

STRATEGIC PLAN

PORTSMOUTH POLICE DEPARTMENT

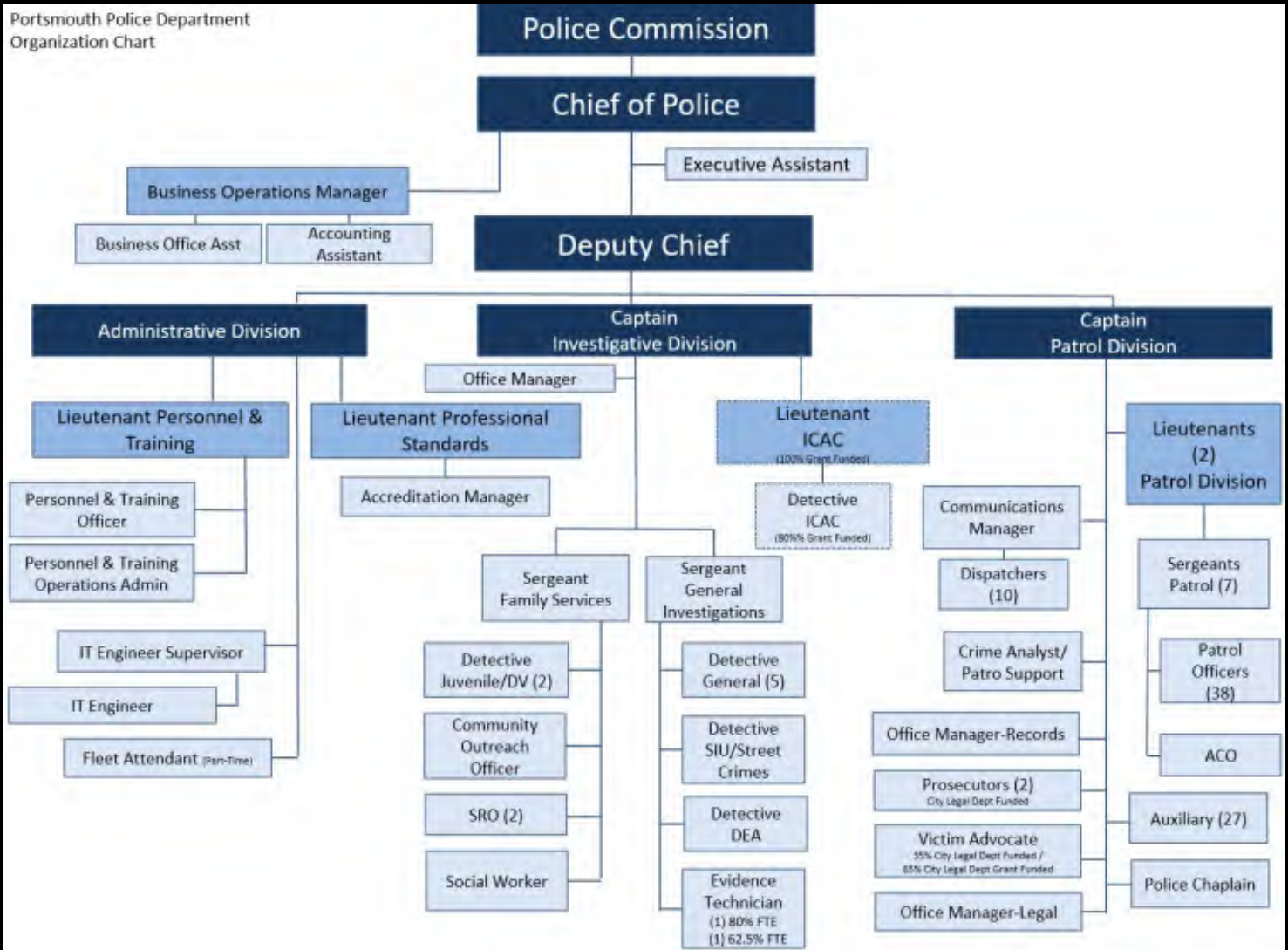
2025-2029







Portsmouth Police Department
Organization Chart



STRATEGIC PLAN

Organizational Structure

The Portsmouth Police

Department is led by

Chief Newport
and
Deputy Chief Maloney

The Captain of Patrol

oversees:

The Patrol Division

Enforcement

K9

School Resource Officer Program

Auxiliary

Dispatch

Animal Control

Court Office

The Captain of Investigations

oversees:

General Investigations

Family Services

Special Investigative/Street Crimes Unit

Community Policing

Internet Crimes Against Children

Administration

Deputy Chief directly oversees:

Professional Standards & Accreditation

Personnel & Training

Information Technology

Records

Fleet

Report to the Chief

Business Services

Business Office & Facilities





DEPARTMENT STAFFING

FUNDED POSITIONS

Full Time

Sworn Officers	70
Civilian	25

Part Time

Auxiliary Officers	27
Civilian	3
Chaplain	1

RESIDENT POPULATION

22,713*

DAILY WORK POPULATION

~65,000+

FY25 ANNUAL BUDGET

\$ 14,586,704

*<https://www.census.gov/quickfacts/fact/table/portsmouthcitynewhampshire/PST045223>

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

MESSAGE FROM THE POLICE COMMISSION



We are proud to support the strategic plan for the next five years. I joined the Police Commission following the dedicated efforts of the previous commission and community advocacy groups, whose work laid a strong foundation for enhancing transparency and accountability in our police department.

Since then, the department has implemented body-worn cameras, an important step forward in providing clearer insight into individual police interactions. This fall, the department will also launch a new Computer-Aided Dispatch and Records Management System (CAD/RMS), which will significantly improve data collection. This system will provide more comprehensive information about the nature of police interactions with community members. Looking ahead, we are committed to ensuring that this data is not only accessible but also meaningfully analyzed and shared with the public.

Like many sectors, staffing remains a major challenge—and our police department is no exception. The Police Commission continues to work diligently through collective bargaining to secure competitive wages that support both the recruitment and retention of qualified officers.

However, recruitment and retention are not driven by compensation alone. Working conditions—particularly the outdated police facility—pose a serious barrier in today's competitive job market. The Commission remains committed to advocating for a new, modern police facility that will allow our officers to serve the community effectively, safely, and with the professionalism the role demands.

We look forward to continuing our collaboration with city staff, the city council, and the broader community. Through strong civilian oversight, we remain dedicated to promoting transparency, accountability, and public understanding of our police department's work.

Commissioner Coyle, Chair



MESSAGE FROM THE CHIEF



We are pleased to present our updated five-year strategic plan. Over the next five years, we will continue modernizing our police department to strengthen our role as a model agency – one that exemplifies best practices and upholds the highest standards of 21st-century policing.

Over the past year, we've achieved several notable milestones. Our efforts in community policing have been formally recognized, and the National Guard honored us as a supportive employer of service members deployed for military duty. These accomplishments came amid ongoing challenges in recruitment and retention – a nationwide issue affecting law enforcement. We credit our continued success to the exceptional employees of this department and their un-

wavering commitment to the community.

We remain focused on deepening our community partnerships and living out the mission and values that define both our department and our city. This past year, we've worked tirelessly to enhance transparency, strengthen accountability, and embed ourselves more meaningfully within the community.

Thanks to public support, we've secured funding to invest in advanced tools, training, and equipment that protect both our officers and the public. We've deployed new body-worn cameras to increase transparency and upgraded to next-generation tasers to improve de-escalation and overall safety during critical incidents.

We've also revitalized our community outreach, returning to pre-COVID levels of engagement. Programs like the Citizens Police Academy, the Police Explorers Program, National Night Out, and Cops with Kids are once again active and thriving. Additionally, we've expanded our department by adding a dedicated social worker to enhance our crisis intervention efforts and improve access to support services, advocacy, and community resources.

In closing, this strategic plan serves as our roadmap for the future. It outlines our continued commitment to being a forward-thinking, progressive police department – one that evolves with the needs of the community we serve.

Mark D. Newport, Chief of Police

A handwritten signature of Mark D. Newport in blue ink.



MISSION ▪ VALUES

Community

*

Commitment

*

Compassion

Mission Statement

The Portsmouth Police Department actively works in partnership with our community to protect, prevent crime and respectfully, justly and compassionately help all people .

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

We Believe:

- In fair, equitable, and impartial treatment for all.
- Our Community must be a part of the law enforcement and crime prevention process; with active community involvement, we will achieve our goals.
- The Police and the Community are accountable to each other.
- All people in our Community should have the expectation of living in a safe environment.
- A harmonious and healthy work environment improves the quality of our services to the Community.
- Open and honest communication within our Department will promote an atmosphere of trust, cooperation and respect.
- Self-improvement is an individual responsibility.
- The Department must continuously provide for the development of personnel.
- That holding ourselves to the highest ethical and professional standards will maintain the public's trust and support.



STRATEGIC PLAN

Introduction



The Portsmouth Police Department's Strategic Plan works as a guide to continuously move the department forward in a fiscally responsible way. The Plan is evaluated throughout the fiscal year, as many factors can impact the achievement of goals, require changes to existing goals, moving goals out a year, or even warrant the addition of new goals. Events such as, chronic candidate scarcity, emergency repairs to the facility, new grant or donation opportunities, a major event in another state requiring a "best practices" review, or even damage to a fleet vehicle can significantly impact the department's ability to move forward on some of the initiatives planned in this document. However, it is important to lay out the vision of the department and work to achieve it.

The department solicits grants, seeks free training seats by hosting training, uses on-duty resources, where possible, for crime scene processing, and seeks bulk purchasing deals to reduce costs in other operating lines to stretch the taxpayer dollar.

The following five-year plan is a roadmap that improves operations, productivity, accountability, efficiency and increased engagement with the Portsmouth Community.





2024 ACCOMPLISHMENTS

ADMINISTRATION

Community Oriented Policing

- In September, the department was awarded the New England Association of Chief's of Police Community Policing Award. This award honors a department that demonstrates community focused, problem-oriented policing, grounded in the belief that the police are part of the community, and as such, must work in partnership with those they serve. An application was submitted in May, highlighting a case that was representative of the on-going teamwork between Patrol, Investigations and help from the Public, to solve cases in the city, that lead to the arrest and conviction of perpetrators.



NATIONAL GUARD PATRIOT AWARD

- On February 18, 2025, Police

Chief Mark Newport was honored with the prestigious Patriot Award by members of the New Hampshire Air National Guard through the Employer Support of the Guard and Reserve program (ESGR). Chief Newport was nominated for the award by a patrolman who also serves in the Guard. The Patriot Award recognizes employers who demonstrate exceptional support of their employees during times of military deployment and training.



- In accepting the award, Chief Newport emphasized that the recognition reflects a collective effort of the entire Portsmouth Police Department, as supporting our coworkers who serve in the Air National Guard is a team effort. The Patriot Award highlights the importance of fostering a supportive work environment for those serving in the military, and the Portsmouth Police Department's ongoing dedication to supporting their members both on and off duty.



2024 ACCOMPLISHMENTS

Participate in Charity Events That Support the Community

- The department is involved in charity events such as the Special Olympics Torch Run, Battle of the Badges, Blue for Bucks that supports the Rockingham County Child Advocacy Center, the annual fire truck pull that benefits children of fallen patriots, and much more.

Citizen's Police Academy (CPA)

- The police department restarted the Citizen's Police Academy. This class provides citizens of Portsmouth a view into the police department and teaches what officers do and what the department is about. Topics covered include Laws and Arrests, Cold Case Analysis, Drone Unit, Investigations and much more.



