



HPD 2025 STRATEGIC PLAN

PROGRESS TRACKING REPORT - MAY 2025



HPD 2025 STRATEGIC PLAN

The HPD 2025 Strategic Plan is 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.

The following report is an internal tracking tool used to monitor progress related to the HPD 2025 Strategic Plan. Please refer to the actual HPD 2023 Strategic Plan for additional information to include a complete list of strategies, actions, and measurable outcomes. Throughout this report, color codes, abbreviations, and geographical boundaries are referenced. Please refer to the following material for clarification:

Status Legend:



The strategy has been accomplished and is being maintained.



The strategy has been initiated and is progressing as expected.



The strategy has yet to be initiated or has been delayed.

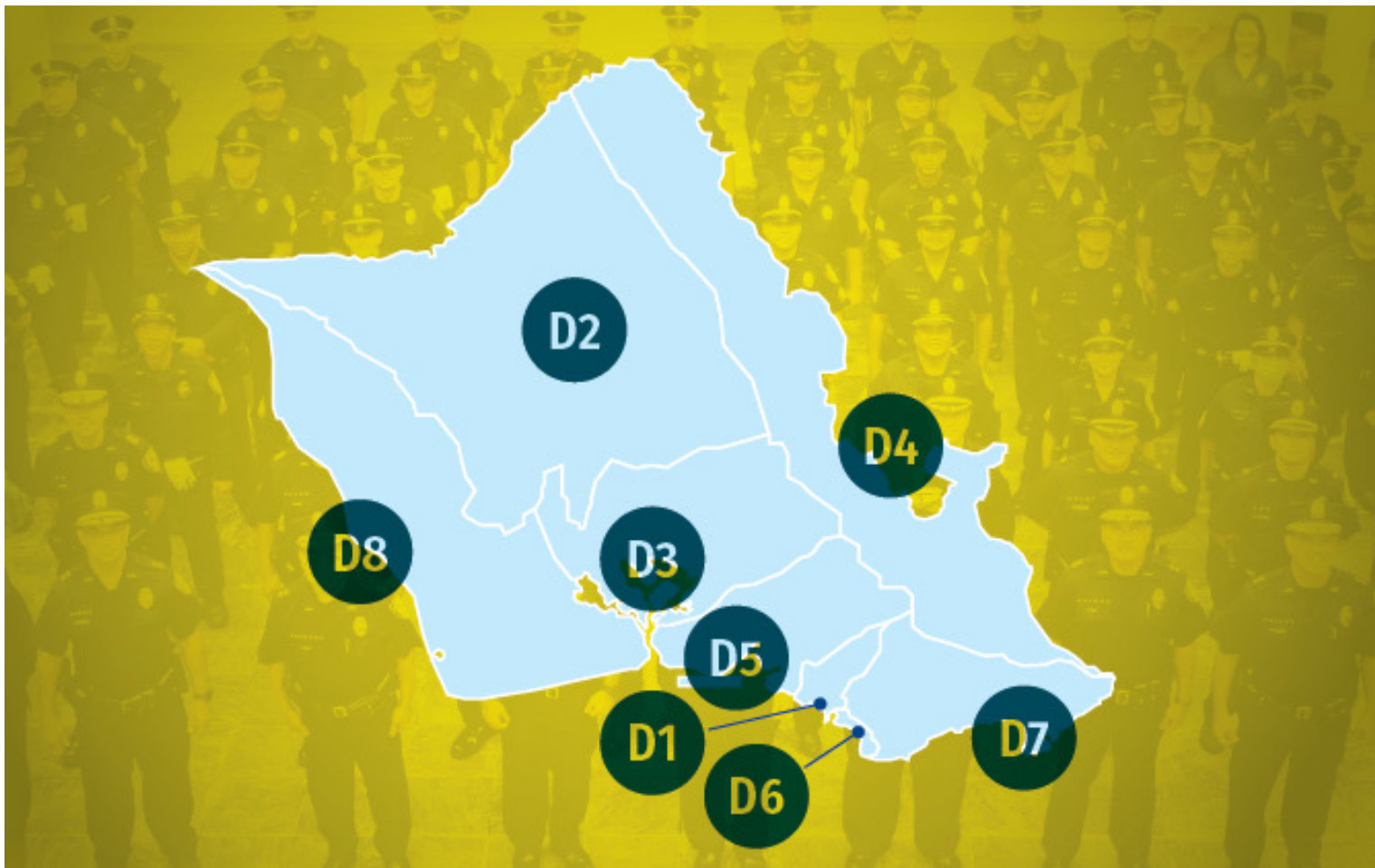
Abbreviations:

