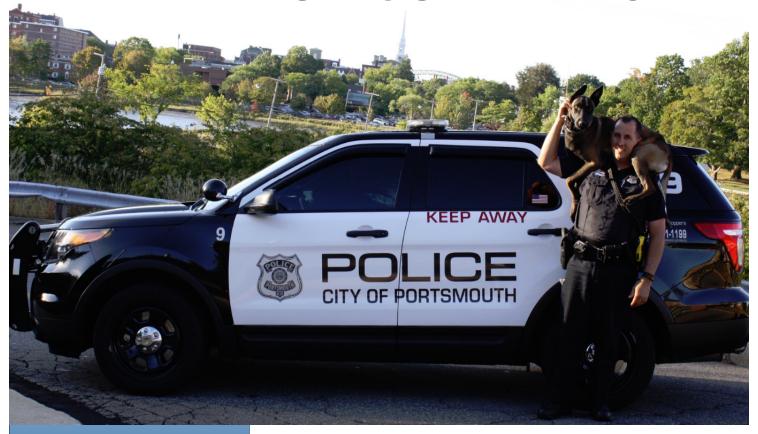


TABLE OF CONTENTS



DEPARTMENT STATISTICS

FUNDED POSITIONS

Full Time

Sworn Officers 66
Civilian 23

Part Time

Auxiliary Officers 27
Civilian 4

RESIDENT POPULATION 21,542*

DAILY WORK POPULATION ~45,000+

FY18 ANNUAL BUDGET \$ 10,925,161

*http://newhampshir.hometownlocator.com/nh/rockingham/ portsmouth.cfm

Message from	n Chief Merner	3
Mission of the	e Portsmouth Police Department	4
Introduction		5
Focus Areas		6
Year One	Fiscal Year 2018-2019	7
Year Two	Fiscal Year 2019-2020	22
Year Three	Fiscal Year 2020-2021	26
Year Four	Fiscal Year 2021-2022	27
Year Five	Fiscal Year 2022-2023	27

Photos in this publication are from Portsmouth Police staff, Seacoastonline-photographers Rich Beauchesne, Deb Cram, Ioanna Raptis, and Portsmouth residents

MESSAGE FROM THE CHIEF



I am pleased to submit the enclosed five-year strategic plan for the Portsmouth Police Department. It is the culmination of months of internal planning, forecasting, and review by our department heads and command staff, and builds on the work begun by Chief Mara. Despite limited resources, Community Policing principles are once again firmly in

driven decision-making deploys resources, evaluates initi-

atives, and informs future planning.

Policing has become difficult and more dangerous, even in America's small towns and cities. The stream of qualified men and women willing to take on such a profession is down to a trickle. Nevertheless, the current ranks of the Portsmouth Police Department are full of intelligent, physically fit, and well educated officers. The women and men of this Department are highly committed to the public safety of Portsmouth's residents and visitors.

The strategic plan accompanying this letter realistically lays out an achievable roadmap for the near future. It provides the foundation for sound planning, yet is malleable enough to expand and accommodate changing conditions and challenges.

As always, I welcome the opportunity to work with any city councilor who wishes to expand their institutional knowledge and understanding of the workings of this complex organization.

Robert R. Merner, Chief of Police

Bott M. Mene



MISSION • VALUES

We Embody:

Community

Commitment

Compassion



The Portsmouth Police Department actively works in partnership with our community to protect, prevent crime and respectfully, justly and compassionately help all people.

To accomplish our Mission, we are committed to the following beliefs:

We Believe:

- In fair, equitable, and impartial treatment for all.
- Our Community must be a part of the law enforcement and crime prevention process; with active community involvement, we will achieve our goals.
- The Police and the Community are accountable to each other.
 - All people in our Community should have the expectation of living in a safe environment.
 - A harmonious and healthy work environment improves the quality of our services to the Community.
 - Open and honest communication within our Department will promote an atmosphere of trust, cooperation and respect.
 - Self-improvement is an individual responsibility.
 - The Department must continuously provide for the development of personnel.
 - That holding ourselves to the highest ethical and professional standards will maintain the public's trust and support.





STRATEGIC PLAN

Introduction

Organizational Structure

The Portsmouth Police

Department is led by

Chief Merner

The Captain of Operations

oversees:

The Patrol Division

Enforcement Community Policing K9 Auxiliary

The Investigative Division

General Investigations
Juvenile Investigations/School Resources
Special Investigative Unit
Internet Crimes Against Children

The Captain of Strategic Services

oversees:

The Operations Support Division

Personnel & Training
Dispatch
Records/Court
Information Technology
Crime Analysis

Direct reports to the Chief

Professional Standards Division

Internal Investigations
CALEA Accreditation

Administrative Services

Business Office Facilities Fleet The Portsmouth Police Department comprises 66 full-time sworn officers and 27 part-time officers. The civilian staff totals 22 full-time and 4 part-time employees.



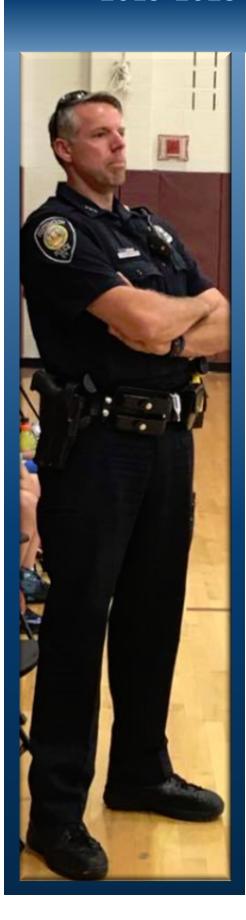
In 2017, the department hired Chief Merner. Over the past year, multiple major infrastructure projects were completed, to include the new radio transmission system replacement and upgrade of the security system. Additionally, a thorough review of the department has been on-going as part of the CALEA process to become a gold level accredited agency. In addition to the multi-year police department goals and objectives included in the FY2019 city budget document, and included as an addendum to this plan, the overview provided in this document outlines the department's plan looking ahead to improve operations, productivity, accountability, efficiency, and increased engagement with the Portsmouth public. This is a "living document" and will be amended periodically and updated one time a year.

