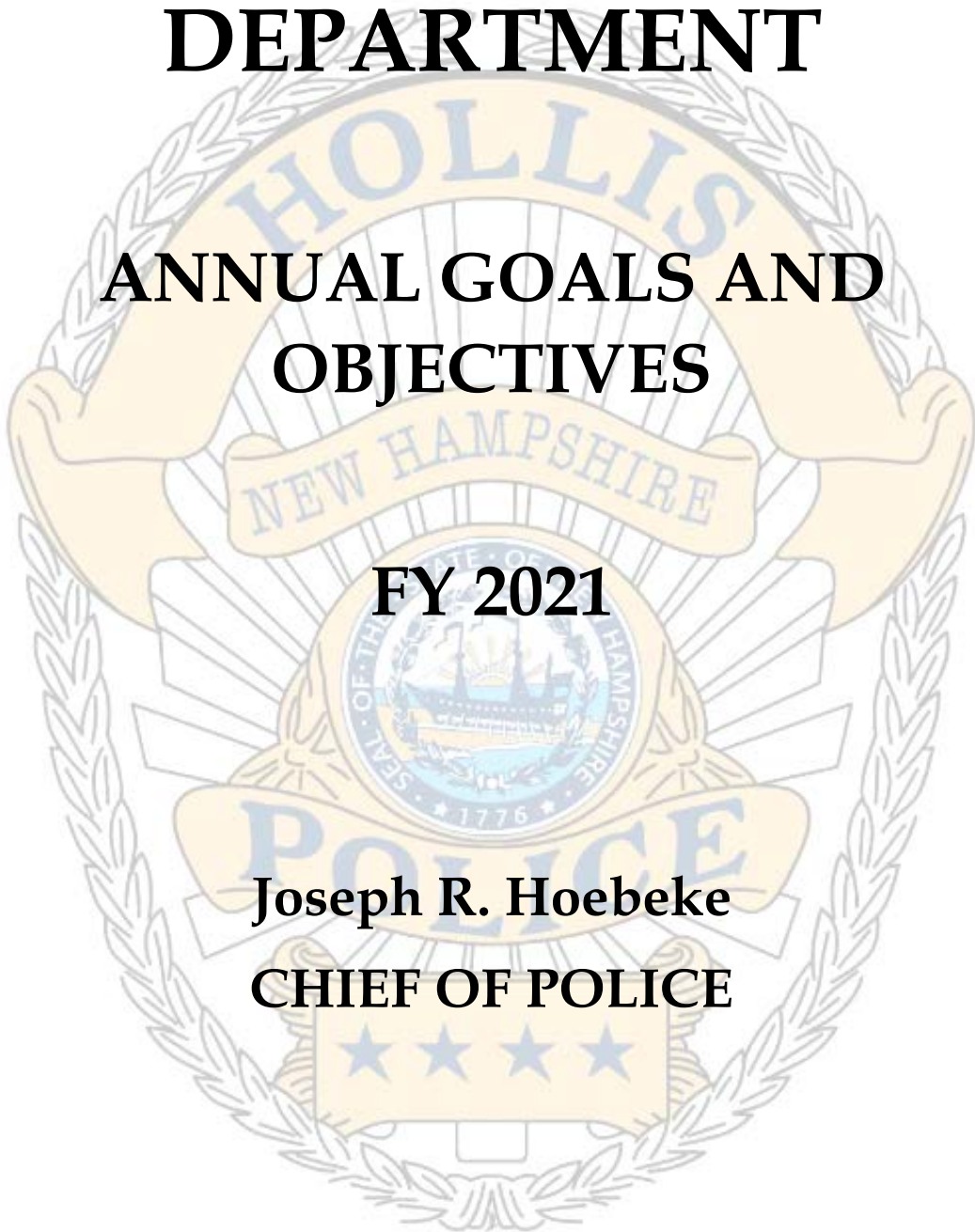


HOLLIS POLICE DEPARTMENT

ANNUAL GOALS AND OBJECTIVES

FY 2021

**Joseph R. Hoebeke
CHIEF OF POLICE**



ADMINISTRATIVE GOALS

ADMINISTRATIVE GOAL #1:

The Hollis Police Department will work to maintain National Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), by conducting and meeting all the requirements of the annual reaccreditation maintenance process. Moreover, the Hollis Police Department will continue to stay abreast of the changes to the accreditation process during this timeframe.

Objectives:

- Ensure policy compliance with all applicable accreditation standards.
 - Maintain an effective and efficient system for ensuring that required reports, analyses, reviews, and other activities mandated by applicable accreditation standards are met during the annual accreditation cycle.
 - Ensure department personnel continue to receive training in applicable standards that effect their job assignment.
 - Attend the annual CALEA Conference through either virtual or in-person attendance.
 - Receive additional training and updated information to prepare for our upcoming annual CALEA compliance review, which will be conducted during the month of July.
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ADMINISTRATIVE GOAL #2

In 2020, the Hollis Police Department completed a five-year Strategic Plan, which included the identification of nine strategic goals. These goals are aimed at improving the operational efficiency of the Hollis Police Department while strengthening the agency's commitment to community/police relations and meeting the demands of policing in the 21st century. During the 2021 calendar year, the Hollis Police Department will work to meet the performance objectives listed in the Strategic Plan, which includes the alignment with and implementation of specific strategies within identified timeframes.

