

Hollis Police Department

Annual Strategic Plan Update (2021)

Goal #1: Recruitment, Selection, and Retention of Highly Qualified and Diverse Workforce

Objective	Performance Outcomes/Accomplishments
<p>The Hollis Police Department is committed to developing and implementing progressive practices in order to meet the demands of policing in the 21st Century. We dedicate ourselves to hiring highly qualified and diverse individuals to fill vacancies within our agency. As such, we seek to increase recruitment of qualified minority employees and expand recruitment of former military personnel and full-time certified police officers. We will also continue with our efforts at retaining qualified applicants through competitive wages and other forms of professional and personal development.</p>	<ul style="list-style-type: none"> • The Hollis Police Department was awarded a COPS Hiring Grant through the Department of Justice. The grant allowed us to create a second School Resource Officer, thereby allowing us to have one officer assigned to the middle and high schools, and one officer assigned to the elementary schools. • Grant funding is in effect for three years with an end date of September 2024. The new position was a cost share partnership with the Hollis School District. • Development and implementation of updated Memorandums of Understanding between the Hollis Police Department and SAU 41. These MOUs are now being utilized by NHPSTC as best practice guidelines. • As of December 31, 2021, the Hollis Police Department reached full-staffing levels for the first time in almost two years. The officers hired were identified from our 2020 hiring process, which was open enrollment throughout the year and yielded more than 50 applicants. Additionally, the Hollis Police Department received authorization from the BOS to hire a 17th full-time police officer position, thereby increasing our sworn staffing compliment to 17 full-time officers and 1 part-time officer. • We also maintained full-staffing for non-sworn members, and will be reclassifying our Administrative Assistant position to an Executive Assistant position for purposes of employee retention and competitive wage scale, effective April 1, 2022. We will also transition our part-time Records Clerk position into a full-time role, effective April 1, 2022. • With the assistance of Hollis resident Jean Marc Le Doux, we produced a recruitment video, which was published in November 2020. The video does an excellent job at embodying the organizational culture of the Hollis Police Department and the Town of Hollis. • Throughout the 2020 and 2021 recruitment, selection and hiring process, we worked to streamline timelines and deliverables. We maintained a high level of accessibility and responsiveness to prospective candidates. • Our recruitment incentive to current employees has continued to be an excellent tool for hiring purposes as four of the most recent officers hired for vacant positions were employee referrals. Additionally, our hiring bonus for certified officers proved to be effective as we hired a New Hampshire full-time certified police officer in January 2021. • Union negotiations for a new Collective Bargaining Agreement to begin in August 2022. • Hosting several law enforcement training classes, which is an important recruitment tool as it relates to certified applicants.

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Goal 2: Continuing the legacy of community engagement.

Objective	Performance Outcomes/Accomplishments
<p>The Hollis Police Department takes pride in engaging with the community through hosting various events to foster positive relationships with Hollis residents, businesses, and visitors alike. We consistently receive positive feedback from the community regarding current initiatives and hope to expand our outreach programs.</p>	<ul style="list-style-type: none"> • As of December 31, 2021, we have not yet achieved our goal of starting a Citizens Police Academy in April 2021 due to the COVID-19 pandemic. We are, however, planning on starting the program in the late summer/early fall of 2022. Here is a list of current • We are also working to re-start the Police Explorer Program, which was also halted due to the COVID-19 pandemic. We plan on starting a process of accepting applications in April 2022. • We hosted our first annual National Night Out Event in August 2021. The event was a partnership between the Police Department, Fire Department, Recreation Commission, and the Hollis Social Library. • Both School Resource Officers have completed the Mirror Program. Additionally, we continue to teach safety programs in the Hollis Schools. We are also working to expand the DARE Program to the middle school, with a focus on safe choices, peer pressure, and bullying. • We completed a Community Survey on Public Safety and Law Enforcement and published/shared these results with the BOS and Hollis Community. CLICK HERE FOR THE SURVEY RESULTS. • Two officers attended the instructor course for Civilian Response and Causality Care (CRaCC), which enhances civilian response to active shooter events. • MPO Kushmerek has started monthly safety classes at the Hollis Primary and Hollis Upper Elementary Schools. • Addition of one officer as an instructor in Rape Aggression Defense (RAD). • Please CLICK HERE for a complete list of Hollis Police Department community engagement programs.

