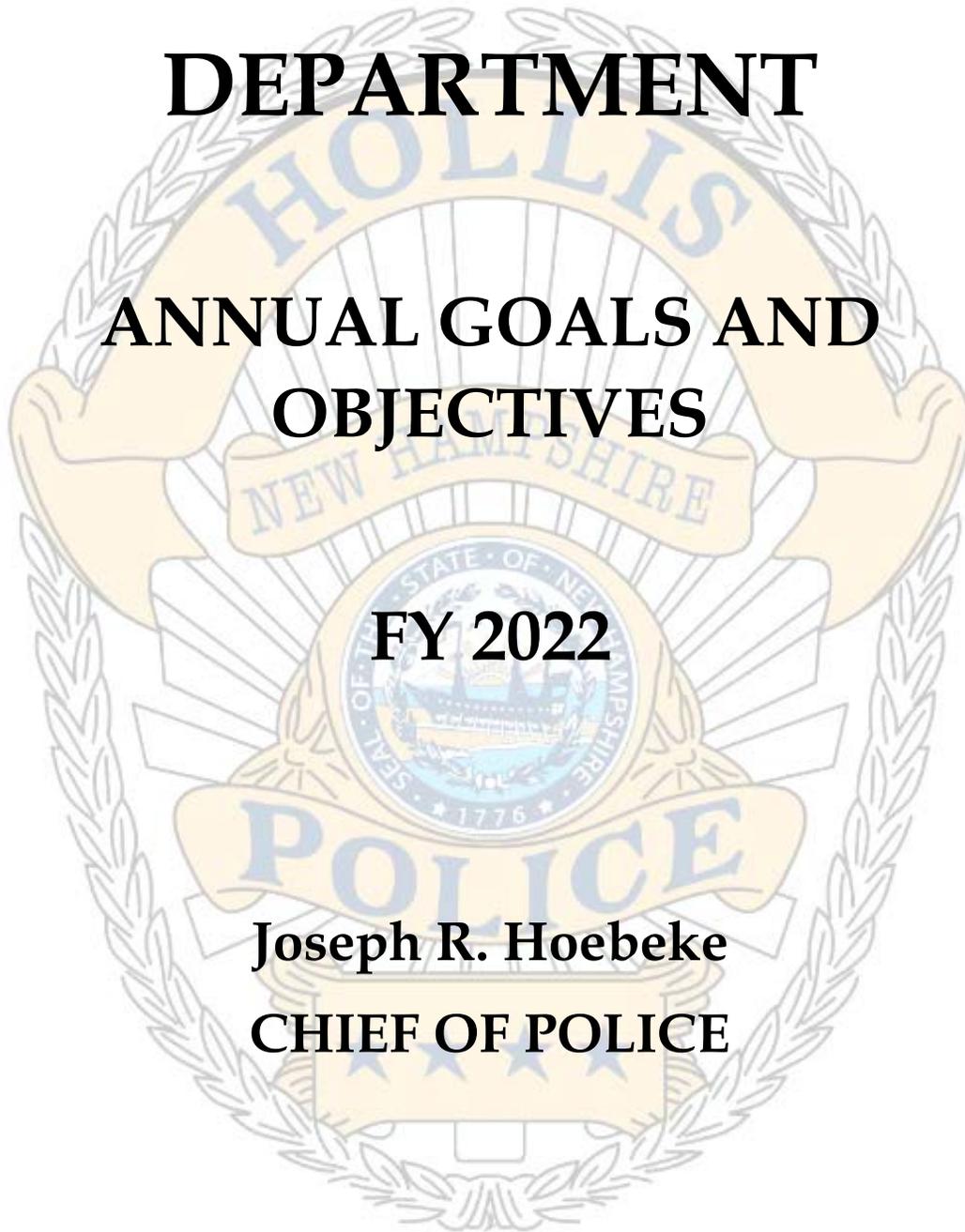


HOLLIS POLICE DEPARTMENT

ANNUAL GOALS AND OBJECTIVES

FY 2022

**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.

Since this year marks the final year of our four-year accreditation cycle, we will prepare for and successfully complete the annual compliance review in February 2022, and the on-site or virtual assessment visit, which is scheduled for March 2022.

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.
 - Successfully complete both the annual CALEA compliance review, as well as the four-year reaccreditation assessment visit with the goal of achieving reaccreditation.
 - Receive additional training and updated information to prepare for our upcoming annual CALEA compliance review hearing, which will be conducted during the month of July.
 - Attend the CALEA Conference in November 2022 in order to formally accept reaccreditation status following the review hearing and recommendations of the CALEA Agency Review Committee.
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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 2022 calendar year, the Hollis Police Department will continue with our efforts of meeting the performance objectives listed in the Strategic Plan, which includes the alignment with and implementation of specific strategies within identified timeframes. Although a high number of these goals were achieved in the 2021 calendar, there is still much work to be done in our efforts to align agency operations with best practices and to meet the service demands of our community.

