

*COMMUNITY ▪ COMMITMENT ▪ COMPASSION*

## STRATEGIC PLAN

PORTSMOUTH POLICE  
DEPARTMENT

2017

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## DEPARTMENT STATISTICS

### FUNDED POSITIONS

#### Full Time

Sworn Officers 64

Civilian 22

#### Part Time

Auxiliary Officers 27

Civilian 4

### RESIDENT POPULATION

21,542\*

### DAILY WORK POPULATION

~45,000+

### FY17 ANNUAL BUDGET

\$ 10,382,847

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

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



## MESSAGE FROM THE CHIEF



I am proud to have had the opportunity to be the Chief of the Portsmouth Police Department since January of 2016. What I have found since that time is a professional, well-trained and motivated group of officers and staff, who are committed to providing public safety to the City of Portsmouth and improving the quality of life for its citizens.

During 2016, the members of the Portsmouth Police Department, working together with the community, have initiated positive change in many areas.

In July of this year, we will be welcoming a new permanent Chief of Police. By the time he or she starts, I am confident that person will be taking over a more efficient police department; one that follows law enforcement best practices with a community-oriented focus.

In the following plan, you will learn of initiatives that are essential to the Portsmouth Police Department's mission during the next year. After the arrival of the new Chief, the department will develop a multi-year strategic plan.

The plan laid out on these pages is ambitious. However, after 30 years in law enforcement, eight of them as a Chief of Police, I have no doubt that if the men and women of the Portsmouth Police Department are provided with the necessary training and resources, there is nothing they cannot accomplish in partnership with the community.

*David J. Mara*

David J. Mara, Chief of Police



# MISSION ▪ VALUES

## We Embody: 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 Mara**

\*\*\*\*\*

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 Operations Support Division

*Personnel & Training*

*Dispatch*

*Records/Court*

*Information Technology*

#### Administrative Services

*Business Office*

*Facilities*

*Fleet*

\*\*\*\*\*

The

#### Professional Standards Division

is a direct report to the  
Chief of Police

The Portsmouth Police Department comprises 64 full-time sworn officers and 27 part-time officers. The civilian staff totals 22 full-time and 4 part-time employees.

In 2016, under new command, significant initiatives and goals were undertaken to improve structure, operations, productivity, accountability, efficiency, and increased engagement with the Portsmouth public.

The department is currently recruiting for a permanent Chief with an anticipated change of command in July 2017. As a result, this Strategic Plan is only for a period of one year.

The 2017 plan consists of initiatives in six key areas:

- ◇ Professional Standards
- ◇ Policing
- ◇ Staffing & Facilities
- ◇ Professional Development
- ◇ Technology
- ◇ Administration



2017 will be a pivotal year for the department. This Strategic Plan includes an aggressive agenda that builds upon the significant changes and work achieved in 2016 under Chief Mara's command. In addition to the identified goals, Chief Mara will also be preparing the department for the incoming permanent Chief mid-year.





# 2017 STRATEGIC PLAN FOCUS AREAS



## PROFESSIONAL STANDARDS

- ◆ CALEA
- ◆ Employee Evaluations
- ◆ Citizens Complaints



## POLICING

- ◆ Traffic Enforcement
- ◆ Data Driven Policing
- ◆ Community Outreach
- ◆ Fully Staffed Investigative Division
- ◆ Juvenile Diversion Program
- ◆ Seacoast High Intensity Drug Investigation Unit (HIDIT) - Pilot Program



## STAFFING

- ◆ Keeping Pace with Portsmouth's Growth
- ◆ Impact of City Events on Staffing
- ◆ Auxiliary Unit Build Up



## TECHNOLOGY

- ◆ Radio System
- ◆ Redundant Communication Center/Disaster Recovery
- ◆ IT-Virtualization of Servers
- ◆ Research New Back-Up System

## PROFESSIONAL DEVELOPMENT

- ◆ Training Hub
- ◆ Succession Planning



## FACILITY

- ◆ New or Renovated Facility

## ADMINISTRATION

- ◆ PPDTV/Edge Radio
- ◆ PPD Website
- ◆ Public Survey
- ◆ Employee Health/Injury Reduction
- ◆ Court Office-Felonies First Requirements



