

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 ResearchForum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

TABLE OF CONTENTS

Executive Summary

Chief Executive Officer Profile

Community Profile

Agency History

Agency Structure and Function

Agency Successes

Future Issues for Agency

First Annual Compliance Service Review

Second Annual Compliance Service Review

Third Annual Compliance Service Review

Fourth Annual Compliance Service Review

Site-Based Assessment Review

Community Feedback and Review

Standards Related Data Tables

EXECUTIVE SUMMARY

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) Jay Murphy remotely reviewed 48 standards for the agency on 7/13/2019 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.

CALEA Compliance Services Member(s) Nora Ackerley remotely reviewed 47 standards for the agency on 7/13/2020 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.

CALEA Compliance Services Member(s) Dorris Certain remotely reviewed 67 standards for the agency on 7/13/2021 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.

- 41.3.8 – In-Car Audio/Video/Body-Worn (LE1) – ISSUE: - Bullet G of Standard 41.3.8 requires the agency to establish a system of review for in-car and body worn camera video. The system is to include frequency and quantity of the reviews. The agency had a directive in place to address body worn cameras, but did not address the review of in-car video. AGENCY ACTION NEEDED: - It is suggested the agency amend their current directive to include the review of in-car video as well as body worn camera video. AGENCY ACTION TAKEN: The agency amended their current directive to address all standard requirements. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.
- 1.2.10 – Duty to Intervene (LE1) (MMMM) – ISSUE: - Standard 1.2.10 applies to all agency personnel and applies to circumstances involving incidents other than use of force. The agency directive did not require non-sworn members to report violations of departmental policy, state/provincial or federal law, or local ordinance. AGENCY ACTION NEEDED: It is suggested the agency revise their directive to include all personnel in all situations as required by the standard. - AGENCY ACTION TAKEN: The agency modified their existing directive to meet the standard requirements. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.

CALEA Compliance Services Member(s) Brian Childress remotely reviewed 59 standards for the agency on 2/16/2022 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:

From 3/21/2022 to 3/22/2022, Chief David Belmonte (Ret.), Team Leader / Mrs. Cheryl Brookwalter, Assessor visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- Use of Force - The agency highlights training as the key component within the Hollis Police Department for use of force and de-escalation management. The agency is challenged in the fact they do not have their own firearms range and are reliant upon neighboring agencies for access to their facilities.

A variety of options are available to officers as alternatives to deadly force to include oleoresin capsicum (OC), electronic control devices, and expandable batons. However, emphasis is placed on de-escalation and gaining compliance through negotiations.

- Personnel Management System - The agency highlights officer wellness as a priority within the department. All members are encouraged to be problem solvers, have open access to all levels of the command staff, and participate in a program that incorporates mental, physical, and spiritual wellness. The agency has access to professional practitioners to provide guidance with the programs.
- Recruitment and Selection - The department has maintained full staffing through the COVID-19 pandemic and also successfully obtained a COPS grant to add a position. The Hollis Police Department maintains an ongoing recruitment and referral program, and strives to hire employees based upon their "fit" with the agency and the community as a whole.
- Juvenile / Community Involvement - The Town of Hollis enjoys an open and progressive relationship with its police department. The agency is active in multiple community events, and utilizes its SRO program to make ongoing relationships with the children and their families in the school district. The agency believes strongly in transparency, and engages in community conversations through social media and participation in community groups.
- Property and Evidence Control - The Hollis Police Department has two dedicated evidence custodians to manage the agency's property and evidence function. While the agency maintains a minimal amount of evidence in storage, appropriate controls are in place to handle any type of evidence the agency may encounter.

During the Site-Based Assessment Review, the assessment team conducted 29 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

CHIEF EXECUTIVE OFFICER PROFILE

Joseph R. Hoebeke

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, achieving the rank of Sergeant. He joined the ranks of the Hollis Police Department as a Lieutenant in charge of the Administrative Services Bureau 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 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 currently serves as the President of the New Hampshire Association of Chiefs of Police (NHACOP), which is a one year term. He also serves as Treasurer for the Hillsborough County Chiefs of Police, and is a member of the Board of Directors for Bridges, which provides services to victims of sexual abuse and domestic violence, and is a member of the New Hampshire Law Enforcement Officers' Memorial Foundation.

Chief Hoebeke is married to his wife Jaime, the Chief Strategy Officer for City of Manchester Public Health Department, and they have a nine year-old, soon to be ten-year old daughter May.

COMMUNITY PROFILE

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 Select Board.

AGENCY HISTORY

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 Board of Selectmen 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 several civilian employees. Our rank structure consists of a Chief, Captain, Lieutenant, two Sergeants, one Detective, and 10 Patrol Officers. Included in the ranks are; defensive tactics and firearms instructors; School Resource Officers, and a Mountain Bike Unit. They are a full service, 24-hour-a-day department, serving a community of almost 8,000 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.

AGENCY STRUCTURE AND FUNCTION

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 employee. 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 Bureau, headed by Lt. James Maloney, includes Accreditation Management, the Detective Division, two School Resource Officers, and a non-sworn Maintenance Technician. Both Captain LaFlamme and Lt. Maloney report directly to Chief Hoebeke. Chief Hoebeke also has a non-sworn Administrative Assistant who reports directly to him as well. This position title will change to Executive Assistant, effective 1 April 2022.

The Hollis Police Department is funded for staffing of seventeen full-time police officers, one part time police officer, and three civilian employees (two full-time and one part-time employees). The rank structure consists of a Chief, Captain, Lieutenant, two Sergeants, one Detective, two School Resource Officers, and ten Patrol Officers. At the time of this writing, there are no sworn or non-sworn vacancies within the Hollis Police Department.

AGENCY SUCCESSES

The Hollis Police Department accomplished several goals as an agency in the wake of a global pandemic and in response to continued efforts at police reform through the country.

During the past assessment period, they developed and implemented a number of agency initiatives aimed at furthering the 'tradition of excellence' that has defined the Hollis Police Department for many years. In alignment with the report on Policing in the 21st Century, there was a renewed commitment to employee well-being. The wellness program instituted in early January 2020 has shown to be successful as many employees utilize the newly updated fitness equipment in the Department Fitness Room. In addition to physical fitness, they also place an emphasis on mental and spiritual well being. The agency offers voluntary mental health check-ups and continues to facilitate training programs aimed at officer resiliency and wellness. Additionally, a Department Chaplain plays an important role within the organization serving as a consistent presence within the building and at the various department sponsored events held throughout the year.

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 ideas 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 also is committed to meeting the goals and objectives identified in a 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 them to conduct a thorough SWOT analysis, which led to an update of the mission and vision statements. Additionally, they 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.

They continue to make improvements to agency equipment, technology, and infrastructure. In January 2021, they completed an upgrade of our body worn camera system, and expanded the program to include integrated in-car video systems. Each sworn member of the agency, including Command Staff personnel, is issued a body worn camera, and each patrol cruiser is equipped with an in-car camera. Since they were one of the first agencies in the State of New Hampshire to deploy body worn camera technology (2016), the use of such equipment was already embedded into the culture of our agency. The new system, which utilizes equipment purchased from Body Worn by Utility, provides better officer safety features, a more user-friendly cloud-based system for digital storage, stronger customer support, and reduces redundancies, thereby eliminating other cost variables. Although they planned to purchase this equipment with funding from the Capital Improvement Plan, an end of fiscal year 2020 budget surplus allowed them to make fund the first year of the program without any additional burden on the Hollis taxpayer. Additionally, they also received notification in November 2021 that they were awarded grant funding through a microgrant program facilitated by the Small, Rural, and Tribal (SRT) Body-Worn Camera (BWC) Program, which will help to further reduce the fiscal impact.

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, and much more. Such information is readily accessible to the public by way of the 'About Us' section of the department webpage.

All the members of the Hollis Police Department have worked hard to create a culture of excellence within the agency with a commitment on building and strengthening community partnerships to the members of the community. A November 2021 article by Consumer Affairs identified Hollis as the safest midsize community 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 collective 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 they 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 Minneapolis and other areas across the country have acted as a catalyst for widespread, fundamental criminal justice reform. As a small agency, they 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 services to the people they serve. 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 their 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 these philosophies, there are many more that are unaware of ongoing efforts to ensure of their effort to be a model law enforcement agency in the State and across the country. Moreover, they want their 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 'vacuum'. Instead, they 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.

Recruitment and selection of officers continues to be a challenge for many agencies across the country, and Hollis PD is no different in this regard. Chief Hoebeke often speak to members of the public, students, and law enforcement practitioners about this 'perfect storm' of sorts as it relates to a lack of a suitable and diverse pool of candidates. When considering many of the recent events that have occurred in the nation, such as the COVID-19 pandemic and the highly scrutinized and often times hateful sentiments towards the policing profession, they know that the recruitment, selection, and retention of officers will become even more difficult. The Hollis Police Department believes that, as an agency, they are strong in the area of retaining qualified employees and able to report that they have retained all of their employees over the past three years. Moreover, they have been able to identify and select officers to fill vacancies within the agency, allowing them to reach full staffing levels during the 2021 calendar year.

The agency see the current events happening at a national level as almost benefiting them in terms of recruitment and selection. The Hollis Police have a supportive community that values its public service entities. They feel that they can market this to potential applicants, should there be future vacancies, and use the strong relationships they enjoy with the community as a means to draw an even more diverse pool of candidates into any hiring processes that we conduct.

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Lastly, there is an expectation that employee wellness and resiliency will continue to be a future issue and an area of focus for the 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, they 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 wthey embrace, but 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.

YEAR 1 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Jay Murphy

On 7/13/2019, the Year 1 Remote Web-based Assessment of Hollis (NH) Police Department was conducted. The review was conducted remotely and included 48 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	
1.1.2 Code of Ethics* (LE1) (MMMM)	Compliance Verified
1.2.9 Biased Policing* (LE1) (MMMM)	Compliance Verified
4 Use of Force	
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
4.2.4 Analyze Reports* (LE1) (MMMM)	Compliance Verified
4.3.3 Annual/Biennial Proficiency Training* (LE1) (MMMM)	Compliance Verified
15 Planning and Research, Goals and Objectives, and Crime Analysis	
15.2.1 Annual Updating/Goals and Objectives* (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	Compliance Verified
21 Classification and Delineation of Duties and Responsibilities	
21.2.2 Job Description Maintenance and Availability* (LE1) (M M M M)	Compliance Verified
22 Personnel Management System	
22.1.8 Employee Identification (LE1)	Compliance Verified
26 Disciplinary Procedures and Internal Investigations	
26.1.1 Code of Conduct (LE1)	Compliance Verified
26.1.4 Disciplinary System (LE1)	Compliance Verified
26.2.1 Complaint Investigation (LE1)	Compliance Verified
26.2.2 Records, Maintenance and Security (LE1)	Compliance Verified
33 Training and Career Development	
33.5.1 Annual In-Service Training Program* (LE1) (M M M M)	Compliance Verified
35 Performance Evaluation	
35.1.2 Annual Evaluation* (LE1)	Compliance Verified
35.1.9 Personnel Early Intervention System* (LE1)	Compliance Verified

Standards	Findings
40 Crime Analysis and Intelligence	
40.2.3 Criminal Intelligence Procedures* (LE1)	Compliance Verified
41 Patrol	
41.2.2 Pursuit of Motor Vehicles* (LE1)	Compliance Verified
41.2.3 Roadblocks and Forcible Stopping* (LE1)	Compliance Verified
41.2.4 Notification Procedures (LE1)	Compliance Verified
41.2.7 Mental Health Issues* (LE1)	Compliance Verified
42 Criminal Investigation	
42.1.3 Case File Management (LE1)	Compliance Verified
46 Critical Incidents, Special Operations, and Homeland Security	
46.1.3 Command Function* (LE1)	Compliance Verified
46.1.9 All Hazard Plan Training* (LE1)	Compliance Verified
46.1.10 Active Threats* (LE1)	Compliance Verified
46.3.2 Hazmat Awareness (LE1)	Compliance Verified
54 Public Information	
54.1.3 Media Access (LE1)	Compliance Verified
61 Traffic	
61.1.2 Uniform Enforcement Procedures (LE1)	Compliance Verified
61.1.4 Informing The Violator (LE1)	Compliance Verified
61.1.10 DUI Procedures (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.1 Pre-Transport Prisoner Searches (LE1)	Compliance Verified
70.1.2 Searching Transport Vehicles (LE1)	Compliance Verified
71 Processing and Temporary Detention	
71.2.1 Training of Personnel* (LE1)	Compliance Verified
71.4.3 Inspections* (LE1)	Compliance Verified
72 Holding Facility	
72.1.1 Training User Personnel* (LE1)	Not Applicable by Function
72.4.1 Securing Weapons (LE1)	Not Applicable by Function
72.5.3 Sight and Sound Separation (LE1)	Not Applicable by Function
73 Court Security	
73.1.1 Role, Authority, Policies* (LE1)	Not Applicable by Function

Standards	Findings
73.3.1 Weapon Lockboxes (LE1)	Not Applicable by Function
73.4.2 External Communications (LE1)	Not Applicable by Function
73.5.12 Securing Weapons (LE1)	Not Applicable by Function
73.5.18 Designated Control Point (LE1)	Not Applicable by Function
81 Communications	
81.2.11 Misdirected Emergency Calls (LE1)	Compliance Verified
81.3.2 Alternate Power Source* (LE1)	Compliance Verified
82 Central Records	
82.1.6 Computer File Backup and Storage* (LE1)	Compliance Verified
83 Collection and Preservation of Evidence	
83.3.2 Evidence, Laboratory Submission (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.6 Inspections and Reports* (LE1)	Compliance Verified

Response from Agency Regarding Findings:

We have no additional comments to add to this compliance report. We are appreciative a Mr. Murphy's time and thoroughness in reviewing our accreditation files.

