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Police Standards and Goals
Developmental Program Plan
City of Portsmouth, Virginia



College of William and Mary

WILLIAMSBURG, VIRGINIA

34079

READING ROOM

Police Standards and Goals
Developmental Program Plan
City of Portsmouth, Virginia

April 3, 1974

The Metropolitan Criminal Justice Center operates the Pilot City program in Chesapeake, Norfolk, Portsmouth and Virginia Beach, Virginia. Established in September, 1971, the Center is a research and program planning and devevelopment component of the College of William and Mary in Williamsburg, Virginia. The Center's Pilot City program is one of eight throughout the nation funded by the Law Enforcement Assistance Administration of the U. S. Department of Justice. The basic purpose of each Pilot City project is to assist local jurisdictions in the design and establishment of various programs, often highly innovative and experimental in nature, which will contribute over a period of years to the development of a model criminal justice system. Each Pilot City team is also responsible for assuring comprehensive evaluation of such programs, for assisting the development of improved criminal justice planning ability within the host jurisdictions, and for providing technical assistance to various local agencies when requested.

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PREFACE

THIS DOCUMENT DESCRIBES THE PROCESS BY WHICH THIS DEPARTMENT PLANS TO APPLY THE STANDARDS AND GOALS RECOMMENDED BY THE REPORT ON POLICE OF THE NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS. IT CULMINATES AN EIGHT-MONTH COLLABORATIVE PLANNING EFFORT BETWEEN MEMBERS OF THE PORTSMOUTH POLICE DEPARTMENT AND PILOT CITY PROGRAM STAFF OF THE COLLEGE OF WILLIAM AND MARY METROPOLITAN CRIMINAL JUSTICE CENTER AND PROVIDES THE DEPARTMENT WITH A FIVE YEAR ACTION PLAN TO GUIDE ITS DEVELOPMENT IN AN ORGANIZED, METHODICAL MANNER WITH INPUT FROM THE COMMUNITY. WE BELIEVE THAT OUR APPROACH TO THE ANALYSIS, COMPARISON AND IMPLEMENTATION OF THE RECOMMENDED STANDARDS AND GOALS IS UNIQUE AND INNOVATIVE AND PROVIDES THE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION WITH AN OPPORTUNITY TO DEMONSTRATE AND EVALUATE THE VALIDITY AND UTILITY OF THE STANDARDS AND GOALS AS THEY ARE APPLIED TO AN ACTIVE URBAN POLICE DEPARTMENT SEEKING TO UPGRADE ITS ABILITY TO SERVE THE COMMUNITY.

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City of Portsmouth

Virginia

Established 1732

L. R. Boone
CHIEF OF POLICE

April 3, 1974

INTRODUCTORY MESSAGE

With the change in administration and the creation of the Planning and Analysis Unit in July 1973, the Portsmouth Police Department embarked upon a program of development with the ultimate goal of becoming a model for the nation.

I was aware at the time of my appointment as Acting Chief of Police that the Portsmouth Police Department was critically impaired by a combination of organizational and management disabilities evidenced by:

1. A faulty organizational structure which:
 - a. Possessed a span of control far too broad for the Chief of Police to properly administer.
 - b. Failed to delegate responsibility to subordinates.
 - c. Failed to group police functions by common relationships and assign sufficient management talent and trained police personnel to assure accomplishment.
 - d. Failed to provide for planning.
 - e. Failed to provide for a crime prevention unit.
 - f. Failed in providing mechanisms for internal evaluation and improvement including budget and manpower utilization reviews.
 - g. Failed to provide for adequate recruitment of minority group persons.

2. The absence of a plan or forecast to provide for the successful development of future police activities like budget, staffing, training, vehicles and equipment.

3. The absence of a real incentive or increased benefits regarding professional training and performance ratings.

4. The absence of definitive standards and criteria for specific professional positions.

5. The absence of a requirement for progressive professional training.

6. Failure to utilize the capabilities of data processing automation and systems design for centralizing records and procuring required management and operational data.

7. Failure to standardize common forms for operations and services.

8. Failure to utilize the Deputy Chief, Inspectors and other supervisory personnel responsibly for managerial purposes to aid in providing for the department's efficient operation.

9. Training beyond the recruit level being non-existent:

- a. Numerous officers were employed for more than a year without going to an accepted minimum standards recruit school.
- b. Supervisory officers were promoted from subordinate to supervisory positions without management training, for example, only one officer completed the FBI National Academy in the past ten years.

10. Community relations being left solely to the Police Community Relations Unit which received inadequate support from middle level commanders and from officers on the street.

11. Failure to establish policies that outline in detail:

- a. Standard operational guidelines for the various divisions.
- b. Proper and improper police actions.

With these problems in mind I began taking immediate short-term corrective actions in critical areas and began setting long range objectives and goals for the department.

The approach utilized was that of a careful action-oriented review of each operational and organizational aspect of the police

department with a view toward improving those aspects in need of change or modification. The effort was undertaken with the technical assistance of the staff of the Metropolitan Criminal Justice Center in order to plan for departmental direction over the coming years and to implement appropriate changes.

With the assistance of the Metropolitan Criminal Justice Center's Pilot City staff, a comprehensive analysis of the Police Department was conducted, including: organization, management, operations, policies, manpower deployment techniques, communications, information systems, records management, property management, utilization of equipment and facilities, relationship to other municipal departments and agencies with whom it regularly does business as well as with the community at large. A determination was made as to the extent to which the Police Department is able to meet the expectations set for it, and efforts to identify any factors which limit its ability to do so began, using the National Advisory Commission on Criminal Justice Standards and Goals: Report on Police as a guide.

This report provides guidelines by which a department may chart its course. The Planning and Analysis Unit and the Pilot City Program Team related every standard and sub-standard in this volume to my Department to determine if we should/do meet these standards, and asked the question; if we don't meet them, when can we; in one, two, three, four or five years? Thus a time-phased action program was developed for the next five years. A determination of actions acquired to meet these Standards, based upon my setting priorities for the various topical areas, was made in order to formulate our five-year plan.

In order to provide maximum input by departmental personnel, I decided to use the task force concept. These task forces will be composed of a cross-section of sworn personnel and other city agencies and citizens as appropriate.

The Standards and Goals Steering Committee was established to review the products of the various task forces and to suggest improvements or modifications to it. The composition of the Standards and Goals Steering Committee should enable it to provide some expertise in the decision-making process. It is composed of two members of the Police Department's staff, the City Criminal Justice Planner (representing the City Manager), the Director of the Metropolitan Criminal Justice Center, the Police Systems Coordinator of the Division of Justice and Crime Prevention, the Chairman of the City Civil Service Commission, a representative from the black community and one from the white community. The latter two individuals were selected by their respective civic leagues, thus we have begun to establish an improved feedback sys-

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tem between the department and the citizenry on a city-wide basis.

I firmly believe that the methodology employed in analyzing the organizational and operational aspects of this police department using the Standards and Goals Report on Police as a guide provides the format by which any police agency may pattern similar analytical projects.


E. R. Boone
Chief of Police

I. BACKGROUND OF THE PROBLEM

A. COMMUNITY AND DEPARTMENTAL PROFILE

B. PROBLEM RECOGNITION

COMMUNITY AND DEPARTMENTAL PROFILE

Community Profile

Portsmouth, Virginia, located in the Tidewater Area of the State, is a densely populated urban city which covers approximately 30 square miles. It is geographically surrounded by other cities and has no room for expansion. The City has the range of problems common to all metropolitan areas including the exodus of many middle and upper income citizens.

The 1970 census showed that a nine per cent decrease in population had been experienced since the last census of 1960 causing its population to drop from its 1960 level of 121,953 to its current level of 110,963. During the same 10 year span census figures showed an 18 per cent increase in the non-white population. According to The State of The City, 1973, the City should be predominantly non-white by the end of the century. The current breakdown of adult population reveals that 60 per cent of the population is white and 40 per cent is non-white.

The City has a unique problem regarding taxable land. Presently, 30.6 per cent of the land contained within the City limits is utilized by governmental agencies and 13.9 per cent is under-developed and/or in a transitional stage of renewal and development.

An insight into the family structure of Portsmouth provides an idea of the type of community served by this department. In 1973 there were 36,000 housing units in Portsmouth. Of these,

3,500 households receive financial support from the Social Service Bureau. Furthermore, according to Social Service officials one out of five persons receives some type of financial assistance. Cumulatively, women head 15.7% of all families in the City. Among the non-white population the figure for matriarchal homes is 25.3%.

Of equal, if not more importance, is the income level of the citizenry, since history indicates that the "quality of living" including income, job satisfaction, security, etc., all contribute to the stability of the family and that the type and intensity of crime and service calls of a police department can be related to the economic levels of the community.

The median income, according to The State of the City, 1973, in 1969 was \$8,704. The median income for blacks was \$5,282. It also revealed that 24.8% of the families had incomes less than \$5,000, 11.8% between \$3,000 and \$5,000 and 13.0% less than \$3,000. The unemployment rate in Portsmouth is currently below the national average but is above the State's rate in 1970. The national average in that year was 4.9%, the State 3.1% and Portsmouth 4.1%.

The educational level of the populace also contributes to the individual and community stability of a city. According to the 1970 census, the median school years completed for persons 25 years and older was 10.7 years compared to the SMSA (Portsmouth-Norfolk-Virginia Beach-Chesapeake), of 11.8 years completed. The 1971-1972 dropout rate of 5.6% has decreased from the 1964-65 rate of 6.3%, but it is still above the State average of 4.4%.

The City experiences a high incidence of crimes against persons and property as illustrated in Appendix A. It is apparent that this department, as agent for the community, faces a tremendous task in attempting to reduce the high incidence of crime as well as performing the other requisite police service functions. From 1963 to 1973 violent crimes climbed from 70% to 112% above the national average. Juvenile crimes increased 42% during this span. Burglary alone increased to 172% above the national average. In general, during this 10 year span, crime increased to 62% above the national average with the overall rate of increase from 1963 to 1972 being 154%. Robbery increased 514%, criminal homicide 163%, and aggravated assault 47%. Specific crime incidence figures may be found in Appendix A.

Departmental Profile

The City of Portsmouth is governed by a City Manager-Council form of government. A separate position of Director of Public Safety does not exist; however, the City Manager acts in that capacity. The Chief of Police is appointed by and is directly responsible to the City Manager.

The Police Department comes under the purview of the Portsmouth Civil Service Commission. This Commission was established according to the City Charter in 1936. It is composed of three persons whose responsibilities include the establishment of suitable rules and regulations governing the employees of the Police and Fire Departments, excluding civilians, the Chiefs and

the Deputy Chiefs. The Civil Service Commission was created primarily to remove politics and religion and other potentially discriminatory factors from classified service.

The Police Department has an authorized strength of 212 sworn officers and it has recieved an average of 6.04% of the total City budget during the last 10 fiscal periods. The average police officer has 12 years of education. Nearly 23% have no high school diploma (most of these being the officers with the most years of service). There are 11 officers who hold Associate of Arts degrees in Law Enforcement, and over 20% are working toward a degree at either the Tidewater Community College or Old Dominion University.

The median years of service for sworn personnel is six; the median age is thirty-one. Over 62% of all sworn personnel have less than 15 years of service, 41.8% have less than 10 years and 29% have less than 4 years.

The attrition rate for the department has averaged approximately 10% during the past ten years; however, during the last two years an average of 6% was established.

The organizational charts which apperr in Appendix B clearly illustrate the rigidity of the span of control during the last 13 years. In 1967, the office of Deputy Chief was established. That office should have assumed management, administrative and operational responsibilities; however, the failure of the past Chief to delegate responsibility resulted in the Deputy Chief's position being under utilized and basically non-functional.

The establishment of new Units or Divisions, as noted in the organizational charts, merely added to the many other Divisions reporting directly to the past Chief, thus further expanding his already over-extended span of control. This is noted primarily to illustrate the lack of good management and administration which has historically existed within the department. This history makes the developmental program plan, herein described, of vital importance to the department and the citizens of Portsmouth.

Hopefully, this profile serves to highlight the status, condition, and trends of the community and its police department and provides the reader with a perspective of the problems of the community and the department. The Planning and Analysis Unit has compiled a detailed profile of the department to serve as a base from which future progress may be measured and evaluated.

PROBLEM RECOGNITION

Serious management and manpower development and utilization problems existed within the Department as evidenced by critical management reports (both by the City Criminal Justice Planner and a consulting firm doing a city-wide survey) received during the past several years. These problems were partially the result of and were compounded by the declining population and eroding tax base of the city.

The problems of the department were highlighted to the City Administration, City Council and the public through the results of a State Police and Grand Jury investigation of alleged police corruption. Following the Grand Jury investigation the Chief of Police retired, as did the City Manager at a later date.

Chief E. R. Boone was appointed Acting Chief of Police on July 9, 1973 and set a course of action to remedy the myriad of past problems through the modernization of all departmental functions. Chief Boone's actions and plans for the department were commended in the final report of the Grand Jury. The text of a memo from Chief Boone to the Grand Jury, in response to their request, appears in the following three pages.

Having already established the need for certain actions to modernize and improve the operations of the police department of Portsmouth, the following objectives should be set as goals to be achieved as soon as possible:

1. The mission of an enlightened police department must be restated to emphasize its responsibility for solving crimes and bringing the perpetrators to trial.

2. Operational techniques should be designed to:

- (a) Eliminate overspecialization.
- (b) Expand the role of the uniformed patrolmen to require them to conduct adequate on-the-scene preliminary investigations; to investigate uncomplicated accidents; to enforce traffic laws; and to function as well rounded police officers.
- (c) Employ a case screening assignment system which will concentrate detective's effort on follow-up investigations on significant cases that show promise of solution and screen out cases unworthy of detective's time.
- (d) Utilize supervisors whenever possible as working leaders and reduce the administrative and paperwork required of them.
- (e) Discontinue using sworn police officers in the routine function of parking meter enforcement and use cadets for this purpose.
- (f) Systematically rotate officers in sensitive areas of law enforcement such as narcotic and vice work to prevent over-specialization and complacency.
- (g) Routinely subject officers to polygraph examinations in police matters as a preventative measure and as a psychological weapon.

3. The police department must be reorganized to:

- (a) Allocate more of its resources to the basic police functions of uniformed patrol response and follow-up investigations.
- (b) Allow for more flexibility in the daily deployment of forces.
- (c) Improve coordination between uniformed officers and detectives.
- (d) Provide strengthened planning and management analysis capabilities and improve information systems.
- (e) Provide more working supervisors, and improve the grade structure to create more opportunities for advancement.

4. The establishment of the rank of Master Patrolman for the following purposes:

4. (a) Recognize and reward excellence of performance by patrolmen of long service who have performed faithfully and well, but have not achieved supervisory rank.

(b) Provide for early recognition of younger patrolmen who display outstanding qualities and potential leadership ability in order to put them in a position to replace sergeants and to test their ability to exercise leadership skills.

(c) Restore prestige to the patrol force, and provide an incentive for quality policemen to remain in patrol work, which is fundamental to the department's effectiveness.

5. All existing rules, regulations, and procedures must be reviewed with the objective of eliminating every rule that is not absolutely essential to effective operations:

(a) Rules and regulations concerning police integrity that are violated will result in immediate disciplinary action being initiated against the offending officer.

6. The training program will be expanded to:

(a) Include in-service training for all members of the department.

(b) Provide special courses in criminal investigations for newly appointed detectives.

(c) Provide police leadership training to sergeants and lieutenants.

(d) Select officers in the rank of lieutenant and above for attendance at longer courses in police administration, such as at the F.B.I. National Academy, the Southern Police Institute, and Northwestern University.

(e) Modify the basic recruit course to put additional stress on human relations topics and the law enforcement code of ethics.

(f) Make police community relations the concern of every policeman and not merely that of the community relations officers.

(g) Train qualified polygraph operation and to utilize them in the investigations of crime and in questions regarding police integrity.

Police officers of today are challenged to balance individual liberties with the need for order. This challenge is magnified by increasing crime and disorder. Professional law enforcement officers must readily accept the constitutional safeguards placed on them, and must go about his job showing, by example of his actions, the concrete embodiment of respect for law and order.

The appointment of a Chief of Police must be taken as an assignment of trust, rather than glory. It is also the very nature of such an assignment to provoke resistance and opposition. A chief is under the continuing necessity of urging others to do what they know they should do. This resentment reflects itself in criticism, and sometimes outright character assassination. Naturally, a chief will do everything in his power to keep criticism to a minimum, but to avoid it completely is impossible. I feel the highest compliment a chief can achieve is a consensus that he is fair, he is firm, and he is honest.

The Chief of Police must assure the community that the local law enforcement group has the responsibility and obligation to its citizens to regulate itself by a professional code of ethics within the mandate of lawful sanction. The community has the responsibility to provide the resources necessary to achieve these goals. The public has demonstrated its willingness to fund programs for the improvement of law enforcement. To that end the duty of a police administrator is clear i. e., the maintenance of high quality police services in complete accord with the will and needs of the people.

E. R. Boone
October 30, 1973

II. APPROACH TO THE PROBLEM

- A. ASSISTANCE OF THE METROPOLITAN CRIMINAL JUSTICE CENTER
- B. NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS: REPORT ON POLICE
- C. SEQUENTIAL ARRAY OF ACTIONS
- D. METHODOLOGY OF ANALYSIS FOR IMPLEMENTATION
- E. USE OF DEPARTMENTAL TASK FORCE
- F. STEERING COMMITTEE ON STANDARDS & GOALS

ASSISTANCE OF THE METROPOLITAN CRIMINAL JUSTICE CENTER

The Metropolitan Criminal Justice Center (MCJC) operates the Pilot City program in Chesapeake, Norfolk, Portsmouth, and Virginia Beach, Virginia. Established in September, 1971, the Center is a research and program planning and development component of the College of William and Mary in Williamsburg, Virginia. The Center's Pilot City program is one of eight throughout the nation funded by the Law Enforcement Assistance Administration of the U. S. Department of Justice. The basic purpose of each Pilot City project is to assist local jurisdictions in the design and establishment of various programs, often highly innovative and experimental in nature, which will contribute over a period of years to the development of a model criminal justice system. Each Pilot City team is also responsible for assuring comprehensive evaluation of such programs, for assisting the development of improved criminal justice planning ability within the host jurisdictions, and for providing technical assistance to various local agencies when requested. During its first two years, the Center concentrated its efforts in the areas of juvenile justice and policing, and is now expanding its scope of responsibilities to other parts of the criminal justice system. The department had worked with the staff of the Center on several short-term technical assistance programs in addition to their major design and funding effort regarding the department's new Planning and Analysis Unit.

During August (1973) Chief Boone requested a meeting with the staff of the Center to discuss ways in which they might be of assistance. After several exploratory meetings it was decided that the Center would provide long-term, carefully structured, technical assistance to aid the Chief in upgrading the department.

Shortly after this agreement had been reached the recommendations of the National Advisory Commission on Criminal Justice Standards and Goals became available.

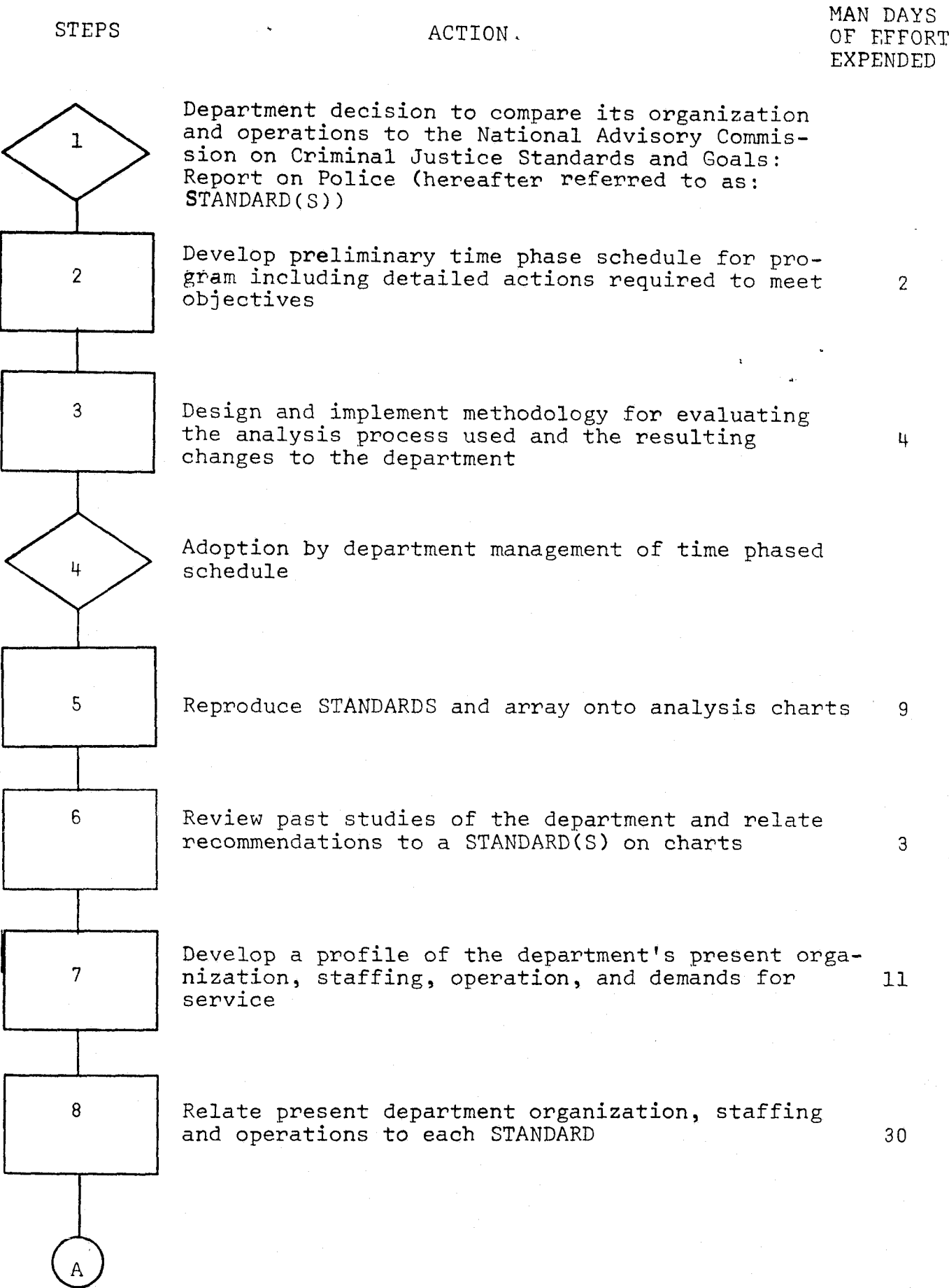
NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE