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

Abbreviations (Continued):

ARB	Administrative Review Board	HSU	Human Services Unit
CAD	Community Affairs Division	IEU	Intelligence Enforcement Unit
CAU	Crime Analysis Unit	ITD	Information Technology Division
CID	Criminal Investigation Division	LLO	Legislative Liaison Office
COM	Communications Division	MED	Major Events Division
CPT	Community Policing Team	MFUD	Misdemeanor Follow-Up Detail
CRD	Central Receiving Division	MLO	Media Liaison Office
CRS	Case Report System	NVD	Narcotics/Vice Division
D-1	District 1 (Central Honolulu)	PSO	Professional Standards Office
D-2	District 2 (Wahiawa)	PSU	Peer Support Unit
D-3	District 3 (Pearl City)	REC	Records and Identification Division
D-4	District 4 (Kaneohe, Kailua, Kahuku)	SIS	Scientific Investigation Section
D-5	District 5 (Kalihi)	SSD	Specialized Services Division
D-6	District 6 (Waikiki)	TRF	Traffic Division
D-7	District 7 (East Honolulu)	TRN	Training Division
D-8	District 8 (Kapolei, Waianae)	TSS	Telecommunications Systems Section
FIN	Finance Division	UEC	Uniform and Equipment Committee
HRD	Human Resources Division	VMS	Vehicle Maintenance Section

HPD DISTRICT BOUNDARY MAP



Central Patrol Bureau

District 1 - Honolulu, Downtown
District 5 - Kalihi, Salt Lake
District 6 - Waikiki
District 7 - East Honolulu

Regional Patrol Bureau

District 2 - Wahiawa, Mililani, North Shore
District 3 - Pearl City, Aiea
District 4 - Windward (Waimanalo to Kahuku)
District 8 - Waianae, Ewa Beach

1. ENHANCE EMPLOYEE WELL-BEING

1.1 Improve Internal Communication

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Increase communication between Chief Logan and departmental personnel	CO		Post monthly videos on the department's intranet	Since December 2024, seven vlogs have been posted; topics: "Chief Logan's December Vlog", "Chief Logan's March Vlog", "Recruitment for PSO", "Chief Logan's April Vlog", "Happy National Telecommunicators Week", "In-Service Training: Safe Driving", and "Chief Logan's May Vlog".
Increase commander interaction with element personnel	AO FO		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.	Commanders continue to meet regularly with their personnel to discuss issues and strategize on how to optimize divisional performance. The completed meetings and their content are then shared with their respective AC's for tracking purposes.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Utilize technology to convey helpful departmental information to employees	CO		Publish one video bimonthly (six per calendar year)	Maka'i Video Productions and the Virtual Unit (Chief's Office) have produced and posted four "Workin Joe" informational videos. The video series follows Chief Logan as he personally visits various departmental employees to highlight their unique role within the department
Obtain employee feedback on commander performance	AB SSB		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	In Progress
Design and implement an internal command dashboard	SSB		Technology demonstration to the ARB by the end of the first quarter of 2025; implementation by the end of the second quarter of 2025	Internal command dashboard is near completion and ITD is working to integrate Artificial Intelligence (AI) search capability into dashboard. The AI search function is primarily geared to help search for and produce data from HPD's internal databases (i.e. CAD, CRS, Policies, Budget and Payroll, Human Resources, Crime Stats, etc)

1.2 Promote Employee Wellness

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Implement the "Healthy Employee" campaign (departmental wellness program)	AB SFOB		Hold at least one class quarterly	<p>PEER provided wellness training for Stripes class in March 2024. Basic and Advanced PEER Support training was conducted in September 2024. Lt. Yarnell also teaches Health/Wellness classes to the new recruits (Jan/Apr)</p> <p>Resilience / Wellness training by Dan Willis available for the entire Department on May 20, 2025</p>
Create a campaign to change departmental culture around mental health through education and provision of services	AB SFOB		Provide training to all departmental employees in the calendar year 2025	<p>CIT Certification course provided in April 2025</p> <p>Resilience / Wellness training by Dan Willis available for the entire Department on May 20, 2025</p> <p>Peer Refresher course scheduled for May 21, 2025</p>
Implement the "Help at Your Fingertips" program	SFOB SSB		Research sustainable applications currently available, with the goal of implementation in 2025	Departmental use of the "Lighthouse Health & Wellness" app made available to all employees in April 2025. The app provides access to health and wellness programs as well as the latest educational and wellness tools specifically tailored to the needs of officers.
Improve the Employee Early Recognition System (EERS)	AB AO		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	Currently researching applications and software which will fit the needs of our department.
Create a Counselor Unit	AB		Review the current HSU structure and determine the feasibility of creating counselor positions by the end of the 2025 second quarter	We are currently working with HSU to determine the best type of police counselor position for the department. Also exploring the pros and cons of reallocating two psych positions to counselor positions to help fill this need.