V/R,

Joseph R. Hoebeke
Chief of Police

YEAR 2 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Nora Ackerley

On 7/13/2020, the Year 2 Remote Web-based Assessment of Hollis (NH) Police Department was conducted. The review was conducted remotely and included 47 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	
1.2.3 Compliance with Constitutional Requirements (LE1) (MMMM)	Compliance Verified
1.2.9 Biased Policing* (LE1) (MMMM)	Compliance Verified
4 Use of Force	
4.1.1 Use of Reasonable Force (LE1) (MMMM)	Compliance Verified
4.1.5 Rendering Medical Aid Following Police Actions (LE1) (MMMM)	Compliance Verified
4.2.4 Analyze Reports* (LE1) (MMMM)	Compliance Verified
4.3.1 Authorization: Weapons and Ammunition (LE1) (MMMM)	Compliance Verified
4.3.4 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
12 Direction	
12.1.2 Command Protocol (LE1)	Compliance Verified
12.1.3 Obey Lawful Orders (LE1)	Compliance Verified
22 Personnel Management System	
22.2.2 General Health and Physical Fitness (LE1)	Compliance Verified
22.2.5 Extra-Duty Employment (LE1)	Compliance Verified
26 Disciplinary Procedures and Internal Investigations	
26.2.4 Complaint/Commendation Registering Procedures (LE1)	Compliance Verified
26.3.2 CEO, Notification (LE1)	Compliance Verified
26.3.3 Investigation Time Limits (LE1)	Compliance Verified
31 Recruitment and Selection	
31.2.1 Recruitment Plan (LE1)	Compliance Verified
31.5.7 Emotional Stability/Psychological Fitness Examinations (LE1)	Compliance Verified
33 Training and Career Development	
33.1.6 Employee Training Record Maintenance (LE1)	Compliance Verified

Standards	Findings
33.4.3 Field Training Program (LE1) (M M M M)	Compliance Verified
41 Patrol	
41.2.1 Responding Procedures (LE1)	Compliance Verified
41.2.2 Pursuit of Motor Vehicles* (LE1)	Compliance Verified
42 Criminal Investigation	
42.2.1 Preliminary Investigations Steps (LE1)	Compliance Verified
44 Juvenile Operations	
44.1.1 Juvenile Operations Policy (LE1)	Compliance Verified
46 Critical Incidents, Special Operations, and Homeland Security	
46.1.9 All Hazard Plan Training* (LE1)	Compliance Verified
46.2.7 Special Events Plan (LE1)	Compliance Verified
61 Traffic	
61.4.1 Motorist Assistance (LE1)	Compliance Verified
61.4.2 Hazardous Roadway Conditions (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.6 Procedures, Transport Destination (LE1)	Compliance Verified
70.2.1 Detainee Restraint Methods (LE1)	Compliance Verified
81 Communications	
81.2.10 Emergency Messages (LE1)	Compliance Verified
81.2.13 First Aid Over Phone (LE1)	Not Applicable by Function
82 Central Records	
82.1.1 Privacy and Security (LE1)	Compliance Verified
82.1.2 Juvenile Records (LE1)	Compliance Verified
83 Collection and Preservation of Evidence	
83.2.6 Report Preparation (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.5 Records, Status of Property (LE1)	Compliance Verified
84.1.6 Inspections and Reports* (LE1)	Compliance Verified
91 Campus Law Enforcement	
91.1.1 Risk Assessment and Analysis* (LE1)	Not Applicable by Function
91.1.3 Campus Background Investigation (LE1)	Not Applicable by Function
91.1.4 Campus Security Escort Service (LE1)	Not Applicable by Function

Standards	Findings
91.1.5 Emergency Notification System (LE1)	Not Applicable by Function
91.1.6 Behavioral Threat Assessment (LE1)	Not Applicable by Function
91.1.7 Security Camera Responsibilities* (LE1)	Not Applicable by Function
91.1.8 Emergency Only Phones and Devices* (LE1)	Not Applicable by Function
91.1.9 Administrative Investigation Procedures (LE1)	Not Applicable by Function
91.2.1 Agency Role and Responsibilities (LE1)	Not Applicable by Function
91.3.1 Agency Role and Responsibilities* (LE1)	Not Applicable by Function
91.4.1 Position Responsible for Clery Act* (LE1)	Not Applicable by Function

Response from Agency Regarding Findings:

CEO Feedback not provided.

YEAR 3 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Dorris Certain

On 7/13/2021, the Year 3 Remote Web-based Assessment of Hollis (NH) Police Department was conducted. The review was conducted remotely and included 67 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
1.2.8 Strip/Body Cavity Search (LE1) (MMMM)	Compliance Verified
1.2.10 Duty to Intervene (LE1) (MMMM)	Standard Issue
Notes: ISSUE: - Standard 1.2.10 applies to all agency personnel and applies to circumstances involving incidents other than use of force. The agency directive did not require non-sworn members to report violations of departmental policy, state/provincial or federal law, or local ordinance. AGENCY ACTION NEEDED: It is suggested the agency revise their directive to include all personnel in all situations as required by the standard. - AGENCY ACTION TAKEN: The agency modified their existing directive to meet the standard requirements. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.	
3 Contractual Agreements for Law Enforcement Services	
3.1.1 Written Agreement for Services Provided (LE1) (MMMM)	Compliance Verified
4 Use of Force	
4.1.2 Use of Deadly Force (LE1) (MMMM)	Compliance Verified
4.1.3 Warning Shots (LE1) (MMMM)	Compliance Verified
4.1.6 Vascular Neck Restrictions (LE1) (MMMM)	Compliance Verified
4.1.7 Choke Holds (LE1) (MMMM)	Compliance Verified
4.2.3 Removal from Line of Duty Assignment (LE1) (MMMM)	Compliance Verified
11 Organization and Administration	
11.3.3 Notify CEO of Incident with Liability (LE1)	Compliance Verified
15 Planning and Research, Goals and Objectives, and Crime Analysis	
15.2.1 Annual Updating/Goals and Objectives* (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.5.2 Operational Readiness (LE1)	Compliance Verified
22 Personnel Management System	
22.1.9 Military Deployment and Reintegration (LE1)	Compliance Verified
22.4.1 Grievance Procedures (LE1)	Compliance Verified
26 Disciplinary Procedures and Internal Investigations	

Standards	Findings
26.1.3 Harassment (LE1)	Compliance Verified
26.3.5 Statement of Allegations/Rights (LE1)	Compliance Verified
31 Recruitment and Selection	
31.4.1 Selection Process Described (LE1)	Compliance Verified
31.5.1 Background Investigations (LE1)	Compliance Verified
33 Training and Career Development	
33.1.5 Remedial Training (LE1)	Compliance Verified
33.4.2 Recruit Training Program (LE1)	Compliance Verified
33.6.2 Tactical Team Training Program (LE1)	Not Applicable by Function
33.8.2 Skill Development Training Upon Promotion (LE1)	Compliance Verified
34 Promotion	
34.1.1 Agency Role, Authority and Responsibility (LE1)	Compliance Verified
35 Performance Evaluation	
35.1.9 Personnel Early Intervention System* (LE1)	Compliance Verified
41 Patrol	
41.1.5 Police Service Canines (LE1)	Not Applicable by Function
41.2.5 Missing Persons (LE1)	Compliance Verified
41.2.6 Missing Children (LE1)	Compliance Verified
41.3.8 In-Car Audio/Video/Body-Worn (LE1)	Standard Issue
Notes: ISSUE: - Bullet G of Standard 41.3.8 requires the agency to establish a system of review for in-car and body worn camera video. The system is to include frequency and quantity of the reviews. The agency had a directive in place to address body worn cameras, but did not address the review of in-car video. AGENCY ACTION NEEDED: - It is suggested the agency amend their current directive to include the review of in-car video as well as body worn camera video. AGENCY ACTION TAKEN: The agency amended their current directive to address all standard requirements. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.	
42 Criminal Investigation	
42.2.6 Informants (LE1)	Compliance Verified
42.2.8 Interview Rooms (LE1)	Compliance Verified
43 Vice, Drugs, and Organized Crime	
43.1.5 Covert Operations (LE1)	Compliance Verified
46 Critical Incidents, Special Operations, and Homeland Security	
46.1.1 Planning Responsibility (LE1)	Compliance Verified
46.1.2 All Hazard Plan (LE1)	Compliance Verified

Standards	Findings
61 Traffic	
61.3.2 Direction/Control Procedures (LE1)	Compliance Verified
70 Detainee Transportation	
70.1.7 Procedures, Escape* (LE1)	Compliance Verified
70.1.8 Notify Court of Security Risk (LE1)	Compliance Verified
71 Processing and Temporary Detention	
71.1.1 Designate Rooms or Areas (LE1)	Compliance Verified
71.3.3 Security in Designated Temporary Detention Processing and Testing Rooms/Areas (LE1)	Compliance Verified
71.4.2 Fire Prevention/Suppression (LE1)	Compliance Verified
72 Holding Facility	
72.1.1 Training User Personnel* (LE1)	Not Applicable by Function
72.4.1 Securing Weapons (LE1)	Not Applicable by Function
73 Court Security	
73.1.1 Role, Authority, Policies* (LE1)	Not Applicable by Function
73.3.1 Weapon Lockboxes (LE1)	Not Applicable by Function
73.4.2 External Communications (LE1)	Not Applicable by Function
73.5.12 Securing Weapons (LE1)	Not Applicable by Function
73.5.18 Designated Control Point (LE1)	Not Applicable by Function
81 Communications	
81.2.2 Continuous, Two-Way Capability (LE1)	Compliance Verified
81.2.7 Recording and Playback (LE1)	Compliance Verified
81.2.13 First Aid Over Phone (LE1)	Not Applicable by Function
81.3.1 Communications Center Security (LE1)	Compliance Verified
82 Central Records	
82.2.2 Reporting Requirements (LE1)	Compliance Verified
82.3.4 Traffic Citation Maintenance (LE1)	Compliance Verified
83 Collection and Preservation of Evidence	
83.2.1 Guidelines and Procedures (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.1 Evidence/Property Control System (LE1)	Compliance Verified
84.1.6 Inspections and Reports* (LE1)	Compliance Verified

Standards	Findings
91 Campus Law Enforcement	
91.1.1 Risk Assessment and Analysis* (LE1)	Not Applicable by Function
91.1.3 Campus Background Investigation (LE1)	Not Applicable by Function
91.1.4 Campus Security Escort Service (LE1)	Not Applicable by Function
91.1.5 Emergency Notification System (LE1)	Not Applicable by Function
91.1.6 Behavioral Threat Assessment (LE1)	Not Applicable by Function
91.1.7 Security Camera Responsibilities* (LE1)	Not Applicable by Function
91.1.8 Emergency Only Phones and Devices* (LE1)	Not Applicable by Function
91.1.9 Administrative Investigation Procedures (LE1)	Not Applicable by Function
91.2.1 Agency Role and Responsibilities (LE1)	Not Applicable by Function
91.3.1 Agency Role and Responsibilities* (LE1)	Not Applicable by Function
91.4.1 Position Responsible for Clery Act* (LE1)	Not Applicable by Function

Response from Agency Regarding Findings:

CEO Feedback not provided.

YEAR 4 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Brian Childress

On 2/16/2022, the Year 4 Remote Web-based Assessment of Hollis (NH) Police Department was conducted. The review was conducted remotely and included 59 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	
1.2.1 Legal Authority Defined (LE1) (MMMM)	Compliance Verified
1.2.4 Search and Seizure (LE1) (MMMM)	Compliance Verified
1.2.5 Arrest with/without Warrant (LE1) (MMMM)	Compliance Verified
1.2.10 Duty to Intervene (LE1) (MMMM)	Compliance Verified
4 Use of Force	
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
4.2.1 Reporting Uses of Force* (LE1) (MMMM)	Compliance Verified
4.2.2 Written Use of Force Reports and Administrative Review* (LE1) (MMMM)	Compliance Verified
4.3.2 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	
11.3.1 Responsibility/Authority (LE1)	Compliance Verified
12 Direction	
12.1.1 CEO Authority and Responsibility (LE1)	Compliance Verified
12.2.1 The Written Directive System (LE1)	Compliance Verified
12.2.2 Dissemination and Storage (LE1)	Compliance Verified
17 Fiscal Management and Agency Property	
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	Compliance Verified
22 Personnel Management System	
22.1.3 Benefits Program (LE1)	Compliance Verified
22.1.5 Victim Witness Services/Line of Duty Death (LE1)	Compliance Verified
31 Recruitment and Selection	
31.4.7 Selection Criteria (LE1) (MMMM)	Compliance Verified

Standards	Findings
33 Training and Career Development	
33.4.1 Recruit Training Required (LE1)	Compliance Verified
33.4.4 Limited Function Alternate Training Requirements (LE1) (M M M M)	Compliance Verified
33.5.3 Accreditation Process Orientation (LE1)	Compliance Verified
34 Promotion	
34.1.1 Agency Role, Authority and Responsibility (LE1)	Compliance Verified
35 Performance Evaluation	
35.1.2 Annual Evaluation* (LE1)	Compliance Verified
41 Patrol	
41.1.5 Police Service Canines (LE1)	Not Applicable by Function
41.2.5 Missing Persons (LE1)	Compliance Verified
41.2.6 Missing Children (LE1)	Compliance Verified
41.3.2 Equipment Specification/Replenishment (LE1)	Compliance Verified
41.3.5 Protective Vests (LE1)	Compliance Verified
41.3.6 Protective Vests/Pre-Planned, High Risk Situations (LE1)	Compliance Verified
41.3.8 In-Car Audio/Video/Body-Worn (LE1)	Compliance Verified
43 Vice, Drugs, and Organized Crime	
43.1.1 Complaint Management (LE1)	Compliance Verified
44 Juvenile Operations	
44.2.1 Handling Offenders (LE1)	Compliance Verified
44.2.2 Procedures for Custody (LE1)	Compliance Verified
44.2.3 Custodial Interrogation and Interviews (LE1)	Compliance Verified
46 Critical Incidents, Special Operations, and Homeland Security	
46.1.4 Operations Function (LE1)	Compliance Verified
46.1.5 Planning Function (LE1)	Compliance Verified
46.1.6 Logistics Function (LE1)	Compliance Verified
46.1.7 Finance/Administration Function (LE1)	Compliance Verified
61 Traffic	
61.1.5 Uniform Enforcement Policies (LE1)	Compliance Verified
61.1.7 Stopping/Approaching (LE1)	Compliance Verified
61.4.3 Towing (LE1)	Compliance Verified
71 Processing and Temporary Detention	

Standards	Findings
71.3.1 Procedures (LE1)	Compliance Verified
71.4.1 Physical Conditions (LE1)	Compliance Verified
74 Legal Process	
74.1.1 Information, Recording (LE1)	Compliance Verified
81 Communications	
81.2.1 24 Hour, Toll-Free Service (LE1)	Compliance Verified
81.2.3 Recording Information (LE1)	Compliance Verified
81.2.4 Radio Communications Procedures (LE1)	Compliance Verified
81.2.5 Access to Resources (LE1)	Compliance Verified
81.2.6 Calls for Service Information Victim/Witness Calls (LE1)	Compliance Verified
81.2.7 Recording and Playback (LE1)	Compliance Verified
82 Central Records	
82.2.1 Field Reporting System (LE1)	Compliance Verified
82.2.3 Case Numbering System (LE1)	Compliance Verified
83 Collection and Preservation of Evidence	
83.1.1 24-Hour Availability (LE1)	Compliance Verified
84 Property and Evidence Control	
84.1.1 Evidence/Property Control System (LE1)	Compliance Verified
84.1.2 Storage and Security (LE1)	Compliance Verified
84.1.3 Temporary Security (LE1)	Compliance Verified
84.1.4 Security of Controlled Substances, Weapons for Training (LE1)	Not Applicable by Function
84.1.5 Records, Status of Property (LE1)	Compliance Verified

Response from Agency Regarding Findings:

CEO Feedback not provided.

SITE-BASED ASSESSMENT

6/14/2022

Planning and Methodology:

This is the first reaccreditation assessment for the Hollis (NH) Police Department, with the majority of the department's accreditation efforts conducted during the COVID-19 pandemic. Assessors conducted a virtual assessment via computers using the Commission's contingency plans for on-site assessments. The assessment team coordinated with agency staff to utilize technology to review agency operations, conduct interviews, allow for public input and maintain accessibility to any persons or organizations that desired to provide input on the agency.

The Hollis Police Department is a full-service agency offering a wide berth of services. With a sworn staff under 20 personnel, the agency runs at a minimal staffing often. As a result, the agency is an actively involved in community oriented policing activities and is very responsive to the needs of the community. While the assessment team was not able to physically be onsite and interactive with agency and community members in-person, we did speak with a number of people to understand the philosophy that the agency is an active partner of the community.

Use of Force

Training is the key component within the Hollis Police Department for use of force and de-escalation. In addition to the regular qualifications three times per year, sworn officers receive a annual refresher training on the policies for use of force, firearms, and less-lethal options as well as a segment on subject control or ground combat. Scenario based training also takes place to allow officers to think through various options in real-life situations.