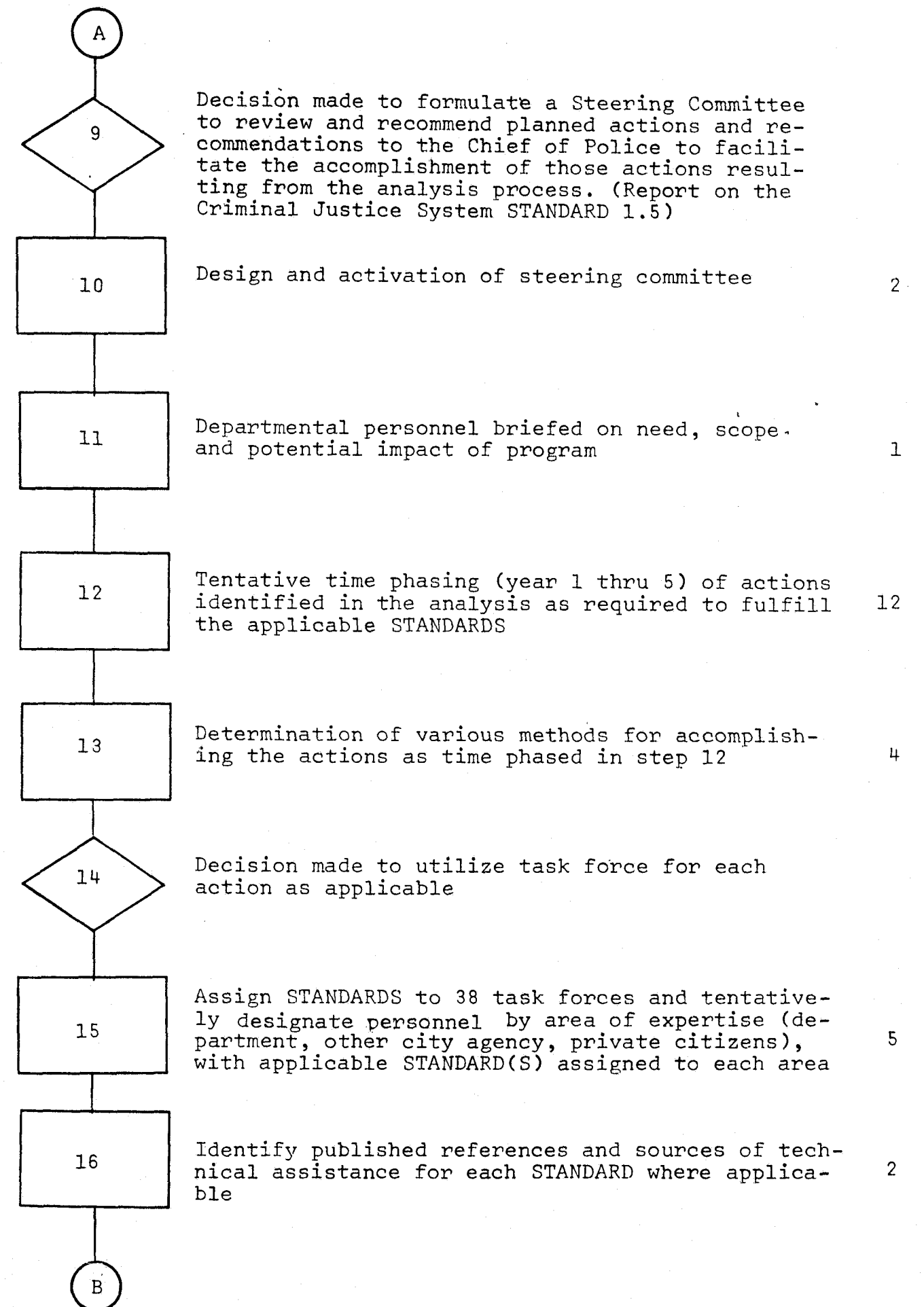
STANDARDS AND GOALS: REPORT ON POLICE

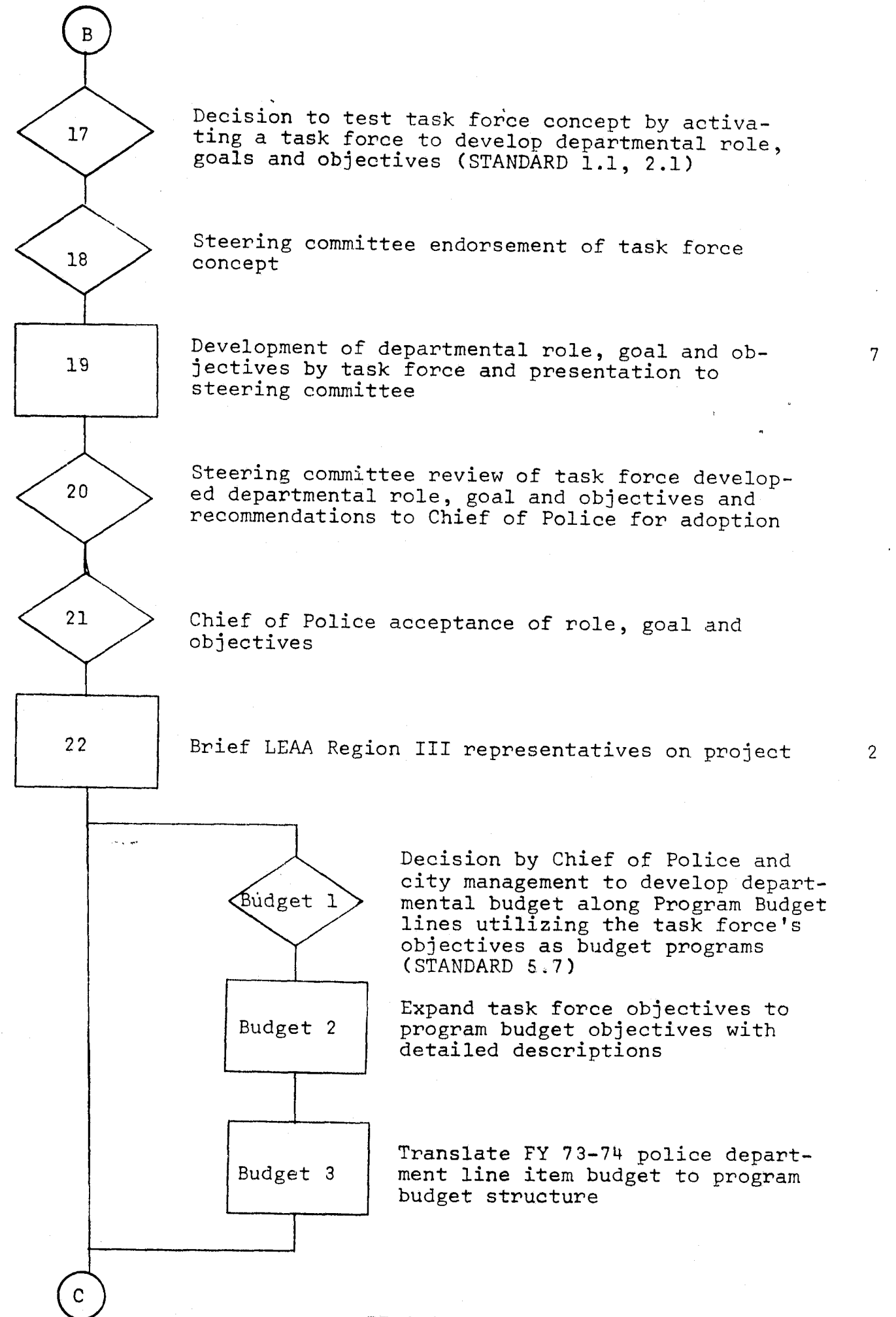
The Chief of Police, Commanding Officer of the Planning and Analysis Unit and staff of the Center reviewed the contents of the Report on Police and the contents of the other related publications of the Commission and agreed that they were well based and could serve as the main guide to the department in its modernization and improvement. A policy decision to accept the recommended Standards and Goals was made by Chief Boone in September. This decision was required if the analysis and consideration of the recommendations are to be meaningful to future departmental efforts.

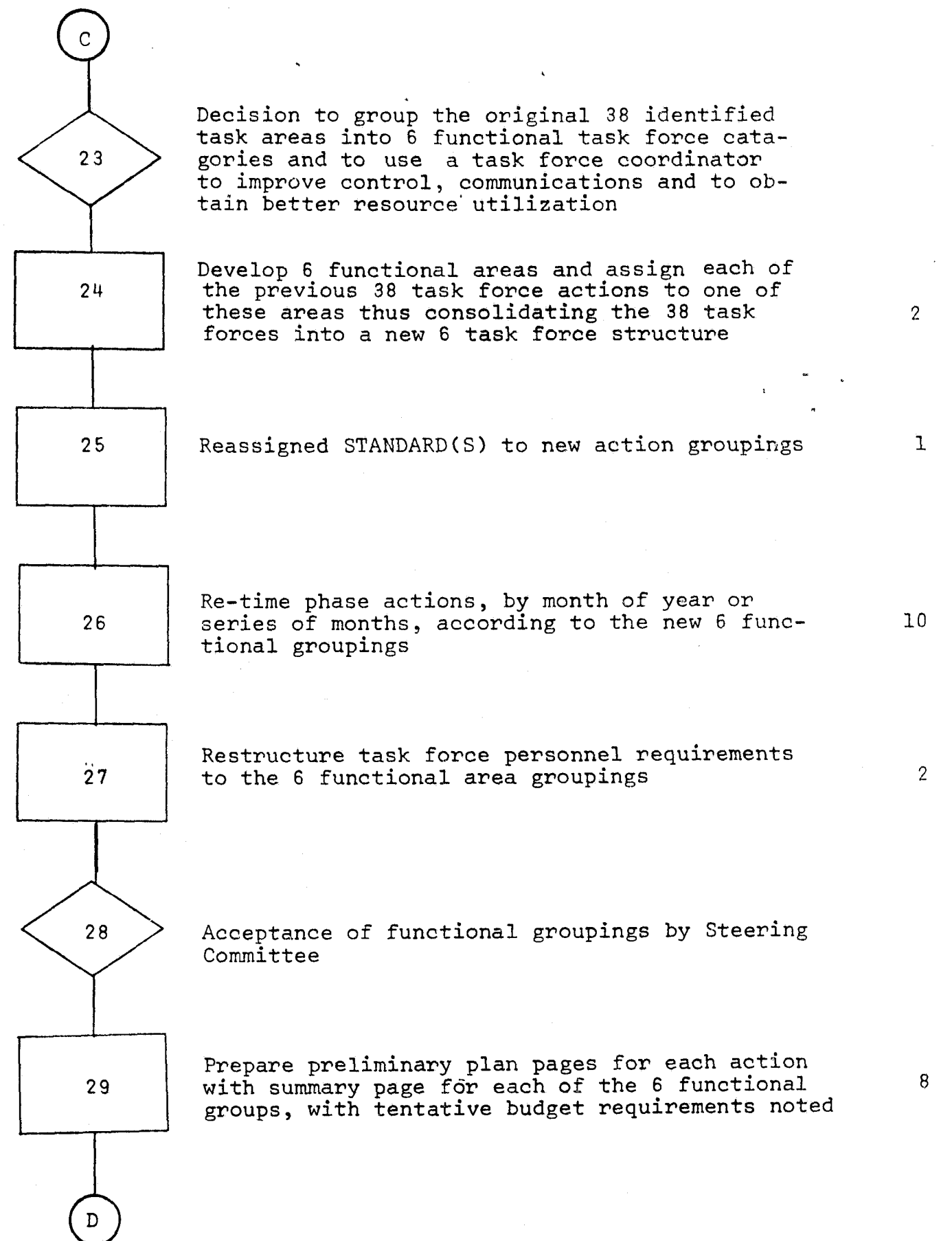
After determining that the recommended Standards and Goals would serve as the guide to the department, approaches to their analysis, comparison and implementation were considered and planning activities (as described in the following section) were begun.

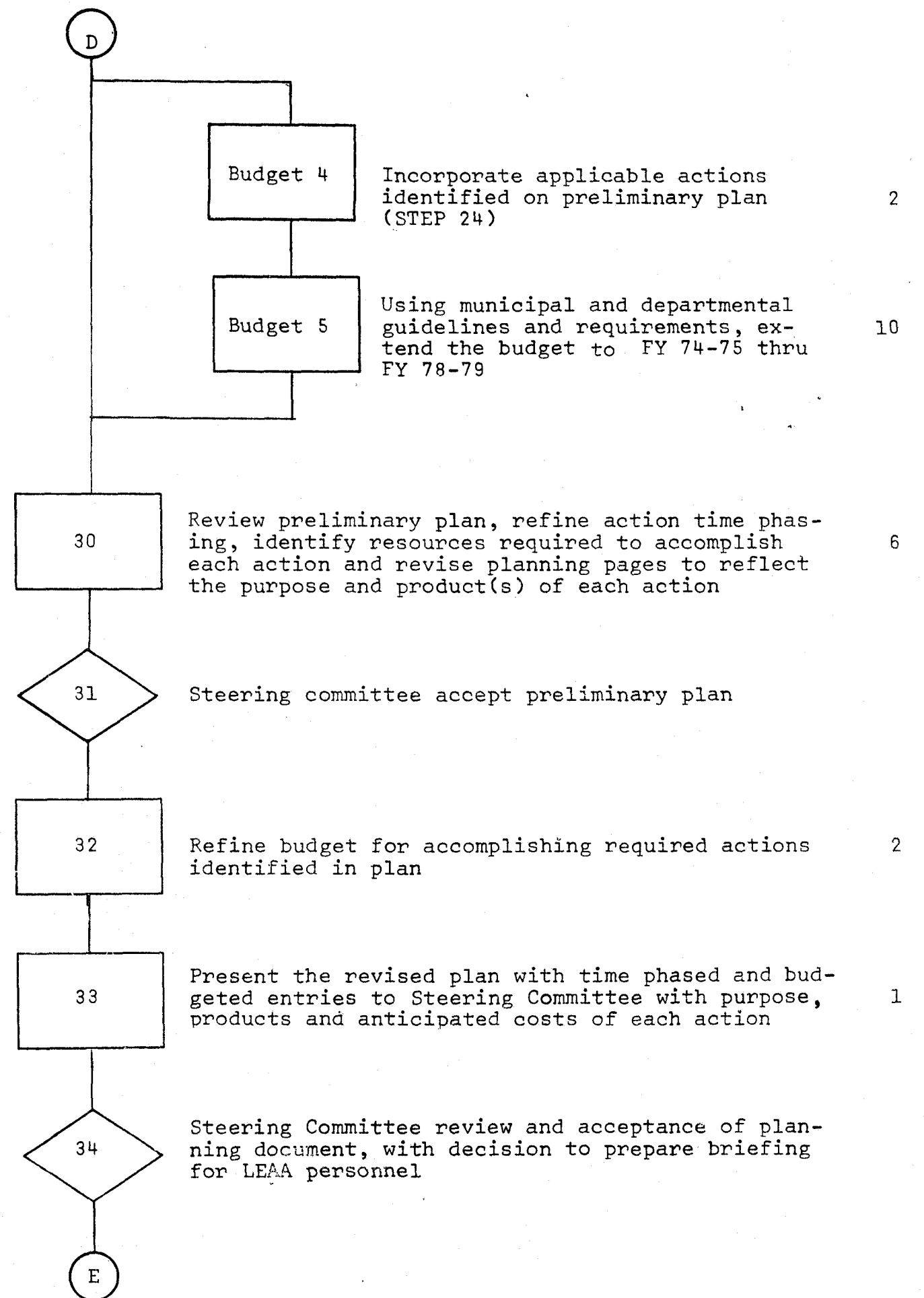
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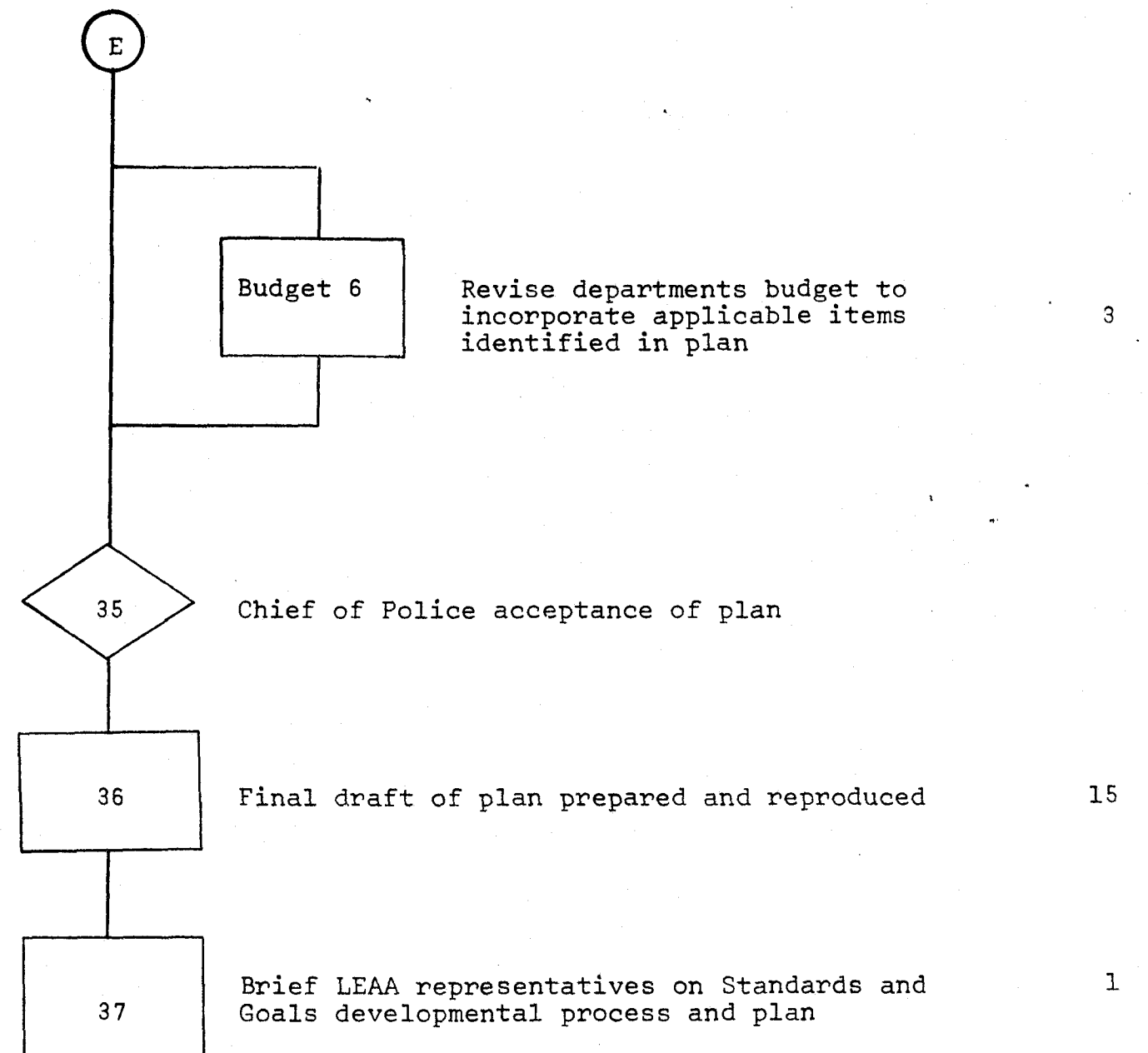












METHODOLOGY FOR ANALYSIS

In the following pages a recommended methodology for analysis, based upon our experience, is presented in summary form. In our effort to analyze the Standards and Goals for implementation several man days were spent in exploratory, trial and error activities while various methods of arranging the Standards and Goals in a format conducive to organized consideration, development and implementation were examined. The document, Report on Police is thorough and well written, but its presentation does not lend itself to the approach of our department.

For our purpose, Forty-four (44) topical areas in need of consideration were identified. These forty-four topical areas were categorized into six major areas of concern; Administration, Personnel, Training, Operations, Support Services and Extra-Departmental Cooperation, Coordination and Assistance. Each of these areas is more fully developed throughout the remainder of this document. Reference to the section on the Sequential Array of Actions provides approximate man days of effort expended on each action.

It is important to note that an organized, methodical approach to the consideration of each recommended Standard and Goal is necessary if the effort is to result in an acceptable realistic plan. This approach is contrasted against the selection of particular Standards and Goals on an individual basis as justification for departmental change or financing which was not acceptable to a comprehensive plan for improvement.

Methodology of Analysis: Recording of Actions

Step	Action
1	Develop time phased program planning steps and schedule.
2	Array <u>Report on Police</u> onto charts.
3	Relate Recommendations, Standards and Goals to past management studies.
4	Compare Standards with present departmental status (accept or reject individual Standards and Goals).
5	Group standards by area of concern.
6	Determine Priorities.
7	Time phase developmental process by year. (5 year base.)
8	Determine developmental and implementation structure.
9	Determine task force composition.
10	Determine task force Standards and Goals responsibility (applicable and related Standards and Goals).
11	Publish Developmental and Implementation Plan.

Time Phase Program Planning Steps and Schedule

Purpose: To assure that all steps required to successfully analyze the Standards and Goals contained in the Report on Police were completed in an orderly, timely manner and that the distribution of work and individual assignments were understood and accepted by all concerned parties.

Procedures: Members of the Planning and Analysis Unit (PAU) and the Metropolitan Criminal Justice Center (MCJC) identified external requirements such as the city budgeting cycle, the Regional Criminal Justice Plan Update, etc. and considered them in determining the schedule of needed activities such as the identification of problem areas, relation of Standards to departmental needs, the setting of priorities and the setting of a deadline for submission of the plan.

Array Report on Police Onto Charts

Purpose:

For use as a tool for:

- Determining department's current status in relation to the recommended Standards and Goals.
- Preliminary time phasing by year of those actions needed for the department to meet specific Standards and Goals.
- Identifying general task force areas.

