

*COMMUNITY ▪ COMMITMENT ▪ COMPASSION*



**STRATEGIC PLAN**  
**PORTSMOUTH POLICE DEPARTMENT**  
**2020-2024**





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## 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+

### FY19 ANNUAL BUDGET

\$ 11,280,229

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

*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 accomplished in 2018 and 2019. We have broadened our Community Policing programs over the last year, so that Portsmouth police officers are actively engaged with citizens across all our community demographics. From the top of the organi-

zation to the bottom, data-driven decision-making deploys resources, evaluates initiatives, and informs future planning. Of note, this strategic plan addresses a completely obsolete IT infrastructure that can no longer be held together with duct tape and paper clips.

Policing and providing public safety 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 lays out an achievable roadmap for the near future. It provides the foundation for sound planning each year, yet is malleable enough to 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.

A handwritten signature in cursive script that reads "Robert R. Merner".

Robert R. Merner, Chief of Police



# MISSION ■ VALUES

**We personify:**  
**Community**  
**Commitment**  
**Compassion**

## Mission Statement

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*



[Ioanna Raptis/Seacoastonline]

In 2019 the department accomplished many goals detailed later in this document. However, a major achievement to highlight here is successfully completing the CALEA assessment which included a review of the department's Standard Operating Procedures and well over a 1000 proofs demonstrating compliance with the SOP's, as well as an on-site assessment. All of which are needed for the 'Advanced' level of accreditation we are seeking. It was a rigorous evaluation of our entire operation and facility; once accredited, Portsmouth Police will join the 4% of agencies nationwide who have achieved this level of excellence in law enforcement best practices. This designation is on track to be awarded in May 2019.

This document outlines the department's plan looking ahead to improve operations, productivity, accountability, efficiency, and increased engagement with the Portsmouth community. This is a "living document" and will be amended periodically and updated once a year.



# FY19 ACCOMPLISHMENTS TO DATE



## PROFESSIONAL STANDARDS

- ◆ Successful CALEA assessment that included a complete file review and proofs showing 100% compliance with 464 standards; a site visit evaluation of the facility and our relationship with the public that included staff/officials/public interviews, all in anticipation of the accreditation award in May 2019.

## POLICING

- ◆ Increased traffic enforcement in areas of speed, hands free, and OUI offenses;
- ◆ Initiated a potential partnership with the NH National Guard to provide the department with a part-time Crime Analyst at no cost to the department;
- ◆ Conducted 16 CRASE trainings (**Citizen Response to Active Shooter**) trainings for the public and business community with a continued demand from the public for more. 10 ALICE trainings for schools (**Alert/Lockdown/Inform/Counter/Evacuate**), and 13 other public trainings and/or evaluations such as women's self defense, business safety walk through, etc.
- ◆ Outfitted the entire Auxiliary staff with new ballistic vests;
- ◆ Revamped the Evidence Unit facility for improved operations and CALEA compliance. An audit was conducted of every piece of evidence as part of this process (just under 20,000 pieces) as well as purging of closed case evidence (just under 5,000 pieces)
- ◆ Augmented footprint in the area of drug investigations to include DEA and FBI detective assignments to battle the opioid crisis on the front lines at the source as well as locally.
- ◆ Established equipment rolling stock plans for all division/programs areas to ensure all items are properly rotated out at end of life and budget planning for this process is improved.

## STAFFING

- ◆ Improved recruiting efforts and hiring process that resulted in no more sworn vacancies to date, two dispatch openings, and reduced the vacancies in the auxiliary unit.

## TECHNOLOGY

- ◆ Security/Surveillance System upgraded
- ◆ Phone System upgraded
- ◆ Virus Protections improved/installed

## PROFESSIONAL DEVELOPMENT

- ◆ Re-established Portsmouth Police Department as a training hub that nets free seats to PPD staff.
- ◆ Updated training matrices for all team, supervisory, and individual positions (basic, intermediate, advanced).

## FACILITY

- ◆ Lobby Renovation completed as part of the city complex façade project as well as an upgrade of the court/records area

## ADMINISTRATION

- ◆ CJIS Audit (Criminal Justice Information Systems) completed.





# 2020-2024 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 Addictions
- ◆ Juvenile Diversion
- ◆ Evidence Processing
- ◆ Equipment

## **STAFFING**

- ◆ Keeping Pace with Portsmouth's Growth and Challenges in multiple divisions
- ◆ School Resource Officer-Elementary
- ◆ Youth Advocate
- ◆ Juvenile Prosecutor
- ◆ Recruiting
- ◆ Auxiliary Unit Build Up
- ◆ K9 Replacements

## **TECHNOLOGY**

- ◆ Phone System
- ◆ CAD/RMS System (Computer Aided Dispatch/Records Management System)
- ◆ Research New Back-Up System
- ◆ Drone Acquisition/Training/Deployment
- ◆ Telephone/Fiber-optic Infrastructure
- ◆ E-Ticket

## **PROFESSIONAL DEVELOPMENT**

- ◆ Training Hub
- ◆ Training-Large Scale/Joint

## **FACILITY**

- ◆ New or Renovated Facility

## **ADMINISTRATION**

- ◆ Succession Planning
- ◆ Fleet
- ◆ Defendant Files-Imaging



# YEAR ONE - FISCAL YEAR 2020

## PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: \$1,500 Computer monitors and stands

In FY16 the police department undertook the gold standard level of CALEA accreditation (Commission on Accreditation for Law Enforcement Agencies). In the third quarter of FY19 the initial accreditation assessment took place. This included an intensive review into every inch of the police department's operations and facility to meet the

464 standards; this process includes thousands of directives that have to be met.

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

The department has already begun preparation for the reaccreditation process, which is a new four-year cycle. This phase includes way-point compliance reviews each year by CALEA in preparation for re-accreditation in 2023. This will include incorporating the new 6<sup>th</sup> Edition standards. The first year compliance requirements will have to be met by June 2020.

The department belongs to NNEPAC. This is a group of representatives from CALEA accredited agencies in Northern New England. It serves as a resource for

Portsmouth staff as well as a source of training on many law enforcement topics.. Professional Standards staff attend monthly NNEPAC meetings and an annual conference. In 2020 the department will start sending staff from other divisions/programs based on the training topics being offered by NNEPAC.





