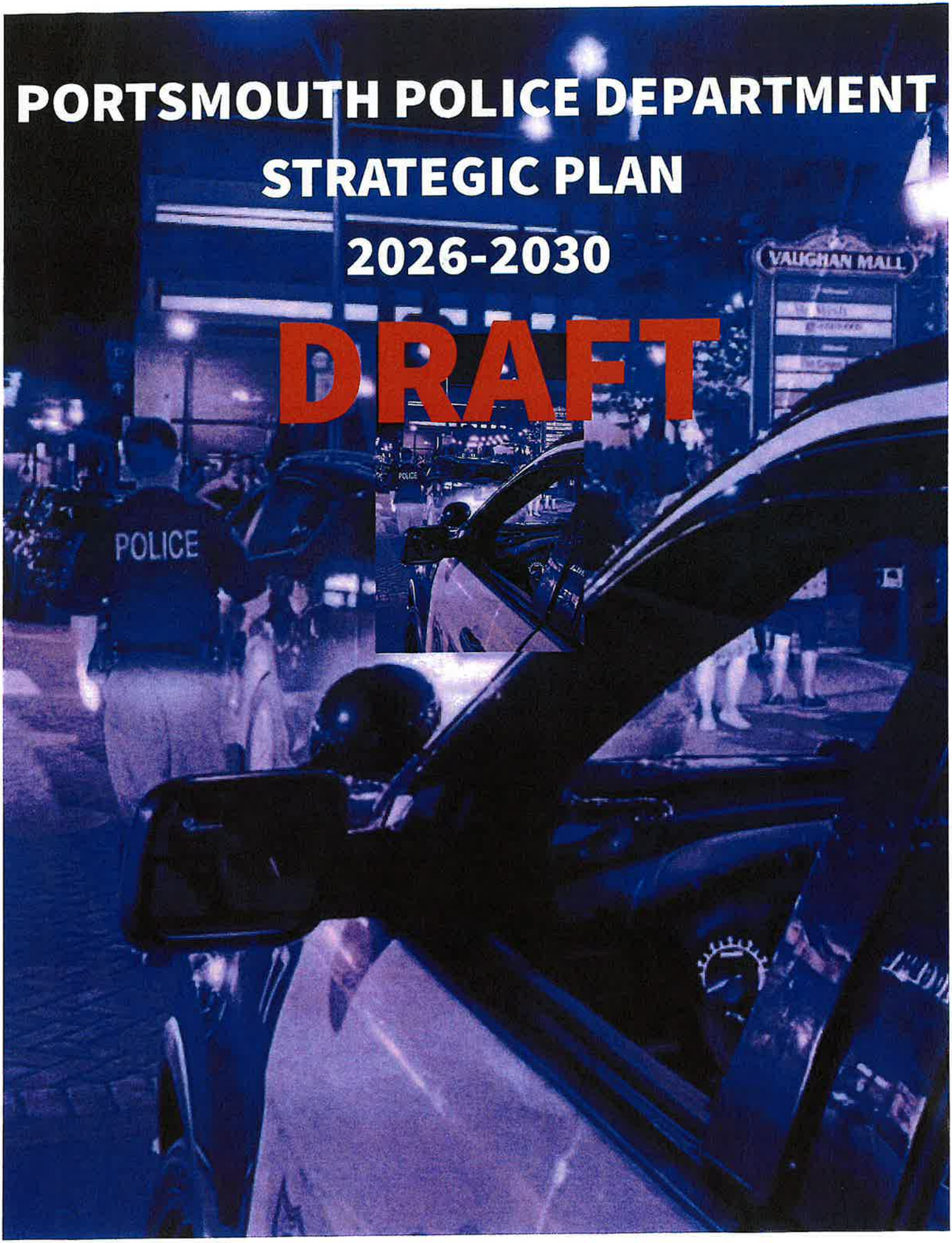
PORTSMOUTH POLICE DEPARTMENT

STRATEGIC PLAN

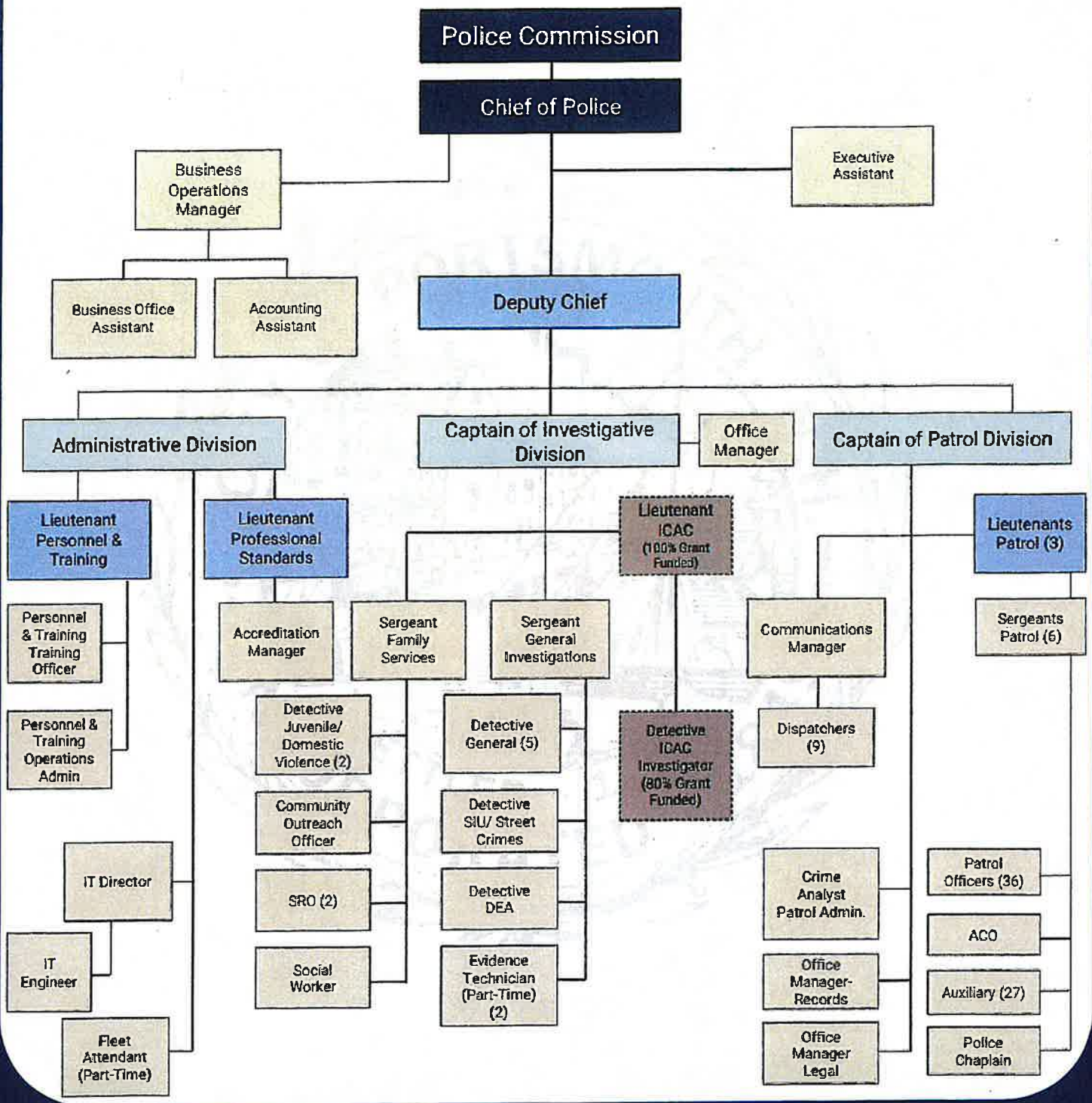
2026-2030

DRAFT





Police Department



Department Staffing

Funded Positions

Full Time

Sworn Officers	67
Civilian	24

Part Time

Auxiliary Officers	27
Civilian	3
Chaplain	1

RESIDENT POPULATION

22,713*

DAILY WORK POPULATION

~65,000+

FY27 ANNUAL BUDGET

$ 16,189,837

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

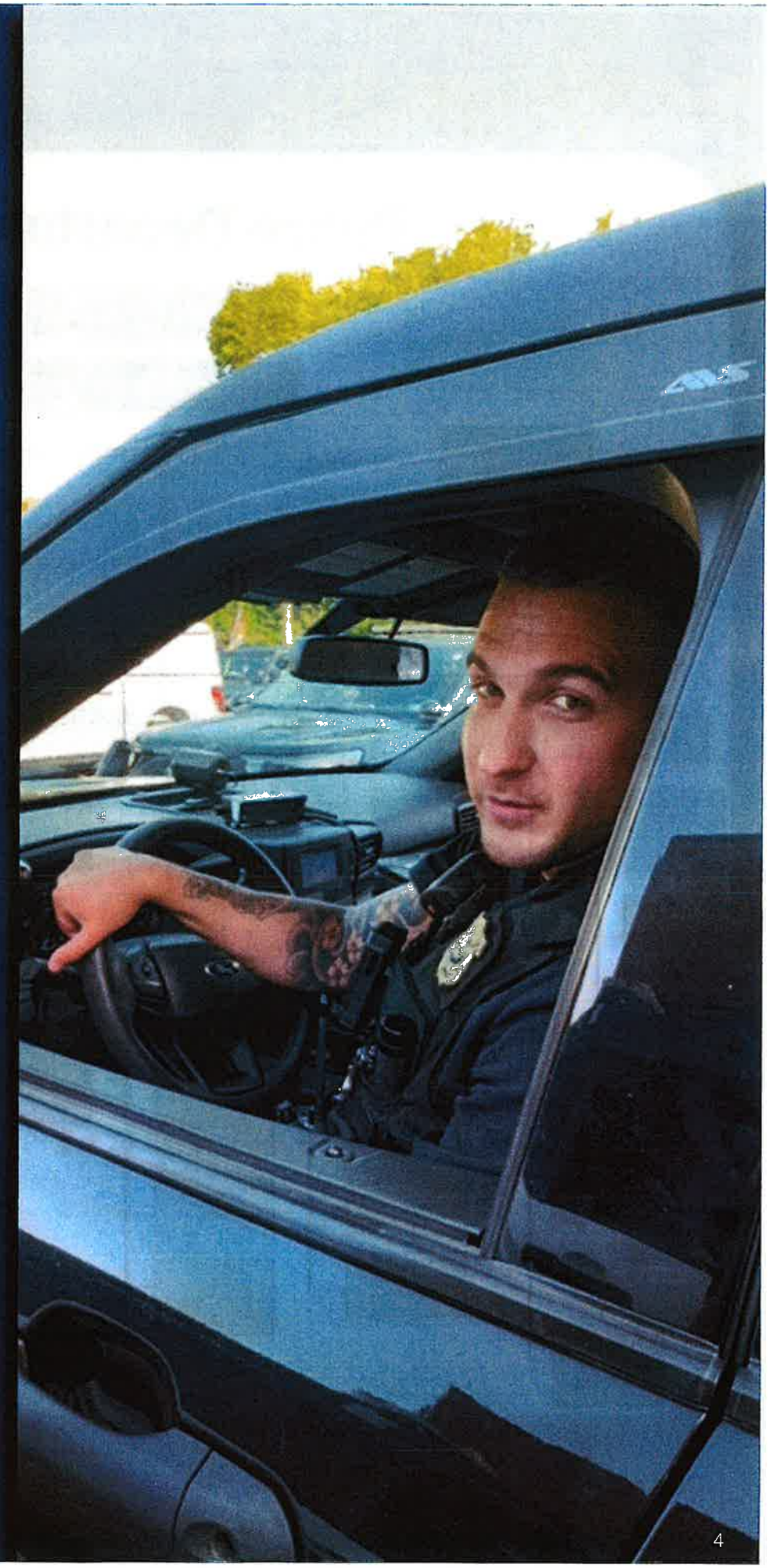


Table of Contents

Organization Chart	3
Message from the Police Commission	6
Message from the Chief of Police	7
Mission of the Portsmouth Police Department	8
Introduction	9
Accomplishments - 2025	10

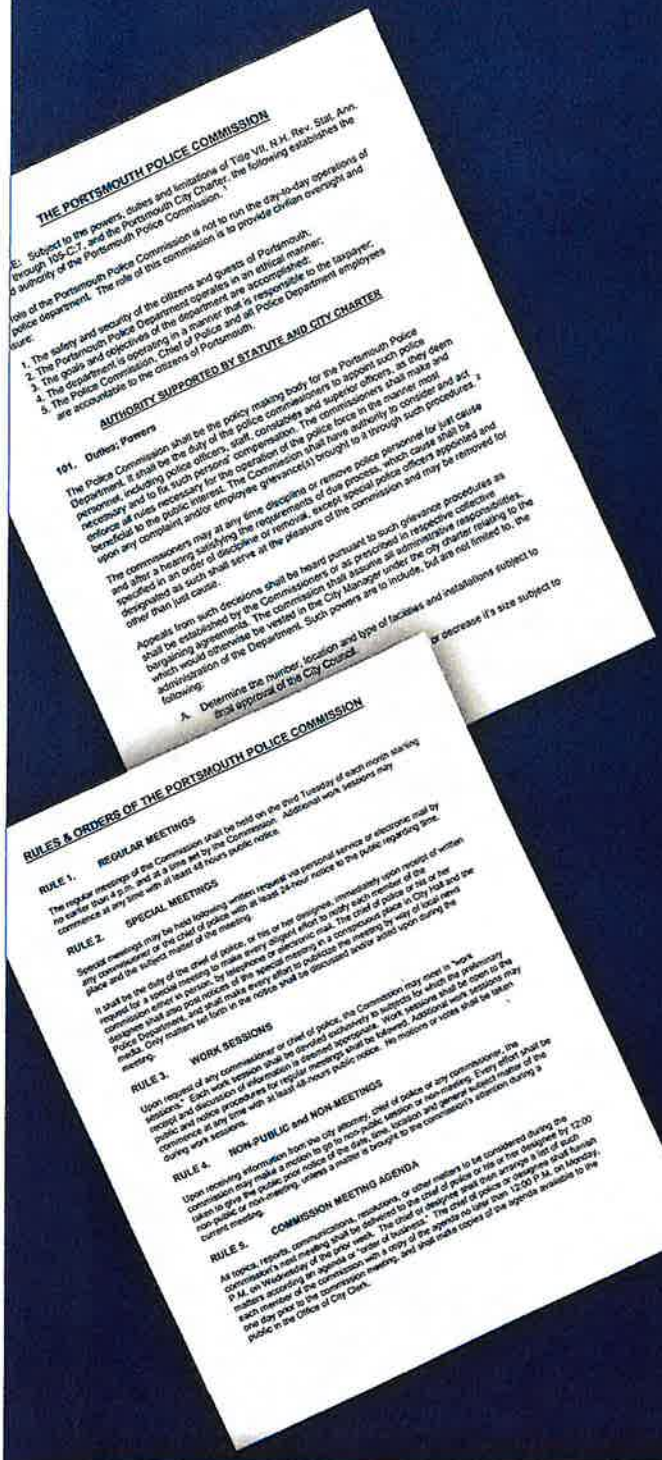
Division/Department/Programs

Administration	xx
Professional Standards	xx
Personnel & Training	xx
Information Technology	xx
Fleet	xx
Patrol	xx
SERT	xx
K9	xx
Drone	xx
ACO	xx
Investigations	xx
ICAC	xx