Procedure:

Developed chart with 8 columns across the top labeled from left to right: Standards and Goals; Present; 1st year; 2nd year; 3rd year; 4th year; 5th year; and Remarks.

- Xerox pages from the Report on Police containing the standards, goals and recommendations.
- Cut out each standard and its subsection and place them one by one, with a space between, down the left hand column labeled Standards and Goals. This was done so each standard could be evaluated individually.

This procedure, though elementary, is essential to foster discussions on each Standard, Goal, and Recommendation and to enable quick comparison of each to related subjects.

Standards and Goals Relation to Past Departmental
Management Surveys

Purpose: To determine if and where positive and negative correlations existed with past management surveys (both internal and external) in order to consider the departments present situation in regard to past, negatively received recommendations.

Procedure: Review past survey by topical area (such as personnel, operations, policies, etc.) to determine if similar or contradictory recommendations had been made in the past; and if so, consideration of their rationale and relation to a Standard or Goal if appropriate.

This exercise helped to reveal reasons for the poor reception and lack of implementation by the department of previous recommendations.

Comparison of Standards and Goals With
Present Department

- Purpose: To determine the current status of the department in relation to the recommended Standards and Goals and to individually consider each Standard, Goal and Recommendation for departmental acceptance, rejection or modification. This action is necessary to determine what considerations are to be included in the development of a 5 year action plan.
- Procedure: Slowly and methodically examine each of the Standards and Goals on the previously prepared chart, and identify which standards are being met and which need action.
- If the Standard had already been met, a check was made in the present column. If improvement or action was necessary to meet a standard, a check was made in the first, second, third, fourth or fifth year column, according to when the action was to be initiated as determined by its priority.
- If the responsibility for an action was assigned to a task force, individual or other, it should be noted, along with any other pertinent information, in the Remarks column.

Group Standards by Area of Concern

- Purpose: This grouping was found to be necessary for controlled topic consideration and implementation.
- Procedure: Each entry on the Standards and Goals charts was considered and placed onto a grid (by number) according to the area of concern. Areas of concern for our effort are Administration, Personnel, Training, Operations, Support Services and Extra-departmental Cooperation, Coordination and Assistance. The topic areas and applicable Standards and Goals under each of these areas are shown on the following four pages.

ADMINISTRATION

Policy	1.1, 1.2, 1.3, 1.4(1), 1.7, 2.2 5.7, 18.1, 18.4(2), 19.1, 19.5 (6), 19.3(3)
Procedure	1.4(1), 18.1, 18.2, 18.3(1 b,e) 18.3(5), 19.1, 19.2, 19.4(1)
Police Role	1.1, 1.5, 2.1
Discretion	1.2, 1.3
Community Relations	1.4, 1.6
News Media Relations	1.7
Inspections	2.3
Organization	5.1
Fiscal Management	5.6, 5.7, 5.8
Employee Relations	18.1, 18.2, 18.3, 18.4
Internal Discipline	19.1, 19.2, 19.3, 19.4, 19.5, 19.6, Rec. 19.1

PERSONNEL

Policy	13.5(4), 13.6, 17.1
Procedure	8.2(2f), 13.5(4), 13.6(1), 14
Utilization	10.1, 10.2, 13.2(2)
Recruitment and Selection	13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 20.1, 20.2, Rec. 13.1, Rec. 13.2
Classification and Pay	8.2(1), 14.1, 14.2
Education	15.1, 15.2, 15.3, Rec. 15.1
Development, Promo- tion and Advancement	1.5(5), 8.2(2j), 17.1, 17.2, 17.3, 17.4
Employee Services	20.3, 20.4, 20.5, Rec. 20.1

Related Task Force Considerations	9.2
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TRAINING

Policy

Procedure

State Legislation & Fiscal Assistance	16.1
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Program Development	16.2
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Prepatory Training	16.3
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Interpersonal Commu- nications Training	16.4
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Inservice Training	16.5
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Instruction Quality Control	16.6
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Police Training Academy & Criminal Justice Training Centers	16.7
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Related Task Force Considerations	1.5(2,3,4), 1.7(1), 2.1, 4.1(3), 6.2(2), 7.6, 8.2(2,d), 9.2(5) 9.5(1), 10.1(8), 10.2(1,b)(2,b, c,e), 11.2(2,g), 15.3, 18.1(5,b), 18.3(3,4), 19.1(4), 19.4(1), 19.6 (1,b), 22.3(1,a), 12.1(3,6)
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OPERATIONS

Policy	8.1, 8.2, 9.2, 9.5, 9.6(4), 9.7 (6,a), 9.8(1), 9.9(1), 9.9(6), 9.10(5)
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Procedure	8.2(2,i), 8.3(4), 9.2(1,6), 9.5 (3), 9.7(5), 9.7(6,a), 9.7(7,a), 9.8(1), 9.9(6), 9.10(5)
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Team Policing	6.1, 6.2
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Patrol	8.1, 8.2, 8.3
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Specialization	9.1, 9.2, 9.3, 9.4
Juvenile Operations	9.5
Traffic Operations	9.6
Criminal Investigation	9.7
Special Crime Tactical Forces	9.8
Vice, Narcotics and Intelligence Operations	9.9, 9.10, 9.11
Related Task Force Considerations	3.1, 7.5

SUPPORT SERVICES

Policy	24.1(2)
Procedure	24.1
Crime Lab & Evidence Tech.	12.1, 12.2
Property System	12.3
Detention System	12.4
Personal Equipment	21.1, 21.2
Transportation	22.1, 22.2, 22.3, Rec. 22.1
Communications	23.1, 23.2, 23.3, Rec. 23.1 Rec. 23.2, Rec. 23.3
Information Systems	9.2(1), 17.5, 24.1, 24.2, 24.3

EXTRA-DEPARTMENTAL COOPERATION, COORDINATION AND ASSISTANCE

Policy	4.1(2,b), 4.3, 4.4(1), 4.5
Procedure	4.2(1), 4.5

Developing Community Resources	
Crime Problem I. D.	3.1
Crime Prevention	3.2
Inter-criminal Justice Agency Coordination	4.1, 4.2, 4.5
Diversion	4.3, 4.4
Combined Police Services	5.2
Community Physical Planning	5.5
Inter-Jurisdictional Agreements	7.1(1,b)
Professional Assistance	11.1, 11.2, 11.3
Related Task Force Considerations	Rec. 4.1, Rec. 4.2, Rec. 4.3, Rec. 5.1, Rec. 5.2, Rec. 5.3

Priority Determination

- Purpose:** To establish priorities for the development and implementation of each Standard and Goal in order to assure that orderly institutionalized change occurs.
- Procedure:** The Chief of Police established the priorities on a 1, 2, 3 basis after consideration of the recommendations of the Planning and Analysis Unit. It is requisite that the Chief of Police establish the priorities in order to assure managerial commitment based on perceived operational and administrative needs as compared to potential implementation capability.

Tenative Time Phasing by Year

- Purpose: To schedule the research and/or implementation activity identified in such a manner that organizational strain will be minimized.
- Procedure: Identify departmental priorities and needs by types of responses required, (i.e. research, analysis, implementation) and schedule over a two year period (1974-1976) in order of priority as determined in comparison of department to Standards and Goals. This timing should be based upon the priorities of the department and the organizations ability to accept and incorporate change.

Determine Developmental and Implementation Structure

Purpose: To assure that each area of concern is developed and implemented in a manner conducive to meeting local needs.

Procedure: Determine, based upon agency capability and desires, to whom the responsibility of developing and implementing each area of concern falls and how the process of implementation will work. For example, a Planning Unit or other staff from the Chief's office could undertake the effort with no input from other agency personnel or departmental task forces, or some other mechanism may be used.

The use of departmental task forces (see section II E) was viewed as the most productive in our case.

Determine Task Force Composition

Purpose: To determine the most productive yet manageable composition and size of the desired task forces.

Procedure: Review the draft of the 2 year plan and assign departmental personnel to the individual task forces, according to their knowledge of the problem area under consideration and their ability to perform the function of a particular group. (See section II E)

Determine Task Force Standards and Goals

Responsibility

Purpose: To assign to each TF, those standards for which it is responsible.

Procedure: Review the preliminary implementation plan by each area of action and note on the implementation plan those Standards and Goals each task force is responsible for considering.

These were termed Applicable Standards for our purposes as they are those standards which have been specifically identified as needing consideration by our department; whereas Related Standards, as noted in Report on Police, indicate corollary areas requiring attention.

Publish Developmental and Implementation Plan

Purpose: To present the plans of the Chief of Police to concerned police personnel, the City Administrator, the local governing body and the citizenry. To serve as the basis of all developmental and implementation activities (including the procurement and expenditures of funds).

Procedure: Based upon all previous tasks, determine the inclusions for a brief but thorough planning document including task statements and anticipated costs.

USE OF DEPARTMENTAL TASK FORCES

This department has embarked on a planned, time-phased process of change to improve the overall effectiveness and efficiency of the department's operational and managerial functions. In order to assure that each area of concern to the department is fully examined and that changes are not only appropriate, but optimal, the Chief decided to involve police personnel from throughout the department in the planning effort.

In order to provide for maximum input by departmental personnel regarding the various areas of concern, a decision to use the task force approach was made. Each task force is to be composed of a cross-section of sworn officers and, at appropriate points, experts from outside the department. These outside resource personnel will primarily be composed of personnel from other police departments who have excelled in specific areas as well as some management consultants.

The task forces will define problems and recommend approaches to their solution through the use of:

- . personal experience,
- . reference materials to be provided by the department, and
- . technical assistance available from other departments who have developed outstanding programs.

The task forces compositions will assure that each

- . is user oriented,
- . obtains a view point from a cross-section of the department, and
- . includes a rank mix to obtain different perspectives.

CONTINUED

1 OF 4

The time span and frequency of meetings of each task force depends upon the scope of the topics in each area of concern and the amount of research required. Different task forces will require varying types of data, some or all of which may have to be gathered and analyzed. The task forces will provide interim reports to the Standards and Goals Steering Committee (see section F) and will, with the assistance of the Task Force Coordinator, present that Committee with final recommendations through verbal and written reports.

The preparation, scheduling, timing, and coordination of the task force effort is the responsibility of the department's Planning and Analysis Unit. Each task force will be informed of the Standards and Goals Steering Committee's recommendations regarding their effort and findings.

It is appropriate to note that this process was selected in order to assure acceptance of change and that it would not have been appropriate in our case without the Planning and Analysis Unit's existence. This Unit will only coordinate this long range planning effort and will accomplish needed short and mid term planning tasks. The use of the task forces will require a longer period of time than the sole use of the Planning and Analysis Unit but will aid in the development of the personnel involved and assures departmental acceptance of change. As a final note, we do not expect that the department will "turn around" totally in a year or that all of the task force members will become research or management experts. They will, however, contribute greatly to the overall improvement of the department over a five year period.

TASK FORCE AREAS OF CONCERN AND TOPICAL CONSIDERATIONS

ADMINISTRATION	PERSONNEL	TRAINING	OPERATIONS	SUPPORT SERVICES	EXTRA-DEPARTMENTAL COOPERATION COORDINATION & ASSISTANCE
-Policy	-Policy	-Policy	-Policy	-Policy	-Policy
-Procedure	-Procedure	-Procedure	-Procedure	-Procedure	-Procedure
-Police Role	-Recruit & Select	-Program Development	-Patrol Deployment	-Information Systems	-Developing Community Resources
-Organization Structure	-Personnel Development Promotion & Advancement	-Instruction Quality Control	-Specialization	-Property Systems	-Professional Assistance
-Fiscal Management	-Class & Pay	-Preparatory Training	-Criminal Investigation	-Communications	-Diversion
-News Media Relations	-Personnel Utilization	-Inservice Training	-Juvenile Operations	-Detention Systems	-Combined Police Services
-Community Relations	-Education	-Police Training Academy & Criminal Justice Training Center	-Traffic Operations	-Personnel Equipment	-Community Physical Planning
-Internal Discipline	-Employee Services	-Interpersonnel Communication Training	-Crime Lab. & Evidence Tech.	-Transportation	-Inter CJ Agency Coordination
-Inspections Systems		-State Legis. & Fiscal Assist.	-Special Crime Tactical Forces		-Inter Jurisdictional Agreements
-Discretion			-Vice Narcotics & Intelligence Operations		
-Employee Relations			-Team Policing		

STEERING COMMITTEE ON STANDARDS AND GOALS

Citizen involvement and community support is of paramount importance to a process such as this. Because of this realization various methods of involving the citizenry were examined, taking into account the departments existing Police Community Relations Program and the new open-door policy of the Chief toward the general public and the news media.

The establishment of a Steering Committee on Standards and Goals was found to be appropriate to this planning process and concurrently provides an opportunity to citizens to learn about past problems as well as have input into recommendations.

The Steering Committee was formed during December and held its first meeting on December 12, 1973. It has subsequently met on several occasions and provides valuable substantive input to the program staff and the Chief of Police. Its primary function is to serve as an advisory group to the Chief in the implementation of the recommended Standards and Goals.*

The Committee membership is diverse and contains representation from the community (2), the Civil Service Commission (1), the State Criminal Justice Planning Agency (1), (Division of Justice and Crime Prevention), the Office of the City Manager (1)

*Criminal Justice System (Standard 1.5) states that "Criminal Justice planning agencies and coordinating councils should seek the participation of criminal justice operating agencies, governmental departments, and private citizens and groups in the planning process." We believe that the same holds true for this agency.

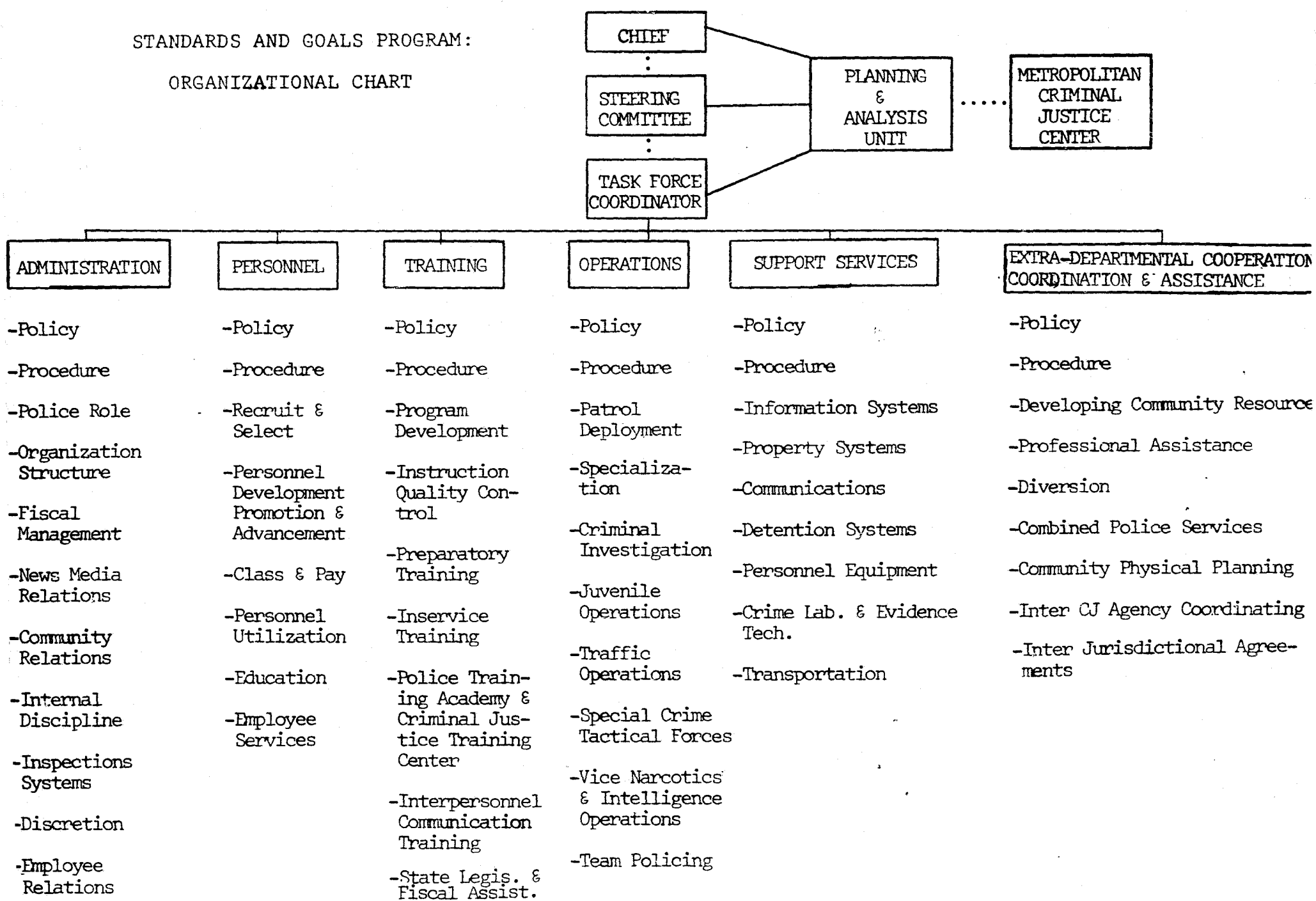
the police department (2) and the Metropolitan Criminal Justice Center (1). The two community representatives were selected by their own groups and were not "hand selected" by the department. One member represents the Central Civic Forum, which is composed primarily of "black" civic organizations while the other community representative is from the Federation of Civic Leagues which is made up of primarily "white" civic organizations. With a city population distribution of 40% "black" and 60% "white" the community representation reflects the community ratio. The chairman of the Civil Service Commission is also a community representative by the very nature of his position.*

It is our belief that the diversity of backgrounds on this Committee enrich this effort to demonstrably upgrade the department in order to improve its response to community desires and requirements.

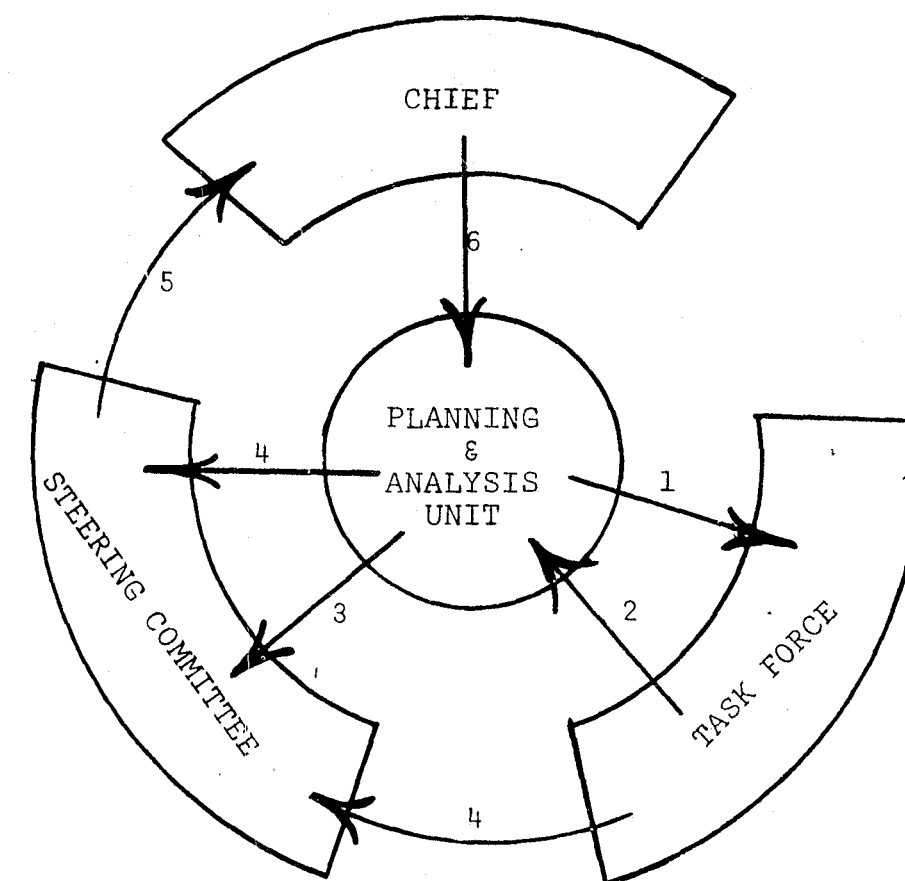
As each task force reaches milestones or completes its work on specific topical areas it will present its recommendations (including time frames and anticipated costs) to the Steering Committee for their consideration and advice to the Chief of Police. The organizational and information flow charts on the following pages provide further information on the process.

*A brief biographical sketch of each member is appended.

STANDARDS AND GOALS PROGRAM:
ORGANIZATIONAL CHART



INFORMATION FLOW CHART



1. Planning and Analysis Unit coordinates and schedules Task Force and provides reference and other related materials and information supportive of their activities, including planning visits to other departments and procuring technical assistance as needed.
2. Task Forces forward the report(s) of their findings and/or recommendations to the Planning and Analysis Unit.
3. The Planning and Analysis Unit provides copies of the Task Force report(s) to the Steering Committee and schedules the Task Force presentation to the Committee for its review.
4. Task Force presents its recommendations to the Steering Committee. The Planning and Analysis Unit provides supportive and related information to the Steering Committee during the Task Force presentation.
5. Steering Committee Reviews the recommendations of each Task Force, singularly and in relation to the findings of other Task Forces and makes its recommendations to the Chief of Police to accept, reject, or modify.
6. Chief reviews Steering Committee recommendations and either accepts, rejects, modifies, or refers the product back to the Planning and Analysis Unit for further research or modification. They in turn may assign the redirected effort back to the Task Force and the cycle would repeat. If the Chief accepts the recommendations as presented or with minor modifications they are returned to the Planning and Analysis Unit for implementation.

III. FIVE YEAR ACTION PLAN

A. PURPOSE

B. ACTION AREAS

FIVE YEAR ACTION PLAN: PURPOSE

Having identified and prioritized department needs as generated from the Standards and Goals Analysis, a five year action plan was developed. This plan will provide guidance to the department and its task forces in meeting their identified needs through a coordinated and orderly implementation schedule including personnel resources, time frames and fiscal considerations.

This plan is dynamic in both nature and design. It is to serve as a guide for extensive research and development activities and must therefore remain flexible to the products of those activities.

As the results and recommendations of these research activities are formulated, the department may then commence with realistic implementation planning based on research findings. As the implementation planning occurs the corresponding action page of the plan will be modified and updated accordingly.

