

HPD 2023

HONOLULU POLICE DEPARTMENT

Strategic Plan



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Aloha.

We are pleased to present the Honolulu Police Department's Strategic Plan 2023. In this booklet we share our plan for taking on the challenges of modern policing and for building a department that will best serve the residents and visitors of Oahu.

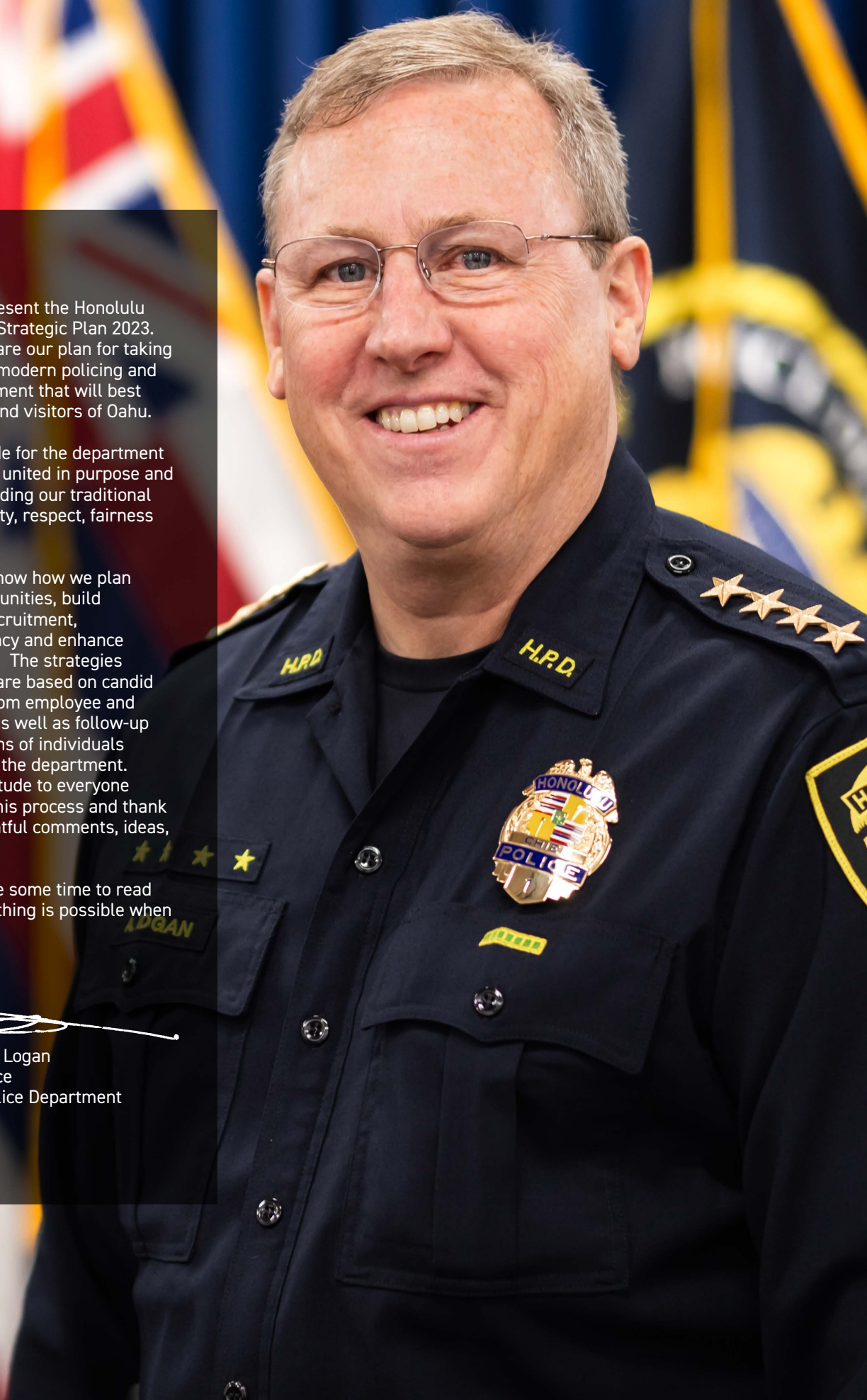
It will serve as a guide for the department as we move forward, united in purpose and in mission, and upholding our traditional core values of integrity, respect, fairness and the aloha spirit.

On these pages we show how we plan to create safer communities, build public trust, boost recruitment, improve work efficiency and enhance employee well-being. The strategies and planned actions are based on candid feedback collected from employee and community surveys as well as follow-up interviews with dozens of individuals within and outside of the department. We express our gratitude to everyone who participated in this process and thank them for their thoughtful comments, ideas, and suggestions.

We hope you will take some time to read over the plan. Everything is possible when we work together.



