to service delivery, organization and staffing, as well as management.

The Matrix Consulting Group is a management consulting group established in 2002 that focuses entirely on public sector analytical services and specializes in public safety services. These services include organizational structure evaluations, operational efficiency and effectiveness reviews, organizational culture evaluations, and staffing studies. The staff at the Matrix Consulting Group have provided analytical services to public safety agencies for over 30 years and have conducted over 250 individual studies of law enforcement services during their careers.

In reaching the concluding point of the study, the project team assembled this final report, which summarizes our findings, conclusions, and recommendations where appropriate.

1. STUDY SCOPE OF WORK

It is imperative that local governments periodically review the services that they deliver to the public in order to identify resource requirements, operational efficiencies, management and customer services goals are met. Public safety operations are not

exempt from this need. While the major focus of this study was the staffing needs of the Portland Police Bureau, it is impossible to completely divorce the management of resources from the number of resources needed. As a result, the scope of this project was comprehensive and included the following:

- Staffing allocations and deployments in each Police Bureau function;
- The Portland Police Bureau's organizational structure;
- The management systems used to control operations and ensure that Bureau and community goals are met;
- A review of business processes and practices and a comparison with "best management practices in law enforcement".

This assessment is intended to be a blueprint for the choices that the City of Portland and its Police Bureau has to be more effective in its service to the community and to strengthen key internal processes.

2. STUDY METHODOLOGY.

In this Police Bureau Staffing study, the Matrix Consulting Group project team employed a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the staffing study, the study team interviewed the Police Chief and his management team. The project team also met with the Mayor, City Commissioners, the City Auditor, and other municipal staff. The purpose of these interviews was to develop an initial understanding of the issues and background that led to this study.
- The project team conducted an intensive process of interviewing staff in every function within the Police Bureau. Members of the project team interviewed over 200 staff in individual interviews. These interviews included staff at every level in the organization — managers, supervisors and line staff, including over four days of ride-alongs with patrol staff.
- While on site, the project team collected a wide variety of data designed to document deployments and schedules, workloads and service levels as

operating and management practices. The project team developed descriptive summaries, or profiles, of each function within the Police Bureau – reflecting organizational structure, staffing, workloads, service levels, and programmatic objectives.

- In order to make the assessments of operational and management strengths and improvement opportunities, the project team developed a set of performance measures, called “best management practices” against which to evaluate current services, workloads, and service levels in the Police Bureau.

Throughout this process the project team met with the Police Bureau's command staff to review study progress and issues identified. Reviews with a broadly based project steering committee were also accomplished at key junctures of the study process.

3. STRENGTHS OF THE PORTLAND POLICE BUREAU.

Again, while the study's principal focus was staffing, the management of the Bureau's operations and services to the public were a necessary consequence of the effort. A study such as this one necessarily focuses much of its attention on improvement opportunities in operations and management – regular evaluations necessary for any client agency. However, this study process has also identified many positive characteristics in the Portland Police Bureau. This conclusion was established from:

- Our extensive input from and interaction with a large number of personnel in the Police Bureau which highlighted staff's dedication to service. The use of an anonymous survey brought the input of hundreds more employees.
- The “best practices” assessment process used in this study was also key to understanding that the Police Bureau has a history of providing high levels of service and a wide range of services.
- The analysis developed by the project team as it conducted this staffing study of the Portland Police Bureau.

It is important for the project team to point out that the Police Bureau has taken a number of steps to develop itself as a model large police department, which can be seen in changes to management systems, attention to the efficiency and effectiveness of programs and services, and attention to community needs. While some change has been in response to the oversight of the Department of Justice, the Police Bureau has been proactive in exceeding these requirements. As a result, this study identified many major positive attributes of the Police Bureau, some of which are summarized in the following table:

