

# LAW ENFORCEMENT ACCREDITATION

## Hollis (NH) Police Department

### Agency

Hollis (NH) Police Department  
9 Silver Lake Road  
Hollis, NH 03049

### Chief Executive Officer

Chief of Police  
Joseph R. Hoebeke

### Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



### **Law Enforcement Accreditation**

CALEA standards reflect the current thinking and experience of Law Enforcement practitioners and researchers. Major Law Enforcement associations, leading educational and training institutions, governmental agencies, as well as Law Enforcement executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

#### **CALEA's Founding Organizations:**

- **International Association of Chiefs of Police (IACP)**
- **Police Executive Research Forum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

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## EXECUTIVE SUMMARY

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### *Overview:*

The Hollis (NH) Police Department is currently commanded by Joseph R. Hoebeke. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

### *Compliance Service Review:*

CALEA Compliance Services Member(s) Louis Moreto remotely reviewed 65 standards for the agency on 9/8/2023 using Law Enforcement Manual 6.12. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

### *Site-Based Assessment Review:*

Site-Based Assessment Report was not completed.

## CHIEF EXECUTIVE OFFICER PROFILE

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### *Joseph R. Hoebeke*

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Chief Joseph Hoebeke began his career with the Hudson Police Department in 2001. He graduated from the 125th session of the New Hampshire Police Academy and served with the Hudson Police Department from 2001 to 2016, reaching the rank of Sergeant. He joined the ranks of the Hollis Police Department as a Lieutenant in charge of the Administrative Services Bureau/Accreditation Manager in March 2016, and was appointed Chief of Police on November 3, 2017, with the retirement of then Chief of Police James Sartell.

Chief Hoebeke has a bachelor's degree in Criminal Justice from Norwich University, the Military College of Vermont, and a Master of Science Degree in Justice Studies from Southern New Hampshire University. Chief Hoebeke is passionate about the law enforcement profession and serving the community. He serves as an adjunct instructor at two local colleges, and is a proud veteran of the United States Army, where he served in the infantry and as an instructor for the Non-Commissioned Officer Educational System (NCOES). Chief Hoebeke is the Immediate Past President of the New Hampshire Association of Chiefs of Police (NHACOP), and he currently serves as Treasurer for the Hillsborough County Chiefs of Police. He also serves on numerous boards, committees, and commissions, including the New Hampshire Law Enforcement Accreditation Commission, the CALEA Executive Director Regional Advisory Group, and the New Hampshire Law Enforcement Officers' Memorial Foundation.

Chief Hoebeke is married to his wife Jaime, who is a public health professional, and they have an eleven year old daughter.

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## COMMUNITY PROFILE

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Hollis is an upscale bedroom community for the nearby cities of Nashua, Manchester, and Lowell, Massachusetts. The majority of residents of Hollis are concerned with maintaining the rural character of the Town. Emphasis has been placed on preserving farms, woodlands and rolling hills, while allowing the moderate growth of home sites along with business growth to meet residential needs. Hollis boasts a regional high school and middle school, both of which have regularly ranked as the best schools in the State of New Hampshire. Hollis has also been consistently recognized as one of the safest communities in the State of New Hampshire. Visitors to Hollis enjoy annual events such as the Hollis Strawberry Festival, Hollis Old Home Days, and the Hollis Fast 5K Road Race. Other visitors enjoy stopping at the roadside farm stands or simply “taking a ride in the country”. The Town is governed by a five-member Select Board who are elected to three-year terms. Police Chief Joseph Hoebeke reports directly to the Hollis Select Board.

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## AGENCY HISTORY

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The Hollis Police Department has been in continuous operation since the late 1890's when each New Hampshire town appointed a sheriff, whose responsibility was to establish and maintain law and order.

Throughout the first half of the 20th century, the Hollis Police Department consisted of a part-time chief, and varying numbers of part-time patrol officers. These officers used their own cars as patrol vehicles, and operations were conducted from their homes. Since there were no police radios at that time, emergency calls went to the Hollis Telephone Office, and the operator on duty would pass the call on to the officer who was on duty via telephone.

In 1974, the Hollis Select Board appointed Paul Bosquet as the first full-time Chief of Police. At the same time, the Ever-Ready Engine House, also known as the G.A.R. building, was established as the first Hollis Police Station and Communications Center. Chief Bosquet oversaw the transition to 24-hour police patrol coverage and launched the Hollis Concept, a federally funded community crime-prevention program in which the police department, town officials, and citizens engaged in personal community responsibility and crime prevention initiatives.

During the 1970s and 1980s, the Town of Hollis, like most of southern New Hampshire, experienced a phenomenal growth in population, forcing schools and other municipal services to grow at a similar rate. In 1988, the town meeting authorized the construction of a new police facility, and that became a reality in January of 1989 when we moved to our new station. The facility was extensively renovated in 2005 which expanded its usable space to over 10,000 square feet.

The Hollis Police Department now consists of seventeen full-time police officers, one part-time police officer (full-time certified), and three civilian employees. Our rank structure consists of a Chief of Police, two Captains, three Sergeants, one Detective, and 11 Patrol Officers. Included in the ranks are defensive tactics and firearms instructors, School Resource Officers, and a Mountain Bike Unit. Our agency is a full service, 24-hour-a-day department, serving a community of roughly 8,500 people, as well as four public schools.

As previously mentioned, Hollis is home to the Hollis/Brookline Cooperative School District and as such, the two towns share a high school and middle school. As can be expected, this increases the student population significantly resulting in higher service demands for the agency.

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## AGENCY STRUCTURE AND FUNCTION

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Police Chief Joseph Hoebeke is in charge of all operations and activities of the Hollis Police Department. He reports directly to a five member Select Board, all of whom are elected Town officials.

Internally, the Hollis Police Department is divided into two Bureaus. The Operations Bureau, headed by Captain Brendan LaFlamme, is responsible for all Patrol Division activities, the Records Division and the Per Diem Kennel Maintenance Custodian. The Operations Bureau Commander also serves as the liaison between the Hollis Police Department and contract Prosecutor, who is an employee of the Nashua Police Department.

The Administrative Services Bureau, headed by Captain James Maloney, includes Accreditation Management, the Detective Division, two School Resource Officers, an Administrative Services Sergeant, and a civilian Maintenance Technician. Both Captain LaFlamme and Captain Maloney report directly to Chief Hoebeke. Chief Hoebeke also has a civilian Executive Assistant who reports directly to him.

The Hollis Police Department is funded for staffing of seventeen full-time police officers, one part time police officer, and three full-time civilian employees. The rank structure consists of a Chief, two Captains, three Sergeants, one Detective, two School Resource Officers, and nine Patrol Officers. At the time of this writing, there are no sworn vacancies within the Hollis Police Department; however, our Maintenance Technician retired in June 2023, thereby necessitating a hiring process, which is ongoing, for this position.

## AGENCY SUCCESSES

Over the past year, the Hollis Police Department has continued in its efforts at providing highly effective policing services to Hollis community members and community stakeholders. Through innovative and progressive strategies, we have strengthened public trust and legitimacy within our agency.