Arthur "Joe" Logan
Chief of Police
Honolulu Police Department





Community We Serve

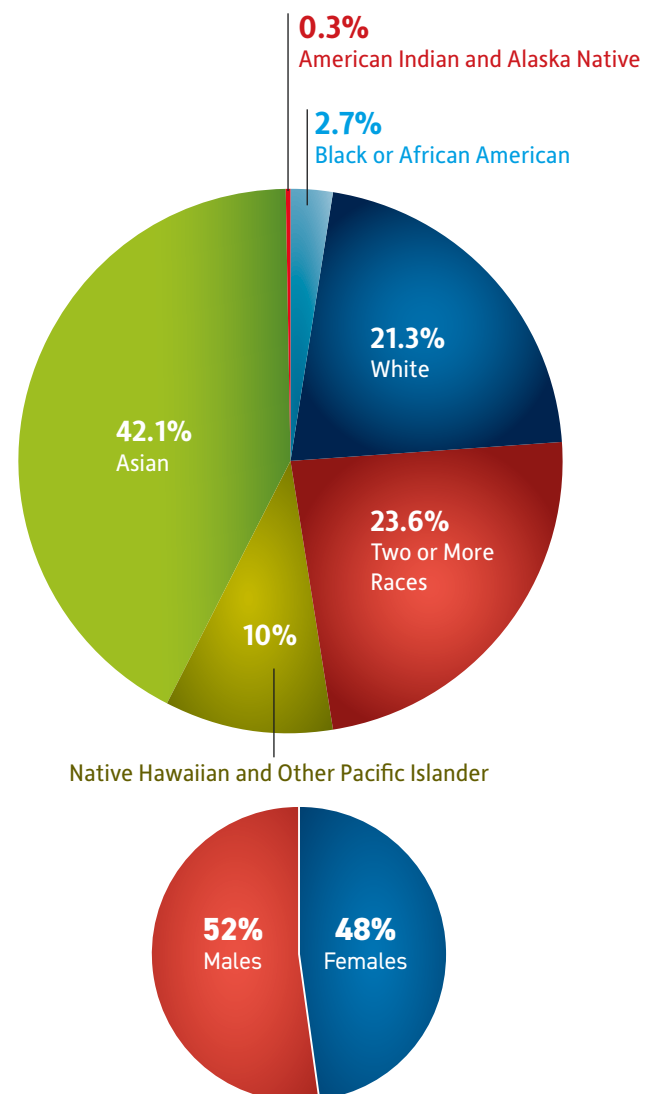
The Honolulu Police Department serves as the primary law enforcement agency for the City and County of Honolulu. Its jurisdiction is the entire island of Oahu, one of the largest municipal law enforcement agency jurisdictions in the country. From bustling downtown Honolulu and vibrant Waikiki, to the shores of Kaena, from the surf shops and food trucks in Haleiwa to the suburbs of Hawaii Kai, the HPD serves high-rise neighborhoods and rural towns and everything in between.

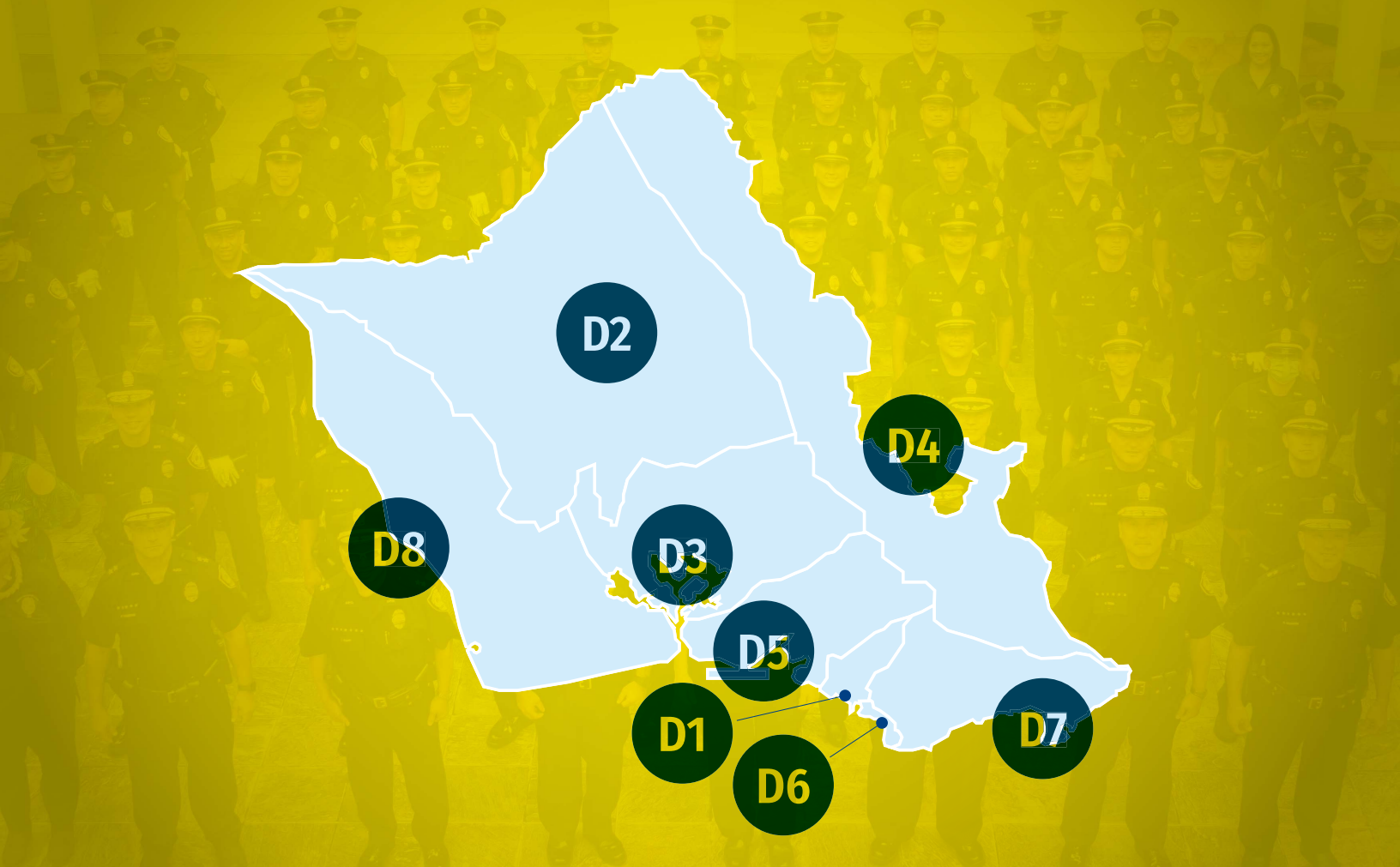
Honolulu is one of the most diverse cities in the country with regard to ethnicity and culture. A strong tourism industry sees millions of visitors arriving on Oahu each year from around the globe. With many different people from many different places, the spirit of aloha is alive and well.