A variety of options are available to officers as alternatives to deadly force to include oleoresin capsicum (OC), electronic control devices, and expandable batons. However, emphasis is placed on de-escalation and gaining compliance through negotiations. If lethal force would be needed, officers are issued Sig Sauer P320 pistols and Aero Precision rifles. The department is in the process of replacing shotguns with less lethal beanbag rounds. The department does not permit and does not training for any type of neck restraint or vascular holds.

Training exercises are conducted for active shooter situations. Training sessions have been conducted in which officers were involved in exercises which included other assisting agencies, as well at the local school district.

A comprehensive process is in place for the reporting of any use of force incidents which includes case reports, separate use of force reports, and the review of incidents through the chain of command. An annual analysis is conducted to recommend any training or equipment needs, as well as identify any trends or training needs.

Standards Issues:

None noted.

Suggestions

Personnel Management System

Upon his arrival to the department in 2016, Chief Hoebeke sought to create an open environment for agency members to come in and speak to any member of the command staff about issues either personally or professionally impacting them. Chief Hoebeke is aware that employee performance is often impacted by the mental and physical wellbeing of the agency member or their families. More than that he feels he and his command staff have a moral and ethical commitment to ensure their colleagues are given every opportunity to take care of their overall health. The purpose of the wellness program is to give members resources and avenues to make their wellbeing a priority.

The wellness program is voluntary and open to all members of the agency. The program incentivizes physical activity by permitting sworn personnel to work out the last half-hour of their shift if there is coverage. The agency has integrated opportunities for team building as well as fitness by organizing outings such as hikes and fishing expeditions. They have played pickleball with members of a senior league in the area. The agency members are also able to access health initiatives through the Town's insurance provider. Employees are encouraged to take advantage of all the health and wellness benefits offered to them. The agency has partnered with Mission First Partners, to develop programs and conduct training on mental health resiliency as well as other related topics. Chief Hoebeke has enlisted the assistance of Dr. Laura Landerman-Garber a Hollis resident and practicing clinical psychologist to bridge the gap between the formal mental health concerns and the cultural resistance found in law enforcement. Twice yearly, Dr. Landerman-Garber provides mental wellness checks to agency members. These checks are voluntary and confidential and are not tied to their personnel records. To clarify boundaries, Dr. Landerman-Garber does not provide therapy services but is the gatekeeper to providing therapy referrals, psychoeducation, and information regarding support groups that might assist the employee and/or their family.

The agency has a police chaplain who provides emotional, and spiritual support to the members of the agency and their families. Pastor Rattin rides along with at least one officer weekly and is present for agency events. He has attended wakes and funerals for agency family members as well. His presence is a way to connect and make known that he is available for any questions of if anyone needs help.

Chief Hoebeke and his team have created a holistic wellness program that incorporates mental, physical, and spiritual elements. Chief Hoebeke's goal in the future for this program is to continually be innovative in their approach. He recognizes that when things are going well it is often more challenging to maintain momentum and the agency must continue to move forward with the mission of ensuring employees remain healthy not only for their job but also for themselves and their families.

Standards Issues:

None noted.

Suggestions

Recruitment and Selection

The Hollis Police Department not only currently at full staffing, but also was able to add staffing during the pandemic to handle case load and increase community involvement. The department successfully applied for COPS grants to assist in the funding of these new positions.

The department strives to implement a job-related, non-discriminatory recruitment process to ensure that the department employs not only the most qualified candidates, but also candidates who are the best fit for the department and the community. As the Chief stated to the assessment team, "Would you marry someone after knowing them for only four hours? That is what we are tasked to do when we hire someone, so we need to be absolutely sure they are the best fit."

The department maintains a recruitment plan which is reviewed annually and incorporates strategies to hire minority and female employees in approximate proportion to the town's available work force. All members of the department are encouraged to partake in the recruitment efforts, and the agency offers a \$1,500 referral bonus if a candidate is recruited and hired. Four of the last five candidates hired all originated from referrals from employees.

Applications are always available, and applicants are encouraged to stop into the station for a tour and introduction to staff to help the applicant learn about the agency and determine if the agency fits with their career goals in law enforcement. It is not uncommon for the department to learn of a qualified candidate who may be looking to work in a larger department to be referred to another agency that may better fit their career plans.

The selection process follows a traditional process consisting of a written test, fitness test, oral interviews, followed by a conditional offer and a background investigation, psychological/polygraph, and medical examination. Successful candidates attended a sixteen-week police academy followed by a formal field training program.

Standards Issues:

None noted.

Suggestions

Juvenile / Community Involvement

The Hollis Police Department's vision is to be an integral part of the community and, as such, use their everyday interactions with citizens, businesses, and visitors as a way to connect to and implement community policing practices. The agency uses social media sources such as Facebook, Twitter, and its own department webpage to keep the community informed of events and situations.

Officers can be seen at events and festivals interacting with the community both on a personal level and in a law enforcement capacity. The agency hosts Coffee with a Cop several times a year at local businesses as an opportunity for community members to get to know and interact with the officers in a social setting. Hollis police actively participate in the Special Olympics program in New Hampshire and have participated in bell ringing during the Christmas season for the Salvation Army. The agency opens their doors for agency tours and is invited by senior groups to discuss topics of concern. The department uses these events and an array of other occasions and programs as an avenue to open and maintain direct communication with community members to help bridge the gap between the agency and the citizens they serve.

In 2021 the department, through the use of COP grant funding, was able to enhance their community policing efforts and fulfill community needs by assigning an officer as a part-time School Resource Officer and Community Engagement Officer. This dual role allows for the expansion of both programs to create an increased positive interaction with the community. The current goals for this officer will be re-establishing a Police Explorer program and implementing a Citizen Police Academy while continuing current efforts. With their emphasis on community engagement the agency is able to be innovative and create additional proactive programs for continued positive interactions between citizens and the agency.

Standards Issues:

None Noted.

Suggestions

Property and Evidence Control

The property and evidence areas consist of the evidence room, temporary storage lockers, fenced vehicle impounded area and an evidence shed for larger items. The shed is cordoned off into two fenced in temporary storage areas and a larger fenced in area that the custodians use for long term storage. The Communications Center maintains a key for this area.

Officers must sign out the key and return it to the Communications Center after placing items in the evidence shed. These areas are secured and monitored by a camera system. Evidence areas are maintained by two Evidence Custodians who are also trained in processing crime scenes. Entry into the evidence room is secured and is accessed via key card encoded for the custodians only. There is enhanced security for high-risk items in the evidence/property room.

Access to the temporary lockers and packaging supplies are available for the officers in the booking room. The department employs a digital system for tracking evidence. Officers affix a bar code label to each packaged article and complete accompanying evidence information via the records management system. All evidence is submitted into temporary storage by the end of the officer's shift. The evidence custodians ensure that evidence is removed from the temporary lockers, packaged and recorded correctly, and secured in the evidence room/areas.

All audits and inspections of the evidence areas are accomplished per agency policy. Every effort is made to notify the lawful owner of property held by the department. Evidence destructions require a court order and meet agency policy. The agency does not allow use of evidence for training purposes.

Standards Issues:

None noted.

Suggestions

Summary:

Number of Interviews Conducted: 29

Assessors' Names: Chief David Belmonte (Ret.), Team Leader / Mrs. Cheryl Brookwalter, Assessor

Site-Based Assessment Start Date: 03/21/2022

Site-Based Assessment End Date: 03/22/2022

Mandatory (M) Compliance	155
Other-Than-Mandatory (O) Compliance	0
Standards Issues	0
Waiver	0
(O) Elect 20%	0
Not Applicable	25
Total:	180

Percentage of applicable other-than-mandatory standards: 0 %

COMMUNITY FEEDBACK AND REVIEW

Public Information Session

A Public Information Session was conducted on Tuesday, March 22, 2022, at 4:00pm in the Hollis Town Hall Community Room located at 7 Monument Square, Hollis, NH. The hearing was attended by fourteen people including members of the Police Department, residents, Fire Chief Robert Boggis, Town Manager Lori Radke, PRIMEX Risk Management representative Mary Beth Percell, Hillsborough County Sheriff Chris Connelly, State Representative Kat McGee, Felony Prosecutor Patricia LaFrance, Town Selectman David Petry, Retired Police Chief and Past CALEA Commissioner Ron Ace, and Commissioner Eddie Edwards of the New Hampshire Department of Public Safety.

All spoke positively of the Hollis Police Department and highlighted their School Resource Officers, leadership in accreditation matters, community interactions, and over all professionalism. The openness of the agency's strategic plan was also often mentioned as the amount of planning and foresight the department has.

Written comments were submitted by two speakers documenting their statements.

Telephone Contacts

The agency arranged for a telephone call in session on Tuesday, March 22, 2022, from 1:00 pm to 3:00 pm. During this time, the assessment team received ten phone calls. Calls were from members of the PAC who stressed the involvement the Hollis Police have with the PAC and their support of other agencies in the accreditation process. A call was also received from the New Hampshire Police Chiefs Association and also the New Hampshire Police Training and Standards Council stressing the role Chief Hobeke plays in leadership positions in each agency, as well as the support the department offers to other agencies.

Correspondence

In addition to the written comments received in the Public Hearing, five letters of support from The Hollis Board of Selectmen, and a resident and criminal defense attorney.

In the letter from the Board of Selectmen, they stress, "The annual report from the Chief of Police sent to all residents and available on the appropriate Town and Department Websites demonstrates the effectiveness of the policies, training and ongoing self-assessment required to maintain CALEA certification by your body."

Resident and attorney Robert Bartis states in his letter, "I have personally observed and interacted with members of the Department whether it be at court, town meetings, voting/polling stations, local businesses for lunches/coffee with a cop and assorted community events. Members of the Hollis Police Department have regularly come on air on my local radio station with me to discuss police protocols, promote community events, concerns and to 'personalize the badge' of the officers of the Department."

Three other residents submitted letters offering their support and appreciation to the Hollis Police Department for their service to the community and openness.

Media Interest

There was no media contact with the assessment team during the assessment.

Public Information Material

The agency provided information to all the local news outlets with information about the Public Hearing and Public Call In Session. In addition, information was posted on the town and police department web sites, as well as on the department's Facebook page.

Community Outreach Contacts

During the assessment, assessors had numerous opportunities to speak with members of the public ranging from school officials, residents, local businesses, attorneys, town officials, and community groups. All of the feedback provided was positive, stressing the friendliness of the members of the police department, the transparency of the agency, willingness to work with everyone to solve problems, and a general care for the community and concern for their issues.

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

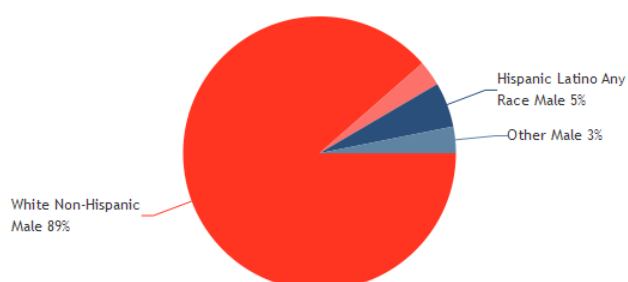
Data Collection Period: 1/1/2018 - 12/31/2018

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	2957	159	3116
Black Non-Hispanic Male	100	7	107
Hispanic Latino Any Race Male	177	14	191
Other Male	104	4	108
White Non-Hispanic Female	2186	95	2281
Black Non-Hispanic Female	42	1	43
Hispanic Latino Any Race Female	87	8	95
Other Female	58	1	59
TOTAL	5711	289	6000

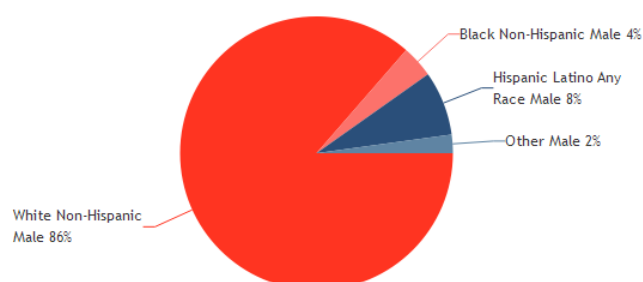
Reaccreditation Year 1 Notes:

Note: Total numbers of motor vehicle citations and warnings may not be the same as the total number of motor vehicle stops conducted.

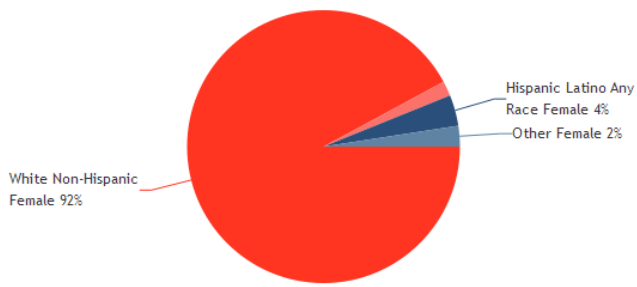
Male Warnings



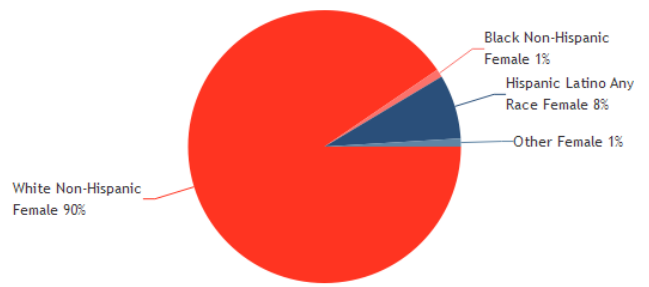
Male Citations



Female Warnings



Female Citations



Legend

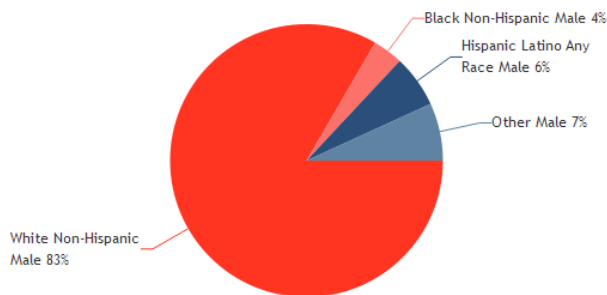
White Non-Hispanic Male	
Black Non-Hispanic Male	
Hispanic Latino Any Race Male	
Other Male	

Traffic Warnings & Citations - Reaccreditation Year 2

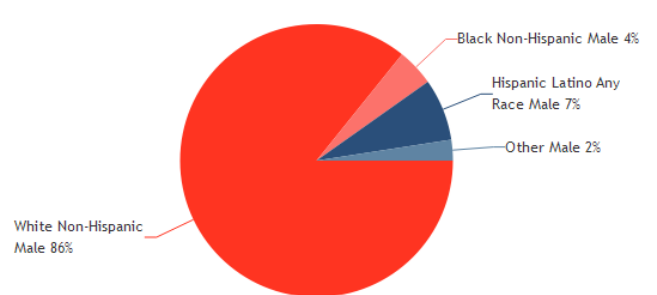
Data Collection Period: 1/1/2019 - 12/31/2019

