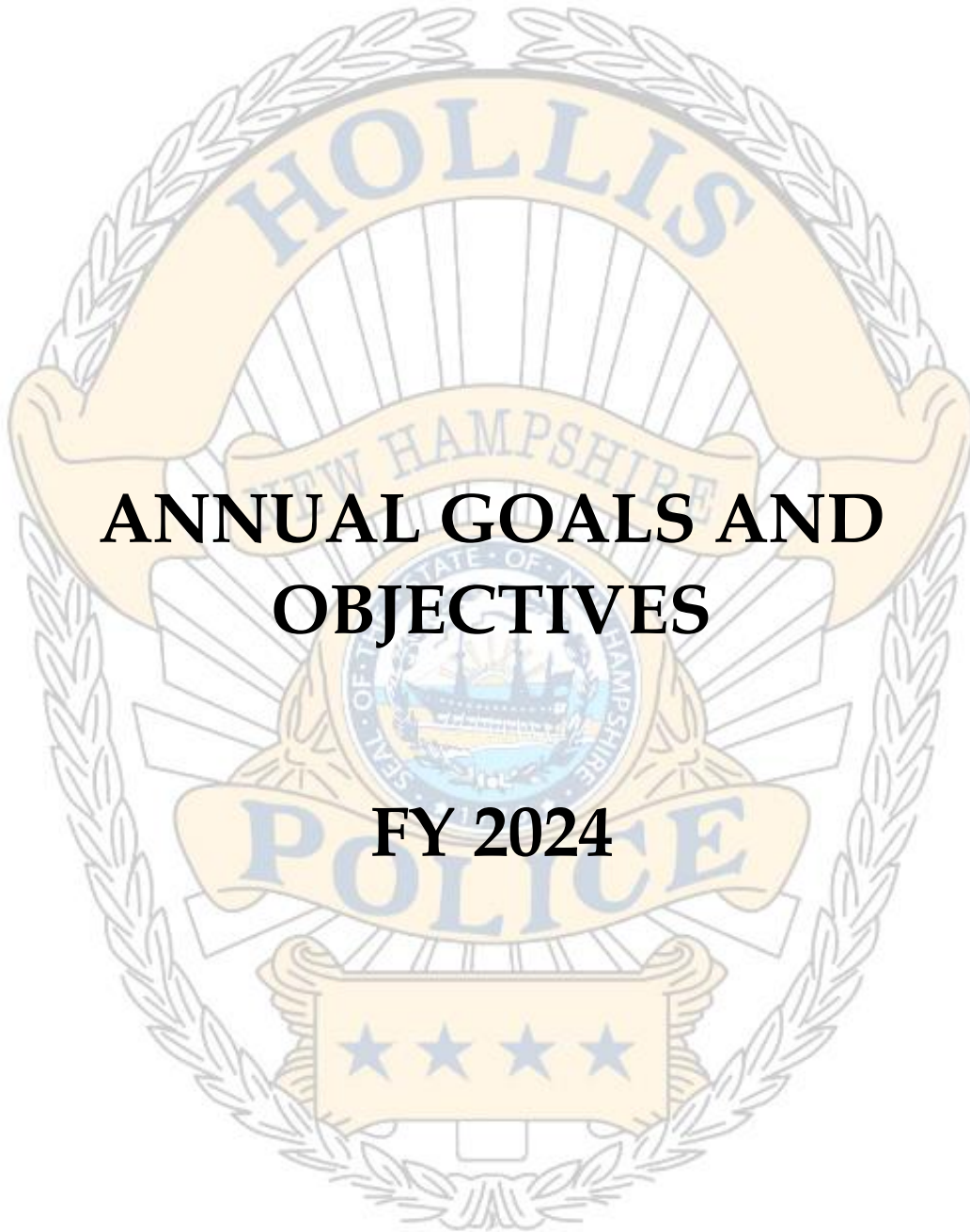


HOLLIS POLICE DEPARTMENT



ANNUAL GOALS AND OBJECTIVES

FY 2024

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 completing 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.

The Hollis Police Department will complete the annual compliance process through CALEA, which is scheduled for July 2024, with the goal of having 100% compliance with reviewed standards.

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 the annual CALEA compliance review to identify any areas in need of improvement or modification.
 - Receive additional training and updated information to prepare for our upcoming annual CALEA compliance review, which will be conducted during the month of July.
 - Attend one of the three CALEA Conferences scheduled for the 2024 calendar year, which will provide an opportunity for our Accreditation Manager and selected members of the organization to attend focused training courses on standards of compliance and the accreditation process.
 - Continued to be involved with the Northern New England Police Accreditation Coalition (NNEPAC).
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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 2024 calendar year, the Hollis Police Department will continue with our efforts of meeting and maintaining 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 and 2022 calendar year, we will commit our efforts at meeting and exceeding the performance metrics identified within the Strategic Plan.

Objectives:

- By March 1, 2024, 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 and maintenance.
 - By December 31, 2024, the Hollis Police Department will begin preparation and planning for the compilation of a new Strategic Plan. This will include appropriate budgetary funding and identification of vendors capable of assisting the agency with this plan.
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ADMINISTRATIVE GOAL #3

The Hollis Police Department will work to achieve full staffing numbers for sworn personnel in the 2024 calendar year.