According to the U.S. Census Bureau, the estimated population of the City and County of Honolulu was 1,006,900 and is forecasted to slow its growth by 0.3 percent in 2025. The Primary Urban Center, which stretches from Waiau-Pacific Palisades to Waialae-Kahala, contains almost half the population of Oahu.

There were 820,356 calls for police services in 2022. With tourism still recovering after the COVID pandemic, the department expects to see a rise in calls for police service in the coming years and a corresponding increase in workload.

The City and County of Honolulu has a diverse ethnic makeup and is comprised of the following races:





Departmental Overview

From our roots in Hawaiian culture to the unique community we serve, the Honolulu Police Department (HPD) is like no other police department in the nation. The HPD's history can be traced to the Act to Organize the Executive Departments of the Government approved by King Kamehameha the Third in 1846. This Act established executive judicial officers for each of the islands of Oahu, Hawaii, Maui, and Kauai.

Today, the HPD serves as the primary law enforcement agency for the City and County of Honolulu. For police operations, Oahu is divided into eight patrol districts, and each district is subdivided into sectors and beats. The department's headquarters is at 801 South Beretania Street in downtown Honolulu. District stations are located in Kalihi, Kaneohe, Kapolei, Pearl City, Wahiawa, and Waianae.

Chief Arthur "Joe" Logan is the HPD's 12th Chief of Police and was sworn in on June 14, 2022. The department's staffing for 2022 is 1,884 sworn and 394 civilian employees.

DISTRICT	POPULATION	% OF TOTAL	SQUARE MILES	OFFICERS AUTHORIZED	BEATS
1	90,000	9%	7.6	249	24
2	115,300	11%	204	134	13
3	170,200	17%	64.8	155	17
4	137,800	14%	126.9	191	22
5	140,900	14%	39.7	202	23
6	22,400	2%	1.3	149	13
7	152,600	15%	40.4	155	26
8	177,600	18%	114.7	212	20