The 2019-2023 plan consists of initiatives in seven key areas:

- Professional Standards
- ♦ Policing
- ♦ Staffing
- ♦ Technology
- Professional Development
- ♦ Administration
- Facilities



2019-2023 STRATEGIC PLAN FOCUS AREAS



PROFESSIONAL STANDARDS

◆ CALEA Accreditation and Re-Accreditation

POLICING

- ◆ Traffic Enforcement
- Crime Analysis
- ♦ Animal Control
- ♦ Community Relations
- ♦ Active Shooter Training
- ♦ Street Crimes Unit
- Opioid/Other Additions
- Juvenile Diversion
- Evidence Processing
- ◆ Equipment Rolling Stock

STAFFING

- Keeping Pace with Portsmouth's Growth and Challenges in multiple divisions
- ♦ Recruiting
- ♦ Auxiliary Unit Build Up

TECHNOLOGY

- Security/Surveillance System
- ♦ Phone System
- Virus Protections
- CAD/RMS System (Computer Aided Dispatch/Records Management System)
- ♦ Research New Back-Up System

PROFESSIONAL DEVELOPMENT

Training Hub

FACILITY

- ♦ Lobby Renovation
- New or Renovated Facility

ADMINISTRATION

- ♦ Succession Planning
- CJIS Audit (Criminal Justice Information Systems)



PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: \$5,500 On-Site CALEA Accreditation Assessment

In FY16 the police department undertook the gold standard level of CALEA accreditation (Commission on Accreditation for Law Enforcement Agencies). In the latter half of FY19 the initial accreditation assessment will take place. It is the culmination of a grueling three year intensive review into every inch of the police department's operations and facility to meet the 464 standards that include thousands of directives that have to be met. It is the process of aligning current policies and practices with CALEA guidelines and providing thousands of proofs of compliance.



To prepare for this final review, the department will hold a Mock assessment in the first half of FY19, where CALEA- certified counterparts come to view the department's progress. This process reveals any deficiencies, which are noted and must be worked out prior to the official on-site assessment.

It is anticipated the department will be awarded its initial CALEA accreditation at the May 2019 CALEA conference in Alabama.

Once the initial accreditation has been achieved, the new four-year cycle of re-accreditation begins. This phase includes way-point compliance reviews each year by CALEA in preparation for re-accreditation in 2023. This will include incorporating the new 6th Edition standards.

PATROL DIVISION

STAFFING REQUESTED: 1 Sworn Officer #67 – Street Patrol

0.5 FTE to 1.0 FTE Animal Control Officer

FUNDING HIGHLIGHTS: \$70.870 Officer

\$23,605 Increased hours ACO



PATROL

The department, along with other city departments, suffered staffing losses between 2008 and 2012 due to the country-wide financial crisis. The police department lost both sworn and civilian positions. Although the city as a whole has come roaring back with significant development across many areas of the city, increased events with a police presence, and daily influx of visitors or workers, staffing is returning on a justification basis.

The council has approved the restoration of five sworn officers be-

tween 2015 and 2018. In FY19, the department submitted a request for the restoration of two additional sworn staff of which one is another patrol officer (#67 and #68-detective). This is still short of the 69 sworn staff from 2008. The workload in the patrol division is not just reflective of the regular shift schedule for four zones 24/7/365, taking into consideration minimal shift relief factors (for leave, training, etc.), but also the resources needed to staff the events and road jobs that begin in March and run through First Night on 12/31, that are not part of the regular 40-hour work week.

After the staffing cuts during the financial crisis, the order-ins on overtime to cover leaves, vacancies, events, and absorbing the workloads of the lost sworn staff positions was untenable for those required to work the additional hours. The restoration of five officers over the past few years has eased that burden. However, staffing is still an issue as order-ins/order-overs persist, and events and outside work details are numerous and go unfilled or, if available, police staff from surrounding towns have been called to fill the jobs.

The department also employs several reserve military officers who have been deployed, the most recent deployment was for six months. In addition, injured leave (on-duty/off duty) and FMLA leave for extended family responsibilities has significantly impacted staffing levels. These are on-going unpredictable events. As a result, the shift relief factors need to be more robust. On any given day, the number of scheduled staff for regular shifts can be reduced 20-30, even 40% due to leave, training, injuries, or vacancies. This coupled with the staff needed to handle events and outside work details over and above an officer's regular 40-hour week, required another look for FY19.

It takes close to a year to recruit and train an officer before s/he is solo on the street. As a result, properly staffing the police department is key and unique to Portsmouth's challenges.

Doanna Raptis/Seacoastonline

TRAFFIC ENFORCEMENT

The department has dedicated on-duty resources to directed traffic enforcement activities. These initiatives have also been supplemented with grant funds awarded from the New Hampshire Highway Safety Division to conduct saturation patrols specifically focusing on Driving Under the Influence, Distracted

Driving, Speeding, Seatbelt Use, and Bicycle and Pedestrian statute compliance.

To assist the department in these efforts, one of the rolling stock replace-

ment patrol vehicles was left as an unmarked black patrol vehicle in FY17 and a second one in FY18. This small change has improved enforcement efforts.

These different forms of traffic enforcement result in a reduction of motor vehicle accidents, but can also net drug arrests, apprehension of those with an outstanding warrants, and so on. The department has set a goal to increase productivity in these areas, with a focus on reducing motor vehicle accidents due to alcohol in Portsmouth by 20%.