Z. BRANDT

MESSAGE FROM THE POLICE COMMISSION



THE PORTSMOUTH POLICE COMMISSION

E: Subject to the powers, duties and limitations of Title VII, R.H. Rev. Stat. Ann. through 105-C:7, and the Portsmouth City Charter, the following establishes the d authority of the Portsmouth Police Commission.

ose of the Portsmouth Police Commission is not to run the day-to-day operations of police department. The role of this commission is to provide civilian oversight and sure:

1. The safety and security of the citizens and guests of Portsmouth;
2. The Portsmouth Police Department operates in an ethical manner;
3. The goals and objectives of the department are accomplished;
4. The department is operating in a manner that is responsible to the taxpayer;
5. The Police Commission, Chief of Police and all Police Department employees are accountable to the citizens of Portsmouth.

AUTHORITY SUPPORTED BY STATUTE AND CITY CHARTER

101. Duties; Powers

The Police Commission shall be the policy making body for the Portsmouth Police Department. It shall be the duty of the police commissioners to appoint such police personnel, including police officers, staff, constables and superior officers, as they deem necessary and to fix such persons' compensation. The commissioners shall make and enforce all rules necessary for the operation of the police force in the manner most beneficial to the public interest. The Commission shall have authority to consider and act upon any complaint and/or employee grievance(s) brought to it through such procedures."

The commissioners may at any time discipline or remove police personnel for just cause and after a hearing satisfying the requirements of due process, which cause shall be specified in an order of discipline or removal, except special police officers appointed and designated as such shall serve at the pleasure of the commission and may be removed for other than just cause.

Appeals from such decisions shall be heard pursuant to such grievance procedures as shall be established by the Commissioners or as prescribed in respective collective bargaining agreements. The Commission shall assume all administrative responsibilities which would otherwise be vested in the City Manager under the city charter relating to the administration of the Department. Such powers are to include, but are not limited to, the following:

A. Determine the number, location and type of facilities and installations subject to final approval of the City Council.

or decrease it's size subject to

RULES & ORDERS OF THE PORTSMOUTH POLICE COMMISSION

RULE 1. REGULAR MEETINGS

The regular meetings of the Commission shall be held on the third Tuesday of each month starting no earlier than 4 p.m. and at a time set by the Commission. Additional work sessions may commence at any time with at least 48 hours public notice.

RULE 2. SPECIAL MEETINGS

Special meetings may be held following written request via personal service or electronic mail by any commissioner or the chief of police with at least 24-hour notice to the public regarding time, place and the subject matter of the meeting.

It shall be the duty of the chief of police, or his or her designee, immediately upon receipt of written request for a special meeting to make every diligent effort to notify each member of the commission either in person, by telephone or electronic mail. The chief of police or his or her designee shall also post notice of the special meeting in a conspicuous place in City Hall and the Police Department, and shall make every effort to publicize the meeting by way of local news media. Only matters set forth in the notice shall be discussed and/or acted upon during the meeting.

RULE 3. WORK SESSIONS

Upon request of any commissioner or chief of police, the Commission may meet in "work sessions." Each work session shall be devoted exclusively to subjects for which the preliminary receipt and discussion of information is deemed appropriate. Work sessions shall be open to the public and notice procedures for regular meetings shall be followed. Additional work sessions may commence at any time with at least 48-hours public notice. No motions or votes shall be taken during work sessions.

RULE 4. NON-PUBLIC and NON-MEETINGS

Upon receiving information from the city attorney, chief of police or any commissioner, the commission may make a motion to go to non-public session or non-meeting. Every effort shall be taken to give the public prior notice of the date, time, location and general subject matter of the non-public or non-meeting, unless a matter is brought to the commission's attention during a current meeting.

RULE 5. COMMISSION MEETING AGENDA

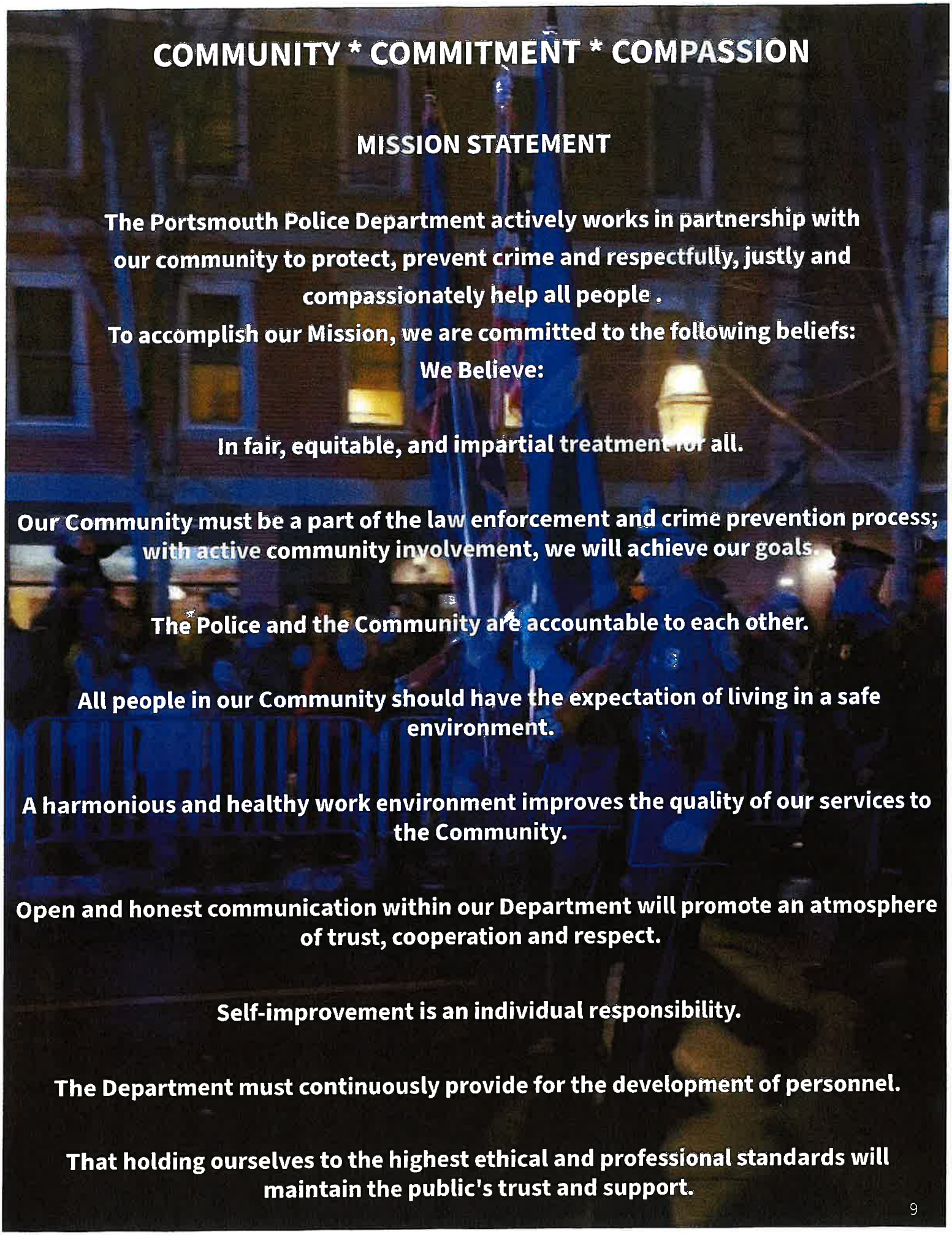
All notice, reports, communications, resolutions, or other matters to be considered during the commission's next meeting shall be delivered to the chief of police or his or her designee by P.M. on Wednesday of the prior week. The chief of police shall then arrange a list of such matters according an agenda or "order of business." The chief of police or designee shall furnish each member of the commission with a copy of the agenda no later than 12:00 P.M. on Monday, one day prior to the commission meeting, and shall make copies of the agenda available to the public in the Office of City Clerk.







MESSAGE FROM THE CHIEF OF POLICE



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.

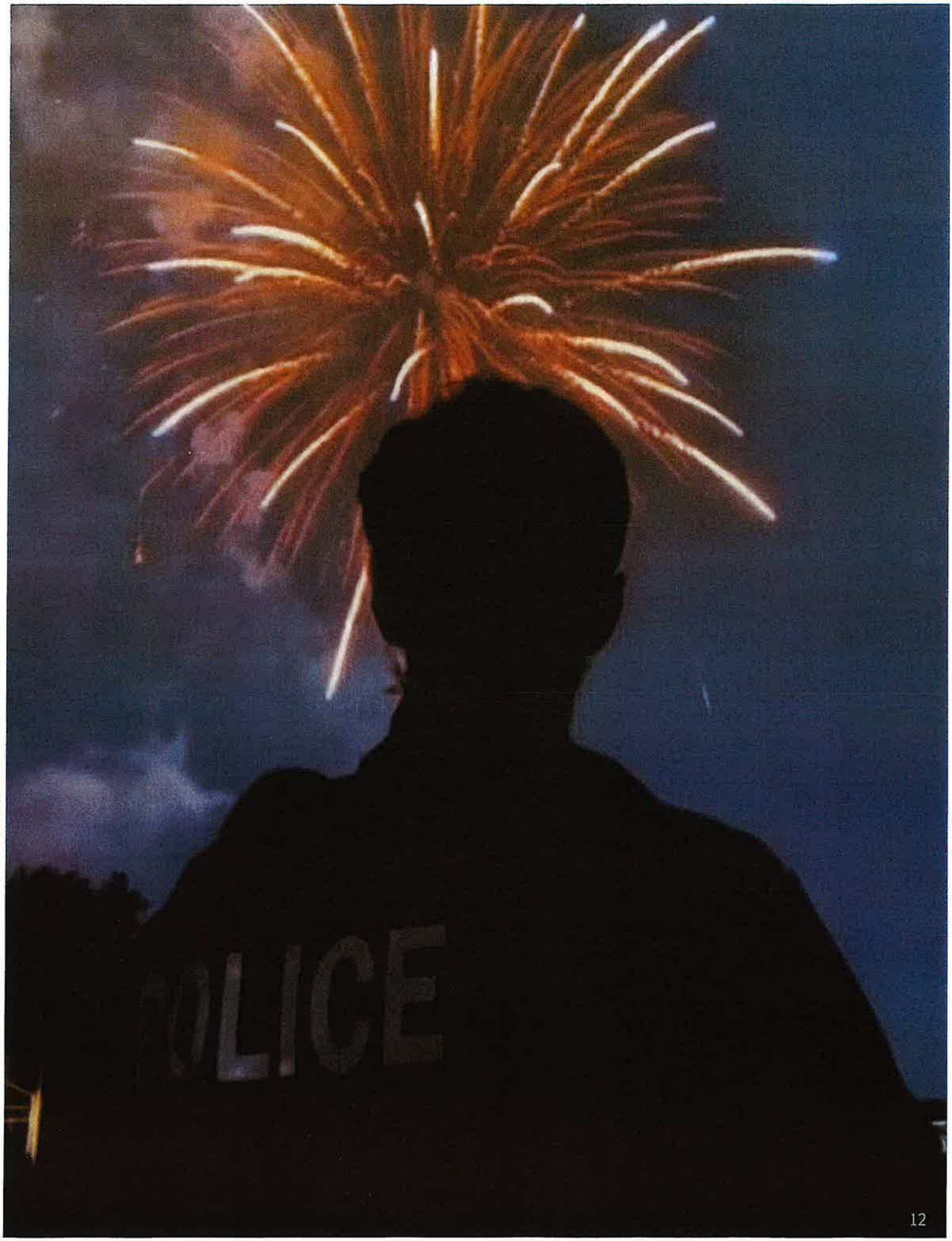
A harmonious and healthy work environment improves the quality of our services to the Community.

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.


LICE

INTRODUCTION

The Portsmouth Police Department's Strategic Plan woks 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.

ACCOMPLISHMENTS

Body Camera Implementation

Body cameras were issued and sworn staff trained upon the completion of significant work establishing the parameters for their use. The Standard Operating Procedures were approved by our federal Department of Justice grant partners, as a requirement of receiving grant funds to help offset the initial costs.