FIVE YEAR ACTION PLAN: ACTION AREAS

The following pages of the Five Year Action Plan describe the six major areas of concern and the various topical areas in each. A task force will be assigned to each of the areas of concern and will be responsible for the actions designated. The priority of each topical area has been established by the Chief of Police. Topical area fiscal requirements are identified and requisite actions are time phased. A short narrative on the purpose and product is included along with Applicable Standards from the Report on Police*.

*Applicable Standards are those which have been specifically identified as needing consideration by our department whereas Related Standards, as noted in Report on Police, indicate corollary areas requiring attention.

ADMINISTRATION

The Administration Task Force has the responsibility of developing improved methods, policies and procedures (including time frames and costs) regarding

The Department's Role

Departmental Organization Structure

Fiscal Management

News Media Relations

Community Relations

Internal Discipline

Inspection Systems

Discretion

Employee Relations

Fiscal Requirements

	FY 74-75	FY 75-76
Printing	2,600	250
Technical Assistance	750	2,500
Travel	1,875	750
Contractual Services		
Implementation (Fiscal Affairs Officer)		
Salary	12,000	12,600
Office Equipment	<u>500</u>	<u> </u>
Total	17,725	16,100

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 1.1, 1.2, 1.3, 1.4(1), 1.7,
2.2, 5.7, 18.1, 18.4(2),
19.1, 19.3(3), 19.5(6)

Topic: Policy

Priority: 1

Budget Program: Management of police programs

Purpose: To embody the philosophies, principles, attitudes, values and intentions of management.

Products: Guidance and direction to assist the employee in determining his course of action and to protect him when he takes that course. This will be accomplished with the development and continual refinement of a departmental manual.

(Administrative policies will be specifically addressed by the Administrative Task Force sub-group whose responsibility relates to the area of policy being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	\$700	\$100			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 1.4(1), 18.1, 18.2, 18.3(1,b,e)
18.3(5), 19.1, 19.2, 19.4(1)

Topic: Procedure

Priority: 1

Budget Program: Management of police programs

Purpose: Methodology of implementing policies to achieve department objectives.

Products: Required actions reflected in written procedures to be incorporated into department manual.

(Administrative Procedures will be specifically addressed by the Administration Task Force sub-group whose responsibility relates to the area of procedures being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	\$150	\$150			

III_B-3

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 1.1, 1.5, 2.1

Topic: Police Role

Priority: 2

Budget Program: Management of police programs

Purpose: To define and inform the public of the role of this department as an agency of local government.

Products: Defined functional responsibilities and objectives of this police agency and a greater public awareness of them.

Transfer to other city agencies these functions that are not a police responsibility

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance		\$375			
Contractual Support					
Travel					
Other	\$500				

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 5.1

Topic: Organizational Structure

Priority: 1

Budget Program: Management of police programs

Purpose: Analyze the existing structure, and identify the optimal organizational structure for this department.

Products: Established organizational structure that will insure effective and efficient performance of the police function necessary to fulfill the department's role within the community.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X				
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 5.6, 5.7, 5.8

Topic: Fiscal Management

Priority: 1

Budget Program: Management of police programs

Purpose: To provide this department with fiscal management and executive assistance capabilities and establish policies and procedures for fiscal management.

Products: Departmental fiscal planning and program budget preparation and control as-well as administrative and management support for the chief. Responsibility of determining budgetary impacts of recommendations from the task forces.

Developed policies and procedures for fiscal management.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X	X	X	X	X
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$375				
Other (salary)	\$12,000	\$12,600			
(office equipment)	\$500				

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 1.7

Topic: News Media Relations

Priority: 1

Budget Program: Creation and maintenance of a feeling of security in the community.

Purpose: Define and establish the relationship and communication flow between this department and the news media.

Products: Developed guidelines to establish liaison, cooperation and coordination between this department and the news media, including the dissemination of information within legal restraints and formulated policies and procedures.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X				
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance	\$375				
Contractual Support					
Travel					
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 1.4, 1.6

Topic: Community Relations

Priority: 1

Budget Program: Creation and maintenance of a feeling of security in the community

Purpose: Recognizing the requisite support of the community in order to perform its police function, the department seeks to explore and develop new and improved methods of communicating and interacting with the public.

Products: Expanded methods for police community interactions for the involvement of the community to promote crime prevention and public safety.

Recommended policies and procedures relating to community relations.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X				
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$750				
Other (printing)	\$1,250				

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 19.1, 19.2, 19.3, 19.4, 19.5,
19.6, Rec. 19.1

Topic: Internal Discipline

Priority: 2

Budget Program: Management of police programs

Purpose: To provide for improved control of employee conduct, processing and investigation of community and internal complaints, the fair and impartial enforcement of discipline and the resultant adjudication of all complaints with the results provided to the complainant.

Products: Improved policies and procedures relating to conduct, including their incorporation into departmental training programs and promotional examinations.

Established administrative mechanism for investigating and adjudicating complaints.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule		X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 2.3

Topic: Inspections

Priority: 2

Budget Program: Management of police programs

Purpose: To make necessary improvements on the formal inspection system in order to provide the Chief of Police with evaluative data regarding the efficiency and effectiveness of the department.

Products: Improved line and staff inspection systems.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule		X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance	\$375				
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 1.2, 1.3

Topic: Discretion

Priority: 2

Budget Program: Management of police programs

Purpose: To explore and establish limits on discretion that guide this agency's personnel in administrative and operational duties and to make public the legal limits of authority under which the police agency functions.

Products: Established limits of discretion incorporated into departmental policies and procedures.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X	X		
Implementation Schedule			X	X	
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance		\$1,750			
Contractual Support					
Travel		\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Administration

Applicable Standards: 18.1, 18.2, 18.3, 18.4

Topic: Employee Relations

Priority: 3

Budget Program: Management of police programs

Purpose: To develop, define and implement the position of this department concerning employee relations including police employee organizations, collective negotiations, work stoppages and job actions.

Products: Developed policies and procedures which provide for effective communication within the agency and recommendations on use of employee relations specialists, collective negotiations and employee organizations.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance		\$375			
Contractual Support					
Travel		\$375			
Other					

PERSONNEL

The Personnel Task Force has the responsibility of developing improved methods, policies and procedures (including time frames and costs) regarding

Recruitment and Selection

Personnel Development, Promotion and Advancement

Classification and Pay

Personnel Utilization

Education

Employee Services

Fiscal Requirements

	FY 74-75	FY 75-76
Printing		
Technical Assistance	750	
Travel	1,500	750
Contractual Services	<u>30,000</u>	<u> </u>
Total	32,250	750

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 13.5(4), 13.6, 17.1

Topic: Policy

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop personnel policies which reflect this departments position in order to offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written personnel policies which will be incorporated into the department manual*

(Personnel policies will be specifically addressed by the Personnel Task Force sub-group whose responsibility relates to the area of policy being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 8.2(2,f), 13.5(4), 13.6(1), 14

Topic: Procedure

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop written procedures which provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into the department manual*.

(Procedures will be specifically addressed by the Personnel Task Force sub-group whose responsibility relates to the area of procedure being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 13.1, 13.2, 13.3, 13.4, 13.5,
13.6, 20.1, 20.2, Rec. 13.1,
Rec. 13.2

Topic: Recruitment & Selection

Priority: 1

Budget Program: Supportive services

Purpose: To design a progressive recruitment and selection process which will attract and retain high quality personnel, including minority group members, needed to properly fulfill the role of the department.

Products: An improved recruitment and selection process to fulfill the personnel requirements of this department, attention to be given to: college recruiting, minority recruiting and the employment of women; to include physical and psychological examinations.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance	\$750				
Contractual Support	\$5,000*				
Travel	\$375	\$375			
Other					

* Comprises approximately 10% of a Career Development Study

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 1.5(5), 8.2(2,j), 17.1, 17.2, 17.3, 17.4

Topic: Development, Promotion and Advancement

Priority: 1

Budget Program: Supportive services

Purpose: To create progressive methods to fully develop and utilize department personnel in their respective areas of law enforcement.

Products: Articulated methods and criteria for personnel development, promotion, and advancement leading to improved job satisfaction and performance, including evaluation.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X	X		
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support	\$10,000*				
Travel	\$375	\$375			
Other					

* Comprises approximately 20% of a Career Development Study

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 8.2(1), 14.1, 14.2

Topic: Classification and Pay

Priority: 2

Budget Program: Supportive services

Purpose: To develop an equitable and workable classification and pay plan based on carefully constructed job criteria; designed to attract and retain the quality level of personnel needed to fulfill the role of the department.

Products: A classification and pay plan based upon the job to be performed.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X	X		
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support	\$5,000*				
Travel					
Other					

* Comprises approximately 10% of a Career Development Study

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 10.1, 10.2, 13.2(2)

Topic: Personnel Utilization
(Including, Cadet, Civilian, Reserve)

Priority: 1

Budget Program: Management of police programs

Purpose: To explore the most profitable use of manpower alternatives so as to reduce costs, increase efficiency and release more sworn officers for uses more specifically attuned to their training and skills.

Products: Improved use of sworn and civilian personnel thus the expanded use of civilian personnel and the establishment of reserve utilization program and a police cadet program.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X	X		
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support	\$10,000*				
Travel	\$375				
Other					

* Comprises approximately 20% of a Career Development Study

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 15.1, 15.2, 15.3, Rec. 15.1

Topic: Education

Priority: 2

Budget Program: Supportive services

Purpose: To establish entry and promotional educational requirements and incentives to insure the acquisition and retention of qualified personnel within the department.

Products: Standards for; entry level requirements, education incentive programs and college credit for completion of police training programs.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Personnel

Applicable Standards: 20.3, 20.4, 20.5, Rec. 20.1

Topic: Employee services

Priority: 3

Budget Program: Supportive services

Purpose: To review procedures for department employees and their families to receive all benefits and compensations to which they are entitled.

Products: Recommendations on establishment of Employee Services Unit and on possible improvements in current benefits and employee services.

Status report on state and supplemental retirement plan.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule			X	X	
Implementation Schedule				X	
Review Schedule					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

TRAINING

The Training Task Force has the responsibility of developing improved methods, policies and procedures (including time frames and costs) regarding

- Overall Training Program Design
- Instruction Quality Control
- Preparatory Training
- Inservice Training
- Police Training Academy and/or Criminal Justice Training Center
- Interpersonal Communications Training
- State Legislative and Fiscal Assistance

Fiscal Requirements

	FY 74-75	FY 75-76
Printing		
Technical Assistance	875	
Travel	1,125	750
Contractual Services	<u>20,000</u>	<u> </u>
Total	22,000	750

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards:

Topic: Policy

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop training policies which reflect this department's position and offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written policies to be incorporated into the department's manual*.

(Training policy will be specifically addressed by the Training Task Force sub-group whose responsibility relates to the area of policy being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards:

Topic: Procedure

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop training procedures which provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into the departmental manual*.

(Procedures will be specifically addressed by the Training Task Force sub-group whose responsibility relates to the area of procedure being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.2

Topic: Program Development

Priority: 1

Budget Program: Supportive services

Purpose: To develop an effective overall training program which meets the needs of the agency to effectively respond to community service requirements.

Products: A comprehensive training program encompassing but not limited to recruit, inservice, specialized, management, and interpersonal communication training.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support	\$20,000*				
Travel					
Other					

* Comprises approximately 40% of a Career Development Study

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.6

Topic: Instruction quality control

Priority: 1

Budget Program: Supportive services

Purpose: To insure that effective training takes place through the establishment of performance objectives measured through established criteria.

Products: Performance acceptability criteria for each area of training.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance	\$875				
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.3

Topic: Preparatory Training

Priority: 2

Budget Program: Supportive services

Purpose: To develop comprehensive preparatory training programs to equip agency personnel with the knowledge and skills necessary to perform the tasks assigned by the department in responding to community needs.

Products: Preparatory training programs to accomplish the above.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule		X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$375	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.5

Topic: Inservice Training

Priority: 2

Budget Program: Supportive services

Purpose: To improve the existing inservice training programs to maintain an effective level of performance from every agency employee.

Products: Inservice training program.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$375	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.7

Topic: Police Training Academies and Criminal Justice Training Centers

Priority: 2

Budget Program: Supportive services

Purpose: Review feasibility study to be conducted by the regional planning agency regarding the creation of a Regional Criminal Justice Training Center.

Products: Acceptance or rejection, in total or in part, of the findings of the above mentioned study.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule					
Implementation Schedule					
Review Schedule	X				
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.4

Topic: Interpersonal Communications Training

Priority: 3

Budget Program: Creation and maintenance of a feeling of security in the community

Purpose: To expand the interpersonal communications skills, of agency personnel, which are essential to the effective exchange of information between the police, other elements of the criminal justice system structure and the public.

Products: Interpersonal communications training program.

(A large portion of this training will begin June 1974 as part of the DARE-FCI, LEAA national program)*

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

* Demonstration and Replication Experiment - Family Crisis Intervention (DARE-FCI)

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Training

Applicable Standards: 16.1

Topic: State Legislation and Fiscal Assistance

Priority: 3

Budget Program: Supportive services

Purpose: To encourage the state to enact legislation setting minimum standards for police training in order to provide the citizenry with a common quality of protection and service from police employees throughout the state.

Products: Status report on state action.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X				
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

OPERATIONS

The Operations Task Force is responsible for the development of improved methods, policies and procedures (including time frames and costs) regarding

Patrol Operations

Specialization

Criminal Investigation

Juvenile Operations

Traffic Operations

Special Crime Tactical Forces

Vice, Narcotics and Intelligence Operations

Team Policing

Fiscal Requirements

	FY 74-75	FY 75-76
Printing		
Technical Assistance	3,750	750
Travel	2,250	1,875
Contractual Services	_____	_____
Total	6,000	2,625

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 8.1, 8.2, 9.2, 9.5, 9.6(4),
9.7(6,a), 9.8(1), 9.9(1),
9.9(6), 9.10(5)

Topic: Policy

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop operational policies which reflect this department's position and offers sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written policies to be incorporated into the departmental manual*

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 8.2(2,i), 8.3(4), 9.2(1,6),
9.5(3), 9.7(5), 9.7(6,a),
9.7(7,a), 9.8(1), 9.9(6),
9.10(5)

Topic: Procedures

Priority: 1

Budget Program: Management of police programs

Purpose: To develop written procedures which provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into the department manual*.

(Procedures will be specifically addressed by the Operations Task Force sub-group whose responsibility relates to the area of procedure being considered.)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other (printing)	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 8.1, 8.2, 8.3

Topic: Patrol Operations

Priority: 1

Budget Program: Creation and maintenance of a feeling of security in the community

Purpose: To establish and enhance the role of the patrol officer and develop deployment systems which will improve the departments efficiency in delivering patrol services.

Products: Enhanced role of patrolman and patrol operations.
Improved patrol deployment system.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule	X	X	X	X	X
Fiscal Requirements					
Technical Assistance	\$1,750				
Contractual Support					
Travel	\$375	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 9.1, 9.2, 9.3, 9.4

Topic: Specialization

Priority: 2

Budget Program: Management of police programs

Purpose: To insure levels of specialization within the department to effectively meet departmental and community needs.

Products: Established levels of specialization which enhance the ability of the department.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance		\$750			
Contractual Support					
Travel		\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 9.7

Topic: Criminal Investigation

Priority: 2

Budget Program: Detection of criminal activity

Purpose: To research possible improvements (with special emphasis on the use of patrol officers in preliminary investigations) which will contribute to this departments effectiveness in performing the investigative function and to improve the management of that function.

Products: Improved and expanded investigative methodology and capability.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X	X		
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance	\$750				
Contractual Support					
Travel	\$750	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 9.5

Topic: Juvenile Operations

Priority: 2

Budget Program: Creation and maintenance of a feeling of security in the community

Purpose: To improve the agencies capacity, along with cooperation from other elements of the criminal justice system and the public, to deal with the detection, deterrence and prevention of juvenile delinquency.

Products: Improvements to increase the agencies ability to minimize delinquent behavior and the incidence of juvenile crime.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule		X			
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 9.6

Topic: Traffic Operations

Priority: 2

Budget Program: Control of Traffic

Purpose: To evaluate current operations and determine areas requiring improvements which will contribute to the effective management of traffic flow and traffic safety.

Products: Improved services for increased driver and pedestrian safety and reduced property damage.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance	\$875				
Contractual Support					
Travel	\$375				
Other					

CONTINUED

2 OF 4

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 9.8

Topic: Special Crime Tactical Forces

Priority: 2

Budget Program: Creation and maintenance of a feeling of security in the community

Purpose: To analyze the departments needs regarding the expansion or modification of a Special Crime Tactical Force which would be available for deployment against Special Crime problems.*

Products: Reduction of crime incidence and improved apprehension rate through the use of special crime tactical force.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel		\$375			
Other					

*The department currently has a Special Burglary Tactical Force as part of its High Incidence Target (HIT) program.

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 9.9, 9.10, 9.11

Topic: Vice, Narcotics, and Intelligence Operations

Priority: 2

Budget Program: Detection of criminal activity

Purpose: To study and make necessary improvements in intelligence gathering operations and the investigation of organized vice and narcotics activities, especially concerning cooperation and coordination with other agency elements.

Products: Improved intelligence operations and a reduction in organized vice and narcotic activities.

Improved intra-departmental and inter-agency communications.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X	X		
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance	\$375				
Contractual Support					
Travel	\$375	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Operations

Applicable Standards: 6.1, 6.2

Topic: Team Policing

Priority: 3

Budget Program: Creation and maintenance of a feeling of security in the community and feasibility of Team Policing in Portsmouth.

Purpose: To examine and determine the desirability and feasibility of Team Policing in Portsmouth.

Products: Recommendations on the need and feasibility of implementing a team policing concept in Portsmouth.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule			X		
Implementation Schedule				X	
Review Schedule					X
Fiscal Requirements					
Technical Assistance			X		
Contractual Support					
Travel			X		
Other					

SUPPORT SERVICES

The Support Services Task Force has the responsibility of developing improved methods, policies and procedures (including time frames and costs) regarding

Information Systems

Property System

Communications Systems

Detention System

Personal Equipment

Crime Laboratory and Use of Evidence Technicians

Transportation

Fiscal Requirements

	FY 74-75	FY 75-76
Printing		
Technical Assistance	2,000	875
Travel	375	1,500
Contractual Services	8,269*	50,636*
Implementation*	<u>5,040*</u>	<u>10,080*</u>
Total	15,684	63,091

* Implementation of central files automated system including design and installation of data terminals.

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 24.1(2)

Topic: Policy

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop support service policies which reflect this departments position and offers sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written policies to be incorporated into department manual*.

(Support Service policy will be specifically addressed by the Support Service Task Force sub-group whose responsibility relates to the area of policy being considered)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 24.1

Topic: Procedure

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop support service procedures to provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into departmental manual*.

(Procedures will be specifically addressed by the Support Services Task Force sub-group whose responsibility relates to the area of procedure being considered)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 9.2(1), 17.5, 24.1, 24.2, 24.3

Topic: Information Systems

Priority: 1

Budget Program: Supportive services

Purpose: To improve the departments capability to collect, store, retrieve and utilize information which is necessary to the effective performance of agency functions.

Products: Improved information systems, with attention to but not limited to, basic police reporting, criminal history and managerial data retrieval and personnel records system.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support	\$8,269	\$50,636			
Travel					
Other (Implementation)	\$5,040	\$10,080	(These costs are for the rental of data terminals over an 18 month period)		

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 12.3

Topic: Property System

Priority: 2

Budget Program: Supportive services

Purpose: To improve Property System, processes, policies and procedures to insure the secure legal and efficient storage, classification, retrieval, and disposition of evidence and other properties that come into the custody of the department.

Products: Improved property system.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X				
Implementation Schedule	X				
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance	\$375				
Contractual Support					
Travel					
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 23.1, 23.2, 23.3, Rec. 23.1,
Rec. 23.2, Rec. 23.3

Topic: Communications Systems

Priority: 3

Budget Program: Supportive services

Purpose: Review existing systems and improve where necessary to provide the communication capability necessary for the department to adequately serve the community.

Review existing and impending communications studies by other agencies as recommended by Standards and Goals: Report on Police

Products: Improved communications systems and report on existing and pending communications studies.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X	X	X	X
Review Schedule					
Fiscal Requirements					
Technical Assistance	\$875				
Contractual Support					
Travel		\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 12.4

Topic: Detention System

Priority: 3

Budget Program: Supportive services

Purpose: Examine present detention system to determine the feasibility and appropriateness of initiating a joint booking process and transferring persons requiring short term detention to the city jail.

Products: Recommendations on improving the system and a determination of the feasibility of consolidating the booking process and short term detention requirements.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	
Fiscal Requirements					
Technical Assistance		\$875			
Contractual Support					
Travel		\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 21.1, 21.2

Topic: Personal Equipment

Priority: 3

Budget Program: Supportive services

Purpose: To review personal equipment needs and establish written regulations on firearms and auxiliary equipment to obtain uniformity and interchangeability which contributes to police efficiency.

Products: Identified equipment needs and required changes.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 12.1, 12.2

Topic: Crime Lab and Evidence Technician

Priority: 3

Budget Program: Supportive services

Purpose: To examine and improve in-house capability to identify, gather, preserve and analyze physical evidence.

Examine regional crime lab capability.

Products: Improved procedures and techniques regarding the identification, collection, preservation and presentation of physical evidence.

Improved crime lab utilization.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance	\$750				
Contractual Support					
Travel	\$375	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Support Services

Applicable Standards: 22.1, 22.2, 22.3, Rec. 22.1

Topic: Transportation

Priority: 3

Budget Program: Supportive services

Purpose: To improve transportation cost and operational effectiveness while maintaining an acceptable level of fleet safety.

Products: Identified transportation needs, improved aquisition and maintenance methods, and fleet safety programs.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel		\$375			
Other					

EXTRA-DEPARTMENTAL COOPERATION, COORDINATION AND ASSISTANCE

The task force on Extra-departmental Cooperation, Coordination and Assistance has the responsibility of developing improved methods, policies and procedures (including time frames and costs) regarding

Developing Community Resources

Professional Assistance

Diversion

Combined Police Services

Community Physical Planning

Inter-Criminal Justice Agency Coordination

Inter-Jurisdictional Agreements,

Fiscal Requirements

	FY 74-75	FY 75-76
Printing		
Technical Assistance	2,000	2,625
Travel	1,875	1,500
Salaries		
Office Equipment		
Contractual Services		
Total	3,875	4,125

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 4.1(2,b), 4.3, 4.4(1), 4.5

Topic: Policy

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop policies relating to extra-departmental cooperation, coordination, and assistance which reflect this departments position and offers sufficient guidance to the agency and its personnel in performing their function within acceptable limits.