# YEAR ONE - FISCAL YEAR 2020

## PATROL DIVISION

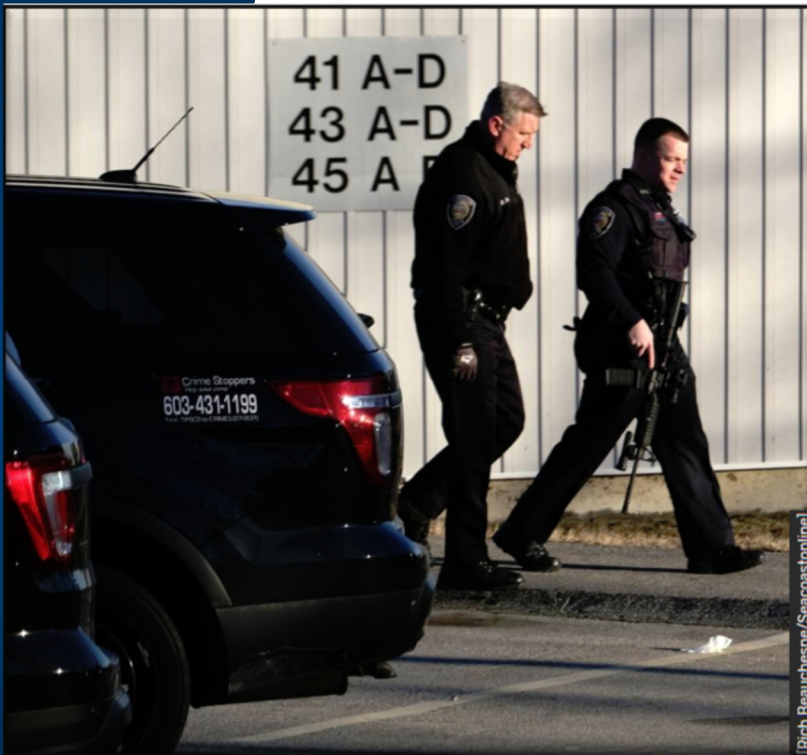
STAFFING REQUESTED: 1 Sworn Officer #67 – Street Patrol  
0.5 FTE to 1.0 FTE Animal Control Officer

FUNDING HIGHLIGHTS: \$70,800 Officer  
\$23,605 Increased hours ACO

### STAFFING

The department has sought to restore staffing positions lost during the economic crisis of 2008-2012 as the city continues to experience significant development, increased events requiring a police presence, and daily influx of visitors and workers.

In FY20, the department has submitted a request for the restoration of two additional sworn staff positions lost during the downturn. One of which is a patrol officer (#67) and the other a detective (#68). In FY19, these position requests were not funded due to multiple city-wide priorities.



The workload in the patrol division is not just reflective of staffing the regular shift schedule 24/7/365, but also provides for shift relief factors such as backfill for various types of leave, to include military and FMLA, and staffing for events and road jobs year round. Events now run from March through New Years' Day of the following year. The man hours required to provide coverage for employees on leave and outside work details equates to 12 FTE's. (~25K hours of work to cover).

It takes close to a year to recruit and train an officer before s/he is solo on the street. As a result, the department must plan well ahead to ensure proper staffing levels for projected growth and changes in the city which are unique to Portsmouth.

### AUTOMATED REPORTING

To potentially expedite services, in FY20 the department will investigate software programs that would allow the public to report certain crimes against them using an online tool or at a kiosk in the lobby.



# YEAR ONE - FISCAL YEAR 2020

## PATROL DIVISION

### EQUIPMENT

The department will investigate intermediate and less-than-lethal rifles and ammo to outfit the five primary patrol cars. Should this option move forward, donation monies would be utilized in the amount of \$5,000. Use of this equipment would require department-wide training for all sworn officers, with training annually thereafter. This training can be incorporated into the annual use-of-force training.

### AIRPORT-PEASE

The department supplies police security services for all departures/arrivals at Pease Airport via outside work details. Services to Pease are provided under an MOU with the Pease Development Authority. The airport has recently added a new carrier (Frontier) in addition to Allegiant Air. FY19-FY20 the department will evaluate the operation and negotiate a new MOU to reflect changes in the demand for security coverage.



### SKY TOWER DEPLOYMENT

The City of Portsmouth is a vibrant city with numerous high profile, high attendance events. Currently, the department has to request the use of the UNH 'Sky Tower' for heightened security at certain events. This requires us to use UNH staff to operate it. Given the planned events, and the increase in unplanned events where the number of participants can spontaneously swell in the thousands, the department will look into acquiring a 'Sky Tower' for Portsmouth that could

be used for multiple city purposes, in addition to public safety. Grant funds will be sought, if available.

### POLICE CANINE

Staff will research the possibility of adding a third K9 to the unit. The primary responsibility would be for the airport details and planned convention center events. It would augment regular patrol activities and events in the city as well. This dog could potentially be trained as a bomb dog.





# YEAR ONE - FISCAL YEAR 2020

## PATROL DIVISION

### 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.

These different forms of traffic enforcement result in a reduction of motor vehicle accidents, but can also net drug arrests, apprehension of those with 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%.



[Ioanna Raptis/Seacoastonline]



[Ioanna Raptis/Seacoastonline]



### DRONE

The department was awarded a grant from the NH Department of Homeland Security to implement a drone program. As part of the approval process, the US Department of Homeland Security must approve policies and equipment, and must secure a commitment from the department to comply with the

strictest of guidelines. Acquisition, staff training, implementation of compliance requirements, and deployment is anticipated for FY19-20.



# YEAR ONE - FISCAL YEAR 2020

## PATROL DIVISION

### ANIMAL CONTROL OFFICER



Driven by loss of funding, the animal control officer position was reduced from full to part-time in FY10. Policing over 2,800 dog registrations to ensure owner compliance, completing investigations into animal cruelty, dog bites, medical claims requiring time sensitive investigations, quarantining animals, and answering approximately 1,000 calls for service a year requiring the completion of reports, has necessitated the need to request this position be returned to full-time in FY2020.

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 status will also allow for a more timely completion of reports, more patrolling and interaction with the public, and an increase in proactive preventative measures related to domestic and wild animals.

### AUXILIARY UNIT

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 with its recruiting efforts. In FY20, the goal of the new auxiliary unit command staff is to continue 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, in FY19 auxiliary officers were fitted for new ballistic vests and will be put on a 5-year replacement rotation schedule, per best practices and liability. In FY20-21,

the department will start issuing a taser per officer vs. the less-than-desirable current situation where aux. officers share tasers.





# YEAR ONE - FISCAL YEAR 2020

## 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. Utilizing the annual dues payment from each participating agency, the Seacoast Emergency Response Team pays for monthly training sessions, equipment, and maintenance of the equipment. The cost is approximately \$5,000 per agency, per year. Regardless of the number of officers an agency has on the team, each agency pays this flat fee each year.

Each agency is responsible to outfit its participating officers and cover the time on calls-outs.

Recent SERT activations highlighted some worn equipment and gear, so in FY18, all SERT equipment was inventoried. In FY19 a rolling replacement schedule was established for the tactical vests (7yr), helmets (8yr), shields (10yr) and uniform replacements (2yr) to ensure the safety of the officers.

Training for large scale events is planned for FY20 (postponed from FY19). The department's MOU with the Pease Development Authority includes training funds that will be utilized. The department will coordinate a large scale training event that will include PPD officers, SERT operators, and other law enforcement assets from regional agencies.