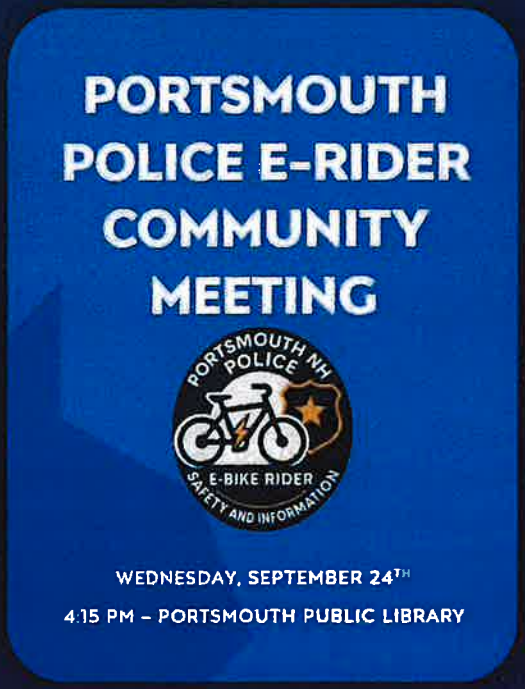
Computer Aided Dispatch System

For well over a year, the department prepared for the migration from a 25year old Computer Aided Dispatch & Records Management System to the new Central Square system. It was a massive undertaking to set up, migrate decades of data, test the data, test the system and get it ready to cut over to the new system. to include interfaces with programs such as Prosecutor by Karpel, Axon Evidence, and First Due (Fire)

E-Bike Initiative

In response to community concerns, the department initiated a campaign of eduction awareness and enforcement of E-bike and related modes of transportation.

As part of this campaign the department hosted an information session that focused on E-Bike laws, regulations, and rules of the road. In addition, topics included OCEV's (Out of Class Electric Vehicles) and other forms of electric mobility, valuable safety tips, legal information and clarification regarding the difference between E-Bikes and OCEV's as OCEV's are classified separately under New Hampshire law and are restricted to off-road or private property use.

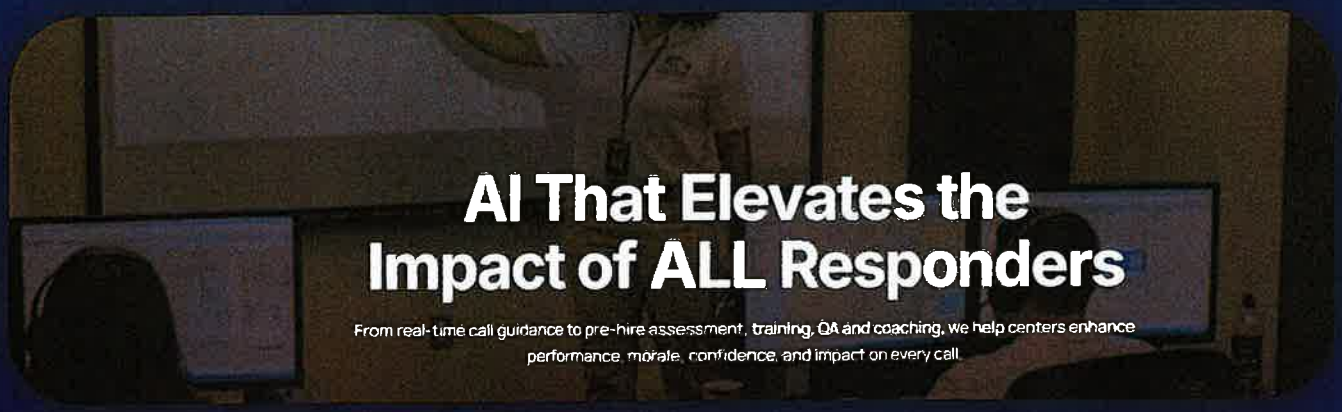


ACCOMPLISHMENTS

Dispatcher Simulator Training

GovWorx Coms Coach is an AI assistive training tool that allows the department to utilize the technology to create 911 call scenarios for dispatch trainees. These calls utilize Portsmouth dispatch data to generate "calls for service" that are realistic. This is the best way to test a dispatcher's skill level is by presenting all types of calls and stress situations.

The dispatcher feels like they are talking to real person as the AI responds to everything you say. It is a fully realistic, immersive experience that can provide similar scenarios until the dispatcher achieves the call check points.





Trust Building Campaign

The IACP Trust Building Campaign is a framework created by the International Association of Chiefs of Police to help police agencies build stronger, more trusting relationships with the communities they serve. Instead of being a single training course, it gives agencies a set of recommended practices and goals to work toward over a 36-month period.

The program focuses on practical areas such as fair and unbiased policing, use of force, organizational leadership and culture, hiring and retention, victim services, and community engagement. The idea is that trust is built through consistent policies and practices, meaningful community interaction, transparency, and accountability, not through one-time initiatives.

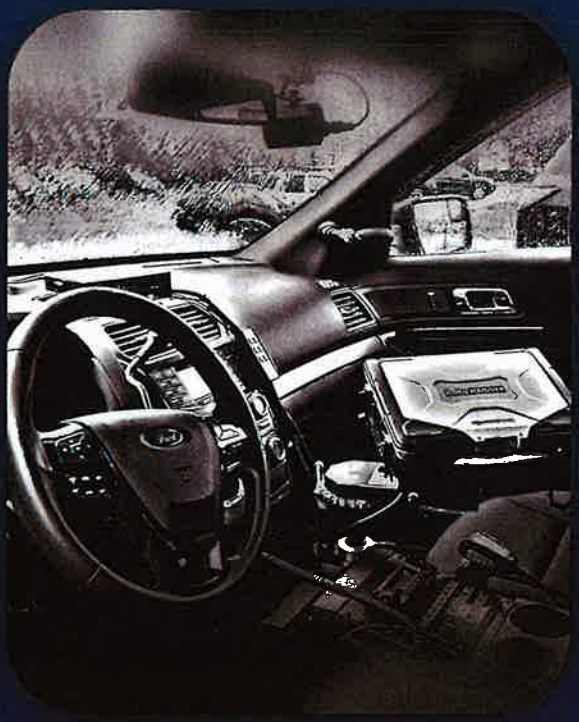
The department achieved the award in MAY 2026

ACCOMPLISHMENTS



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 received the NH Accreditation designation in May 2026.



INFORMATION TECHNOLOGY

The department has completed important audits and upgrades to the IT environment to include:

- Implementing and onboarding a comprehensive Cybersecurity Vulnerability Management solution, expanding the IT infrastructure ecosystem, including adopting a SIEM platform to create a unified, single pane of glass view

Completed an audit of the Access Control infrastructure and defined the scope of work for improvements to include:

- High-availability firewalls, Microsoft Intune, Keeper Security and enterprise VPN

ACCOMPLISHMENTS

SOCIAL WORKER PROGRAM

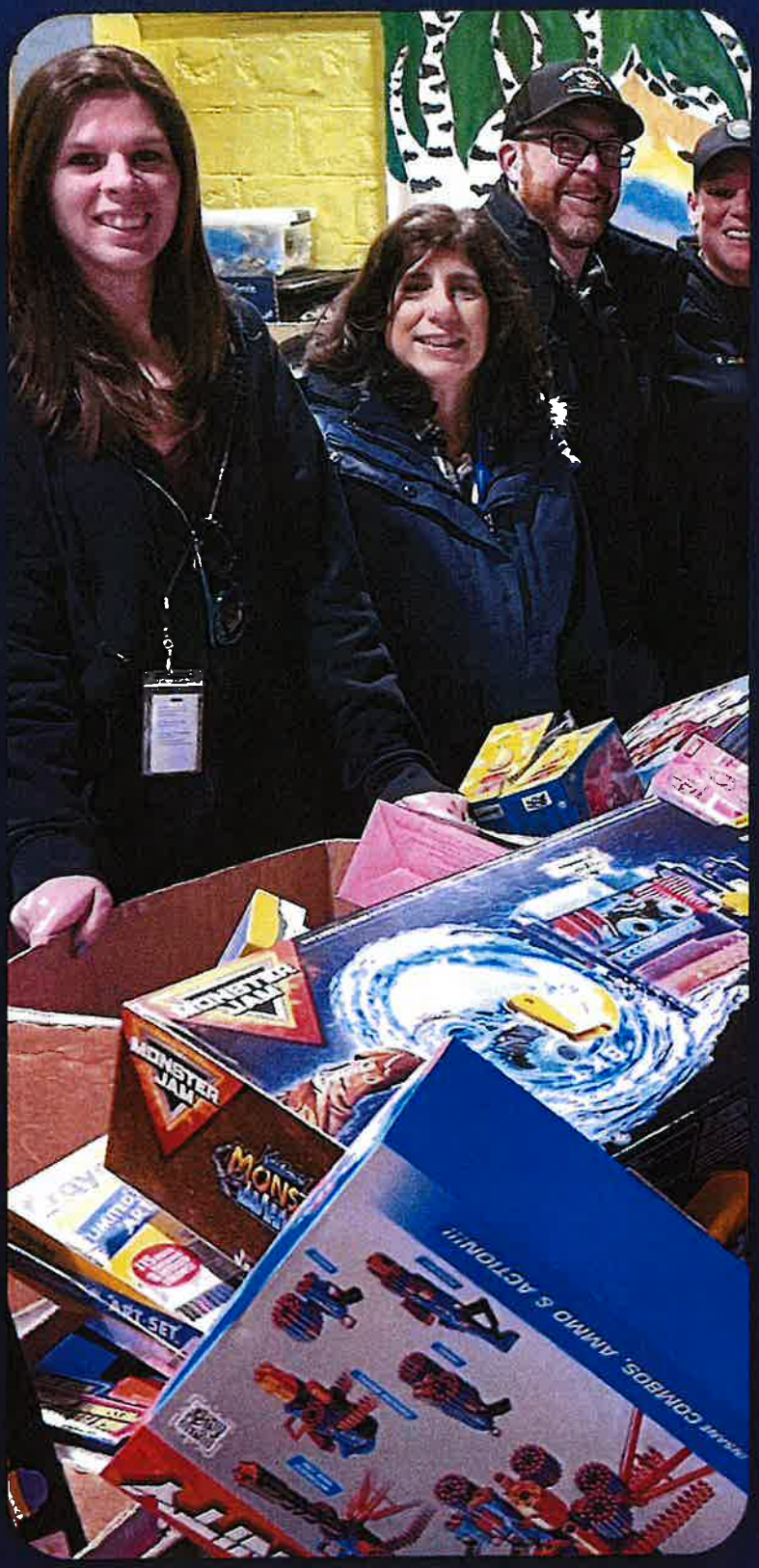
The Portsmouth Police Department has worked to expand the Police Social Work Program both in services provided and community engagement.

- The PPD was able to secure a grant through the Opioid Abatement Fund to hire another Police Social Worker in the upcoming fiscal year who will focus on outreach services.

- Accepted our first intern this year who has assisted with the development of a community closet to have materials available for those in needs.

- Involved in establishing the Portsmouth Mental Health Alliance as well as being an active member of the Wellness and Primary Prevention Council and the Greater Portsmouth Youth Wellness Coalition.

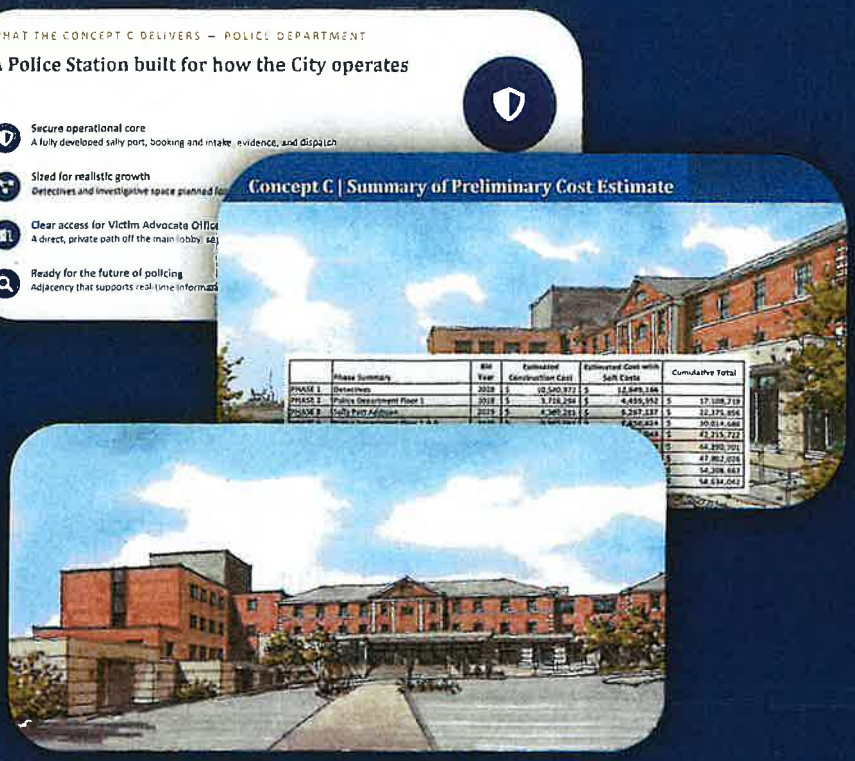
- Assisted in establishing a hotel voucher program for officers to use when meeting with un-housed individuals who need emergency shelter outside business hours. This has assisted the patrol division in increasing the services that can be offered while also relieving them of the burden of identifying emergency shelter.