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	1895	175	2070
Black Non-Hispanic Male	81	9	90
Hispanic Latino Any Race Male	141	15	156
Other Male	155	5	160
White Non-Hispanic Female	1381	88	1469
Black Non-Hispanic Female	18	0	18
Hispanic Latino Any Race Female	59	8	67
Other Female	63	7	70
TOTAL	3793	307	4100

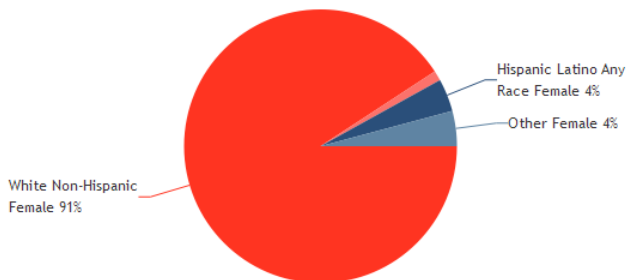
Male Warnings



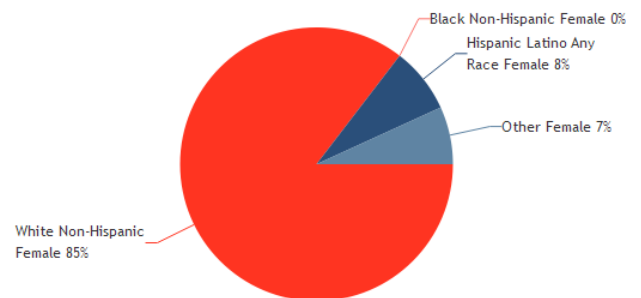
Male Citations



Female Warnings



Female Citations



Legend

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

Traffic Warnings & Citations - Reaccreditation Year 3

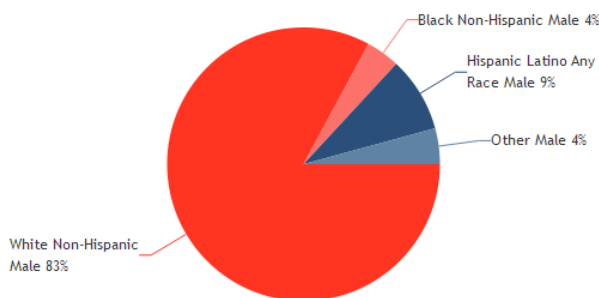
Data Collection Period: 1/1/2020 - 12/31/2020

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	1475	137	1612
Black Non-Hispanic Male	71	6	77
Hispanic Latino Any Race Male	158	8	166
Other Male	75	2	77
White Non-Hispanic Female	1004	37	1041
Black Non-Hispanic Female	31	1	32
Hispanic Latino Any Race Female	73	5	78
Other Female	40	4	44
TOTAL	2927	200	3127

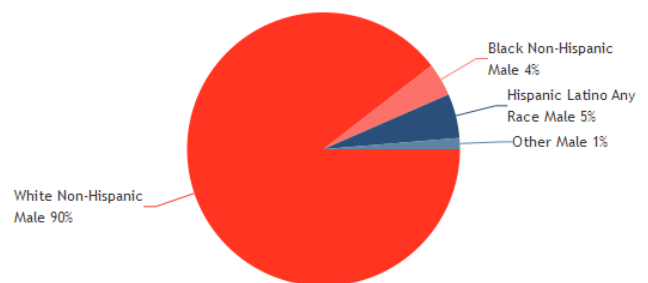
Reaccreditation Year 3 Notes:

Please note that the total numbers of warnings and citations issued may not necessarily align with the total number of motor vehicle stops conducted during a given time period. This is because the operator of a motor vehicle may receive multiple warnings and/or citations given a single investigatory motor vehicle stop. It is also important to note that not all motor vehicle stops result in the issuance of a citation or a warning.

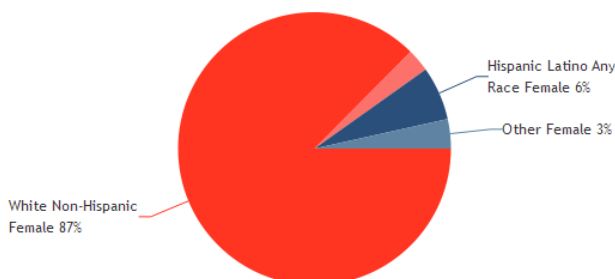
Male Warnings



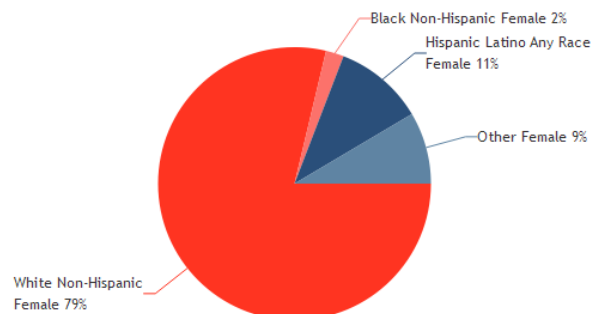
Male Citations



Female Warnings



Female Citations



Legend

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

Traffic Warnings & Citations - Reaccreditation Year 4

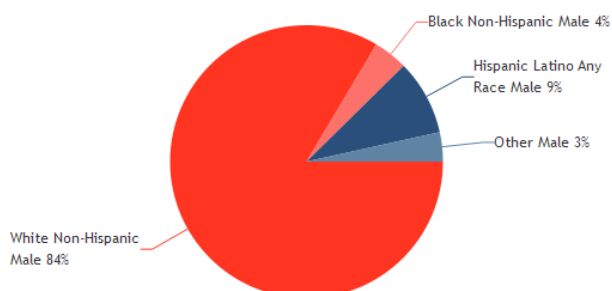
Data Collection Period: 1/1/2021 - 12/31/2021

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	1836	132	1968
Black Non-Hispanic Male	89	2	91
Hispanic Latino Any Race Male	196	17	213
Other Male	76	4	80
White Non-Hispanic Female	1159	34	1193
Black Non-Hispanic Female	27	1	28
Hispanic Latino Any Race Female	85	4	89
Other Female	43	4	47
TOTAL	3511	198	3709

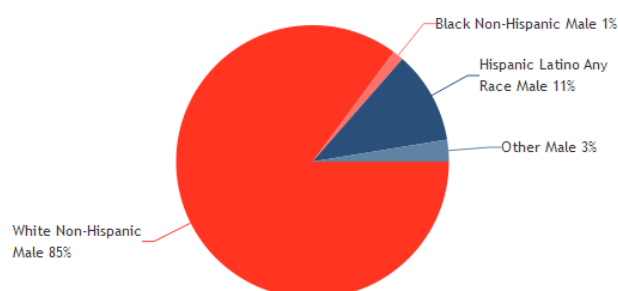
Reaccreditation Year 4 Notes:

Total numbers of warnings and citations is not reflective of the total number of motor vehicle stops conducted in the 2021 calendar year. This is because an operator may be issued multiple warnings and/or citations during the course of a motor vehicle stop.

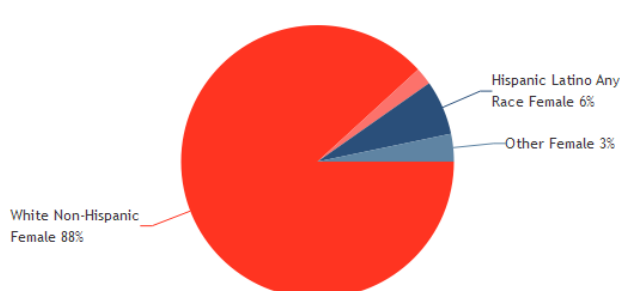
Male Warnings



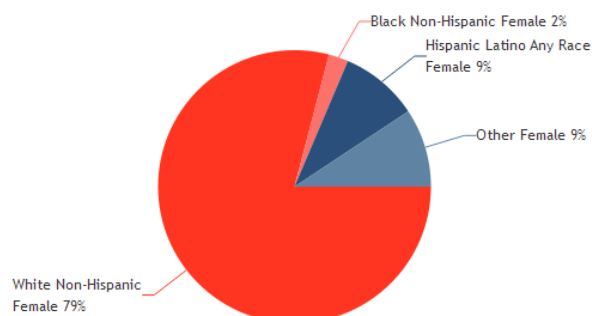
Male Citations



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: 1/1/2018-12/31/2018

Year 2 Data Collection Period: 1/1/2019-12/31/2019

Year 3 Data Collection Period: 1/1/2020-12/31/2020

Year 4 Data Collection Period: 1/1/2021-12/31/2021

Complaints from:	Year 1	Year 2	Year 3	Year 4
Traffic Contacts	0	0	0	0
Field Contacts	0	0	1	0
Asset Forfeiture	0	0	0	0

Reaccreditation Year 2 Notes:

The Hollis Police Department did not receive any complaints filed against members relative to biased-based policing.

Reaccreditation Year 4 Notes:

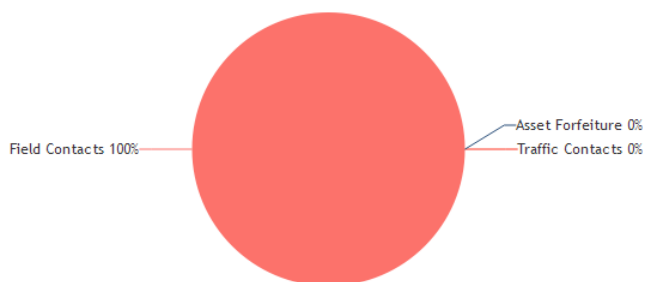
The Hollis Police Department did not record any biased-based policing complaints between the period of January 1, 2021 and December 31, 2021. All employees are provided with initial and ongoing training on bias and ethics, and the policy on Fair and Impartial Policing makes the expectations of employee behavior clear.

Complaints

Complaints

Complaints

Complaints



Legend

Traffic Contacts	
Field Contacts	
Asset Forfeiture	

Use Of Force - Reaccreditation Year 1

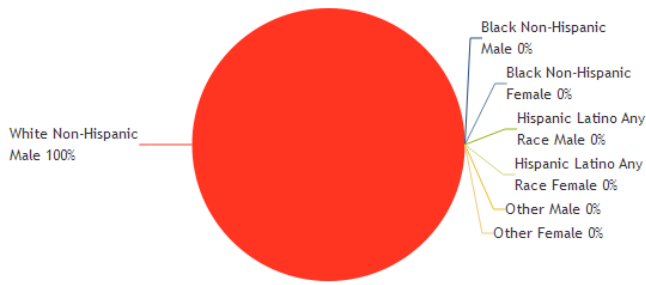
Data Collection Period: 1/1/2018 - 12/31/2018

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									4
Discharge	0	0	0	0	0	0	0	0	0
Display Only	4	0	0	0	0	0	0	0	4
ECW									0
Discharge Only	0	0	0	0	0	0	0	0	0
Display Only	0	0	0	0	0	0	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	3	0	0	0	0	0	0	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	6	3	0	0	0	0	0	0	9
Total Number of Incidents Resulting In Officer Injury or Death	0	0	0	0	0	0	0	0	0
Total Use of Force Arrests	5	2	0	0	0	0	0	0	7
Total Number of Suspects Receiving Non-Fatal Injuries	0	1	0	0	0	0	0	0	1
Total Number of Suspects Receiving Fatal Injuries	0	0	0	0	0	0	0	0	0
Total Agency Custodial Arrests									
Total Use of Force Complaints	0	0	0	0	0	0	0	0	0

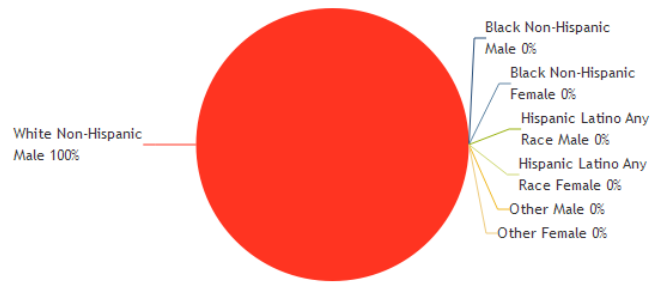
Reaccreditation Year 1 Notes:

The Hollis Police Department does not have K9's. Force was used on two separate occasions on one female subject (during her arrest and when she was removed from her cell)

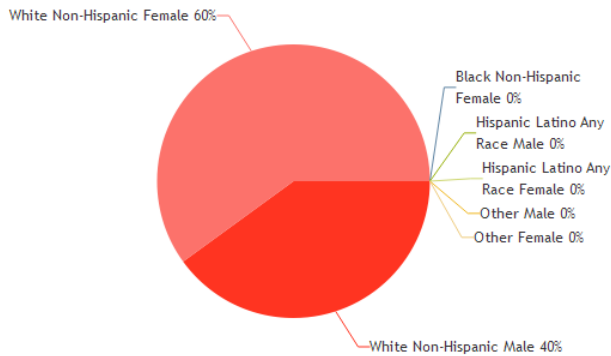
Total Firearm



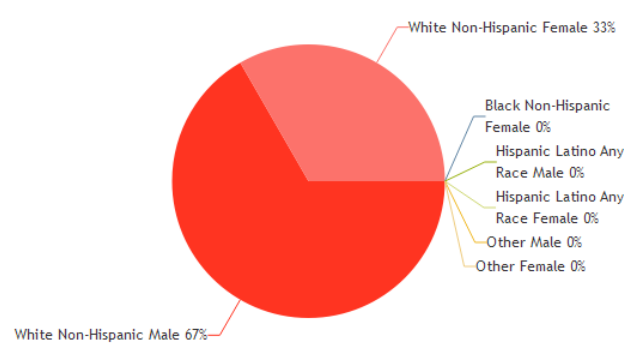
Firearm Display



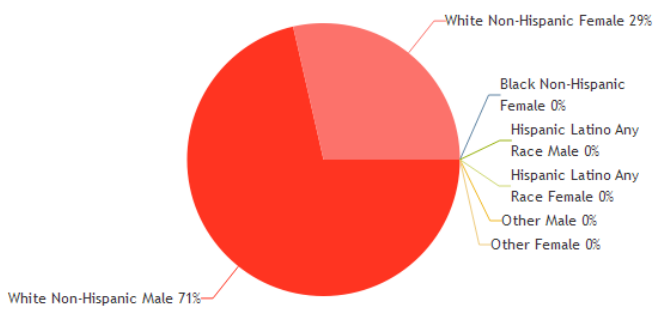
Weaponless



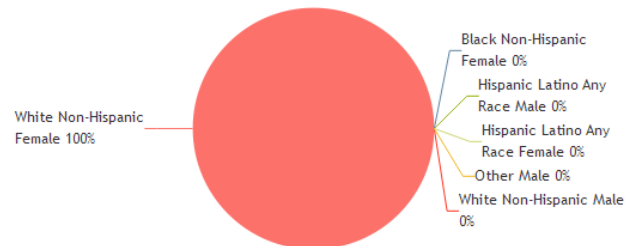
Total Uses of Force



Total Use of Force Arrests



Total Number of Suspects Receiving Non-Fatal Injuries



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	

Use Of Force - Reaccreditation Year 2

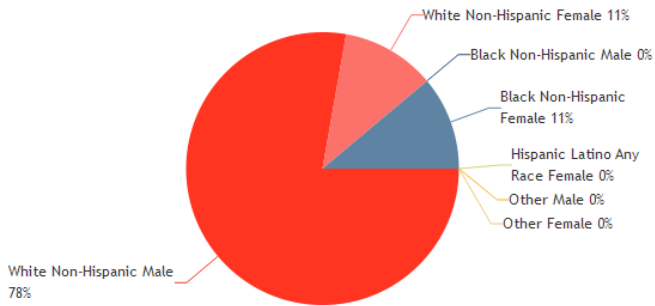
Data Collection Period: 1/1/2019 - 12/31/2019

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									9
Discharge	0	0	0	0	0	0	0	0	0
Display Only	7	1	0	1	0	0	0	0	9
ECW									3
Discharge Only	0	0	0	0	0	0	0	0	0
Display Only	2	1	0		0	0	0	0	3
Baton	0	0	0	0	0	0	0	0	0
Chemical/OC	0	0	0	0	0	0	0	0	0
Weaponless	7	0	0	0	0	0	0	0	7
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	16	2	0	1	0	0	0	0	19
Total Number of Incidents Resulting In Officer Injury or Death	0	0	0	0	0	0	0	0	0
Total Use of Force Arrests	5	1	0	0	0	0	0	0	6
Total Number of Suspects Receiving Non-Fatal Injuries	1	0	0	0	0	0	0	0	1
Total Number of Suspects Receiving Fatal Injuries	0	0	0	0	0	0	0	0	0
Total Agency Custodial Arrests	149	87	3	1	14	4	5	2	265
Total Use of Force Complaints	0	0	0	0	0	0	0	0	0

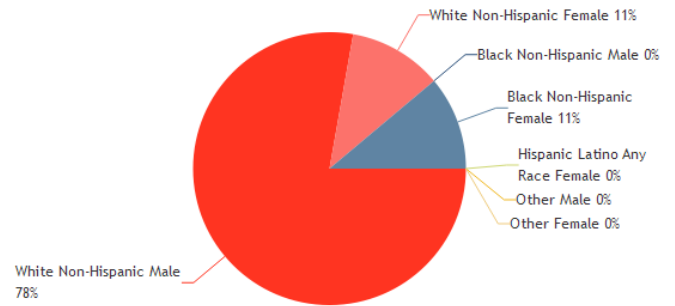
Reaccreditation Year 2 Notes:

The Hollis Police Department had 14 incidents involving Use of Force in 2019. Some of the incidents involved more than 1 person or more than one force alternative.

