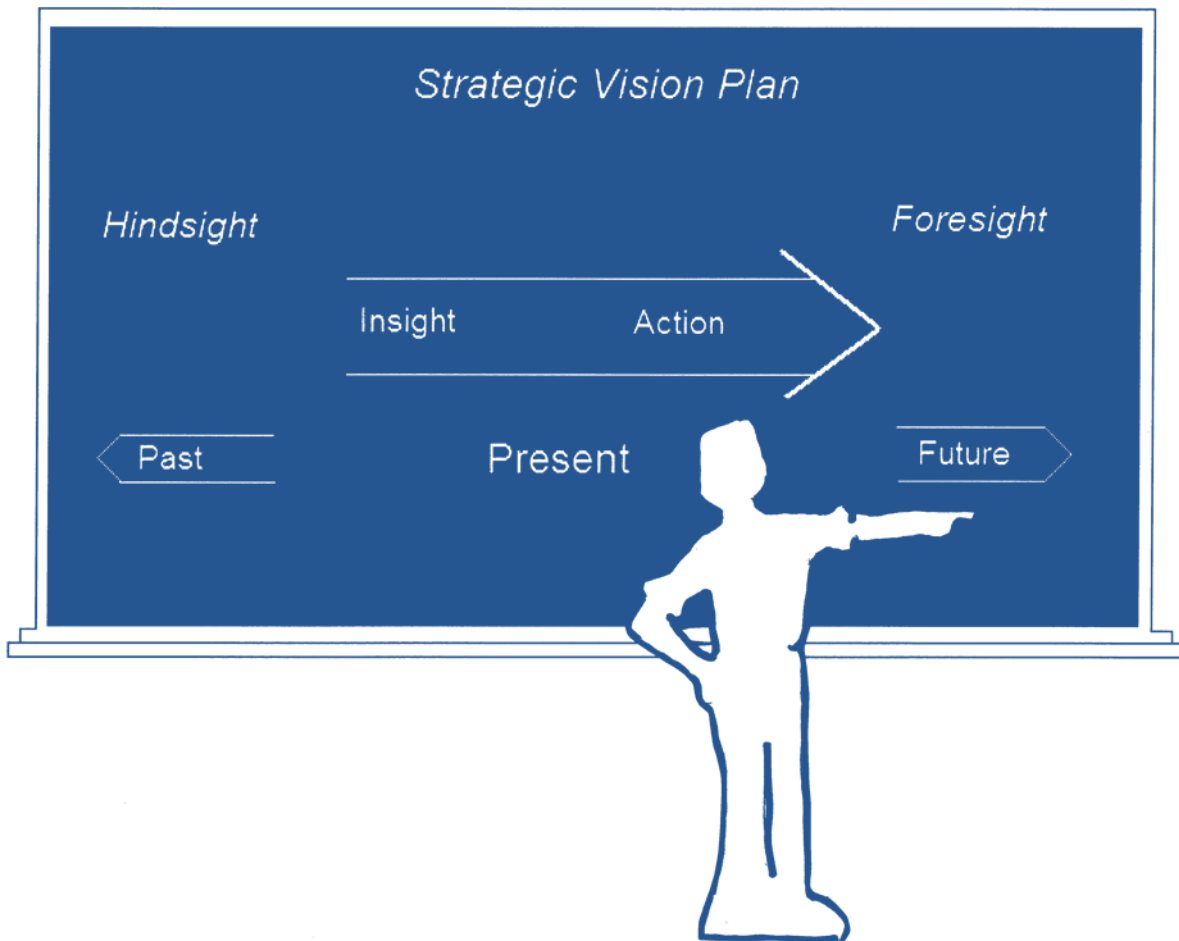


Portsmouth NH Police Department Strategic Plan 2010-2015



**The strategic vision, goals, and deliverables of the
Portsmouth, New Hampshire Police Department for 2010-2015**

Letter from the Chief

The City of Portsmouth is one of the most desirable places to live in America and one of the safest. Our community has unmatched cultural, economic, and recreational opportunities. The Police Department plays a key role in ensuring that these opportunities are available to residents and visitors to be enjoyed in a safe environment.

The prevention of crime is at the core of the Police Department's mission. I, along with the police officers and support staff, take this job very seriously. Collectively, we are not content with what we have accomplished in the past—we are actively developing opportunities to improve our level of service. This Strategic Plan is the blueprint that we, collectively as members of the Portsmouth Police Department and the community, will use to guide our efforts over the next three years.