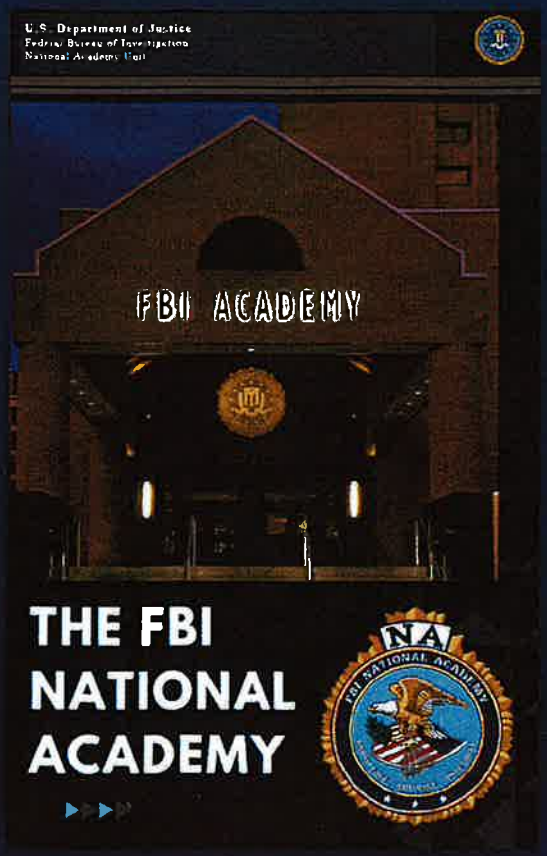


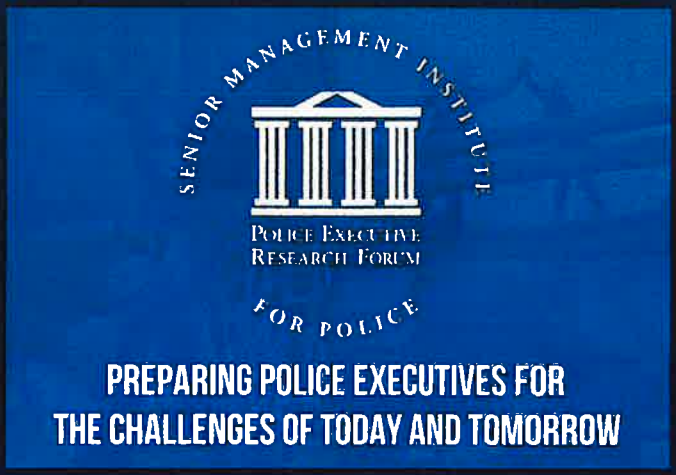
ADMINISTRATION-GENERAL

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 the design phase.







TRAINING

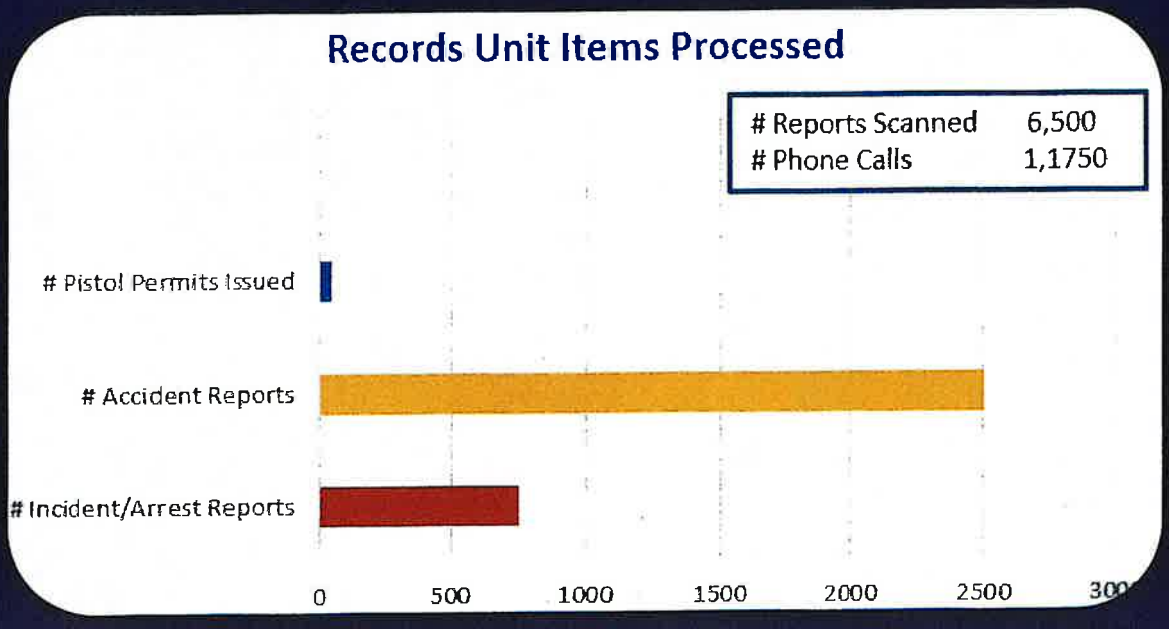
The training matrix for ranking officers includes the requirement that one officer a year attends the PERF (Police Executive Research Forum) school in Boston, MA, and another attends the FBI Academy in Virginia. The department sent a Captain to PERF in 2025-2026 and anticipates sending a Lieutenant and a Captain to these advanced executive training schools in 2026-2027.

ADMINISTRATION-GENERAL



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

ADMINISTRATION INITIATIVES

Year	Initiative
2026-2030	Promote two officers to detective positions
2026-2030	Continue public outreach through training and events
2026-2028	Continue working with Attorney General's Cold Case Unit and the NH state lab to solve homicide cases
2026-2027	Create and gain funds for Outreach Social Worker, expand Police Social Work program
2027	Expand, update, and train digital forensics team and create a larger space for processing technology
2028	Restore the Elementary School Resource Officer
2028	Review the restoration of the Youth Advocate Position
2026-2030	Develop an outreach team with community partners in the Social Worker program
2026-2030	Increase community outreach programs geared towards seniors.
2026-2030	Implementation of The Mirror Project - a community policing initiative designed to improve communication and mutual understanding between law enforcement and youth. It features role-reversal exercises where students act as police officers, while officers role play as the youth

ADMINISTRATION-PROFESSIONAL STANDARDS



Key Areas

- Commission on Accreditation for Law Enforcement (CALEA)
- New Hampshire Law Enforcement Accreditation Commission (NHLEAC)
- International Association of Chiefs of Police (IACP) Trust Building Campaign
- Citizen Complaints
- Internal Affairs
- Promotional Process and Detective Exams
- Departmental Policy Development and Revision Process
- Civil Rights Office
- Surveys relating to law enforcement issues

CALEA

In Fiscal Year 2016, the police department began the process of voluntarily working toward the achievement of Advanced Accreditation with the Commission on Accreditation for Law Enforcement. CALEA is the credentialing authority for agencies that demonstrate compliance with a robust set of standards, policies and practices. The initial accreditation process required an intensive review of every element of the police department's operations, administration and policies to meet more than 400 standards of industry "best practices".

The department achieved Advanced Accreditation, the highest level of accreditation through CALEA, in 2019. The department successfully achieved re-accreditation at the advanced level in 2023 as part of the 4-year cycle.

The re-accreditation process consists of annual compliance assessments that lead up to a re-accreditation award. This requires the annual demonstration of compliance through a strict process including compilation of more than 1,000 proofs that validate the agency's continued adherence to the 400+ CALEA standards along with careful attention to all departmental policies, training practices, documentation and record keeping. In May of 2026, the department completed the third year of the four-year cycle in preparation for the re-accreditation review and on-site assessment in early 2027.

The department is a member of the Northern New England Police Accreditation Coalition (NNEPAC). This is an active group of representatives from law enforcement agencies in the Northern New England area. This group serves as a valuable resource for Portsmouth personnel that work on accreditation, as well as a training resource on many law enforcement topics, including policy development and law enforcement best practices. PPD Professional Standards personnel attend monthly NNEPAC meetings as well as a bi-annual training conference.

CALEA accreditation results in departmental savings on the annual liability insurance premium.

ADMINISTRATION-PROFESSIONAL STANDARDS

New Hampshire Police Standards & Training

Accreditation

The New Hampshire Law Enforcement Accreditation Commission provides accreditation standards, conducts assessments and issues certificates of accreditation for law enforcement agencies.

New Hampshire Law Enforcement Accreditation

The state of New Hampshire implemented a voluntary accreditation program available to all law enforcement agencies in the state. Accreditation with CALEA situated the department for success with the new state process. While there is overlap between the two accreditation programs, the state standards have unique compliance points related to state-specific laws, statues and philosophies.

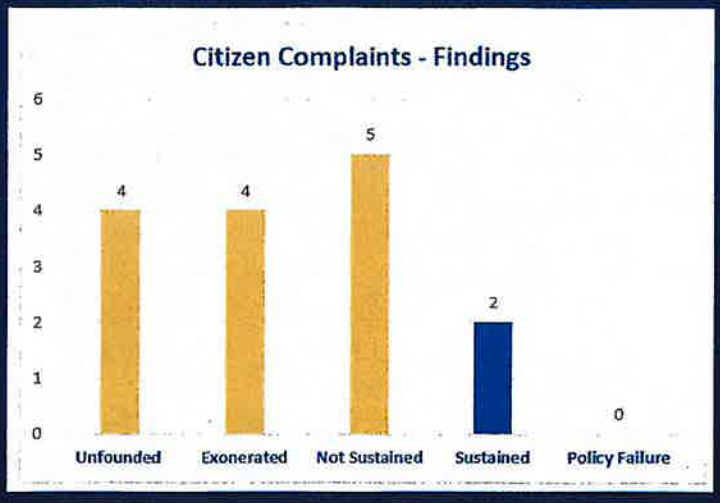
The Professional Standards Division commenced work toward State Accreditation during 2025 and successfully achieved this award with formal recognition of accreditation achievement by the New Hampshire Police Standards and Training in April of 2026. The Portsmouth Police Department is the first law enforcement agency in the state of New Hampshire to achieve dual accreditation with both the NH State and CALEA programs.

Formal state re-accreditation occurs on a three-year cycle with intervening annual reviews of critical policy and practice areas.

Citizen Complaints

The Professional Standards Division is responsible for addressing and resolving complaints from citizens. In this capacity, the Professional Standards 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 identification of action needed, such as personnel training, policy revision or disciplinary action.

The Professional Standards Division will work independent of, but in conjunction with any administrative investigations that may commence at the state level with the Police Standards and Training Council Conduct Review Committee, which reviews formal allegations of police misconduct.



ADMINISTRATION-PROFESSIONAL STANDARDS



Honorable Service Medal	**6**
Letters of Commendation	**12**
Letter of Recognition	**1**
Thank You /Appreciation Letter	**21**
General Recognition	**81**
Paul Lindsay Detective Award	**0**

COMMUNITY AWARDS

McDonald's and NH Chief's of Police Association Community Involvement Award	1
Erik Cogswell Memorial Award - Seacoast Mental Health	1
Chase Home Golden Heart Award	1



ADMINISTRATION-PROFESSIONAL STANDARDS

PROFESSIONAL STANDARDS INITIATIVES

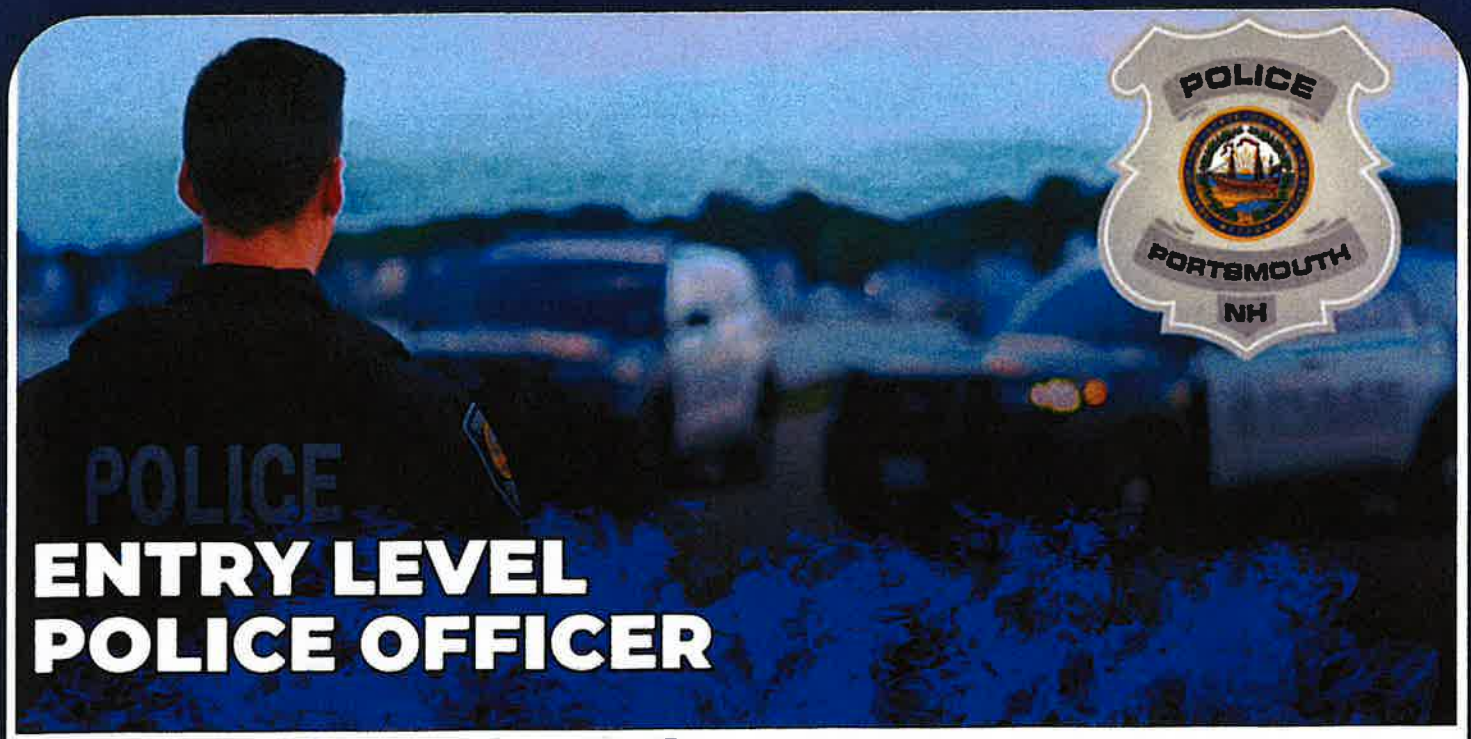
Year	Initiative
2026-2027	A new Lieutenant transferred into Professional Standards Division.
2027	January/February: Full CALEA re-accreditation process and award (expected at an in-person CALEA Conference Hearing in May 2027.) • Prepare for the formal re-accreditation process within the CALEA four-year cycle, which will occur as a remote file assessment in January 2027, followed by an on-site assessment in February of 2027. CALEA has set an accelerated time-line for the fourth-year assessment. • Both State Accreditation and CALEA require that agencies demonstrate "continued compliance" both in policy and in practice throughout each year. Management of accreditation compliance requires daily attention, proofing and consistent policy review and revision.
2027	The division will be simultaneously preparing for the annual review of State Accreditation, which will occur in March of 2027.
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.
2026-2030	Strengthening organizational accountability, risk management, and data-informed decision making. • Enhancing the department's capacity to track response-to-resistance incidents • Expand early intervention capabilities through exploring the implementation of advanced software solutions.
2026-2030	Improve data collection, analysis, and trend identification, creating a more effective feedback loop for command staff to support policy review, training development, personnel wellness, and proactive organizational oversight