POLICING

Community Oriented Policing (COP)

- The department's on-going investment in the community is embedded in the Community Police philosophy. In addition to teaching classes to the public like the Citizen's Police Academy, safety classes, how to avoid fraud and predatory scams, and internet safety classes for parents, it is the mission of the department to integrate with the community in other ways.
- Department personnel participate in annual events like: National Night Out, the BI-POC Festival, Cops with Kids, social hours at senior living facilities, maintaining the Explorer program for students, conducting citizen surveys, working with school parent-teacher organizations, and serving holiday meals to seniors.



2024 ACCOMPLISHMENTS

Downtown Business Association (DBA)

- The department reinstated the Downtown Business Association (DBA) in 2024. In the past, the DBA group consisted of downtown business owners and representatives from the Department. The group's goals were to identify areas and issues that benefit from a proactive police approach to address crimes business owners were experiencing or observing, identify where police could help by being more visible, and to strengthen community relations between the police and business owners. The group gave business owners a voice, and an opportunity to become more involved in solving downtown issues. Reconstituting this group creates an opportunity to add City staff to the conversation as needed.

EQUIPMENT

E-Bikes

The department has added two electric bikes to the fleet. These bikes give officers another police option to engage with the community, as they allow officers to patrol through crowds and respond to city events where patrol cars can't.

Taser 10



The department rolled out the new Taser 10. It has a maximum range of about 45 feet with the probes traveling at 200 feet per second. It has 10 probes and provides a more precise deployment. These new attributes allow more time to de-escalate a situation and resolve conflicts. The new Axon system also includes a virtual training environment component that provides officers with realistic scenarios with which to train.

Fleet Maintenance

The department is now utilizing the basic Telematics system on most of its fleet. It is a system that electronically monitors the fleet in real time and notifies the Fleet manager of general maintenance needs as well as notifications on other issues with the vehicle.



2024 ACCOMPLISHMENTS

Noptic Cameras

Installed Noptic Cameras on two cruisers. This provides night vision capability for officers on patrol. This was a ground up recommendation from an officer . It is anticipated the department will add more over time to all Patrol cruisers.

Rifle Plates

Newly designed rifle plates, that can be inserted into the officer's bulletproof vest, that s/he wears at all times, were immediately purchased vs. the prior rifle protection that was a heavy extra vest officers kept in the trunk of the cruiser and put on as needed.

INVESTIGATIONS

SOCIAL WORKER

The new department social worker was hired less than a year ago and has already impacted many lives in Portsmouth. She has expanded the department's service capabilities to the public by offering crisis intervention, advocacy, community outreach, mediation, education about support services, as well as referring people who need assistance with housing, substance misuse, and mental health needs.

The social worker also collaborates with police officers, as well as, local recovery centers, mental health agencies, the welfare department, shelters, school departments, and child and senior services.

FARO 3D IMAGING SYSTEM

The department acquired the FARO 3D imaging system through a combination of grant, equitable sharing, and regular budget funds. This cutting edge technology will be used for investigations of all types. Investigators now have the ability to process a crime scene much faster, therefore preserving important evidence. Once the imaging and mapping is completed, the system provides access to "view and walk" through a crime scene virtually vs. just relying on static pictures. The end-product produced can also be used as evidence in prosecuting a case.



2024 ACCOMPLISHMENTS

FACILITY

The mayor designated a Blue Ribbon Committee to pick up the mantle from the Community Policing Facility Working Group after the site was chosen in 2024. The Blue Ribbon Committee will evaluate staffing, space needed, renovation/addition options, review impacts and potential city hall renovations to make the project cohesive and a part of the city hall complex.

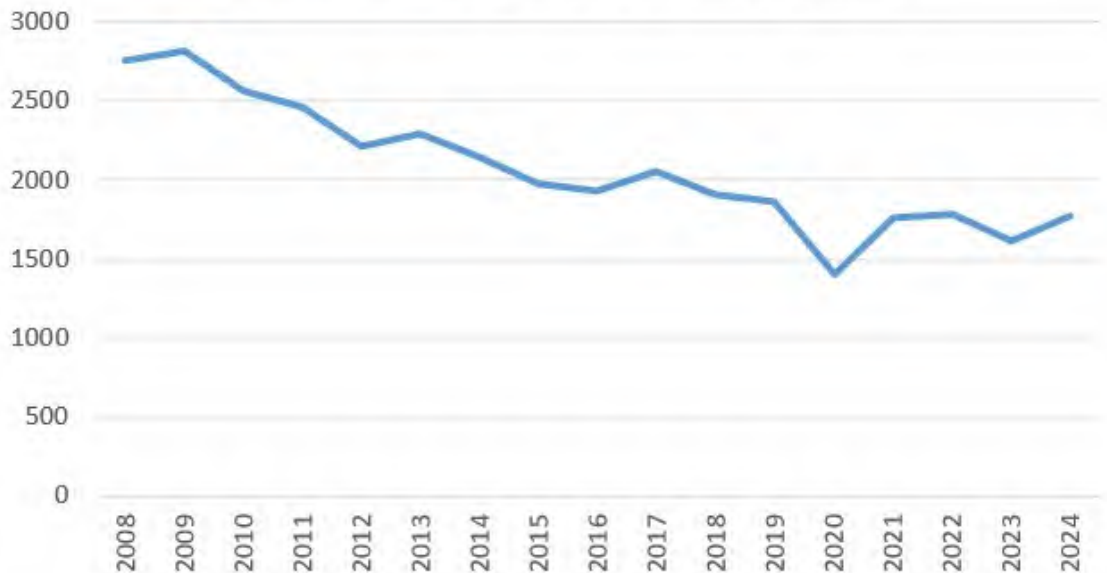
LEGISLATION

The Portsmouth police K9 unit was instrumental in writing Max's Law, named for our former K9 Max who died from an injury sustained during training. The law allows all licensed EMT and Paramedics to provide pre-hospital care and emergency transport of a sick or injured Operational police K9s to a veterinary care facility. NH-OP-K9, a non-profit comprised of paramedics, K9 Handlers, and veterinary professionals provide EMS personnel and K9 handlers with specialized skills and knowledge. The training aims to enhance the overall emergency response capabilities and foster collaboration between EMS and K9 units. The hope is that this will increase a K9's survival and ability to continue to serve their community.



CALENDAR 2024 ACTIVITY

ARRESTS - Group A & B Crimes Total



Calendar 2023 & 2024 ARRESTS

Part A - Arrests

	2023	2024
Homicide/Negligent/Non-Negligent Manslaughter	1	2
Kidnapping	0	4
Forcible/Non-Forcible Sex Offenses	28	19
Robbery	2	2
Aggravated Assaults	20	35
Simple Assaults/Intimidation	287	289
Arson	1	3
Extortion/Blackmail	6	2
Burglary	14	7
Larceny	218	270
Motor Vehicle Theft	15	24
Counterfeiting/Forgery	11	23
Fraud	128	132
Embezzlement	0	3
Stolen Property	11	17
Damage/Vandalism	165	153
Drug/Narcotics	53	32
Pornography	6	11
Gambling	0	0
Prostitution	0	1
Bribery	0	0
Weapons Violations	3	3

Total 969 1,032
6.50%

Part B - Arrests

	2023	2024
Bad Checks	6	7
Curfew/Littering/Vagrancy	2	5
Disorderly Conduct	68	61
Driving Under the Influence	91	120
Drunkenness	95	88
Family Offenses, Non-Violent	9	12
Liquor Law Violations	19	26
Runaway	30	8
Trespass of Real Property	54	82
All Other Offenses (Except Traffic)	276	335

Total 650 744
14.46%

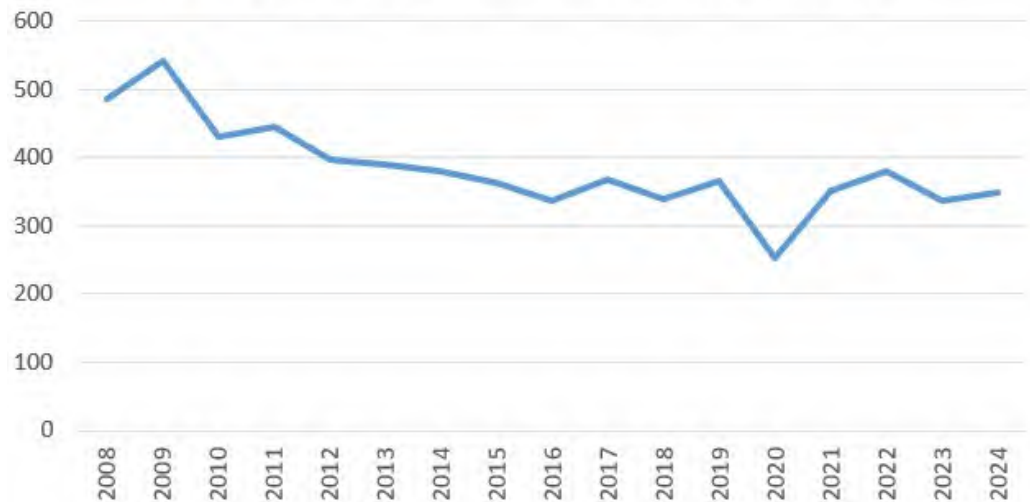
Total Arrests Made in Both Groups A & B	2021*	2022
Calendar Year	1,619	1,776

9.70%



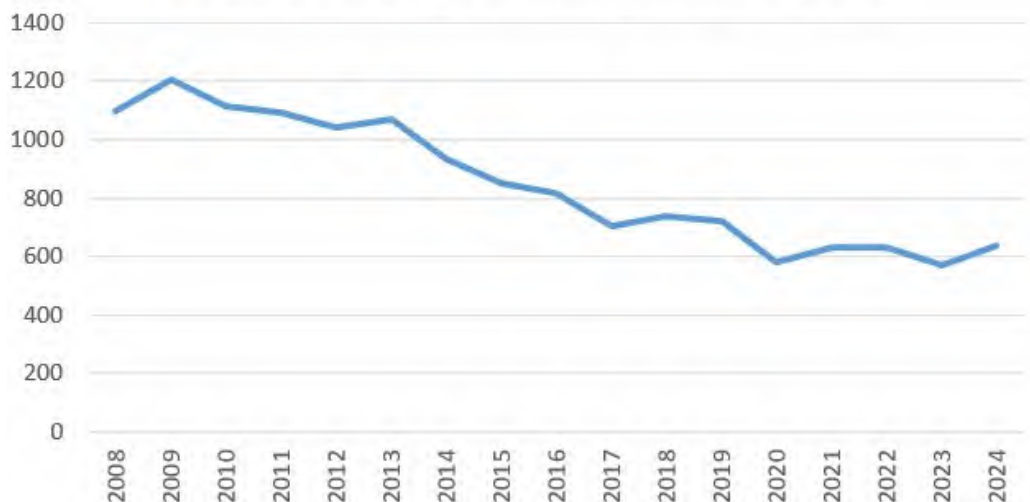
CALENDAR 2024 ACTIVITY

ARRESTS - Group A Crimes Against Persons



Kidnaping/Abduction, Forcible Rape, Forcible Sodomy, Forcible Fondling, Aggravated Assault, Simple Assault, Intimidation, Incest, Statutory Rape