HONOLULU POLICE COMMISSION



DOUG CHIN
Chair



KENNETH SILVA
Vice-Chair



SHANNON L. ALIVADO
Commissioner



ANN BOTTICELLI
Commissioner



ELIZABETH CHAR
Commissioner



JERRY C. GIBSON
Commissioner



CARRIE K. S. OKINAGA
Commissioner



ARTHUR J. LOGAN
CHIEF OF POLICE



LEGAL ADVISOR



RAIDE K. VANIC
DEPUTY CHIEF
ADMINISTRATIVE
OPERATIONS



KEITH K. HORIKAWA
DEPUTY CHIEF
FIELD OPERATIONS

INTELLIGENCE
ENFORCEMENT
UNIT

OFFICE OF
THE CHIEF

PROFESSIONAL
STANDARDS
OFFICE

MEDIA LIAISON
OFFICE

ADMINISTRATIVE
BUREAU

FINANCE
DIVISION

HUMAN
RESOURCES
DIVISION

TRAINING
DIVISION

SUPPORT SERVICES
BUREAU

COMMUNICATIONS
DIVISION

INFORMATION
TECHNOLOGY
DIVISION

RECORDS AND
IDENTIFICATION
DIVISION

TELE-
COMMUNICATIONS
SYSTEMS SECTION

VEHICLE
MAINTENANCE
SECTION

SPECIAL FIELD
OPERATIONS
BUREAU

COMMUNITY
AFFAIRS
DIVISION

LEGISLATIVE
LIAISON OFFICE

MAJOR EVENTS
DIVISION

CENTRAL PATROL
BUREAU

CENTRAL
RECEIVING
DIVISION

DISTRICT 1
CENTRAL
HONOLULU

DISTRICT 5
KALIHI

DISTRICT 6
WAIKIKI

DISTRICT 7
EAST HONOLULU

REGIONAL PATROL
BUREAU

DISTRICT 2
WAHIAWA

DISTRICT 3
PEARL CITY

DISTRICT 4
KANE OHE

DISTRICT 8
KAPOLEI

SPECIALIZED
SERVICES
DIVISION

INVESTIGATIVE
BUREAU

CRIMINAL
INVESTIGATION
DIVISION

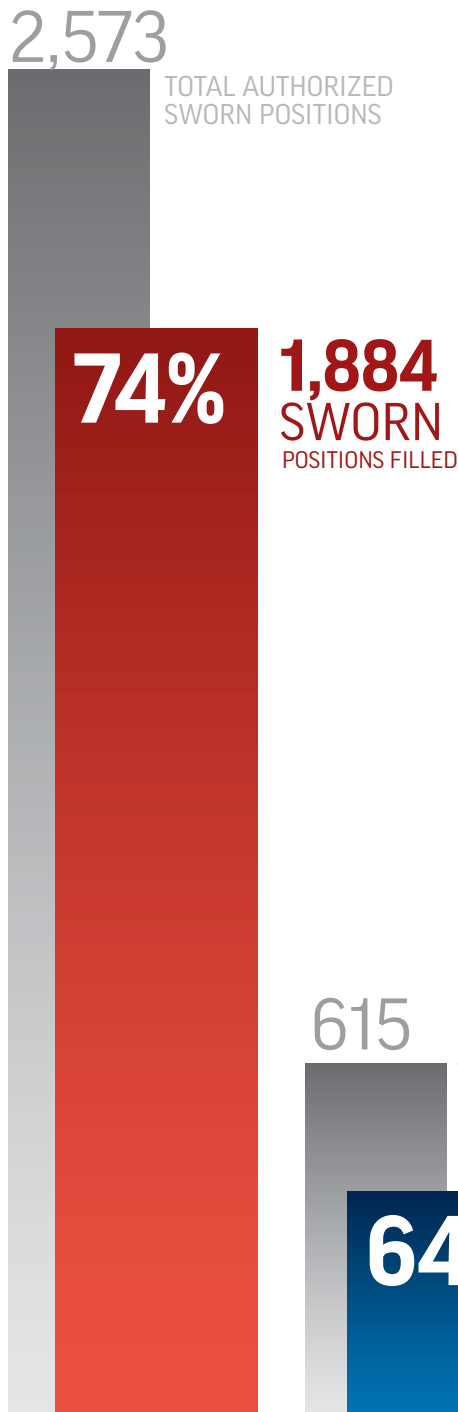
NARCOTICS/VICE
DIVISION

SCIENTIFIC
INVESTIGATION
SECTION

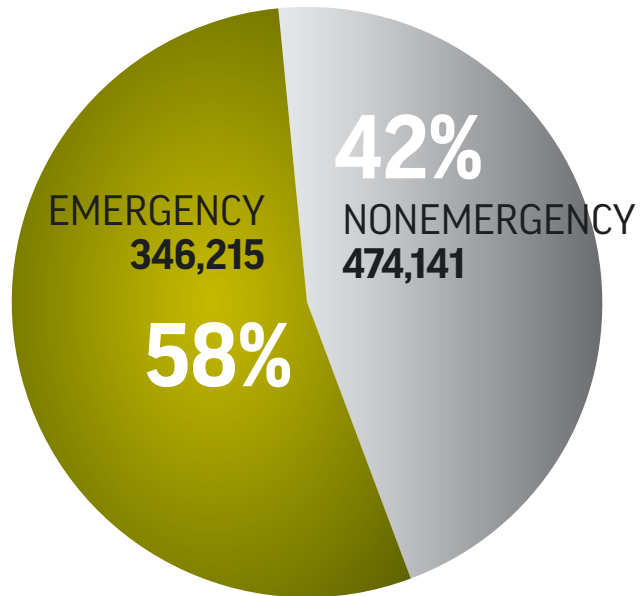
TRAFFIC
DIVISION

2022 STATISTICAL DATA AT A GLANCE

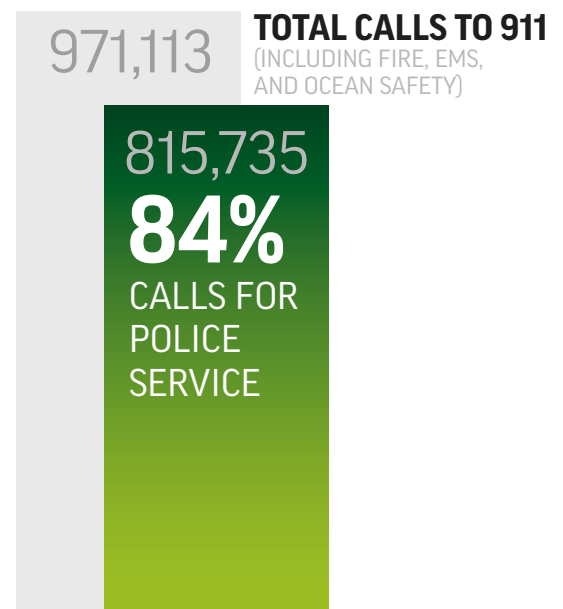
HPD STAFFING



CALLS TO HPD TOTAL 820,356



CALLS FOR SERVICE



The HPD Vision and Mission Statements, as well as the department's Core Values, were revised in 2022 to provide direction and help guide all of our personnel.