ADMINISTRATION-PERSONNEL & TRAINING

KEY AREAS

- Recruitment and hiring of new personnel
- Managing retiring or otherwise exiting personnel
- Managing training for department personnel, to include in-service, certifications, and career development opportunities
- Maintaining personnel records
- Liaison with New Hampshire Police Standards and Training
- Employee Wellness Initiatives





MINIMUM QUALIFICATIONS

✓US CITIZEN ✓NO CRIMINAL RECORD ✓VALID DRIVER'S LICENSE ✓21 YEARS OLD

APPLICANTS MUST ALSO POSSES ONE OF THE FOLLOWING REQUIREMENTS



- *Pre-Employment Exam may consist of either the Great Bay Police Exam or the Portsmouth Police Exam.*
  - *A passing score of 70% or higher must be achieved.*
- *A Police Academy graduation as part of a collegiate program may also be accepted.*

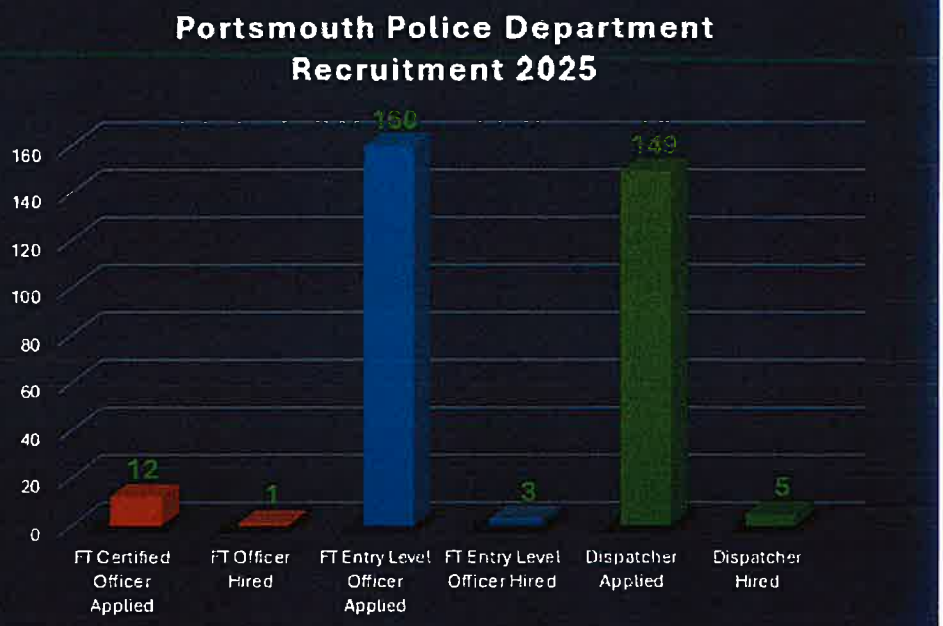
ADMINISTRATION-PERSONNEL & TRAINING

RECRUITMENT

In recent years, police departments both locally and nationwide have faced significant recruitment and retention challenges driven by increased retirements, a more competitive job market, rising costs of living, evolving public perceptions of law enforcement, and the demanding nature of the profession itself. These factors have reduced the overall candidate pool, intensified competition among agencies seeking qualified applicants, and placed additional strain on existing personnel.

Despite these challenges, our department has remained heavily focused on recruiting qualified candidates, and those efforts have produced measurable results. From 2021 through 2023, our agency averaged approximately 60 entry-level police officer applications annually. With a washout rate of approximately 98%, only one or two of those candidates would ultimately be hired. Beginning in 2024 and continuing through 2025 into 2026, the department implemented a more strategic and aggressive recruitment approach, increasing the average candidate pool from 60 to 164 applicants, a 173% increase.





Several initiatives have contributed to this success. The department increased the frequency and visibility of recruitment-focused content across its social media platforms while continuing to modernize and streamline the application process through revisions to the department website. We also sought out, implemented, and publicly highlighted our commitment to utilizing cutting edge police technology, helping demonstrate the department's investment in innovation and professional development.

Looking ahead, the department remains committed to refining and strengthening its recruitment efforts. We plan to continue gathering data and feedback from newly hired personnel through a department recruitment survey to better understand what attracts candidates to the profession and our agency specifically. Additionally, we will continue modernizing our digital footprint through full social media engagement and by maintaining a consistent, community-focused online presence. The department is also dedicated to improving employee wellness and retention through initiatives such as the implementation of an on-duty physical fitness program.

ADMINISTRATION-PERSONNEL & TRAINING

TRAINING

New Hampshire Police Standards and Training currently require twenty-four (24) hours of annual in-service training (exclusive of mandated high-liability training(s) required, e.g., Firearms, Control Tactics, or Response to Resistance) for all sworn personnel. The increase in training hours has had a direct impact on Personnel and Training, and maintenance of these standards has become burdensome. A second Training Officer (TO) or P&T Supervisor would be a welcome addition to help meet and exceed our training needs.

Portsmouth PD remains a local hub for training opportunities and in doing so, allows us to partner with vendors to obtain additional training opportunities for PPD staff.

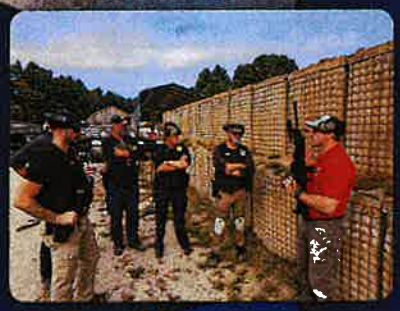
In 2025, department personnel received over 6,600 hours of total training through nearly 1,500 different individual training evolutions. This equates to each member of the attending or receiving thirteen (13) training opportunities and roughly sixty (60) total hours of training.

As a regional training hub, the department is committed to maintaining compliance with Federal Criminal Justice Information Services (CJIS) security requirements. The department's current training room is located within the interior secured section of the facility, requiring trainees to pass through restricted operational areas, which does not align with current CJIS security standards.

Most modern police facilities incorporate public-access training or meeting rooms adjacent to the lobby area, allowing training activities to occur without compromising secure departmental spaces or sensitive information systems. A new or renovated facility would address these deficiencies by providing a dedicated training space that supports both operational security and CJIS compliance.

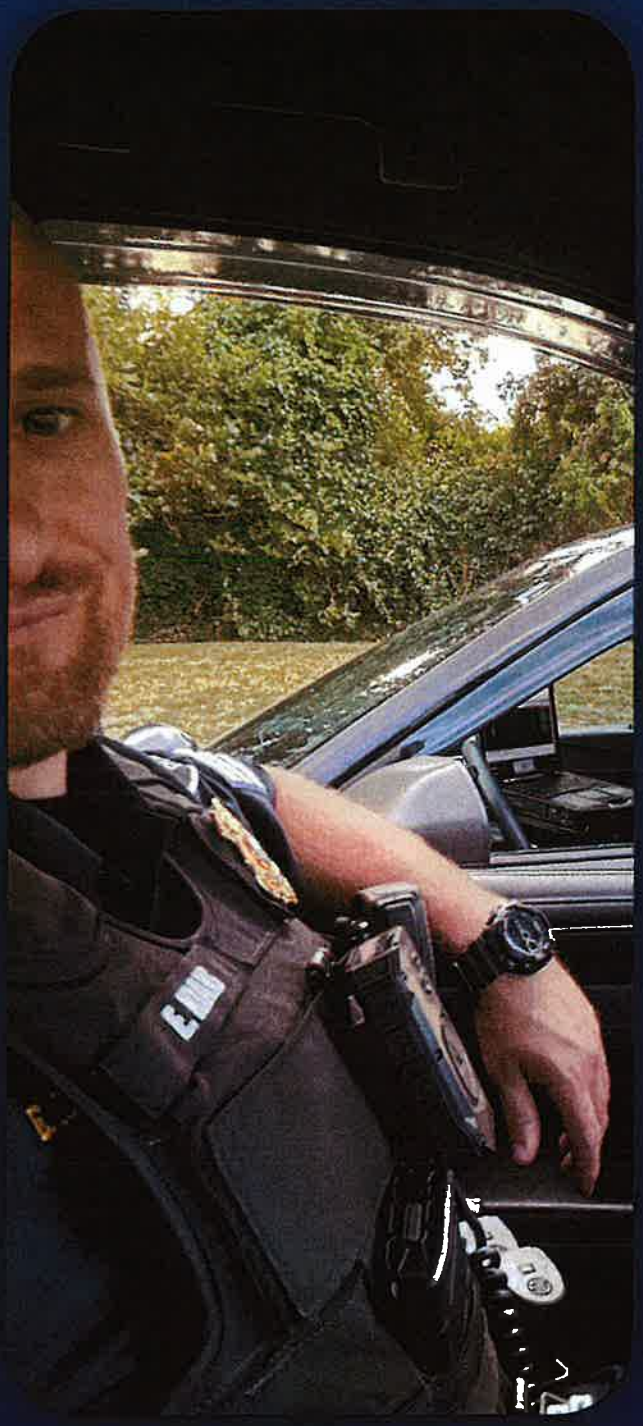








ADMINISTRATION-PERSONNEL & TRAINING



Body Worn Cameras (BWCs)

In May 2025, the department rolled out its Body Worn Camera program with the deployment of the Axon Body 4 (BWC). PPD currently has over 100 licensed users on the Axon platform. From rollout to the close of 2025, we captured nearly 9,000 videos, totaling over 1,600 hours of footage and 2,700 GB of data.

Our body-worn camera (BWCs) program has become an essential tool for accountability, transparency, and officer development within the department. BWC footage allows citizen complaints to be reviewed quickly, accurately, and objectively by providing a clear record of officer and public interactions. In many cases, footage helps expedite investigations and resolve complaints more efficiently while ensuring fair and impartial reviews for both community members and department personnel.

BWCs also serve as a valuable investigative resource for officers and detectives by capturing statements, observations, evidence, and scene conditions in real time. The footage can assist in documenting incidents, strengthening criminal investigations and prosecutions, and improving the overall accuracy and quality of reports and case preparation.

In addition to their evidentiary and investigative value, BWCs provide significant training benefits. Recorded incidents involving response-to-resistance events, motor vehicle accidents, and vehicle pursuits offer valuable opportunities for review and constructive feedback. These real-world encounters help reinforce policy compliance, identify training needs, and improve overall officer performance, decision-making, and public safety outcomes.

ADMINISTRATION-PERSONNEL & TRAINING

PERSONNEL & TRAINING INITIATIVES

Year	Initiative
2026-2030	Recruitment remains a priority for both sworn positions, dispatcher, and professional staff, as well as meeting goals aligned with the 30x30 initiative
2026-2030	Maintain and enhance department's social media presence
2026-2030	Maintain "Mentor Program" through the hiring process
2026-2030	Maintain BWC program and complete continual assessment of efficacy. Begin to implement the usage of our own BWC footage for in-service training
2027	Hire a 2nd Training Officer per Matrix 2025 Staffing Study, or a second supervisor assigned to Personnel and Training
2027	Conduct a large-scale active-attack training event at Pease Airport
2026-2030	The department is investing in enhanced less-lethal resources and training to support staff in responding to dynamic incidents with appropriate force options, i.e., Pepperball Less Lethal Launcher training for all sworn officers, increasing the number of 40MM impact munition(s) launcher(s) available to sworn assets, increase Virtual Reality (VR) Axon/Taser training for sworn personnel
2026-2027	The department is working to standardize rifle platforms across personnel to promote consistency, familiarity, and operational efficiency



30X30 ADVANCING AND SUPPORTING WOMEN IN POLICING

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



The Police Department's Information Technology division establishes the multi-year roadmap that focuses on strengthening cybersecurity, modernizing critical public safety systems, and enhancing operational resilience across Police, Fire, and City partners. 2025 to 2029, the department will advance a coordinated technology vision built on secure infrastructure, reliable communications, and scalable cloud-based services.

Vision: Strengthen and modernize public safety technology to ensure operational resiliency, cybersecurity readiness, and seamless service delivery for Police, Fire, and City partners.