# YEAR ONE - FISCAL YEAR 2020

## INVESTIGATIVE DIVISION

### STAFFING:

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

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, 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 FY20 restores the 68<sup>th</sup> sworn position in the department; it also restores the staffing level in detectives back to pre-2008 financial crisis levels. The assignment of a detective to the FBI task force in FY18 had to come from an existing pool of the four “general investigations” detectives budgeted. It was a difficult but prudent decision to have this detective focus solely on drug investigations with the FBI, given the nation-wide opioid scourge and other drug issues facing NH and the seacoast. An effective, well-functioning police department must have the capacity to deploy policing resources as the shifting of crime and disorder dictate. This will always be true.

The FY20 sworn officer request backfills that general investigator position in an area that has continuously experienced case backlogs; and 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.



# YEAR ONE - FISCAL YEAR 2020

## STAFFING

Under the command of a new Lieutenant, the Investigative Division underwent a workload assessment and a resulting re-organization of duties as well as staffing needs was identified. Also highlighted was the need for a .5 civilian juvenile prosecutor. Currently, juvenile prosecution duties have been handled by a Detective Sergeant who's time could be redirected to pressing investigative duties. Currently the prosecution unit in the department is made up of 1.5 FTE. Adding a .5 to the current PT prosecutor could potentially solve this issue and will be examined in FY2020.

Restoring the elementary SRO is being identified for hire in an out year as is the restoration of a part-time youth advocate.

## EVIDENCE ROOM STAFFING

This unit manages the evidence room, which contains ~15,000 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 self-assessment, evidence submittal, processing, and evidence storage and disposal were audited. It became evident during this audit that the disposal/return of evidence in a timely manner was below standard due to the lack of available staff hours.

In order to pass any kind of audit of these responsibilities to meet CALEA standards, the department temporarily assigned one part-time/on-call auxiliary officer 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 and leave time. 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 proved the need for a part-time/no benefits, 25hr/week position request in FY2020.

## VEHICLE

Due to staffing needs, the department is requesting to hold back one vehicle from the FY19 auction group to use as a community policing vehicle, as well as a back-up patrol vehicle starting in FY2020.





# YEAR ONE - FISCAL YEAR 2020

## COMMUNITY RELATIONS

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 (**C**itizen's **R**esponse to **A**ctive **S**hooter **E**vents) for all areas of the public and business community and ALICE active shooter response training at the schools. This position runs the PAL summer basketball league with the recreation department, arranges events such as 'Cops with Kids' at the schools and National Night Out, and works with the

Patrol Division on recurring neighborhood issues that need law enforcement intervention to be resolved. These are but a few of the projects and responsibilities

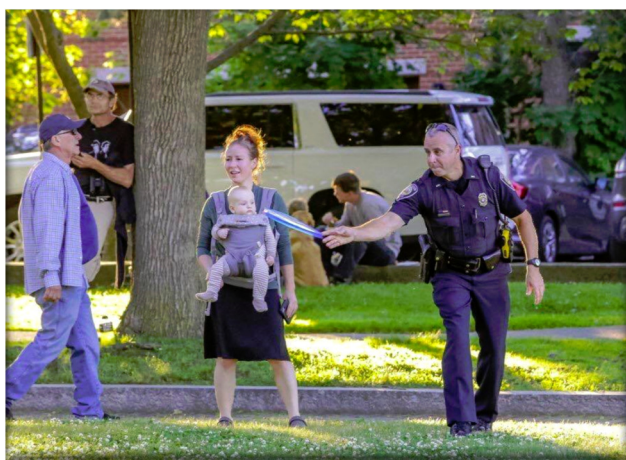


ties of this position.

In response to so many active shooter situations across the nation, the demand for CRASE training has escalated significantly. In FY19, the department

trained additional instructors to meet the demand of initial and refresher trainings conducted by the department throughout the region.

This program has expanded exponentially since being reinstated in FY17. A review of the increasing demands in this area may necessitate assigning an additional officer to the unit. In 2020, a review and projection of work will be conducted and recommendations provided.



# YEAR ONE - FISCAL YEAR 2020

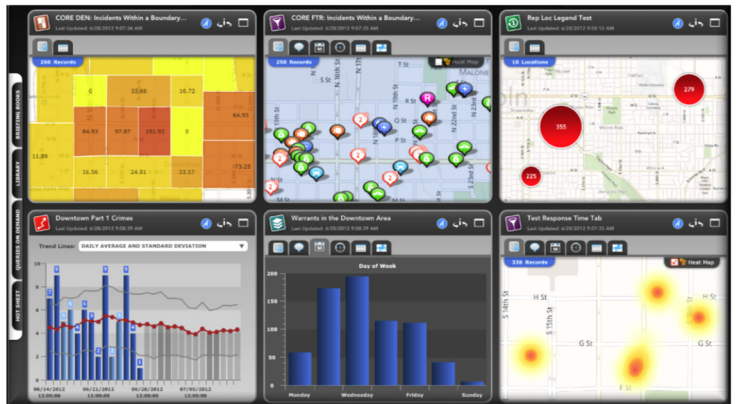
## STRATEGIC SERVICES DIVISION

STAFFING: No Staffing Request

FUNDING HIGHLIGHTS: \$19,860 Training/Travel costs

### CRIME ANALYSIS

In FY19 the department requested the restoration of the Crime Analyst position which was unfunded due to multiple city-wide priorities. While preparing the FY20 budget the department was made aware of a program with the NH National Guard whereby they supply a crime analyst, at no cost, to local police departments. The department submitted a request and is currently being considered for approval. As a result, the budget request for a crime analyst is on hold pending this decision from the National Guard.



As part of this program, the department will need a piece of equipment called a 'plotter' in 2020 or 2021.

### PERSONNEL AND TRAINING

Recruiting is an on-going and difficult task. The candidate pool is shrinking for both sworn officers and dispatchers, which is causing the department to reach outside the local area and utilize different recruiting 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.



# YEAR ONE - FISCAL YEAR 2020



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 an extremely dangerous job even in a small American town.

In FY18, the department installed and deployed 'PoliceApp', which is a recruiting software that streamlines the process for applicants, but also the administrative side of recruiting, to include tracking the background process and providing statistical information to assist in designing goals and objectives moving forward. In FY2020 the department will work on revamping its website to create a more interactive experience to attract potential candidates. Among other upgrades, plans include an online recruiting video.

## TRAINING

Additional training funds have been requested in FY2020 as the department implements additional department-wide training exercises annually. In FY2020 training will be conducted at Pease, the hospital, and other locations. In addition, with the imminent presidential election and the 'destination status' of Portsmouth as a campaign stop, the department must plan, coordinate, and prepare for multiple candidate visits to include crowd control and public order training.

The department was awarded a grant for the purchase of a drone. Quarterly training for team members will be on-going. The drone will be used in Portsmouth and in surrounding towns in response to mutual aid requests. The equipment can also be used by DPW for such needs as homeland security type mapping.