Vision Statement

I hō'ihī'ihī kākou i ka kākou hana i ka ho'omalu o na kānaka.
Let us be revered in our mission to guard the people.

Mission Statement

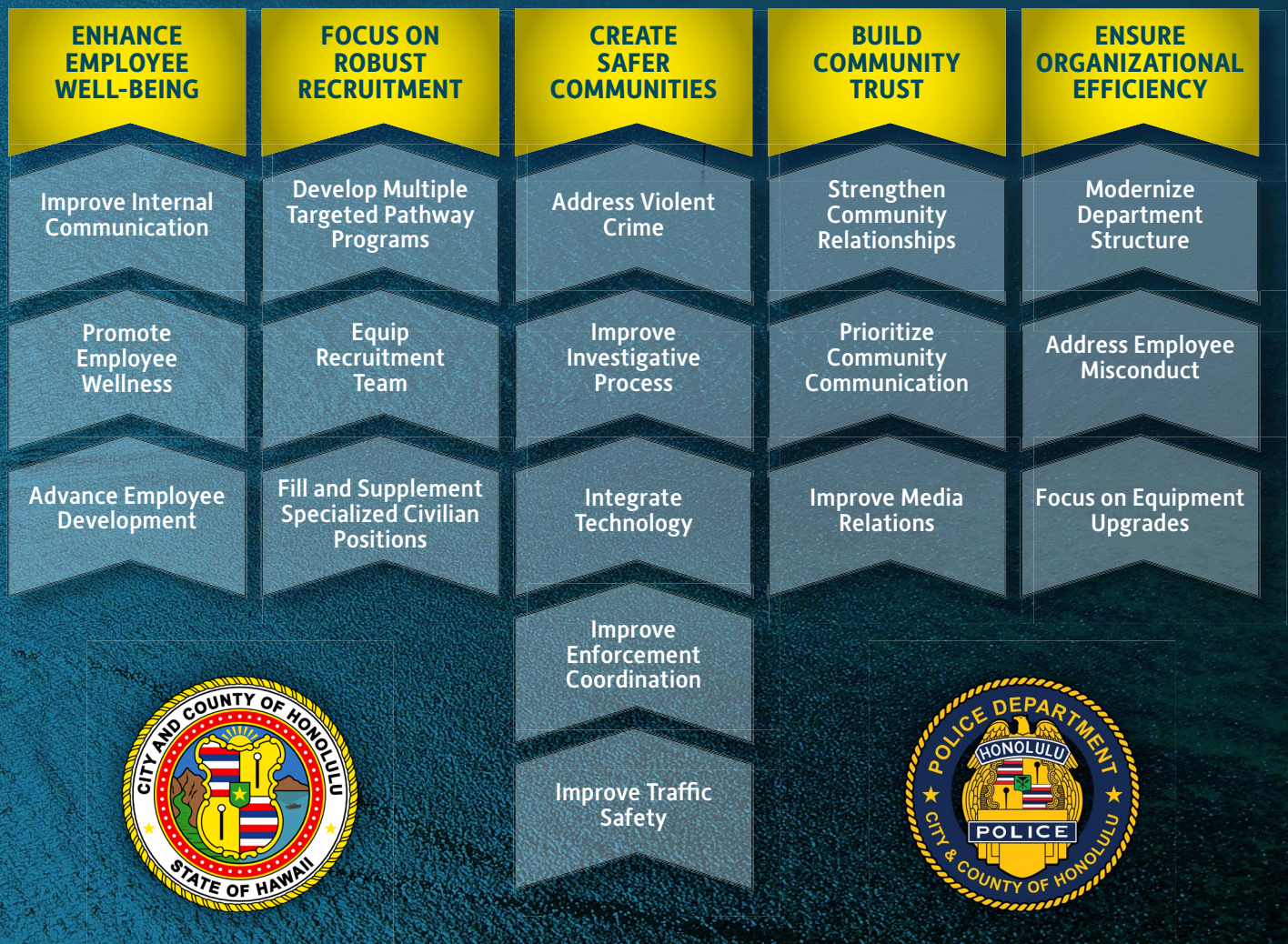
We are dedicated to investigating crime, apprehending violators, and maintaining public order to ensure the safety and security of the City and County of Honolulu.

Core Values

INTEGRITY | RESPECT | FAIRNESS | ALOHA SPIRIT

The strategic plan was a collaborative effort by our sworn and civilian staff and community members. Candid feedback and input were vital to the creation of this plan. Keeping in mind our Vision and Mission Statements and Core Values, participants placed a consistent emphasis on five specific areas: Employee Well-Being, Robust Recruitment, Safer Communities, Community Trust, and Organizational Efficiency.

HPD 2023 Strategic Plan



The background of the slide is a blue-tinted photograph of a Hawaii State Police vehicle. On the left side, the front of the car is visible, featuring the official HPD (Honolulu Police Department) emblem. The emblem is a shield-shaped crest with a green border. Inside the shield, there is a blue banner at the top with the word "HONOLULU" in white. Below this, there is a central shield with a white cross on a blue background. At the bottom of the emblem is a blue banner with the word "POLICE" in white. The car's body is white with a blue stripe running along the side, and the words "HONOLULU POLICE" are visible in blue lettering on the side panel.