Modernize and secure	Improve	Support
Modernize and secure public safety technology	Improve resiliency and cybersecurity posture	Support Police, Fire, and City operations

ADMINISTRATION-INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY INITIATIVES

Year	Initiative
2026-2030	Build a secure, scalable, and redundant infrastructure across all public safety facilities.
2026-2030	Modernize CAD/RMS, communications, work-flow, and digital evidence systems.
2026-2030	Strengthen cybersecurity through SIEM, MFA, and advanced identity protection
2026-2030	Improve inter-agency connectivity through shared platforms and secure data exchanges (e.g. cross agency).
2026-2030	Expand disaster recovery capabilities and business continuity planning
2026-2030	Grow cloud adoption to enhance accessibility and long-term sustainability.
2027-2028	Sustaining IT staff capacity essential for operational reliability - Addition of IT Administrator

ADMINISTRATION-INFORMATION TECHNOLOGY

Year	Initiative
2028	Cloud Modernization & Physical Security Upgrades Physical Security: • Upgraded door access systems and standardized badge hardware • Improved audit logging Cloud & Data Protection: • Expanded cloud backup strategy (OneDrive improvements, automated backups, retention enhancements) • Policy Governance: • Centralized policy review and lifecycle work-flows • Improved compliance reporting and version control
2029-2030	Forward looking planning & cyber maturity • Expand disaster recovery automation and testing • Enhance SIEM event correlation and integrate threat intelligence • Evaluate next-generation firewall solutions • Explore cloud-native CAD/RMS capabilities



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

2 Speed/Sign Boards

2 E-Bikes



PATROL

Key Areas

- Respond to calls for service
- Prevent Crime
- Enforce State and Local Laws
- Investigate Crimes
- Work With Other Law Enforcement Agencies
- Administrative Tasks Such As, Report Writing, Testifying in Court, Evidence Collection

COMMUNITY POLICING

The department conducts community policing events year-round, to include coffee with a cop, cop's and kids, national night out, senior Thanksgiving luncheon, and special Olympics torch run.







PATROL

STAFFING

Patrol has been understaffed for several years due to retirements, injuries, military deployments, and officers leaving for other departments or careers. This creates a strain on our existing personnel to fill mandatory shifts. This past year we've had to order in or hold over an officer or supervisor 450 times to cover an open shift. The department is continuing to focus on filling vacancies and promoting retention to prevent officer fatigue.





TRAFFIC ENFORCEMENT

One of the primary and consistent complaints we received from the public is related to traffic. Speeding and distracted driving are the two most common complaints. The patrol division is the primary force to address these complaints through traffic enforcement activities. Traffic enforcement is augmented with the use of grant funds from the New Hampshire Highway Safety Division. These funds are used to cover the cost of saturation patrols specifically to focus on driving under the influence, distracted driving, speeding, and bicycle/pedestrian statute compliance.

These different forms of traffic enforcement result in a reduction in motor vehicle accidents. They also result in making arrests for outstanding warrants, drug possession, and license suspensions. The department has a goal to increase traffic enforcement to reduce traffic accidents and complaints.

PATROL

PATROL INITIATIVES

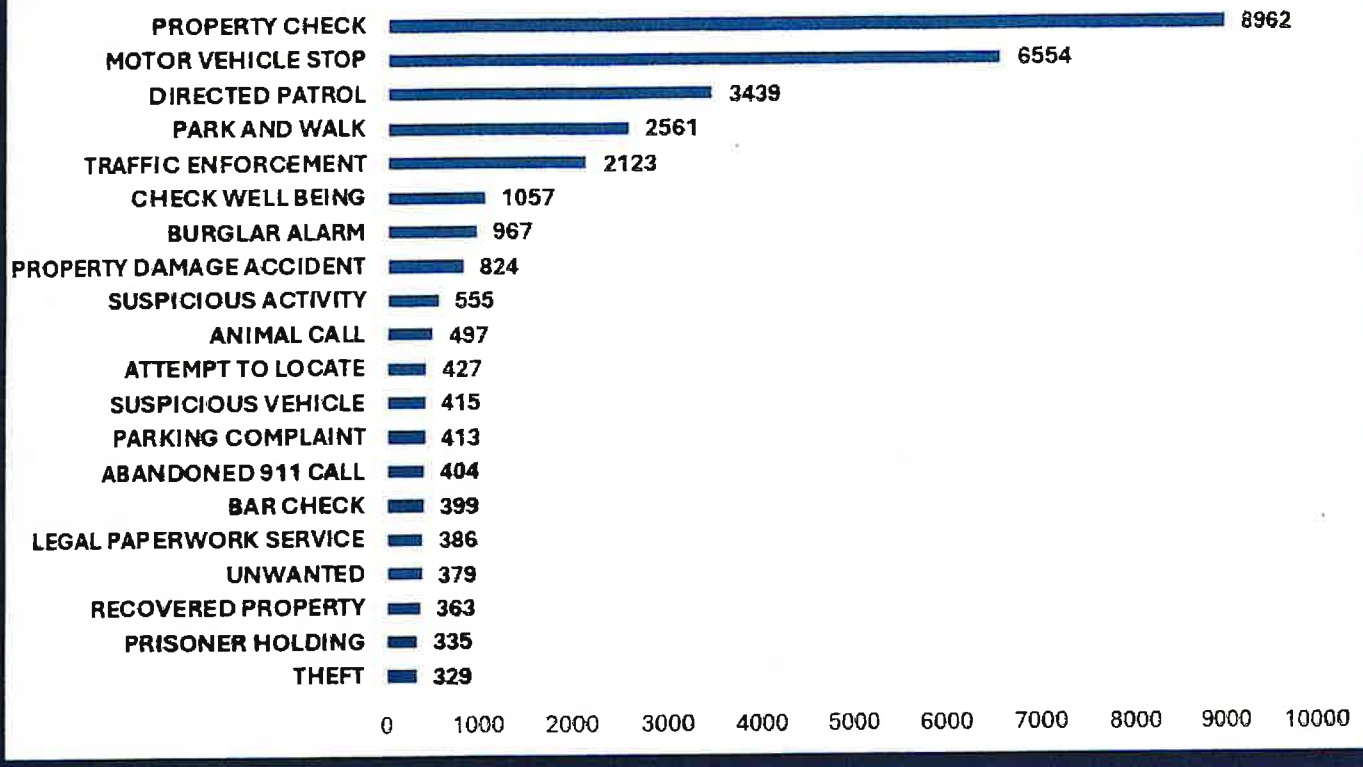
Year	Initiative
2026-2029	Continue directed traffic enforcement patrols to include grant funded initiatives targeting drunk driving, distracted driving, speeding, and pedestrian/bicycle statute compliance.
2027-2028	If full staffing is achieved in patrol, review and assess the possibility of bringing back the designated "traffic car". The "traffic car" was a specified beat that's primary responsibility was traffic enforcement throughout the city.
2026-2030	Continue to seek grant opportunities for equipment, training, and traffic enforcement funds.
2026-2030	Continue to evaluate the airport detail as service increases with more and frequent flights.
2026-2027	Look further into implanting a drone as a first responder program at PPD. This would enhance our operations and give officers a better tactical picture while responding to crimes in progress.



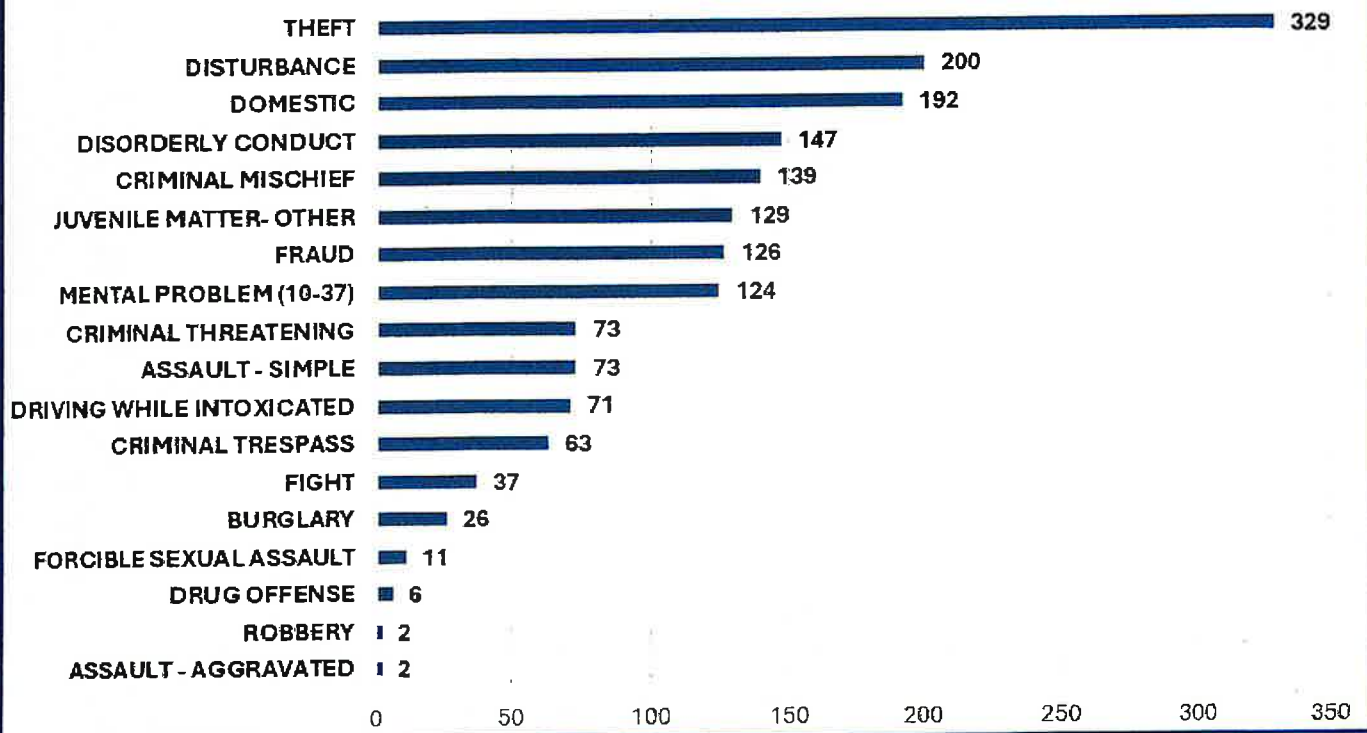
PATROL

TOTAL # OF CFS IN 2025 = 37,628

2025 TOP CALLS FOR SERVICE

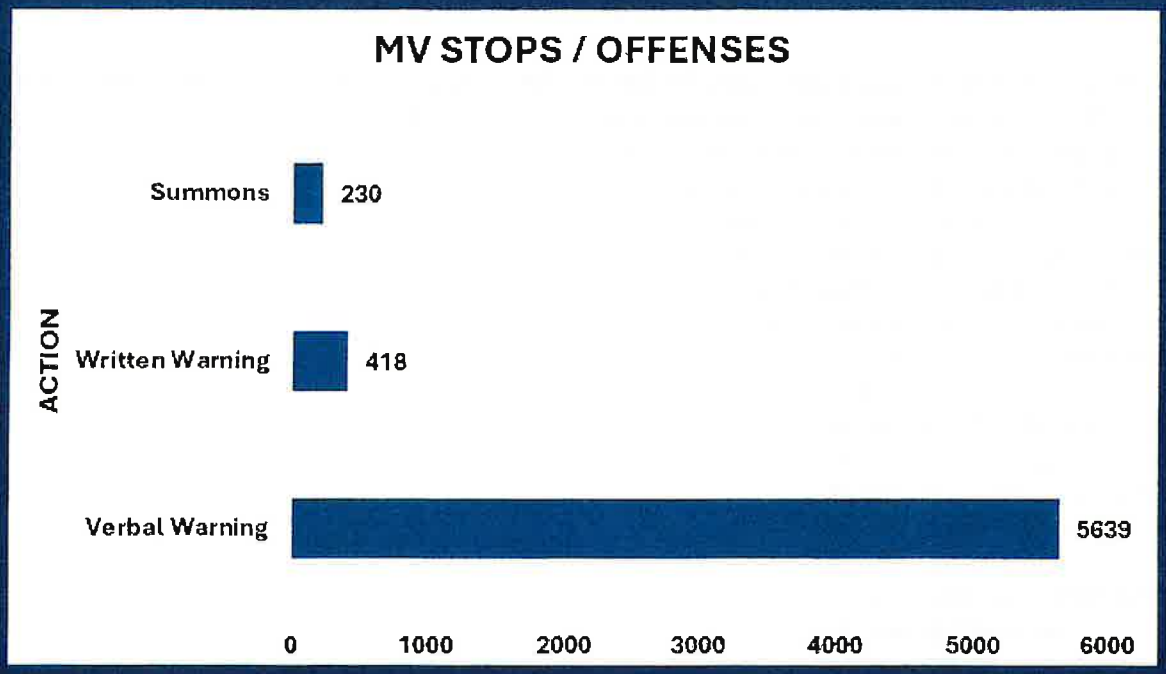


2025 CFS HIGHLIGHTS

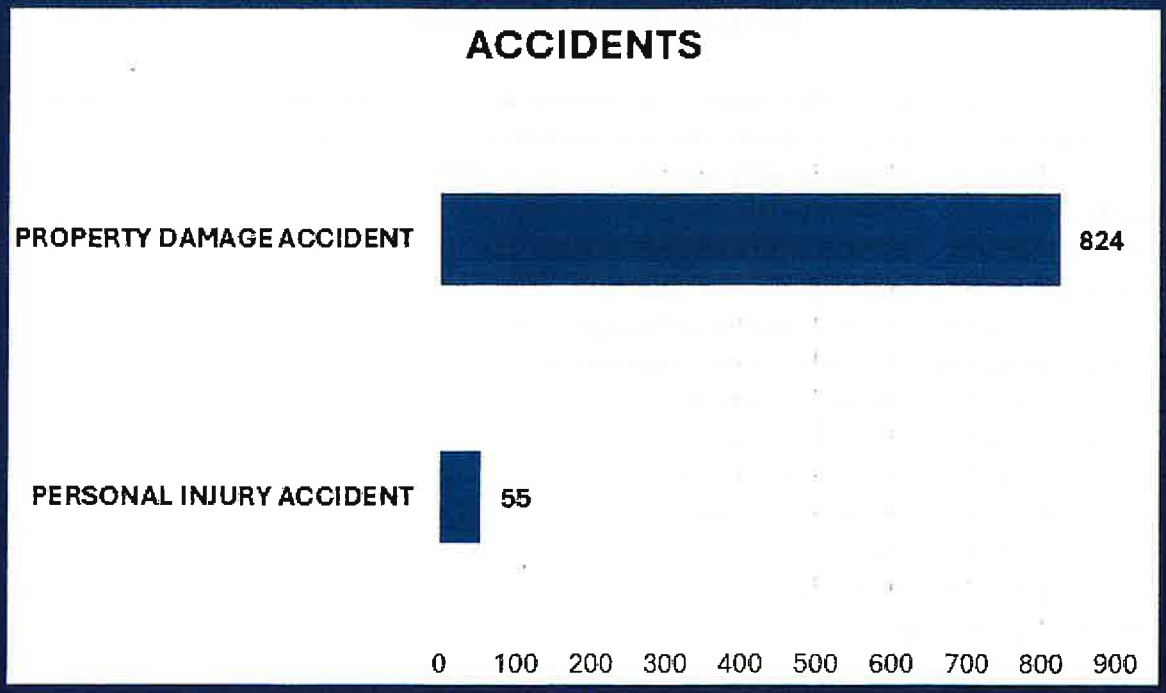


PATROL

TOTAL # OF MOTOR VEHICLE STOPS/OFFENSES IN 2025 = 6,645



TOTAL # OF ACCIDENTS IN 2025 = 879



PATROL-SEACOAST EMERGENCY RESPONSE TEAM

KEY 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 Arrest Warrant Service
- Woodland/manhunt Searches
- Immediate Action Teams for Large Events



TEAM MAKE UP

SERT was established in 2001 when Portsmouth and Hampton's emergency response teams merged to create SERT. Today, the team is comprised of members from 14 seacoast law enforcement agencies and serves more than 100,000 in population across the region. Our team consists of tactical operators, snipers, crisis negotiators, medics, and tactical dispatchers.