In July 2022, we were awarded our first of what we know will be many reaccreditation awards through the Commission on Accreditation for Law Enforcement Agencies (CALEA). We are extremely proud of this achievement as we fully embrace the importance and relevance of accreditation for 21st century policing. Our commitment to the accreditation process demonstrates our willingness to ensure we are meeting nationally accepted standards and best practices that meet the ever-changing demands and needs of policing in our safe and thriving community.

An important achievement for agency members was the approval of a three-year collective bargaining agreement, as passed by Hollis residents at the Annual Town Meeting held in March 2023. This agreement ensures competitive wage scale adjustments for union members over the next three years, which is important given the competitive nature of police recruitment and retention across the profession. The agreement also ensures officers receive additional incentives for wellness, continuing education, training, and specialized assignments.

The department also continues to work hard at empowering the employees to provide their input on how to improve agency operations. The Chief is committed to maintaining effective channels of communication throughout the agency, and realizes that success is a collective process and many of the ideas on process improvement are envisioned by all those who work within the walls of the building. Over the past few months, employees have offered ideas and strategies to improve training, specifically in the area of de-escalation and dealing with those individuals in mental health crisis, evidence and property storage, equipment updates, community and neighborhood policing initiatives, and improvement to the Use of Force reporting process. This shows a genuine care and commitment to achieving identified organizational goals and objectives, while staying at the forefront of best practices for 21st century policing.

The Hollis Police Department is also committed to meeting the goals and objectives identified in our five-year Strategic Plan, which was facilitated by nationally recognized consultant Dr. Kimberly Miller. This process, which began in February 2020, at the very start of the COVID-19 pandemic, allowed our agency to conduct a thorough SWOT analysis, which led to an update of the mission and vision statements. Additionally, our agency identified core values and an agency tagline, and nine strategic goals covering initiatives such as training, building and equipment improvements, recruitment and selection, and building the future leaders of the Hollis Police Department. To-date, the Hollis Police Department has achieved eight of the nine strategic goals as identified in our Strategic Plan. The only strategic goal remaining is the construction of an outdoor firearms training range, which is dependent on approval from the Hollis Select Board.

The Hollis Police Department continues to make improvements to agency equipment, technology, and infrastructure. In May of 2023, we completed a major upgrade of our facilities video camera system, and we are currently in the process of reviewing submitted bids for the expansion of our facility's Squad Room, which will provide more usable workspace for members of the Patrol Division. Additionally, we continue with exterior facility improvements, which helps to enhance the overall appearance of the facility.

The Hollis Police Department remains committed to organizational transparency, which is evidenced by the maintenance of public-facing policies. A large number of the agency's General Orders are readily accessible for public review, with the exception of law enforcement sensitive policies and procedures, such as those outlining responses to critical incidents and other high-risk events. Moreover, accessibility to public-facing documents is not just limited to agency General Orders, but also includes other important and relevant pieces of information, such as MOUs between the Police Department and the Hollis School District and the Hollis Brookline COOP School District, annual analyses

and reviews, monthly reports, arrest and press logs, and much more. Such information is readily accessible to the public by way of the 'About Us' section of the department webpage. We are also vigilant to highlight the incredible work of our agency members, and to promote community-based initiatives aimed at increasing safety within the community while helping to strengthening public perception and trust of the policing profession.

One of the more important achievements over the past year, which brings with it a great sense of organizational pride is our maintenance of full-staffing levels. As law enforcement practitioners, we know that recruitment, selection, and retention of policing professionals is at crisis levels in this country. Many agencies in the State of New Hampshire are operating with significantly reduced workforces, which most certainly impacts the level of services provided to a given community. We equate this success to the collaborative effort by our team members in creating a culture of excellence within the agency, with a focus on wellness, accountability, the sharing of ideas, and professional and personal development. There is no doubt that the Hollis Police Department is viewed by many as a role model law enforcement agency in the State of New Hampshire, which is evidenced by the many requests we receive for advice and guidance on the development and implementation of best practices and innovative policing strategies.

In summary, the Hollis Police Department maintains an unwavering commitment on building and strengthening community partnerships with the members of our safe and thriving community. Hollis has consistently been identified one of the safest communities in the State of New Hampshire. This distinction brings the agency and community a great sense of pride and further demonstrates that public safety is not solely limited to services provided by a law enforcement agency. Instead, it is accomplished through the collaborative efforts of all public service entities, our town government, our school district, and most importantly, the community members.

## FUTURE ISSUES FOR AGENCY

As recent events have demonstrated, policing in the 21st Century is rapidly evolving and requires a commitment to transparency and accountability. The Hollis Police Department embraces transparency and accountability as the fundamental cornerstone to building and strengthening relationships with the members of the community and all those we serve.

In the weeks, months, and years ahead, there will be continued efforts at reforming policing across the country. Although the reformation of policing practices is not a new concept, events in Memphis, Minneapolis, and other areas across the country have acted as a catalyst for widespread, fundamental criminal justice reform. As a small agency, we have embraced best practices, accountability, and transparency, and know that accreditation ensures and demonstrates our ongoing commitment to providing the most compassionate, professional, and ethical public safety services to the community. These tenets are embedded into the very fabric of the organizational culture, as well as each and every employee, both sworn or non-sworn.

A notable future challenge will be in keeping the community informed of our efforts at following best practices through progressive approaches that conform with nationally recognized standards established by CALEA, as well as the six pillars identified in the report on Policing in the 21st Century. Although many in the community are aware of our commitment to the foregoing, there are many more that are unaware of ongoing efforts at being a model law enforcement agency in the State and across the country.

We want our community members to feel as though their police department is both approachable and accessible, which stands to empower individuals with a means to provide valuable and meaningful information on issues impacting their quality of life. Police Departments do not and should not operate in a proverbial 'bubble'. Instead, they should expect and value feedback, and this very philosophy of approachability and accessibility is embraced at all levels within the agency, with both sworn and non-sworn personnel.

Retention of employees will continue to be a challenge for many agencies across the country, and this most certainly applies to the Hollis Police Department. Chief Hoebeke often speaks to members of the public, students, and law enforcement practitioners about this 'perfect storm' of sorts as it relates to police officer recruitment, selection, and hiring. The reality is that we are seeing fewer applicants interested in the policing profession, which further demonstrates the importance of employee retention. We place strong emphasis on employee retention and value the importance of ongoing recruitment for future vacancies. We are also well aware that our employees are our greatest ambassadors and as such, we have successfully implemented an employee referral program. This has been highly successful in that the past five of seven new hires have all been the result of employee referrals. The challenge will be in continuing this success given the difficult and competitive environment as it relates to police officer recruitment and selection.

Employee wellness and resiliency will continue to be a future issue and an area of focus for our agency. There are considerable demands on the policing profession which can impact an employee's physical, mental, and spiritual health and well-being. As in past years, we plan to continue in the commitments of paying attention to the needs of the employees while providing them with the resources and opportunities to better themselves both personally and professionally. This is no way should be misinterpreted that they will not continue to hold employees to the very high and rigorous standards our agency embraces, but we must remain mindful of the commitments of ensuring that employees are equipped with the tools to maintain a high level of mental, physical, and spiritual wellness.

Finally, a major challenge and issue facing this agency will be the need for a larger police facility, which will likely impact this agency in the next five to ten years. As it currently stands, we have fully utilized all available space within the building. Since the property is landlocked, there are no suitable ways to expand the footprint of the police facility.