# PROFESSIONAL STANDARDS

The recent department restructure provided the opportunity to establish a Professional Standards Division. The primary focus in 2017 will be on CALEA accreditation (Commission on Accreditation for Law Enforcement Agencies) and CALEA's integrated PowerDMS system. This is a three-year process that began in May, 2016. The accreditation process provides the City of Portsmouth with an expert evaluation of their police department. Implementing employee evaluations and improving the citizen complaint process are also goals for 2017.



**CALEA:** The department has chosen to seek the Advanced Law Enforcement accreditation requiring compliance with 464 standards vs. the 177 required at the first level. Although CALEA allows three years to prepare for full compliance, the department anticipates being ready for the review prior to May 2019.

Currently the department is in the self-assessment phase which involves reviewing/insuring policies are CALEA compliant, gathering proofs of policy compliance, and attending a minimum of two mock assessments at other police departments to gain insight/training into the final preparation for CALEA's site review. The Professional Standards Division staff will also attend the spring & fall CALEA conferences.



CALEA requires the use of **PowerDMS** to electronically handle all types of documentation to fulfill the accountability requirements of the entire accreditation process. In 2017, department wide staff training on PowerDMS will be ongoing, to include the expanded capabilities of the software for use in other areas of the department, outside CALEA functions, to improve efficiencies.

This division also handles the **employee evaluation system**. In 2016 employee evaluations became part of the collective bargaining agreements. Employees have begun to receive in-person and electronic feedback/data through the **Guardian Tracking** system. This on-going feedback, along with historical performance documents will culminate in the employees' first annual evaluations in 2017.

This division also handles internal affairs, which includes **citizens' complaints**. In 2017 the department is investigating a more streamlined process for the public to communicate issues for review.





# POLICING



Policing the city has many unique challenges. The day-to-day population of the city fluctuates widely; the 21,000+ resident population expands daily with the influx of tens of thousands in the daily journey-to-work population, to over 100,000 visitors for several of the 100+ events held in the city annually. Portsmouth has 150+ liquor licenses, and is a historic, arts, recreation, and cultural center.

On the other end of the spectrum, it has 15 high-value terrorist targets like propane and gas storage terminals, airport and military facilities, shipping lanes and bridges. The population influx, critical infrastructure, and everything in between, including social challenges such as the opioid crisis, create a unique policing challenge.

The daily population influx creates what residents feel is the #1 quality of life issue in the city: Vehicle traffic and speed.

♦ **Traffic Enforcement** will be addressed from several angles this year. The department receives NH Department of Safety grants for speed enforcement for specifically identified locations/times. In addition, the department uses electronically collected data from two new stealth stat units and speed signs, as well as public input, to effectively deploy resources to problem areas. The purchase of additional Stealth Stat units is planned in 2017.

The department will improve road safety by converting a regular black & white cruiser into a “low-profile” traffic enforcement vehicle. This is part of a proactive effort to improve speed enforcement results and improve policing of those who continue to use cell phones and other electronic devices while driving.

- ♦ **Data Driven Policing** In addition to the data collected from the stealth stats and speed signs, the department also uses a tool/software called “Crimeview Dashboard”. Federal security guidelines has presented some IT challenges in getting the program deployed on the mobile cruiser laptops. However, in-house supervisors are using the system to deploy resources, gather productivity statistics, and improve efficiency. In 2017, additional training for staff will be completed to improve usage. An IT resolution enabling the department to deploy Crimeview on cruiser laptops is anticipated.





# POLICING



Finally, the department will continue to expand the outreach and partnerships with the elderly, Portsmouth schools, the Portsmouth Housing Authority and also seek out other groups in the city.

**Community Outreach** was a significant goal in 2016 and will be expanded in 2017. The areas the department will focus on include establishing a Community Advisory Board, establishing a minority contact committee under the State's umbrella, working to set up neighborhood crime watch groups, conducting women's safety clinics, providing education to the schools and public on the opioid epidemic, as well as DEA training for staff.