The Department started our strategic planning process in 2008. We asked the community to join us in the process. A diverse set of stakeholders was involved in the preliminary data gathering phase. In 2009, the Department held a community planning meeting with an even broader cross section of Portsmouth's government and citizen groups. These meetings provided a wealth of information that helped to shape the Department's vision and we are proud that our strategic plan contains the input and guidance of our leaders and residents.

Our development and implementation of this plan are rooted in community policing. We are committed to the philosophy of promoting organizational strategies that support the systematic use of partnerships and problem-solving techniques. We will continue to gather your input and keep you informed of our progress using traditional and new online technologies – Together, we can make the difference.

As you read through our strategic plan, please note that we consider this a living document. As the Department develops approaches to accomplish each of the strategic goals and deliverables, we may update the priority and scope of our actions.

In closing I wish to introduce you to our revised 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.

This is not just a statement for us, it is our ethos. Every one of our sworn and civilian staff members are expected to follow the values it encompasses. We believe in our community, we have compassion for all those we provide service to, and we are committed to excellence in our job performance.

Please do not hesitate to contact me or any one of the Department's members if you wish to provide input on this strategic plan. Our non emergency phone number is 603-427-1500 or you can reach us by email at: info@pd.cityofportsmouth.com.

In your service,

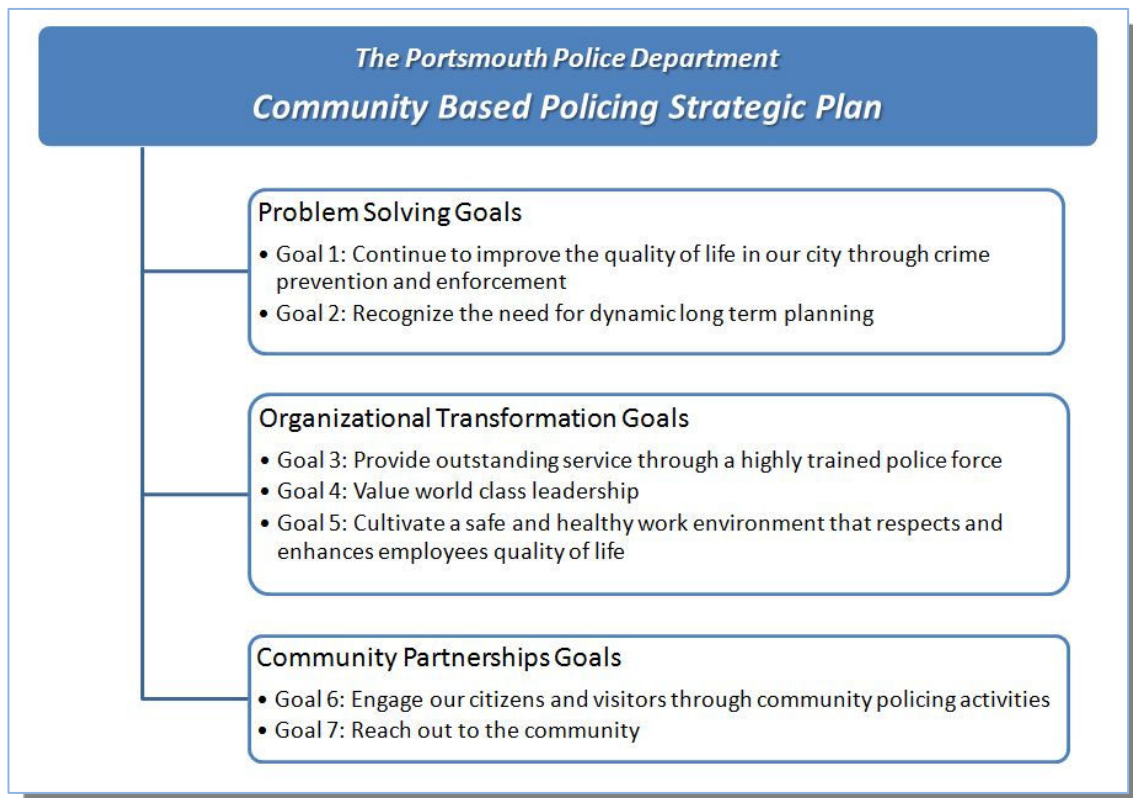
David "Lou" Ferland, Chief of Police

Executive Summary

The Portsmouth Police Department (Department) provides outstanding public safety services to the residents of New Hampshire's premier seaport city. This strategic plan is the blueprint for building upon the excellence the Department has demonstrated since its formation in 1850. The Chief and members of the Department used a collaborative process—which solicited input from police staff, community leaders and members, and academia—to develop the departmental priorities and outcomes for 2010 to 2015.