ARRESTS - Group A Crimes Against Property

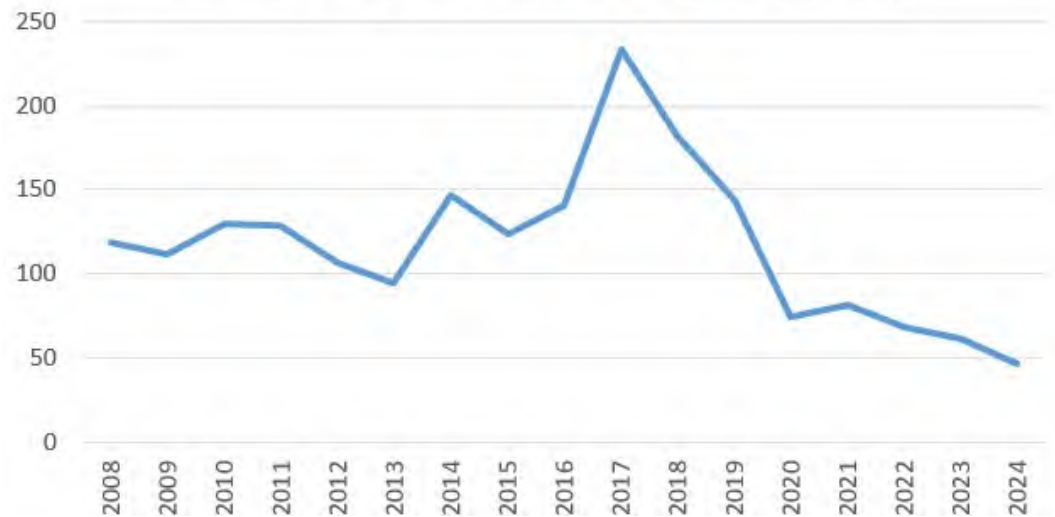


Robbery, Arson, Burglary/Breaking& Entering, Extortion/Blackmail, Larceny(pick-pocket, from building, from coin operated machines, from motor vehicles, of motor vehicle parts, all other), Motor Vehicle Theft, Counterfeit/Forgery, Fraud (false pretense;swindle, credit/debit card; ATM, impersonation, welfare), Embezzlement, Stolen Property, Destruction of Property/Vandalism, Bribery



CALENDAR 2024 ACTIVITY

ARRESTS - Group A Crimes Against Society



Drug/Narcotic Violations, Drug Equipment Violations, Pornography/Obscene Material, Prostitution, Assisting/Promoting Prostitution, Weapon Law Violations

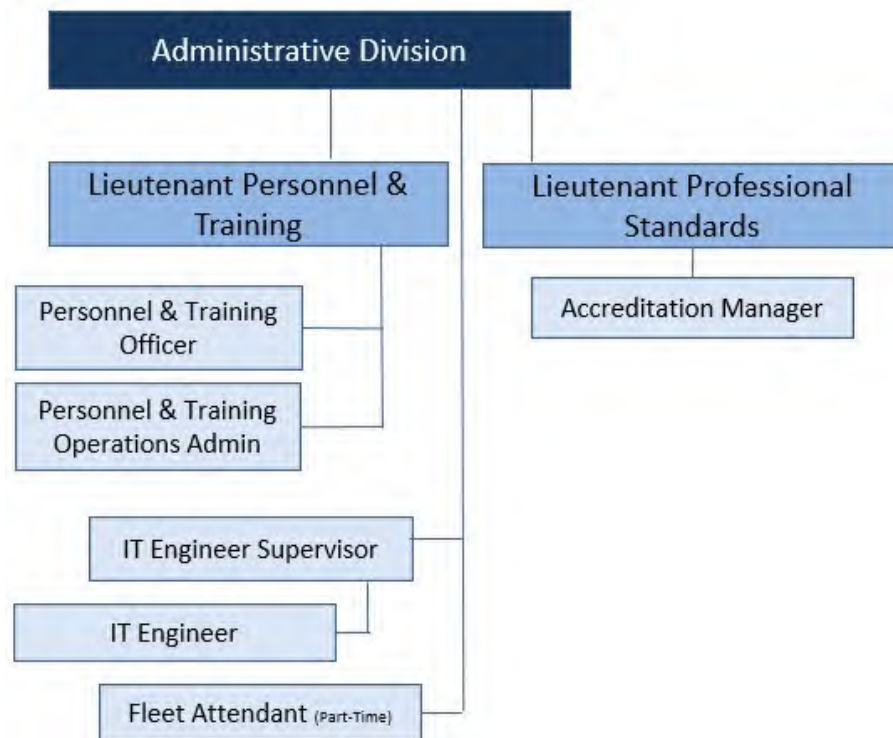
ARRESTS - Group B Crimes



Bad Checks, Curfew/Loitering/Vagrancy, Disorderly Conduct, Driving Under Influence, Drunkenness, Family Non Violent Offenses, Liquor Law Violations, Runaways (under 18yr old), Trespass of Real Property, All Other Offenses



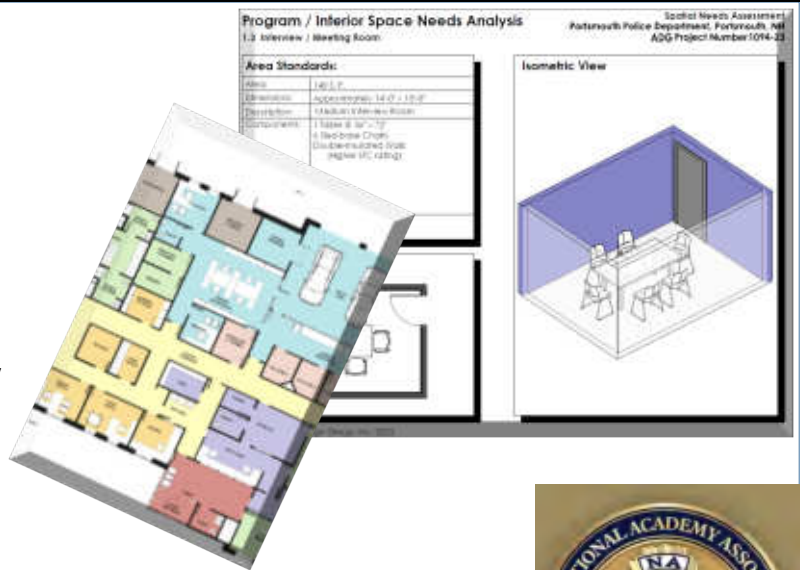
ADMINISTRATION-GENERAL



ADMINISTRATION-GENERAL

NEW POLICE FACILITY

The police department, in collaboration with other city departments, a Blue Ribbon Committee appointed by the Mayor, and an outside architect firm, will move the new police facility project forward into “Phase II”.



TRAINING

The training matrix for ranking officers includes the requirement that one officer a year attends the PERF (Police Executive Research Forum) school in Boston, MA, and another attends the FBI Academy in Virginia. The department anticipates sending a Lieutenant and a Captain to these advanced executive training schools in 2025-2026.



DEFENDANT FILES

Due to the lack of storage space, the prior years' defendant files have to be digitized and the hard files shredded. The estimated time on task will be significant (approximately 147 file boxes/multiple years to complete). To address this issue the department has contracted a prior Records employee to perform this task until the project is complete. The current defendant files are being digitized once the file is closed.

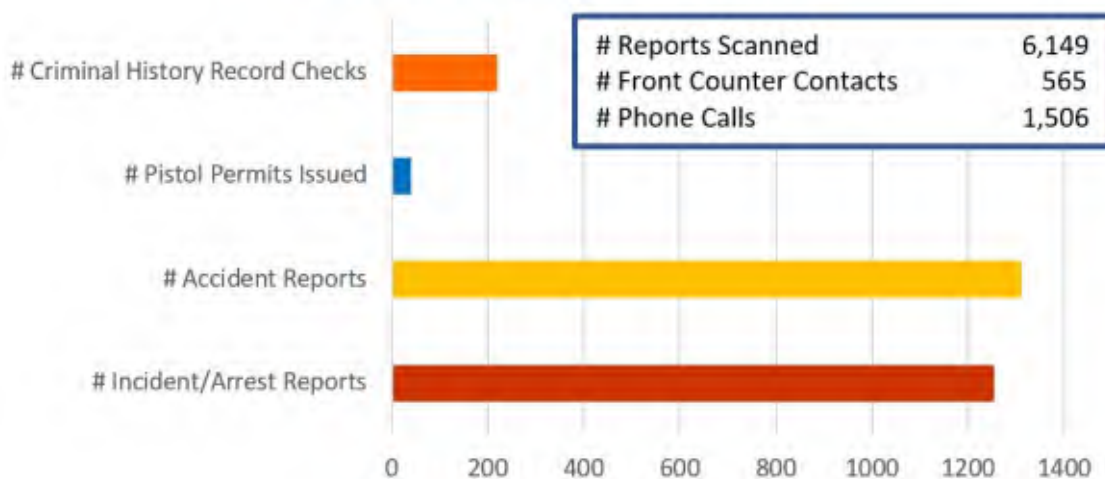


ADMINISTRATION-GENERAL

INITIATIVES

Year	Initiative
2026	New Police facility diagrams and plans complete (Phase II)
2026-2027	Ranking Officers attend PERF or FBI Academy
2025-2028	Continue scanning closed defendant files in to the document imaging system
2025-2026	False alarm billing migrate to new Central Square System from IMC
2025-2028	Seek grants for all divisions to help defray the cost of initiatives

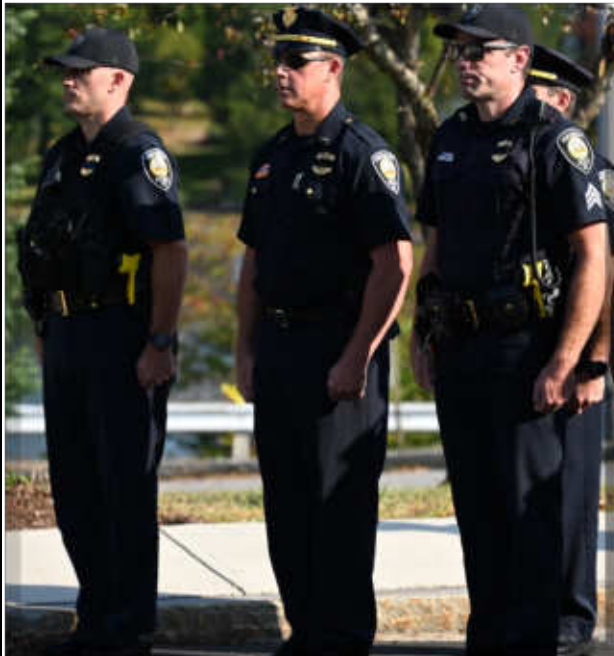
Records Unit Items Processed



ADMINISTRATION-PROFESSIONAL STANDARDS

KEY AREAS

- Commission on Accreditation for Law Enforcement (CALEA)
- New Hampshire Accreditation
- Citizen Complaints
- Internal Affairs
- Managing Promotional & Detective Exams
- Updating Department Policies
- Civil Rights Office
- IACP Trust Campaign
- Conduct Public and Internal Surveys



CALEA

In FY '16, the police department undertook achievement of Advanced Accreditation, which is the gold standard of the national Commission on Accreditation for Law Enforcement Agencies (CALEA). The process required an intensive review of every inch of the police department's operations and administration to meet over 400 standards of industry "best practices"; this process included a thousand+ directives that have to be met.

The department achieved "top tier" accreditation in May of 2019, and re-

accreditation in May of 2023.

The re-accreditation process consists of annual compliance assessments that lead to a re-accreditation award. This requires the yearly compilation of over a 1,000 different pieces of documentation "proofs" that demonstrate to CALEA the agency's continues to adherence to the 400+ CALEA standards. In 2025, the department completed the 2nd year of the 4-year process in preparation for the re-accreditation review and assessment in 2027.