EQUIPMENT

The Patrol Division employs a wide and complex variety equipment. This equipment eventually ages out. Items such as Radar guns (that have to be recertified, breathalyzers, cameras, speed signs, stealth stat speed trailers, motorcycle helmets, are examples. In FY18, all patrol equipment was inventoried, and in FY19, staff will work with the business office to develop a rolling stock plan with a 10-year outlook to

improve replacement cost planning.

COMMUNITY RELATIONS

The Community Relations Officer position

was re-established in 2017 as part of the reorganization of the department under Chief Mara. This position offers a unique connection to the police department through training, public events for all age groups, public meetings, as well as services provided to the business community.

This position spearheads training such as the women's self-

defense class, CRASE training (Citizen's Response to Active Shooter Events) for all areas of the public and business community and ALICE active shooter re-

sponse training at the schools. This position runs the PAL summer basketball league with the recreation department in the summer, arranges events such as 'Cops with Kids' at the



schools and National Night Out, and works with Patrol on recurring neighborhood issues that need law enforcement intervention to be resolved. These are but a few of the projects and responsibilities of this position.

In FY18, in response to so many active shooter situations across the nation, the demand for CRASE training has escalated significantly. In FY19, the department will train more instructors to meet the demand of initial

and refresher trainings conducted by the department throughout the region.





ANIMAL CONTROL OFFICER

The animal control officer position was reduced from a fulltime position to a part-time position in FY10. Policing over 2,800 dog registrations to ensure owner compliance, completing investigations into animal cruelty, dog bites, medical claims which require time sensitive investigations, quarantining animals, and answering approximately 1,000 calls for service a year, most of which require the completion of reports, has necessitated the need to request this position be returned to full-time in FY19.

Since the position became part-time, patrol officers have had to cover animal calls that could have been handled by the civilian ACO.

The return to full-time will also allow for a more timely completion of reports, more patrolling and interaction

with the public on proactive preventative measures related to domestic and wild animals.

AUXILIARY UNIT

The Auxiliary Unit has experienced a change of command with the retirement of the

Auxiliary officer Alana Dubaniewcz was promoted her to the rank of sergeant

Captain in FY18. This unit has been difficult to staff in the past few years. Retirees were solid candidates to fill positions in this unit, but the recruitment pool has diminished substantially, requiring the department to "get creative".

The goal of the new auxiliary unit command staff in FY19 is to work on recruitment efforts to return the unit to full capacity.

An inventory of Auxiliary equipment and uniforms was completed in FY18 to evaluate the unit's needs and replacement cycle. As a result, auxiliary officers will be fitted for new ballistic vests and will be put on a 5-year replacement rotation schedule, per best practices and liability.

SERT (Seacoast Emergency Response Team)

The Seacoast Emergency Response Team can be held up as a successful example of multi-agency collaboration, where the financial burden of protecting the seacoast region is

shared by all member agencies.

There are currently 14 member agencies on the team. The Seacoast Emergency Response Team pays for monthly training sessions, equipment, and maintenance of the equipment,



utilizing the annual dues payment from each participating agency. The cost is approxi-

Total Company Company

mately \$5,000 per agency, per year. Regardless of the number of officers an agency has on the team, each agency pays a flat dues amount each year.

Each agency is responsible to outfit its participating officers and cover the time on callsouts.

In FY18, all SERT equipment was inventoried. In FY19 a rolling replacement schedule will be established for the tactical vests (7yr), helmets (8yr), shields (10yr) and uniform replacements (2yr).

Training for large scale events is

planned for FY19. The department's MOU with Pease Development Authority includes training funds. The department will coordinate a large scale training session that will include all PPD sworn staff, SERT, and other area participants.



INVESTIGATIVE DIVISION

1 Sworn Officer #68 – Detective Position (backfill detective assigned to the FBI) STAFFING:

0.625 FTE Part-Time Evidence Technician (25hrs/week)

FUNDING HIGHLIGHTS: \$70,870 Officer-Detective

\$29,850 PT Evidence Tech

INVESTIGATIONS

The investigative Division comprises general, drug, juvenile and elderly, internet, domestic violence, and white collar investigations, as well as the school resource officer program. In addition, Portsmouth partners with, and provides manpower to, the DEA and the FBI for drug enforcement operations. This partnership augments our resources to combat drugs in Portsmouth and more importantly, impacts the pipelines that feed the

Portsmouth area.



The request for a detective in FY19 restores the 68th sworn position in the department and separately, the staffing level of detectives back to pre-financial crisis levels. The assignment to the FBI task force in FY18 had to come from an existing pool of four "general investigations" detectives budgeted. It was a difficult but prudent decision to have this detective focus only on drug investigations with the FBI, given the nation-

wide opioid and other drug issues facing NH and the seacoast. An effective, wellfunctioning police department must have the capacity to deploy policing resources as the shifting of crime and disorder dictate. This will always be true.

The FY19 sworn officer request backfills that general investigator position in an area that has continuously experienced case backlogs; even more so since the assignment of the detective to the FBI task force.

It should be noted that with the FBI assignment, the department now has a total of four detectives who work solely on combating drugs.

EVIDENCE

Lastly, this division also manages the evidence room, which con-

tains over 20,000 pieces of evidence, as well as evidence submittals and evidence processing. This area is currently manned with one part-time civilian employee.

As a component of the CALEA selfassessment, evidence submittal, processing, al were audited. In FY18, in compliance with

and evidence storage and dispos- al were audited. In FY18, in compliance with CALEA standards, the evidence storage room was rearranged for efficiency, an old defunct ventilation unit was resurrected in this windowless area to vent the fumes from storing things like marijuana evidence, and a separate walled off/ locked area for firearms was built to replace old gun lockers that housed this type of evidence. Standard operating procedures were reviewed as well.

