

HPD STRATEGIC PLAN

November 2024

1. ENHANCE EMPLOYEE WELL-BEING

1.1 Improve Internal Communication			
Strategy	Bureau	Action	Measurable Outcome
Increase communication between Chief Logan and departmental personnel	CO	Create video messages from Chief Logan to all departmental personnel on current/relevant issues	Post monthly videos on the department's intranet
Increase commander interaction with element personnel	AO FO	Commanders to regularly meet with their staff	Nonpatrol commanders to meet with all of their personnel at least once per month Patrol commanders to meet with personnel on each watch at least once per month Commanders to keep track of the meetings and report to their respective assistant chief each month
Utilize technology to convey helpful departmental information to employees	CO	Produce and post short informational videos on various departmental processes and summaries of policies/procedures to educate and assist employees	Publish one video bimonthly (six per calendar year)
Obtain employee feedback on commander performance	AB SSB	Conduct annual, internal surveys of every element incorporating an evaluation of commanders and Administration; information gained will be used to grow leaders and improve leadership	Review results of the survey that was deployed in 2024, develop an action plan to address identified issues, execute plan, and redeploy survey by the end of the second quarter in 2025

Strategy	Bureau	Action	Measurable Outcome
Design and implement an internal command dashboard	SSB	Design a real time analytics interface unifying all available internal data elements into a command dashboard (unit locations, real time crime, overtime, time loss, crime trends, computer driven crime analysis, productivity, etc.)	Technology demonstration to the ARB by the end of the first quarter of 2025; implementation by the end of the second quarter of 2025

1.2 Promote Employee Wellness			
Strategy	Bureau	Action	Measurable Outcome
Implement the "Healthy Employee" campaign (departmental wellness program)	AB SFOB	Create and conduct health and wellness classes	Hold at least one class quarterly
Create a campaign to change department culture around mental health through education and provision of services	AB SFOB	Educate departmental employees about the importance of tending to their psychological wellness, including providing information on risk factors for depression, anxiety, Post-Traumatic Stress Disorder, and suicidal ideations; emphasize and provide access to mental health services	Provide training to all departmental employees in calendar year 2025
Implement the "Help at Your Fingertips" program	SFOB SSB	Explore, test, and deploy applications to promote wellness and mental health support	Research sustainable applications currently available and create a report with recommendations by the end of 2024; implementation in 2025
Improve the Employee Early Recognition System	AB AO	Identify applications that can help to better identify and respond to officers in need of intervention; provide training to employees responsible for tracking the data used to identify at-risk employees	Identify at least three applications, evaluate their effectiveness, and create a report with recommendations on which application to adopt by the end of the third quarter of 2025
Create a Counselor Unit	AB	Create a Counselor Unit for departmental personnel	Review the current HSU structure and determine the feasibility of creating counselor positions by the end of the 2025 second quarter

1.3 Advance Employee Development			
Strategy	Bureau	Action	Measurable Outcome
Formalize a mentorship program for the development of future leaders	AB	<p>Conduct top-down mentorship--deputy chiefs mentor assistant chiefs (AC), ACs mentor majors, etc.</p> <p>Assign specific commanders to each recruit class as mentors</p>	<p>Pilot a formalized mentorship program in 2025 in at least one bureau; to be expanded to all bureaus by the end of 2025</p> <p>Assign two commanders to mentor each of the four recruit classes during calendar year 2025</p>
Provide enhanced performance training for sworn and civilian employees	AB SFOB	<p>Increase active shooter training for all employees</p> <p>Provide ballistic shield and breaching training to patrol officers and specialized units</p>	<p>Develop a training schedule for employees by the end of 2024; implement the training schedule in 2025</p>
Review and update the Lieutenants' and Supervisory Training Regimen in Preparation and Education of Sergeants (STRIPES) training program	AB	<p>Implement revised STRIPES curriculum</p> <p>Develop revised curriculum for Lieutenants' training program based on feedback from STRIPES; implement revised curriculum</p> <p>Incorporate basic and advanced senior leadership training</p>	<p>Conduct at least two STRIPES training program classes in 2025</p> <p>Develop revised curriculum and conduct at least one Lieutenants' training program in 2025</p> <p>Conduct training sessions for all commanders on at least four topics in 2025</p>
Refine the element assignment process for commanders	CO	<p>Provide process for feedback from commanders regarding element assignment proposals and pathway plans</p>	<p>Administer survey to commanders by the end of the first quarter in 2025 and consider the results for future commander assignments throughout the year</p>