The training matrix for ranking officers includes the requirement that one officer a year attends the PERF (Police Executive Research Forum) school in Boston, MA, and another attends the FBI Academy in Virginia. In 2020, the department anticipates sending a Lieutenant and a Captain to these advanced schools. In FY20, in addition to multiple training classes, the department will:

- Conduct active shooter training yearly, utilizing various scenarios.
- Hold advanced Field Training Officer classes

to build up skills for trainers, supervisors, and individuals officers. This increases overall skillsets within the police department.

- Seek out specialized training for Portsmouth detectives.





## YEAR ONE - FISCAL YEAR 2020

The department has succeeded in re-establishing Portsmouth as a law enforcement training hub, albeit on a small scale. We are working to increase offerings that fit within the department's training objectives with the goal of securing from one to three free seats in return for hosting the training.

In FY2020, the department will continue an aggressive training class agenda to *increase* the number of free training slots for Portsmouth.



Related to the training hub/free training slots, the department must overcome compliance hurdles set by Federal 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.

Although funds were encumbered to replace the carpet in the training room, it is seriously out of date technology wise, and services as a storage closet in our over-taxed physical space, which hinders attracting prospective classes/participants.

An evaluation of the technology infrastructure resulted in a plan that will be identified as a capital item in 2021.



# YEAR ONE - FISCAL YEAR 2020

## RECORDS/COURT UNIT

Part of the city's Façade Project included a demo of the front of the Police Department and lobby area. This provided an opportunity for a modest buildout of the Records/Court Office unit and an interview room off the lobby for police officers to use. Although the façade project included the framing and lobby-side finish, in FY19 the department worked 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. This project was completed as planned.

## DEFENDANT FILES



As a result of the upgrade to the office area, defendant files, which were originally housed in this area, had to be moved out and stored in a secure location that could be accessed easily on a daily basis. The only place these files could be stored was the Auxiliary room, which is also used as an overflow training room. These files have to be digitized and shredded as quickly as possible. The estimated time on task will be significant. To address this issue the department will be seeking multiple college interns from FY2020 forward to perform this task until the project is complete.

## STAFFING

In FY2020 the department will evaluate the need for a part-time clerk to handle overflow work from court/records, investigations, and potentially patrol—a division that has no support personnel to assist the officers.

## REPORTS

Research into a reporting system for low solvability reports (teleserve reports) will be completed in FY19-FY20 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.



# YEAR ONE - FISCAL YEAR 2020

## INFORMATION TECHNOLOGY UNIT

FY18 ended with the city-wide EMOTET virus attack on networks and computer systems. As the police IT unit combated the virus on the police side, the plan of action they developed resulted in police IT walling the department 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 and could result in a literal shut-down of the police department. FY19 saw the IT unit continuing to clean-up the fall-out and damage



of this weapons grade virus, to include looking at email functions. In FY2020 it is anticipated that there will still be fall-out items that surface that must be addressed as the police department and the city restructure and se-

cure the infrastructure systems.

## INFRASTRUCTURE

The large infrastructure projects completed in FY19 were the telephone system upgrade, an upgrade to the security camera surveillance system inside/outside the police facility as a result of the façade project, expanded server virtualization back up and off-site capacity, and a review and upgrade of the paging system. However, implementation of VOIP phones, to include call accounting software is still an outstanding task and will be addressed in FY2020.

## CJIS

The department passed the CJIS audit with a plan to address the action items identified. These will be addressed between now and the next scheduled audit. Some items, such as having the training room within the secure perimeter of the department creates a unique hardship to comply with the CJIS policy. The training room location will be a challenge until addressed in a renovation or building of a new police department.

## TRAINING

The IT unit staff will continue to expand training capabilities in FY2020 to include: additional IMC training (current records management system), CJIS training, Windows active directory training, and NETWORK security training.





# YEAR ONE - FISCAL YEAR 2020

## TRAINING

The two IT employees will also be pursuing various certifications that will allow them to add even more expertise to their vast knowledge base and get the department's IT infrastructure caught up with cutting edge technology.

## SOFTWARE UPGRADE

An upgrade to Windows 10 will be a major focus in FY2020 as the current version will no longer be supported. The same is true for the operating system on the department's servers.

## CRUISER LAPTOPS

The ruggedized laptops in the patrol cruisers are becoming obsolete and are no longer supported. A move to a new ruggedized tablet will be evaluated, as well as other ruggedized laptops to replace the current laptop fleet.

## SERVERS

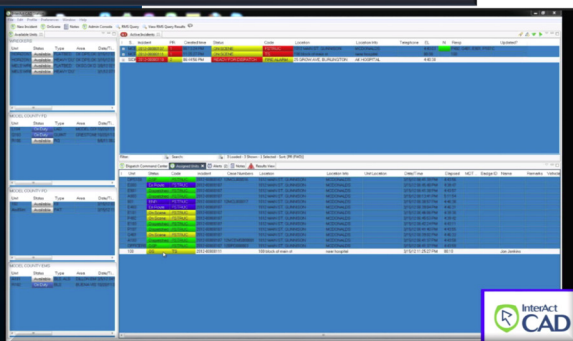
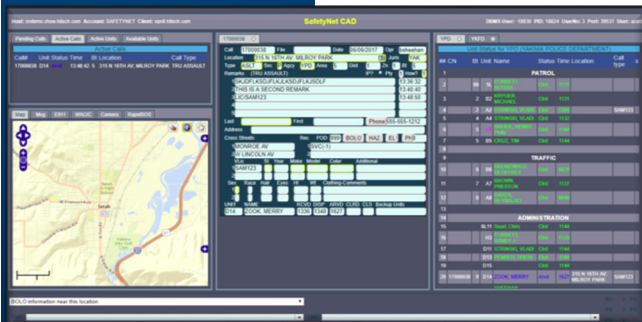
Virtualization of servers is still in progress for FY2020 to include servers at the department's disaster recovery site.

## DISASTER RECOVERY

Disaster recovery plans are living documents. Given the recent EMOTET virus, the Disaster recovery plan is due for an evaluation and upgrade.

## JOINT PROJECT IT/COMMUNICATIONS—CAD RMS SYSTEM

The department has been considering a change in the records management and CAD (Computer Aided Dispatch) system for some time, as the police department has outgrown the current system. A CIP project has been submitted for funding over a five year period starting in FY20 due to the approximate \$500,000 cost of a tier-one software product. An integrated crime mapping tool is planned to potentially be part of this software vs. a separate system like we have now. It is assumed the spec, bid process, and transfer of data would begin during FY20 and the full implementation would be planned in FY20-22.