ADMINISTRATION-PROFESSIONAL STANDARDS

The department is also a member of NNEPAC, which is a group of representatives from CALEA-accredited agencies in Northern New England. It serves as a resource for Portsmouth staff as well as a source of training on many law enforcement topics. Professional Standards staff attend monthly NNEPAC meetings and a bi-annual conference.

CALEA accreditation results in savings in the department's liability insurance premium annually.

NEW HAMPSHIRE ACCREDITATION

The State has implemented a voluntary accreditation program accessible to all law enforcement agencies in the state. Although the CALEA process has situated the department very well for this new state process, there are state-specific compliance points to meet. The department is currently working to complete this process.

CITIZEN COMPLAINTS

Professional Standards is responsible for resolving citizens complaints. In this capacity, the Lieutenant reviews and investigates complaints resulting in findings reported to the Chief of Police and identifies potential corrective actions, as needed. These actions could result in additional training needed by an officer, a standard operating procedure issue, or disciplinary actions.



ADMINISTRATION-PROFESSIONAL STANDARDS

AWARDS



Letters of Commendation Issued	10
Life Saving Awards	4
Meritorious Service Awards	2
Paul Lindsay Detective Award	2

INITIATIVES

Year	Initiative
2025	A new Lieutenant transferred into the Professional Standards Division in June 2025. Training and familiarity in the role will continue through 2025
2025+	IACP Trust Building Campaign. A multi-year project that “seeks to enhance trust between police agencies and the communities they serve by ensuring positive community-police partnerships that promote safe, effective interactions; create strategies to prevent and reduce crime; and improve the well-being and quality of life for all.”
2026	Achieve NH Accreditation (3-year accreditation cycle)
2026	Prepare and complete Year 3 of 4 CALEA annual assessment in preparation for next full re-accreditation process in 2027
2027	Prepare for full re-accreditation process and award from CALEA
2028	Begin next 4-year cycle by preparing and completing Year 1 of the CALEA annual assessment in preparation for the next full re-accreditation process in 2031



ADMINISTRATION-PERSONNEL & TRAINING

KEY AREAS

- Recruiting , Hiring, Exiting Employee process
- Staff Training, Certifications, and Career Development
- Maintain Personnel Records
- Liasson with Police Standards and Training
- Employee Wellness

RECRUITING

Recruiting over the past several years after COVID has been a difficult task.

The candidate pool shrunk for both sworn officers and dispatchers. In addition, a significant number of retirements resulted in the need for record hires. However, in 2025 the department has seen the tide change, as it has nationally. Candidate numbers are now increasing, as are hires.

The candidate drought over the past several years caused a significant shift in recruiting procedures. The department had to reach well outside the local NH area and utilize multiple different recruiting methods, from online sites and new recruiting materials, to literally reading the news from different areas of the country to see if there are prospective spots the department could target advertising. As a result, the department has officers from many areas of the country. Something unheard of in the past.

These “nationwide” methods are now a permanent part of the recruiting procedures.

The hiring process is designed to yield the best candidate. It is not unusual to start with 50 recruitment responses and have only eight candidates show up for the physical agility test, which is the first phase of the sworn hiring process. Of those, even fewer make it through the rest of the screening process. Sometimes all candidates in a given hiring process wash out; of those hired, sometimes they don’t make it through the police academy, or the subsequent months of field training and probationary status. The same is true for dispatch as well.

Despite these challenges, the Personnel & Training staff exceeded hiring goals for 2024.



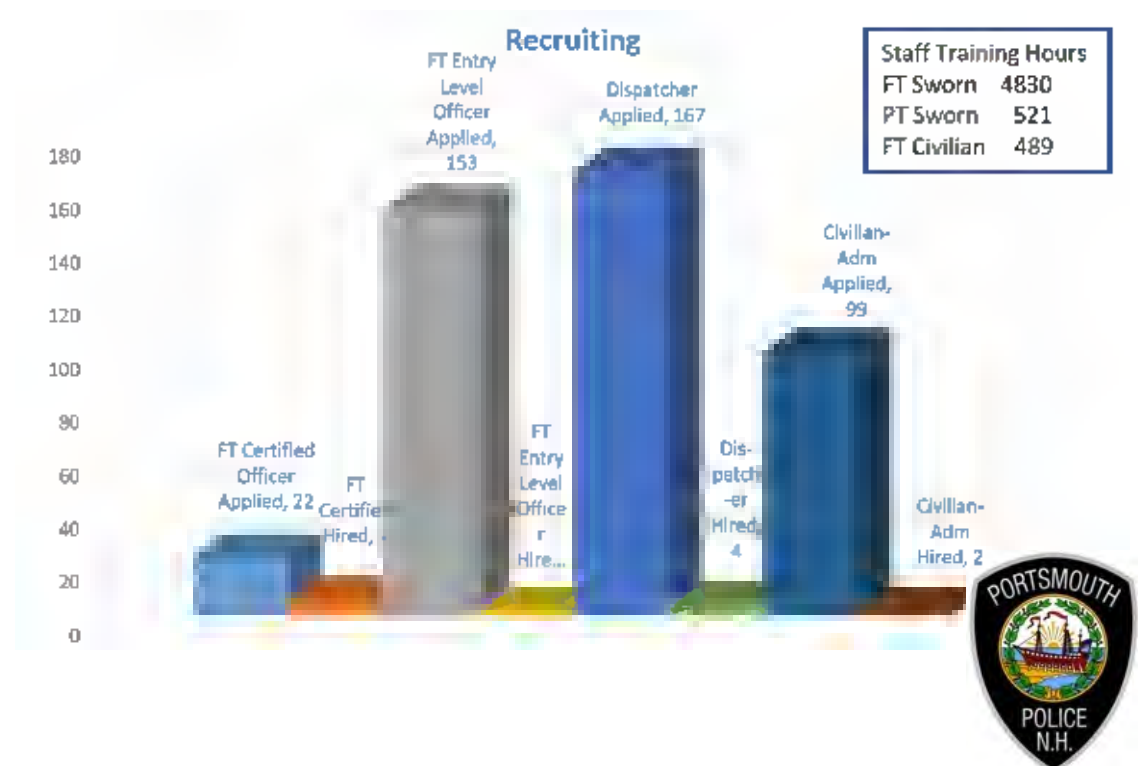
ADMINISTRATION-PERSONNEL & TRAINING

TRAINING

The department was required to increase officer training, including auxiliary officers, by 24 hours by 1/1/24, per the Governor's Executive Order. The number of hours was increased over a period of three years. This directive increased the burden on Personnel & Training so much so, that a recent manpower study recommended the addition of a second training officer.

The department has worked to bring outside training offerings into the department to maintain Portsmouth as a training hub. This allows the department to stretch the training budget by securing free seats from the vendor, in return for hosting the training at this location.

As a training hub the department works to abide by Federal CJIS (Criminal Justice Information Services) requirements. The department's training room, located in the interior part of the facility, requires trainees to enter the secure area of the police department, which is out of compliance. Most police departments have a public/training room off the lobby, maintaining the security requirements mandated by the Federal Government. A new/renovated facility will remedy this.



ADMINISTRATION-PERSONNEL & TRAINING

BODY WORN CAMERAS

In addition to recruiting, a major focus of the division is implementing body worn cameras. This was an initiative begun in 2024 pursuing a contract and funding.

30 BY 30 ADVANCING WOMEN IN POLICING

The 30 x 30 Advancing Women in Policing Initiative: Currently, women across the nation comprise only 14% of sworn officers. This ongoing initiative seeks to increase the representation and experiences of women in all ranks of policing. The stated goal, to reach a proportion of 30% women among sworn staff by 2030, is having positive results. The Department is currently at 10%, up from 9% in 2024.

TRAINING

Training for a large scale event at Pease will be planned for 2026 (postponed from prior years due to staffing shortages). The department's MOU with the Pease Development Authority/Airport includes training funds, specifically related to their site and the security the department provides them. The department will coordinate a large scale training event with the PDA that is anticipated to include PD officers, SERT operators, and other law enforcement assets from regional agencies.

INITIATIVES

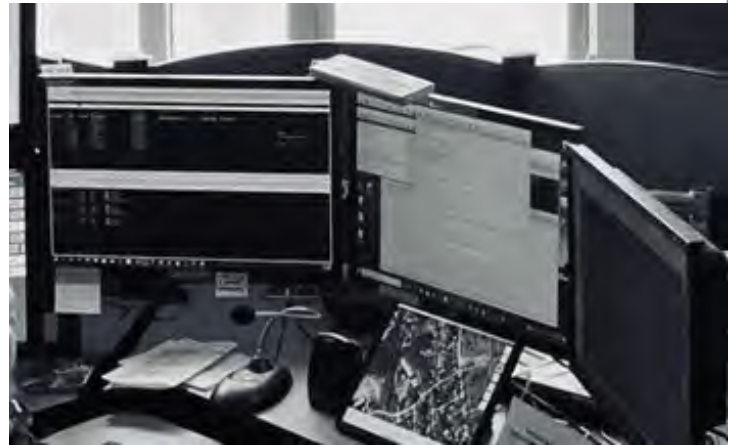
Year	Initiative
2025-2028	Recruiting will remain a priority for both sworn and dispatch positions, as well as meeting goals for the 30 by 30 initiative
2025-2028	Pursue additional recruiting resources for sworn and civilian dispatch positions
2025-2028	Continue efforts to "mentor candidates" through the hiring process
2025-2028	BWC rollout and training, plus follow-up/feedback loop to improve process, SOP's, and equipment use.
2025-2028	Continue to seek outside training vendors to offer classes onsite for free seats.
2026	Hire 2nd Training Officer per the Matrix 2025 staffing study
2026	Large scale event training at Pease Airport



ADMINISTRATION-INFORMATION TECHNOLOGY

KEY AREAS

- Firewall & Network Management
- Hardware Maintenance
- Server Management
- IT Software Management and Licensing
- User Maintenance & Troubleshooting
- Security System Management
- Cell Phone Management
- IT Projects



CAD/RMS SYSTEM

Computer Aided Dispatch/Records Management System (CAD/RMS): In FY24, the Department kicked off implementation of a new system with data migration anticipated to be completed in the second quarter of FY26. Once completed and tested, staff will be trained. An advocacy group of over 100 City residents recently proposed a set of policy changes to the Police Commission to enhance Commission and Department transparency, accountability, performance, good will, and community confidence. The recommendation of data gathering/analysis from this effort informs the new CAD/RMS system. The first set of “quarterly” data is anticipated to be available mid FY26.

PHONE SYSTEM MIGRATION TO VOIP TECHNOLOGY

The current phone and recording system will be upgraded in 2025-2026 to VOIP technology on the main campus and at the redundant center off site. This will include new phones as well, replacing 20+ year old equipment.

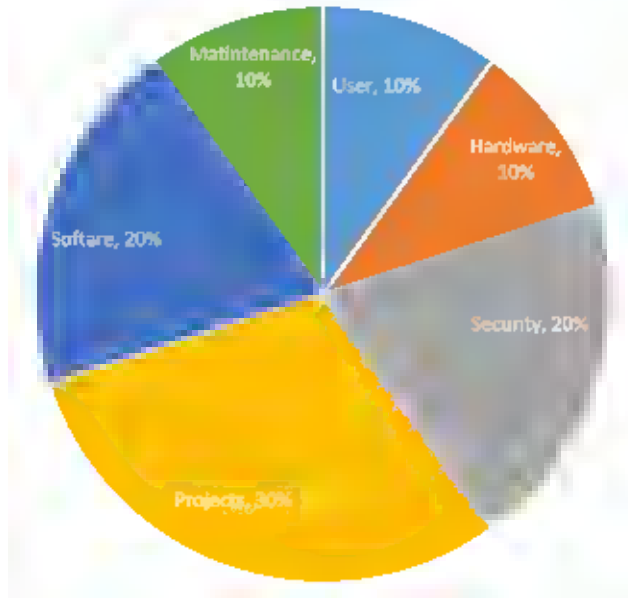
CABLING TELCOM ROOM:

Upgrades to the cabling in the Telcom Room: This room is no longer shared with the city so cabling upgrades can be done.