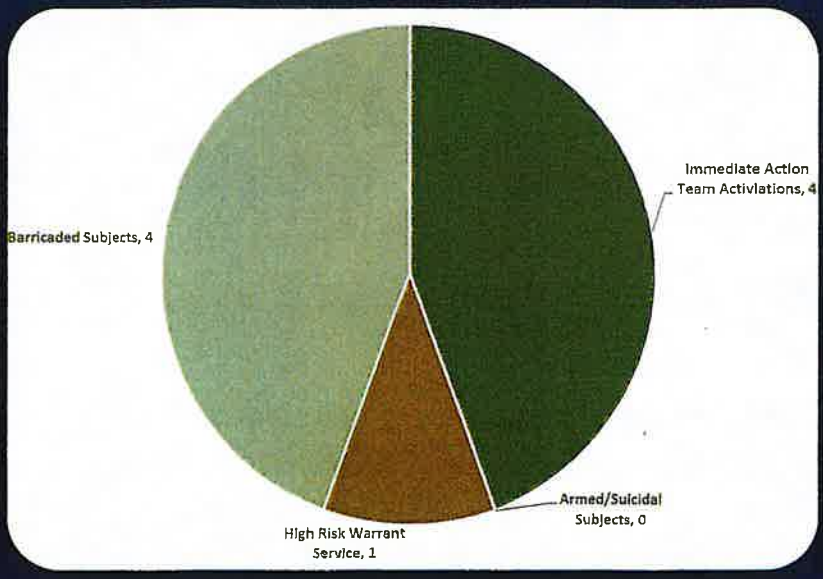
Body

PATROL-SEACOAST EMERGENCY RESPONSE TEAM

PATROL INITIATIVES

Year	Initiative
2026-2030	Maintain our readiness to respond to critical incidents by training monthly to meet the national standard in training hours
2027-2030	Continue to seek grants and other opportunities to help defray the cost of equipment and training for SERT members. Each agency that has a member on the team is required to maintain equipment for their officers. Although SERT, through dues payments, covers many items and monthly training, each department shares the responsibility for team member costs.
2026-2027	Establish a relief association that will be focused on providing financial relief for SERT members in the event they are injured or are otherwise out of work for an extended period.





PATROL-K9

KEY 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



PATROL-K9

K9 FRANKIE	
Building Search:	**22**
Track/Area Search:	16
EOD:	**16**
Article Search:	3
Arrests:	**11**
People Found:	25
Demos:	**10**
Assist Other:	12
Agencies include: SERT, Rye PD, Newington PD, NHSP, Boston PD, Kittery PD, Stratham PD, HSI, PDA, and Crossroads	
Park and Walks:	88
Training Hours	**±500hrs**

K9 CRASH	
Building Search:	**10**
Track/Area Search:	9
NARC:	**9**
Arrests	6
Demos:	**8**
Assist Other:	5
Park and Walks:	**60+**
Training Hours	500+

AGGREGATE K9 UNIT STATS	
Building Searches:	**32**
Track/Area Searches:	25
Article Searches:	**3**
Arrests:	17
People Found:	**25**
Demos:	18
Assist Other:	**17**
Park and Walk:	168
Training Hours	**1000+**

PATROL-K9

PATROL - K9 INITIATIVES

Year	Initiative
2029-2030	3rd Patrol / EOD K9
2028	Dedicated training site
2027-2030	Updated K9 facilities
2026-2027	Preparation for the next K9 handler and K9 to inlcude the enclosure and equipment

These initiatives are important to the agency because they strengthen operational readiness, improve officer and public safety, and ensure the long-term sustainability of the K9 program.

3rd K9-EOD

Adding a third patrol/EOD dog increases the agency's ability to respond to critical incidents, conduct explosives detection operations, and maintain coverage during deployments, training, or emergencies.

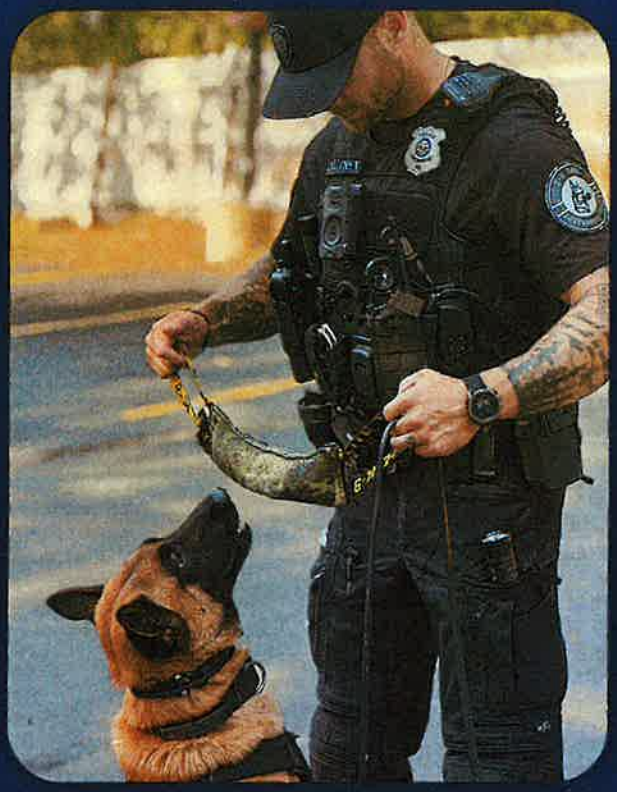
DEDICATED K9 TRAINING SITE

A dedicated training site provides a controlled environment for consistent, realistic training that enhances the effectiveness and reliability of both handlers and K9 teams. Updated K9 facilities improve the care, safety, and overall welfare of the dogs while supporting efficient daily operations.

SUCCESSION PLANING - K9

Preparing the next K9 handler, along with the necessary enclosures and equipment, ensures continuity within the program and allows the agency to maintain a highly trained and mission-ready K9 unit for years to come. Together, these investments enhance the agency's capabilities, support community safety, and reinforce the professionalism of the department's specialized operations.

PATROL-K9





2025 Year in Review-Major Accomplishments	
PPD K9 unit traveling around NH and ME as instructors for certifying K9 Medical courses	**Multiple Courses throughout the year. -March 10th and 11th -June 10th and 11th -August 6th and 7th -October 28th and 29th**
Recognized subject matter experts; specifically requested to do demo for Criminal Justice Program at New England College	October 6th, 2025
Pursuit into Elliot leads to K9 Apprehension	**July 22nd, 2025**
North American Police Working Dog Assoc. Patrol Certifications Both Teams	June 13th 2025
ATF Odor Recognition Test	**April 1, 2025**



PATROL-ANIMAL CONTROL OFFICER

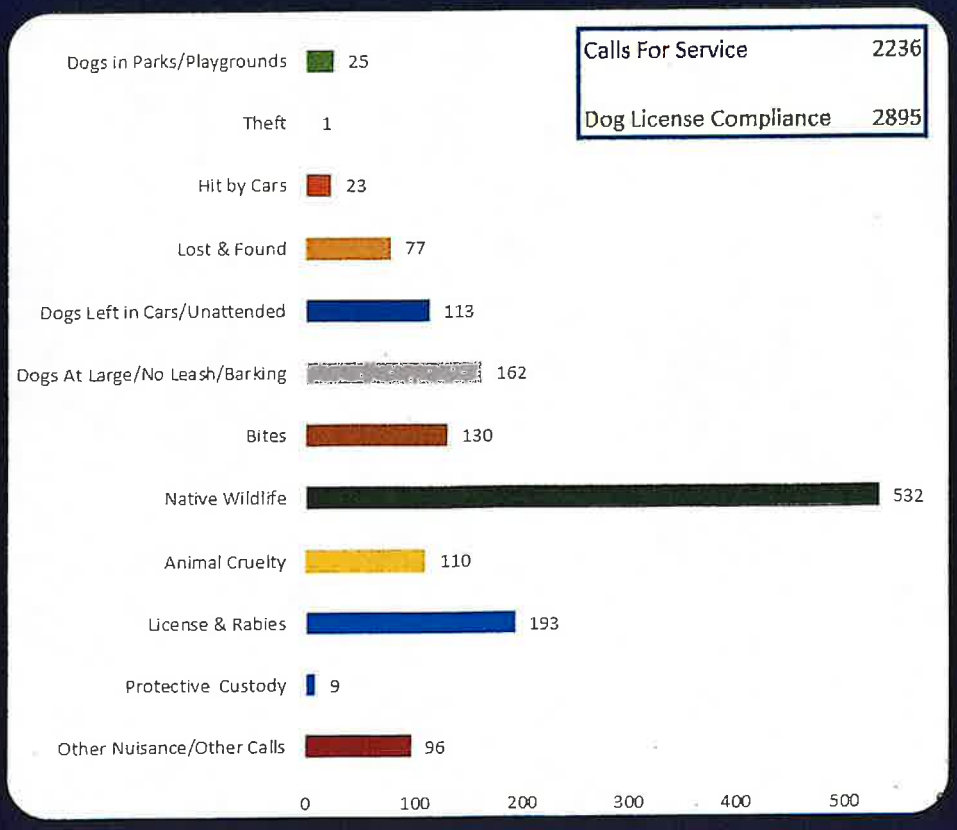


KEY AREAS

- 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

PATROL - ACO INITIATIVES

Year	Initiative
2026-2030	Maintain residents compliance with dog license requirements
2026-2030	Maintain public and police training and resource materials



PATROL-COMMUNICATIONS 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

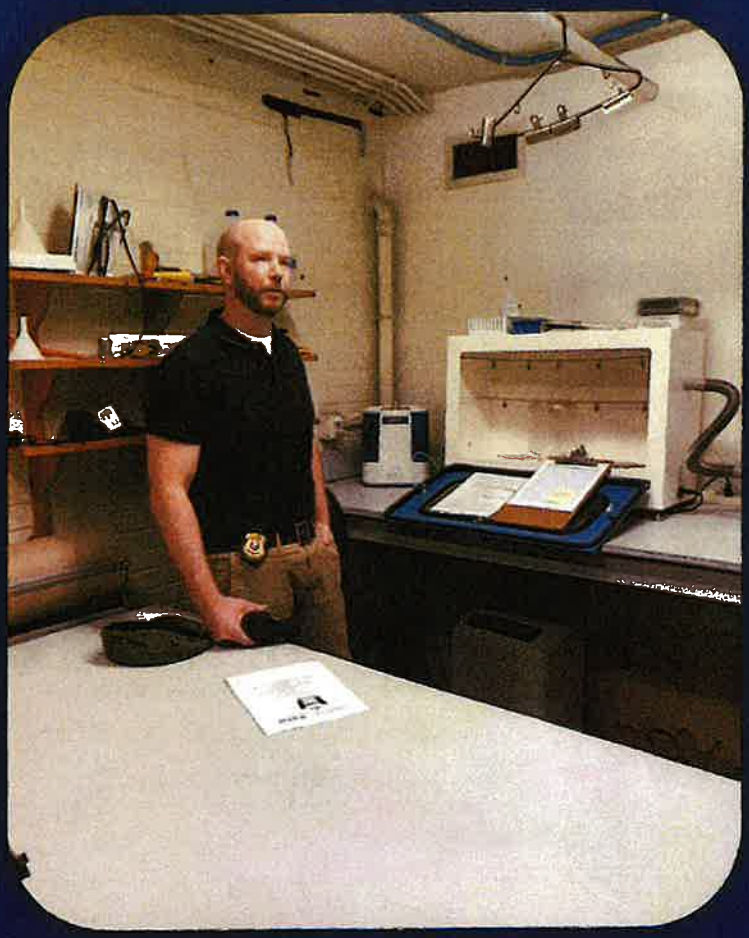
2025 CALLS FOR SERVICE: 55,278

Year	Initiative
2026-2027	Research into recruiting Great Bay Community College to assist exploring a dispatch development program or mentorship program that could lead to possible employment
2027-2029	Begin to implement the Matrix Study recommendations for hiring additional personal.
2026-2027	Develop up a wellness alert system for staff impacted by critical incidents
2027-2028	Develop a scheduling plan for when fully staffed
2025-2028	Begin to implement the Matrix staffing study recommendations for hiring additional personnel

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

SEACOAST CRIME STOPPERS

Crime Stoppers started at Portsmouth Crimeline, Inc. in 1983. It was renamed Seacoast Crime Stoppers, Inc. in March 2003. Portsmouth Police Community Outreach Coordinator serves as the Police Liaison to the volunteer board. SCS serves 18 communities: Portsmouth, Rye, Newcastle, Newington, Greenland, Stratham, Durham, University of New Hampshire, Exeter, Newmarket, Newfields, Kensington, Barrington, Epping, Somersworth, Kittery ME, Eliot ME, and York Maine.