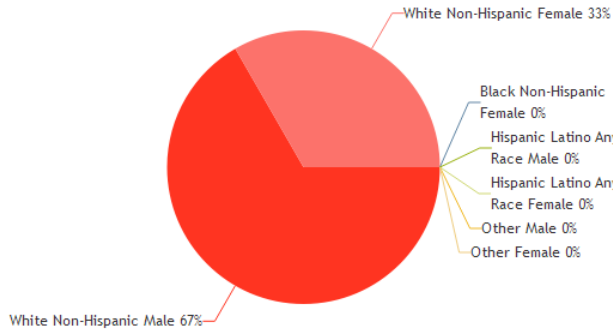
Total Firearm



Firearm Display



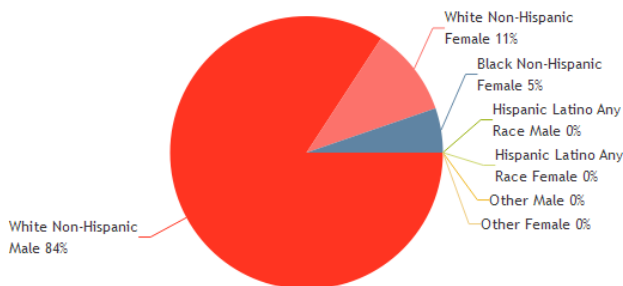
ECW Display



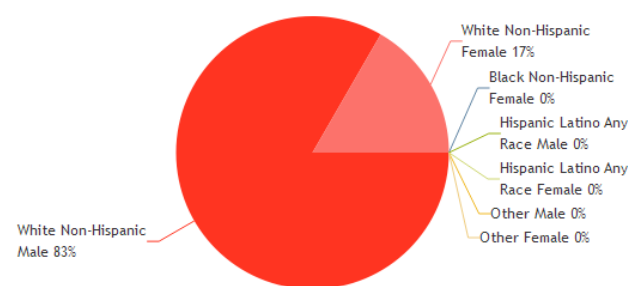
Weaponless



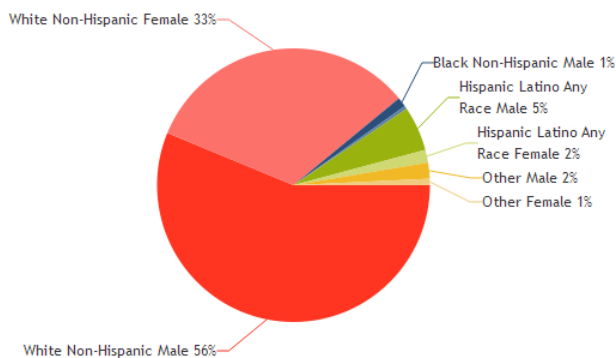
Total Uses of Force



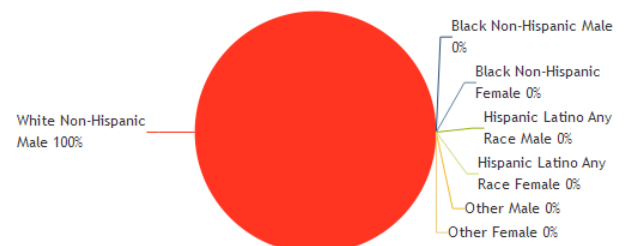
Total Use of Force Arrests



Total Agency Custodial Arrests



Total Number of Suspects Receiving Non-Fatal Injuries



Legend

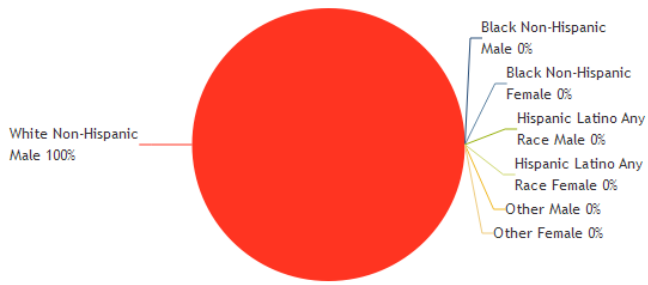
White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

Use Of Force - Reaccreditation Year 3

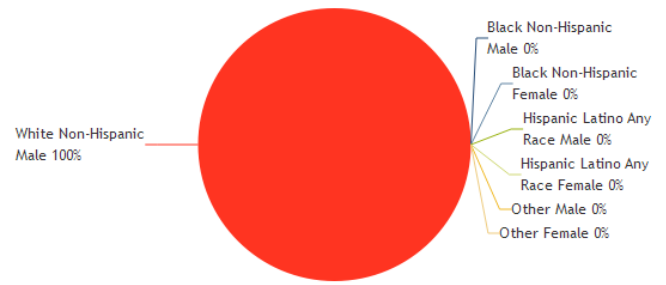
Data Collection Period: 1/1/2019 - 12/31/2019

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									4
Discharge	0	0	0	0	0	0	0	0	0
Display Only	4	0	0	0	0	0	0	0	4
ECW									1
Discharge Only	0	0	0	0	0	0	0	0	0
Display Only	0	0	0	0	1	0	0	0	1
Baton	0	0	0	0	0	0	0	0	0
Chemical/OC	0	0	0	0	0	0	0	0	0
Weaponless	1	3	0	0	0	0	0	0	4
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	5	3	0	0	1	0	0	0	9
Total Number of Incidents Resulting In Officer Injury or Death	0	0	0	0	0	0	0	0	0
Total Use of Force Arrests	5	3	0	0	1	0	0	0	9
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	103	31	6	2	17	5	1	0	165
Total Use of Force Complaints	0	0	0	0	0	0	0	0	0

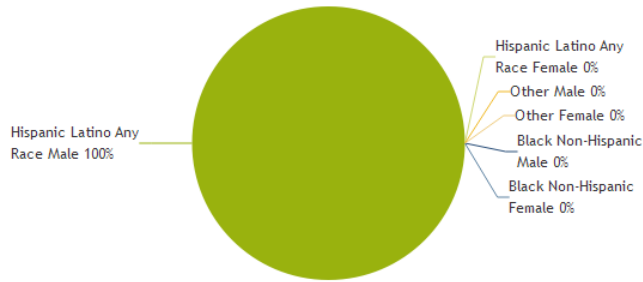
Total Firearm



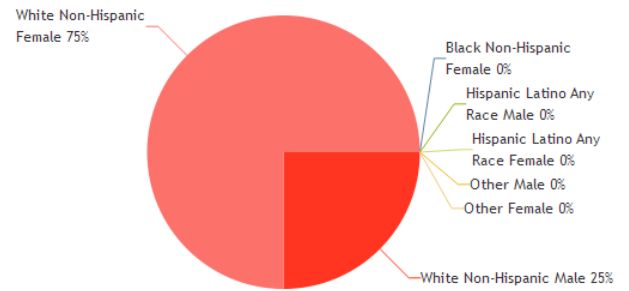
Firearm Display



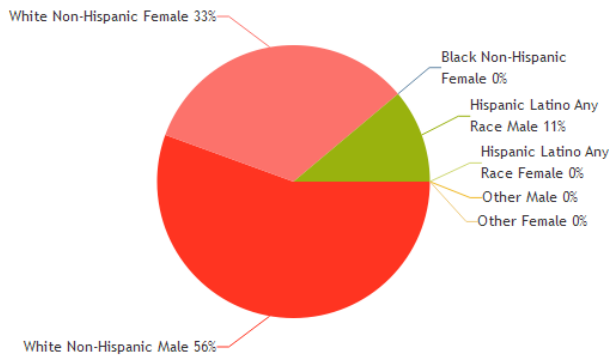
ECW Display



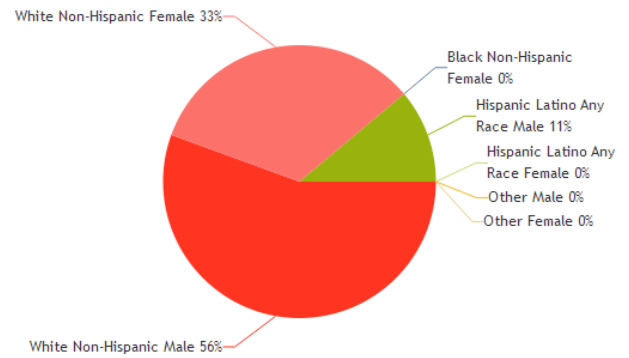
Weaponless



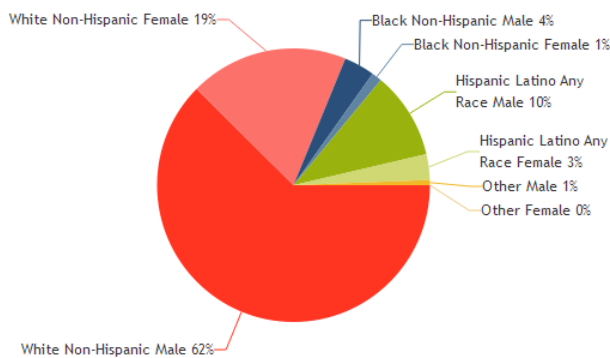
Total Uses of Force



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	

Use Of Force - Reaccreditation Year 4

Data Collection Period: 1/1/2021 - 12/31/2021

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									1
Discharge									
Display Only	1	0	0	0	0	0	0	0	1
ECW									1
Discharge Only	0	0	0	0	0	0	0	0	0
Display Only	1	0	0	0	0	0	0	0	1
Baton	0	0	0	0	0	0	0	0	0
Chemical/OC	0	0	0	0	0	0	0	0	0
Weaponless	2	0	0	0	0	0	0	0	2
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	4	0	0	0	0	0	0	0	4
Total Number of Incidents Resulting In Officer Injury or Death	0	0	0	0	0	0	0	0	0
Total Use of Force Arrests	4	0	0	0	0	0	0	0	4
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	114								114
Total Use of Force Complaints	0								0

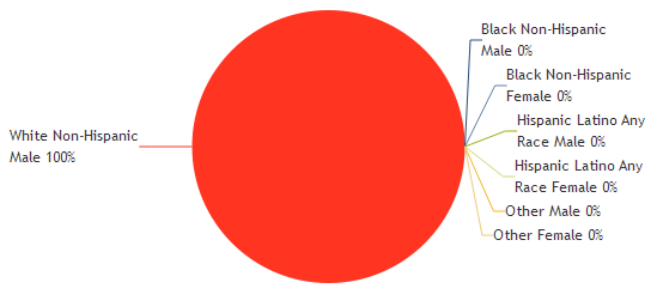
Reaccreditation Year 4 Notes:

There were no incidents recorded relative to the Use of Force involving minority populations. The agency has officers who are trained instructors in all the weapons carried and in defensive tactics and use of force as well. All weapons and use of force training is internal, so proficiency displayed during training is carefully measured.

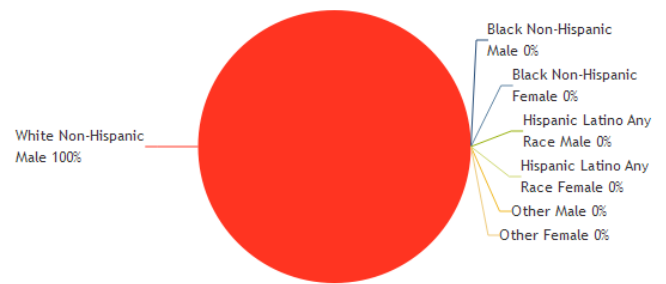
Additionally, Captain LaFlamme consults with use of force instructors when completing the annual use of force

analysis. This ensures that subject matter experts see any incidents of force and have an opportunity to weigh in on changes which should be considered making to policy or training.

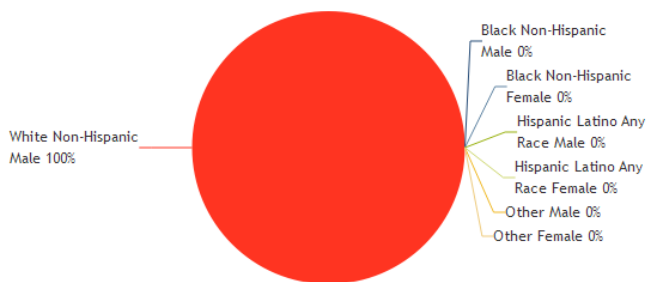
Total Firearm



Firearm Display



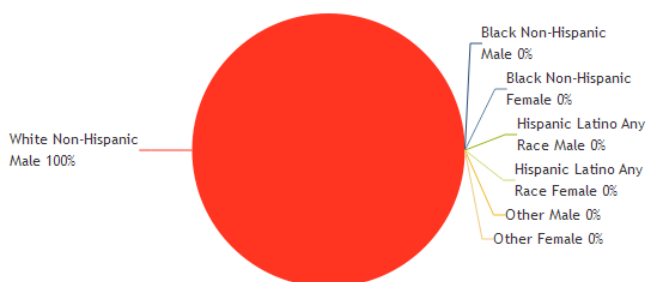
ECW Display



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: 1/1/2018-12/31/2018

Year 2 Data Collection Period: 1/1/2019-12/31/2019

Year 3 Data Collection Period: 1/1/2020-12/31/2020

Year 4 Data Collection Period: 1/1/2021-12/31/2021

Grievances	Year 1	Year 2	Year 3	Year 4
Number	0	0	0	0

Reaccreditation Year 1 Notes:

The Hollis Police Department did not receive any grievances in 2018.