The **Investigative Division** had a difficult year in 2016 because of **staff vacancies**. Although officer recruiting efforts are always top priority, there is a gap between locating appropriate candidates, and those candidates successfully completing the stringent vetting and training process and finally being on the street. Only when an officer is hired for patrol, can a more seasoned officer then be promoted and transferred to Investigations.

The Investigative Division is starting 2017 with a full compliment of detectives. In addition to working on the caseload backlog, the division anticipates establishing a **juvenile diversion program**. This program holds juveniles accountable for their actions, but in a more effective way than the normal juvenile court system process.

In 2016 the Investigative Division received an **Opioid Reduction** grant from the NH Department of Safety. This grant, called **"SeacoastHIDIT"** (High Intensity Drug Investigation Team), expands on a local initiative Portsmouth detectives successfully implemented in prior years with Justice Assistance Grant funds. This seacoast pilot initiative will run from December 2016 through May, 2017.



# STAFFING



During the economic downturn, staffing levels citywide experienced a reduction. The police department lost upwards of eight positions. As a result, available man hours dictated what could be accomplished.

With the stabilization of the economy, the department has sought to restore officers to the line. Currently, the sworn compliment is 64, up from 62, but is still not back to the pre 2008 level of 71 officers.

The City of Portsmouth continues to steadily expand with an influx of businesses and new and proposed high-density housing throughout the city. In addition, this vibrant city is a regional economic engine and welcomes tens of thousands of daily workers and visitors at the many restaurants, shops, and businesses. Cultural events can expand the local population from 21,500 residents to over 100,000 people within the city limits.

In addition, the current total of city-approved liquor licenses stands at more than 150. The police department staffing levels need to keep pace with all this growth.

It takes between 9 and 12 months for a new officer to be recruited, hired, trained and out- on-his/her-own. As a result, the department must plan staffing, budgeting, and recruiting well in advance to insure an adequate number of officers as the population, traffic, and properties increase.

In the FY2018 budget (7/1/17-6/30/18), the department will seek to add staff to keep pace with the upcoming city-approved projects that are already under construction or scheduled to start.

In 2017, the department will also be working to fill numerous vacancies in our part time/ on-call auxiliary officer unit.

The recruitment, training, and retention of dispatchers has been a chronic challenge, and 2016 was no exception. Two dispatch positions remain open. It is anticipated we will achieve full staffing in dispatch in 2017.

Lastly, with the reorganization of our communications unit and the increase in technology needs, the department will look to add a tech level employee to this unit. The increased technology demands have exceeded the capacity of one lone IT employee.





# TECHNOLOGY

The police/fire radio system infrastructure is over 15yrs old and failing. It is no longer supported by the vendor. In 2016, the decision was made to replace the infrastructure. Throughout 2017, the design, build-out, and phased in installation of the radio system will be a high priority.

Law enforcement depends significantly on technology and information. As a result, systems must have redundancy to prevent any outage/down time that could cause an officer or public safety issue. A redundant communication/disaster recovery center was established at the Department of Public Works several years ago to insure seamless coverage in a catastrophic event at the police department site.

In 2017, this redundant disaster center will be moved from the Department of Public Works to Fire Station 2 on Lafayette Road to accommodate space needs.

In 2017, to further improve the mission critical technology requirements of the department and improve costs, the IT Unit will begin to migrate from physical servers to virtual servers. The benefits of virtual servers allows for efficient use of the resources, minimal downtime, faster disaster recovery, simplified management and better security.

Another component of police data is back-up of the data for off-site storage. In 2017, a review of back-up options and protocols will be conducted.

CAD (Computer Aided Dispatch) and Records Management software is the life blood of law enforcement. Currently the department uses Tritech/IMC, which has been in place for more than 15 years. Although this system met the needs of the department when it was installed, much more robust systems are now available. It is a long term goal to migrate to a newer software system. In 2017, research into new systems/capabilities will be on-going.