Objectives:

- As of December 31, 2023, the Hollis Police Department has one vacancy for the position of full-time Police Officer. This vacancy is a result of the retirement of Master Patrol Officer Richard Bergeron in September 2023.
 - In the 2024 calendar year, we will continue to promote the Hollis Police Department for the purposes of identifying applicants for this vacancy with the hope of hiring a probationary Police Officer prior to June 1, 2024.
 - We will continue to work to achieve the goals and objectives identified within the Hollis Police Department Recruitment Plan, which was last updated in February 2023.
 - Work with community-based organizations, such as religious organizations, advocacy groups, and academic institutions to outreach to a more demographically diverse population of candidates.
 - Maintain a list of eligible candidates to draw from should there be additional vacancies within the ranks of the Hollis Police Department.
 - Expand partnerships with educational institutions who provide law enforcement related course curriculum to individuals interested in a career in law enforcement.
 - Increase Employee Referral Program incentive from \$1,500.00 to \$3,000.00.
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ADMINISTRATIVE GOAL #4

The Hollis Police Department will research options for the continuation of our BWC and ICR programs past our current contract obligation with BodyWorn by Utility that expires on 12/31/2024.

Objectives:

- In December 2019, the Hollis Police Department entered into a lease purchase agreement with Body Worn by Utility, who is a body worn and in-car video camera vendor.
 - The lease program is 5-years in duration, meaning that the contract will expire on December 31, 2024.
 - The Chief of Police and Operations Bureau Commander will begin the procurement and planning process in February 2024 to ensure a continuation of this important program.
 - The Hollis Police Department will also explore state and federal grant funded opportunities to determine if there are monies available to help offset the cost to Hollis Taxpayers.
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ADMINISTRATIVE GOAL #5

The Hollis Police Department will work to replace six agency owned fleet vehicles during the 2024 calendar year.

Objectives:

- The completion of this goal is contingent upon approval of a warrant article at the annual Town Meeting, held in March 2024. The warrant article is requesting appropriate funding so the Town of Hollis can engage in a lease agreement program with Enterprise Rent-A-Car company.
 - If funding is approved, the Hollis Police Department will replace six aging fleet vehicles. Vehicles for replacement will be selected based on age and mileage.
 - Maintenance Technician Blake Minckler will work with the Chief of Police and the Administrative Services Bureau Commander to manage and execute this project.
 - It is anticipated that this project will be completed by December 31, 2024.
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ADMINISTRATIVE GOAL #6

The Hollis Police Department will plan and host a three-part Community Conversations series during the 2024 calendar year.

Objectives:

- The first informational sessions will provide an overview of crime in Hollis, how cases are investigated and prosecuted, and updates on important department programs and initiative. This session will be held in January 2024.
 - The second and third sessions will be held in partnership with School Administrative Unit 41 and will explore internet crimes against children and the dangers of social media, as well as the Drug Enforcement Agency's One Pill Can Kill Campaign. It is expected that these two sessions will be held in March and May.
 - The School Resource Officers will serve as the goal lead on sessions two and three, while the Command Staff will serve as the goal lead on session one.
 - We will collaborate with community organizations to help advertise and promote these events.
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OPERATIONAL GOALS

OPERATIONAL GOAL #1

In October 2023, the Hollis Police Department procured Unmanned Aerial Surveillance (UAS) equipment for the purpose of creating a Hollis Police Department UAS Unit. As such, the Hollis Police Department will complete the final steps of this implementation process to ensure that the Unit is fully operational.

Objectives:

- Finalize and publish a General Order with guidelines for usage.
 - Post announcement for Unit positions, review submissions, and select personnel for the Unit.
 - Ensure agency members complete their online user training by February 16, 2024, and complete their written test with the FAA by April 1, 2024.
 - Draft and submit a Public Declaration Letter (PDL) to the FAA.
 - Complete application process for the Certificate of Authority (COA).
 - Ensure all documentation for usage and accountability is finalized, and that flight logs are made accessible to the public by way of our department webpage.
 - Ensure this program is fully operational by April 1, 2024.
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OPERATIONAL GOAL #2

The Hollis Police Department will work to improve accountability and tracking of cases prosecuted, including case dispositions so as is to ensure the efficient resolution of such prosecutorial matters. Additionally, we will commit ourselves to providing higher levels of exposure to our agency members to court processes and procedures.

Objectives:

- We will utilize the IMC Records Management System to formally track and review disposition for adjudicated cases.
 - We will compile statistics on these cases each month, and will include such data in our Monthly Report.
 - We will examine statistics to measure process success and to determine process improvement. More specifically, thorough and timely review of dispositions will help us identify what our agency does well, and what we can improve upon to secure solid convictions.
 - We will also continue to assist the Nashua Police Department Legal Bureau, who provides contract prosecutorial services for the Hollis Police Department, with pre-trial conferences, arraignments, and any other court proceedings that they deem appropriate.
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OPERATIONAL GOAL #3

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, vandalism, 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 overall purpose of increasing neighborhood policing.
 - We will maintain a high level of responsiveness in addressing community concerns and complaints as it relates to criminal and motor vehicle activity.
 - Patrol Officers will increase school walkthroughs by 25%, district wide, in the 2023/2024 school year and the first four months of the 2024/2023 school year.
 - 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.
 - Develop an informational toolkit on fraud and other types of identity crimes.
 - Develop and host a training for senior citizens with tips and tools on how to protect themselves from fraud and other types of identity crimes.
 - Increase number of house checks completed in 2023 by 5%.
 - Increase community policing interactions at businesses within Hollis, targeting times when there are high numbers of visitors. This could include more frequent visits to the various farms in Hollis during apple picking, Halloween, and the holiday season.
 - Increased presence of on-duty officers at after-hours school events like sports games, dances, and other school sponsored events.
 - A focus on increasing the use of the Hollis Police Department Bicycle Unit during spring, summer, and falls months. Attention should be given to the numerous hiking trails and outdoor activity areas throughout Town. Such activities involving the Bicycle Unit shall be recorded in the IMC database.
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