Reaccreditation Year 2 Notes:

There were no grievances filed at the Hollis Police Department in 2019.

Reaccreditation Year 3 Notes:

We did not have any grievances filed between the period of January 1, 2020 and December 31, 2020.

Reaccreditation Year 4 Notes:

There were no grievances recorded in the 2021 calendar year. Patrol officers and first line supervisors share the same collective bargaining agreement with the Town of Hollis. The agreement clearly defines employee rights, management rights, and a defined grievance process. Both the administration and the members of our police union take the bargaining agreement seriously and consult it as needed. This reduces the opportunity for either side to make a decision outside of the guidelines in the agreement.

Personnel Actions

Year 1 Data Collection Period: 1/1/2018-12/31/2018

Year 2 Data Collection Period: 1/1/2019-12/31/2019

Year 3 Data Collection Period: 1/1/2019-12/31/2019

Year 4 Data Collection Period: 1/1/2021-12/31/2021

	Year 1	Year 2	Year 3	Year 4
Suspension	1	1	0	0
Demotion	0	0	0	0
Resign In Lieu of Termination	2	2	0	0
Termination	0	0	0	0
Other	0		0	0
Total	3	3	0	0
Commendations	30	65	70	56

Reaccreditation Year 1 Notes:

Commendations can be anything from positive recognition from a supervisor or member of the public to actually receiving an award for outstanding police service.

Reaccreditation Year 2 Notes:

One officer was suspended with pay during an ongoing administrative investigation - The same officer resigned in lieu of termination as a result of the investigation. Suspension without pay was not used as a means to discipline in 2019.

One officer was unable to complete the New Hampshire Police Academy academic requirements and resigned in lieu of termination of her probationary employment.

Commendations include: Documented awards, letters of recognition, letters of appreciation and letters of commendation from the both the public and from police supervisors.

Reaccreditation Year 3 Notes:

Included in the statistic for commendations are recognitions for Employee of the Quarter and Employee of the Year, as well as an award for Lifesaving, the Chief's Recognition Award, Letters of, Commendation, Recognition and Appreciation for various department employees, and public and supervisory level recognitions. This information is maintained and collected from the Guardian Tracking database.

Reaccreditation Year 4 Notes:

Commendations include awards, letters of commendation/appreciation, and recognition from the public and supervisors.

Complaints and Internal Affairs - Reaccreditation Year 4

Data Collection Period: -

	Year 1	Year 2	Year 3	Year 4
External/Citizen Complaint				
Citizen Complaint	4	2	4	2
Sustained	1	1	4	1
Not Sustained	2		0	0
Unfounded	3	1	7	3
Exonerated	2		5	0
Internal/Directed Complaint				
Directed Complaint	3	2	0	0
Sustained	3	1	0	0
Not Sustained	0		0	0
Unfounded	0	1	0	0
Exonerated	1		0	0

Reaccreditation Year 4 Notes:

One citizen complaint was directed at two separate officers, and both results were "unfounded".

One citizen complaint was for rudeness. This was unfounded but a separate "sustained" finding for failure to de-escalate resulted.

Complaint investigations are thorough and objective. There are situations where the investigations reveal issues that were not originally identified by the complainant. The agency chooses to proactively identify these issues as they encounter them.

In 2021, Chief Hoebeke, Captain LaFlamme, and Lt. Maloney attended a webinar on Internal Affairs and Complaint Investigation. Sgt. Poulicakos and Sgt. Tate will be attending the same training in 2022. All sworn supervisors will have received the same training, thereby making investigations consistent regardless of who conducts them.

Calls For Service - Reaccreditation Year 4

Data Collection Period: -

	Year 1	Year 2	Year 3	Year 4
Calls for Service	25180	22855	23533	21525
UCR/NIBRS Part 1 Crimes				
Murder	0	1	0	0
Forcible Rape	0	1	0	0
Robbery	0	0	0	0
Aggravated Assault	2	1	2	1
Burglary	2	7	2	2
Larceny-Theft	45	33	46	48
Motor Vehicle Theft	0	0	0	0
Arson	1	1	0	0

Reaccreditation Year 4 Notes:

Hollis enjoys a realitively low crime rate, with the most common crime involving theft. The agency takes a proactive roll in preventing crime through regular community involvement, crime prevention efforts, and education.

Motor Vehicle Pursuit

Year 1 Data Collection Period: 1/1/2018-12/31/2018

Year 2 Data Collection Period: 1/1/2019-12/31/2019

Year 3 Data Collection Period: 1/1/2019-12/31/2019

Year 4 Data Collection Period: 1/1/2019-12/31/2019

	Year 1	Year 2	Year 3	Year 4
Pursuits				
Total Pursuits	1	1	0	1
Forcible stopping techniques used	0	0	0	0
Terminated by Agency	1	1	0	1
Policy Compliant	0	0	0	0
Policy Non-Compliant	1	1	0	1
Collisions				
Injuries				
Total Collisions	0	0	0	0
Officer	0	0	0	0
Suspect	0	0	0	0
ThirdParty	0	0	0	0
Reason Initiated				
Traffic	0	1	0	1
Felony	0		0	0
Misdemeanor	0		0	0

Reaccreditation Year 1

Our only pursuit was found non-compliant due to a minor procedural error of failure to activate Body Worn Cameras, which did not affect the outcome of the pursuit.

Reaccreditation Year 2

Our one pursuit was initiated by a neighboring agency. We joined with the pursuit when it entered our jurisdiction. The pursuit violated our policy due to our restriction on pursuing vehicles based on traffic violations and excessive speed.

Reaccreditation Year 3

The Hollis Police Department did not record any vehicle pursuits during the time period noted above.

Reaccreditation Year 4

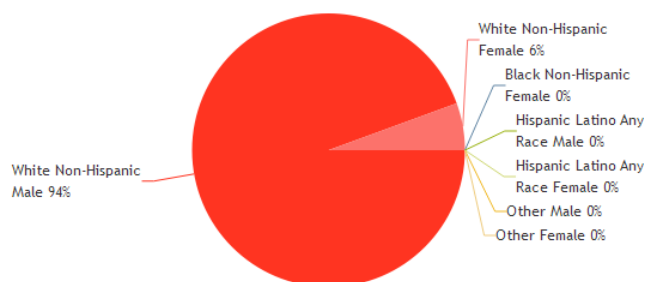
The Hollis Police Department had one vehicular pursuit in 2021 that the officer terminated on his own. It was found to be outside of policy, which states they will not engage in pursuit for simple traffic violations. The agency has a very restrictive pursuit policy which they feel is appropriate given the rural nature of the town and roadways.

Agency Breakdown Report - Reaccreditation Year 1

Data Collection Period: 1/1/2018 - 12/31/2018

	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	2	0	0	0	0	0	0	0	2
Non-Supervisory Positions	12	1	0	0	0	0	0	0	13
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	3	0	0	0	0	0	0	4
Sub Total									4
Total									22

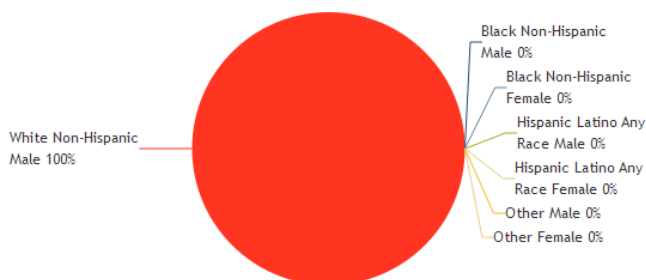
Total Sworn Personnel



Sworn Personnel: Executive



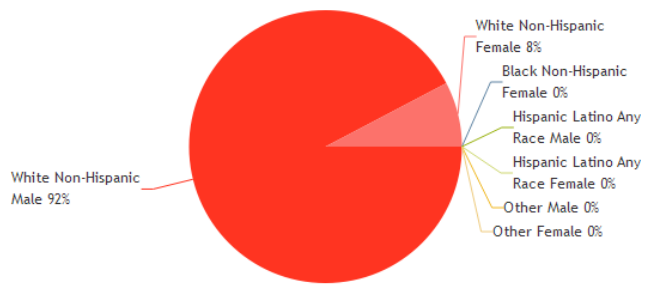
Sworn Personnel: Command



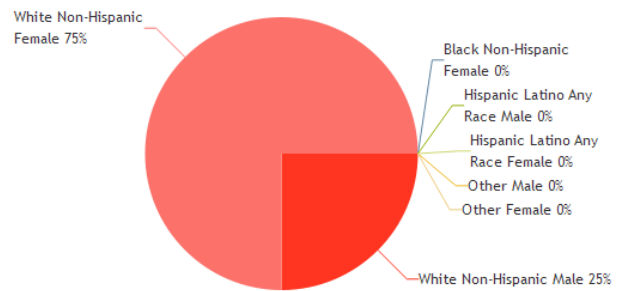
Sworn Personnel: Supervisory Positions



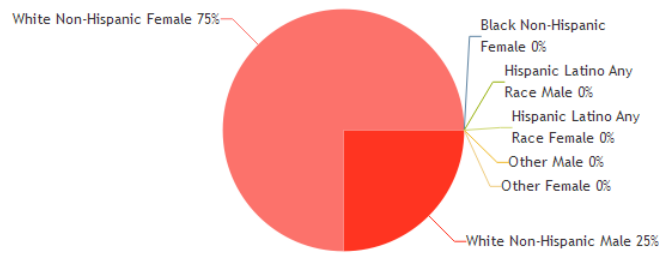
Sworn Personnel: Non-Supervisory Positions



Total Non-Sworn Personnel



Non-Sworn Personnel: Non-Supervisory Positions



Legend

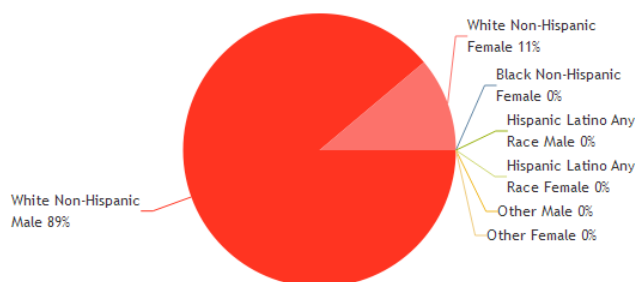
White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

Agency Breakdown Report - Reaccreditation Year 2

Data Collection Period: 1/1/2019 - 12/31/2019

	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	2	0	0	0	0	0	0	0	2
Non-Supervisory Positions	11	2	0	0	0	0	0	0	13
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	3	0	0	0	0	0	0	4
Sub Total									4
Total									22

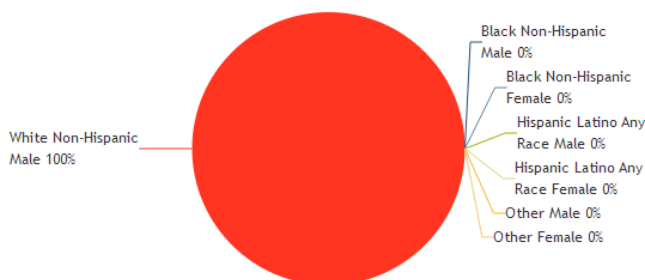
Total Sworn Personnel



Sworn Personnel: Executive



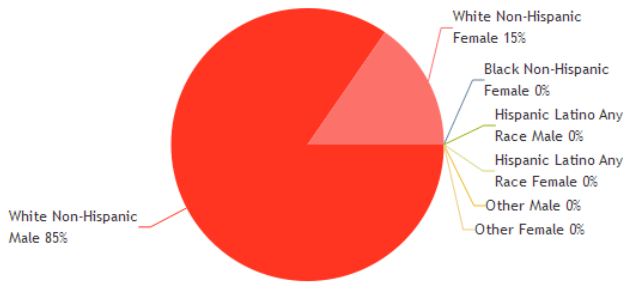
Sworn Personnel: Command



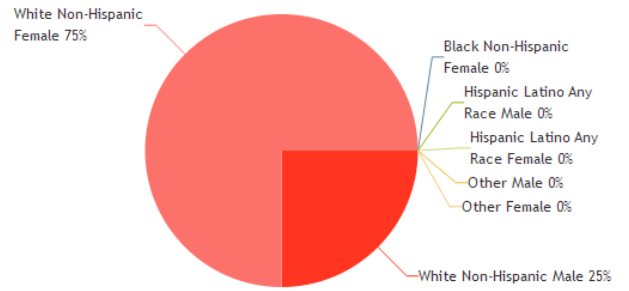
Sworn Personnel: Supervisory Positions



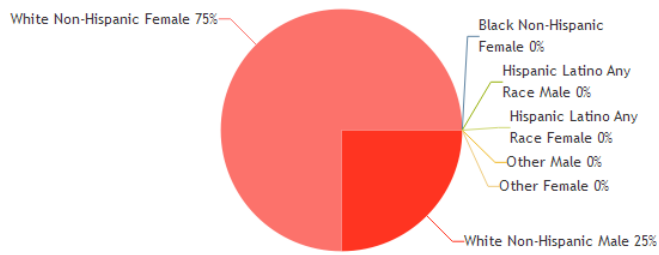
Sworn Personnel: Non-Supervisory Positions



Total Non-Sworn Personnel



Non-Sworn Personnel: Non-Supervisory Positions



Legend

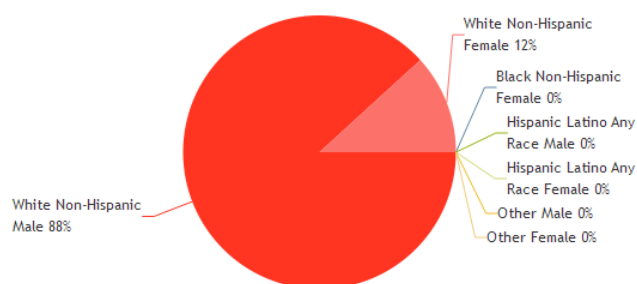
White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

Agency Breakdown Report - Reaccreditation Year 3

Data Collection Period: 1/1/2020 - 12/31/2020

	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	2	0	0	0	0	0	0	0	2
Non-Supervisory Positions	10	2	0	0	0	0	0	0	12
Sub Total									17
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									20