It became evident during this audit that the disposal/return of evidence in a timely manner was below standard due to the lack of staffing hours.

In FY18, in order to pass any kind of audit of these responsibilities to meet CALEA standards, another decision was made to assign, temporarily, one of the part-time/on-call auxiliaries to work with the current part-time evidence technician and attack this issue. Items addressed were backlogs, setting better procedures and systems in place, and evaluating the number of additional hours needed weekly to handle this phase of evidence processing, as well as providing back-up evidence room staffing to ensure coverage for more days of the week (four part-time days with one staff member is inadequate for the workload). Checks and balances were also expanded in one of the highest liability areas police departments have — the mishandling of evidence loses cases in court and exposes the department to enormous liability

The months' long work has proven the need for a part-time/no benefits, 25hr/week position.

EQUIPMENT

In FY18 the division conducted an audit of equipment, and in FY19 a rolling replacement schedule will be designed. The division utilizes expensive high tech and low tech equipment in investigations and the replacement of these items as technology changes and improves is paramount to successful outcomes.



OPERATIONS SUPPORT DIVISION

STAFFING: 1 Crime Analyst

FUNDING HIGHLIGHTS: \$52,040 Crime Analyst

CRIME ANALYSIS

The Crime Analyst position was another position lost to the economic crisis ten years ago, a time when the police department reverted to reactive core services, losing all of its proactive community policing programs

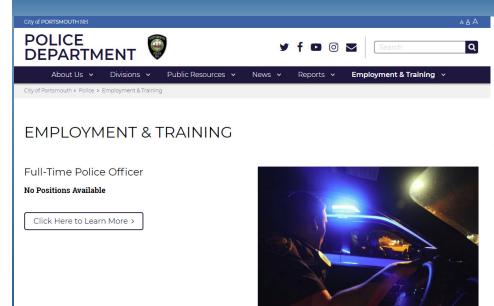


and initiatives. In FY19 the department is seeking to restore the crime analyst position. Analysis is part of "best practices" in policing, and as such, CALEA certification requires crime analysis to fulfill its directives. Crime analysis "provides information to aid operational personnel in meeting their tactical crime control and prevention objectives" by providing "data from field interrogations and arrests." Crime analysis should be used in long-range planning "providing estimates of future crime trends and assisting in the identification of enforcement priorities." Since losing the position, the department has relied on Crimeview Dashboard software to organize crime data. While useful for snapshots, it does not develop or mine data in depth, and was never intended to take the place of a trained crime analyst using the full Crimeview desk top platform.

PERSONNEL AND TRAINING

Recruiting is an on-going and difficult task. The candidate pool is shrinking for both sworn and dispatchers, which is causing the department to reach outside the local area and utilize different tactics, from online sites and new recruiting materials, to literally reading the news from different areas of the country to see if there are prospective areas the department can target advertising.





The recruiting process is designed to yield the best candidate. It is not unusual to start with 78 recruitment responses and have only eight candidates show up for the physical agility test, which is the first phase. Of those, even fewer make it through the rest of the screening process. Sometimes all candidates in a given hiring process wash out; if any are hired, sometimes they don't make it through the academy, or the subsequent months of field training and probationary status.

This trend has been developing over the last several years, and is a direct result of a number of societal and political dynamics. This is now a dangerous job even in a small American town. If on top of that, a new officer knows s/he may not even have the support of the people they protect, there is not much incentive to become a police officer.

In FY18, the department installed and deployed PoliceApp, which is a recruiting software

Entry Level" Candidate Tracking				d Genera	ate Candidate R	Reports
Phase	Active	Failed	On Hold	Withdrawn	All	
New Applicants	1				1	
Reviewed	16		3	5	24	
Agility Test	- \		3	10	15	
Oral Interview	Polic	еАрр	2	2	20	
Background Investigation		7 , pp		1	4	
Polygraph	-					
Psychological Examination			-		-	
Drug Screen	-				-	
Medical Examination			-		-	
Chiefs Interview	-		-			
Hired	1			-	1	

that streamlines the process for applicants, but also the administrative side of recruiting, to include tracking the background process.

In FY19, the department will

start producing reports from the new database to provide statistical information on recruiting and the process itself to assist in designing goals and objectives moving forward.



In FY18, the department succeeded in re-establishing Portsmouth as a law enforcement training hub. Every class held at the department reaped from 1-3 free seats out of the trainings held at Portsmouth PD for officers and dispatchers.

In FY19, an aggressive training class agenda will be underway to increase the number of free training slots for Portsmouth.



Related to the training hub/ free training slots, the department must overcome complying with CJIS (Criminal Justice Information Services) requirements. The department's training room is in the interior part of the department, requiring trainees

to enter the secure area of the police department. Most police departments have a public/training room off the lobby, maintaining the security requirements mandated by the Federal Government. The Portsmouth Police building is currently non-CJIS compliant because of its age. We are in the grace period extended by the government to remedy non-compliance. If we are unable to bring the building into compliance within the stipulated time period, it could impact our access to the government data bases the department uses for traffic stops, arrests, and investigations. The goal in FY19 is to work with the Federal Government to produce a plan for CJIS compliance with regard to training attendees from outside the department.

Funds were also allocated to update the training room to improve the training experience and attract more sessions to this site. This should be completed in FY19.

In FY19 Personnel and Training will:

- Conduct active shooter training, which will now be conducted yearly utilizing various scenarios.
- Train additional CRASE instructors to handle the demand of the public for these training sessions. To defray the cost, the department plans to host an instructor school in Portsmouth to garner free seats.
- Hold advanced Field Training Officer classes to build upon skills for train-

ers, supervisors, and

individuals to Increase overall skillsets within the police department.

Update training matrices for all team, supervisory, and individual positions (basic, intermediate, advanced).