Portsmouth Police maintain answering the phone lines 24/7 and online tip submittal for the organization, reviewing/distributing anonymous tips to the member departments, attending monthly meetings, and coordinating reward payouts and community donations.





COMFORT DOG TEAM PROGRAM

Mason, the Comfort Dog, is a black American Labrador Retriever and PPD's first comfort dog. Mason is assigned to the Community Policing Detective.

For the past 3-years the Comfort Dog Team has been busy. The Comfort Dog Team on average has contact with over 10,000 people per year through attending public events, training, deployments, and daily visits. The team has a great reputation and is in high demand for a variety of requests.

Mason has a wonderful demeanor and through on-going training and support from his handler, he has proven to be able thrive in any environment.

Over the years the Comfort Dog Team has been deployed on a regular basis as a support response for suicides, memorial services, first responders involved in critical incidents, peer support, unattended deaths, and other major incidents.

There are also many community outreach requests and individual people in need of comfort requests/referrals as well. There are times when the Comfort Dog Team joins deployments partnering with other teams from around the state to offer assistance for towns experiencing critical incidents and who need a larger comfort dog presence, or have no comfort dog of their own.

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.

SCHOOL RESOURCE OFFICER 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.

YOUTH ADVOCATE

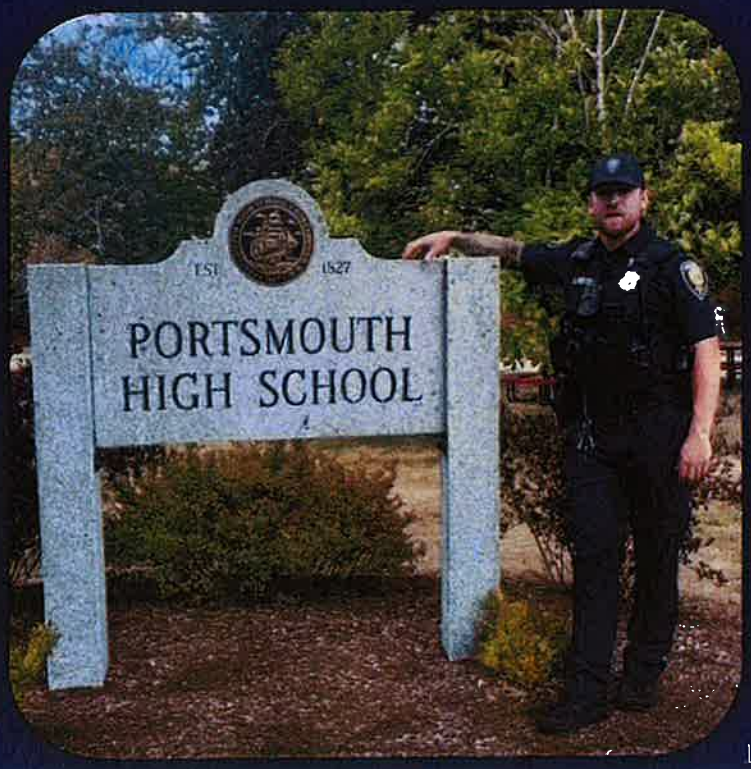
The department is looking to restore the Youth Advocate position in an out year. This position was lost due to budget cuts over a decade ago. A Youth Advocate works with at-risk youths to make positive choices while holding them accountable for the crimes they have committed. This is done via diversion 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.

SOCIAL WORKER PROGRAM

In the upcoming fiscal year, the Portsmouth Police Department plans to hire a second Police Social Worker and expand the services that the PD can provide for the community. The second Police Social

Worker will focus on outreach services which will include going into the community, including homeless encampments, and offering immediate service referrals including but not limited to shelter, detox, and rehabilitation services.

The social worker to establish an outreach team with local community partners to ensure timely intake and engagement with services and establish a "Community Closet" which will be stocked with food, clothing, hygiene items, bus passes, and other essential supplies to be made available to both the clients in the social work program, and individuals that officers have contact with that are in need.



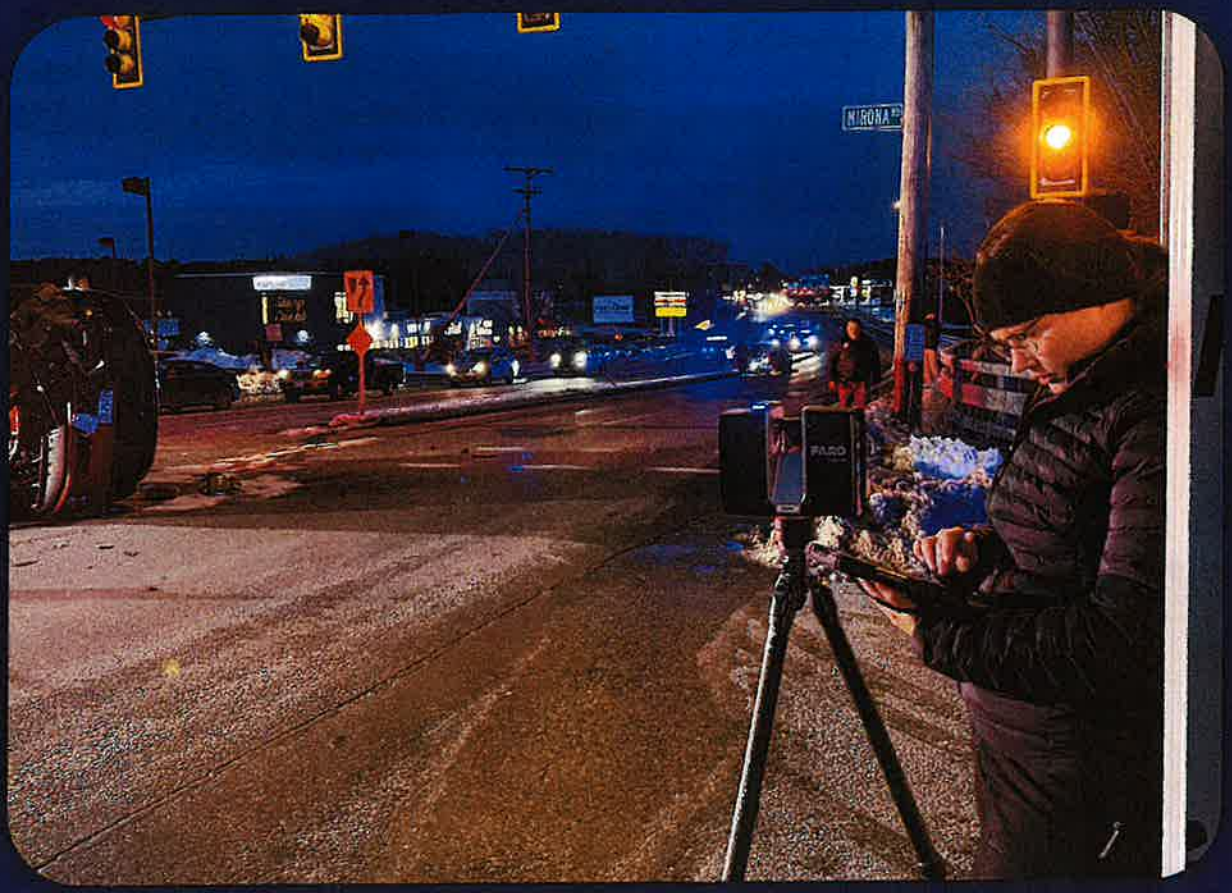
INVESTIGATIONS

INVESTIGATIONS INITIATIVES

Year	Initiative
2026-2030	Promote two officers to detective positions
2026-2030	Continue public outreach through training and events
2026-2028	Continue working with Attorney General's Cold Case Unit and the NH state lab to solve homicide cases
2026-2027	Create and gain funds for Outreach Social Worker, expand Police Social Work program
2027	Expand, update, and train digital forensics team and create a larger space for processing technology
2028	Restore the Elementary School Resource Officer
2028	Review the restoration of the Youth Advocate Position
2026-2030	Develop an outreach team with community partners in the Social Worker program
2026-2030	Increase community outreach programs geared towards seniors.
2026-2030	Implementation of The Mirror Project - a community policing initiative designed to improve communication and mutual understanding between law enforcement and youth. It features role-reversal exercises where students act as police officers, while officers role play as the youth

INVESTIGATIONS

INVESTIGATIONS		
# Cases Assigned ** Does not include ICAC*		437
# Cases Currently Open		75
# Cases Currently Cleared *(Victim refused to cooperate, exceptionally cleared, suspended)*		112
#Arrests / Indicments		63
# No Crime		214
# Grand Jury Indictments		75
Overdoses	Fatal	8
	Non-Fatal	2
Sex Offender Registrations		57
Crime Scenes Processes		61

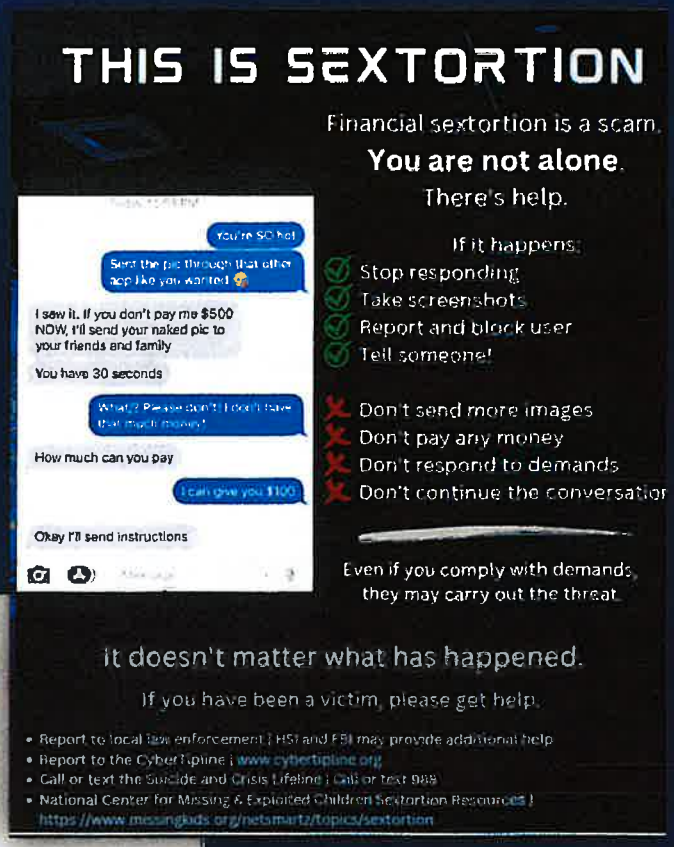


INVESTIGATIONS-INTERNET CRIMES AGAINST CHILDREN

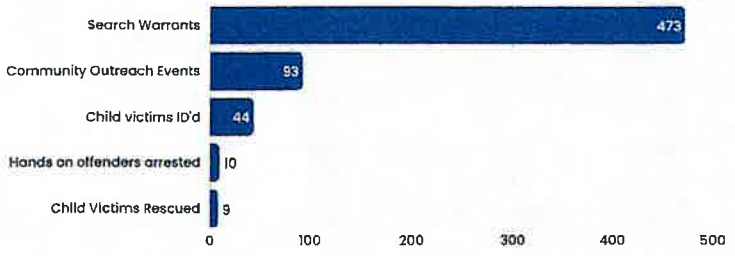
Accomplishments from 2025

- Signed memorandums of understanding with 12 additional affiliate agencies expanding investigative and jurisdictional capabilities across the state of NH.
- Was instrumental partner with two separate investigations involving multiple state and federal agencies, production of child sexual abuse material, rescue of child victims from dangerous situations.
- Increased pro-active (self-initiated) investigations from 83 (2024) to 103 (2025).

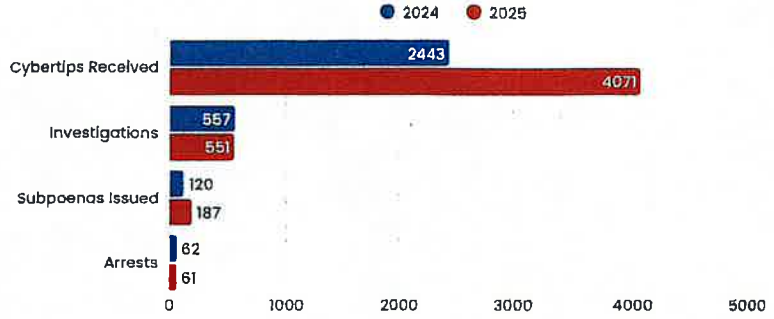
Rescued 9 children from on-going abuse.



NH ICAC 2025 FIGURES



NH ICAC STATISTICAL COMPARISON



INVESTIGATIONS-INTERNET CRIMES AGAINST CHILDREN

INVESTIGATIONS - ICAC INITIATIVES

Year	Initiative
2026-2030	Increase # of Affiliate agencies , forensic examiners, and interviewers
2026-2027	Refine new investigator onboarding training, and revise investigator resource guide
2026-2030	Conduct bi-annual Task Force meetings to improve communication and initiatives
2026-2030	Conduct bi-annual Task Force meetings to improve communication and initiatives
2026-2027	Streamline digital forensic renewal process for main lab and 5 "mini labs" across the state
2027	Hire a Cyber Tip analyst to expedite increasing work volume
2026-2027	Appoint an additional Assistant Commander to assist with operational needs
2027	Secure additional State and Federal funding to offset anticipated increases in renewal licensing, personnel costs, etc.