In our Five-Year Strategic Plan, we identified the need to conduct a building space study, and we have requested funding for such a study in the fiscal year 2024 Operating Budget.

## YEAR 1 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Louis Moreto

On 9/8/2023, the Year 1 Remote Web-based Assessment of Hollis (NH) Police Department was conducted. The review was conducted remotely and included 65 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Law Enforcement Role and Authority	
1.1.1 Oath of Office (LE1) (MMMM)	Compliance Verified
1.1.2 Code of Ethics* (LE1) (MMMM)	Compliance Verified
1.2.8 Strip/Body Cavity Search (LE1) (MMMM)	Compliance Verified
1.2.9 Biased Policing* (LE1) (MMMM)	Compliance Verified
1.2.10 Duty to Intervene (LE1) (MMMM)	Compliance Verified
4 Use of Force	
4.1.1 Use of Reasonable Force (LE1) (MMMM)	Compliance Verified
4.1.2 Use of Deadly Force (LE1) (MMMM)	Compliance Verified
4.1.3 Warning Shots (LE1) (MMMM)	Compliance Verified
4.1.4 Use of Authorized Less Lethal Weapons (LE1) (MMMM)	Compliance Verified
4.1.5 Rendering Medical Aid Following Police Actions (LE1) (MMMM)	Compliance Verified
4.1.6 Vascular Neck Restrictions (LE1) (MMMM)	Compliance Verified
4.1.7 Choke Holds (LE1) (MMMM)	Compliance Verified
4.2.1 Reporting Uses of Force* (LE1) (MMMM)	Compliance Verified
4.2.2 Written Use of Force Reports and Administrative Review* (LE1) (MMMM)	Compliance Verified
4.2.3 Removal from Line of Duty Assignment (LE1) (MMMM)	Compliance Verified
4.2.4 Analyze Reports* (LE1) (MMMM)	Compliance Verified
4.3.1 Authorization: Weapons and Ammunition (LE1) (MMMM)	Compliance Verified
4.3.2 Demonstrating Proficiency with Weapons (LE1) (MMMM)	Compliance Verified
4.3.3 Annual/Biennial Proficiency Training* (LE1) (MMMM)	Compliance Verified
4.3.4 Prerequisite to Carrying Lethal/Less Lethal Weapons (LE1) (MMMM)	Compliance Verified
11 Organization and Administration	
11.1.1 Description of Organization (LE1) (MMMM)	Compliance Verified
11.3.3 Notify CEO of Incident with Liability (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	

<b>Standards</b>	<b>Findings</b>
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	<b>Compliance Verified</b>
22 Personnel Management System	
22.1.8 Employee Identification (LE1)	<b>Compliance Verified</b>
22.4.1 Grievance Procedures (LE1)	<b>Compliance Verified</b>
26 Disciplinary Procedures and Internal Investigations	
26.1.3 Harassment (LE1)	<b>Compliance Verified</b>
26.2.1 Complaint Investigation (LE1)	<b>Compliance Verified</b>
26.2.2 Records, Maintenance and Security (LE1)	<b>Compliance Verified</b>
33 Training and Career Development	
33.5.3 Accreditation Process Orientation (LE1)	<b>Compliance Verified</b>
33.6.2 Tactical Team Training Program (LE1)	<b>Not Applicable by Function</b>
35 Performance Evaluation	
35.1.2 Annual Evaluation* (LE1)	<b>Compliance Verified</b>
35.1.9 Personnel Early Intervention System* (LE1)	<b>Compliance Verified</b>
41 Patrol	
41.1.5 Police Service Canines (LE1)	<b>Not Applicable by Function</b>
41.2.2 Pursuit of Motor Vehicles* (LE1)	<b>Compliance Verified</b>
41.2.3 Roadblocks and Forcible Stopping* (LE1)	<b>Compliance Verified</b>
41.2.7 Mental Health Issues* (LE1)	<b>Compliance Verified</b>
41.3.5 Protective Vests (LE1)	<b>Compliance Verified</b>
42 Criminal Investigation	
42.1.6 Exculpatory Evidence (LE1) (M M M M)	<b>Compliance Verified</b>
46 Critical Incidents, Special Operations, and Homeland Security	
46.1.1 Planning Responsibility (LE1)	<b>Compliance Verified</b>
46.1.3 Command Function* (LE1)	<b>Compliance Verified</b>
70 Detainee Transportation	
70.1.1 Pre-Transport Prisoner Searches (LE1)	<b>Compliance Verified</b>
70.1.2 Searching Transport Vehicles (LE1)	<b>Compliance Verified</b>
70.1.7 Procedures, Escape* (LE1)	<b>Compliance Verified</b>
72 Holding Facility	
72.1.1 Training User Personnel* (LE1)	<b>Not Applicable by Function</b>
72.4.1 Securing Weapons (LE1)	<b>Not Applicable by Function</b>

Standards	Findings
72.5.3 Sight and Sound Separation (LE1)	<b>Not Applicable by Function</b>
73 Court Security	
73.1.1 Role, Authority, Policies* (LE1)	<b>Not Applicable by Function</b>
73.3.1 Weapon Lockboxes (LE1)	<b>Not Applicable by Function</b>
73.4.2 External Communications (LE1)	<b>Not Applicable by Function</b>
73.5.12 Securing Weapons (LE1)	<b>Not Applicable by Function</b>
73.5.18 Designated Control Point (LE1)	<b>Not Applicable by Function</b>
81 Communications	
81.2.13 First Aid Over Phone (LE1)	<b>Not Applicable by Function</b>
84 Property and Evidence Control	
84.1.4 Security of Controlled Substances, Weapons for Training (LE1)	<b>Not Applicable by Function</b>
84.1.6 Inspections and Reports* (LE1)	<b>Compliance Verified</b>
91 Campus Law Enforcement	
91.1.1 Risk Assessment and Analysis* (LE1)	<b>Not Applicable by Function</b>
91.1.3 Campus Background Investigation (LE1)	<b>Not Applicable by Function</b>
91.1.4 Campus Security Escort Service (LE1)	<b>Not Applicable by Function</b>
91.1.5 Emergency Notification System (LE1)	<b>Not Applicable by Function</b>
91.1.6 Behavioral Threat Assessment (LE1)	<b>Not Applicable by Function</b>
91.1.7 Security Camera Responsibilities* (LE1)	<b>Not Applicable by Function</b>
91.1.8 Emergency Only Phones and Devices* (LE1)	<b>Not Applicable by Function</b>
91.1.9 Administrative Investigation Procedures (LE1)	<b>Not Applicable by Function</b>
91.2.1 Agency Role and Responsibilities (LE1)	<b>Not Applicable by Function</b>
91.3.1 Agency Role and Responsibilities* (LE1)	<b>Not Applicable by Function</b>
91.4.1 Position Responsible for Clery Act* (LE1)	<b>Not Applicable by Function</b>

### Comments:

Area of Interest: Internal Affairs

Details of Review/Interviews:

Chief Joseph Hoebeke and Captain James Maloney were interviewed for this area of interest.

The agency has a comprehensive policy on Internal Affairs. The agency recently changed their directive after they realized that it met the standards, but they realized it could be better and more responsive for the agency. The agency had historically investigated all complaints at the command level. This was consistent with their directive at the time. The agency changed their directive to provide for first line supervisors to conduct complaints of officer discourtesy and

minor disciplinary issues.