HPD 2023 Strategic Plan **OVERVIEW**

- AB** Administrative Bureau
- AO** Administrative Operations
- CO** Chief's Office
- CPB** Central Patrol Bureau
- FO** Field Operations
- IB** Investigative Bureau
- RPB** Regional Patrol Bureau
- SFOB** Special Field Operations Bureau
- SSB** Support Services Bureau

1. ENHANCE EMPLOYEE WELL-BEING

1.1 Improve Internal Communication

STRATEGY	BUREAU	ACTION	MEASUREABLE 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	<p>Nonpatrol commanders to meet with personnel at least once per month</p> <p>Patrol commanders to meet with personnel on each watch at least once per month</p> <p>Commanders to keep track of the meetings and report to their respective assistant chief</p>
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. Example topics: promotion process, Uniform and Equipment Committee, reimbursement for damaged property, Equal Employment Opportunity Commission, workplace exposure, etc.	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 the Administration; information gained will be used to grow leaders and improve leadership.	Develop and deploy survey by end of 2023

1.2 Promote Employee Wellness

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Implement the "Healthy Employee" campaign (departmental wellness program)	AB SFOB	Create a wellness program focusing on fitness, nutrition, etc. Create and conduct health and wellness classes	Identify resources required to implement specific actions to accomplish the strategy by the end of the second quarter 2023 Hold at least one class quarterly
Create a campaign to change departmental 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	Develop a detailed training plan and schedule to educate all HPD personnel by the end of 2023; initiate the campaign by 2024
Implement the "Help at Your Fingertips" program	SFOB SSB	Explore, test, and deploy applications to promote wellness and mental health support	Research applications currently available and create report with recommendations by the end of 2023; implementation in 2024
Improve the Employee Early Recognition System	AB	Improve content of reports; review criteria to better identify and respond to officers in need of intervention; and improve process to address any impediments	Create a committee to evaluate the current Employee Early Recognition System program and create specific recommendations for improvement by the end of the second quarter of 2023

1.3 Advance Employee Development

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Formalize a mentorship program for the development of future leaders	AB	<p>Define and develop expectations for top-down mentorship--deputy chiefs mentor assistant chiefs (AC), ACs mentor majors, etc.</p> <p>Assign specific commanders to each recruit class as mentors; commanders to meet with the class throughout the course of the recruit's training at the academy and during Field Training and Evaluation Program and fourth watch to provide input and knowledge related to leadership</p>	<p>Create plans for and implement a pilot program to include formal mentorships at various ranks by the end of 2023.</p> <p>Training Division to develop guidelines and parameters of the commander/recruit mentorship program by the end of the third quarter of 2023 and implement the program by the end of 2023</p>
Provide enhanced performance training for sworn and civilian employees	AB SFOB	<p>Increase active shooter training for all employees</p> <p>Offer training in fundamental computer skills (e.g., Word and Excel)</p>	<p>Develop a training schedule for employees by the end of 2023; implement the training schedule in 2024</p> <p>Determine currently available classes/resources offered and conduct a cost analysis and time requirement assessment by the end of the third quarter of 2023</p>
Review and update the Lieutenants and Supervisory Training Regimen in Preparation and Education of Sergeants training program	AB	<p>Review current curriculum</p> <p>Explore and propose updates and revisions</p> <p>Incorporate basic and advanced senior leadership training</p>	<p>Complete review and create recommendation for implementation of a comprehensive leadership training program for various ranks/levels of leadership by the end of 2023; implement the training program by 2024</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>Develop and administer survey to commanders regarding element assignments; discuss the results of the survey and additional issues with commanders in a command staff meeting by the end of the second quarter of 2023</p>

1.3 Advance Employee Development

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Implement the <i>loea</i> concept	AB CO SSB	<p>Compile job description/duties for every position</p> <p>Have every employee review and understand description/duties/roles/expectations for their position</p> <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>Develop a system to ensure every employee reviews and understands their position description, role, and responsibilities by the end of the third quarter of 2023</p>
Develop a meaningful, actionable performance evaluation feedback process	AB	<p>Review current rating/criteria factors</p> <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>Complete by the end of the second quarter of 2023</p> <p>Include training in leadership programs to be implemented in 2024</p> <p>Create a departmental notice requiring face-to-face meetings by end of the first quarter of 2023; tracking to be done by commanders and reported to respective assistant chief on a monthly basis for every element</p>

2. FOCUS ON ROBUST RECRUITMENT

2.1 Develop Multiple Targeted Pathway Programs

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Develop a post-high school pathway program	AB SFOB	Reestablish the cadet program to reach out to recent high school graduates with an interest in joining the department when they attain the age of 21	Start the program in July 2023 with an initial number of 15 to 20 participants
Develop a post-college pathway program	AB	Establish an internship program to reach out to college students who are interested in joining the department after graduation	Open the application period for the internship program by the second quarter of 2023 Promote the program to secure at least 20 applications for the inaugural internship (which will start in January 2024)
Explore the feasibility of a lateral program	AB	Reexamine the creation and implementation of a lateral program	Create a feasibility report by the end of the first quarter of 2024
Explore relationships within various organizations to develop potential pathways for recruitment	AB	Establish and develop relationships with scouting, Reserve Officers' Training Corps (ROTC), and other educational/sports program coordinators 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 2023; meet with at least two newly identified organizations by the end of 2023