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Goal 3: Building and strengthening community partnerships.	
Objective	Performance Outcomes/Accomplishments
The Hollis Police Department seeks to develop even stronger relationships with the community that we serve. Through strong partnerships, we can continue to build trust, rapport, and collaborative programs to further strengthen our community. Given the current national climate in regards to perceptions towards law enforcement, it is more important than ever to build	<ul style="list-style-type: none"> • In September 2021, we staffed a second School Resource Officer position at the Hollis elementary schools. • Expanded education and safety programs offered to students at all levels. • Continued partnering with local businesses for our Coffee with the Cop Program. • Continued involvement with charitable events, such as Special Olympics, CHaD, the Salvation Army, and Meals on Wheels. • We continued to strengthen relationships with faith-based organizations and communities of color through improved communication and a focus on improving police/community relations. • We provide continuous updates to the Hollis BOS, by way of our monthly report, annual report, attendance at BOS meetings, invitations to department events, accessibility to the Police Department and its employees, and direct emailing between command staff and BOS members. • Continue to maintain a tracking sheet for policies, procedures, and departmental related operations shared with outside agencies.

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Goal #4: Creating a legacy of leadership within the agency.

Objective	Performance Outcomes/Accomplishments
<p>Hollis Police Department employs 19 individuals. All employees are required to handle issues on their own and come up with answers and strategies for different situations, requiring them to, at times, function as a lone supervisor. The goal is to find appropriate training for both the line officer and supervisor, which includes Master Patrol Officers, Detectives, and Field Training Officers, as well as non-sworn personnel. The department has maintained a high standard of training for all employees, which includes specialized training, and will continue to do so. The focus will be to enhance the employees and build future supervisors and leaders.</p>	<ul style="list-style-type: none"> • In January 2021, we completed career counseling for all department employees. This allowed us to identify specific training tracts for each employee. • We completed and maintained a training calendar and matrix of completed trainings for each officer. We expanded use of our Guardian Tracking System, and also leveraged the use of online training platforms like PoliceOne Academy and Benchmark Analytics. • We continue to budget appropriately for each departmental employee as it relates to training. We currently budget a minimum of \$500.00 for training each year per officer. • We have expanded leadership training to all departmental employees, including those selected for designation as Master Patrol Officer. We also expanded training in the areas of mental health, ethics, and de-escalation. • Completed a training program for School Resource Officers (SROs). • Chief Hoebeke elected as President of NH Association of Chiefs of Police. • MPO Bergeron serves as President of the NH Juvenile Police Officer Association. • MPO Bergeron sits Juvenile Justice Reform Committee, and chairs the System Changes Subcommittee. • Lt. Maloney serves as Training Coordinator for the Northern New England Police Accreditation Coalition (NNEPAC).

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Goal 5: A commitment to expanding targeted training opportunities.

Objective	Performance Outcomes/Accomplishments
It is vital to provide the Hollis Police Department staff with ongoing training to meet the demands of our ever-evolving profession. We seek to maintain our investment in our supervisors, officers, and civilian staff by maximizing our training opportunities through grant funding, hosting opportunities, and web-based training.	<ul style="list-style-type: none"> • In 2021, we hosted a Taser Instructor course and a ALERRT (Active Shooter) Solo Officer Rapid Deployment training course. • MPO Bergeron and Lt. Maloney continue to work diligently on identifying qualified training vendors for courses to be hosted in Hollis. • We have partnered with the Faith Baptist Church and mutual aid agencies to host training courses. • We continue to leverage connections throughout the State of New Hampshire and the New England region to disseminate information on training courses. • Expanded our use of web-based platforms for training programs. CLICK HERE for our completed training calendar for 2021. • Increased focus on trainings relative to fair and impartial policing, cultural diversity and awareness, de-escalation, and 21st century policing practices. • As of December 31, 2021, members of Hollis PD completed 558 individual training courses totaling more than 1850.25 hours. • Hosted Civilian Response and Causality Care (CRaCC) course, Baton Instructor Course, and Interview and Interrogation course (October 2022). • Sent four officers to the Daigle Law Group Use of Force Summit in Connecticut, which resulted in a number of process updates to policies and procedures.

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Goal 6: Developing staff through specialized training opportunities.

Objective	Performance Outcomes/Accomplishments
<p>We seek to challenge each employee's potential and professional growth by providing advanced training opportunities in areas that benefit the individual and organization. Specialized training in all facets of modern-day policing and administrative practices will enhance each employee's sense of personal fulfillment and job satisfaction.</p>	<ul style="list-style-type: none"> • In 2021, we continued our efforts focused at employee health and wellness. We provided training courses to students on this topic, and worked to create a family centered culture and one based on comradery and inclusiveness. • Continuation of allowing employees to utilize the Fitness Room during the last ½ hour of their shift. • Continuation of voluntary mental health check-ups. • We have identified officers for specialized training in the area of DRE, Accident Reconstruction, Use of Force, Crime Scene Processing, Evidence and Property Maintenance, and Field Training. • In 2022, we have made it a departmental goal to have all officers complete the 40-hour Critical Incident Training as facilitated by the State of New Hampshire and NAMI NH. We expect this goal to be reached by December 31, 2022. • We have an established list of primary and secondary instructors on all weapon systems, and we continue to identify officers interested in assuming instructor responsibilities within the agency. • Our Executive Assistant and Records Clerk continue to be heavily involved in the NH Law Enforcement Administrative Professionals organization. • During the 2023 budgeting planning process (beginning in August 2022), we will look at funding a third Sergeant position while creating a one-year career development position that will be assigned to the Detective Division and as a Court Liaison. The intent of such efforts is aimed at succession planning relative to supervisory and command level positions within the agency. • Two officers assigned to the Hillsborough County Sheriff's Office Street Crimes Task Force. • Officer Megan Terrizzi and Officer Julie Hinckley attended the Caliber Press Female Officer Conference.