Strategy	Bureau	Action	Measurable Outcome
Implement the <i>loea</i> concept	CO SFOB	<p>Promote the <i>loea</i> concept throughout the department and within elements visually and seek ways to recognize <i>loea</i> successes</p> <p>Promote concepts of professionalism, ethics, and Integrity/Respect/Fairness/Aloha Spirit</p>	<p>Create at least one Maka'i Loa video per month for internal and external release</p> <p>Divisions to recognize employees of the quarter and department to hold quarterly award ceremonies in 2025</p>
Develop a meaningful, actionable performance evaluation feedback process	AB	<p>Train supervisors on the Performance Evaluation Report (PER) system with an emphasis on the value and use of the PER</p> <p>Require a face-to-face meeting and conversation between evaluator and employee about the PER</p>	<p>Include training in leadership programs at the various levels that will be conducted in 2025</p> <p>Track face-to-face meetings by commanders and report to respective assistant chief on a monthly basis for every element</p>

DRAFT

2. FOCUS ON ROBUST RECRUITMENT

2.1 Develop Multiple Targeted Pathway Programs			
Strategy	Bureau	Action	Measurable Outcome
Develop a post-high school pathway program	AB SFOB	Expand the cadet program	Hire at least 15 participants in 2025
Develop a post-college pathway program	AB	Expand the internship program	Secure at least five participants for the internship program in 2025
Explore relationships within various organizations to develop potential pathways for recruitment	AB	Establish and develop relationships with new organizations to create recruitment opportunities	Identify organizations in which recruitment would result in increased applicants for the HPD by the end of the third quarter of 2025; meet with at least two newly identified organizations to discuss recruitment by the end of 2025

2.2 Equip Recruitment Team			
Strategy	Bureau	Action	Measurable Outcome
Implement effective recruitment and retention efforts	AB	Provide training to recruitment team members regarding new strategies and best practices related to recruitment and retention	Members of the recruitment team to participate in at least two trainings in 2025
Centralize and coordinate departmental recruitment efforts	AB	Conduct recruitment events islandwide throughout the year Implement newly acquired ideas from trainings to increase the number of applications received in 2025	Increase the number of recruitment events in 2025 by five percent above the number of events in 2024 Increase the number of applications received in 2025 by five percent above the number received in 2024

2.3 Fill and Supplement Specialized Civilian Positions			
Strategy	Bureau	Action	Measurable Outcome
Explore and develop pathway programs for specialized civilian positions	AB IB SSB	Continue the summer forensic internship program in SIS that was developed and conducted in 2024	Secure at least six participants for the forensic internship program in 2025
		Develop an electronics/radio/IT educational curriculum program to attract and train new personnel	Secure at least three participants for the electronics/radio/IT program in 2025
Promote a civilian intern program	AB SSB	Continue participation in the city's Po'okela Internship Program	Secure at least five participants per session (at least two sessions) for the internship program in 2025

3. CREATE SAFER COMMUNITIES

3.1 Address Violent Crime			
Strategy	Bureau	Action	Measurable Outcome
Institute a data-driven approach to "Hot Spot" policing	CPB RPB IB	Utilize data, crime trends, and other sources of information to direct uniformed and plain clothes personnel in an effort to better police "Hot Spots"	District Information Officers to identify micro locations and create weekly reports for commanders
Focus on illegal game room operations	CPB RPB IB	Continue operations of the game room task force in NVD that will directly coordinate with various investigative units and community partners to direct, track, and report activity related to illegal game room operations, as well as follow-up to ensure activity does not return Reduce the reopening/ reestablishment of game rooms in the same location after prior enforcement	Reduce game rooms by an additional 25 percent, from 60 to 45, in calendar year 2025