ADMINISTRATION-INFORMATION TECHNOLOGY

Information Technology Time Allocation



Year	Initiative
2025-2026	Implement CAD/RMS System to include full staff training and rollout
2025-2026	Implement upgraded VOIP phone system departmentwide
2025-2028	Maintain CJIS compliance standards to include Security Awareness Training
2025-2026	Complete Multifactor Authentication project
2028	Research into a online automated reporting software system for low solvability reports (tele-serve reports) for the public to use. It could potentially improve the department's service to residents and visitors. Along this same line, fillable forms for accident reports will be designed and put up on the website with an email address for submission to speed up the of receiving a report copy.



ADMINISTRATION-FLEET



KEY AREAS

- Oversees daily operation of vehicles
- Performs minor repairs
- Accident Damage Repair Coordination With Vendors & Adjusters

The department maintains a fleet of

38 Police Vehicles

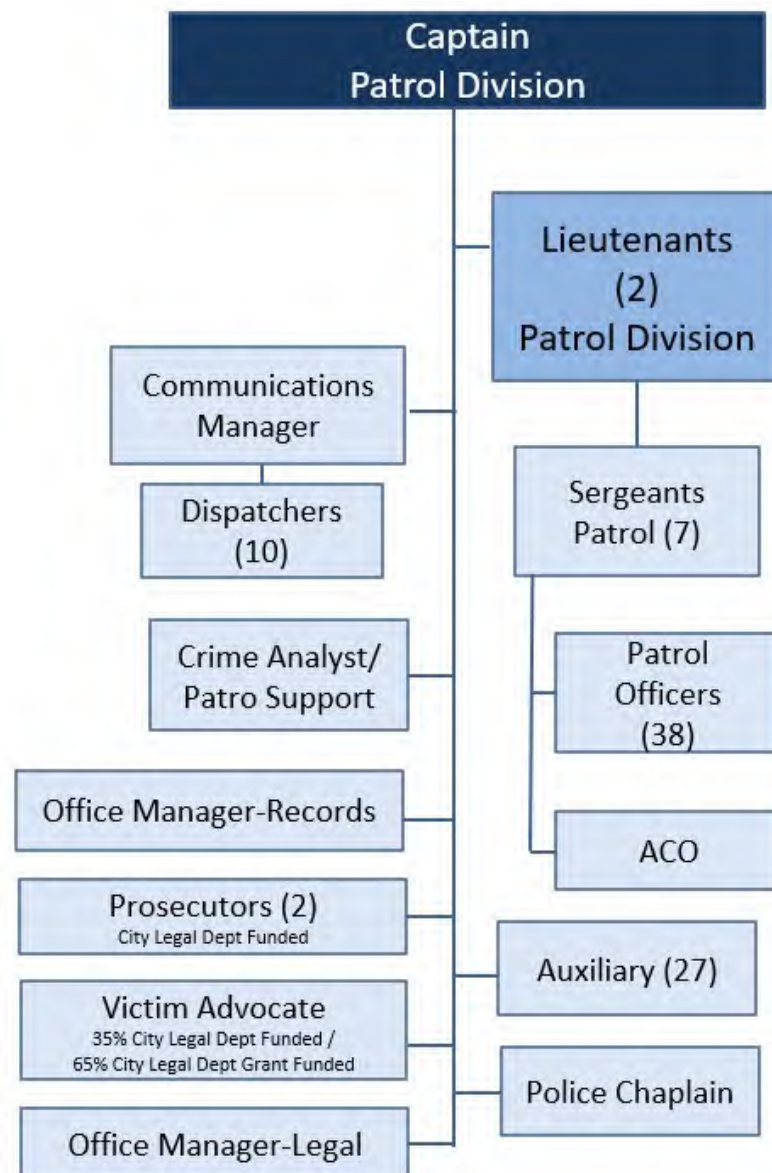
2 Motorcycles

3 Speed/Sign Boards

2 E-Bikes



PATROL



PATROL

KEY AREAS

- Respond to Calls for Service
- Prevent Crime
- Enforce State & Local Laws
- Conduct Proactive Policing Activities To Maintain Community Engagement
- Investigate Crimes
- Work With Other Law Enforcement Partners & Agencies
- Administrative Tasks Such As Report Writing, Court Witness
- Crime Analysis

INITIATIVES

The department conducts Community Policing events to include: Coffee with a Cop, Shop with a Cop, National Walk to School Day, Senior Summer Picnic, National Night Out, Veterans Breakfast and Senior Thanksgiving Luncheon.



PATROL



STAFFING

Staffing shortages, due to vacancies, retirements, injuries, and military deployments, have plagued the department the past several years. This has reinforced the need to be staffed with the requisite number of “shift relief factor” staff members to avoid “order-ins”. The department will focus on filling vacancies and training new hires to prevent officer fatigue and promote officer wellness.

TRAFFIC ENFORCEMENT

The department has dedicated on-duty resources to directed traffic enforcement activities. These initiatives have also been supplemented with grant funds awarded from the New Hampshire Highway Safety Division to conduct saturation patrols, specifically fo-

cusing on Driving Under the Influence, Distracted Driving, Speeding, Seatbelt Use, and Bicycle and Pedestrian Statute Compliance.

These different forms of traffic enforcement result in a reduction of motor vehicle accidents, but can also net drug arrests, apprehension of those with outstanding warrants, and so on. The department has set a goal to increase productivity in these areas, with a focus on reducing motor vehicle accidents in Portsmouth.

STREET CRIME UNIT

In 2022, the department implemented a “Street Crimes Unit”, tasked with developing leads and working with the department’s detectives. The Street Crime Unit is comprised of patrol officers, coupled with detectives who train them to handle preliminary investigations of prostitution cases, assaults, and robberies to name a few. The development of this team has alleviated the need to call out detectives for most of these types of crimes.



PATROL

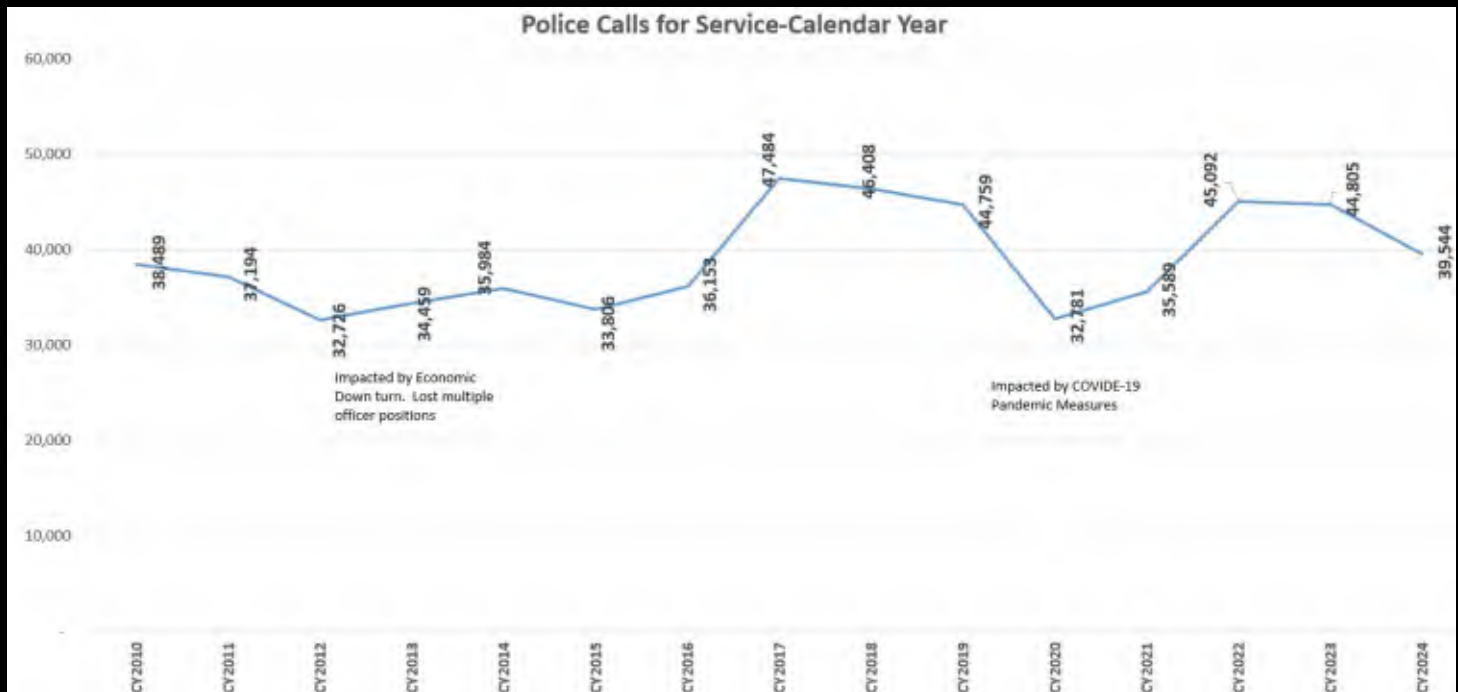
BODY WORN CAMERAS

The Police Commission voted to implement body worn cameras. The department has completed the contract, funding, and Standard Operating Procedure. In 2025 the department rolled out the cameras in phases with training and follow-up. This program will be in the evaluation phase for the next year with officers, supervisors, court office, records and IT staff to ensure the program and equipment operates efficiently.

Year	Initiative
2025-2026	Body Warn Cameras: Complete training and constructive feed-back from all officers
2025-2028	Continue directed traffic enforcement patrols to include grant funded initiatives such as Driving Under the Influence, Distracted Driving, Speed, Seatbelt Use, and Bicycle & Pedestrian Statute Compliance
2026-2027	At full staffing, review and assess the roster for the possibility of bringing back on a limited basis the “traffic car”. Traffic is the #1 complaint of residents
2027	Review restoration of the Accident Investigation Team function.
2025-2028	Seek grant opportunities for equipment, pilot programs, and training
2028	Increase staffing as population growth warrants per the Matrix manpower study
2025-2028	Continue to evaluate the airport detail hours as service increases at that location



