

Matrix Consulting Group's (MCG) Report Summary

The Matrix Consulting Group's (MCG) Staffing and Facility Analysis Report dated 6/23/2025 made recommendations regarding potential current staffing changes as well as projections for staffing needs over the next decade. The full report is available online at portsnh.co/matrixstudy25, with a summary of the short and long-term recommendations below.

Current Staffing Recommendations

	Currently Authorized	MCG Recommended	Change To Fit Recommendation
Sworn	70	71	+1
Civilian	26.95	32.95	+6
Total	96.95	103.95	+7

beginning on page 103)

Matrix Consulting Group (MCG) Staffing Recommendations: MGC recommends increasing staffing from the current levels by seven staff. The difference between the currently authorized and the MCG recommended is primarily attributed to dispatch, including three supervisory positions and one dispatcher. The other three positions are a training officer, an IT engineer, and an office manager in the records department. Only one of the seven positions recommended is a sworn police officer that would be assigned to training.

The current dispatch turnover rate (39% in three years, p. 93 of the MGC report) can be partially attributed to a lack of staffing as well as the schedule that results from those vacancies. The recommendations from MCG to increase staffing could be part of a potential long-term solution as well as filling current vacancies.

Dispatchers serve Police, Fire, and Public Works. In total, there were 8,400 overtime hours logged to the dispatch center in 2024. This equates to approximately \$750,000 in

overtime costs. (p.83 of the MCG report) The estimated cost of the additional MCG dispatching staff is \$552,500 (p. 95 of the MCG report). The reduction in overtime versus the cost of these additional staff is being reviewed to determine the best long-term solution.

Future Staffing Recommendations			
	2030	2035	+/- 10 year
Sworn	72	75	+4
Civilian	33.95	34.95	+2
Total	105.95	109.95	+6

Matrix Consulting Group (MCG) Future Staffing Recommendations: MCG recommends increasing staffing from their recommended level by six over the next decade. The recommendation includes four additional patrol officers, one additional dispatcher, and a business operations assistant to be phased in over the next 10 years. The staffing projection assumes that the City will experience a 12.2% increase in housing units resulting in a 12.3% population growth, and a corresponding 12.9% increase in calls for service.

The Short-Term: The Police Department is focused on filling current vacancies in patrol and dispatch positions. The MCG recommendations provide opportunities for future budgetary requests and create a possible roadmap to address future needs based on projected growth within the City.

The Long-Term: The actual combination of employees may differ from these recommendations based on the changing priorities of the department, actual growth in the City, the recommendations of the Police Chief and Police Commission, and future budgets recommended by the City Manager and approved by the City Council.

For more details regarding the Matrix Consulting Group's Staffing and Facility Analysis see the [full report](#).

Summary of Key Findings and Recommendations by Division

Administrative Division - (p. 103 – 105)

- **Personnel & Training:** Add 1 full-time officer to support training and background investigations.
- **Information Technology:** Add 1 IT Engineer (total of 2) to meet workload demands and industry standards.
- **Business Operations:** Monitor workload; consider adding staff if overtime continues.
- **Professional Standards:** Current staffing is sufficient; no changes recommended.
- **Fleet Management:** Current part-time staffing is adequate.

Investigative Division - (p. 105 – 106)

- **Detectives:** Reduce from 6.5 to 6 positions; reallocate 0.5 FTE to Special Investigations Unit (SIU).
- **SIU:** Increase from 1.5 to 2 detectives; begin tracking performance metrics.
- **Internet Crimes Against Children (ICAC):** Maintain current staffing; begin tracking performance metrics.
- **Community Outreach & Social Worker:** Maintain current staffing; monitor service demand.
- **School Resource Officers:** Current staffing of 2 is appropriate.
- **Property & Evidence:** Maintain current staffing; begin tracking purging and disposition metrics.

Patrol Division - (p. 103 – 104)

- **Staffing Levels:**
 - Maintain 36 patrol officers.
 - Maintain 7 sergeants and 2 lieutenants.
 - Maintain 2 K9 officers.

- **Proactivity:** Officers have 78.7% proactive time—well above the 60% benchmark.
- **Self-Initiated Activity:** Officers generated 26,446 proactive incidents in 2024—three times the number of community-generated calls.
- **Response Times:** Median response times are 7–10 minutes depending on call priority.
- **Dispatch - (p. 82-96, 104)**
 - Fill the vacant Dispatch Manager role.
 - Add 3 Dispatch Supervisors (1 per shift).
 - Increase dispatcher staffing to 11 FTEs.
 - Consider flexible 4-day workweeks to improve retention.
- **Records - (p. 104)** Add 1 FTE to bring the total to 2 due to workload exceeding 3,180 hours annually.
- **Animal Control & Crime Analyst - (p. 104):** Maintain current staffing.

Staffing Comparisons & Projections - (p. 106 - 107)

- **Current Authorized Sworn Staff:** 70
- **Recommended Sworn Staff (2025):** 71
- **Projected Need by 2035:** 75 sworn officers (+4)
- **Current Civilian Staff:** 26.95 FTE
- **Recommended Civilian Staff (2025):** 32.95 FTE
- **Projected Need by 2035:** 34.95 FTE (+2)

Facility & Space Needs - (p. 108 – 121)

- The current police facility is outdated and inadequate, with structural and operational deficiencies.
- The space needs for a new facility included recommendations for:
 - **40,046 gross square feet** to support 110 staff. (p. 121)
 - Dedicated space for patrol, investigations, dispatch, training, evidence, and community engagement.
 - Flexibility for future growth and modern policing needs.

Employee Feedback Highlights - (p. 122 – 130)

- **Positive:** High satisfaction with training practices, community service, and internal support.
- **Concerns:**
 - Inadequate IT support. (p. 126)
 - Lack of alternative response programs (especially on day shift). (p. 129)
 - Overwhelming dissatisfaction with current facility conditions across all roles. (p. 122, 129-130)