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Goal #7: A progressive approach to infrastructure improvements.

Objective	Performance Outcomes/Accomplishments
<p>We are committed to provide quality facilities to keep our members safe and productive in their service to the citizens of Hollis. The Town of Hollis has grown considerably since the last building improvement, which occurred in 2005. Since that time, the Town of Hollis has continued to grow, which has also resulted in increased staffing levels within our agency. In addition to accommodating 15 full-time police officers, one part-time police officer, and three civilian personnel, the Hollis Police Department facility is also home to the Hollis Communications Center, which employees 10 – 12 individuals.</p>	<ul style="list-style-type: none"> • Building roof replacement completed in November 2020. • Replacement of furniture in our Training Room. • Epoxy coating on Temporary Detention Area floor. • Painting projects completed on building interior. • Carpet replacement completed in late summer 2020. • Creation of two desk spaces in Training Room (to be used by School Resource Officers). • Ongoing landscaping to improve building exterior aesthetics. • Sign replacement in November/December 2020. • Phone system upgrade planned for summer 2022. • Body Worn Camera and In-Car Video System upgrade completed in January 2022. • Received a grant award from the Small, Rural and Tribal Body Camera Program in the amount of \$34,000.00 to offset the cost of this newly implemented body worn and in-car camera program. • Purchase and upfit of three new police cruisers, completed in December 2021. • Transition to an automated and improved attendance database thereby allowing for easier allocation of personnel for scheduling. • Additional scanning of archived administrative records.

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Goal 8: Identification and construction of a department firing range (outdoor).

Objective	Performance Outcomes/Accomplishments
<p>The Hollis Police Department has never, in recent history, had its own firing range for purposes of firearms training. As a result, we rely on the use of firing ranges for other area law enforcement agencies. This includes ranges belonging to Hudson, Nashua, and Brookline Police Departments, primarily. We have also used the ranges at a private club in Townsend and at Fort Devens, both located in Massachusetts. Often times, we are limited in our ability to training based on a lack of available range time, and due to the financial strains of covering overtime costs, which include travel time to and from a given range location.</p>	<ul style="list-style-type: none"> • Given the complexities of finding a suitable piece of Town-owned land, we have not yet started this project. • Conversation with the Hollis BOS to occur in spring 2022. • Funding will be provided by Hollis Police Department Benevolent Association, which is a 501 (c) (3). It is expected the HPBA will receive a considerable donation from a Town resident in 2022, and a request has been made by the donor that the money be used for a firing range.

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Goal 9: Expanding the use of social media and web-based platforms

Objective	Performance Outcomes/Accomplishments
<p>The police and the community must have avenues in which they can effectively and efficiently exchange information. The purpose of this strategy is to identify mediums our agency can use to effectively maintain two-way, transparent information sharing with the community. Communication between the police and the community must be timely and contain information of value.</p> <p>Since it is unreasonable to expect that every member of our community can be interacted with at any given time, the focus is to employ and manage multiple communications platforms that can reach the majority of our constituents.</p> <p>No one communications platform is more important than another since each platform does not serve all community members; a collective of different platforms will stand to serve most of the public. However, as digital communications platforms become more commonplace, they are replacing the traditional methods of information distribution, such as printed newspapers, magazines, and pamphlets.</p> <p>Since it is unreasonable to expect that every member of our community can be interacted with at any given time, the focus is to employ and manage multiple communications platforms that can reach the majority of our constituents.</p> <p>No one communications platform is more important than another since each platform does not serve all community members; a collective of different platforms will stand to serve most of the public. However, as digital communications platforms become more commonplace, they are replacing the traditional methods of information distribution, such as printed newspapers, magazines, and pamphlets.</p>	<ul style="list-style-type: none"> • Produced and published a recruitment video in November 2022. Click HERE to view the recruitment video. • Expanded use of social media to Nextdoor and Instagram. • Partnered with the Hollis Brookline News to better disseminate information to the community. • Increase the timeliness of press releases, press logs, and arrest logs. • Started profiling agency members via social media. • Worked to integrate Records Clerk into dissemination of press logs, arrest logs, and social media platforms.