The Department embraces the community policing philosophy. Community policing is based on community partnerships, organizational transformation, and problem solving. The graphic on the bottom of the page summarizes the seven strategic goals that resulted from the strategic

planning process. The Department will use these goals and the 19 deliverables as a guide and a performance measure over the next five years, and beyond.



Strategic Plan Introduction

We, the Portsmouth Police Department, have been serving the residents of Portsmouth since 1850. In the 100-plus years since its formation, our community has grown in size and diversity. The nature of criminal activity in the 21st century is very different than the past—criminals have become more mobile and technologically sophisticated. However, while the details and the way crimes are committed have changed, human nature remains the same, and much of the crime and human drama the Department deals with on a daily basis continues to present familiar challenges. The Department, partnering with the community, must develop innovative responses to the changing landscape of criminal activity. To meet these challenges, we developed this plan with the input and support from the community.

“One of the more difficult lessons to learn is to recognize current reality as it is now, which often is different from what you think it is supposed to be or how you want it to be.”

Robert Fritz, Creative Management Expert

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.

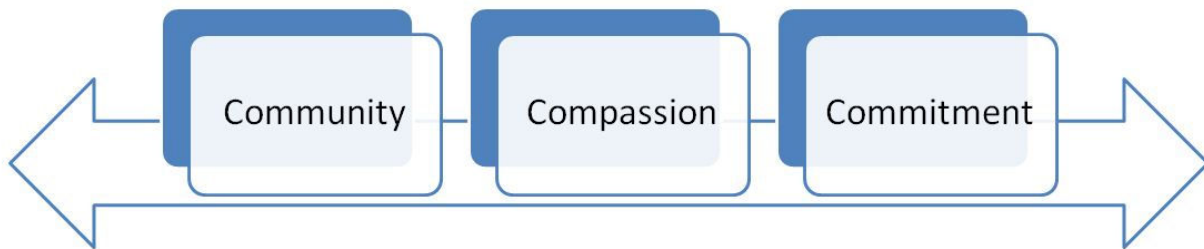
To accomplish our Mission, we are committed to the following Beliefs:

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 have a right to live in a safe, crime free environment.
- ❖ A harmonious and healthy work environment improves the quality of our services to the Community.
- ❖ Employee involvement in the creation of Department policy, procedures and objectives is essential to the attainment of our mutual goals, and the delivery of effective police services.
- ❖ 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.

We Embody:



On the following pages, we outline our strategic goals for the next five years. We will measure our success by our ability to accomplish the deliverables related to each strategic goal. We will assign one individual with overall responsibility to accomplish each deliverable and this individual will rely upon other members of the Police Department and Community to provide input and support. On a quarterly basis, the Department will update the plan and provide progress reports to the public and the Police Commission.

Community Policing and Performance Based Strategy

The Portsmouth Police Department is a community policing-based department. Community-based policing is a philosophy that promotes organizational strategies—which support the systematic use of partnerships and problem-solving techniques—to proactively address the immediate conditions that give rise to public safety issues. Community policing comprises three key components: community partnerships, organizational transformation, and problem solving. The Department used this philosophy to develop the goals and deliverables in this strategic plan. We will use a performance-based strategy to gauge our progress in accomplishing the clear mission, goals, and deliverables outlined in the plan.



Community Policing Strategic Goals for Problem Solving

Goal 1: Continue to improve the quality of life in our city through crime prevention and enforcement

This section contains the details on deliverables specifically designed to prevent and help us respond to crime.

Community notification system (Reverse 911)

New technologies may be used to enhance our capability to transmit information to the community. Reverse 911 systems use automated email and telephone broadcasting technologies that notify subscribed residents of public safety information. Notices of emergency situations may be quickly and cost effectively made available to the public. Our community and police members called for an evaluation of these systems during our strategic planning sessions. The Department will investigate available systems to determine benefit vs. costs and, if the results are favorable, develop a plan for purchase and implementation of a reverse 911 system.