Captain James Maloney, the IA officer for the agency has extensive training in all areas of Internal affairs. He has had a number of advanced Internal Affairs Investigations training and is an instructor for Internal Affairs for a private company in New Hampshire that provides law enforcement training. In addition to the training for Captain Maloney, all supervisors have attended a 40-hour training on Internal Affairs except for their newest sergeant that was just promoted. He is scheduled to attend that training in May. All of the supervisors have attended the same training offered by Eric Daigle, a prominent local attorney as the agency wanted to make sure all personnel doing investigations were on “the same page”. The agency also provides training to all new personnel during pre-academy training. This training includes a discussion on the rules and regulations. The new officers are taught that one of the things that they possess that no one can take away from them is their integrity. The officers are told that the agency will support them and their actions so long as they “do not cross the line”.

Since the agency is rather small and has a philosophy of community policing, most investigations are reported directly to the Chief of Police who then notifies the Internal Affairs Commander. They discuss the investigation and decide if it should be handled by Internal Affairs or forwarded to the first line supervisor. Once a complaint is assigned the investigator has 45 days to complete the investigation. The investigator can make a request to the Chief of Police for cause for any necessary extension to this timeline. At the initiation of the complaint, the complainant is provided a letter acknowledging receipt of the complaint and is provided the name of the officer who is going to investigate the incident. The complainant is advised of the findings of the investigation. If the complaint is sustained, they are advised of that but not provided the specifics of any discipline that is administered.

The State of New Hampshire recently modified its statutes and now requires any police misconduct to be reported to the Attorney General. It also created a Conduct Review Committee (CRC) under the Police Officer Standards and Training (POST) section. NS created a uniform solid definition of what would constitute misconduct. The new legislation also provides that persons could file complaints directly to the CRC. The Hollis Police Department was one of the first agencies that had a complaint routed through the CRC. The investigation was completed and forwarded to the CRC which agreed with the findings of the agency, complemented them on the documentation and asked for the agency policy to utilize as a model for the state.

The internal affairs commander supervises all IA investigations which are forwarded to first line supervisors. Since the process of first line supervisors conducting complaint investigations is new, the IA commander is more of a mentor and coach in the investigation process.

The Internal Affairs commander compiles an annual statistical summary of its Internal Affairs investigations and findings. The report is available to the public as it is published on the agency website, and it is published in an annual report put out by the city.

#### Area of Interest: Mental Illness

#### Details of Review/Interviews:

This area of interest was suggested as an area to review by the agency and agreed upon by the Compliance Service Member. Captain Brendan LaFlamme is the Operations Bureau Commander for the agency.

The agency has an in-depth directive that deals with handling mental illness and that directive was last revised in 2022 to add language regarding the mobile crisis teams. The goal of the directive and agency process is to de-escalate situations for all involved persons. The directive clearly defines mental illness and crisis and provides guidance for response to such incidents.

The agency provides extensive training for its personnel on dealing with persons suffering from mental illness. The agency is quite proud of the fact that all its officers have attended Crisis Intervention Training (CIT), except for recently hired officers who are scheduled to go to training in a few weeks. The CIT program is provided through the National Alliance on Mental Illness (NAOMI) and allows officers to be able to recognize mental illness behaviors. General national Mental Health (GNMH) provided training to the entire organization on how they could use their services. The agency provides for continual on-going refresher training at least annually. This training is provided through both a web-based portal as well as guest speakers.

Officers that respond to incidents with subjects dealing with mental health issues recognize that not all of these subjects are necessarily dangerous and recognize the importance of slowing things down and deescalating any potential issues. They work to make sure the scene is safe prior to bringing in any other resources. One of those other resources is mobile crisis teams through the Greater National Mental Health program. They will come to the scene and speak with the individual and conduct an assessment to determine if the person needs to be taken into custody. The goal is getting the person into treatment, even if it is involuntary. If the GNMH staff is not available there is a procedure for the sworn officers to fill out a civil commitment if necessary to provide treatment for the effected subject.

The agency directives call for supervisors to respond to any call where the subject is suffering from mental illness and the supervisor is available. Supervisors will provide direction and guidance for these calls even if they are not able to physically respond to the scene.

#### Area of Interest: Temporary Detention Facilities

##### Details of Review/Interviews:

Sgt. Matthew Poulicakos was interviewed for this area of interest. Sgt. Poulicakos is a road sergeant but has some previous experience in corrections.

The agency directive is a comprehensive thorough policy which covers all aspects of CALEA standards. The agency directive actually goes beyond the standards and requires the officer to have physical hands on the detainee during transport from the sallyport to the booking facility. This is in part due to the fact that the detainees need to ascend stairs from the sallyport to the booking area.

The agency provides training for all its officers during the initial academy training as well as during the Field Training Officer program. The agency also conducts periodic in-service training, not less than triennially, usually through on-line training which is supplemented if there are any updates. Occasionally, the topic is also addressed through shift briefing training, especially if there are any trends or concerns which might be noted either in the facility or covered in news releases at other agencies.

When an officer makes an arrest and is transporting a detainee to the facility the subject is searched and handcuffed for transportation. The officer enters the sallyport and the overhead door is closed prior to transferring the detainee to the building. The officer removes his or her weapons and secures them in lock boxes provided for this purpose prior to taking the detainee out of the vehicle. The subject is then physically escorted to the booking area.

The agency has four cells which are separated and provides for sight and sound separation between male and female detainees. Juveniles are held in separate interviews away from the booking area and have no contact with adult detainees. The detainees are generally held for limited periods of time, and most are released within an hour or so. The agency will occasionally have detainees for longer periods of time and if a detainee is held in excess of four hours the detainee is provided a meal.

The agency does not handcuff any individuals to any fixed object. During the actual booking process there is constant face to face supervision. After the initial booking if the detainee is still held there is a face-to-face observation of the

detainee at least every 30 minutes and if the detainee is suicidal, suffering from mental illness or under the influence of drugs or alcohol they are subject to face-to-face observation every 15 minutes. All face-to-face observations are documented along with the time of the observation being documented.

The individual officer who has arrested the detainee is responsible for the supervision. The agency does not always have a supervisor on duty, but the arresting officer can obtain guidance and direction from the senior officer or reach out for additional help if necessary.

The temporary detention area is subject to a series of inspections and reviews. The Administrative Services Bureau Commander does a monthly inspection of the temporary detention facilities. The facility also has an annual fire alarm and fire suppression inspection by the fire department. In addition, there is an annual administrative review of the temporary holding facilities which is forwarded to the Chief of Police for review and approval.

#### Area of Interest: Agency Training

##### Details of Review/Interviews:

Captain James Maloney, the Administrative Services Bureau Commander was interviewed for this area of interest.

The agency has a comprehensive policy that covers all areas of training. The agency directive provides guidance to both sworn and non-sworn personnel on areas of mandatory training and the frequency for each type of training, as well as discussing procedures for remedial training. The directive speaks to career development and provides specific specialized training for different functions and ranks within the agency.