PORTLAND POLICE BUREAU
The Police Bureau highly values its service to the communities it serves and is structured to be more responsive and available to the public.
The Police Bureau is accredited as a law enforcement organization attesting to its standing in its profession.
The Police Bureau has implemented many programs and created units to ensure that no aspect of service to the community is neglected.
With the police administration a commitment to provide an even greater level of proactivity in services as well as responsiveness to community generated needs.
The Bureau has taken the proposed Department of Justice settlement and has proactively implemented far reaching changes in the organization affecting operational oversight, directives, training, supervision and personnel evaluation and professional standards.
OPERATIONS BRANCH
Precinct police facilities throughout the City that enhances the ability of the PPB to deliver services to the community and also for residents to have local access to a police service facility.
Deployment strategies that effectively match field workloads with Officers assigned.
The PPB is currently providing alternative call response techniques (e.g., on line or telephone reporting unit) for 11% of the total number of calls for service responded to by Patrol personnel using light duty personnel temporarily assigned to the Operational Support Unit, with additional organized effort this percentage can reasonably increase to 15-20% of all calls for service.
The Operations Branch is developing an approach to "hot spot" and predictive policing through a research/pilot project, intended to anticipate crime but also direct the time of field personnel to community problems.
Field personnel have high levels of proactive time and utilize it to address community problems.

Command, supervisory, and line employees are involved in the community.
Field supervisors are actively involved in personnel and service oversight.
INVESTIGATIONS BRANCH
Diverse array of investigative units designed to effectively follow-up on crimes with specially trained staff.
Diverse array of proactive investigative capabilities to address organized crime and street crimes, vice and narcotics problems in the City.
New information systems coming on line within the next year will significantly improve regional data sharing as well as case management.
The Branch has developed several capabilities in emerging areas – for example, human trafficking.
The Family Services Division has developed a multi-disciplinary approach to child and elder abuse and domestic violence in the City involving law enforcement, the District Attorney, State, and County and private not-for-profit agencies to integrate assistance to victims and enhance vertical prosecution of cases.
Many specialized units are not filled with full time personnel.
Property and evidence is regularly and irregularly audited.
SERVICES BRANCH
The Fiscal Division has successfully implemented complex and necessary financial system upgrades during the past couple of years.
Through extensive knowledge of SAP and Bureau labor contracts, Fiscal payroll staff is able to optimize Bureau payroll timeliness and accuracy.
The Alarms Program administered in the Fiscal Division has achieved a multiple year decline in false alarms. It also collects sufficient fees to cover the cost of program staff and officer alarm response expenses.
The Records Division (along with the Bureau as a whole) is scheduled to go live April 2015 with a new and up-to-date regional records management system (RMS).
The Records Division places a high priority on record accuracy. All staff meet LED and UCR certification requirements and the division recently passed a LED audit.
The Records Division recovers the actual cost of providing copies of public records and releases and updates its fee schedules regularly.
Recruitment of diverse elements of population has become a focus of the process.
Most functions in this branch have been civilianized.
Training make use of skilled/trained personnel from other functions as a part-time/collateral resource to supplement Training personnel.

<p>The Emergency Management Unit's (EMU) Sergeant serves as the Bureau's representative on the regional Emergency Management Steering Committee and also represents the Bureau in city-wide emergency preparedness task groups. EMU has successfully worked with regional partners to secure regional grants.</p>
<p>The EMU equipped and was in command of the Bureau's operations at the City's new Emergency Coordination Center during Occupy Portland in 2011.</p>
<p>The EMU has recruited thirty NIMS emergency responders within the Bureau and completed training exercises for this cadre. Rather than relying on appointments for recruits, the EMU has sought out personnel specifically interested in emergency response.</p>
<p>Policies are managed very efficiently. Policies being reviewed and approved are significantly higher in number and feedback process is being improved to meet needs of all employees.</p>
<p>The community is involved in several functions of the department from professional standards, DOJ compliance, training issues, recruitment.</p>
<p>A new evaluation system is being put in place to evaluate the performance of sworn personnel. There was no system in the past.</p>
<p>The Communications Unit within the Office of the Chief of Police has realized that it need no longer rely solely on traditional media to communicate with the public. It has a well-developed external website and has effectively used social media – including accruing at least 30,000 Twitter followers.</p>
<p>Recognizing the need to make officers approachable to the general public the Communication Unit's strategies include a billboard campaign.</p>

The project team feels that it is important for this Executive Summary to highlight at least some of the positive features of the Police Bureau.

4. SUMMARY OF RECOMMENDATIONS

This study examined staffing needs as well as choices in operations that impact staffing. However, the study team also evaluated many improvement opportunities for operations and service to the public and internally. These issues represented the principal focus of this study.

