POLICE DEPARTMENT STAFFING ANALYSIS

PORTSMOUTH, NEW HAMPSHIRE



MATRIX CONSULTING GROUP



Our approach is fact-based while also emphasizing stakeholder input to create detailed and achievable implementation strategies.

We have extensive experience working with police departments in New England, including a previous study for Portsmouth.

SCOPE OF WORK AND TASK PLAN

FOUNDATION

Extensive staff interviews and data collection led to the development of a descriptive profile.

STAKEHOLDER INPUT

An anonymous employee survey provided staff with the opportunity for input.

A community meeting was held to get input on police services.

Interviews with other City stakeholders.

STAFFING REPORT

Detailed analysis of current work requirements and staffing needs in the context of effective operations management.

FACILITY NEEDS

Projecting resident and visitor populations, PPD workloads, staffing and facility needs

HIGH LEVEL CONCLUSIONS

- The Portsmouth Police Department provides an exceptional level of service to the community.
- Patrol is staffed and deployed to provide a very proactive and engaging service.
- A major issue is dispatch high employee turnover leads to excessive overtime, including using police officers and firefighters to dispatch.

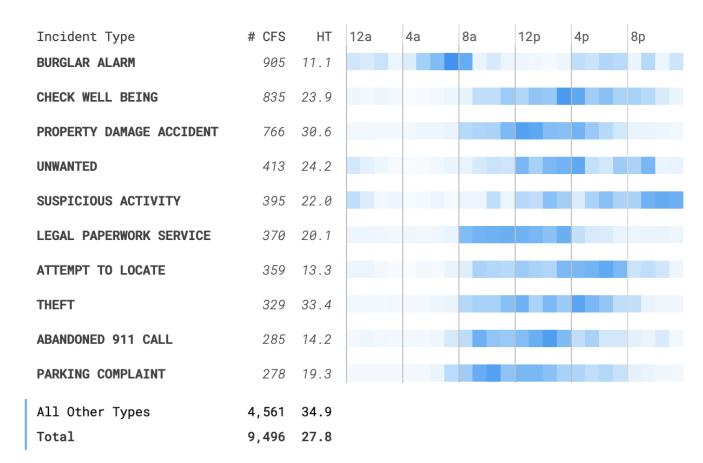
PATROL DIVISION – CALL WORKLOADS

Community-generated workloads (calls for service, CFS) account for over 26 events per day (about 1 per hour).

Call workloads peak in the summer months, though other times of the year are active as well.

The Top 10 call types reflect the low incidence of major crimes.

The time it takes to handle calls (handling time, HT) reflects prevailing call types too.



PATROL DIVISION – RESPONSE TIMES

Response times to calls for service at all priorities are exceptionally fast.

Call categorization needs to be examined.

Priority Level	# CFS	% of CFS	Median RT	RT Distribution
				20 40 60
1	2,387	25%	7.0	
2	3,554	37%	8.0	
3	3,555	37%	10.0	H.

THE IMPORTANCE OF PROACTIVITY

- Proactive time is the central metric used to evaluate the capacity of patrol staffing.
 - It is calculated as the percentage of on-duty staffing hours that are not spent responding to calls for service.
 - Adequate proactive time facilitates more engagement with the community.
 - At an overall level, proactive time should be at least 50% of total time in the field.
 - In smaller communities, proactive time is usually a higher percentage because call for service loads are low.

PATROL DIVISION – PROACTIVITY

Overall proactivity results in exceptional proactive capabilities.
In fact, every hour of every day exceeds proactive targets.
Current staffing lovals adaguately sover the

Current staffing levels adequately cover the community and its service needs.

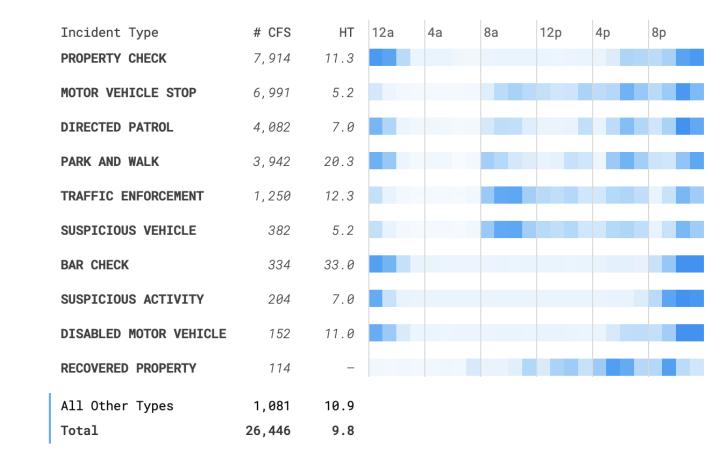
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	89%	91%	92%	92%	88%	88%	90%	90%
6am-10am	88%	73%	73%	74%	69%	70%	81%	75%
10am-2pm	75%	61%	61%	63%	66%	55%	67%	64%
2рт-6рт	78%	70%	71%	71%	68%	67%	77%	72%
6pm-10pm	78%	79%	74%	77%	74%	76%	77%	78%
10pm-2am	87%	90%	92%	91%	91%	88%	84%	89%
Overall	83%	79%	78%	79%	77%	75%	80%	79%

PATROL DIVISION – USE OF PROACTIVE TIME

Patrol officers are highly engaged in proactive activities.

Officer-initiated activities are about 3 times higher than community-generated workloads.

Directed patrols indicate high levels of problemsolving in support of the community.



PATROL DIVISION – RECOMMENDATIONS

Adding reactive and proactive workloads indicate an appropriate utilization of patrol officers in Portsmouth

Recommendations:

- Maintain current patrol staffing levels
- Maintain current levels of field supervision (sergeants).
- Maintain other field support units K9, animal control, crime analysis.
- Records should add a staff position for work demands and for adequate coverage.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	22%	17%	23%	16%	22%	20%	19%	20%
6am-10am	34%	45%	52%	42%	48%	45%	43%	46%
10am-2pm	60%	75%	66%	62%	65%	78%	70%	68%
2pm-6pm	52%	61%	55%	53%	60%	59%	50%	55%
6pm-10pm	61%	58%	58%	43%	49%	54%	57%	51%
10pm-2am	31%	35%	32%	34%	39%	40%	43%	36%
Overall	44%	47%	46%	40%	45%	48%	48%	46%



- The Dispatch Center handles public safety (police and fire) and other governmental workloads in Portsmouth.
- Staffing the Dispatch Center has been an issue with current vacancies in:
 - The Dispatch Manager
 - 6 of 10 Dispatcher positions
- Vacancies have resulted in the need for about 8,400 overtime hours of police officers and firefighters last year.
- This is a significant issue for the City that needs to be addressed.

ADMINISTRATIVE DIVISION

- The Portsmouth Police Department meets current targets in professional support
- The needs and time it takes to recruit and hire new staff as well as train them are greater than ever an additional staff position is needed to support this.
- Professional standards meets current and emerging goals of transparency and thoroughness.

INVESTIGATIVE DIVISION

- Investigations handled a total of 358 cases in 2024.
- Investigative staffing is sufficient for the current caseload.
- The part-time investigative position currently shared by general investigations should be moved to the Special Investigations Unit (SIU).





- Review this current staffing analysis with the Department and City.
- Meet with the City's Community and Economic development staff to understand future growth prospects.
- Develop workload and staffing projections.
- Develop the assessment of facility needs.

QUESTIONS AND MULTICAL DISCUSSION

CONSULTING GROUP

NHAND