# YEAR ONE - FISCAL YEAR 2020

## 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 oversight of the local vendor licensed to carry out the monitoring and maintenance of the system that Motorola designed and their licensed vendor installed. This is a complex microwave antenna infrastructure system that carries all public safety radio traffic. Due to the complex nature, glitches do exist, such as weather-related equipment failures that have to be tweaked and resolved. FY19-20 will be spent resolving these final issues to ensure



the system will function well for the 10-year life span.

In FY20, training will continue to be a major focus area for Dispatch. Goals include expanding the knowledge of staff in the Communications center through APCO training, (**A**ssociation of **P**ublic **S**afety **C**ommunications **O**fficials) and NHEDA (**N**H **E**mergency **D**ispatchers **A**ssociation) training and conferences, in addition to multiple department-hosted classes which will provide free seats for Portsmouth personnel.

## LEAD DISPATCHER

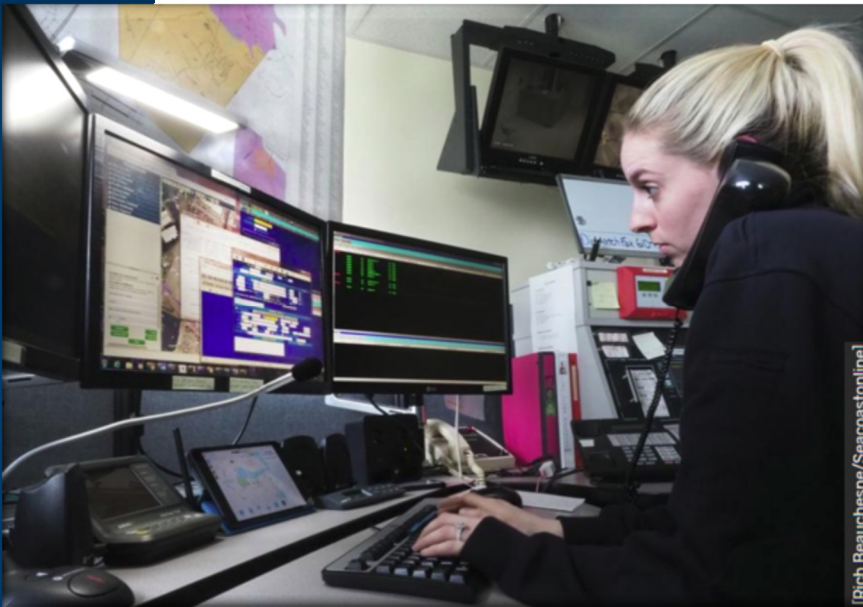
The unit will evaluate and recommend updated Lead Dispatcher rank responsibilities. The department currently has two of three lead positions filled. Recommendations to upgrade the program and promote a dispatcher to fill the open lead position will be submitted.



# YEAR ONE - FISCAL YEAR 2020

Projects for review and/or implementation in FY20 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;
- 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, Port Authority, etc.;



[Rich Beauchesne/Seacoastonline]

- 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.
- Improve recruiting efforts and materials to attract more candidates to Portsmouth Dis-

patch.

- Review the possibility of Portsmouth dispatching for perimeter towns. This was identified as a discussion item during the Blue Ribbon Committee meetings/report several years ago.
- Develop a proposal to add two-three more dispatch stations in the dispatch center. This unit experiences high call volume events where two dispatchers are not enough to field the call traffic. During these times, it is important to have enough workstations for additional dispatch staff to work.





# YEAR TWO - FISCAL YEAR 2021

## A Look Ahead

### PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: No additional program funding requested

FY2020 began the process of revising the department policies to conform to the new CALEA Law Enforcement Standards Manual 6<sup>th</sup> Edition (last edition was released in 2005), followed by meeting the yearly requirements for those who have achieved initial accreditation and are now on the 4-yr re-accreditation cycle. This process requires 1000's of proofs of compliance and reporting each year to prove the agency is complying with CALEA guidelines and directives.

In 2021, Portsmouth will complete year two of this cycle and ensure Portsmouth passes CALEA's annual assessment.

### 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 saves the department overtime costs. In 2021, the department is exploring 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 investigations of prostitution cases, assaults, and robberies to name a few.



# YEAR TWO - FISCAL YEAR 2021

## 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

### STAFFING

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 due to time constraints and workload.

The department proposes the restoration of a part-time Youth Advocate to properly serve the number of young people in Portsmouth.

### LEEDS

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 of 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/pawned property.





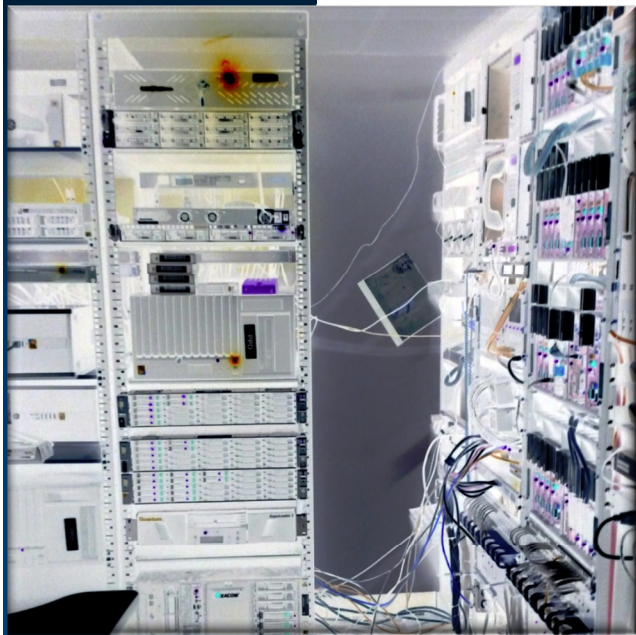
# YEAR TWO - FISCAL YEAR 2021

## STRATEGIC SERVICES DIVISION

STAFFING: 1 Dispatcher (#13)

FUNDING HIGHLIGHTS: ~\$60,000

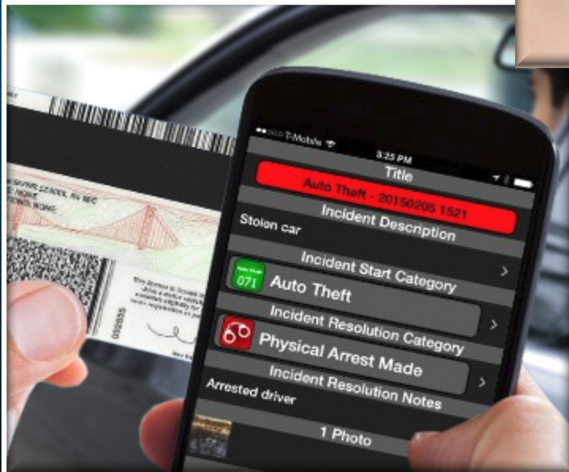
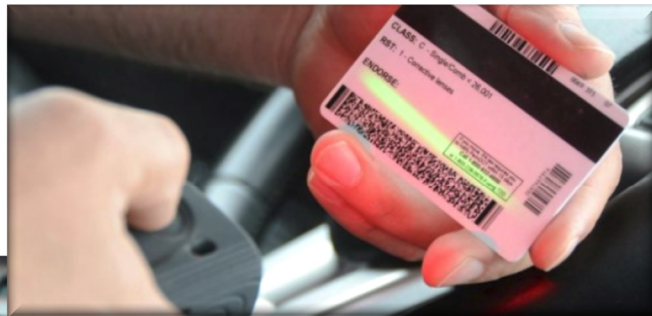
### INFORMATION TECHNOLOGY UNIT



The department currently employs a tape back-up system for all data files. This system is heading toward end-of-life, and is already obsolete in terms of function & capacity. In FY21, 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 FY21, 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 re-



lates to/integrates into the court system and the department's records management software, what the equipment needs are, and the potential applicable funding sources available (state/grants/budget).