• Establish a training matrix for Lt. in Op Support for succession planning, as this was a new assignment in FY18, and also a matrix for the Training Officer



RECORDS/COURT UNIT

Part of the city's Façade Project includes a demo of the front of the Police Department and lobby area, to include a buildout of the Records/Court unit and an interview room off the lobby for police officers to use. Although the project includes the framing and lobby-side finish, in FY19 the department will work with the Department of Public Works to finish the framed out area internally to meet the need of the two prosecutors, Records and Court office managers and a victim advocate. It is anticipated this project will be completed in 6-8 months after the façade project is completed.

Research into a reporting system for low solvability reports (teleserve reports) will be completed in FY19 to improve the department's service to the public. Along this same line, fillable forms for accident reports will be designed and put up on the website with an email address for submission to speed up the process of receiving a report copy.



INFORMATION TECHNOLOGY UNIT

FY18 was a busy year for the Information Technology unit. It began working collaboratively with the Communications Unit on replacing the radio microwave system at multiple locations across the city. The replacement was necessary to correct significant issues experienced in sending and receiving radio transmissions. The project cost over a million dollars and required diligent oversite by police staff to diagnose and remediate issues during the project to ensure proper installation.



The new radio infrastructure at all the antenna sites required some significant changes, from the installation of generators at water tower sites to MOU's with businesses that house some of the equipment, to climate issue remediation in rooms holding the new equipment. One of these climate issues was in the city hall 4th Floor penthouse equipment room. It required temperature control remediation to address the heat thrown off by the new equipment. This was addressed in FY18. The security of this room is the final task on this project and that will be completed in FY19 along with the completion of the security access system upgraded in FY18.

The year ended with the contraction of the EMOTET virus on city-wide networks and computer systems. As the police IT unit combated the virus on the police side, the plan of action developed resulted in police IT walling itself off from city systems, in addition to significant protections and protocols being devised and installed. Police departments are connected to local, state and federal platforms and data bases, so a compromise at the local level carries enormous liability. FY19 will see the IT unit continuing to clean-up the fall-out and damage of this weapons grade virus, to include looking at email functions.

The last large infrastructure projects for the police to complete in FY19 are the telephone system upgrade/implementation of VOIP phones, to include call accounting software, the security camera surveillance system inside/outside the police department facility, as a result of the façade project, expanded server virtualization back up and offsite capacity, and a review and upgrade of the paging system.

Lastly, in FY18, a CJIS audit is due. Should any audit findings arise, the IT Unit will resolve them in FY19 depending on the timeline provided.

The IT unit staff will expand training capabilities to include: additional IMC training (current records management system), CJIS training, Windows active directory training, and NETWORK security training.

COMMUNICATIONS UNIT (Dispatch)

The Communications Unit shouldered the primary responsibility for the one million dollar plus radio system replacement in FY18. Post project residuals require strict oversite of the local vendor licensed to carry out the monitoring and maintenance of the system Motorola designed and the vendor installed in FY18. This is a complex microwave antenna infrastructure system that carries all public safety radio traffic. Due to the com-



plex nature, glitches exist, such as weather-related equipment failures that have to be tweaked and resolved. FY19 will be spent resolving these final issues so the system will function well for the 10-year life span.

The Communications Supervisor, although a dispatcher for over a decade, is new to both the supervisory role and the responsi-

bility for oversight of the communication equipment throughout the city, as well as budgets, and strategic planning, among other items. FY19 will include a concentrated training focus in several areas to include awareness of Emergency Communications for the public (i.e. social media, the annual report, strategic planning, budget process, commission meetings, CODE RED, etc.). It will also include recruiting,

grant writing, quality assurance, meeting critical technology needs, dispatcher proficiency, and designing training matrixes for staff development.

In FY19, training will be another focus area for Dispatch. Goals include expanding the knowledge of staff in the Communications center through APCO training, (Association of Public Safety Communications Officials) and NHEDA (NH Emergency Dispatchers Association) training and conferences, in addition to multiple department-hosted classes which will provide free seats for Portsmouth personnel..

Projects in the review stage for FY19 include:



- Review of community risk reduction options and what our dispatchers can do in their interactions with the public;
- Training dispatchers on Crime
 View to assist officers;
- Development of a Dispatch operations plan for high risk events;
- Update the electrical wiring in the existing center and generator access
- Review and recommend emerging response software for Fire, Police and the Seacoast Emergency

Response Team, potentially eliminating our current paging software;

- Review and Recommend Street Cams that are controlled in Dispatch for Market Square, Prescott Park, Gilley's, Joe's NY Pizza, Portsmouth Gaslight Parking Lot, etc.;
- Create an Active Assailant Plan for the ECC;
- Review and recommend dispatch 'quiet room' for the current facility. This would be used for Dispatcher decompression after traumatic event dispatching.
 It would be a soundproof room that would be available for police officers as well.

A Look Ahead

PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: No additional program funding requested

Accreditation is anticipated to be achieved in FY19.

FY20 begins the process of revising the department policies to conform to the new CALEA Law Enforcement Standards Manual 6th Edition (last edition was released in 2005), followed by meeting the <u>yearly</u> requirements for those who have achieved initial accreditation and are now on the 4-yr re-accreditation cycle. Portsmouth's reaccreditation is in 2023. This process requires 1000's of proofs and reporting each year to prove the agency is complying with CALEA guidelines and directives.

PATROL DIVISION

STAFFING REQUESTED: 1 Sworn Officer #69 – Street Patrol – Downtown

FUNDING HIGHLIGHTS: \$~73,000 Officer

The footprint of what used to be considered the "downtown" area is expanding to include the development in the northern tier and Islington Street corridor.