While there are many recommendations made in this report, the project team found several recurring issues across the organization. The following points summarize the most significant improvements to be made by the Police Bureau:

- The Bureau has demonstrated a commitment to proactively conduct community outreach in the planning and delivery of its services. In spite of this, there appears to be a gap in the much of the community's perception of outreach efforts. This means that managers need to be even more involved in the community.
- The lack of useful real time performance data hinders managers' ability to monitor operations and services.
- The Bureau will implement new technologies in the next year to address management and business process issues. However, technology is not wholly the problem – processes need to be redesigned around the efficient transfer of information.
- There are "silos" in the Bureau, which reorganization and management re-focus should address.
- Overall, the Bureau has adequate resources to provide very high levels of service externally and internally, even though some of these resources need to be re-distributed.
- However, meeting the expectations of the community in some areas (e.g., human trafficking) has resulted in gaps in other areas of the service that the Bureau provides to the community (e.g., lack of a computer crime capability).
- The Bureau should continue its commitment to civilianize selected positions, especially administrative positions, within the organization where the use of sworn positions are not required to effectively perform the duties.

The following exhibit provides a list of the principal recommendations in this report. For each recommendation a priority is accorded (High, Medium, and Low) based on the project team's view of the importance of each to the organization as well as a suggested timeframe for implementation. The report should be accessed for discussion of the details and analysis of each issue, as well as background behind each recommendation.

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Branch/ Function	Recommendation	Priority
OPERATIONS BRANCH		
Patrol	Management should monitor leave usage by employees during the year to ensure that all use of leave hours is appropriate.	Medium
	Annually review the number of community generated calls for service from the CAD data to determine the trend in community generated workload and the distribution of call for service workload in each precinct.	High
	Review and audit a sample of Priority 2 calls for service to ensure that the classification of the incidents met the Priority 2 definition of "a life may be in immediate danger".	High
	Supervisors should actively manage Patrol Officers' proactive time with planned activities (using regularly updated crime trend information) and make proactive patrol assignments to address crime, crime trends, quality of life issues and community concerns.	High
	Continue to annually review the distribution of calls for service related workload among the precincts and deploy Officers to the Precincts based on this workload.	High
	After a second year of CFS workload analysis determine if Precinct and/or District boundaries should be adjusted to balance workload among the Precincts and also provide an Officer in each District on each shift.	High
	The project team recommends the continuation of a three-precinct model for service delivery and cost effectiveness reasons.	High
	Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. The Patrol Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift.	High
	Adopt a 45% average proactive time level goal for patrol operations.	High
	Maintain the current level of Patrol Officer staffing in the precincts.	High
	Develop and regularly update organizational forecasting that includes the number of people eligible and likely to retire; correspondingly adjust the authorized staffing level.	Medium
Specialty Units	Create a new human sex crimes trafficking unit of one Sergeant and four Officers (adding one (1) new Sergeant and one (1) new Officer position and reassigning three (3) Officers from the Prostitution Coordination Team). This is dealt with again in the analysis of the Investigations Branch.	High

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Branch/ Function	Recommendation	Priority
Traffic	Evaluate the Traffic Division for Detail 3 to determine if there is a need for a Traffic Division Detail to work on Sundays or if it is a more effective use of resources to change their schedule from Sunday–Wednesday to Monday–Thursday.	Medium
	Increase the number of Canine Officers from eight (8) to ten (10) to provide more complete and consistent canine coverage and patrol support throughout the day.	Medium
	Move the Canine Unit to the East Precinct chain of command.	Medium
Youth Services	Authorize three additional Police Officer positions to provide one officer per public high school (with shared responsibility for middle and other schools).	High
	Seek financial support from Portland Public Schools to assist in meeting a benchmark of one School Police Officer at each public high school campus in the City.	Medium
	The City and Police Bureau should re-evaluate the need and effectiveness of the GREAT program in the schools if grant funding is eliminated or significantly reduced from current levels. This would eliminate a grant funded Lieutenant position.	Medium
	More uses should be evaluated for cadets as appropriate in the Bureau. A Bureau wide committee should be established to determine the roles appropriate for a reserve in Portland.	High
	Greater efforts need to be made to secure the services of Reserves in the Portland Police Bureau – perhaps in conjunction with other regional police agencies.	High
	Transferring responsibility for the recruitment, training and supervision of cadets and reserves should be considered. The Training or Personnel Divisions could be considered.	Medium
INVESTIGATIONS BRANCH		
Detectives	Maintain the current staffing of two (2) Sergeants and 12 Detectives in the Homicide Unit, with ten (10) Detectives assigned primarily to homicides and 2 to missing persons.	High
	Maintain the existing level of staffing in the Assault Unit of one (1) Sergeant, six (6) Detectives in Assault.	High
	Increase staffing in the Sex Crimes Unit by one (1) Sergeant and two (2) Detectives, bringing the total staffing of the Unit to two (2) Sergeants, 12 Detectives and three (3) SORD officers.	High