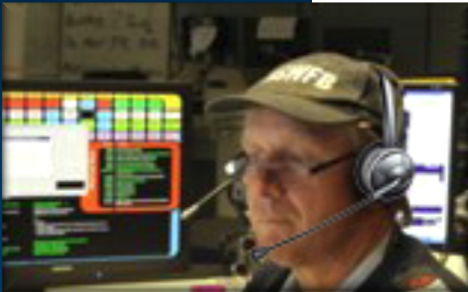


# YEAR TWO - FISCAL YEAR 2021

## INFORMATION TECHNOLOGY UNIT

In FY19 the department upgraded the phone system. The upgrade allows the implementation of a VOIP option. The department will begin transitioning to this technology.

Lastly, FY20 and FY21 will see a major push to transition over to a new Records Management/Computer Aided Dispatch System. Given the magnitude of migrating almost 20 years of data from a low tier software system, it is anticipated to take approximately 18-24-months. A major focus of time will be spent with the vendor mapping and testing data conversion in the new system to ensure data integrity and accuracy.



## DISPTACH

Key small technology improvements are planned for FY21. One is a change-over 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.

## ADMINISTRATION

The CIP project to build a new police department lands in FY22-FY23. Prior to that project discussion, a format will be decided—to renovate or build new. If “build new” is the choice, a search of potential sites will take place, a site assessment will be done, and a design will be completed.



ties.

## BI-16-PD-XX: POLICE DEPARTMENT LAND ACQUISITION

Department	Police Department
Project Location	To Be Determined
Project Type	Acquisition of Land
Commerce FY	A (needed within 0 to 3 years)
Priority	High
Impact on Operating Budget	High (\$100,000 or more)

### Evaluation Criteria

Identified in Planning Document or Study	Police Dept. Facility Study
Improves Quality of Existing Services	Y
Provides Added Capacity to Existing Services	Y
Addresses Public Health or Safety Need	Y
Reduces Long Term Operating Costs	Y
Provides Substantial Conditions or Deficiencies	Y
Provides Incentive for Economic Development	Y
Responds to Federal or State Requirement	Y
Eligible for Matching Funds with Limited Availability	Y
GF	0%
Fed/State	0%
Revol/Lease	100%
Other	0%
Revenue	0%
PPP	0%
Total	\$0

## BI-15-PD-XX: NEW POLICE DEPARTMENT FACILITY

Department	Police Department
Project Location	To Be Determined
Project Type	New Construction
Commerce FY	2020
Priority	A (needed within 0 to 3 years)
Impact on Operating Budget	High (\$100,000 or more)

### Evaluation Criteria

Identified in Planning Document or Study	Police Dept. Facility Study
Improves Quality of Existing Services	Y
Provides Added Capacity to Existing Services	Y
Addresses Public Health or Safety Need	Y
Reduces Long Term Operating Costs	Y
Provides Substantial Conditions or Deficiencies	Y
Provides Incentive for Economic Development	Y
Responds to Federal or State Requirement	Y
Eligible for Matching Funds with Limited Availability	Y

	GF	FY20	FY21	FY22	FY23	FY24	FY25	Total: 20-25	B.P.P. Funding	Total
Fed/State	0%							\$0	\$0	\$0
Revol/Lease	100%		\$11,000,000					\$11,000,000	\$0	\$11,000,000
Other	0%							\$0	\$0	\$0
Revenue	0%							\$0	\$0	\$0
PPP	0%							\$0	\$0	\$0
Total	\$0		\$11,000,000	\$0	\$0	\$0	\$0	\$11,000,000	\$0	\$11,000,000

located in web

Buildings and infrastructure

**Description** The results of the space needs study conducted in FY16 determined the current facility no longer meets the needs of the Police Department. This project would fund the design and construction of a new facility for the area and conceptual design are complete.

Useful website links:

- [Dartmouth Police Department Homepage](#)
- [FY19-20 CAP report](#)

# YEAR THREE - FISCAL YEAR 2022

## PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested.

FUNDING HIGHLIGHTS: No additional program funding requested.



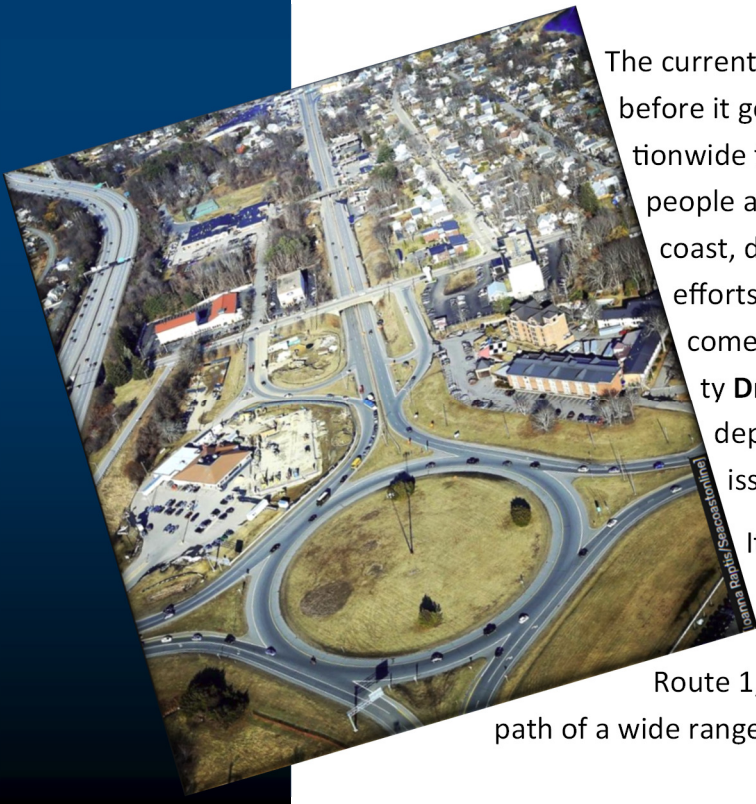
After initial accreditation in FY19, the department will be working on the four year cycle leading to re-accreditation in 2023. This process requires 1000's of proofs of compliance and reporting each year to prove the agency is complying with CALEA guidelines and directives.