Products: Written policies to be incorporated into departmental manual*.

(Extra-departmental Cooperation, Coordination and Assistance policies will be specifically addressed by the Task Force sub-group whose responsibility relates to the area of policy being considered)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 4.2(1), 4.5

Topic: Procedure

Priority: 1

Budget Program: Management of police programs

Purpose: To research and develop written procedures which provide the agency and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into department manual*.

(Procedure will be specifically addressed by the Task Force sub-group whose responsibility relates to the area of procedure being considered)

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X			
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other	*	*			

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 3.1, 3.2

Topic: Developing Community Resources

Priority: 1

Budget Program: Creation and maintenance of a feeling of security in the community.

Purpose: To develop programs which bring the citizens and police together and to encourage the public to take an active role in community crime prevention.

Products: Programs for citizen involvement in community crime prevention.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X			
Review Schedule			X		
Fiscal Requirements			X	X	X
Technical Assistance	\$375	\$375			
Contractual Support					
Travel	\$375	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 11.1, 11.2, 11.3

Topic: Professional Assistance

Priority: 2

Budget Program:

Purpose: To determine the need for and availability of professional expertise which could improve the departments effectiveness in performing its function.

Products: Identified need for and methods of obtaining professional assistance.

Status report on State provision of management guidance and technical assistance.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule	X	X	X		
Review Schedule		X	X	X	X
Fiscal Requirements					
Technical Assistance	\$375	\$375			
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 4.3, 4.4

Topic: Diversion

Priority: 3

Budget Program: Participation in criminal prosecution

Purpose: Identify diversionary needs and alternatives so as to insure the most effective and advantageous disposition of individual cases.

Products: Identified diversionary needs and alternatives and the establishment of requisite policies and procedures.

Status report on State statutes allowing issuance of citations or summonses in lieu of physical arrest or incarceration.

Formal agreements between public and private agencies and this department regarding the provision of needed services to citizens coming to the attention of the police.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X	X		
Implementation Schedule		X	X	X	
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance	\$875	\$375			
Contractual Support					
Travel	\$750	\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 5.2

Topic: Combined Police Services

Priority: 3

Budget Program: Management of police programs

Purpose: To evaluate departmental services as to their adequacy and cost effectiveness in order to determine what services may be more effectively or economically performed by combining them with other police or criminal justice agencies.

Products: Feasibility of combining services with other area departments determined.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X			
Implementation Schedule		X	X		
Review Schedule			X	X	X
Fiscal Requirements					
Technical Assistance	\$375				
Contractual Support					
Travel	\$375				
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 5.5

Topic: Community Physical Planning

Priority: 3

Budget Program: Creation and maintenance of a feeling of security in the community.

Purpose: To establish the means by which the department may provide input into community physical planning in those areas related to the safety of persons and property.

Products: Departmental involvement and input into community physical planning and appropriate changes to city building and health codes.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance		\$750			
Contractual Support					
Travel		\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 4.1, 4.2, 4.5

Topic: Inter-Criminal Justice Agency
Coordination

Priority: 3

Budget Program: Participation in criminal
prosecution

Purpose: To develop a workable inter-agency training program, improve liaison with other elements of
the criminal justice system and expand criminal case follow up procedures in order to foster
greater understanding, cooperation and coordination among the counterparts of the system.

Products: Inter-agency training programs, improvements in liaison and improved criminal case
follow up procedures.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule		X			
Implementation Schedule			X		
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance		\$750			
Contractual Support					
Travel		\$375			
Other					

PORTSMOUTH POLICE STANDARDS & GOALS DEVELOPMENT PROGRAM

Task Force: Extra-departmental Cooperation,
Coordination and Assistance

Applicable Standards: 7.1(1,b),

Topic: Inter-Jurisdictional Agreements

Priority: 3

Budget Program: Management of police programs.

Purpose: Formulization of mutual assistance agreements with other jurisdictions to insure
cooperation in times of mutual need.

Products: Inter-city and state mutual aid agreements.

	FY 74-75	FY 75-76	FY 76-77	FY 77-78	FY 78-79
Developmental Schedule	X	X	X		
Implementation Schedule			X	X	X
Review Schedule				X	X
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					

IV. FISCAL REQUIREMENTS

FISCAL REQUIREMENTS

Budget Item	FY 74-75	FY 75-76	2 year Total
Reference Center -			
The department now subscribes to several law enforcement periodicals but lacks an adequate reference center from which departmental personnel can draw upon as they research their individual topics. The reference center will serve as the hub for the effort.			
Reference Materials	\$ 1,500	\$ 500	\$ 2,000
Equipment (table, chairs, bookcases)	<u>250</u>	<u> </u>	<u>250</u>
Total	\$ 1,750	\$ 500	\$ 2,250
Clerical Assistance			
A secretary is required to serve as a stenographer to the various task forces, to send letters requesting information, type reports, etc. It is anticipated that this will be a full time position.			
Clerk-Steno	\$ 5,500	\$ 5,900	\$ 11,400
Office Equipment (including typewriter)	<u>900</u>	<u> </u>	<u>900</u>
Total	\$ 6,400	\$ 5,900	\$ 12,300
Supplies			
Supplies include paper, envelopes, pens, and the major anticipated expense of postage.			
	\$ <u>1,000</u>	\$ <u>500</u>	\$ <u>1,500</u>
Total	\$ 1,000	\$ 500	\$ 1,500

Budget Item	FY 74-75	FY 75-76	2 year Total
Printing and Publication			
This item includes the publication of the department policy & procedure manual and the preparation of all documents including the task force reports, Standard & Goals Steering Committee reports, xeroxing of research material, etc.	\$ 4,600	\$ 1,250	\$ 5,850
Total	\$ 4,600	\$ 1,250	\$ 5,850

Telephone

Funds are included to cover long distance phone calls by members of the PAU and task forces to discuss various issues and approaches with police departments who are working or have worked on similar problems (estimated at \$100 per month).

	\$ 1,200	\$ 1,200	\$ 2,400
Total	\$ 1,200	\$ 1,200	\$ 2,400

Systems Analyst

The department currently has problems not only in the identification and collection of managerial data but also is limited in what it can do with what is currently recorded. A departmental systems analyst would be used to design management and operational systems based upon organizational requirements and would work with the city data processing center to develop computer programs for police time and staff management purposes. This person will be totally dedicated to police related needs.

Salary	\$ 15,000	\$ 15,750	\$ 30,750
Office Equipment	250		250
Total	\$ 15,250	\$ 15,750	\$ 31,000

Task Force Coordinator

An individual with an educational and/or experiential background in organization and management will be employed under a two year contract. This position is necessary to assure that all task force efforts progress in an orderly manner that compliments but is not disruptive to the other responsibilities of the Planning & Analysis Unit.

Salary	\$ 15,000	\$ 15,750	\$ 30,750
Office Equipment	<u>250</u>	<u> </u>	<u>250</u>
Total	\$ 15,250	\$ 15,750	\$ 31,000

Technical Assistance

In order to take full advantage of the expertise of personnel in other police agencies and organizations funds for technical assistance are required. Two standard formulas were used in computing a week of assistance. One is based on assistance with a fee for services:

5 days x \$100 =	\$500
5 days per diem @ \$35 =	175
Travel @ \$200* =	<u>200</u>
Total	\$875(per week)

The other formula for assistance is based on the expectation that other police agencies will "lend" one of their men to aid our department if expenses can be paid. This is computed at

5 days per diem @ \$35 =	\$175
Travel @ \$200* =	<u>200</u>
Total	\$375

Total	\$ 10,125	\$ 6,750	\$ 16,875
-------	-----------	----------	-----------

* \$200 for travel is used as an average anticipated expense.

Budget Item	FY 74-75	FY 75-76	2 year Total
Travel			
In addition to bringing in outside personnel the department will provide for travel, seminar registration (as needed) and per diem expenses to allow local operational and/or task force personnel to visit police departments that have excelled in particular areas of administration or operation. A standard computation for each week is based upon			
5 days @ \$35 per diem = \$175			
<u>\$200 travel =</u> 200			
Total		\$375	
Total	\$ 9,000	\$ 7,125	\$ 16,125

Contractual Services

A contract for the design of a Career Development Study, including the establishment of job criteria and the identification of requisite training for both sworn and non-sworn personnel, will be let. This study will have tremendous influence on the future organizational style and staffing patterns of the department.			
	\$ 50,000		\$ 50,000
Contract(s) for the design and automation of a true central files system causing immediate availability of operational and managerial data will be let. This effort will capitalize on existing methods/systems presently in operation elsewhere in the nation, and will replicate existing system(s) rather than create a new design.			
	\$ 8,269	\$ 50,636	\$ 58,905
Total	\$ 58,269	\$ 50,636	\$108,905

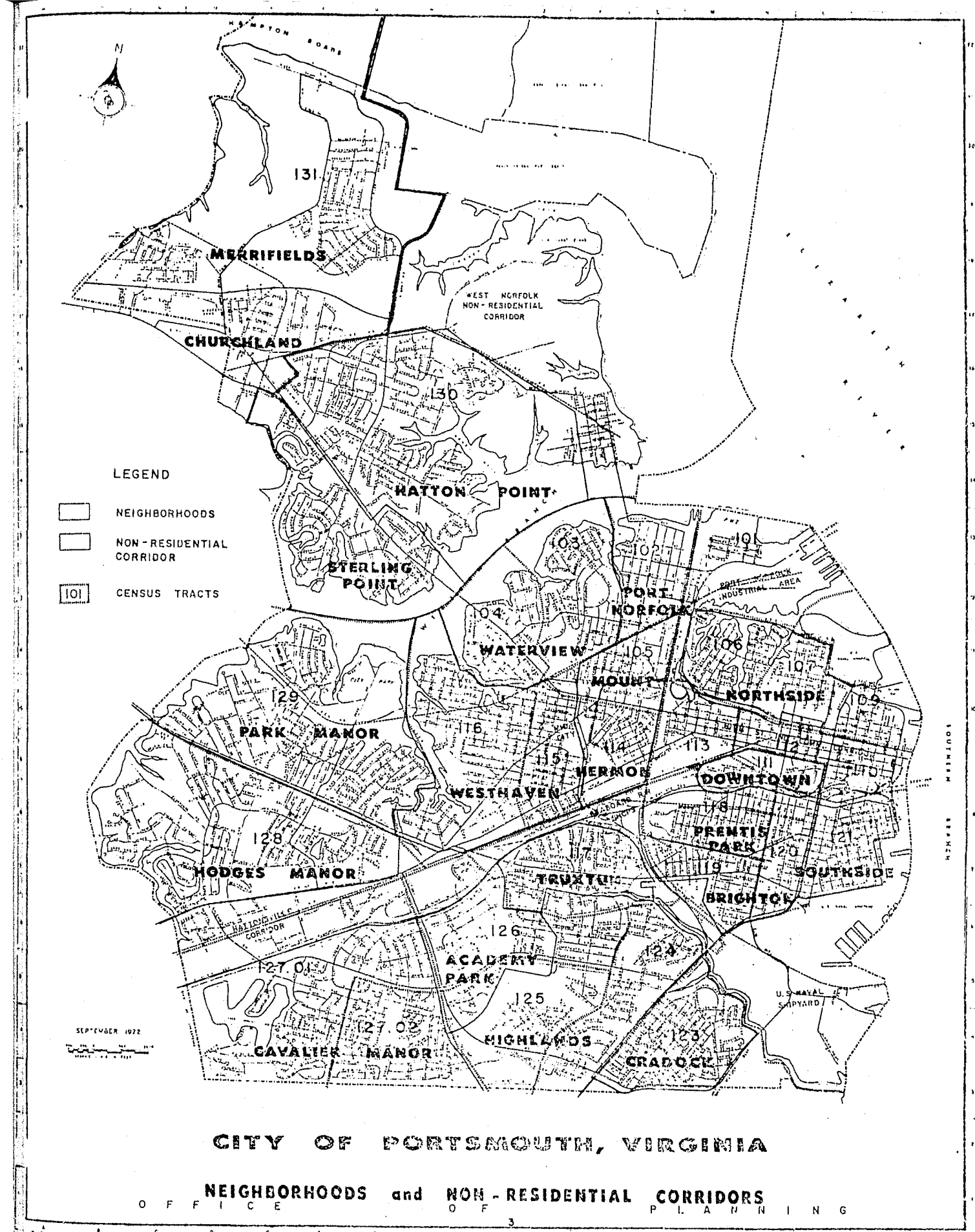
Budget Item	FY 74-75	FY 75-76	2 year Total
Implementation			
Fiscal Affairs Officer			
A Fiscal Affairs Officer to serve as a professional administrative management assistant is needed by the department to review, update and modify the Program Budget System [Standard 5.7(4)] designed in cooperation with the MCJC staff. His responsibilities will include departmental fiscal planning, program budget preparation, presentation and control as well as providing administrative and management support to the Chief [Standard 5.6]. Additionally he will be responsible for determining and forecasting the budgetary impact(s) of the various recommendations of the task forces.			
Salary	\$ 12,000	\$ 12,600	\$ 24,600
Office Equipment (including calculator)	<u>500</u>	<u> </u>	<u>500</u>
Total	\$ 12,500	\$ 12,600	\$ 25,100
Central Files			
Data terminals will be installed at each location within the department that requires operational and managerial data from the automated central files system.* (See Contractual Services)			
	\$ <u>5,040</u>	\$ <u>10,080</u>	\$ <u>15,120</u>
Total	\$ 17,540	\$ 22,680	\$ 40,220
Budget Totals	\$140,384	\$128,041	\$268,425

* The 5,040 is based on six months rental period whereas the 10,080 is based on a twelve month period.

BUDGET SUMMARY

Item	FY 74-75	FY 75-76	2 year Total
Reference Center	\$ 1,750	\$ 500	\$ 2,250
Clerical Assistance	6,400	5,900	12,300
Supplies (inc. postage)	1,000	500	1,500
Printing and Publication	4,600	1,250	5,850
Telephone	1,200	1,200	2,400
Systems Analyst	15,250	15,750	31,000
Task Force Coordinator	15,250	15,750	31,000
Technical Assistance	10,125	6,750	16,875
Travel	9,000	7,125	16,125
Contractual Services	58,269	50,636	108,905
Implementation	<u>17,540</u>	<u>22,680</u>	<u>40,220</u>
Total	\$140,384	\$128,041	\$268,425

APPENDIX A
COMMUNITY DEMOGRAPHIC
AND CRIME INCIDENCE DATA



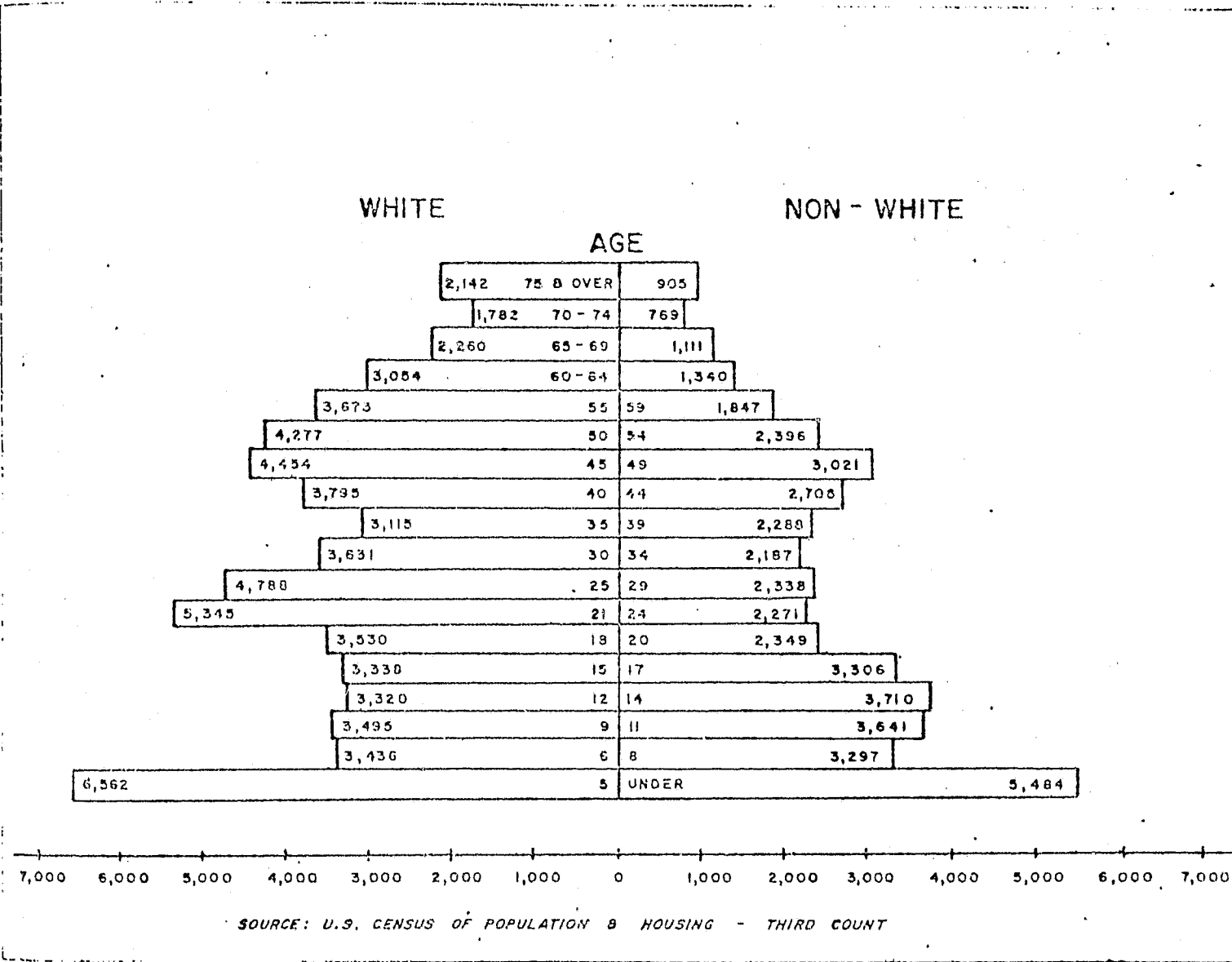
LAND AREA, TOTAL POPULATION AND PERCENTAGE CHANGE

FOR THE STATE, PLANNING DISTRICT 20 AND THE

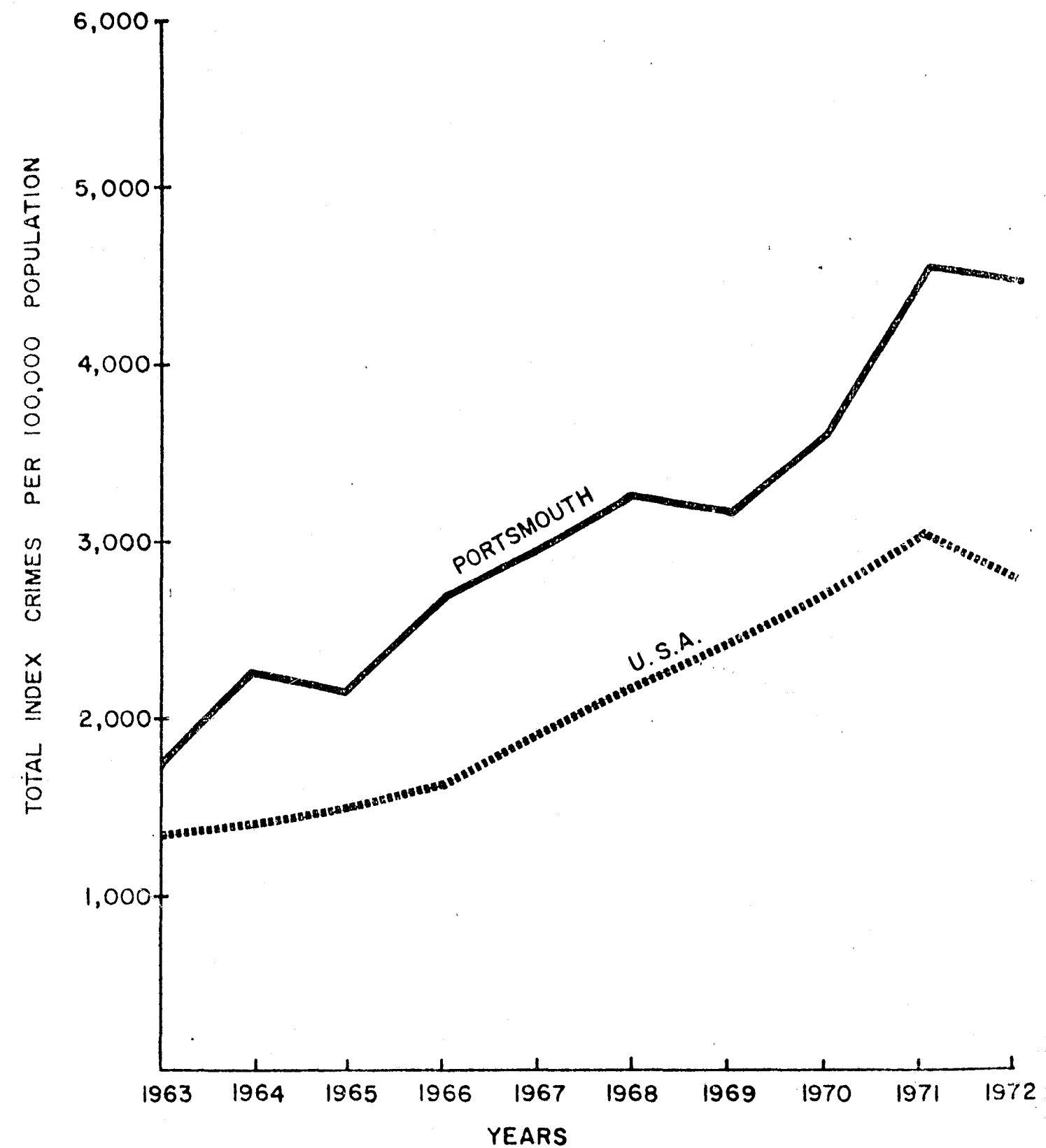
NORFOLK-PORTSMOUTH S.M.S.A.