Explore additional regional partnerships to prevent and respond to crime

Portsmouth grows from its population of 22,000 at night to over 46,000 each day. Like the commuter population that moves in and out of our city each day, criminals are also mobile. By car, phone, or use of the Internet, individuals with criminal intent can access Portsmouth residents and businesses. As a local law enforcement agency with local jurisdiction and resources, our best approach to combating mobile criminals is through partnerships. The Department currently leads the New Hampshire Internet Crimes Against Children Task Force, and partners with the national affiliate. This partnership allows us to not only enforce critical child protection laws, but also helps us to understand the nature of these crimes as part of a national effort. We will work to explore—and when appropriate enter into—regional partnerships with other law enforcement agencies to help combat cyber crimes, drug crimes and crime along the Route 1 corridor. We will also support specialized regional teams and seek to enter into beneficial resource sharing agreements. Some initiatives already identified are Animal Control Regionalization, joint DWI and Alcohol initiatives, and prescription drug take back programs.

Advocate investment in our police services

We have been able to keep our crime levels low; however we find “spikes” in certain categories and locations of crime. Although we feel we have a fair mix of resources, this strategic plan outlines key community priorities that will require funding. Some of these community-identified priorities are substance abuse, homelessness, domestic violence and mental health issues. The Department will work with the Police Commission, the City Manager and City Council to develop a budget that reflects the

community's priorities. We will continue to hold periodic stakeholder meetings and hold several Police Commission meetings a year out in the community within neighborhoods.

Goal 2: Recognize the need for dynamic long term planning

This section contains deliverables specifically designed to help develop our plans for the future.

Conduct ongoing strategic planning

The Department considers strategic planning an ongoing component of our overall effort to deliver superior public safety services. We believe there are a number of critical areas that we need to focus on in order to allow the Department to continue to evolve. During the strategic planning process, it became clear that the Department and city planners need to study the long-term Department facilities requirements. In addition to the facilities, the vehicles, equipment, and capital supplies all require ongoing evaluation and the Department and city planners need to begin planning for their replacement. We will conduct a study of these needs to drive strategic planning and budgetary requests. We will report findings quarterly at the Police Commission public meetings.

Community Policing Strategic Goals for Organizational Transformation

Goal 3: Provide outstanding service through a highly trained police force

This section contains deliverables specifically designed to help our staff and organization grow.

Invest in staff training

Training is critical for public safety personnel. Approaches to routine and dangerous situations are more likely to be resolved positively if a staff member has received appropriate training. However, training is expensive. There is an ongoing need to balance the cost of training with the training needs of the department. Fortunately, there are new products available for law enforcement; for example, distance learning is a new tool that allows staff to receive training without the associated travel costs. We will conduct an analysis of our training needs by developing a training matrix for each officer and then exploring how we can maintain the



We believe in excellence through training

quality of our training by considering new training approaches. We will use the analysis to drive budgetary requests and annual training schedules.

Goal 4: Value world class leadership

Develop leadership environments

The community looks to its leaders during times of crisis. Day to day, the Police Department's staff follows its leaders' decisions to deliver public safety services. We value effective leadership and recognize that creating an environment where opportunities to lead exist, is vital to our continued success.

We will examine our current efforts to provide leadership, mentoring, succession planning, and cross training opportunities. The Department will develop and implement a plan that fosters a positive leadership environment in the Department. We will do this by developing a command training matrix to include executive training, basic and advanced supervisor training and tabletop exercises.

Goal 5: Cultivate a safe and healthy work environment that respects and enhances our employees' quality of life

Complete collective bargaining talks and agreements

The department will work diligently to complete the current collective bargaining units' contract talks and develop mutually agreed upon contracts with the Patrol Officers' and Ranking Officers' unions.

Gather staff input

Understanding staff satisfaction and acknowledging their important issues are critical for any police department. To ensure that we understand these issues, and the items that the staff would like resolved, we will develop and deliver a plan to collect anonymous input from the Department staff as well as hold meetings, conduct surveys, and gather input through face to face interactions. The Department will use this information to drive our policy development.

Review and update policy

Using the data the Department collects from our staff, we will conduct reviews and update our policies as appropriate.

Improve communications and information technology

Technology is rapidly changing the way police departments deliver their services. The Department will undertake a number of actions to strategically improve its technology infrastructure.

- Deploy an automation program to allow for the monitoring, managing and control of IT assets remotely, allowing the IT department to increase efficiency and productivity by being able to remotely update software, deploy security patches, and perform essential preventative maintenance on workstations.