In 2022, Portsmouth will complete year three of this cycle and ensure Portsmouth passes CALEA's annual assessment.

## INVESTIGATIVE DIVISION

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

FUNDING HIGHLIGHTS: \$74,500 Officer-Detective



The current opioid epidemic is anticipated to continue and spike before it gets better. One study projects 500,000 deaths nationwide from opioids over the next decade. With over 100 people a day dying right now from this epidemic coast to coast, drug investigations, along with proactive and reactive efforts, will be a major and expanding focus for years to come. This position would tie into the HIDIT (High Intensity Drug Intervention Team) in patrol, and will allow the department to increase efforts to further combat this issue.

It should be noted that Portsmouth's physical location on the I-95 corridor, and the feeder 'spokes' of Route 16, Route 1, and Route 4, places it in the direct path of a wide range of drug activity and suppliers.



## YEAR THREE - FISCAL YEAR 2022

## STRATEGIC SERVICES DIVISION

STAFFING: 1 Dispatcher (#14)

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

## INFORMATION TECHNOLOGY UNIT

To remain current and improve operations, there are several projects scheduled for FY22. This includes facility wire upgrades, WiFi and access point upgrades, linking ID badges to photos of ID's, and integrating current CCTV (closed circuit TV) to software.

It is anticipated that the migration to the new Records Management System will wrap up and any subsequent unanticipated fixes and customization will be resolved along with in-depth system training needs satisfied.

## COMMUNICATIONS UNIT

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

The unit will explore the suggestion from the Blue Ribbon Committee to explore a joint dispatch operations center with perimeter towns. This project has the potential to improve communications and operations between Portsmouth and its immediate perimeter neighbors. Portsmouth currently has multi-agency operations with drug investigations, SERT callouts, and back up situations. This could be a win/win for police and fire dispatch operations and response.

## 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 meet the needs of 21<sup>st</sup> century policing in security/safety, the layout is not conducive to police operations, and spaces and storage are outmoded and

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



Program / Spatial Needs Assessment LA Public Access Area			Partnership Police Department Partnership, New Hampshire A20 Project Number: 1013			
General Notes	Space Designation		Space Requirement (square feet)			Total of All YEARS 2017
	No.	Space Function Existing Area	2016 YEARS 2017	2017 YEARS 2017	2017 YEARS 2017	
1.0. Existing for present located outside of building for coverage of Emergency Events.	1.0	Public Access Area				
1.1. Intention to be ADA compliant	1.1	Public Lobby	280	—	—	—
1.2. Provide two (2) elevators with emergency capacity and be in the center of the lobby	1.2	Public Restrooms @ 240 S.F. each	(2)	480	—	—
1.3. Provide two (2) elevators with emergency capacity and be in the center of the lobby	1.3	Visitors Visitors Interview Rooms with Restrooms	(2)	180	—	—
1.4. Information Kiosk	1.4	Information Kiosk	20	—	—	—
1.5. Capacity for 100 people provide capacity and seating areas are one (1) 40 person areas and one (1) 40 person areas. Areas available from current state of the building is well as from Public Lobby	1.5	Training Public Accessible Meeting Room	2,500	—	—	—
1.6. Lounge Bank	1.6	Lounge Bank	200	—	—	—
1.7. Training Public Accessible Meeting Room	1.7	Training Public Accessible Meeting Room	140	—	—	—
1.8. Small Cell Offices	1.8	Small Cell Offices	25	—	—	—
1.9. Food Court (Cafe)	1.9	Food Court (Cafe)	120	—	—	—
1.10. Recycling Bin / Paper to be Shredded	1.10	Recycling Bin / Paper to be Shredded	—	—	—	—
1.11. Training Public Accessible Meeting Room modified room		Building and Information**				
			3,945			
			1,184			

BI-15-PD-XX: NEW POLICE DEPARTMENT FACILITY						
Department		Police Department				
Project location		To Be Determined				
Project Type		New Construction				
Commitment 27		2020				
Priority		A (needed within the 3 years)				
Impact on Operating Budget		High (\$150,000 or more)				
Evaluation Criteria						
Identified in Planning Document or Study: <a href="#">Traffic Safety</a> , <a href="#">Traffic Safety</a>						Y
Improves Quality of Existing Services						Y
Provides Added Capacity to Existing Services						Y
Addresses Public Health or Safety Need						Y
Reduces Long-Term Operating Costs						Y
Alleviates Substandard Conditions or Deficiencies						Y
Promotes Incentive to Economic Development						Y
Responds to Federal or State Requirement						Y
Eligible for Matching Funds with Limited Availability						Y
	GF	0%	GF	P01	P02	
	State	0%	State	P01	P02	
	Bond/Lease	100%	Other			\$11,000,000
	Other	0%				
	Revenue	0%				
	FPP	0%				
	Total	\$0	\$0	\$11,000,000	\$0	\$0



# YEAR THREE - FISCAL YEAR 2022

## PATROL DIVISION

STAFFING:

No additional staffing requested

FUNDING HIGHLIGHTS:

\$15,000 New K9 Cost/applicable expenses

### POLICE CANINE

K9 Max is anticipated to retire in FY22. The funding request includes the replacement costs for the canine, transportation, veterinarian review and initial training and certification.



## STRATEGIC SERVICES DIVISION

STAFFING:

No Staffing Request

FUNDING HIGHLIGHTS:

\$19,860 Training/Travel costs

Police IT staff will work with city IT on a joint project to fix the wiring in the telephone room (telephone and fiber optic/internet cabling are housed in this outmoded room). This project could potentially involve a move across the hall to a vacated generator room. The suitability of the vacated room will be evaluated for threat criteria, e.g. no overhead water pipes that could potentially leak or burst and take out the phone and IT capability of the police dept.



# YEAR FOUR - 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 would be the culmination of four years of annual reviews and assessments by CALEA staff and the successful migration from CALEA's Law Enforcement Standards Manual 5<sup>th</sup> to 6<sup>th</sup> Edition. Mock assessments will precede the on-site re-accreditation assessment.

A review of Tier 1 vs. Tier 2 accreditation will be evaluated.

## INVESTIGATIVE DIVISION

STAFFING: 1 Sworn Officer #72 – Community Policing Officer

FUNDING HIGHLIGHTS: \$74,500 Officer-Detective

Community Policing efforts have expanded tenfold after the restoration of the Community Policing Office in FY17. The demands for the services provided under this program are in great demand not only with the public, but by department officers as well. This position handles a lot of chronic-issue-type calls for service with creative solutions. By 2024, the department will have enough data to provide a detailed workload assessment in support of adding a second officer to this unit.