Strategy	Bureau	Action	Measurable Outcome
Address crime trends	CPB RPB IB	Crime Reduction Units (CRU) to focus on violent and property crimes within their areas of responsibility Develop a crime gun intelligence program in SIS	Provide a quarterly report on actions taken to determine the effectiveness on the reduction of violent crimes Submit a reorganization to expand SIS's Firearms Unit, obtain the forensic technology needed to create a ballistic evidence database, and reduce turnaround times for intelligence requests in 2025
Address agriculture crimes	IB	Develop strategies to prevent and enforce agricultural crimes Purchase equipment and tools to assist with the prevention and prosecution of agriculture crimes Plan and organize community workshops with the Hawaii Farm Bureau	Develop a baseline to determine the scope of agriculture-related crimes by the end of the first quarter of 2025 Purchase all necessary equipment utilizing City Council appropriated funds in 2025 Conduct at least two (semiannual) workshops in 2025
Create a Firearm Reduction Work Group	CO CPB RPB IB	Create a workflow of intelligence information to coordinate enforcement responses and to address individuals who illegally possess or distribute illegal firearms	Establish a formal working group by the end of the first quarter of 2025 Establish a baseline of operations by the end of the third quarter of 2025
School Resource Officer	AB	Implement a School Resource Officer pilot program	Determine the feasibility of hiring School Resource Officers on a contractual basis by the start of the second quarter of 2025

3.2 Improve Investigative Process			
Strategy	Bureau	Action	Measurable Outcome
Expand digital forensic services and staffing for the Cybercrimes Unit	IB	Increase the staffing of the Cybercrimes Unit to meet the needs of the community and the growing demand for digital forensics and cybercrime investigations.	Fill one remaining detective vacancy within the Cybercrimes Unit by the end of the third quarter of 2025
Improve communication with victims of crime	IB SSB	<p>Create a secure portal that preserves privacy and allows victims controlled access to case updates</p> <p>Create a uniformed system for investigators to follow when communicating with their victims</p>	Implement use of the portal by the end of the third quarter of 2025

3.3 Integrate Technology			
Strategy	Bureau	Action	Measurable Outcome
Establish a Real Time Crime Center	CO FO	Research and select a platform compatible with our Records Management and Computer Aided Dispatch Systems; provide staffing and establish protocols for full-time usage as well as distribution of information	Initiate operations by the end of 2025
Increase efforts to explore new technology for police services	SSB	<p>Implement Rapid SOS (an online call taking tool with advanced mapping tools, cellphone location tracking, and texting and language interpretation capability) within COM</p> <p>Integrate new Long-Term Evolution (LTE), Push-To-Talk (PTT) technology to enhance secured public safety radio communications</p> <p>Integrate and enhance Automated License Plate Reader (ALPR) technology to assist with enforcement and investigations</p>	<p>Train all PCOs and utilize this technology in daily operations by the third quarter of 2025</p> <p>Complete integration by the end of the calendar year of 2025</p> <p>Install 20 new ALPR vehicles by the end of 2024; install, test, and evaluate Portable License Plate Readers (PLPR) by the end of the second quarter of 2025</p>

Strategy	Bureau	Action	Measurable Outcome
Implement e-Citations	IB SSB	Implement the new e-Citation program platform and equipment; continue to work with the Judiciary and Department of Transportation to establish a system that works for all stakeholders	Deploy the new e-Citation program departmentwide and train employees to use the system by the end of the calendar year of 2025

3.4 Improve Enforcement Coordination			
Strategy	Bureau	Action	Measurable Outcome
Promote successful communication and coordination efforts with federal, state, and county law enforcement partners	FO	Host joint meetings with federal, state, and county law enforcement partners	Hold at least two meetings in 2025
Coordinate information sharing by District Information Officers (DIO)	CPB RPB	Promote sharing and analysis of information collected by DIOs	All DIOs to meet at least four times (quarterly) with each other and CAU in 2025