CALENDAR 2024 ACTIVITY

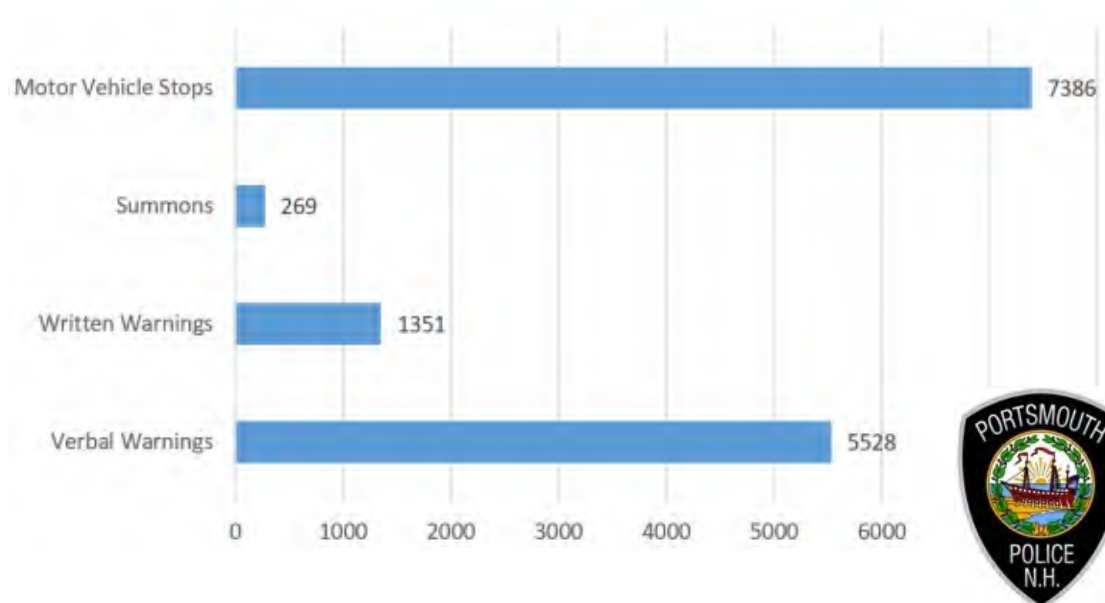


PATROL CALENDAR 2024 ACTIVITY

PATROL

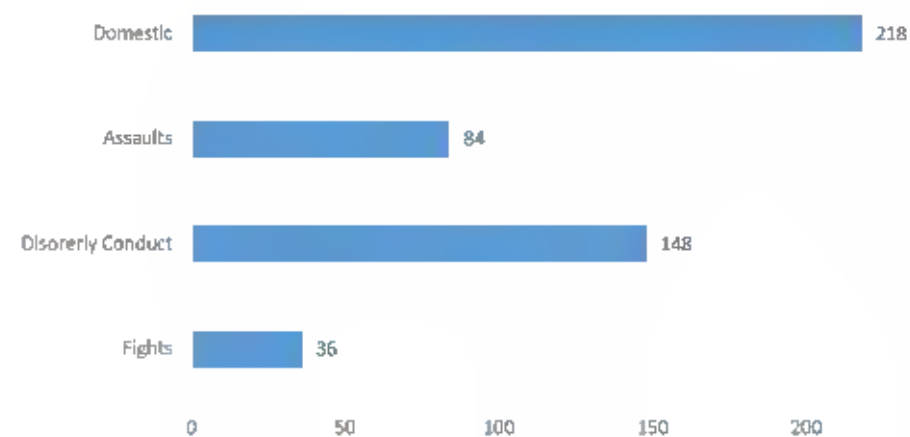
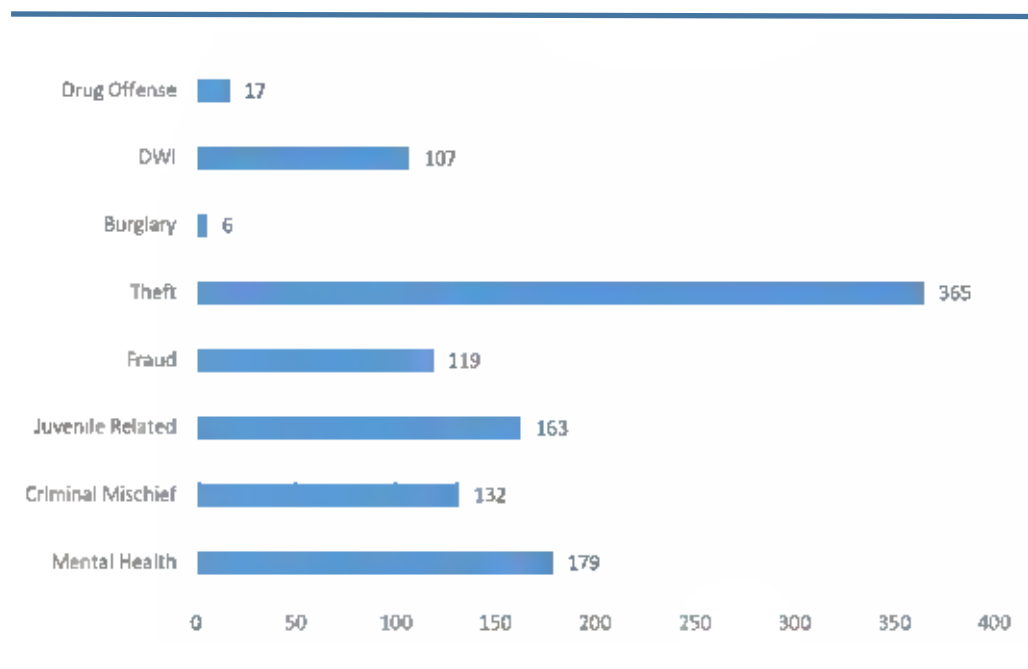
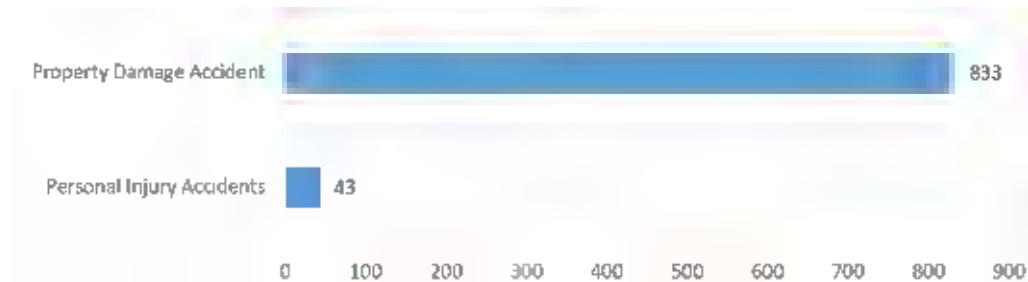


PATROL—Call Highlights



PATROL CALENDAR 2024 ACTIVITY

PATROL—CAD Call Highlights



PATROL—SERT



FOCUS AREAS

- Respond to Critical Incidents That Require Operations Above And Beyond The Normal Capabilities Or Regular Police Functions:

Such As:

- Hostage Situations
- Armed Barricaded Suspects
- High Risk Warrants
- Woodland Searches
- Large Event Presence

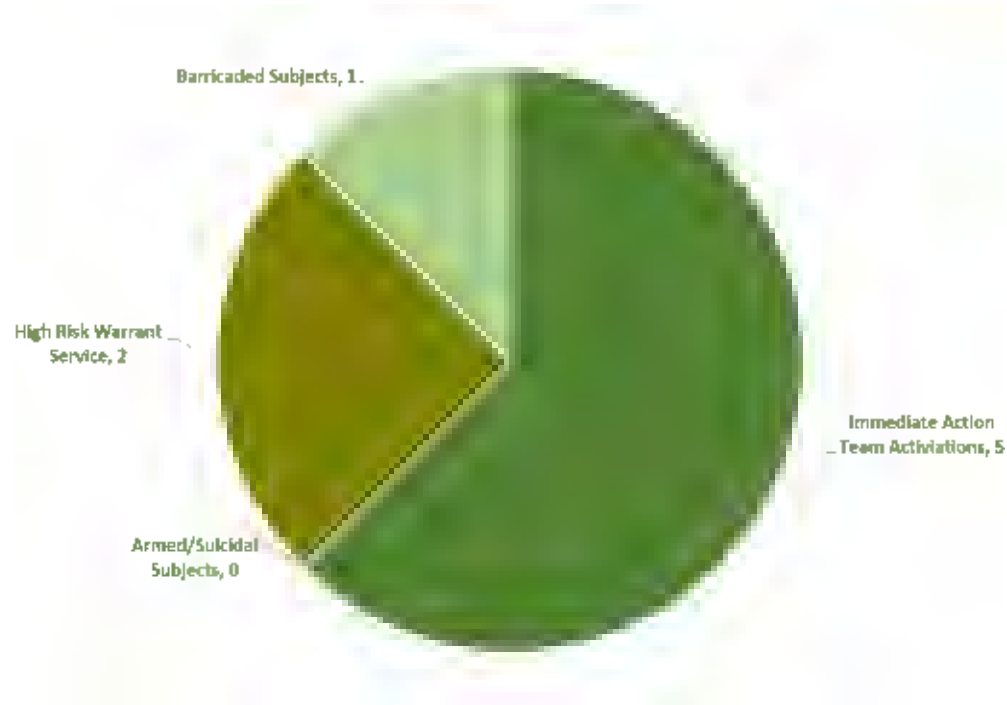
Team Make-Up

The SERT Team was established in 2001 and consisted of Portsmouth and Hampton. Today, the team is comprised of members from 14 seacoast law enforcement agencies and serves more than 100,000 in population across the region.



PATROL-SERT

PATROL—SERT Call Highlights



INITIATIVES

Year	Initiative
2025-2028	Each agency involved is required to maintain equipment for their members. Although SERT, through dues payments, covers many items and monthly training, each department shares the responsibility for team member costs to include outfitting and equipment.
2025-2028	Maintain readiness through monthly training events
2025-2028	Continue to seek Homeland grants and other opportunities to help defray the cost of equipment and training for SERT members



PATROL—K9

FOCUS AREAS

- Track & Area Search
- Article Search
- Arrests
- People Searches
- Park & Walks/Establish Community Partnerships
- Demonstrations
- Explosive Ordinance Disposal (EOD)
- Narcotics Searches

ABOUT THE TEAM

The K9 Unit was established in 1985

K9 handlers and their canines receive training at the Boston, MA Police K-9 Academy

The canines are certified annually through the U.S. Police Canine Association, the North American Police Work Dog Association, and the Bureau of Alcohol, Tobacco, Firearms and Explosives.

Team Members are: Officer Werner and Frankie, and Officer Maloney and Crash.



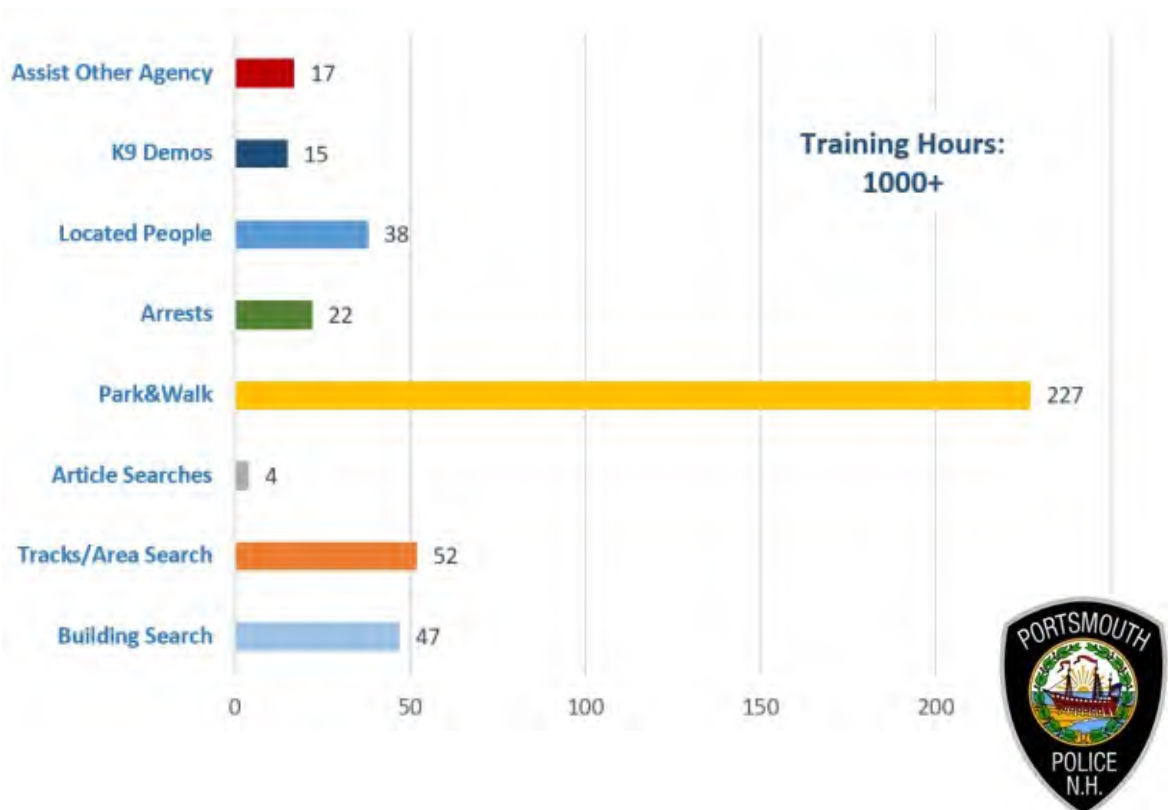
Year	Initiative
2025-2028	Assess the need for a 3rd “Dual Purpose” canine
2026	Assess a location for a designated training area within city limits
2025-2028	Prepare for the eventual retirements Frankie and Crash
2025-2028	Maintain certifications through training