<u>JURISDICTION --</u> <u>TOTAL POPULATION</u>	<u>LAND AREA</u> <u>IN SQ. MI.</u>	<u>PERCENTAGE</u> <u>CHANGE</u> <u>1960-1970</u>
1. Commonwealth of Virginia		
1960 - 3,966,949		
1970 - 4,648,494	39,841	+ 17.2
2. Southeastern Va. Planning District 20		
1960 - 666,841		
1970 - 769,371	2,011	+ 15.4
3. Norfolk-Portsmouth S.M.S.A.		
1960 - 578,507		
1970 - 769,371	692	+ 17.6
3A. Chesapeake (adjusted to 1970 Census)		
1960 - 66,467		
1970 - 89,580	353	+ 34.8
3B. Norfolk		
1960 - 305,872		
1970 - 307,951	54	+ 0.7
3C. Portsmouth (adjusted to 1970 Census)		
1960 - 121,953		
1970 - 110,963	30	- 9.0
3D. Virginia Beach		
1960 - 84,215		
1970 - 172,106	255	+ 104.4

PORTSMOUTH - GENERAL POPULATION PROFILE



TOTAL INDEX CRIME 1963 - 1972



TOTAL INDEX CRIMES, 1963 - 1972 (VIOLENT AND PROPERTY CRIMES)

YEAR	TOTAL NUMBER OF INDEX CRIMES	PORTSMOUTH POPULATION ESTIMATE*	TOTAL INDEX CRIME PER 100,000 POPULATION	FBI CRIME INDEX NATIONAL AVERAGE PER 100,000 POPULATION	PERCENT PORTSMOUTH IS HIGHER THAN NATION
1963	2,138	118,600	1,802	1,295	39%
1964	2,752	117,500	2,342	1,443	62%
1965	2,901	116,400	2,237	1,516	48%
1966	3,169	115,300	2,748	1,671	64%
1967	3,474	114,200	3,042	1,926	58%
1968	3,739	113,100	3,306	2,240	48%
1969	3,633	112,000	3,244	2,483	31%
1970	4,120	110,900	3,715	2,747	35%
1971	5,079	109,800	4,626	2,907	59%
1972	4,978	108,700	4,580	2,830	62%

* To nearest hundred, based on estimates derived from the 1960 and 1970 census by interpolation or extrapolation. Includes military.

COMPARISONS OF INDEX CRIME RATES PER 100,000 POPULATION - 1972

OFFENSE	PORTSMOUTH	SMSA (1)	VIRGINIA	CITIES 100,000 TO 250,000	NATION
Auto Theft	706	367	267	687	423
Larceny (Over \$50)	925	1,156	678	1,276	883
Burglary	2,103	1,287	790	1,708	1,126
Assault	331	285	159	246	187
Robbery	448	212	109	219	180
Rape	44	37	20	27	22
Homicide	21	12	10	11	9
Total Property (2)	3,735	2,809	1,735	3,671	2,432
Total Violent (3)	845	544	298	502	398
Total Index	4,580	3,354	2,032	4,173	2,830

(1) Standard Metropolitan Statistical Area: Portsmouth, Norfolk, Virginia Beach and Chesapeake.

(2) Auto theft, larceny and burglary.

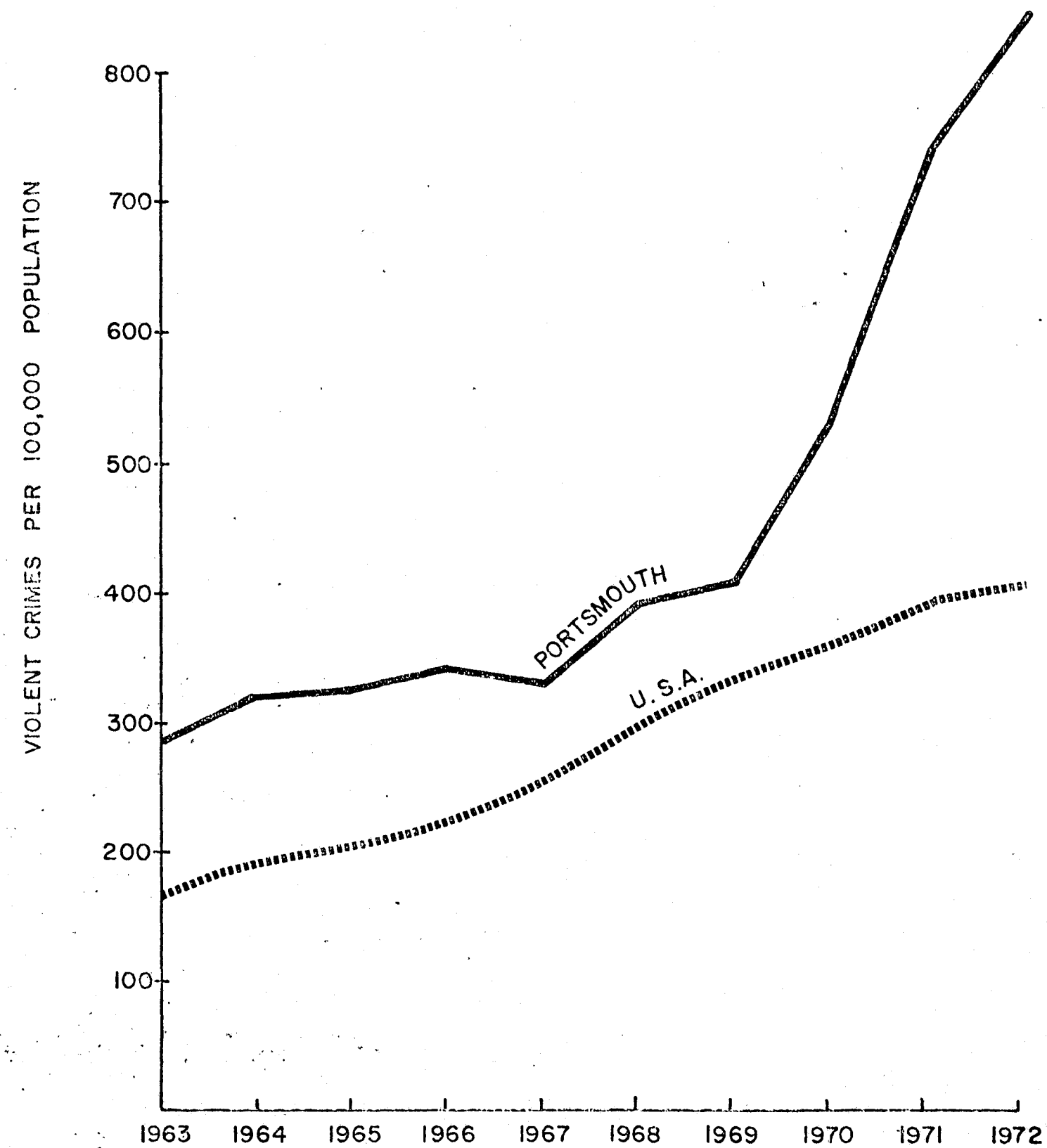
(3) Assault, robbery, rape, homicide.

PERCENTAGES THAT PORTSMOUTH 1972 CRIME RATES ARE HIGHER THAN THOSE OF OTHER AREAS

OFFENSE	SMSA	VIRGINIA	CITIES 100,000 TO 250,000	NATION
Auto Theft	+ 92%	+ 164%	+ 3%	+ 67%
Larceny	- 20%	+ 36%	- 28%	+ 5%
Burglary	+ 63%	+ 166%	+ 23%	+ 87%
Assault	+ 16%	+ 108%	+ 35%	+ 77%
Robbery	+ 111%	+ 311%	+ 105%	+ 149%
Rape	+ 19%	+ 120%	+ 63%	+ 100%
Homicide	+ 75%	+ 110%	+ 91%	+ 133%
Total Property	+ 33%	+ 115%	+ 2%	+ 54%
Total Violent	+ 55%	+ 184%	+ 68%	+ 112%
Total Index	+ 37%	+ 125%	+ 10%	+ 62%

VIOLENT CRIMES

1963 - 1972



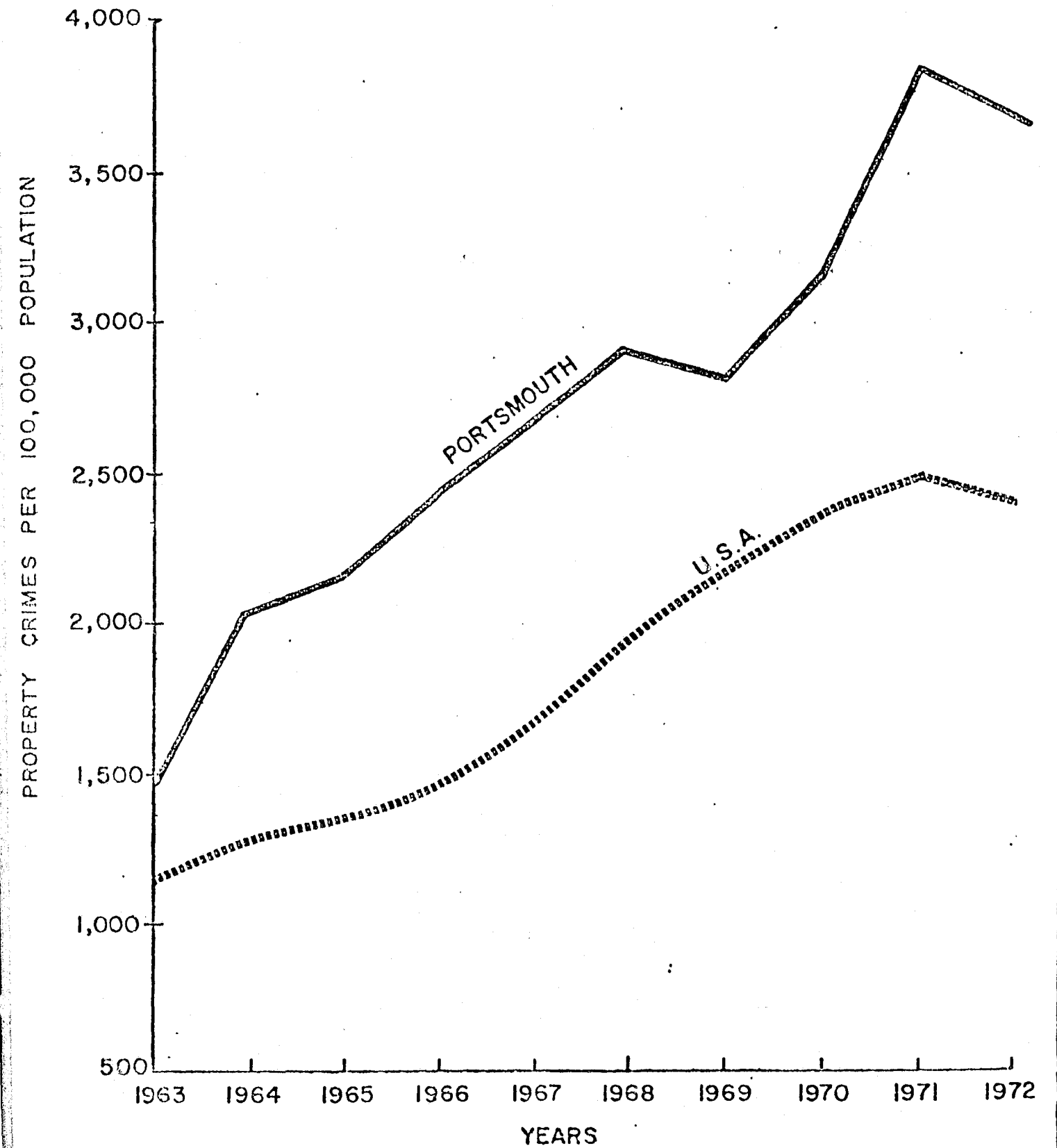
YEARS

VIOLENT CRIMES, 1963-1973
(Murder, Rape, Robbery, and Aggravated Assault)

YEAR	<u>P O R T S M O U T H</u> TOTAL NUMBER OF VIOLENT CRIMES	VIOLENT CRIMES PER 100,000 POP.	FBI CRIME INDEX NATIONAL AVERAGE PER 100,000 POP.	% PORTSMOUTH IS HIGHER THAN NATION
1963	337	284	167	70%
1964	380	323	189	71%
1965	384	330	198	67%
1966	400	347	218	59%
1967	384	336	251	34%
1968	442	391	295	33%
1969	460	411	325	26%
1970	600	541	361	50%
1971	831	757	392	93%
1972	918	845	398	112%

PROPERTY CRIMES

1963 - 1972



PROPERTY CRIMES, 1963-1972

(Burglary, Larceny, and Auto Theft)

YEAR	P O R T S M O U T H TOTAL NUMBER OF PROPERTY CRIMES	PROPERTY CRIMES PER 100,000 POP.	FBI CRIME INDEX NATIONAL AVERAGE PER 100,000 POP.	% PORTSMOUTH IS HIGHER THAN NATION
1963	1,761	1,485	1,129	32%
1964	2,372	2,019	1,255	61%
1965	2,517	2,162	1,317	64%
1966	2,769	2,402	1,453	65%
1967	3,090	2,706	1,676	61%
1968	3,297	2,915	1,945	50%
1969	3,173	2,833	2,158	31%
1970	3,520	3,174	2,386	33%
1971	4,248	3,869	2,514	54%
1972	4,060	3,735	2,432	54%

CHANGES IN CRIME RATES, 1963 to 1973

TYPE OF CRIME	NUMBER OF OCCURRENCES IN PORTSMOUTH		RATE PER 100,000 POPULATION*		PERCENTAGE INCREASE
	1963	1972	1963	1972	1963-1972
<u>VIOLENT CRIME</u>	377	918	317	845	16%
Aggravated Assault	267	360	225	331	47%
Criminal Homicide	10	23	8	21	163%
Forcible Rape and Attempts	14	48	12	44	267%
Robbery	86	487	73	448	514%
<u>PROPERTY CRIME</u>	1,761	4,060	1,485	3,735	152%
Auto Theft	325	768	274	706	158%
Larceny	518	1,006	437	925	112%
Burglary	918	2,286	774	2,103	172%
<u>TOTAL CRIME</u>	2,138	4,978	1,802	4,580	154%

Appendix A-13

SELECTED INDICATORS OF JUVENILE OFFENSES - 1972 and 1962

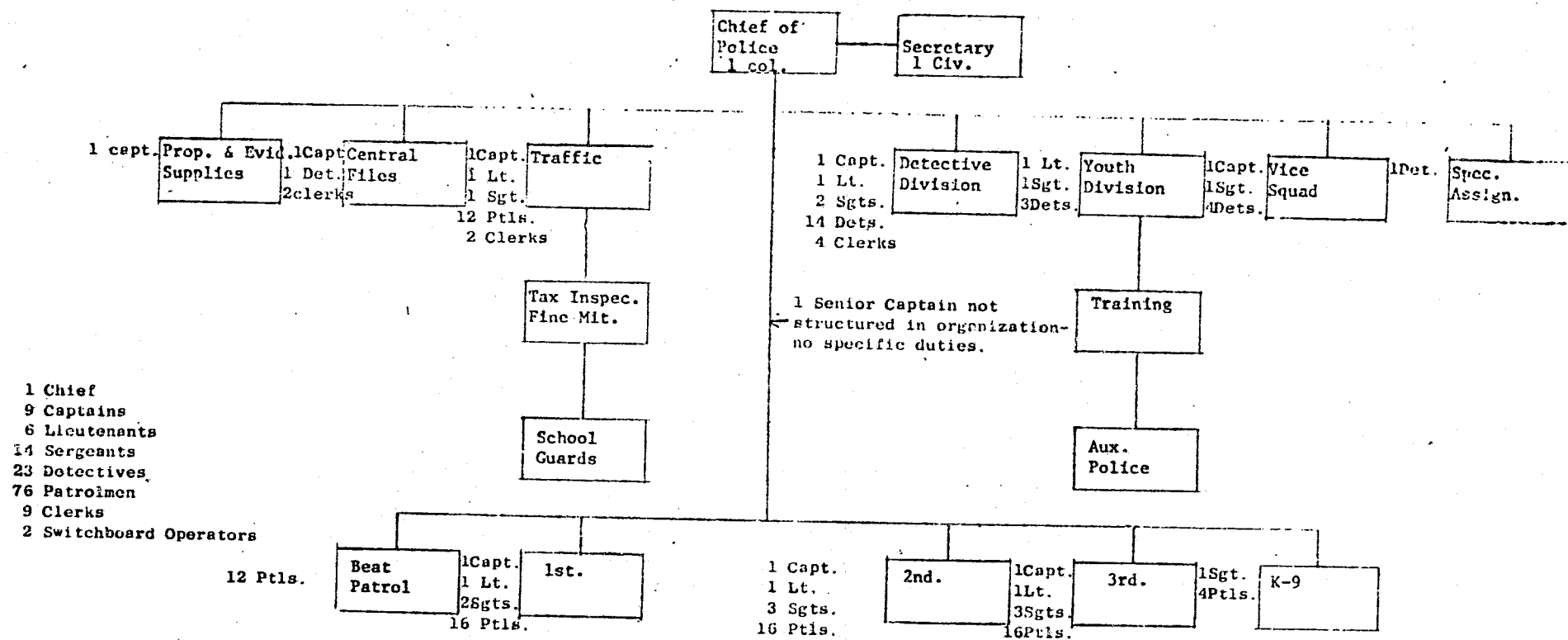
TYPE OF OFFENSE OR COMPLAINT	TOTAL OFFENSES			1972 PERCENT NOT INNOCENT		NOT INNOCENT RATE PER 1,000			1962 NOT INNOCENT RATE PER 1,000			% CHANGE 1962-72 NOT INNOCENT RATE PER 1,000		
	(a)	(b)	(c)	(1)		(2)			(3)			(4)		
	ALL	WHITE	NON- WHITE	WHITE	NON- WHITE	ALL	WHITE	NON- WHITE	ALL	WHITE	NON- WHITE	ALL	WHITE	NON- WHITE
Assault	138	19	119	52%	53%	3.4	1.0	5.9	1.9	.7	4.5	+84%	+42%	+31%
Burglary	220	139	81	76%	85%	8.4	10.4	6.5	10.0	5.2	19.2	-16%	+100%	-66%
Vandalism	18	13	5	61%	60%	.5	.8	.3	21.0	1.0	59.3	-98%	-20%	-99%
Grand Larceny	20	7	13	86%	62%	.7	.6	.8	2.1	1.3	3.4	-67%	-53%	-76%
Auto Theft	33	3	30	33%	43%	.7	.1	1.2	3.2	1.4	6.7	-78%	-92%	-82%
Larceny	68	35	33	49%	76%	2.0	1.7	2.3	26.7	1.3	75.2	-92%	+30%	-97%
Traffic (All)	682	520	162	69%	65%	22.2	35.2	9.9	10.7	12.6	7.0	+107%	+179%	+41%
Probation Violation	15	8	7	63%	43%	.4	.5	.3	5.1	1.1	12.8	-92%	-55%	-98%
All Others	1,129	506	623	59%	75%	37.0	20.4	44.3	27.4	14.7	51.5	+35%	+38%	-14%
TOTAL	2,323	1,250	1,073	65%	71%	75.5	79.7	71.5	108.2	39.3	239.9	-30%	+103%	-70%

Source: Reports of the Juvenile Court, 1972 and 1962.

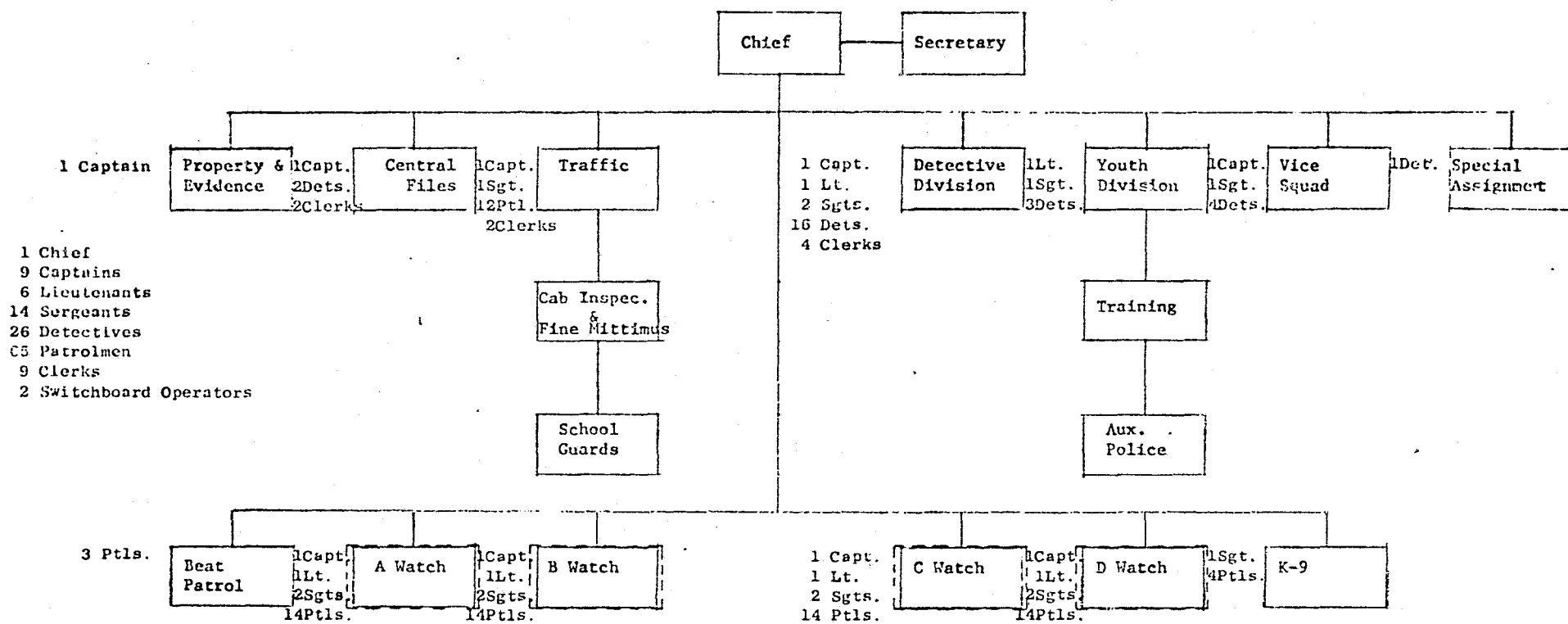
- (1) The percent of total offenses which were "found not innocent"; i.e., those not dismissed.
- (2) Based on juvenile population of 20,870 (including 10,153 white and 10,657 non-white) aged 9-17 at the time of the 1970 Census. Since crime data are for 1972, rates per 1,000 are not totally accurate; but assuming that the ratio of white to non-white juveniles has not changed significantly since 1970, comparisons of rates per 1,000 are probably valid.
- (3) Based on juvenile population of 18,307 (including an estimated 12,021 white and 6,286 non-white) aged 9-17 at the time of the 1960 Census. Since crime data from which rates per 1,000 were calculated are for 1962, these rates are not totally accurate, but assuming that the ratio of white to non-white juveniles did not change significantly between 1960 and 1962, comparisons of rates per 1,000 are probably valid.
- (4) If the assumptions stated in the preceding notes hold, comparison of 1962 to 1972 rates per 1,000 are not strictly valid, since the only data for juvenile population in 1962 by race was for ages 10-19; thus the estimates given above were made. However, the total juvenile population for ages 9-17 was available (18,307), so that comparison of the rates for all juveniles is valid.