# YEAR FIVE - FISCAL YEAR 2024

## STRATEGIC SERVICES

STAFFING: Dispatcher (#15)

FUNDING HIGHLIGHTS: ~\$62,500

## COMMUNICATIONS UNIT

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

## PROFESSIONAL STANDARDS DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: No funding requested

The department will begin the second four year accreditation cycle. It is anticipated there will be a new edition from CALEA at this time which will require additional compliance requirements based on changes in law enforcement best practices that are always evolving, as well as federal and state law changes.

Year one compliance will be due at the end of this fiscal year.

## PATROL DIVISION

STAFFING: No additional staffing requested

FUNDING HIGHLIGHTS: \$15,000 New K9 Cost/  
applicable expenses

## POLICE CANINE

K9 Axe is anticipated to retire this fiscal year. The funding request for this year includes the replacement costs for the dog, transportation, veterinarian review and initial training and certification.





# YEAR FIVE - FISCAL YEAR 2024

## STRATEGIC SERVICES

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 numerous subject areas. Training reduces city liability and increases officer safety. Absent a law enforcement dedicated building, a review of the training facility will be conducted



this year to provide recommendations on possible options to remedy issues such as lack of space to train, lack of storage for equipment, and lack of space for highly active training hub level activities. Current conditions require the training room to double as a storage room even while being used for training classes.

## COMMUNICATIONS UNIT

Absent a dedicated law enforcement facility, the current dispatch area will need to be reconfigured to add three additional work stations. The work stations are sorely needed now for high risk events and the high call volume gener-

ated by storm events.

## INVESTIGATIVE DIVISION

STAFFING: No new positions requested

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

There are a multitude of items along the way that will need to be addressed in our aging current facility. Proper evidence lockers must be installed. The department has been using school lockers –a woefully outdated provision. Pass through lockers, designed for evidence submittal, to move evidence from the submittal room to the evidence room will provide improved security, handling, and processing operations.



# Addendum

## Goals and Objectives

<u>Goals and Objectives</u>			
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			
Goal #1: Enhanced policing services	Objective: Increase directed patrol activities to tackle quality of life issues such as noise, disorderly conducts, etc. with an emphasis on 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)	A	T Ongoing
	Objective: Establish protocols/standard operating procedures that meet CALEA standards	A	T 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.	A	T Ongoing
Goal #3: Increase presence in downtown area	Objective: Evaluate establishing a sub-station in the downtown area	P	T FY20
Goal #4: Improve and increase traffic and safety initiatives.	Objective: Secure grant funding for targeted traffic issues	A	T Ongoing
	Objective: Maintain focus on speeding issues throughout the city to mitigate them	A	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.	A	T 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	A	T FY19- FY20
INVESTIGATIVE			
Goal #1: Expanded collaborations to combat crime	Objective: Pursue grant opportunities to help fund new enforcement initiatives	A	T Ongoing
	Objective: Schedule active shooter response between the police department, school staff, and	A	T Ongoing

## Goals and Objectives

	regional response annually.		
Goal #2: Combat drug influx/drug overdoses	Objective: Expand SIU (Special Investigative Unit) drug enforcement capabilities with the State and Federal agencies	A	T Ongoing
Goal #3: Improve crime investigation and case resolution	Objective: Implement recommendations from the evaluation of caseload-to-detective ratio to mitigate backlog.	A	T FY19
Goal #4: Resolve unsolved homicides	Objective: Engage other agencies, experts, and temporary staff to resolve the investigations of seven homicide victims	A	T Ongoing
Goal #5: Advanced evidence storage and property processing	Objective: Implement recommendations provided after the FY18 – FY19 audit of the evidence storage area and review of CAI FA requirements	E	T FY19
	Objective: Research and propose updates to the disposal of bio-hazardous waste and forensic chemicals generated through investigations.	A	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	A	T FY19
Goal #7: Staffing succession plan for computer crimes investigations	Objective: Execute the 2-yr training process.	A	T Ongoing
<b>OPERATIONS SUPPORT (P&amp;T, IT, Communications, Prosecution, Records)</b>			
<b>Personnel &amp; Training</b>			
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.	A	T FY19
Goal #3: Methodical and cost effective training	Objective: Training officer will conduct on-going monthly roll call training	A	T Ongoing
	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	A	T Ongoing
Goal #4: Update policies and procedures	Objective: Review and update as needed to comply with CALEA	A/E	T Ongoing
Goal #5: Enhance intern program	Objective: Recruit interns for assist in areas of law enforcement and administrative programs	A	T Ongoing
<b>Information Technology &amp; Communications</b>			
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	A	T FY20
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.	A	T FY20
	Objective: Assist divisions with documentation evaluation, indexing, and training	A	T FY20
Goal #3: Improve dispatch operations	Objective: Increase training opportunities for staff to include CRASE training, APCO classes, and attainment of certifications	A	T FY19



## Goals and Objectives

Goal #4: Improve IT redundancies for mission critical components.	Objective: Complete PPD specific manuals/tutorials/training guides for IT cross-training.	A	T FY 19
<b>Prosecution</b>			
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	A	T FY20
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	A	T Ongoing
<b>Records</b>			
Goal #1: Electronic management of files and forms	Objective: Scan closed defendant files into the electronic document imaging system and index	A	T Ongoing
	Objective: Create an electronic reporting system for low solvability incidents	A	T FY 19
	Objective: Create electronic fillable forms for website	A	T FY20
<b>ADMINISTRATION</b>			
Goal #1: Make a strategic plan to meet the needs of the community and the department	Objective: Define detailed scope / direction and establish measures for a 5-year plan	A	T FY 19
	Objective: Implement strategic plan (5yr-2020-24	A	T FYFY 19
Goal #2: Attain CALEA Certification (Council on Accreditation of Law Enforcement Agencies)	Objective: Complete self-assessment	A	T FY17-FY 19
	Objective: Complete on-site assessment	E	T FY 19
	Objective: Attain positive commission review & certification decision	E	T FY 19
	Objective: Maintain compliance and re-accreditation	A	T ongoing
Goal #3: Improve Police facilities	Objective: Evaluate renovation vs new construction options	E	T FY 19
	Objective: Conduct a site evaluation and produce concept drawings	P	T FY20
	Objective: Prepare a presentation for council/public	A	T FY 19
Goal #4: Improve data driven policing strategies	Objective: Restore Crime Analyst position to complete in-depth analysis to assist investigations, strategic planning, and patrolling.	P	On-Hold
Goal #5: Improve Public Reporting	Objective: Re-establish monthly report that will update the public statistically	P	T FY 19
Goal #6: Effective Business Office operations.	Objective: Migrate False alarm billing/receivables into Pentamation	P	T FY20
Goal #7 Implement Drone Program (grant)	Objective: Establish standard operating procedures	P	T FY9-Y20
	Objective: Research and Purchase Drone	P	T FY19-20
	Objective: Schedule Training and Implement	P	T Fy19-20

*In Memory of Police Commissioner Hilson*



*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.*