2.2 Equip Recruitment Team

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Centralize and coordinate departmental recruitment efforts	AB	Educate departmental personnel as to the recruitment team's duties and efforts to fill sworn and civilian vacancies Empower the team to develop and coordinate recruitment strategies Establish the team as the primary coordinator of recruitment efforts	Create an informational video for internal distribution by the end of 2023 Include new team members and develop two new strategies by the end of 2023 for implementation in 2024
Expand the current recruitment team	AB	Increase the recruitment team by five members	Complete the increase by the end of 2023

2.3 Fill and Supplement Specialized Civilian Positions

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Explore and develop pathway programs for specialized civilian positions	AB IB SSB	Analyze requirements for specialized civilian positions (e.g., police communications officers, fingerprint/latent technicians, evidence specialists, computer programmers, and police psychologists) Develop pathway programs in possible partnership with educational/industry organizations	Identify, evaluate, and revise (as needed) all position descriptions for specialized civilian positions by the end of 2023 Develop a summer forensic internship program by the summer of 2024
Create and promote a civilian intern/volunteer program	AB SSB	Create a program similar to Po'okela for the department Develop a volunteer program for students in civilian positions	Develop criteria for the program by the end of 2023 with implementation in 2024

3. CREATE SAFER COMMUNITIES

3.1 Address Violent Crime

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Institute a data-driven approach to "Hot Spot" policing	CPB IB RPB	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 IB RPB	<p>Establish a game room task force in the Narcotics/Vice Division 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</p> <p>Reduce the reopening/reestablishment of game rooms in the same location after initial enforcement</p>	Identify staffing needs for the task force to function effectively; reallocate the necessary personnel to staff the game room task force in 2024
Address crime trends	CPB RPB	Redefine the role of Crime Reduction Units (CRU) to include a focus on violent and property crimes within their areas of responsibility	Provide a quarterly report on actions taken to determine the effectiveness on the reduction of violent crimes

3.2 Improve Investigative Process

STRATEGY	BUREAU	ACTION	MEASUREABLE 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	Train and reallocate investigative personnel to expand the Cybercrimes Unit by 60 percent within the 2024 calendar year
Coordinate and clarify investigative responsibilities between elements	CPB IB RPB	Review and evaluate current investigative responsibilities for the Criminal Investigation Division, Narcotics/Vice Division, district CRU and zone details, as well as the Intelligence Enforcement Unit Create a clear and coordinated framework to guide investigative units; this will require policy and procedure revisions	Reduce redundancy in investigations and increase information sharing; issues and progress can be reported in the monthly joint Investigative Bureau-Patrol Meeting; policy revisions to be completed in 2024
Improve communication with victims of crime	IB SSB	Assess the current system of communication and explore innovative methods to expand options for victims and investigators to include the possibility of creating a secure portal that preserves privacy and allows victims controlled access to case updates Create uniform procedures for investigators to follow when communicating with their victims	Propose a comprehensive plan to the HPD Administration by the end of 2023

3.3 Integrate Technology

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Establish a Real Time Crime Center	SFOB SSB	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	Develop a plan and timeline for a pilot program by 2024
Increase efforts to explore new technology for police services	SSB	Appoint a research and technology development team that will find and implement technology to improve officer safety, organizational efficiency, investigative resources, and enforcement tools	Identify personnel and establish the team by the end of 2023
Implement e-Citations	IB	Reevaluate the current e-Citation platform and equipment; work with the Judiciary and Department of Transportation to establish a system that works for all stakeholders	Submit an evaluation report to the HPD Administration by the end of 2023

3.4 Improve Enforcement Coordination

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Promote successful communication and coordination efforts with federal, state, and county law enforcement partners	FO	Reach out to law enforcement partners to confirm interest and attendance Establish the agenda, logistics, attendee roles, and responsibilities for meetings with law enforcement partners	Host joint meetings with federal, state, and county law enforcement partners on a quarterly basis by the end of 2023
Establish District Information Officers (DIO)	CPB RPB	Determine the role and responsibilities of the DIO who will track, monitor, and document crime trends, compile statistics, and create a standardized report for their respective district	Designate a DIO and back-up for each district; provide those officers with crime analysis and research training by 2024

3.5 Improve Traffic Safety

STRATEGY	BUREAU	ACTION	MEASUREABLE 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 Traffic Division to provide a comprehensive monthly report detailing departmentwide enforcement efforts and MVC statistics