PATROL- K9



K9 Activity



PATROL—ACO



FOCUS AREAS

- Enforcing State Laws and Local Ordinances pertaining to the welfare and control of domestic, exotic and wild animals.
- Local Rabies Control Authority
- Handles wild animals reported to be sick or injured
- Provides training and training materials to the public
- Assists public with animal related issues

INITIATIVES

Year	Initiative
2025-2028	Maintain residence compliance with dog license requirements
2025-2028	Maintain public and police training and resource materials



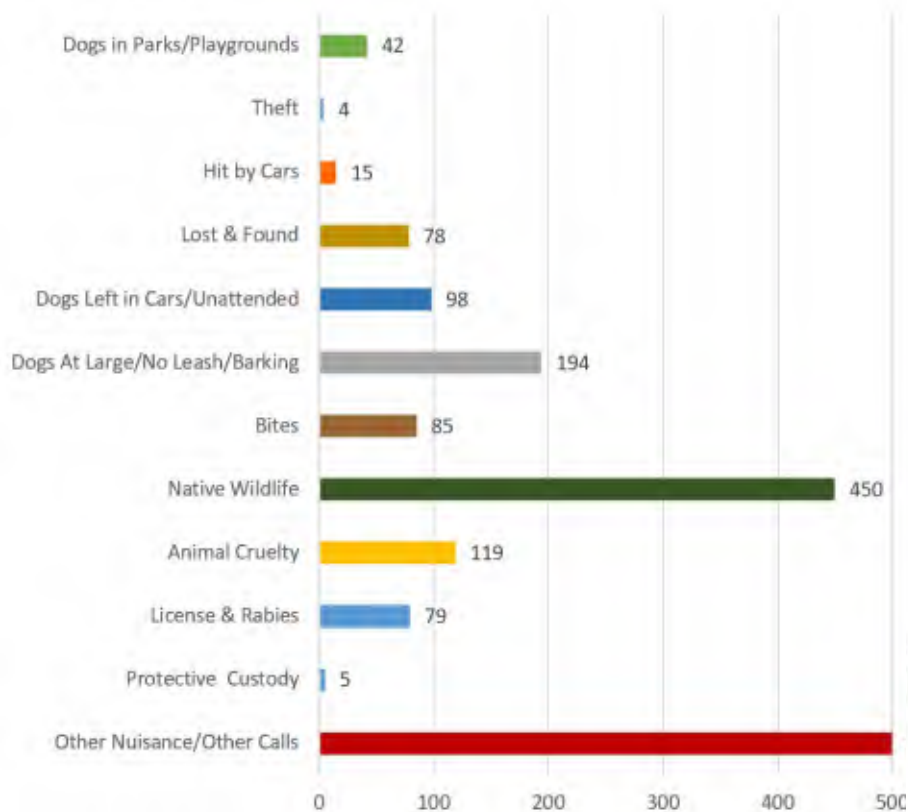
CALENDAR 2024 ACTIVITY



PATROL—Animal Control Officer Call Highlights

Calls For Service 2154

Dogs License Compliance 2724



PATROL—COMMUNICATION CENTER



FOCUS AREAS

- Answer emergency and non-emergency calls from the public for Police and Fire, as well as after hours Public Works calls
- Vital role between the units on the road and the public
- Maintenance of the emergency communication radio system throughout the city and the generators and battery back-ups
- Data entry of paperwork generated by officers

CALEA-COMMUNICATIONS CENTER

The police department sought and was awarded CALEA accreditation in FY '19 and is currently working toward the 2nd re-accreditation process. CALEA also has an accreditation program for Communication Centers. This year, a review of this program will be completed and a recommendation made to move forward or not on the accreditation for the center.

DISPATCH RECRUITMENT, RETENSION, AND TRAINING

Recruiting for first responder dispatchers has been a challenge for several years. Although recruitment strategies were expanded to include social media, this still remains a major focus for 2025+. The department has considered a “dispatch course” in collaboration with a local college like Great Bay as a potential recruiting tool.

In addition to recruiting, **retention** has been an issue. Researching cost/no cost strategies is a major focus as the center inches closer to full staffing levels. The Matrix manpower study revealed even when full staff based on the current number of approved positions, the Communications Center is understaffed by several employees and supervisory positions.



PATROL-COMMUNICATIONS

A **training** and career development plan is another area to assist with retention, as well as help dispatchers excel in their field. A training matrix and benchmarks will be developed to ensure a logical progressive path to include training such as APCO Telecommunicator, Active Shooter Incidents, CTO, Hostage Negotiator, and Management courses.

HEALTH AND WELLNESS

Public safety dispatching is stressful. The department will develop programs that recognize, manage and address this topic with staff, to include policy development and alert system after involvement in critical incidents

SCHEDULING

The low staff levels have created a difficult situation regarding a steady, dependable work schedule. The Matrix study addressed this topic and recommended scheduling scenarios that could improve retention. As staffing levels improve, the department will initiate a new scheduling pattern with the input of Communications staff.

PUBLIC OUTREACH

Public outreach regarding the NH911 system to schools and adult civic organizations to educate people on about their dispatch center, how it works, and answer questions regarding when to call 911

INITIATIVES

Year	Initiative
2025-2026	Implement the new CAD/RMS system with the IT Unit
2025-2026	Research into recruiting Great Bay Community College to assist exploring a dispatch development program or mentorship program that could lead to possible employment
2025-2026	Develop cost/no cost retention initiatives
2025-2026	Develop training matrix for skill improvement and career development
2025-2026	Develop up a wellness alert system for staff impacted by critical incidents
2025-2026	Develop a scheduling plan for when fully staffed
2025-2028	Begin to implement the Matrix staffing study recommendations for hiring additional personnel



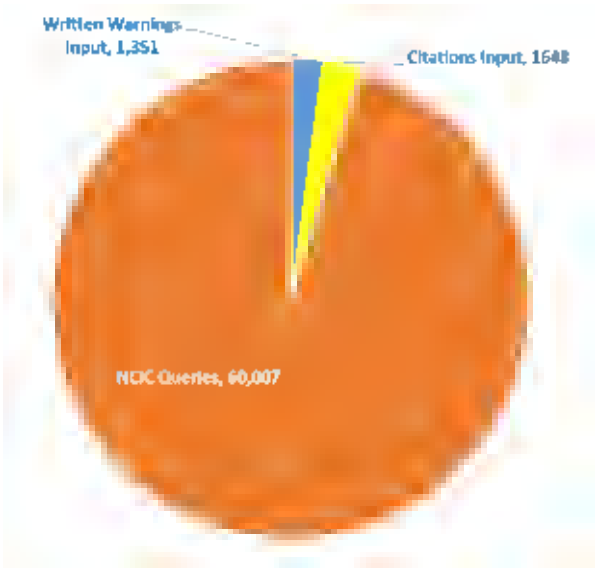
CALENDAR 2024 ACTIVITY

Year	Initiative
2025-2028	Develop a public outreach plan to help educate the public on the 911 system
2025-2026	Initiate a quality assurance plan for data entered into the communication system for calls for service
2027-2028	Research CALEA for Communications Centers

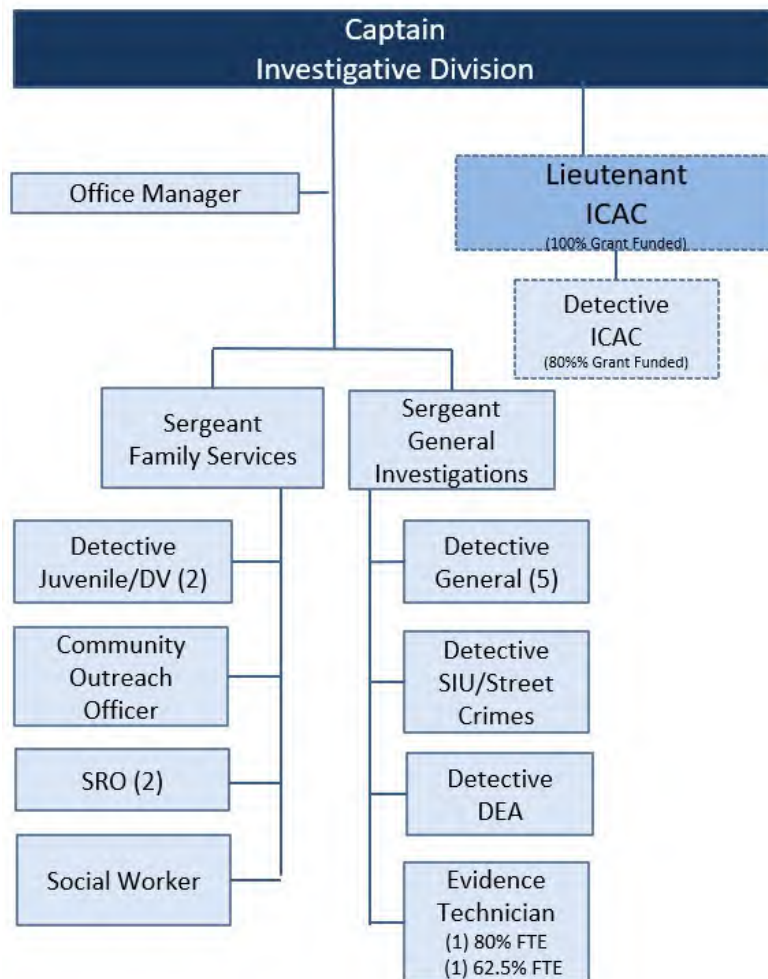


This thin **gold line** represents those who are rarely seen but mostly heard. The calm voice in the dark, the golden glue that holds it all together.

COMMUNICATION CENTER—Other Duties



INVESTIGATIONS



INVESTIGATIONS

KEY AREAS

Investigate both Felony and Misdemeanor level offences and Federal crimes:

- Narcotics
- Illegal Gambling
- Fraud
- White Collar Crime
- Homicides
- Sexual Assaults of Adults and Children
- Elder Abuse
- Juvenile Crime
- Cyber Crimes
- Internet Predators
- Sex Offender registry
- Domestic Violence
- Child Abuse and Neglect
- Burglaries
- Robbery
- Criminal Mischief
- Thefts and Other Property Crimes
- Unsolved Homicides



-
- School Resource Officer Program at the Middle & High Schools
 - Community Relations Officer and Comfort Dog Program
 - Department Social Worker



INVESTIGATIONS



STAFFING

The Investigation Division, like other areas of the police department is currently short staffed due to vacancies. The Matrix study reflected that this division is properly staffed. However, that requires all positions to be filled. As recruiting and positions are filled in Patrol, promotions to detective will follow.