APPENDIX B
DEPARTMENTAL ORGANIZATION (1960-1973)

1960

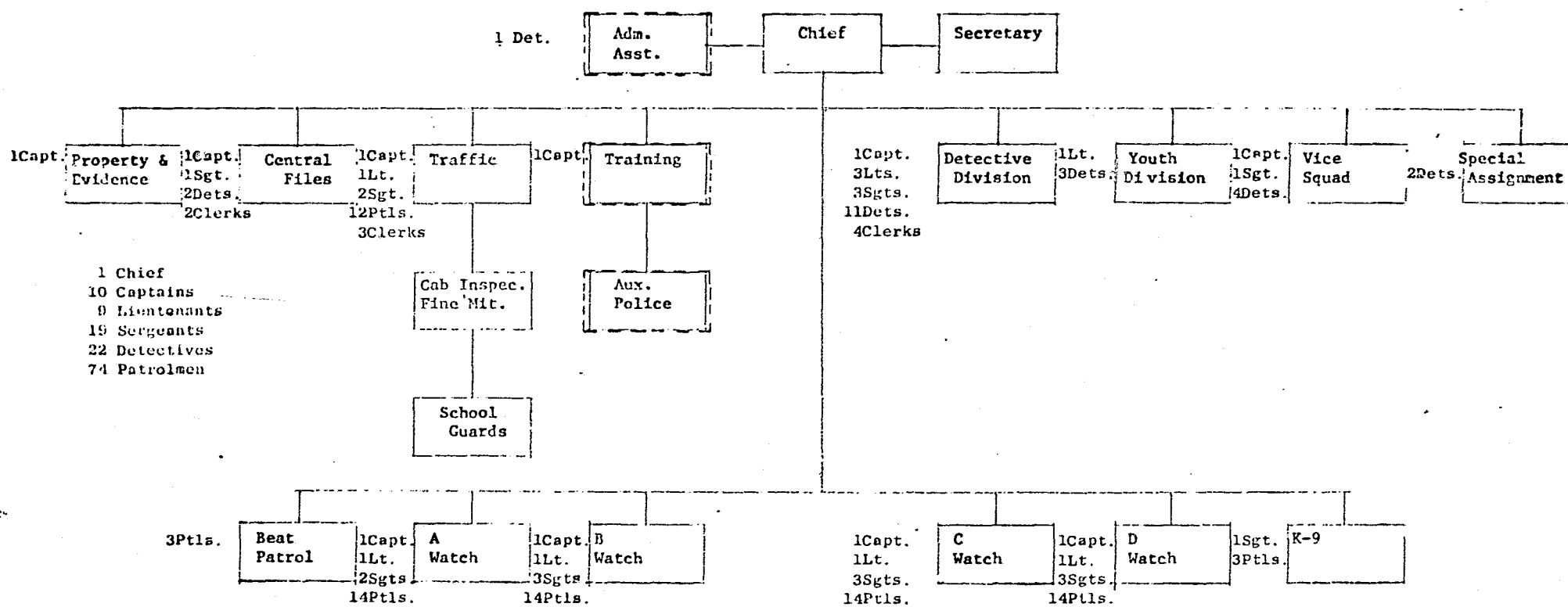


1962



----- Established the four (4) platoon system

1965



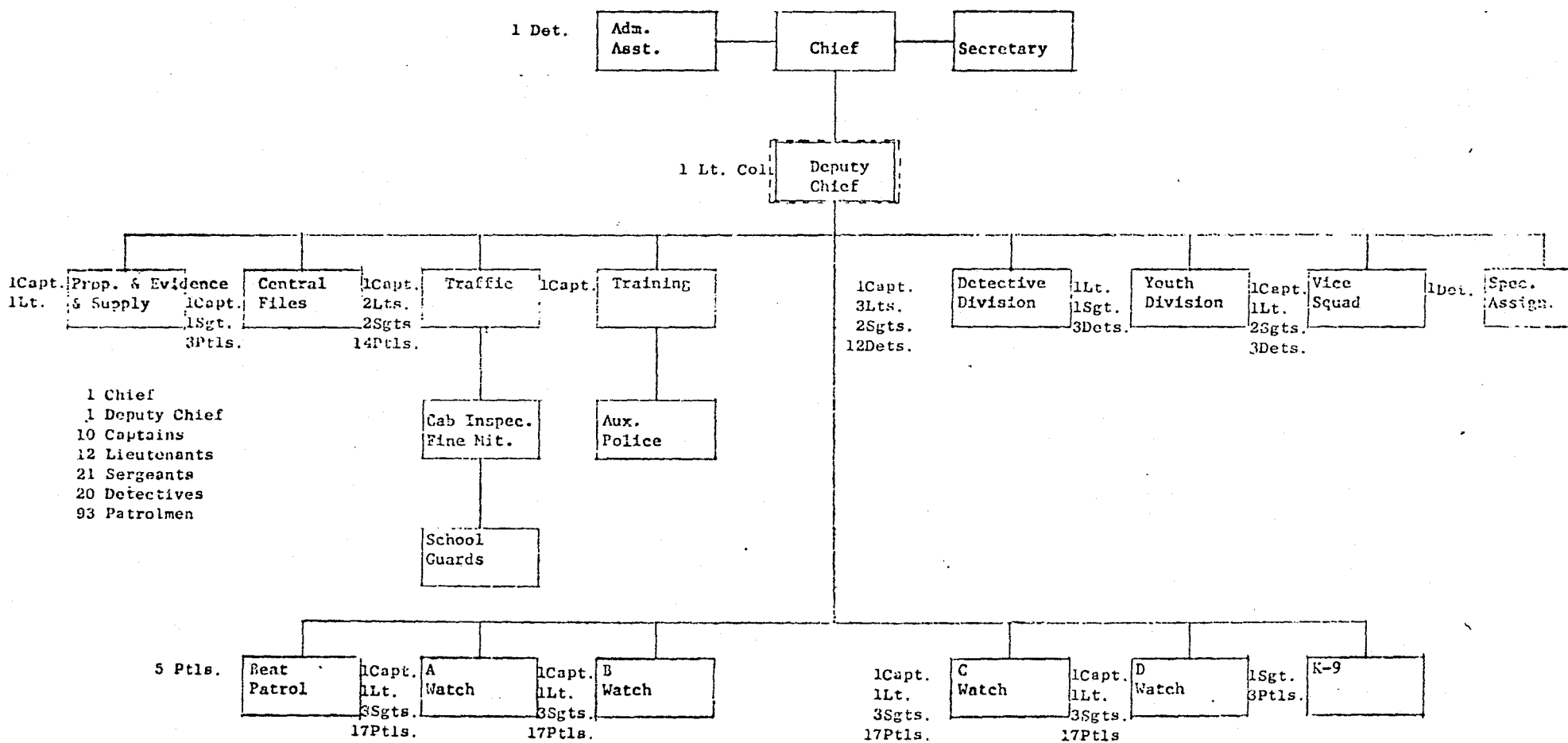
Establish office of Administrative Assistant.

Training Division separated from the Youth Bureau and charged this Division with responsibility over the Auxiliary Police Force.

CONTINUED

3 OF 4

1967



Position of Deputy Chief established, appointed by the Chief of Police. This position did not function as illustrated above because of the lack of authority delegated to that office.

1970

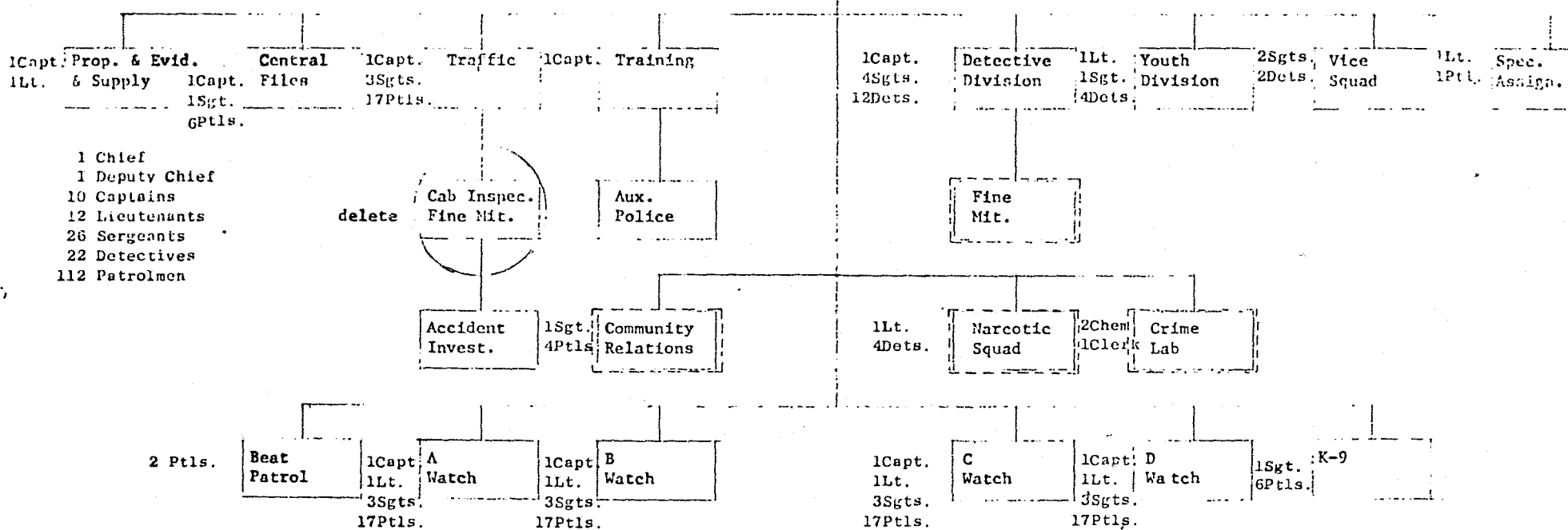
1 Sgt.

Adm.
Assistant

Chief

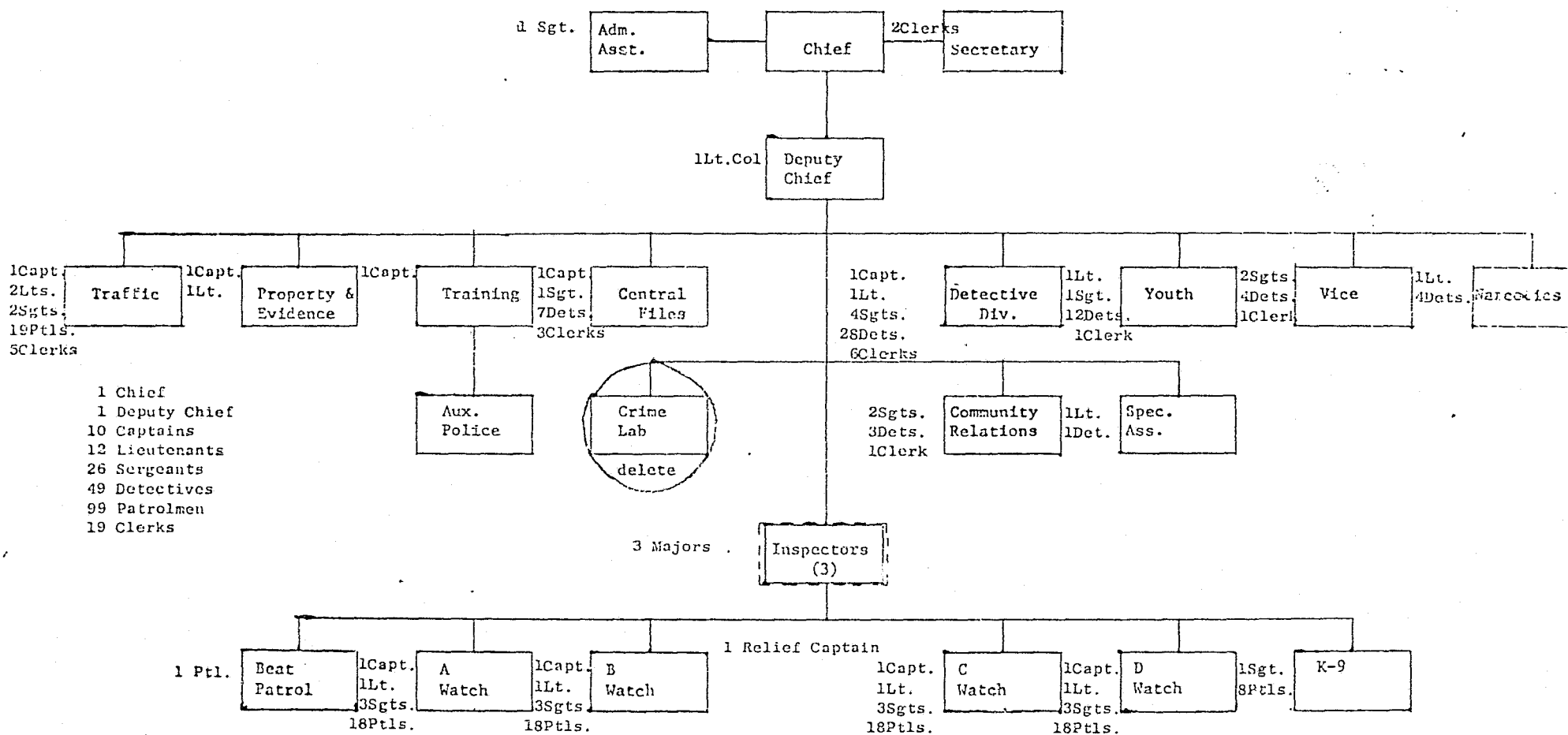
Secretary

1 Lt. Col.
Deputy
Chief



- Cab inspection assigned as an overall function of the traffic Division.
- Fine Mitimus assigned as a Detective Division function.
- Narcotic Squad established with local funds.
- Regional Crime Lab established with Federal funds.
- Police-Community Relations Unit established with Federal funds.

1973



c) Virginia Consolidated Laboratory System assumed take-over of Portsmouth Regional Crime Lab and moved the personnel and equipment to Norfolk.

----- The position of Inspector with the rank of Major was created. Selection is by Civil Service Examination.

APPENDIX C
PORTSMOUTH POLICE PROGRAM BUDGET PLAN

Service Area	Public Safety-Police.
Category	Protection to Persons and Property
Program	All
Program Objective	To reduce the amount and effect of crime, and, in general, to maintain an atmosphere of security from unlawful behavior.
Program Description	<p>The '74' - '79' Fiscal Plan for the Police Department does not indicate any increase in uniformed police personnel over the 212 now authorized, however, it does indicate an increase in civilian personnel in order to relieve uniformed personnel from performing administrative/support tasks that do not require their specialized training. This coupled with the elimination of several higher rank uniform positions and the substitution of an equal number of patrolmen will significantly increase the number of policemen available to prevent or detect criminal acts and apprehend alleged offenders, thus fulfilling the Department's objective as stated in this program.</p> <p>A concerted effort will be made early in the time span covered by this Financial Plan, to research and apply the results of those standards contained in the National Standards and Goal: Report on the Police. It is anticipated that most if not all of this effort will be supported by federal (LEAA) funds.</p>

EXPENDITURES		
	Actual 197 <u>3</u> 19 <u>74</u>	Estimated 197 <u>4</u> 19 <u>79</u>
110 Personnel Services	2,413,493	2,873,161
210 Contractual Services	90,339	211,018
310 Fixed and Sundry Charges	264,180	309,654
410 Materials and Supplies	54,302	38,247
520 Equipment	65,676	
TOTAL	\$2,887,990	\$3,432,080
REVENUE		
City Funds	2,804,380	3,160,530
State Funds		
Federal Funds	83,610	271,550
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$2,887,990	\$3,432,080

Program Priorities

- Assign program managers (74)
- Develop budget structure (74)
- Create policy and procedures (74)
- Apply applicable national standards and goals department structure and operations (74-79)

Criteria

- Evaluate all programs four times each year.

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area Public Safety-Police

Category Protection to Persons and Property

Program Total of All Programs

EXPENDITURES	Actual 1973 1974	Estimated 1974 1975	Estimated 1975 1976	Estimated 1976 1977	Estimated 1977 1978	Estimated 1978 1979
10 Personnel Services	2,413,493	2,873,161	2,933,267	3,088,228	3,271,188	3,464,327
10 Contractual Services	90,339	211,018	159,077	137,119	123,751	118,585
10 Fixed & Sundry Charges	264,180	309,654	314,013	327,606	341,844	356,795
10 Materials & Supplies	54,302	38,247	36,903	33,482	33,468	33,463
20 Equipment	65,676					
TOTAL	2,887,990	3,432,080	3,443,260	3,586,435	3,770,251	3,973,170
REVENUE	Actual 1973 1974	Estimated 1974 1975	Estimated 1975 1976	Estimated 1976 1977	Estimated 1977 1978	Estimated 1978 1979
City Funds	2,804,380	3,160,530	3,360,916	3,552,735	3,748,151	3,957,570
State Funds						
Federal Funds	83,610	271,550	82,344	33,700	22,100	15,600
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	2,887,990	3,432,080	3,443,260	3,586,435	3,770,251	3,973,170

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CITY OF PORTSMOUTH PROGRAM PLAN

Service Area

Public Safety-Police

Category

Protection to Persons and Property

Program

Creation and maintenance of a feeling of security in the community.

EXPENDITURES

	Actual 19 73 19 74	Estimated 19 74 19 75	Estimated 19 75 19 76	Estimated 19 76 19 77	Estimated 19 77 19 78	Estimated 19 78 19 79
10 Personnel Services	415,207	527,345	538,229	567,224	598,457	631,034
10 Contractual Services	600	13,825				
10 Fixed & Sundry Charges	8,180	19,393	9,322	9,774	10,240	10,730
10 Materials & Supplies		1,030				
20 Equipment	63,526					
TOTAL	\$ 487,513	\$ 561,593	\$ 547,551	\$ 576,998	\$ 608,697	\$ 641,764

REVENUE

	Actual 19 73 19 74	Estimated 19 74 19 75	Estimated 19 75 19 76	Estimated 19 76 19 77	Estimated 19 77 19 78	Estimated 19 78 19 79
City Funds	432,761	435,887	547,551	576,998	608,697	641,764
State Funds						
Federal Funds	54,752	125,706				
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	487,513	561,593	547,551	576,998	608,697	641,764

CITY OF PORTSMOUTH PROGRAM PLAN

PR-1

Service Area Public Safety-Police

Category Protection to Persons and Property

Program Detection of criminal activity

Program Objective

To gather and develop information necessary for the solving of crimes, the apprehension of perpetrators, and the location of stolen property, thereby reducing recurrence of crime attributed to said perpetrators.

Program Description

It is anticipated that there will be a moderate increase in the case workload for investigation during the first two years (74-75 and 75-76) of this Fiscal Plan. This increased workload should be absorbed by replacing the detectives, presently working in central records, with lower paid civilians. Until the results of the HIT program are known and until the research associated with the National Standards and Goals project is completed, firm projection for the last three years of the Fiscal Plan cannot be made. It is anticipated however, that the resources identified for FY 74-75 should adequately handle the workload for the five year period.

EXPENDITURES

	Actual 1973-1974	Estimated 1974-1975
--	---------------------	------------------------

110 Personnel Services	718,983	826,223
210 Contractual Services	18,098	44,348
310 Fixed and Sundry Charges		
410 Materials and Supplies	2,500	2,225
520 Equipment		
TOTAL	\$ 739,581	\$ 873,196

REVENUE

City Funds	739,581	851,946
State Funds		
Federal Funds		21,250
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$ 739,581	\$ 873,196

Program Priorities

Research team policing methodology and implement where necessary (75-76)
Improve investigative methodology (75)
Test special crime tactical forces (75-76)
Improve vice, narcotics and intelligence operations (75)
Define discretion vs arrest criteria (75)
Delete police detention facility (75)

Criteria

Attain clearance record of 54% for crimes against persons
Attain clearance record of 11% for crimes against property
Divert 15% of pre-delinquents from Criminal Justice System

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area

Public Safety-Police

Category

Protection to Persons and Property

Program

Detection of criminal activity

EXPENDITURES

	Actual 19 73 19 74	Estimated 19 74 19 75	Estimated 19 75 19 76	Estimated 19 76 19 77	Estimated 19 77 19 78	Estimated 19 78 19 79
10 Personnel Services	718,983	826,223	873,549	925,962	981,519	1,040,410
10 Contractual Services	18,098	44,348	28,098	26,098	25,098	24,098
10 Fixed & Sundry Charges						
10 Materials & Supplies	2,500	2,625	2,756	2,894	3,039	3,191
20 Equipment						
TOTAL	739,581	873,196	904,403	954,954	1,009,656	1,067,699

REVENUE

	Actual 19 73 19 74	Estimated 19 74 19 75	Estimated 19 75 19 76	Estimated 19 76 19 77	Estimated 19 77 19 78	Estimated 19 78 19 79
City Funds	739,581	851,946	904,403	954,954	1,009,656	1,067,699
State Funds						
Federal Funds		21,250				
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	739,581	873,196	904,403	954,954	1,009,656	1,067,699

CITY OF PORTSMOUTH PROGRAM PLAN

PB-1

Area		EXPENDITURES		
Category	Public Safety-Police		Actual 197 3 19 74	Estimated 197 4 19 75
Program	Protection to Persons and Property			
	Participation in criminal prosecution			
Program Objective		110 Personnel Services	127,916	152,870
To provide court liaison, witness services and offender processing for case emanating from City law enforcement activities.		210 Contractual Services	5,000	5,400
		310 Fixed and Sundry Charges		
		410 Materials and Supplies	3,600	3,852
		520 Equipment		
		TOTAL	\$136,516	\$162,122
Program Description		REVENUE		
The Municipal Court has the primary responsibility for this program with the Police Department providing secondary support. The output measures of this program are almost entirely dependent upon the success or failure of the Community Security, Detection of Criminal Activity and Traffic programs. Emphasis of the former program should result in decreases in the caseload for the Court and Commonwealth Attorney while emphasis on the latter two programs would result in increases.		City Funds	136,516	162,122
		State Funds		
		Federal Funds		
		Revenue Sharing		
		Other Funds		
		Capital Outlet		
		TOTAL	\$136,516	\$162,122

Program Priorities

- Improve case preparation procedures (74)
- Improve courtroom demeanor (75)
- Upgrade procedures for presentation of physical and testimonial evidence (75)

Criteria

- Present evidence to attain national clearance averages
- Perform 3500 hours of court liaison
- Appear at 3000 criminal and civil court cases.