4. BUILD COMMUNITY TRUST

4.1 Strengthen Community Relationships

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Promote "All Officers are Community Policing Officers" philosophy	AB	Provide community policing training to all sworn officers and include training in recruit curriculum and annual recall training	All sworn personnel to receive training in the 2024 calendar year
Improve communication and community engagement with departmental leadership	CPB IB RPB	<p>Increase opportunities for open communication with community members by making departmental leadership available at community events and meetings</p> <p>Enhance external communication between bureau chiefs and commanders with the community</p>	Hold either a "Coffee with a Captain," "Meet a Major," or "Chat with a Chief" event in every district at least once a quarter; commanders from the CPB, RPB, and IB to attend at least one additional community event or meeting per quarter
Strengthen relationships with underrepresented communities	CPB RPB	<p>Establish relationships with organizations serving underrepresented communities in the districts</p> <p>Departmental leadership to meet regularly with group leaders to discuss concerns and potential solutions</p>	<p>Departmental leadership to hold at least semiannual meetings with various organizations</p> <p>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 Administrative Review Board</p>
Improve officer engagement and investment in the communities they serve	CPB RPB	<p>Each sector to identify one community concern per month specific to their assigned area; once a community project is identified, sergeants to work with their team of officers to find a solution and address that concern</p> <p>Sergeants to then submit a Community Project Report (CPR) via channels to their respective bureau chief</p>	<p>The RPB and CPB to highlight one CPR from each of their districts every month; the selected CPR will be presented at the Honolulu Police Commission and Commanders' Meetings</p> <p>All districts will maintain a record of their community projects; implementation will be in 2023</p>

4.2 Prioritize Community Communication

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Increase accessibility of departmental data to the public on the HPD website	CO SSB	Improve the reporting of crime data and other departmental statistics to the public; create an information dashboard on the departmental website and post investigative highlights Aid in the department's endeavor for transparency by revamping the current website to include "user-friendly" features that promote information sharing	Revisions to the departmental website will be implemented in 2023
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 by the end of 2023

4.3 Improve Media Relations

STRATEGY	BUREAU	ACTION	MEASUREABLE 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 determine their role, responsibilities, and parameters Train DSC personnel in public speaking and media relations in the 2023 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	Identify participating organizations and format of meetings; the HPD to host semiannual media summits from 2023
Provide timely and informative responses to media inquiries	CO	Revise departmental policy to provide 24/7 accessibility for media inquiries Establish procedures for obtaining and providing timely information to media after hours; create a "Media Hotline" staffed by an on-duty lieutenant from the Communications Division	In 2023, all watch commanders to receive training to provide an "on-scene" comment for any media personnel at a crime scene A dedicated media "hotline" to be created and staffed full time for other after-hour inquiries

5. ENSURE ORGANIZATIONAL EFFICIENCY

5.1 Modernize Departmental Structure

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Evaluate the efficiency of the department's organization, structure, and allocation of staffing	CO SSB	<p>Assess current special assignments (SA)</p> <p>Assess the current staffing of elements</p> <p>Assess the need to modernize structure given current 21st century needs (e.g., create Chief of Staff, restructure bureaus, etc.)</p>	<p>Complete assessment of the current SA positions by the end of the second quarter of 2023</p> <p>Complete assessment of the current staffing of elements by the end of the third quarter of 2023</p>
Develop alternate work schedules (AWS)	AB	Propose and evaluate viable options for an AWS for all employees	<p>Work with the State of Hawaii Organization of Police Officers to implement a 3/12 work schedule for patrol by July 2023</p> <p>Implement an AWS pilot program in the Finance Division by the end of 2023 with the possibility of expansion to other elements in 2024</p>
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 2023
Overhaul departmental committees to determine relevance, reestablish purpose, and refine processes to ensure efficiency	AO FO	<p>Reevaluate all departmental committees</p> <p>Committees to produce status reports for evaluation</p>	Complete by the end of 2023

5.2 Address Employee Misconduct

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Restore trust in the administrative investigation process by ensuring efficiency and timely completion of cases	AO	Analyze challenges and issues preventing completion of investigations in a timely manner Review and create guidelines and process to ensure timely completion	Complete analysis and develop current baseline by the end of the second quarter of 2023; use baseline as the foundation for future improvement and reduction of length of time of investigation
Leverage data to identify measures to decrease future employee misconduct	AB	Analyze the current annual misconduct report, as required by Policy 5.01, to determine if it adequately identifies, reports, and makes suggestions to decrease employee misconduct	Complete analysis and make recommendations prior to the creation/completion of the annual misconduct report in March 2024
Equip employees to conduct quality divisional administrative investigations	AO	Implement the Administrative Investigation Awareness Program by rotating district sergeants on temporary assignment to the Professional Standards Office - Quality Assurance Section	Rotate one sergeant per patrol element by the end of 2023; assess program and continue through subsequent years with increased participation

5.3 Focus on Equipment Upgrades

STRATEGY	BUREAU	ACTION	MEASUREABLE OUTCOME
Evaluate and upgrade computer equipment for the department	SSB	Evaluate current computer hardware and future computer needs of the department Research and purchase upgraded equipment and programs	Complete evaluation and recommendations of computer needs by the end of the third quarter of 2023; recommendations for future purchases to be included in budget requests for fiscal year 2025
Create a Research and Development Unit dedicated to the Uniform and Equipment Committee	SSB AB	Provide specific duties and expectations for the unit Staff unit with dedicated civilian hires	Determine unit structure, organization, duties, and objectives by the second quarter of 2023 Work with the Human Resources Division and Information Technology Division to determine various ways to staff the unit by the end of 2023



Closing Statement

I would like to give a special thanks to everyone who contributed to this strategic plan. This is a living document in constant review that will provide a roadmap for the Honolulu Police Department. We look forward to working with our community to achieve the plan's goals and to develop and revise this plan as we build a safer, stronger Oahu together.



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