The agency has several officers who are instructors in specific areas so that they can train other officers within the agency. The agency has two instructors for taser, OC, Firearms, Defensive tactics, less lethal munitions, and rifles. All instructors are required to participate and assist at the local police academy in their area of expertise. Each instructor is required to teach at least once a year at one of the three basic recruit classes that are hosted by the academy each year. The agency believes this ensures that the instructor can remain proficient and obtains additional experience in the training function while assisting the academy and other local law enforcement agencies.

The agency does not currently have its own firearms range facility. There was a proposal several years ago to build a firearms range that was unsuccessful. The agency relies on other agencies and private firearms ranges to provide for their firearms qualifications. The agency has for the last several years moved away from strictly “qualifying” with firearms. While the agency still qualifies it is more skill focused and provides more realistic scenario and drill training for its firearms training.

The agency has a roll call training program for its personnel. Some of the training is assigned as required mandatory training but the individual supervisors have the ability to supplement the mandatory training with additional specific training that the individual supervisor believes to be beneficial for their personnel. The agency also has a mandatory department meeting three times a year and part of that meeting includes four hours of training for department personnel.

The agency allows all officers to request specialized individual training and most officers take advantage of this. The agency attempts to find training that will interest individual employees who are not as enthusiastic about additional training. The agency is a host agency for outside training to provide additional opportunities for officers to obtain additional training. In addition to the specialized training that the officers request, each officer attends Crisis Intervention Team Training and Advanced DWI Detection training.

The agency tracks all training provided to the agency and its personnel. The agency compiles a monthly report which is supplied to the town that spells out the training and number of training hours. This information is also posted on the agency website. This information is also compiled for an annual report which is also shared on the website and with the

town.

Findings: The agency is in compliance with all reviewed standards during the annual web-based review. The agency uses several different processes within their directives to meet accreditation standards and has developed effective systems supportive of agency policy. The policies supply guidance for the training, operations, and performance management of personnel in the accomplishment of tasks, review of conditions and actions to ensure policy and standards compliance.

The agency's training program exceeds state standards and affords personnel with the necessary job-related skills and abilities to perform assigned tasks and duties in a safe and effective manner. The agency uses information obtained from time sensitive standards and various analyses for the management of agency performance.

All staff members interviewed demonstrated that they understand the agency's written directives, processes, and practices in order to provide quality and responsive services to their community, within the existing policies and procedures of the agency.

In those areas of interest that rely upon data collection, the data collected and analyzed for command staff review, provides sufficient inclusive of all relevant factors, and provide the agency with data and recommendations should there be a need to amend policy or processes or account for agency performance.

In conclusion, the staff members interviewed for these four Areas of Interest all demonstrated exceptional understanding of the agency's policies, procedures and processes and the need for continuous monitoring of the agency's performance in these areas to provide for continuous improvement in its delivery of services to its community.

Public Portal Summary: The agency's CALEA Public comments portal was open and operational, but no comments were received.

Statistical Data Tables: The data tables provided by the agency are complete and consistent with the established reporting parameters.

Compliance Data Summary: All standards identified as Not Applicable by the agency have been verified.

Statistical data on compliance with applicable standards to ensure that the agency complies within the identified limits:

Number of Interviews Conducted 4

CSM Name Louis Moreto

Annual Review Start and End Dates 09/01/23-09/08/23

Mandatory (M) Compliance 160

Other-Than-Mandatory (O) Compliance NA Tier 1

Standards Issues

Waiver 0

(O) Elect 20% NA Tier 1

Not Applicable 23

Total 183

Percentage of applicable other-than-mandatory standards NA-Tier 1

Notes: The agency is in compliance with all applicable standards. The agency categorized 23 standards as not applicable by function which have been verified as appropriately categorized by the web-based Compliance Service Member.

*Response from Agency Regarding Findings:*

CEO Feedback not provided.

## YEAR 2 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: N/A

On 10/16/2023, the Year 2 Remote Web-based Assessment of Hollis (NH) Police Department was conducted. The review was conducted remotely and included 0 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
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*Response from Agency Regarding Findings:*

CEO Feedback not provided.

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## SITE-BASED ASSESSMENT

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10/16/2023

*Planning and Methodology:*

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## STATISTICS AND DATA TABLES

### Overview

The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the agency's use of standards to address the standards' intent

### Traffic Warnings & Citations - Reaccreditation Year 1

**Data Collection Period:** 1/1/2022 - 12/31/2022

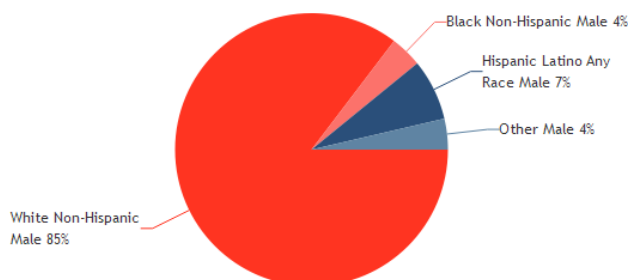
Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	2132	139	2271
Black Non-Hispanic Male	94	11	105
Hispanic Latino Any Race Male	181	19	200
Other Male	91	4	95
White Non-Hispanic Female	1315	54	1369
Black Non-Hispanic Female	35	0	35
Hispanic Latino Any Race Female	116	4	120
Other Female	44	4	48
TOTAL	4008	235	4243

### Reaccreditation Year 1 Notes:

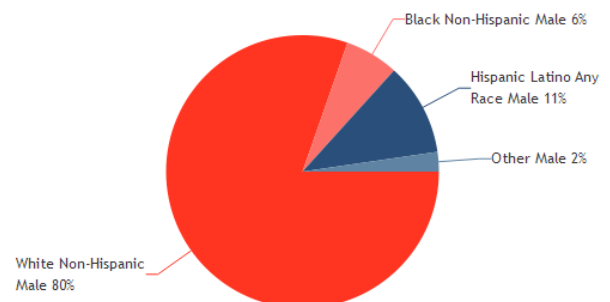
**\*\*Please note that not every motor vehicle stop results in the issuance of a citation and/or a citation warning. We would classify certain stops in this category as check conditions. An example might be if the officer believed a person had an expired vehicle inspection sticker, but later found the sticker to be valid.\*\***

All numbers are from the 2022 calendar year and are consistent with that of which is listed in our 2022 Annual Biased Policing Administrative Review (<https://www.hollisnh.org/sites/g/files/vyhlif3271/f/uploads/20230309091511462.pdf>).