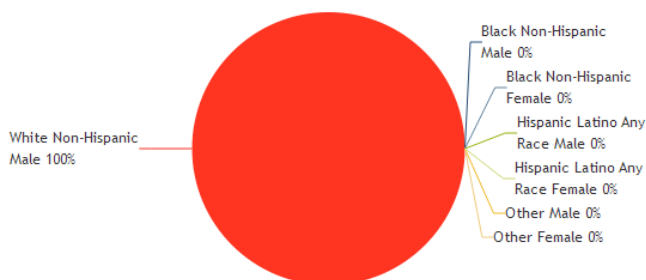
Total Sworn Personnel



Sworn Personnel: Executive



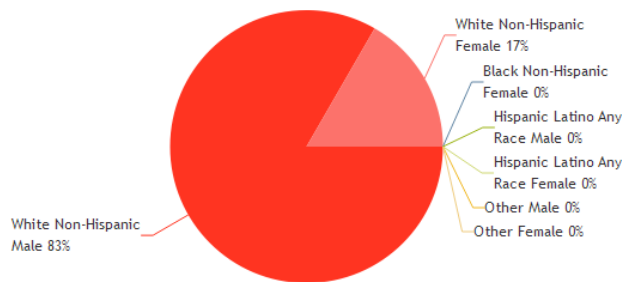
Sworn Personnel: Command



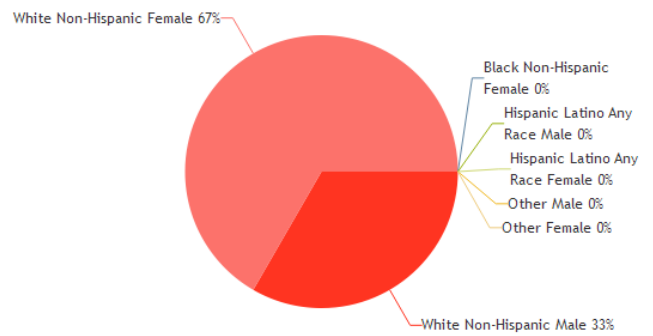
Sworn Personnel: Supervisory Positions



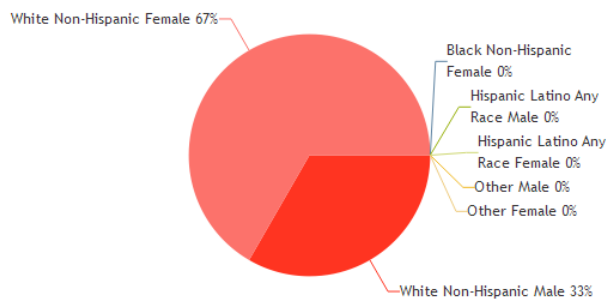
Sworn Personnel: Non-Supervisory Positions



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 Breakdown Report - Reaccreditation Year 4

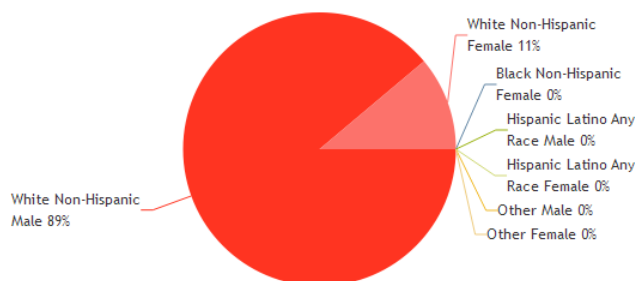
Data Collection Period: 1/1/2021 - 12/31/2021

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Sworn Personnel									
Executive	1								1
Command	2								2
Supervisory Positions	2								2
Non-Supervisory Positions	11	2							13
Sub Total									18
Non Sworn Personnel									
Executive									
Managerial									
Supervisory Positions									
Non-Supervisory Positions	1	2							3
Sub Total									3
Total									21

Reaccreditation Year 4 Notes:

The agency has been successful in maintaining full staffing through the COVID-19 pandemic and has an ongoing recruitment program to have eligible candidates available at all times.

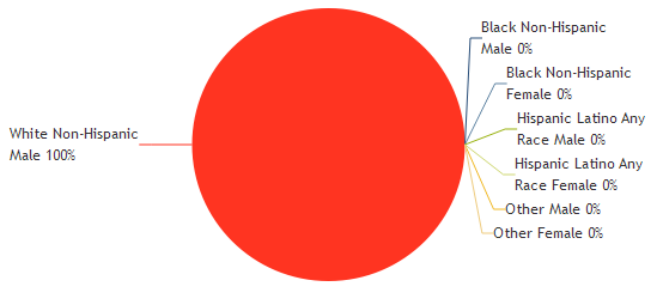
Total Sworn Personnel



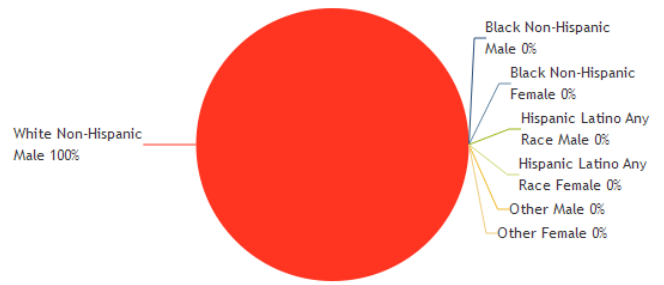
Sworn Personnel: Executive



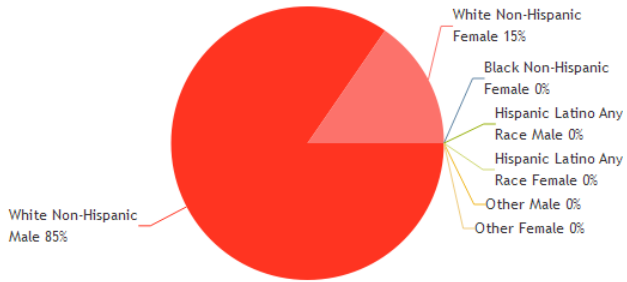
Sworn Personnel: Command



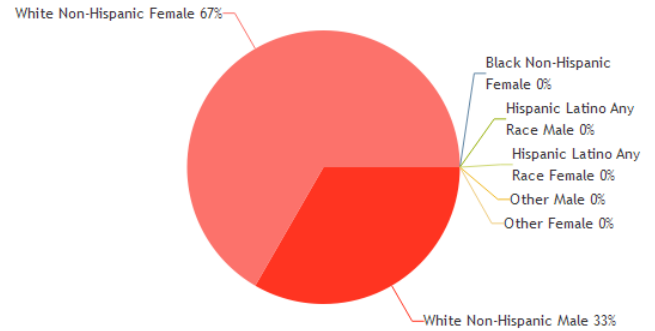
Sworn Personnel: Supervisory Positions



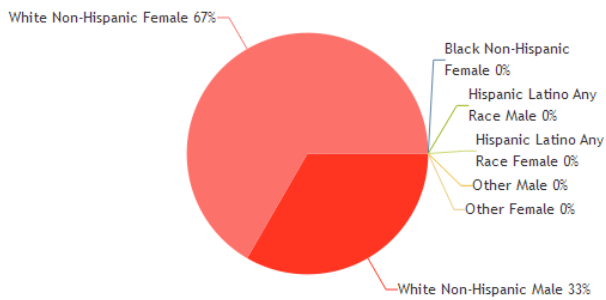
Sworn Personnel: Non-Supervisory Positions



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

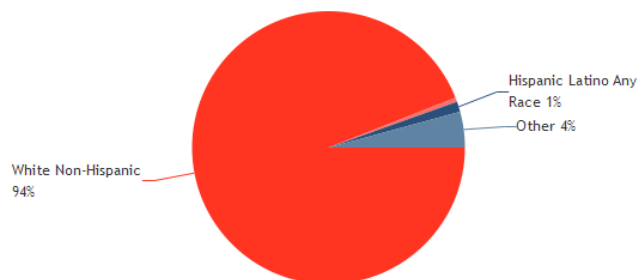
Data Collection Period: 1/1/2018 - 12/31/2018

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Sworn Officers		Prior Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	7319	94%	3908	94 %	16	100%	2	12%	15	100%	1	7%
Black Non-Hispanic	40	1%	20	0 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	95	1%	49	1 %	0	0%	0	0%	0	0%	0	0%
Other	329	4%	176	4 %	0	0%	0	0%	0	0%	0	0%
Total	7783		4153		16		2		15		1	

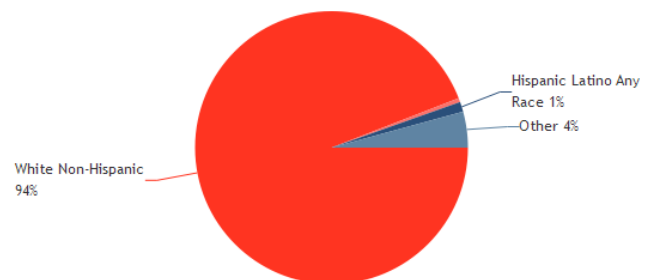
Reaccreditation Year 1 Notes:

The Hollis Police Department currently has 2 Full Time Officer Vacancies.

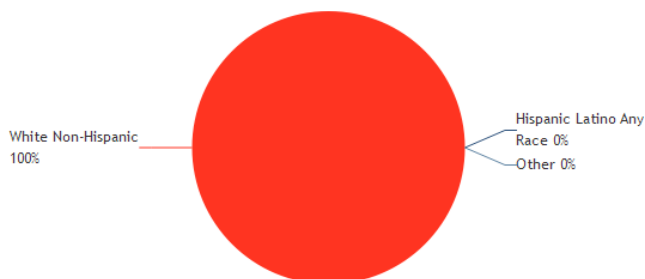
Service Population



Available Workforce



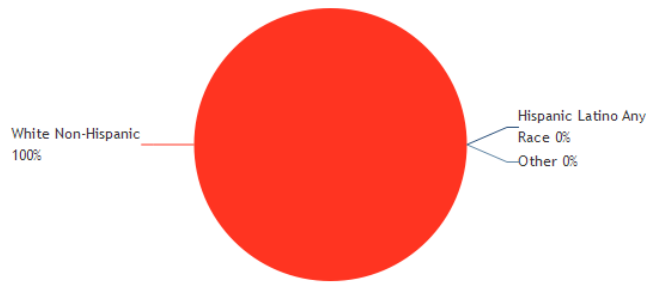
Current Sworn Officers



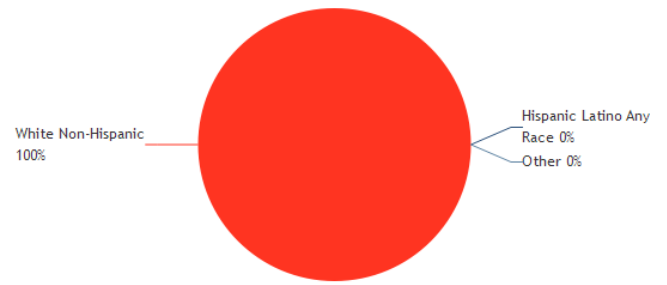
Current Sworn Female Officers



Prior Sworn Officers



Prior Sworn Female Officers

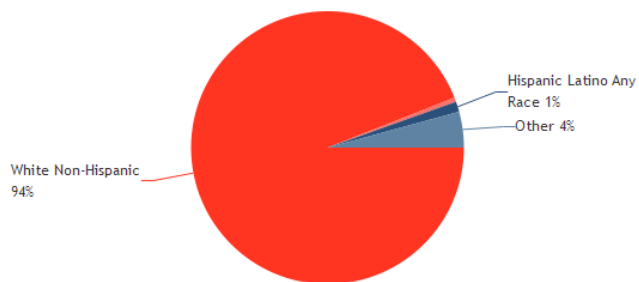


Agency Demographics Report - Reaccreditation Year 2

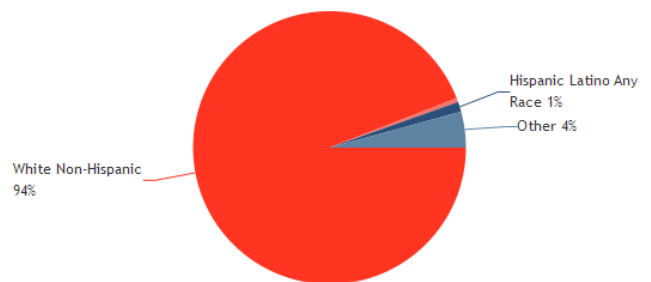
Data Collection Period: 1/1/2019 - 12/31/2019

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Sworn Officers		Prior Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	7319	94%	3908	94 %	14	100%	1	7%	16	100%	2	12%
Black Non-Hispanic	40	1%	20	0 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	95	1%	49	1 %	0	0%	0	0%	0	0%	0	0%
Other	329	4%	176	4 %	0	0%	0	0%	0	0%	0	0%
Total	7783		4153		14		1		16		2	

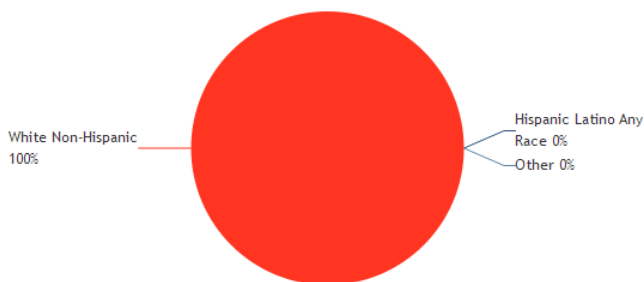
Service Population



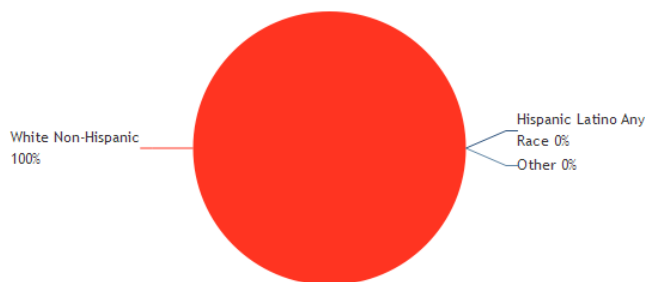
Available Workforce



Current Sworn Officers



Current Sworn Female Officers



Prior Sworn Officers



Prior Sworn Female Officers



Agency Demographics Report - Reaccreditation Year 3

Data Collection Period: 1/1/2020 - 12/31/2020

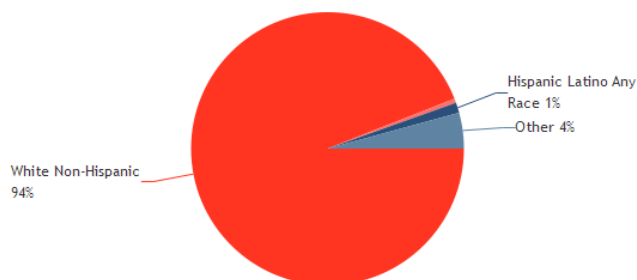
	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Sworn Officers		Prior Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	7319	94%	3908	94 %	17	100%	2	12%	14	100%	1	7%
Black Non-Hispanic	40	1%	20	0 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	95	1%	49	1 %	0	0%	0	0%	0	0%	0	0%
Other	329	4%	176	4 %	0	0%	0	0%	0	0%	0	0%
Total	7783		4153		17		2		14		1	

Reaccreditation Year 3 Notes:

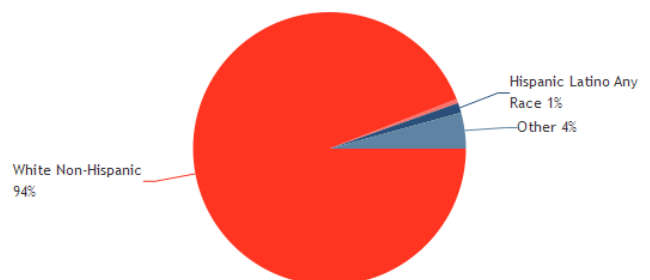
Please note that the data utilized for the service population and available workforce is the same data utilized from the last reporting period. No updated information on more recent workforce data was available at the time of the completion of this report, including on web resources recommended by CALEA.

As such, we did not want to provide information not supported by more extensive data, which is the reason why we utilized the most current accurate statistics. We do suspect these numbers to be lower than in 2019 given the effects of the COVID-19 pandemic.