3.5 Improve Traffic Safety			
Strategy	Bureau	Action	Measurable Outcome
Reduce serious motor vehicle collisions (MVC)	IB	Conduct analysis of MVC occurrences to determine commonalities and causes; based on identified factors, implement enforcement actions Deter bad driving habits and reduce serious collisions by coordinating with the Departments of Transportation and Transportation Services to strategize public awareness and educational campaigns	Increase educational efforts to ensure monthly traffic safety messages are in line with statewide campaigns in 2025 The Traffic Division commander will provide a comprehensive monthly report that details departmentwide enforcement efforts and MVC statistics
Use data to drive traffic enforcement efforts	IB	Increase the efficiency of the time spent conducting traffic enforcement and education by leveraging technology and data analytics	Develop a reporting mechanism to share relevant data by the end of the second quarter of 2025

3.6 Address Homelessness			
Strategy	Bureau	Action	Measurable Outcome
Reduce the number of homeless living on public property and in encampments	CPB RPB	Coordinate with social service providers and the Department of Community Services to provide shelter, drug and alcohol assessment and treatment, and other social services to reduce the number of homeless	Use the city's Point in Time count to determine if there are adequate social services being provided
		Conduct SPO and SNO operations to ensure safe passage on public sidewalks and thoroughfares	Provide weekly statistical reports to show the number of homeless individuals being offered services and temporary shelter

4. BUILD COMMUNITY TRUST

4.1 Strengthen Community Relationships			
Strategy	Bureau	Action	Measurable Outcome
Promote "All Officers are Community Policing Officers" philosophy	AB CPB RPB	Provide community policing training to all sworn officers	All sworn personnel to receive training in the 2025 calendar year
Improve communication and community engagement with departmental leadership	CPB RPB IB	Increase opportunities for open communication with community members by making departmental leadership available at community events and meetings	Hold either a "Coffee with a Captain", "Meet A Major", or "Chat with a Chief" events in every district at least once per quarter
		Enhance external communication between bureau chiefs, as well as commanders, with the community	Commanders from the Central Patrol Bureau (CPB), Regional Patrol Bureau (RPB), and Investigative Bureau to attend at least one additional community event or meeting per quarter

Strategy	Bureau	Action	Measurable Outcome
Strengthen relationships with underrepresented communities	CPB RPB	Establish relationships with organizations serving underrepresented communities in the districts Departmental leadership to meet regularly with group leaders to discuss concerns and potential solutions	Departmental leadership to hold at least semiannual meetings with various organizations Following each meeting, an after-action report will be submitted for review by the respective assistant chief; the report will then be presented to the ARB
Improve officer engagement and investment in the communities they serve	CPB RPB	Each sector is to identify one community concern per month specific to their assigned area; once a community project is identified, sergeants will work with their team of officers to find a solution and address that concern Sergeants to submit a Community Project Report (CPR) via channels to their respective bureau chief	The RPB and CPB will highlight one CPR from each of their districts every month; the selected CPR will be presented at the Honolulu Police Commission and Commanders' meetings All districts will maintain a record of their community projects

4.2 Prioritize Community Communication			
Strategy	Bureau	Action	Measurable Outcome
Increase accessibility of departmental data to the public on the HPD website	CO SSB	Assess information currently available to the public on the newly created HPD dashboard and create recommendations on additional information that can be included Aid in the department's endeavor for transparency by revamping the current website to include "user friendly" features that promote information sharing	Recommendations to be provided to the ARB by the end of the second quarter of 2025

Strategy	Bureau	Action	Measurable Outcome
Actively seek community input	CO SSB	Increase opportunities for the community to provide feedback to the department	Conduct annual, external surveys available to the public via the departmental website in 2025
Improve accessibility and efficiency in obtaining a License To Carry (LTC) a firearm	SSB	Creating an online service for LTC	Have an online application process to obtain a LTC and have it functional by the end of 2026