The events, venues and businesses that currently draw and will draw residents and visitors into this expanding area is significant, to include marches and political groups. The department request is to add an officer

for the specific hours of 1700-0300 in this beat location.

In prior years, the department created a Crime Scene Team. This team comprises patrol officers who are trained to handle lower level crime scenes to alleviate the need to call out detectives. This will save the department overtime costs. In 2020, the department is proposing the creation of a "Street Crime Unit", tasked with developing leads and working with the department's High Intensity Drug Enforcement Team. The Street Crime Unit would be made up of patrol officers coupled with detectives and would be trained by detectives to handle preliminary points of items

like prostitution, assaults, and robberies to name a few.

INVESTIGATIONS DIVISION

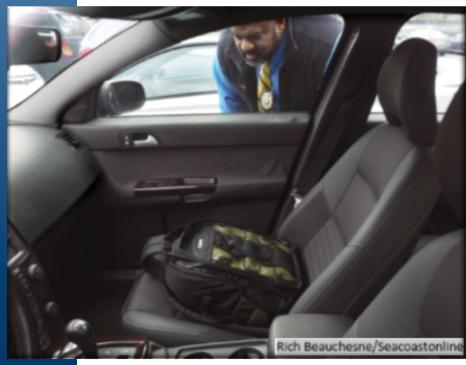
STAFFING: 1 Sworn Officer #70 – Detective Position (Juvenile/

elementary SRO/Pass School)

0.625 FTE Part-Time Youth Advocate (25hrs/week)

FUNDING HIGHLIGHTS: \$73,000 Officer-Detective

\$32,000 Youth Advocate \$3,000-5,000 LEEDS



pawned property.

Juvenile diversion programs, an intervention strategy that redirects youths away from formal processing in the juvenile justice system, while still holding them accountable for their actions used to be the responsibility of a civilian Youth Advocate in prior years. Currently, those duties fall on sworn staff members in this division. As a result, the program is very limited dues to time constraints and workload.

The department proposes the restoration of a Part-time Youth Advocate to begin with the understanding that to properly serve the number of young people in Portsmouth, a return to a full time position would benefit city over time. This part-time roll out would defray the full cost over time.

LEEDS online allows law enforcement to search a massive database of pawned property to search for stolen property. It has the potential to eliminate hours of work if stolen property is pawned at pawn brokers in the LEEDS database. Currently, not all area brokers are online. Pushing this request out a couple fiscal years will increase the likelihood more brokers will be online and the service will pay for itself by reducing the man hours spent on stolen/

OPERATIONS SUPPORT DIVISION

STAFFING: 1 Dispatcher (#13)

FUNDING HIGHLIGHTS: ~\$60,000

INFORMATION TECHNOLOGY UNIT



The department currently employs a tape back-up system for all data files. In FY20, staff will evaluate and recommend what data back-up options are available to migrate to moving forward.

A significant number of crimes are caught on surveillance video. Although it would be logical for all surveillance systems to be uniform, that is just not the case. There are numerous types of video requiring a system that can read and display many formats. During this fiscal year, IT will investigate the options available and recommend software that can read surveillance video from all Portsmouth businesses rather than the current system that only reads a few.

The state has implemented E-citation ticketing. It has been rolled out to state police and a few other agencies. IT Staff

will investigate the requirements of this system and how it relates to/integrates into the court system and

the department's records management software, what and the applisources avail-

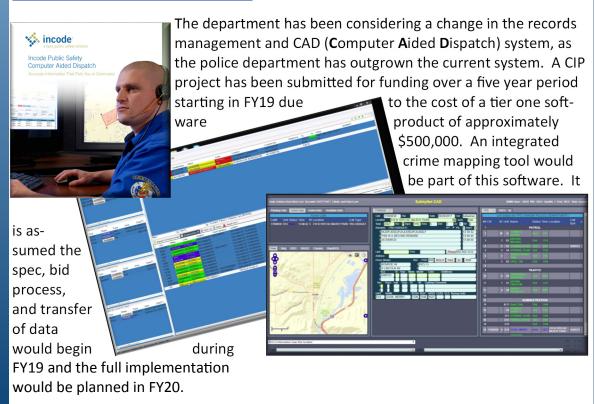
the equipment needs are cable funding and potential able (state/grants/budget).

Disaster recovery plans are living documents. Given the recent EMOTET virus, the

Disaster recovery plan is due for an evaluation and upgrade.



COMMUNICATIONS UNIT (Dispatch)





Key small technology improvements are planned for FY20. One is a changeover to Blue Tooth headsets for dispatchers that can incorporate phone and radio; this will make it easier for dispatchers to access all the equipment utilized in the communications center that is not located at the individual console area. In addition, to improve the monitoring duties dispatchers are

responsible for, a move to 6 monitors at each work station will be completed. Lastly, a change over to a TV-sized status board monitor will be implemented.

Over the next few years, the department is seeking to raise the number of dispatchers from two to three per shift on specific shifts and specific days of the week. Dispatchers don't just answer incoming emergency calls, they run registration/license queries, run criminal histories, enter citations/warnings into the records management system, review police broadcasts for dissemination to department personnel, create police broadcasts for dissemination to other police agencies, they monitor all security cameras and booking/cell cameras, handle customer inquiries on the non-emergency line, maintain audio recordings of radio and phone traffic and provide copies of same for court and department use, and program portable radios, just to name a few of their additional duties.

YEAR THREE - FISCAL YEAR 2021

INVESTIGATIVE DIVISION

STAFFING: 1 Sworn Officer #71 – Special Investigative Unit (narcotics)

FUNDING HIGHLIGHTS: \$74,500 Officer-Detective

The current opioid epidemic continues to expand. The addition of another detective to the drug unit who would tie into HIDIT (High Intensity Drug Intervention Team) in patrol will allow the department to increase efforts further to combat this issue.