Service Population



Available Workforce



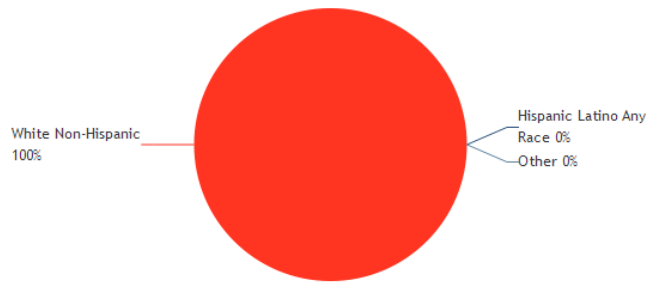
Current Sworn Officers



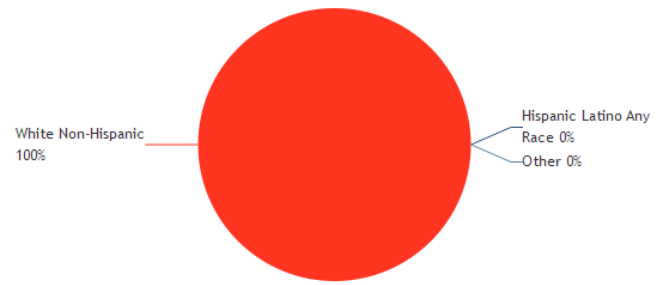
Current Sworn Female Officers



Prior Sworn Officers



Prior Sworn Female Officers



Agency Demographics Report - Reaccreditation Year 4

Data Collection Period: 1/1/2021 - 12/31/2021

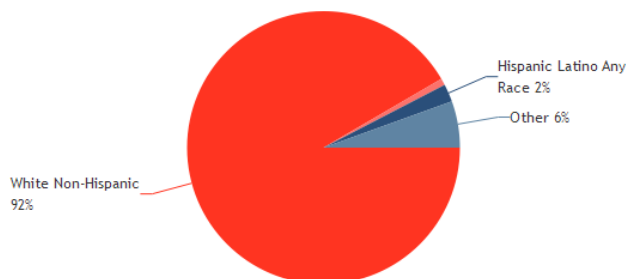
	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Sworn Officers		Prior Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	7641	92%	294453	96 %	18	100%	2	11%	17	100%	2	12%
Black Non-Hispanic	67	1%	0	0 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	175	2%	0	0 %	0	0%	0	0%	0	0%	0	0%
Other	459	6%	13726	4 %	0	0%	0	0%	0	0%	0	0%
Total	8342		308179		18		2		17		2	

Reaccreditation Year 4 Notes:

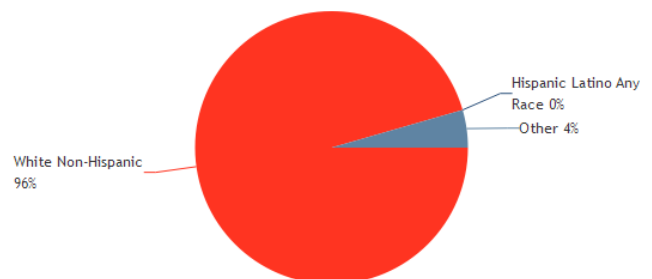
The agency added two full-time positions to its compliment of sworn personnel in 2021.

Statistics relative to available workforce were assumed from Hillsborough County, New Hampshire data tables as this information is not available for Hollis, New Hampshire. Data was retrieved from the United States Census Bureau 2019 American Community Survey Employment Status page.

Service Population



Available Workforce



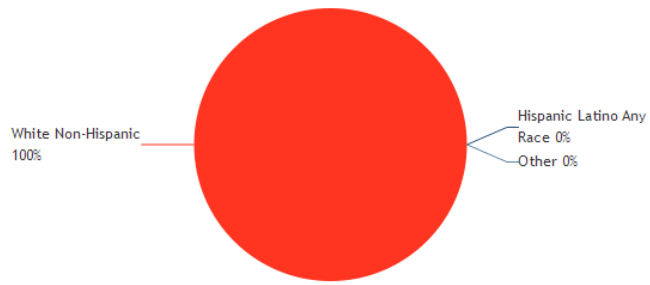
Current Sworn Officers



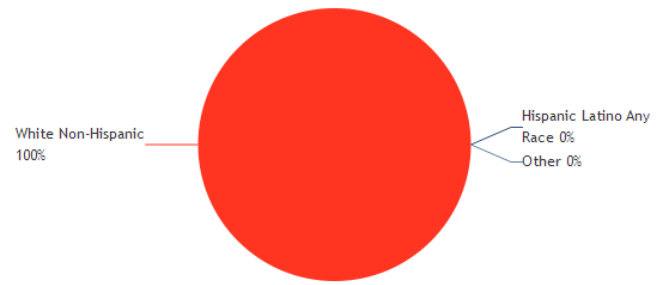
Current Sworn Female Officers



Prior Sworn Officers



Prior Sworn Female Officers



Sworn Officer Selection - Reaccreditation Year 1

Data Collection Period: 1/1/2018 - 12/31/2018

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received									
Applicants Hired	1	0	0	0	0	0	0	0	1
Percent Hired	%	%	%	%	%	%	%	%	N/A
Percent of Workforce Population	6%		0%		0%		0%		N/A

Applications Received

Applicants Hired



Percent Hired

Percent of Workforce Population



Legend

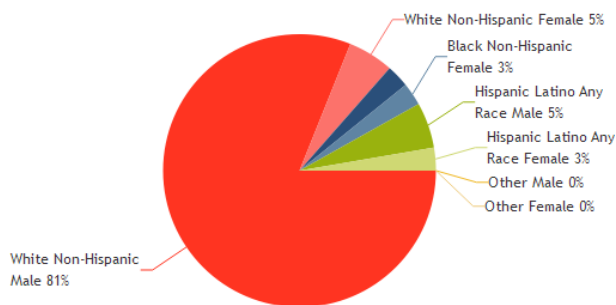
White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

Sworn Officer Selection - Reaccreditation Year 2

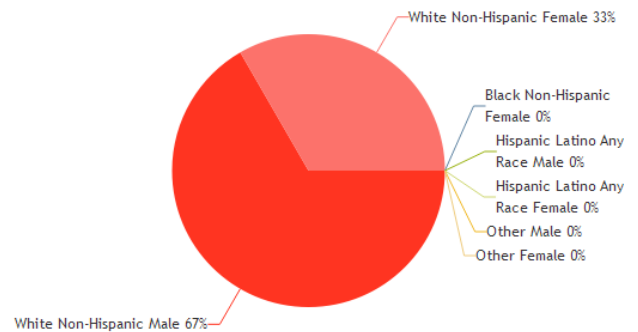
Data Collection Period: 1/1/2019 - 12/31/2019

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	30	2	1	1	2	1	0	0	37
Applicants Hired	2	1	0	0	0	0	0	0	3
Percent Hired	7%	50%	0%	0%	0%	0%	%	%	N/A
Percent of Workforce Population	21%		0%		0%		0%		N/A

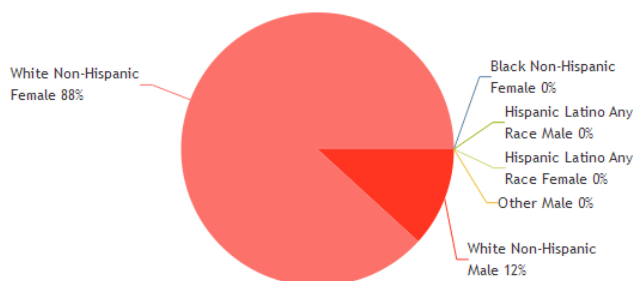
Applications Received



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 Selection - Reaccreditation Year 3

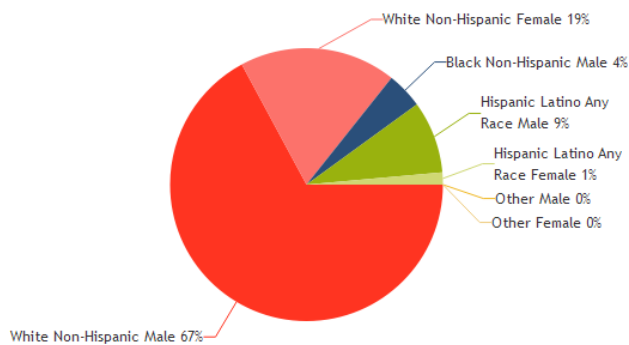
Data Collection Period: 1/1/2020 - 12/31/2020

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	47	13	3	0	6	1	0	0	70
Applicants Hired	1	1	0	0	0	0	0	0	2
Percent Hired	2%	8%	0%	0%	0%	0%	0%	0%	N/A
Percent of Workforce Population	12%		0%		0%		0%		N/A

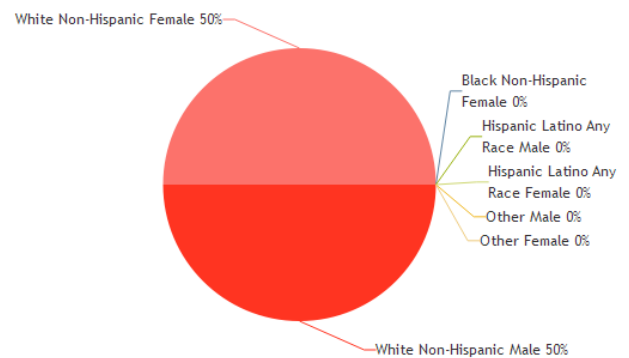
Reaccreditation Year 3 Notes:

We have identified a third candidate from 2020 testing we would like to hire pending any new vacancies. This candidate has a conditional offer of employment and is proceeding through the hiring process at this time.

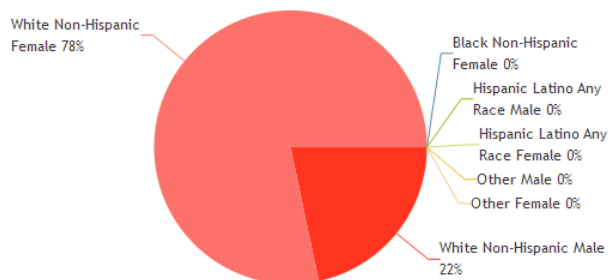
Applications Received



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 Selection - Reaccreditation Year 4

Data Collection Period: 1/1/2021 - 12/31/2021

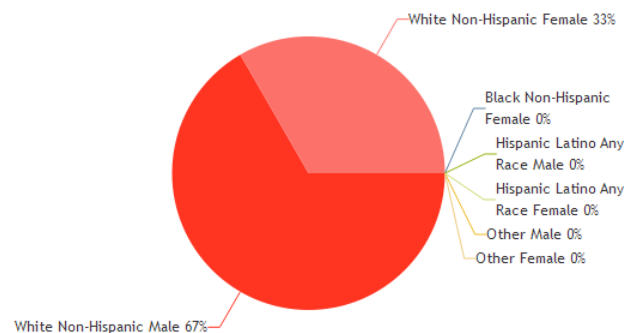
	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	0	0	0	0	0	0	0	0	0
Applicants Hired	2	1	0	0	0	0	0	0	3
Percent Hired	%	%	%	%	%	%	%	%	N/A
Percent of Workforce Population	17%		0%		0%		0%		N/A

Reaccreditation Year 4 Notes:

All three officers hired in 2021 had originally tested in 2020 and were selected off a hiring list created at that time.

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

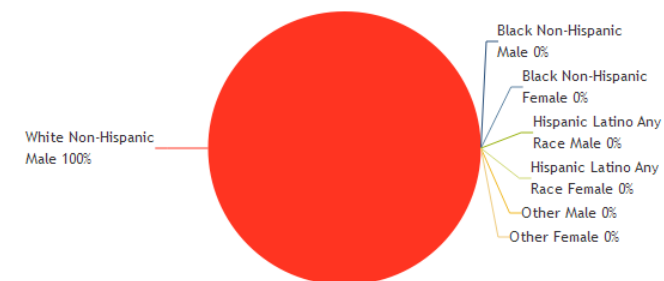
Data Collection Period: 1/1/2018 - 12/31/2018

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Tested	2	0	0	0	0	0	0	0	2
Eligible After Testing	1	0	0	0	0	0	0	0	1
Promoted	1	0	0	0	0	0	0	0	1
Percent Promoted	50 %	%	%	%	%	%	%	%	N/A

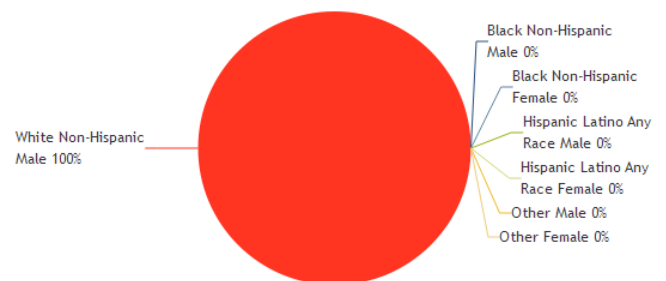
Reaccreditation Year 1 Notes:

Hollis PD had one opening for a sergeant in 2018.

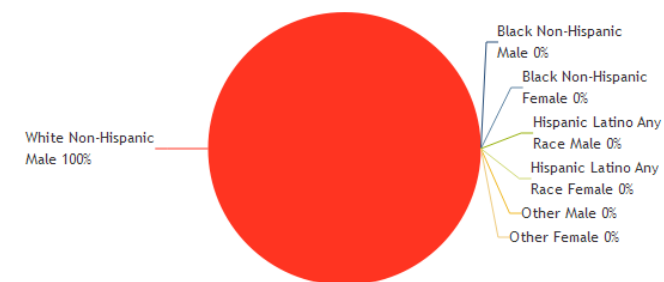
Tested



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	

Sworn Officer Promotions - Reaccreditation Year 2

Data Collection Period: 1/1/2019 - 12/31/2019

	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	1	0	0	0	0	0	0	0	1
Percent Promoted	%	%	%	%	%	%	%	%	N/A

Reaccreditation Year 2 Notes:

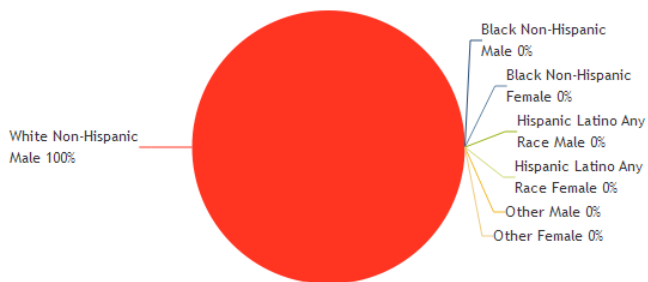
In April 2019, Lt. Brendan LaFlamme was promoted to Captain. His assignment and responsibilities did not change at this time, and his promotion did not create additional promotional opportunities within the Department. This promotion was more of a job reclassification and done to strengthen the command structure of the Department, to elevate the pay scale commensurate with duties and responsibilities, and to strategically plan for the future.

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	

Sworn Officer Promotions - Reaccreditation Year 3

Data Collection Period: 1/1/2020 - 12/31/2020

	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 3 Notes:

There were no officer promotions for this reporting period.

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	

Sworn Officer Promotions - Reaccreditation Year 4

Data Collection Period: 1/1/2021 - 12/31/2021

	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 4 Notes:

The Hollis Police Department did not have a promotional process in 2021. There are currently no supervisory openings.

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	