4.3 Improve Media Relations			
Strategy	Bureau	Action	Measurable Outcome
Develop a departmental spokesperson cadre (DSC)	CO	Provide a cadre of personnel to make available for media requests for comments related to current events and community issues	Select personnel for the DSC and provide training in public speaking and media relations in the 2025 calendar year
Establish regular communication between HPD leaders and media executives	CO	Increase open communication and build a working relationship with the department and news media outlets by holding semiannual meetings	Host semiannual media meetings in 2025
Provide timely and informative responses to media inquiries	CO SSB	Increase capacity of the current MLO and communications team by creating a Police Information Officer position and two additional Information Specialist 2 positions (initially on contract) Design and launch a text alert system for media that provides timely information on developing police incidents	Create and fill two Information Specialist 2 positions by the end of the first quarter of 2025 and the Police Information Officer position by the end of 2025 Demonstrate a working system to the ARB and soft launch by the end of the first quarter of 2025

5. ENSURE ORGANIZATIONAL EFFICIENCY

5.1 Modernize Department Structure			
Strategy	Bureau	Action	Measurable Outcome
Evaluate the efficiency of the department's organization, structure, and allocation of staffing	CO SSB	Assess the current staffing of elements Assess the need to modernize structure given current 21 st century needs (e.g., create Chief of Staff, restructure bureaus, etc.)	Conduct a job analysis/audit/workload assessment by end of the second quarter of 2025
Develop alternate work schedules (AWS)	AB	Propose and evaluate viable options for an AWS for all employees	Determine the feasibility of expansion of an AWS to additional elements within the HPD by the end of the first quarter of 2025 with implementation by the end of 2025
Evaluate district boundaries and staff allocation in patrol districts	CPB RPB SSB	Conduct in-depth analysis and evaluation of the most efficient allocation of staffing and demarcation of district boundaries given community growth across the island, calls for service, and current staffing allocations	Complete analysis with recommendations by the end of 2024

5.2 Address Employee Misconduct			
Strategy	Bureau	Action	Measurable Outcome
Restore trust in the administrative investigation process by ensuring efficiency and timely completion of cases	AO	Create a detective training guide for incumbent and newly assigned detectives to the PSO; provide training on the guide	Complete the training guide and start training by the end of the second quarter of 2025
		Analyze the currently utilized software to determine if alert features exist to assist with notification to PSO staff and command to address timeliness of investigations	Complete analysis of the existing software and implement alerts (if applicable) by the end of the second quarter of 2025
		Test using a transcription program to expedite timely completion of investigations and make recommendations on its feasibility	Start testing and provide recommendations by the end of the first quarter of 2025
		Using the above actions, reduce the completion time of investigations	Reduce administrative investigation time from 174 days to 156 days (10 percent reduction)
Leverage data to identify measures to decrease future employee misconduct	AO	Explore available software that has the ability to analyze misconduct trends and notify command in order to take corrective action (counseling, training, disciplinary action, etc.)	Provide a recommendation to the ARB by the end of the second quarter of 2025
Equip employees to conduct quality divisional administrative investigations	AO	Conduct in-person visits of departmental elements to engage in discussion and answer questions concerning PSO investigations	Conduct in-person visits starting in January 2025
		Develop answers to Frequently Asked Questions (FAQs) that arise from element visits; create a handout with the FAQs and answers and also post to the internal PSO intranet page	Develop FAQs handout and post to the intranet by the end of the second quarter of 2025

5.3 Focus on Equipment Upgrades			
Strategy	Bureau	Action	Measurable Outcome
Evaluate and upgrade computer equipment for the department	SSB	Upgrade computer hardware and software	<p>Deploy 300 computers to include Windows 11 upgrade by the end of the second quarter of 2025</p> <p>Complete the replacement of all commanders' computers by the end of the first quarter of 2025</p>
Modernize and replace departmental Computer Aided Dispatch System (CADS)	SSB	Find and deploy improved, modern cloud-based CADS to improve police response and officer situational awareness	Select next CADS vendor by the end of the second quarter of 2025

DRAFT