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Branch/ Function	Recommendation	Priority
	Decrease staffing in the Robbery Unit by one (1) Detective, resulting in a staff of one (1) Sergeant and six (6) Detectives with one additional Detective remaining assigned to the FBI Task Force.	High
	Decrease the staffing in the Burglary Unit to two (2) Sergeants and 10 Detectives assigned to Burglary. Continue to staff one (1) Detective to pawn shops.	High
	Decrease the staffing in the White Collar Crimes Unit to one (1) Sergeant and three (3) Detectives assigned to White Collar and one (1) Detective assigned to Computer Crimes.	High
	Decrease the staffing in the Human Trafficking Unit by one (1) Detective to bring the staffing of the Unit to one (1) Sergeant and three (3) Detectives assigned to Human Trafficking.	High
	Move the Detectives assigned to the Coordination team into each of the precincts. Assign an additional six (6) Detectives to the precincts to have investigator coverage on the day and afternoon shifts. Eliminate the current Sergeant position in the Coordination Team.	Medium
	Form an Auto Theft Unit that is staffed with a Sergeant and four (4) Detectives.	High
	Form a Computer Crimes Unit that is staffed with a Sergeant and four (4) Detectives.	High
	Assign a civilian Crime Analyst to the Investigation Branch that reports to the Commander through the ASII.	High
	Reduce the staffing in the GET Detectives by two (2) Detectives, bringing the staffing to a Sergeant and four (4) Detectives.	High
Drugs and Vice	Continue the current staffing in the Drugs and Vice Division.	High
	Rename the Drugs and Vice Division "Organized Crime Division" and staff the Division with the Drugs and Vice Unit, Gang Enforcement Team, and Human Trafficking Unit.	High
Family Services	Staffing levels in the Family Services Division are in line with assigned and expected workloads. As a result, no changes to staffing levels or case management practices are warranted or recommended.	High
	Retain the management structure of a Captain and a Lieutenant in the Family Services Division with the Captain taking the lead for external relations and the Lieutenant taking the lead in daily operations.	High
	Reassign the Police Officer and PASS assigned to the EAP program in the Family Services Division to the Personnel Division.	Medium

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Branch/ Function	Recommendation	Priority
Forensic Evidence Division	Civilianize Criminalists in the Portland Police Bureau. This is a collective bargaining issue but because of the prevalence of civilian criminalists in large agencies across the country this should be considered.	Medium
	Take steps to reduce call outs through policy and equipping field patrol staff with elementary evidence collection tools and training.	Medium
	The agreement between the City and the County is dated 2001. It should be updated and evaluated every year for purposes of cost allocation among agencies requiring identification services associated with booking or other processes.	Medium
Tactical Operations	Assign one (1) Sergeant and six (6) Officers on a full-time basis to SERT to allow immediate planning and response capabilities.	Medium
	Staff SERT with two (2) detached Sergeants, 18 Officers to be available as needed to fill vacancies and to execute large missions.	Medium
	Once a full-time team is created, begin coordinating with GET and DVD for the execution of their high-risk warrants.	Medium
	Redeploy SERT to become part of the Operations Branch.	High
	Although proactive in nature the PPB should develop performance measures and reporting requirements to track the effectiveness of the Gun Task Force and ensure the Task Force needs to continue in the future.	Medium
	Redeploy the Air Support Unit to become part of the Operations Branch	High
	The current approach to provide Crisis Intervention services in Portland is working well. The PPB should continue to staff and operate the CNT as it currently exists.	High
SERVICES BRANCH		
Fiscal	The Fiscal Division should fill the fleet services position[1] with a civilian who is skilled in both the vehicle and administrative aspects of the job to ensure customer satisfaction as well as implementation of essential asset management practices.	Medium
	The Fiscal Division should implement essential facilities asset management practices.	High
	The PPB should test the viability of adding a part-time FTE to work with PPB personnel to secure desirable grant income. Grant income should more than offset Bureau support for the grant position.	Medium
	The PPB should contract with an experienced strategic planning expert for its 2015-2020 strategic plan. Fiscal should prepare a supporting long term ten year financial forecast and develop supporting budget and other financial plans.	High