Objectives:

- The Hollis Police Department will develop a list of time sensitive action items identified in the five-year Strategic Plan.
- Goal Champions will work to meet the performance objectives identified within each of the listed goals.
- The completion of the individual performance objectives detailed within each Strategic Goal will be prioritized based on the listed timeframes for completion.
- The Chief of Police and Operations Bureau Commander will monitor the progress in achieving identified performance objectives, and by December 31, 2021, will

prepare a written summary to provide updates to the Hollis Board of Selectpersons.

ADMINISTRATIVE GOAL #3

The Hollis Police Department will work to maintain full staffing numbers for sworn personnel in the 2021 calendar year.

Objectives:

- Continue with open enrollment for police officer applicants depending on anticipated or actual vacancies.
 - Work with community-based organizations, such as religious and academic institutions, in an effort to recruit a more diverse pool of applicants.
 - Maintain a list of eligible candidates to draw from if vacancies occur.
 - Conduct a careful review of the Hollis Police Department Recruitment Plan and work to meet the goals identified within.
 - Expand partnerships with educational institutions who provide law enforcement related course curriculum to individuals interested in a career in law enforcement.
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ADMINISTRATIVE GOAL #4

The Hollis Police Department will continue in its efforts for funding a sixteenth full-time police officer position, which will allow for the allocation of a second School Resource Officer/Community Policing Officer assigned to the Hollis School District.

Objectives:

- Complete a detailed staffing analysis that forms the justification for the funding of an additional full-time police officer position.
 - Work with the Hollis Finance Officer and the School Administrative Unit to develop a cost sharing strategy to fund this position.
 - In collaboration with the School Administrative Unit 41, develop a detailed job description that is specific to the responsibilities of School Resource Officer/Community Policing Officer within the Hollis School District.
 - In collaboration with the School Administrative Unit 41, work to develop and implement of a Memorandum of Understanding with the Hollis School District detailing the delivery of services and responsibilities of this newly created position.
 - If approved, conduct a fair and complete selection process to fill this position from staff within the Hollis Police Department.
 - Continue to meet deliverables relative to the Department of Justice COPS grant, which covers \$125,000.00 of the cost associated with this position over the course of three years.
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ADMINISTRATIVE GOAL #5

The Hollis Police Department will work to fund, purchase, and implement an update to the agency's body worn camera system. This will include the installation and use of cruiser cameras, which are intended to be an integrated system aimed at increasing transparency and efficiency, while reducing equipment redundancy.

Objectives:

- Conduct a cost analysis of reputable companies providing body worn and cruiser camera systems, which includes our current vendor Axon, Inc.
 - Test and evaluate devices and equipment in an effort to identify the best system for the Hollis Police Department.
 - Seek and gain input from Patrol Officers on the systems being tested and evaluated.
 - Seek approval from the Hollis Board of Selectpersons, and enter into a five-year payment agreement with the identified vendor.
 - Work to fund the first-year costs (2021) of the service agreement using surplus funds from the 2020 fiscal year operating budget.
 - It is expected that this system will be operational by May 31, 2021, which is the contract termination date of our current body worn camera system.
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OPERATIONAL GOALS

OPERATIONAL GOAL #1

The Hollis Police Department will continue with its proactive efforts at initiating citizen contacts through community policing efforts and departmental sponsored programs. Some of the specific objectives outlined below will be dependent on the restrictions relative to the COVID-19 pandemic.

Objectives:

- Continue Coffee with a Cop Program in various locations throughout the Town of Hollis.
- Sponsor and attend Blood Drives or other charity fundraising events.
- Continue Directed Patrols into Hollis residential neighborhoods and recreational areas.
- Continue face-to-face interactions with business owners and business employees.
- Continue conducting school walkthroughs in order to increase presence within all SAU 41 school buildings.
- Increase and support volunteerism with organizations like Special Olympics of New Hampshire, the Children's Hospital at Dartmouth, the Salvation Army, and

other organizations that provide critical services to the residents of our community and the State of New Hampshire.

- In partnership with the Hollis Recreation Department, plan and host the National Night Out event, which is typically held in August of each year.
 - Evaluate the feasibility hosting a Citizens Police Academy in the fall of 2021, or during the 2022 calendar year.
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OPERATIONAL GOAL #2

Continue to provide high levels of training for each member of the Hollis Police Department.

Objectives:

- Conduct a Career Development meeting with each employee during their semi-annual evaluation rating in late January/early February.
- Identify the top three training topic selections for each employee, while working to accommodate enrollment in at least one of the identified trainings.
- Identify officers interested in attending training relative to Drug Recognition Expert and Accident Reconstruction.
- Continue in our efforts to provide no less than 40 hours of training to each employee. This includes both in-house and outside training courses/programs.