Objectives:

- The Chief of Police will complete an annual review of the five-year Strategic Plan providing specific details on the status of each of the nine goals, and the performance objectives contained within. This report will be distributed throughout the agency, listed on our department webpage, and provided to the Hollis Select Board for review.
 - Goal Champions will continue to 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.
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ADMINISTRATIVE GOAL #3

The Hollis Police Department will work to maintain full staffing numbers for sworn personnel in the 2022 calendar year.

Objectives:

- Although we achieved full-staffing levels in 2022, we will continue to promote the Hollis Police Department for the purposes of identifying future applicants should there be any vacancies. We will also work to achieve the goals and objectives identified within the Recruitment Plan.
 - Review and revise (as needed) our agency Recruitment Plan with the purpose of improving processes relative to the recruitment and retention of officers.
 - Work with community-based organizations, such as religious organizations, advocacy groups, and academic institutions in an effort to outreach to a more demographically diverse population of candidates.
 - Maintain a list of eligible candidates to draw from should vacancies occur.
 - 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

By December 31, 2022, the Hollis Police Department will pursue the goal of having every Hollis Police Officer complete the 40-hour Crisis Intervention Team training, as facilitated by the National Alliance on Mental Illness New Hampshire.

Objectives:

- Officers will be scheduled for the various courses offered throughout the 2022 calendar year, and efforts will be taken to minimize impacts on sufficient staffing levels.
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ADMINISTRATIVE GOAL #5

By December 31, 2022, the Hollis Police Department will pursue the goal of having both sergeants attend training on how to properly investigate citizen complaints.

Objectives:

- First line supervisors are expected to be part of the complaint investigation process. Formal training will assist them in proper responses to citizen complaints.
 - Follow and adhere to best practices and Hollis Police Department policy on complaint investigation.
 - Efforts will be taken to minimize impacts on sufficient staffing levels to accomplish this goal.
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ADMINISTRATIVE GOAL #6

The Hollis Police Department will work to fund, purchase, and replace the aging agency owned Patrol Rifles.

Objectives:

- Work with the governing body and Town Finance Officer to identify appropriate funding sources for this purchase.
- Follow and adhere to the Town of Hollis' purchasing and procurement policy in an effort to ensure we are best utilizing appropriated funds.

- Once the equipment is received, assemble and complete Patrol Rifle qualifications for each officer.
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OPERATIONAL GOALS

OPERATIONAL GOAL #1

In an effort to allow officers to gain more experience with the court system, specifically, the prosecution of motor vehicle and criminal cases, we will have officers routinely attend court to observe and participate in the adjudicatory process.

Objectives:

- Officers will work with the Nashua Police Department Legal Bureau, who provides contract prosecutorial services for this agency, in matters such as Pre-Trial Hearings, arraignments, motor vehicle trials, status review hearings, etc.
 - Officers assigned to 1st Shift will be selected for this role and efforts will be made to minimize the impact on staffing levels.
 - As officers rotate into day shifts, they will be assigned to court at a minimum of five times per their three-month rotation.
 - We will also work to send at least two Patrol Officers to the Basic Prosecutor course, as facilitated by the New Hampshire Police Standards and Training Council.
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OPERATIONAL GOAL #2

The Hollis Police Department will continue to engage in and provide highly proactive public safety and policing services with the goal to reduce property crimes, such as burglary, thefts from motor vehicles etc., while working with community partners to address quality of life issues within neighborhoods.

Objectives:

- Patrol Officers will continue to conduct Directed Patrols on all secondary roadways in towns with the goal of increasing overall Directed Patrols conducted in 2022 by 10% with the overall purpose of increasing neighborhood policing.
 - Reduce the total numbers of burglary and thefts from motor vehicles by 30% when compared to 2021 crime statistics.
 - Increase the percentage of times we are accountable for daily house checks by 50%.
 - Continue to educate and encourage residents to take small, easy steps to deter property crimes, primarily by locking car and residence doors, and protecting personal property.
 - Provide a higher level of investigatory process for identity fraud, which is an ever-growing crime metric in Hollis. This includes providing specialized training for all sworn members in this area.
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OPERATIONAL GOAL #3

The Hollis Police Department will continue to engage in community policing efforts in order to strengthen police/community relations, with the focus on building trust and legitimacy in the agency and the services we provide.

Objectives:

- Continue to host community outreach events like Coffee with a Cop, Drug Take Back events, food drives, toy drives, Salvation Army Bell Ringing, and National Night Out.
- Continue to maintain the highest levels of accessibility, approachability, and accountability for our employees and for their conduct.
- Continue to conduct walk-throughs in each of the four Hollis schools.
- Increase visibility at Nichols Field during athletic events and other social and Town gatherings.
- Increase business interactions with patrons and business owners to listen to and address community concerns and needs.
- Increase community policing-initiated calls by 10% when compared with recorded metrics for 2021.
- Apply for grant funding through Walmart Giving in order to fund community focused initiatives and programs.