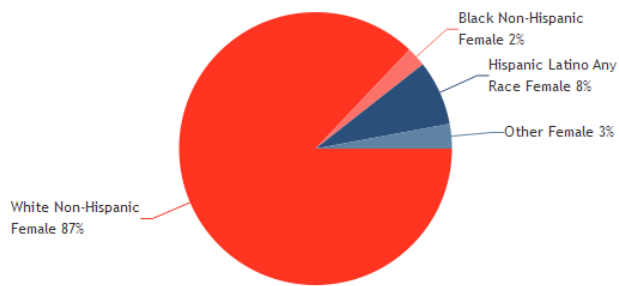
**Male Warnings**



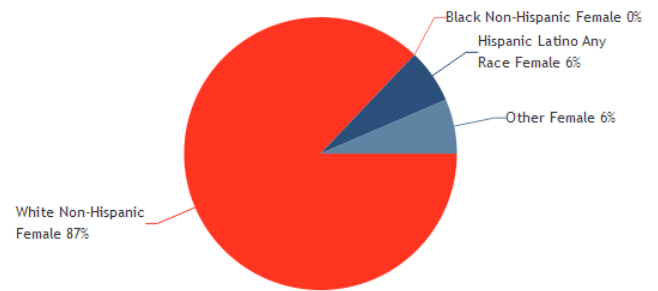
**Male Citations**



## Female Warnings



## Female Citations



### Legend

White Non-Hispanic Male	
Black Non-Hispanic Male	
Hispanic Latino Any Race Male	
Other Male	

### *Biased Based Profiling*

**Year 1 Data Collection Period:** 1/1/2022-12/31/2022

Complaints from:	Year 1
Traffic Contacts	0
Field Contacts	0
Asset Forfeiture	0

### *Reaccreditation Year 1 Notes:*

In 2022, we investigated one citizen complaint filed against a member of the Hollis Police Department which was not related to accusations of biased-based policing.

## **Complaints**

### *Legend*

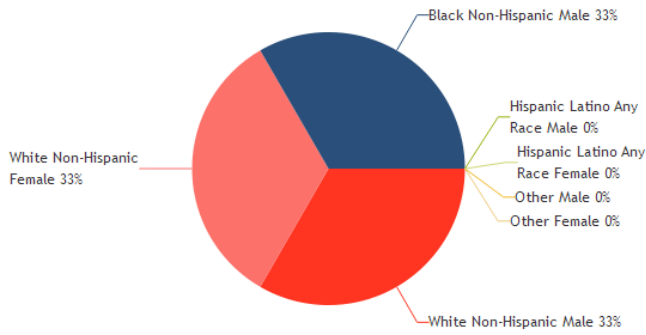
Traffic Contacts	
Field Contacts	
Asset Forfeiture	

## Use Of Force - Reaccreditation Year 1

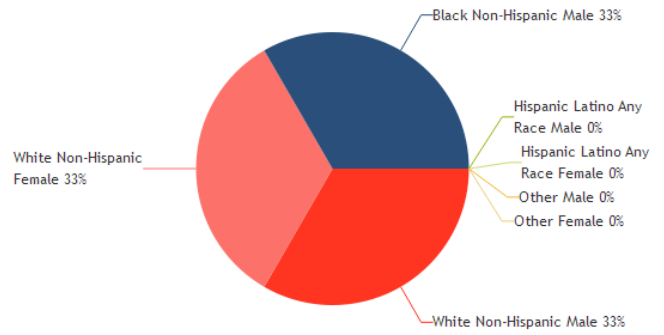
Data Collection Period: 1/1/2022 - 12/31/2022

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									3
Discharge	0	0	0	0	0	0	0	0	0
Display Only	1	1	1	0	0	0	0	0	3
ECW									0
Discharge Only	0	0	0	0	0	0	0	0	0
Display Only					0	0			0
Baton	0	0	0	0	0	0	0	0	0
Chemical/OC	0	0	0	0	0	0	0	0	0
Weaponless	2	2	0	0	0	0	0	1	5
Canine									0
Release Only	0	0	0	0	0	0	0	0	0
Release and Bite	0	0	0	0	0	0	0	0	0
Total Uses of Force	3	3	1	0	0	0	0	1	8
Total Number of Incidents Resulting In Officer Injury or Death	0	0	0	0	0	0	0	0	0
Total Use of Force Arrests	3	3	1	0	0	0	0	1	8
Total Number of Suspects Receiving Non-Fatal Injuries	0	0	0	0	0	0	0	0	0
Total Number of Suspects Receiving Fatal Injuries	0	0	0	0	0	0	0	0	0
Total Agency Custodial Arrests	129	46	6	1	27	4	2	2	217
Total Use of Force Complaints	0	0	0	0	0	0	0	0	0

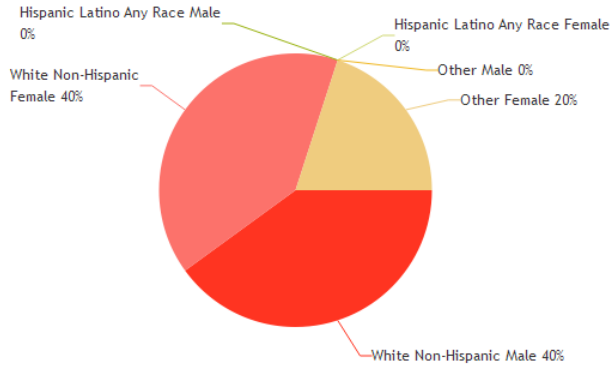
### Total Firearm



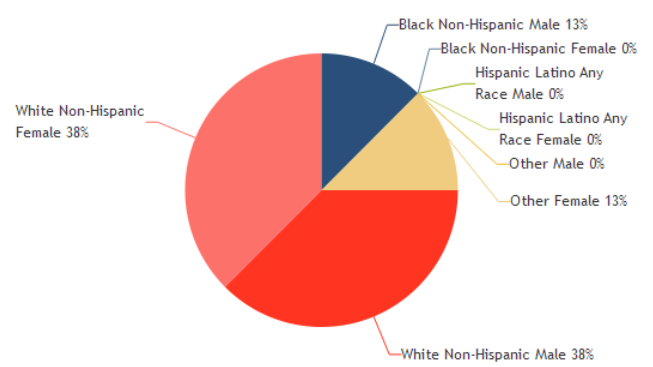
### Firearm Display



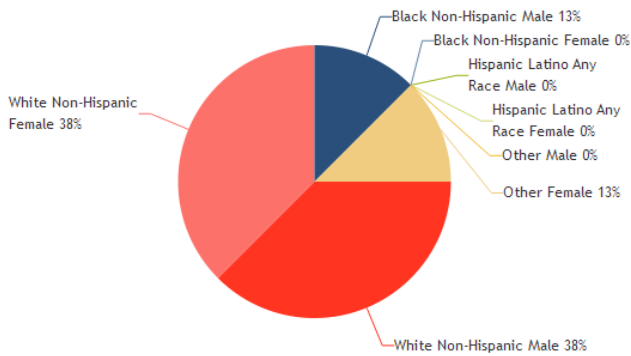
### Weaponless



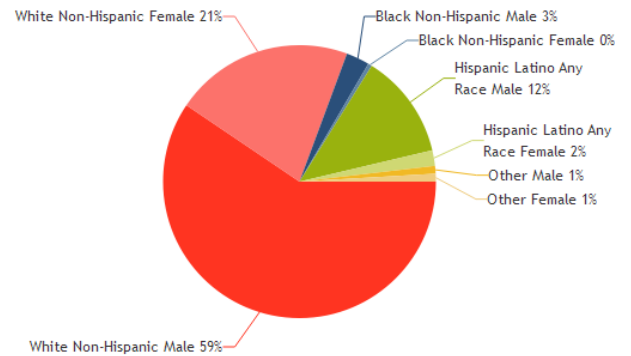
### Total Uses of Force



### Total Use of Force Arrests



### Total Agency Custodial Arrests



## Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

## *Grievances*

**Year 1 Data Collection Period:** 1/1/2022-12/31/2022

Grievances	Year 1
Number	0

## *Reaccreditation Year 1 Notes:*

We did not record any grievances during this review period.