# PROFESSIONAL DEVELOPMENT



**Officer Training** is by far the most important component for officer safety, public safety, and city liability. The department works to keep training costs low, while maximizing the benefits.

In 2017 the department will **re-establish Portsmouth as a “training hub”**. Using our facility to host training results in “free” seats for our staff. This not only reduces the cost of training, but also reduces travel costs associated with sending officers to outside locations.

**Succession planning** is paramount in the “paramilitary” environment of law enforcement. This is a years long process that includes significant training and mentoring. In 2017, the department will review and devise a plan to insure the smooth transition and training of supervisory staff as they move to the next level of command responsibilities.

## FACILITIES

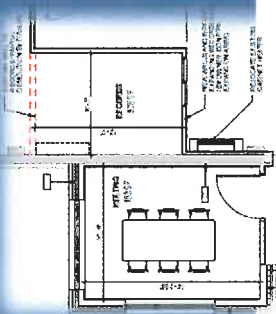


In 2014 the Police Department commissioned a space needs study of its facility. The facility is a retro-fit into a former hospital that is part of the City Hall Complex. The study recommended a new **state-of-the-art police facility** that meets the needs, efficiencies, and standards of a 21st century law enforcement building. After this study was completed, a space needs evaluation was completed on the remaining part of the city hall complex. The city council is now weighing the options of either renovating the entire complex, to include the police department, or supporting a new, separate building for the police department. Discussions will be on-going in 2017.

The City Hall Complex building needs major repairs. A project is currently underway to **replace the façade wall and windows** on one side of the building, as it has become a safety hazard from crumbling bricks and mortar. Part of this project will include a **small renovation of the police department entryway and lobby**.

The lobby will now include an interview room. Actual work will begin in February 2017 and be completed within the year.

In addition to the physical and security challenges of the current police facility, security in the rear parking lot, where the police fleet and employee parking is located, is a major problem. Plans are in place to secure this area. The site doesn't lend itself to an easy resolution of the security issues; however, police administration and the Department of Public Works will work to find a proper fix.





# ADMINISTRATION

Recruiting for a permanent Chief to start in June 2017 is a top priority. The IACP (International Chiefs of Police) is conducting the search and will be facilitating the interview process with the Police Commission.

Community outreach is an important component in the on-going dialogue between the police and the public they serve. In 2016, the department expanded its media exposure through the development of [PPDTV](#) (Portsmouth Police Department TV). Six informative shows have been broadcast highlighting staff and topics pertinent to how the department works. The Department will continue to broadcast on PPDTV in 2017. In addition, the department is [expanding into radio](#) with a bi-weekly 30-minute show with a call-in format.

A tremendous amount of information is also dispersed through the department website. In 2017, there will be a complete redesign of the City website, to include the [police department website](#). Police administration will be taking this opportunity to upgrade and improve the design and content of our website.

Public feedback is one of the best indicators of how we are doing. A [public survey](#) will be completed in 2017. The department will use this information to improve services and procedures.

On-the-job injuries happen in police work. The department successfully implemented its first semi-annual [Fitness Challenge](#) in 2016. Spring 2017 will see the second installment. This initiative is meant to motivate employees to improve their health and fitness, reduce absences due to injuries and illness and reduce overtime resulting from these events. Part of this initiative is to update the current police department gym with new equipment. A capital plan has been submitted with the FY18 budget.

All job vacancies create a significant burden on those who must cover the duties until a new employee is hired. This is never more evident than with the shift work in both patrol and dispatch. There was an up-tick in ["order-ins"](#) in 2016 that will most likely continue into the first half of 2017. To reduce the number of occurrences, every effort is being made to finish hiring for all vacancies by the summer of 2017.

A major change in the court system is coming in July 2017. This change is called [Felonies First](#). Currently, all arrests are handled at the local court level. Anyone charged with a crime gets a probable cause hearing. However, come July, felony crimes will now be sent directly to the county court. It is going to be a challenge for police departments due to the tight deadlines to get all the documentation needed to the county. Processes and procedures are being worked out to ensure the department meets the requirements under this new law.





*We are well on our way to achieving the goals laid out in this document. 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.*