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Branch/ Function	Recommendation	Priority
Records	The PPB should civilianize the Records Division Manager position with a professional administrative manager with current expertise in 24/7 public safety records management, and with change management and customer service expertise.	Medium
	The PPB should determine the proper budget source for the one Records Division FTE that will be permanently redeployed to the RegJIN RMS project after go-live. This has regional implications.	High
	The Records Division should conduct a full staffing assessment one year from the hiring of a professional administrator or the April, 2015 RegJIN/RMS go live date, whichever is later.	High
	The PPB should require the RegJIN project team to work with Records Division leadership to immediately develop a division-specific RegJIN RMS implementation plan that will equip the division to effectively implement RegJIN RMS when it goes live April, 2015.	High
	As part of the division's RegJIN RMS implementation plan, the division should identify core deliverables and customers and establish preliminary customer service standards and measurement plans. A more thorough update should occur after RegJIN RMS is implemented.	Medium
	9 As part of the RegJIN RMS Implementation plan, the Records Division should develop up to date process maps, use them for training, keep them current, and institute work process continuous improvement methods.	High
	As part of the RegJIN RMS implementation plan, redefine division positions to create smaller staffing units with responsibility for finite division deliverables and customers, clear work process handoffs, and reduced training startup periods.	Medium
	The PPB should modify its hiring processes to ensure a ready pipeline for Records Division vacancies.	Medium
	The Records Division should quantify the greatest sources of crime report inaccuracy and work with patrol managers to continuously improve officer report accuracy. The Bureau should also reinforce quality expectations for police reports as needed.	Medium
Strategic Services Division	Create a strategic action plan that outlines the core services, long-term objectives, and priorities of the Statistical Analysis Unit following the full implementation of the RegJIN project.	High
	Allocate two (2) additional full-time civilian Crime Analyst positions to the Statistical Analysis Unit, tasked with completing the additional reporting and analytical requirements mandated by the recent U.S. Department of Justice report.	High

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Branch/ Function	Recommendation	Priority
	Purchase additional ArcGIS licenses in order to enable access to the program for all crime analysts, and ensure that staff have received adequate training to be able to produce all core analytical products that involve geospatial analysis.	High
	Allocate one (1) additional full-time civilian Crime Analyst position. The newly created position should be primarily responsible for providing proactive, intelligence-led analytical products designed to improve the effectiveness of patrol unit proactivity.	High
	In coordination with management staff, the unit should develop a strategic plan that outlines the specific objectives and overall mission of the Crime Analysis Unit moving forward, identifying priorities within the various services provided by the unit.	High
	Current staffing of Directives Unit appears to be adequate, however, if the unit expands its duties as mandated by the DOJ, staffing requirements should be revisited.	High
	Current staffing of the Department of Justice Compliance Team appears to be adequate, however, if the unit expands its duties as mandated by the DOJ, staffing requirements should be revisited.	High
Information Technology	Examine the feasibility of establishing a rotating on-call system that enables help tickets to be resolved by Information Technology Division staff outside of normal business hours. The division should be able to provide these services prior to the full implementation of the RegJIN project.	Medium
Emergency Management	The Bureau should adopt a NIMS compliant directive outlining Bureau-wide emergency management policies, roles, and procedures; and activate changes needed to implement the directive.	Medium
	The EMU should offer the Bureau various NIMS capability alternatives for the future. As part of the PPB's 2015-2020 strategic plan, the PPB should define emergency response approaches and capabilities expected to be in place within the Bureau by 2020. The strategic plan should also specify implementation strategies and tasks	Medium
	After adopting a NIMS compliant Bureau directive and 2020 incident response capability targets the Bureau should conduct a full staffing assessment and identify an appropriate organizational reporting location for the Emergency Management Unit.	Medium
Personnel	Create automated notification for classifications that need review. All classifications should be reviewed on comprehensive basis every five years.	Medium
	Positions should be evaluated every five years to ensure continued compliance with the FLSA requirements regarding exempt versus non-exempt positions.	Medium