### ***Personnel Actions***

**Year 1 Data Collection Period: 1/1/2022-12/31/2022**

	Year 1
Suspension	0
Demotion	0
Resign In Lieu of Termination	0
Termination	0
Other	0
Total	0
Commendations	91

### ***Reaccreditation Year 1 Notes:***

The Hollis Police Department has a robust employee recognition program. Commendations include honorable service awards, recognition from the public, recognition from supervisors, letters of appreciation, military service awards, lifesaving awards, Chief's Achievement Award, and others.

## Complaints and Internal Affairs - Reaccreditation Year 1

Data Collection Period: 1/1/2022 - 12/31/2022

	Year 1
<b>External/Citizen Complaint</b>	
Citizen Complaint	1
Sustained	0
Not Sustained	0
Unfounded	1
Exonerated	0
<b>Internal/Directed Complaint</b>	
Directed Complaint	2
Sustained	1
Not Sustained	0
Unfounded	0
Exonerated	1

### Reaccreditation Year 1 Notes:

We initiated two internal administrative investigations in the 2022 calendar year. One of those administrative investigations resulting in a finding of sustained, while the other resulted in a finding of exonerated.

### ***Calls For Service / Crime Data - Reaccreditation Year 1***

**Data Collection Period:** 1/1/2022 - 12/31/2022

	Year 1
<b>Calls for Service</b>	
Calls for Service	25956
<b>Crime Data</b>	
Murder	0
Forcible Rape	1
Robbery	0
Aggravated Assault	2
Burglary	3
Larceny-Theft	52
Motor Vehicle Theft	1
Arson	0

#### ***Reaccreditation Year 1 Notes:***

Simple Assault, including Domestic Violence Simple Assault = 52 incidents in 2022.

Sexual Assault (Forcible Touching) = 2 incidents in 2022

## *Motor Vehicle Pursuit*

**Year 1 Data Collection Period:** 1/1/2022-12/31/2022

	Year 1
<b>Pursuits</b>	
Total Pursuits	4
Forcible stopping techniques used	0
Terminated by Agency	1
Policy Compliant	3
Policy Non-Compliant	1
<b>Collisions</b>	
<b>Injuries</b>	
Total Collisions	1
Officer	0
Suspect	0
ThirdParty	0
<b>Reason Initiated</b>	
Traffic	3
Felony	1
Misdemeanor	0

## *Reaccreditation Year 1*

Two of the pursuits resulted in Driving While Intoxicated charges against the drivers.

The pursuit that resulted in a crash was considered non-compliant, but the officer had stopped pursuing the subject prior to the operator crashing his vehicle. The officer involved in this pursuit received discipline.

## Agency Breakdown Report - Reaccreditation Year 1

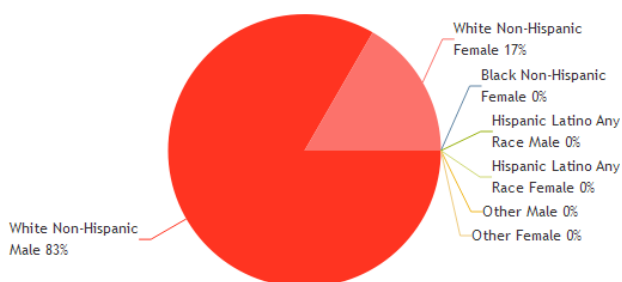
Data Collection Period: 1/1/2022 - 12/31/2022

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Sworn Personnel									
Executive	1	0	0	0	0	0	0	0	1
Command	2	0	0	0	0	0	0	0	2
Supervisory Positions	3	0	0	0	0	0	0	0	3
Non-Supervisory Positions	9	3	0	0	0	0	0	0	12
Sub Total									18
Non Sworn Personnel									
Executive	0	0	0	0	0	0	0	0	0
Managerial	0	0	0	0	0	0	0	0	0
Supervisory Positions	0	0	0	0	0	0	0	0	0
Non-Supervisory Positions	1	2	0	0	0	0	0	0	3
Sub Total									3
Total									21

### Reaccreditation Year 1 Notes:

The Hollis Police Department is fully staffed with 18 sworn officers and 3 civilian employees.

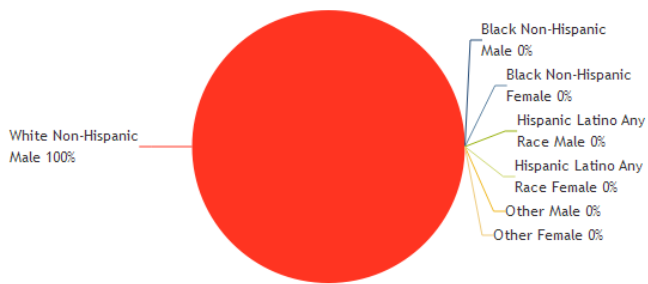
**Total Sworn Personnel**



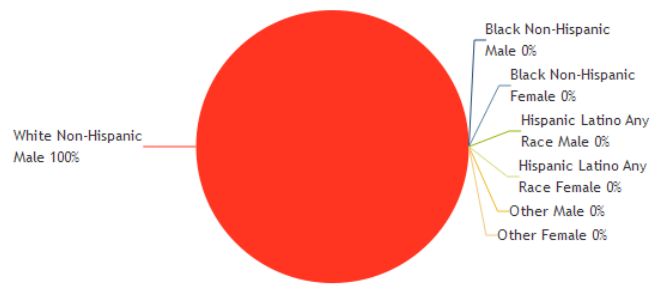
**Sworn Personnel: Executive**



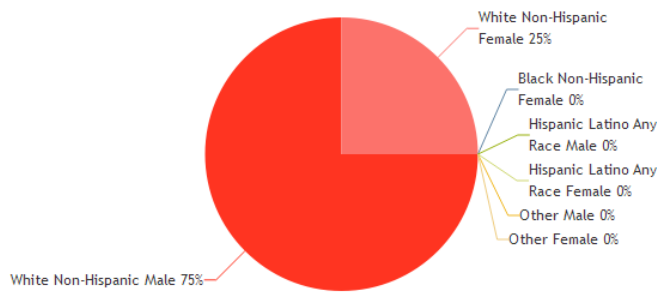
## Sworn Personnel: Command



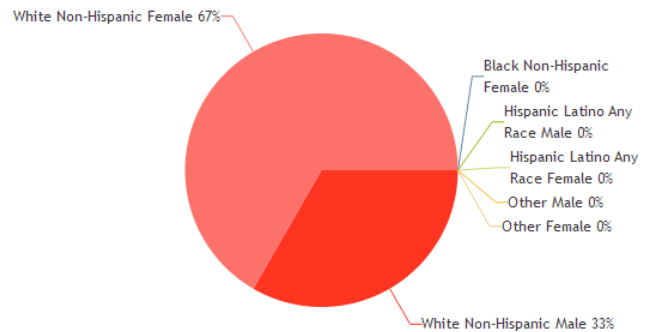
## Sworn Personnel: Supervisory Positions