OPERATIONS SUPPORT DIVISION

STAFFING: 1 Dispatcher (#14)

~\$61,200 **FUNDING HIGHLIGHTS:**

INFORMATION TECHNOLOGY UNIT

To remain current and improve operations, the following projects are scheduled for FY21: facility wire upgrades, WiFi and access point upgrade, linking ID badges to photos of ID's, integrating current CCTV (closed circuit TV) to software.

COMMUNICATIONS UNIT

The addition of a 14th dispatcher would achieve the goal of three dispatchers on shift on specific days, at specific hours to cover center activities.

ADMINISTRATIVE DIVISION

As identified in the CIP, the department seeks a new police facility based on the space

needs study completed in 2013. The current facility does not Program / Spatial Needs Assessment

meet the needs of 21st century policing in security/safety, the layout is not conducive for efficient operations, and space and

storage are cramped.

City Hall needs have been expanding as well. Decisions how best to utilize the current building and decisions surrounding new construction off-site are factors to consider in these decisions.



Space Designation		Space Requirements (square feet)				
No.	Space Function	Existing Area	Pha YE. 20	AR:	Phase II YEAR: 2025	Phase III YEAR: 2035
1.0	Public Access Areas					
1.1	Public Lobby			280		_
1.2	Public Restrooms @ 240 S.F. each		(2)	480		-
1.3	Victim / Witness Interview Rooms with Entry Vestibule		(2)	180		
1.4	Information Kiosk			20		-
1.5	Training / Public Accessible Meeting Room		2,	500		
1.6	Locker Bank			200		-
1.7	Training / Public Accessible Meeting Room Break / Vending Area			140		-
1.8	Event Call Center Bank			25		_
1.9	Front Desk (Office)			120		_
1.10	Recycling Bin / Paper to be Shredded Bin Storage Room			-	-	_
1.11	Subtotal		3,	945		
1.12	Efficiency Factor @ 30%		1,	184		-

YEAR FOUR - FISCAL YEAR 2022

OPERATIONS SUPPORT DIVISION

STAFFING: Dispatcher (#15)

FUNDING HIGHLIGHTS: ~\$62,500

COMMUNICATIONS UNIT

The addition of a 15th dispatcher would achieve the goal of three dispatchers on shift on specific days, at specific hours to cover center activities.

YEAR FIVE - FISCAL YEAR 2023

PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: \$5,500 On-Site CALEA Re-Accreditation Assessment

It is anticipated the department will achieve CALEA re-accreditation status, which is the culmination of four years of annual reviews and assessments by CALEA staff and the successful migration from CALEA's Law Enforcement Standards Manual 5th to 6th Edition.

Mock assessments will precede the on-site re-accreditation assessment.

INVESTIGATIVE DIVISION

STAFFING: No new positions requested

FUNDING HIGHLIGHTS: \$30,000 Pass through lockers in evidence submittal room

to evidence room.

There are multiple items along the way that will need to be addressed in the aging police building. Proper evidence lockers must be installed. Currently the department uses school lockers. Pass through lockers to move evidence from the submittal room to the evidence room will provide proper security and processing operations.



YEAR FIVE - FISCAL YEAR 2023

OPERATIONS SUPPORT DIVISION

STAFFING: No new staffing

FUNDING HIGHLIGHTS: \$TBD - Training Facility

\$TBD – Dispatch Workstation Expansion

PERSONNEL AND TRAINING

Training is paramount for police officers and it is only getting more technical in more subject areas. Training reduces city liability and officer safety issues as well. Absent a proper police building, a review of the training facility will be conducted this year to provide recommendations on possible options to remedy issues in this area such as lack of space to train, lack of storage space for equipment, and space for training hub activities.

COMMUNICATIONS UNIT

Absent a proper facility, the current dispatch area need to be reconfigured, to add 3 more work stations. The work stations are sorely needed for high risk events and the high call volume generated by storm events.



Addendum Goals and Objectives from FY19 City Budget Document

Goals and Objectives

The department goals and objectives include a status code as follows:

P - Planning Stage, A - Action Stage, E - Evaluation Stage, T - Target Date for Completion

	PATROL		Maria de la compansión
Coal #1: Objective: Increase directed patrol activities to tackle quality of life issues such as noise, disorderly conducts, etc. with an emphasis of the downtown area		A	T Ongoing
Goal #2: Increase and improve Community Policing Efforts	Objective: Expand public presentations to ensure residents are prepared for potential situations that may impact their safety (CRASE, ALICE, Self Defense)	PA	T FY19
,	Objective: Establish protocols/standard operating procedures that meet CALEA standards	A	T Onsite eval May 2019
	Objective: Develop additional "Walk With a Cop" and Cops with Kids, for example, to engage with the public and provide opportunities to communicate one-on-one.	Р	T FY19
Goal #3: Increase presence in downtown area	Objective: Evaluate establishing a sub-station in the downtown area	Р	T FY19
Goal #4: Improve and increase traffic and	Objective: Secure grant funding for targeted traffic issues	Α	T Ongoing
safety initiatives.	Objective: Maintain focus on speeding issues throughout the city to mitigate them	Α	T Ongoing
Goal #5: Expanded staff abilities, knowledge and professional career growth	Objective: Connect with individual employees to identify and cultivate personal goals through applicable training, community & department related activities, and work product to provide a path for career potential within the department mission.	Α	T FY17 Will be ongoing
	Objective: Expand the abilities and cost savings to the department by investing in "Train the Trainer" initiatives to increase the ability of in-house trainers training staff vs. outside vendors	Р	T FY19
	INVESTIGATIVE		15
Goal #1: Expanded collaborations to combat	Objective: Pursue grant opportunities to help fund new enforcement initiatives	Α	T Ongoing
crime .	Objective: Schedule active shooter response between the police department, school staff, and regional response annually.	A	T Ongoing
Goal #2: Combat drug influx/drug overdoses	Objective: Expand SIU (Special Investigative Unit) drug enforcement capabilities with the State and Federal agencies	Α	T FY19
Goal #3 : Improve crime investigation and case resolution	Objective: Implement recommendations from the evaluation of caseload-to-detective ratio to mitigate backlog.	Α	T FY19
Goal #4: Resolve unsolved homicides	Objective: Engage other agencies, experts, and temporary staff to resolve the investigations of seven homicide victims	Α	T Ongoing
Goal #5: Advanced evidence storage and property processing	Objective: Implement recommendations provided after the FY18 audit of the evidence storage area and review of CALEA requirements	Α	T FY19
	Objective: Research and propose updates to the disposal of bio-hazardous waste and forensic chemicals generated through investigations.	Α	T FY19
Goal #6: Increased skills and knowledge of Crime Scene Team (CST)	Objective: Expand knowledge of team members to further assist in crime scene investigations	Α	T FY19
Goal #7: Staffing succession plan for computer crimes investigations	Objective: Execute the 2-yr training process.	A	T Ongoing