COMMUNITY RELATIONS

The Community Relations Officer spearheads training such as the women's self-defense class, CRASE training (Citizen's Response to Active Shooter Events) for all areas of the public and business community, and ALICE active shooter response training at the schools. This position is also responsible for running the PAL summer basketball league with the Recreation Department, arranging events such as 'Cops with Kids' at the schools, National Night Out, and working with the Patrol Division on recurring neighborhood issues that need law enforcement intervention to be resolved.

These are but a few of the projects and responsibilities of this position.

This program has expanded exponentially. A review of the increasing demands in this area may necessitate assigning an additional officer to the unit in an out year.



INVESTIGATIONS

SCHOOL RESOURCE OFFICERS-ELEMENTARY

Currently, there is a resource officer in the middle school and the high school. Parental and school staff have requested an officer for the elementary level. The department will explore the potential of re-instating the elementary school resource officer program in an out year.

POLYGRAPH EXAMINER

The department currently has one auxiliary officer trained as a polygraph examiner. Two trained officers is optimal for coverage. It is anticipated that a full time officer will be trained in an out year once current staff vacancies have been filled. A polygraph examiner is used in the department's hiring process, is used in investigations, and provides assistance to other area police departments under mutual aid.

YOUTH ADVOCATE

The department is looking to restore the **Youth Advocate** position in an out year. This position was lost due to budget cuts over a decade ago. A Youth Advocate works with at-risk youths to make positive choices while holding them accountable for the crimes they have committed. This is done via diversion programs where police partner with the court, the family, the schools, and mental health professionals to achieve the best outcomes for our youth. Police partnering with multiple agencies is a key factor to the program's success. The position request will be delayed to an out year.



INVESTIGATIONS



INITIATIVES

Year	Initiative
2025-2026	Promote two officers to detective positions
2025-2028	Continue public outreach through training and events
2025-2026	Work to solve the cold case homicides
2026-2027	Review the hire of a second Social Worker and review grants to help offset the hire initially
2025-2026	Succession planning for the Lieutenant-NH ICAC Task Force Commander
2027-2028	Succession planning for the department Polygraph examiner
2028	Review the restoration of the Youth Advocate
2028	Seek to restore the Elementary School Resource Officer



INVESTIGATIONS

PORTSMOUTH POLICE SEEKING ASSISTANCE WITH AN INVESTIGATION:

We know the images are not of the best quality, but figured something is better than nothing. Please help us... [See more](#)



2024 ACTIVITY

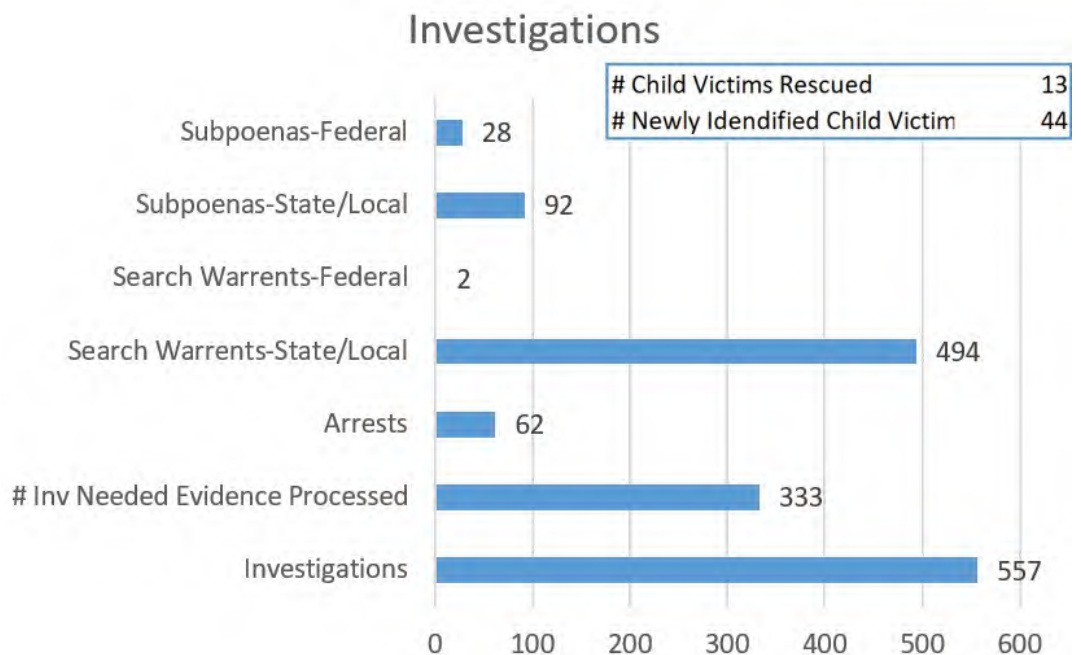
* Does not include ICAC Cases

# Cases Assigned*	383
* Does not include ICAC Cases	
# Cases Currently Open	40
# Cases Cleared (Victim refused to cooperate, exceptionally cleared, suspended)	142
# Arrests/ Indictments	72
No Crime (Un-attended deaths, run-aways, etc.)	272
# Grand Jury Indictments	65

Overdoses	Fatal	5
	Non-Fatal	20
Sex Offender Registrations		60
Crime Scenes Processed		42



INVESTIGATIONS-ICAC



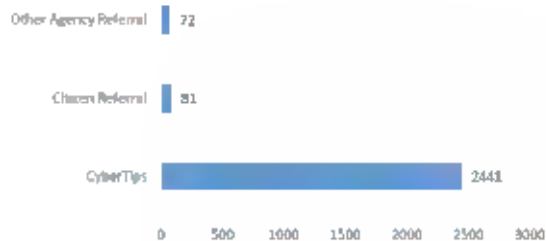
INVESTIGATIONS-ICAC

INVESTIGATIONS—NH INTERNET CRIMES AGAINST CHILDREN TASK FORCE

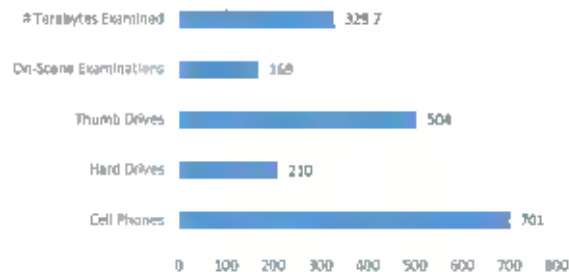
2024 ICAC HIGHLIGHTS



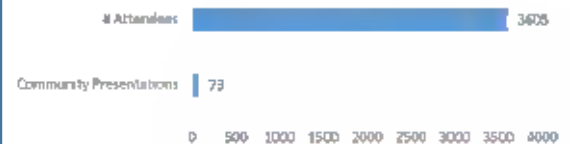
Complaints



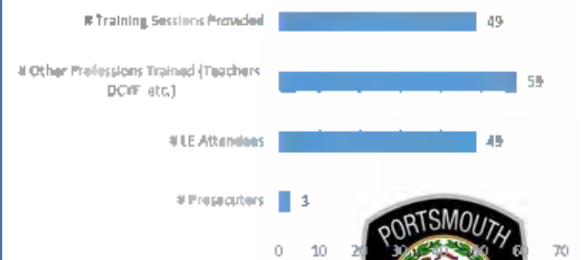
Forensic Exams



Presentations



Training Sessions



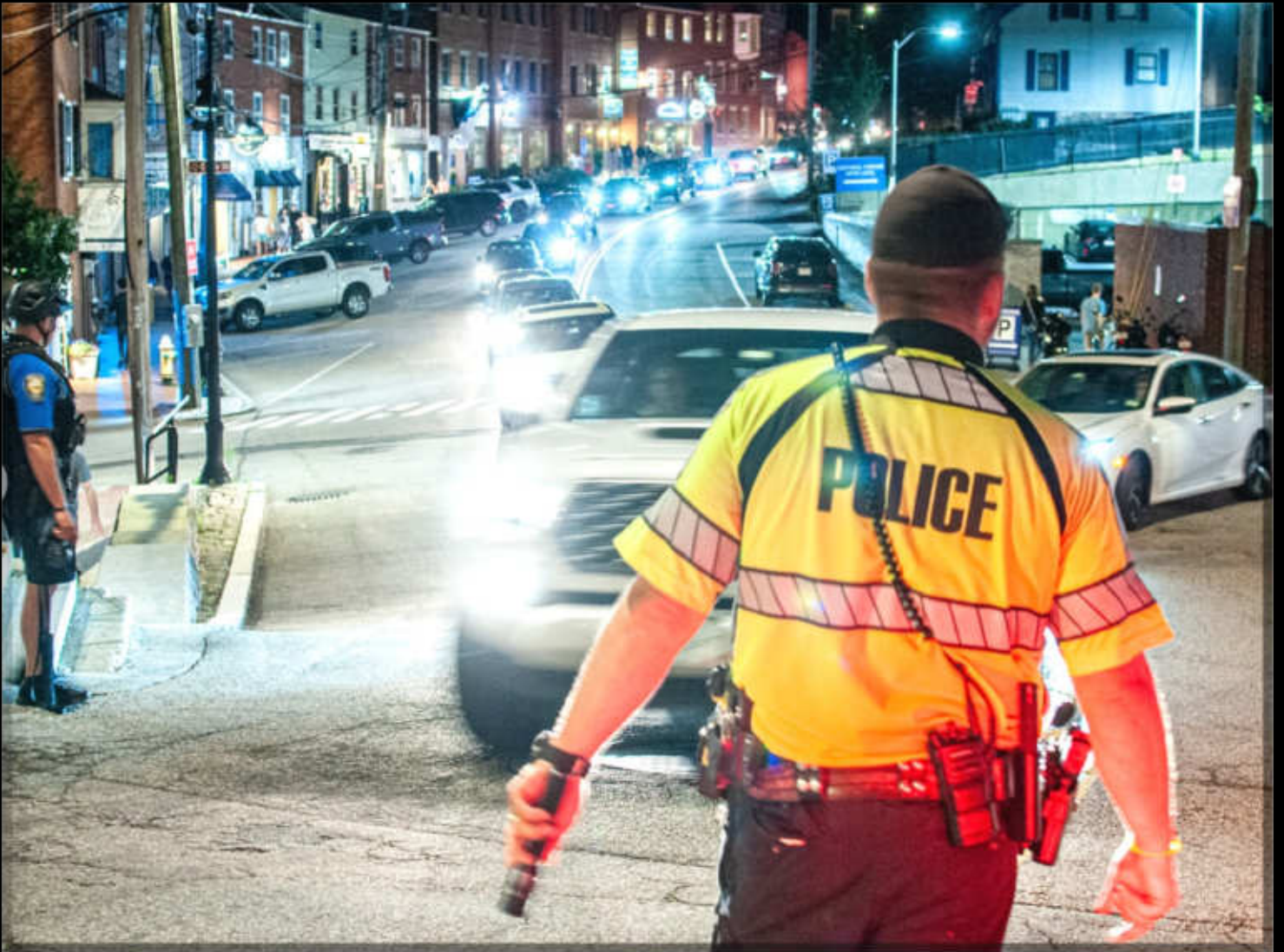


Retired Officer Phil Miles
1948-2024

In Memory of Police Officer Phil Miles and David Succi



Retired Officer David Succi
1960-2025



The men and women of the Portsmouth Police Department are invested in the safety of their community and the quality of life of everyone who lives, works or visits here.