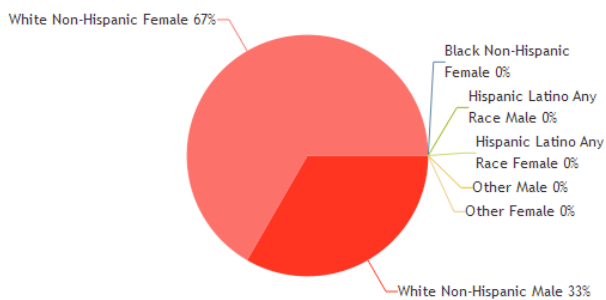
## Sworn Personnel: Non-Supervisory Positions



## Total Non-Sworn Personnel



## Non-Sworn Personnel: Non-Supervisory Positions



### Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

## Agency Demographics Report - Reaccreditation Year 1

Data Collection Period: 1/1/2022 - 12/31/2022

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Sworn Officers		Prior Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	7513	86%	6091	88 %	15	100%	3	20%	15	100%	3	20%
Black Non-Hispanic	130	1%	77	1 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	200	2%	109	2 %	0	0%	0	0%	0	0%	0	0%
Other	852	10%	649	9 %	0	0%	0	0%	0	0%	0	0%
Total	8695		6926		15		3		15		3	

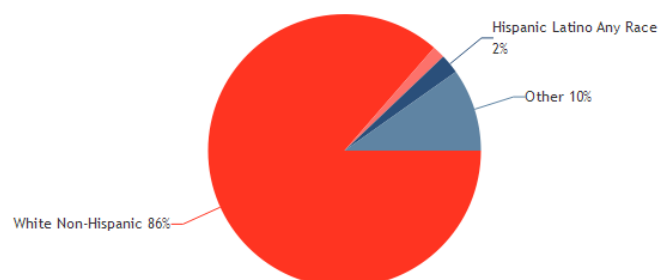
### Reaccreditation Year 1 Notes:

Source for Available Workforce Data:

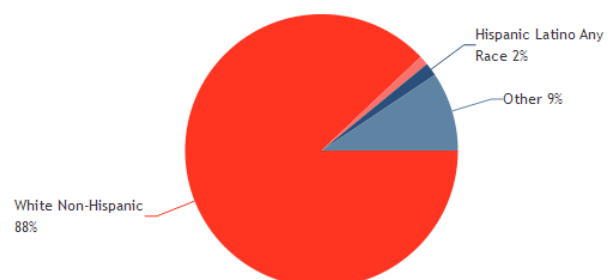
[https://data.census.gov/table?](https://data.census.gov/table?q=Employment+and+Labor+Force+Status&t=Employment&g=860XX00US03049&tid=ACST5Y2021.S2301)

[q=Employment+and+Labor+Force+Status&t=Employment&g=860XX00US03049&tid=ACST5Y2021.S2301](https://data.census.gov/table?q=Employment+and+Labor+Force+Status&t=Employment&g=860XX00US03049&tid=ACST5Y2021.S2301)

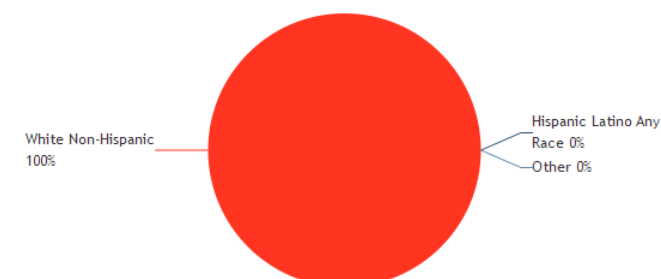
**Service Population**



**Available Workforce**



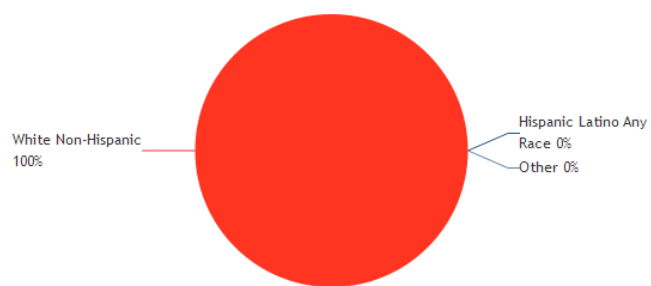
**Current Sworn Officers**



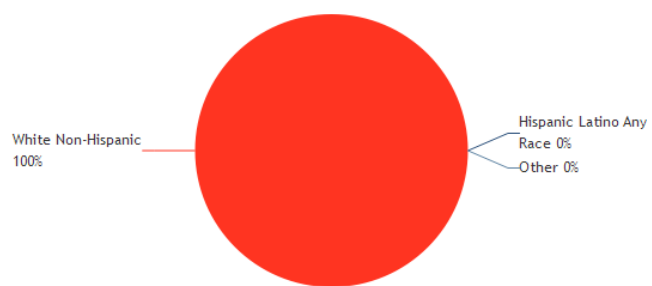
**Current Sworn Female Officers**



## Prior Sworn Officers



## Prior Sworn Female Officers



## Sworn Officer Selection - Reaccreditation Year 1

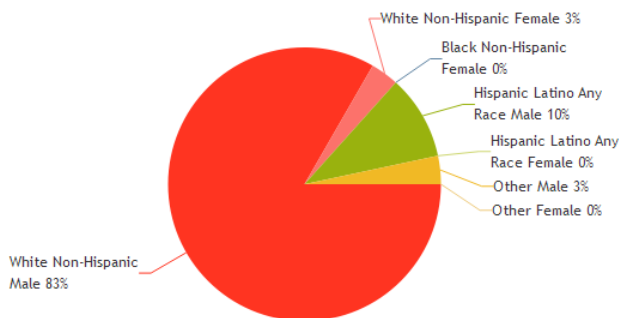
Data Collection Period: 1/1/2022 - 12/31/2022

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	25	1	0	0	3	0	1	0	30
Applicants Hired	0	1	0	0	0	0	0	0	1
Percent Hired	0%	100%	%	%	0%	%	0%	%	N/A
Percent of Workforce Population	7%		0%		0%		0%		N/A

### Reaccreditation Year 1 Notes:

The Hollis Police Department was at full strength at the end of 2022.

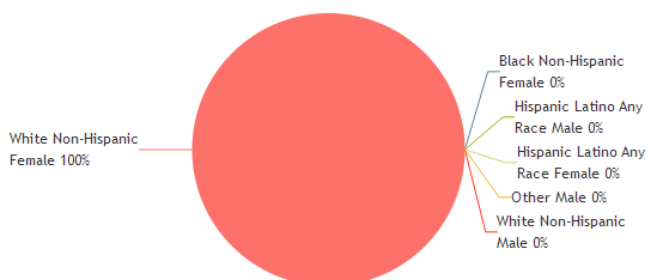
**Applications Received**



**Applicants Hired**



**Percent Hired**



**Percent of Workforce Population**



### Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

## Sworn Officer Promotions - Reaccreditation Year 1

Data Collection Period: 1/1/2022 - 12/31/2022

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Tested	0	0	0	0	0	0	0	0	0
Eligible After Testing	0	0	0	0	0	0	0	0	0
Promoted	0	0	0	0	0	0	0	0	0
Percent Promoted	%	%	%	%	%	%	%	%	N/A

### Reaccreditation Year 1 Notes:

We did not conduct any promotional processes in 2022.

**Tested**

**Eligible After Testing**

**Promoted**

**Percent Promoted**

### Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