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area Public Safety-Police

Category Protection to Persons and Property

Program Participation in criminal prosecution

EXPENDITURES	Actual 19 7319 74	Estimated 19 7419 75	Estimated 19 7519 76	Estimated 19 7619 77	Estimated 19 7719 78	Estimated 19 7819 79
10 Personnel Services	127,916	152,870	161,431	171,116	181,382	192,265
10 Contractual Services	5,000	5,400	5,670			
10 Fixed & Sundry Charges						
10 Materials & Supplies	3,600	3,852	4,045			
20 Equipment						
TOTAL	136,516	162,122	171,146	171,116	181,382	192,265
REVENUE	Actual 19 7319 74	Estimated 19 7419 75	Estimated 19 7519 76	Estimated 19 7619 77	Estimated 19 7719 78	Estimated 19 7819 79
City Funds	136,516	162,122	171,146	171,116	181,382	192,265
State Funds						
Federal Funds						
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	136,516	162,122	171,146	171,116	181,382	192,265

CITY OF PORTSMOUTH PROGRAM PLAN

PB-1

Service Area Public Safety-Police

Category Protection to Persons and Property

Program Promotion and preservation of civil order

Program Objective

To provide security and to protect the rights and property of individuals during public assemblies and unusual occurrences.

Program Description

Development of Police Department capabilities associated with controlling critical occurrences that result in substantial danger to the lives and property of community residents will be accomplished by training thirty department personnel annually to effectively and efficiently execute the responsibilities assigned in department emergency operations plans.

An evaluation of present equipment relating to natural disasters, crowd control and riot control will be made in FY 74-75 with federal funds (LEAA) requested for any additional or supplemental equipment deemed essential.

EXPENDITURES

	Actual 197 <u>3</u> 19 <u>74</u>	Estimated 197 <u>4</u> 19 <u>75</u>
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110 Personnel Services	17,058	20,227
210 Contractual Services		
310 Fixed and Sundry Charges		
410 Materials and Supplies		
520 Equipment		
TOTAL	\$ 17,058	\$ 20,227

REVENUE

City Funds	17,058	20,227
State Funds		
Federal Funds		
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$ 17,058	\$ 20,227

Program Priorities

Prepare, publish and distribute a riot control plan (74)
Train department personnel in execution of the plan(74-75)
Formulate agreements with other city agencies (74)
Obtain necessary equipment (74-77)

Criteria

Train 30 members of the department in riot control procedures annually.

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area

Public Safety-Police

Category

Protection to Persons and Property

Program

Promotion and preservation of civil order

EXPENDITURES

	Actual 19 7319 74	Estimated 19 7419 75	Estimated 19 7519 76	Estimated 19 7619 77	Estimated 19 7719 78	Estimated 19 7819 79
110 Personnel Services	17,058	20,227	21,360	22,641	24,000	25,440
210 Contractual Services						
310 Fixed & Sundry Charges						
410 Materials & Supplies						
520 Equipment						
TOTAL	17,058	20,227	21,360	22,641	24,000	25,440

REVENUE

	Actual 19 7319 74	Estimated 19 7419 75	Estimated 19 7519 76	Estimated 19 7619 77	Estimated 19 7719 78	Estimated 19 7819 79
City Funds	17,058	20,227	21,360	22,641	24,000	25,440
State Funds						
Federal Funds						
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	17,058	20,227	21,360	22,641	24,000	25,440

CITY OF PORTSMOUTH PROGRAM PLAN

PB-1

Service Area Public Safety Police.

Category Transportation

Program Control of traffic

Program Objective

To provide services and take enforcement action related to traffic so as to increase driver and pedestrian safety and reduce property damage.

Program Description

Improved methods should be developed in FY 74-75 for recording and analyzing data relating to the number and location of traffic accidents and citations in order to provide a meaningful basis for selective traffic enforcement and as resource information to the City Traffic Engineer. If this is accomplished then no additional personnel should be required for this program. Close evaluation may indicate reduction in personnel assigned to this program in the latter years of the Fiscal Plan.

EXPENDITURES

	Actual 197 3 19 74	Estimated 197 4 19 75
--	-----------------------	--------------------------

110 Personnel Services	233,889	288,712
210 Contractual Services	1,265	1,365
310 Fixed and Sundry Charges		
410 Materials and Supplies		
520 Equipment		
TOTAL	\$235,154	\$290,077

REVENUE

City Funds	235,154	290,077
State Funds		
Federal Funds		
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$235,154	\$290,077

Program Priorities

- Determine need for and scope of traffic operations (75)
- Record and analyze data relating to the number and location of traffic accidents for preventive purposes (75)
- Determine feasibility of transferring school crossing guard responsibility to school system (75)

Criteria

Investigate 4765 accidents.

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area Public Safety-Police

Category Transportation

Program Control of traffic

EXPENDITURES	Actual 19731974	Estimated 19741975	Estimated 19751976	Estimated 19761977	Estimated 19771978	Estimated 19781979
110 Personnel Services	233,889	288,712	305,008	323,310	342,707	363,269
210 Contractual Services	1,265	1,365	1,365	1,365	1,365	1,365
310 Fixed & Sundry Charges						
410 Materials & Supplies						
520 Equipment						
TOTAL	235,154	290,077	306,373	324,675	344,072	364,634
REVENUE	Actual 19731974	Estimated 19741975	Estimated 19751976	Estimated 19761977	Estimated 19771978	Estimated 19781979
City Funds	235,154	290,077	306,373	324,675	344,072	364,634
State Funds						
Federal Funds						
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	235,154	290,077	306,373	324,675	344,072	364,634

CITY OF PORTSMOUTH PROGRAM PLAN

B-1

Service Area	Public Safety-Police
Category	Protection to Persons and Property
Program	Provision of Community Services
Program Objective	to provide assistance to the public in non-criminal, non-traffic personal emergencies, and to provide service to the public in other areas of non-criminal aid.
Program Description	<p>The Police Department is now responsible for many services to the community which are of a non-criminal nature. Police involvement in these non-criminal areas has risen to a point where police assistance has become an expected part of the visible street patrol activity. The alternatives available to assure the continuance of the non-criminal services to the community are (1) Have the Police continue accepting the increasing responsibility for these non-criminal functions thereby decreasing the Police ability to prevent, detect and deter criminal activities, (2) Separate the criminal and non-criminal functions of Police personnel, and establish separate operations to perform these activities or, (3) Identify those other municipal agencies that should perform the service and transfer responsibility to that agency. Alternative 3 was selected and research will be conducted in FY 74-75 to identify what services should be transferred to what agency with the target of at least reassigning School Crossing Guards to the School Department in FY 75-76.</p>

EXPENDITURES		
	Actual 1973-1974	Estimated 1974-1975
110 Personnel Services	186,478	220,863
210 Contractual Services		
310 Fixed and Sundry Charges	4,800	5,700
410 Materials and Supplies	850	225
520 Equipment		
TOTAL	\$192,128	\$227,448
REVENUE		
City Funds	192,128	227,448
State Funds		
Federal Funds		
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$192,128	\$227,448

Program Priorities

- Identify those non-criminal, non-traffic services that the department presently provides (74)
- Identify those services that the department should provide but is not presently providing (75)
- Initiate action to provide services required and to transfer to other agencies those services not appropriate for police delivery (75)
- Maintain accurate records of citizen complaints

Criteria

- Reduce citizen complaints by 5%.

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area, Public Safety-Police

Category Protection to Persons and Property

Program Provision of community service

EXPENDITURES	Actual 1973 1974	Estimated 19 74 19 75	Estimated 19 75 19 76	Estimated 19 76 19 77	Estimated 19 77 19 78	Estimated 19 78 19 79
110 Personnel Services	186,478	220,862	146,587	153,881	161,614	169,811
210 Contractual Services	4,800	5,700	5,985	6,284	6,598	6,928
310 Fixed & Sundry Charges	850	885	949	988	1,029	1,072
410 Materials & Supplies						
520 Equipment						
TOTAL	\$192,128	\$227,448	\$153,521	\$161,153	\$169,241	\$177,811
REVENUE	Actual 1973 19 74	Estimated 19 74 19 75	Estimated 19 75 19 76	Estimated 19 76 19 77	Estimated 19 77 19 78	Estimated 19 78 19 79
City Funds	192,128	227,448	153,521	161,153	169,241	177,811
State Funds						
Federal Funds						
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	\$192,128	\$227,448	\$153,521	\$161,153	\$169,241	\$177,811

Service Area Public Safety-Police

Category Protection to Persons and Property

Program Supportive services

Program Objective

To provide support services required by decision makers in guiding the Department toward its goals, to apply the activities of field operations with needed support services, and to furnish the public and other agencies with required services and information.

Program Description

This program provides for the inclusion of all technical and administrative services which the crime prevention, detection, prosecution, participation, traffic, civil order, and community service and management programs require to be effective and efficient. This program provides for the inclusion of all data and support relative to the total service concept.

The large majority of the civilian members of the department are associated with this function, with their total planned to be increased by seven with the replacement of sworn officers by civilian personnel. This will permit the sworn officer to better utilize his training for the prevention and detection of criminal acts and the apprehension of offenders.

EXPENDITURES

	Actual 1973-1974	Estimated 1974-1975
110 Personnel Services	291,156	362,214
210 Contractual Services	54,976	67,580
310 Fixed and Sundry Charges	251,200	264,561
410 Materials and Supplies	47,000	23,753
520 Equipment	2,150	
TOTAL	\$646,482	\$738,108

REVENUE

City Funds	617,976	710,266
State Funds		
Federal Funds	28,506	27,842
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$646,482	\$738,108

Program Priorities

Research and develop personnel procedures (74)
Design and implement a comprehensive, continuing training program (74-75)
Establish inter criminal justice agency coordination (75)
Improve property acquisition, control and maintenance procedures (75)
Centralize the departments criminal records (75-76)

Criteria

Respond to 60,000 requests for information
Procure evidence for 2,348 cases
Receive 121,000 service calls and initiate responses
Handle 72,600 incidents

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area

Public Safety-Police

Category

Protection to Persons and Property

Program

Supportive services

EXPENDITURES	Actual 1973 1974	Estimated 1974 1975	Estimated 1975 1976	Estimated 1976 1977	Estimated 1977 1978	Estimated 1978 1979
10 Personnel Services	291,156	362,214	385,099	403,227	429,522	457,213
10 Contractual Services	54,976	67,580	66,219	69,156	68,188	70,322
10 Fixed & Sundry Charges	251,200	284,561	298,706	311,548	325,006	339,137
10 Materials & Supplies	47,000	23,753	23,753	25,900	25,000	25,000
20 Equipment	2,150					
TOTAL	\$646,482	\$738,108	\$773,777	\$809,831	\$848,616	\$892,572
REVENUE	Actual 1973 1974	Estimated 1974 1975	Estimated 1975 1976	Estimated 1976 1977	Estimated 1977 1978	Estimated 1978 1979
City Funds	\$617,976	710,266	766,408	809,831	848,616	892,572
State Funds						
Federal Funds	28,506	27,842	7,369			
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	\$646,482	\$738,108	\$773,777	\$809,831	\$848,616	\$892,572

Service Area	Public Safety-Police
Category	Protection to Persons and Property
Program	Management of the police programs.
<u>Program Objective</u> To provide the management resources required to guide the Department toward the attainment of its and the City's goals.	
<u>Program Description</u> <p>The Chief of Police, having approved a task force's recommendation for the Department's role and goal and adopted their eight objectives to budget programs.. Program Managers will be assigned to direct and department's programs and provide the management resources necessary for the proper operation of the Department. Prior to the initiation of the '74'- '75' fiscal year, the roles of budget participants shall have been defined and implemented.</p> <p>Early effort will be directed to the preparation of Department policy and procedures with their subsequent dissemination to all department members in the form of a manual or handbook. This effort shall use the National Standards and Goals: Police, as guidance.</p> <p>The intelligent use of computer capability has been demonstrated by other police departments to be an effective method of improving police operations, thus it will be necessary to develop a better understanding of its capabilities and limitations and expose more key personnel to this technology.</p>	

EXPENDITURES		
	Actual 1973 19 74	Estimated 1974 1975
110 Personnel Services	422,806	474,726
210 Contractual Services	19,400	78,502
310 Fixed and Sundry Charges		
410 Materials and Supplies	352	6,102
520 Equipment		
TOTAL	\$433,558	\$559,308
REVENUE		
City Funds	433,206	462,556
State Funds		
Federal Funds	352	96,752
Revenue Sharing		
Other Funds		
Capital Outlet		
TOTAL	\$433,558	\$559,308
<u>Program Priorities</u> Establish departmental policies and procedures Designate program managers (74) Develop budget structure (74-75) Establish inter jurisdictional agreements (74) Evaluate the departments internal discipline system (74)		
<u>Criteria</u> Audit all programs four times a year Establish at least two sub programs for each major program.		

CITY OF PORTSMOUTH PROGRAM PLAN

Service Area Public Safety-Police

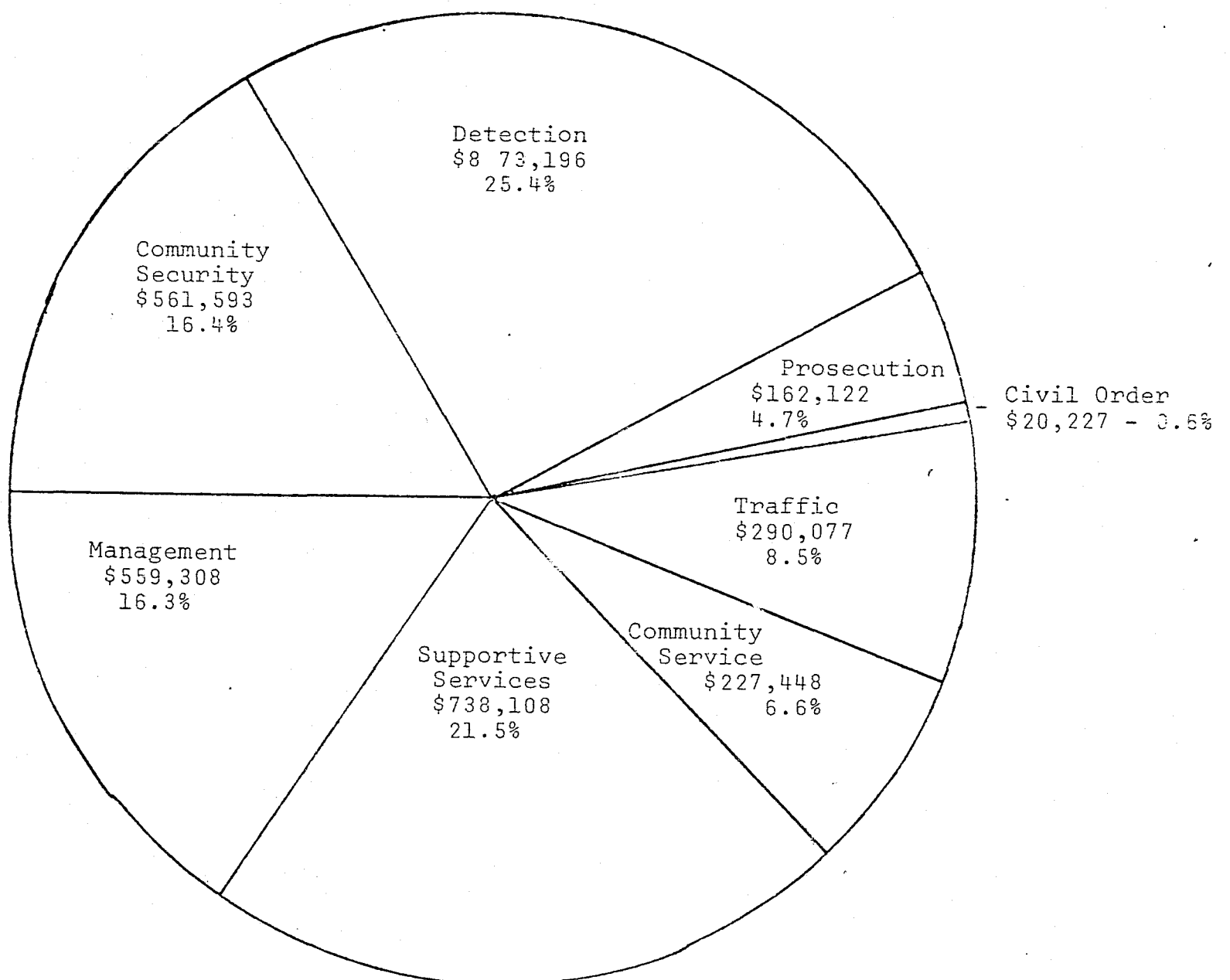
Category Protection to Persons and Property

Program Management of the police programs

EXPENDITURES	Actual 1973 1974	Estimated 1974 1975	Estimated 1975 1976	Estimated 1976 1977	Estimated 1977 1978	Estimated 1978 1979
110 Personnel Services	422,806	474,706	502,004	520,867	551,987	584,885
210 Contractual Services	10,400	78,500	57,725	40,500	29,100	22,800
310 Fixed & Sundry Charges	352	6,102	5,400	3,700	3,500	3,300
410 Materials & Supplies						
520 Equipment						
TOTAL	\$433,558	\$559,308	\$565,129	\$565,067	\$584,587	\$610,985
REVENUE	Actual 1973 1974	Estimated 1974 1975	Estimated 1975 1976	Estimated 1976 1977	Estimated 1977 1978	Estimated 1978 1979
City Funds	433,206	462,556	490,154	531,367	562,487	595,385
State Funds						
Federal Funds	352	96,752	74,975	33,700	22,100	15,600
Revenue Sharing						
Other Funds						
Capital Outlay						
TOTAL	\$433,558	\$559,308	\$565,129	\$565,067	\$584,587	\$610,985

BUDGET EXPENDITURES BY PROGRAM

FY 73-74



APPENDIX D

STANDARDS AND GOALS STEERING COMMITTEE
MEMBERSHIP: BRIEF BIOGRAPHICAL SKETCHES

Robert G. Broughton

Captain Broughton is Commanding Officer of the Investigation Division, which includes the Detective, Youth, Special Investigation and the Identification Divisions. He represents the police department on the Steering Committee. He is 49 years old and has been a member of the department since 1952. He has served in every Division except traffic. He was educated locally and is a graduate of the F.B.I. National Academy.

W. Anthony Fitch

Mr. Fitch is 30 years old and is the Director of the College of William and Mary Metropolitan Criminal Justice Center, which administers the area's Pilot City Program. Mr. Fitch holds a M.A. in Criminal Justice from the State University of New York and J.D. from the Harvard Law School.

Millard Moody*

Mr. Moody was selected to represent the Central Civic Forum on the Committee. He is a graduate of Norfolk State College with a B.S. degree in Education. He presently teaches in the Norfolk School System and operates his own business in Portsmouth. He served with the Military Police for two and one half years during the Korean conflict. He is 40 years of age.

Edward F. Pool*

Mr. Pool is the President of the Cradock Property Owners Association and represents the Federation of Civic Leagues on

*The Chairmanship of the Committee rotates quarterly between the citizen representative, Mr. M. Moody and Mr. E. F. Pool.

the Committee. He is 64 years old and retired from the Norfolk Naval Shipyard as an equipment specialist in the Supply Department after thirty three years. Mr. Pool is a native of Campbell County, Virginia and attended Lynchburg College.

Major Arthur A. Pope

Major Pope is the Operations Officer with the Police Department and is second in command to the Chief of Police. He is a sixteen year veteran of the department and has worked in almost every division of the department. In addition to his command over the uniformed and plain clothes personnel he also heads the High Intensity Target (HIT) Program. He holds an Associate in Applied Science degree from Tidewater Community College. He represents the police department on the Steering Committee.

J. Peter Teig

Mr. Teig is the City Criminal Justice Planner and represents the City Manager on the Steering Committee. He is 28 years old and graduated from Old Dominion University with a degree in Business Administration. He is presently working toward his Masters Degree in Urban Studies. Mr. Teig served with Army Intelligence in Southeast Asia for three years.

Joseph N. Tucker

Mr. Tucker is the Police Systems Coordinator of the State Division of Justice and Crime Prevention. He has held that position for three and one half years and represents the D.J.C.P. on the Steering Committee. Mr. Tucker is 39 years old. He was

a member of the Virginia State Police Department for eleven years prior to his present position. He holds a B.S. degree in Sociology from Virginia Commonwealth University.

Thomas M. Williams

Mr. Williams is Chairman of the Portsmouth Civil Service Commission, and represents that Commission on the Steering Committee. Mr. Williams is a Chief Quality Assurance Engineer for the Norfolk Naval Shipyard. He has had extensive management experience in personnel matters during his fifteen years service with the shipyard. Mr. Williams is 53 years old and is a native of North Carolina. He served with the Army in World War II, and holds a degree in Chemical Engineering from North Carolina State College.

END

7. *dis/miss*