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Branch/ Function	Recommendation	Priority
	Conduct annual salary surveys of benchmark positions to ensure the external equity of the Bureau's pay plan.	Medium
	All personnel who are leaving the Bureau's employment should be given an opportunity for a face-to-face interview with a member of the administration.	Medium
	The Background and Hiring Unit supervisor, in conjunction with the Personnel lieutenant, should conduct a regular review of background methods and procedures to reduce time for completion.	Medium
	Consideration should be given to reassigning the OSU to another function, such as the Records Division. The Personnel Division can still maintain oversight through regular contact with direct supervisors who manage the unit.	Medium
Training	Move the AA/Reserves/Facility function to the Tenure/VPU lieutenant's area of responsibility. This would allow for a reduction of one lieutenant position or a transfer of that position to another area within the Bureau if needed.	Medium
	Create a non-sworn facility manager position to oversee the new training facility, which will need oversight for maintenance, use, and billing of outside agencies.	Medium
	The staffing for Training is adequate given that 25-60 officers go through the Advanced Academy each year. The FTEP function must have adequate supervision and oversight because of the cross-division functionality inherent in the program.	High
CHIEF'S OFFICE		
Chief's Office	The PPB is too large to rely on very little more than one FTE to provide 24/7/365 media response coverage. To create additional media response capability and reduce PIO overtime the Communications Unit should train other personnel to respond to the media during active crime incidents of public concern. The Communications Unit should still coordinate and establish protocols.	Medium
	The Communications Unit should seek feedback from its customer audiences to continuously improve communication delivery.	Medium
	The Communications Unit should evaluate and adopt emerging internal communication best practices.	Medium
ORGANIZATION OF THE PORTLAND POLICE BUREAU		
Spans of Management Control	Retain the Commander/Captain management structure in the Precincts to focus accountability for operations and external responsibilities.	High

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	The functional spans of control in the Bureau at too wide at the top level, a fourth Branch should be created to manage all operational support functions.	High
	Retain the management structure of a Captain and a Lieutenant in the Family Services Division.	High
	Reorganize the Drugs and Vice Division into a more general Special Investigations Division and in the process allocating more responsibility to command staff.	High
	Reduce the structure of management staffing in the Traffic Division to a Captain.	High
	Maintain the system in which senior managers have Lieutenants who function as executive officers or "adjutants" to perform a wide variety of administrative and special projects functions. These positions perform a valuable organizational development role for the Bureau.	High
Management Transfers	Develop a formal policy outlining a two-year minimum period for specialty management assignments. This policy would uphold the Bureau's goal of developing broadly skilled managers, as the minimum tenure would allow managers to thoroughly master each role.	High
Performance Management	Top management in the Bureau should hold a strategic planning session once the new Chief of Police is in place. This strategic planning session should focus on continued momentum to community service, operational effectiveness, manager accountability and ensuring that all command staff function and are seen as "change agents".	High

As the Summary of Recommendations demonstrates, there are many higher priority changes needed in the Portland Police Bureau. The table on the following page summarizes the staffing changes recommended in this report.

The in-depth evaluation behind these recommendations is provided in the subsequent chapters of the report.

SUMMARY OF POSITION CHANGES IN THE STAFFING ANALYSIS

Portland Police Bureau

Staffing Study Personnel Recommendations	Officer	Detective	Sergeant	Lieutenant	Captain	Non-Sworn
Create New Human Sex Trafficking Unit	4		1			
Reassign Prostitution Control Team	-3					
Add two (2) K9 Officers	2					
YSD: Add Three Officers	3					
Sex Crimes: Increase Staffing		1	1			
Robbery: Decrease Staffing		-1				
Burg Task Force: Decrease Staffing		-2				
White Collar Crime: Decrease Staffing		-2				
Detective Coordination Team: Add Six (6) Detectives		6				
Human Trafficking: Decrease Staffing		-1				
Add Auto Theft Unit		4	1			
Add Computer Crimes Unit		4	1			
Add Non-Sworn Analyst to Detective						1
GET Detectives: Decrease Staffing		-2				
SERT: Add Small Full Time Team	6		1			
Fiscal: Convert Fleet To Non-Sworn	-1					1
Records: Convert Captain Position To Non-Sworn Mgr.					-1	1
SSD: Add Crime Analyst Position						3
Fiscal: Add part time grant research and writer						0.5
Training Division: Add Training Facility Manager						1
Training Division: Reduce Lieutenant Position from Three (3) to Two (2)				-1		
Traffic Division: Eliminate Lieutenant Position				-1		
Total	11	7	5	-2	-1	7.5

Net Additional Positions 27.5