OPERATIONS SUPP	PORT (P&T, IT, Communications, Prosecution, Record	is)	
	Personnel & Training		
Goal #1: To have no vacant positions	Objective: Backfill current vacancies from resignations, retirements, promotions (Dispatchers, Officers, Aux Officers)	A	T Ongoing
Goal #2 Recruitment of Quality Candidates	Objective: Prepare strategy to recruit quality officers nationally due to the dwindling numbers of those seeking a law enforcement career locally and nationally.	Р	T FY19
Goal #3 : Methodical and cost effective training	Objective: Training officer will conduct on-going monthly roll call training	Α	T Óngoing
	Objective: Train sworn staff individually in 2-day active shooter response annually	A	T Ongoing
*	Objective: Increase hosted training for 'free seats' for staff while complying with CJIS mandates	P/A	T FY19
Goal #4: Update policies and procedures	Objective: Review and update as needed to comply with CALEA	Α	T Ongoing
Goal #5: Enhance intern program	Objective: Recruit interns for assist in areas of law enforcement and administrative programs	Α	T Ongoing
Info	rmation Technology & Communications		
Goal #1: Improved communication center interactive systems and equipment	Objective: Evaluate dispatch (CAD)/records management system (RMS) for a product that better meets the department's needs/growth	Α	T FY19
Goal #2: Electronic management of department's files	Objective: Assemble records retention committee to evaluate and devise standard operating procedures to include federal and state guidelines.	P/A	T FY19
	Objective: Assist divisions with documentation evaluation, indexing, and training	A	T FY19
Goal #3: Improve dispatch operations	Objective: Increase training opportunities for staff to include CRASE training, APCO classes, and attainment of certifications	Α	T FY19
Goal #4: Improve IT redundancies for mission critical components.	Objective: Complete PPD specific manuals/tutorials/training guides for IT cross-training.	Α	T FY19
	Prosecution		
Goal #1: Improved efficiencies between the court office, other legal entities, and officers	Objective: Evaluate court calendar systems to improve officer notification of court commitments	P/A	T FY19
Goal #2: Improve scheduling issues at the Court despite state cutbacks/ consolidations in courts/judges	Objective: Solicit stakeholders to become involved to resolve issues of court overtime/ wasted officer time	Α	T Ongoing
	Records		
Goal #1: Electronic management of files and forms	Objective: Scan closed defendant files into the electronic document imaging system and index	Α	T Ongoing
	Objective: Create an electronic reporting system for low solvability incidents	P/A	T FY19
	Objective: Create electronic fillable forms for website	Α	T FY19
	ADMINISTRATION		
Goal #1: Make a strategic plan to meet the	Objective: Define detailed scope / direction and establish measures for a 5-year plan	A	T FY18
needs of the community and the department	Objective: Implement strategic plan (5yr-2018-23)	Α	T FY18-23

Objective: Complete self-assessment		T FY17- FY19
Objective: Complete on-site assessment	Р	T FY19
Objective: Attain positive commission review & certification decision	Р	T FY19
Objective: Maintain compliance and reaccreditation	Р	T ongoing
Objective: Evaluate renovation vs new construction options	E	T FY19
Objective: Conduct a site evaluation and produce concept drawings	Р	T FY19
Objective: Prepare a presentation for council/public	Р	T FY19
Objective: Restore Crime Analyst position to complete in-depth analysis to assist investigations, strategic planning, and patrolling	Р	T FY19
Objective: Re-establish monthly report that will update the public statistically	Р	T FY18-19
Objective: Migrate False alarm billing/receivables into Pentamation	Р	T FY19
	Objective: Complete on-site assessment Objective: Attain positive commission review & certification decision Objective: Maintain compliance and reaccreditation Objective: Evaluate renovation vs new construction options Objective: Conduct a site evaluation and produce concept drawings Objective: Prepare a presentation for council/public Objective: Restore Crime Analyst position to complete in-depth analysis to assist investigations, strategic planning, and patrolling Objective: Re-establish monthly report that will update the public statistically Objective: Migrate False alarm billing/receivables into	Objective: Complete on-site assessment Objective: Attain positive commission review & P certification decision Objective: Maintain compliance and reaccreditation Objective: Evaluate renovation vs new construction options Objective: Conduct a site evaluation and produce concept drawings Objective: Prepare a presentation for council/public Objective: Restore Crime Analyst position to complete in-depth analysis to assist investigations, strategic planning, and patrolling Objective: Re-establish monthly report that will update the public statistically Objective: Migrate False alarm billing/receivables into



The men and women of the Portsmouth Police Department are invested in the safety of their community and the quality of life of everyone who lives, works or visits here.