- Develop a multi-faceted data back-up/disaster recovery solution to minimize server recovery time as well as fast, reliable local file recovery.
- Implement a software system to monitor the use of the Internet by department members i.e. Web Marshall. This type of software would allow for both Internet access in the patrol cruisers, and Voice Over IP (VOIP) telephone capabilities in the cruisers using our current telephone switching system.
- Monitor and explore funding options (including grants) to facilitate the hiring of an 11th full-time dispatcher.
- Research software that will assist the dispatcher in emergency call handling; i.e. software that prompts the dispatcher to ask key questions for different service calls, thus insuring the most pertinent information is obtained from callers.
- Initiate planning for City wide radio system changes that will be required in 2018-2020 as existing radio systems reach the end of their life cycles.
- Initiate planning for replacement of the department telephone system that will be required in 2018-2020 as the existing telephone system reaches the end of its life cycle.
- Initiate studies to compare the Department's records management system and computer aided dispatch software with our needs. We plan to investigate other computer software packages that may be a better match for our needs.

Community Policing Strategic Goals for Community Partnerships

Goal 6: Engage our citizens and visitors through community policing activities

This section contains the details on deliverables specifically designed to enhance our community outreach.

Assign a community affairs officer

We will assign a Community Affairs Officer to oversee community partnership deliverables for the Department. The Community Affairs Officer will facilitate the completion of the deliverables in this section and communicate progress to Portsmouth residents and citizen groups.

Operate the Citizen's Police Academy

We will continue our successful Citizen's Police Academy. The Academy will function as an awareness program to help individuals understand the roles and responsibilities of the Police Department. We will

survey the former attendees to gather their feedback and incorporate the findings into our strategic planning process. We will present pre and post Academy questionnaires to each as a means to measure this deliverable. The participants will also be asked to complete a survey at a later date as a means to measure our success.

Meet with neighborhood groups

There are a number of organic neighborhood groups in our city. The number and nature of these groups change over time. The Department will develop a snapshot of current groups and plan to meet with their leaders. We will develop both a list and a meeting plan to help the officers patrolling local neighborhoods to understand their priorities, prepare for special events, and provide police information back to the community. We will strengthen regular neighborhood group meetings i.e. beyond just participating in National Night Out; we will value involvement of employees in community civic groups like Rotary, non profit boards, coaching etc.

Operate the ride-along program

Police ride-along programs provide an opportunity for individuals to experience the daily challenges and rewards officers face while on patrol. Participants receive a scheduled ride in a police vehicle and have the opportunity to talk one-on-one with the patrol officer. The Department will develop a ride-along program, implement it, and survey the participants to gather feedback for our strategic planning process. We will present a pre and post ride along questionnaire to each as a means of measuring this deliverable.

Deliver a “How to use 911” for kids programs

The 911 emergency telephone number program has proved its value in the United States. Children have often used the service to call for emergency services. We want to ensure that every child in the Portsmouth School District is aware of the 911 service we provide and its appropriate use. The Department will identify and deliver a systematic program of instruction for kids on how to use the 911 service and we will partner with the Portsmouth schools to deliver it.

Deliver crime prevention programs

The Portsmouth Police Department leads a number of crime prevention programs. For example, the Department develops various public service announcements for T.V. and radio to help prevent excessive motorcycle noise, and driving under the influence of alcohol. We will review our current programs and evaluate them against potential new programs and program partners. We will publish the list of programs we choose to deliver and actively promote them within the community. We will survey participants and incorporate their feedback into our strategic planning process.

Use web site technologies to share information

Technology, such as blogs and online videos, facilitates the sharing of information and conversations between individuals and organizations. Social networking sites such as Facebook, Twitter and Nixel can help individuals connect with an organization. We will evaluate new website technologies to determine

which ones could best help us deliver content to the community. We will develop a plan to incorporate appropriate technologies and work with the city information technology staff to implement it.

Partner on a police station space needs report.

Some community members have called for police substations; some called for a new police headquarters. Both ideas have merit as they may better integrate police resources into the community they serve. However, police substations also present new challenges. They decentralize resources and require additional funds to operate. In order to effectively evaluate the pros and cons of deploying police substations or building a new police headquarters in Portsmouth, the Department will first review its own research and history with sub stations/headquarters facility and partner with appropriate research organizations, educational institutions and community groups to conduct a needs assessment.

Goal 7: Reach out to the community

Solicit feedback from community

The Department values the input of our community members. Our Police Department provides numerous direct links to the community. The participants in our strategic planning meetings asked us to broaden the conversation to include other groups and individuals. The Department will develop a systematic and routine approach to collecting community feedback and incorporate the findings into our strategic planning process. We will use a combination of traditional meetings, personal interactions, and new technologies like web surveys to accomplish this. We will report findings quarterly at the Police Commission public meetings.