

Presentation on the Police Bureau Staffing Study

Portland, Oregon



matrix #
consulting group

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Project Scope of Work

- ◆ Understanding current service levels and approaches for delivering police services.
- ◆ Determining appropriate staffing levels in the Portland Police Bureau given service level targets, workloads and methods of handling work.
- ◆ Determining if resources are effectively managed in terms of deployment, scheduling, work planning and accountability systems.
- ◆ Comparing the Bureau to 'best practices' in police services.
- ◆ Determining if the Portland Police Bureau is appropriately organized to provide services to the City efficiently and effectively.



Project Methodology

- ◆ Conducted extensive interviews with managers, supervisors and line staff to obtain an understanding of operations, organization and management. Interviews were supplemented with a survey.
- ◆ Collected comprehensive data for each Police Bureau function. These data were summarized in a descriptive profile.
- ◆ Analyzed each Bureau function in terms of level of service objectives, workloads and operational management.
- ◆ Throughout the study process met with PPB Command Staff as well as with the broadly based project steering committee to discuss progress, facts, issues and alternatives.



Positive Attributes of the Portland Police Bureau

- ◆ The PPB values the service it provides to the City and this value is increasing through its recent strategic planning efforts.
- ◆ The Bureau has taken a positive and proactive approach to meeting and exceeding the proposed DOJ settlement.
- ◆ Deployments in the field balance workloads and service levels. Proactive time is used to forge ties with citizens.
- ◆ Investigative efforts are generally effective as measured in clearance rates.
- ◆ Effective use of multi-jurisdictional task forces to address special needs in the City and the region.
- ◆ Support functions generally meet internal and external needs.



Key Themes to Address

- ◆ While the PPB has demonstrated strong community ties, more could be done through more formalized processes.
- ◆ While the Bureau is taking steps to increase the use of data to manage operations, greater assistance will be needed to achieve that operational level.
- ◆ A more flexible approach is needed to personnel assignments, especially in investigations to meet the changing needs of the community in fighting crime and providing other services.
- ◆ Management consistency is critical, too, both in terms of assignments as well as ‘the message’ being conveyed through the Bureau and to the community.



Operations Branch: Key Recommendations

- ◆ Workload (calls for service), proactive abilities and staffing are evenly distributed among the Police Precincts.
- ◆ Proactive abilities are high most of the day and that time is generally used to address problems in the community.
- ◆ New abilities to enhance proactivity are coming into effect.
- ◆ A three Precinct deployment is best for Portland at this time.
- ◆ Weekend traffic coverage needs to be enhanced.
- ◆ Two additional canine units improve coverage for special situations.
- ◆ The number of SROs should be increased so that High School coverage is consistent throughout the City.
- ◆ Find creative new uses for Cadets and Reserves.



Investigations Branch: Key Recommendations

- ◆ Increase Detectives by a net of seven (7) positions, plus three (3) Sergeants, to better match caseloads and create capacity in crime areas without dedicated investigators.
- ◆ Create investigative units for auto theft and computer crimes.
- ◆ District / general investigative efforts need to be enhanced.
- ◆ “Proactive” investigative efforts need to be combined into an Organized Crime Division” including drugs, vice, human trafficking and gangs – merging criminals to related activities.
- ◆ Create a Crime Analyst position to assist with case research.
- ◆ Work toward civilianizing the Criminalist positions.



Services Branch and the Chief's Office: Key Recommendations

- ◆ Several support and support management positions should be civilianized (e.g., fleet, records).
- ◆ Hire a facilitator to assist with the Strategic Planning process.
- ◆ Once the regional records management system is in place evaluate the number and types of positions required in Records.
- ◆ Add analyst support (2) to the Strategic Services Division in part to help meet the reporting requirements of DOJ.
- ◆ Add a third analyst to support the transition to an 'intelligence led policing' effort.
- ◆ The Communications Office should train other Bureau staff in media relations for selected situations to reduce call out.



Organization and Management

Key Recommendations

- ◆ Accountability is critical for the Bureau as it transforms itself to increase community focus – the current rank structure is appropriate.
- ◆ Most spans of control for mid managers are effective either in terms of the number of position reports or functional areas of responsibility (e.g., the use of ‘adjutants’).
- ◆ There are several spans of management control that are too narrow (e.g., the Traffic Division).
- ◆ The span of control at the top of the Bureau is wide – as a result, a fourth Branch should be created to manage operational support functions.
- ◆ The system of rotations in the Bureau can be disruptive because they are too frequent. A two year minimum for assignments should be instituted.
- ◆ Management staff need to build a team to ensure that a consistent message of change is transmitted throughout the Bureau.