1.3 Advance Employee Development

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Formalize a mentorship program for the development of future leaders	AB		<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>	The commander/recruit class mentorship was initiated starting with the 212 th Recruit Class (April 2024), with every recruit class since then having been assigned mentors.
Provide enhanced performance training for sworn and civilian employees	AB SFOB		<p>Provide ballistic shield and breaching training to patrol and specialized units.</p> <p>Develop a training schedule for employees by the end of 2024; implement the training schedule in 2025</p>	<p>A ballistic lesson plan and training proposal was submitted in 2024, which was reviewed by the Training Committee and approved by Chief Logan. Implementation of the plan started in 2025, with CRU and RDF units having undergone the training, which will expand in 2025-2026.</p> <p>MED has also provided training twice a month for active shooter, which is currently scheduled through 2025.</p>
Review and update the Lieutenants' and Supervisory Training Regimen in Preparation and Education of Sergeants (STRIPES) training program	AB		<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>	<p>The STRIPES training program had been overhauled in 2024 to now include practical exercises and scenarios. The newly revised STRIPES program was first implemented at the end of 2024 with the 52nd STRIPES class. A second class was done in February 2025 and the next class is scheduled for Fall of 2025. Training will continue to have two STRIPES classes a year (fall and spring).</p> <p>The lieutenants' curriculum is still being developed based off of the STRIPES curriculum. Functional exercises and activities are being tailored specifically to lieutenants' duties and responsibilities. The first lieutenants' training with the new curriculum is slated for September-October 2025.</p> <p>There was a pilot/informal training session held with Assistant Chief Aaron Takasaki-Young and captains to develop training for captains and above. This is still being developed. Newly promoted captains and acting captains receive training from Leadership Works' Five Seeds for Effective Leadership and Leadership Works' Social Styles. Both classes conducted by president and owner Glenn Furuya. There were two classes held in 2025 for newly promoted captains.</p> <p>Commanders received Resilience Training on May 20, 2025.</p>

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Refine the element assignment process for commanders	CO		Administer survey to commanders by the end of the first quarter in 2025 and consider the results for future commander assignments throughout the year	A survey was completed in 2025 which provided the opportunity for each Commander to provide feedback for future assignments based on numerous preferences
Implement the <i>loea</i> concept	CO SSB		<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>	<p>1 Makai Loa video produced within the past month. Officers good work has also been highlighted by the Social Media team on the department's feed.</p> <p>District 3 started an Officer of the Quarter Award (Darren Sunada won the most recent one), which falls in line with this measurable outcome. However, to have consistent quarterly awards for all districts and divisions may necessitate a departmental mandate.</p>
Develop a meaningful, actionable performance evaluation feedback process	AB		<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>	<p>PER training has been integrated into STRIPES and Lieutenants' training.</p> <p>Assistant Chiefs receive monthly PER reports from their commanders. The reports show which employee received a PER and the supervisory providing the evaluation.</p>

2. FOCUS ON ROBUST RECRUITMENT

2.1 Develop Multiple Targeted Pathway Programs				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Develop a post-high school pathway program	AB SFOB		Expand the Cadet program by hiring at least 15 participants in 2025	Sixteen Cadets have been hired since the program was launched in January 2024. Five have transitioned to recruit school and eleven currently remain in the program.
Develop a post-college pathway program	AB		Expand the internship program and secure at least five participants in 2025	Five participants have been secured for 2025
Explore relationships within various organizations to develop potential pathways for recruitment	AB		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	HPD is currently working with the University of Hawaii to identify students majoring in Psychology, Social Work and Public Health who would be interested in a career with HPD Another Private Public Partnership (or P3) is also being explored with the Army Reserves

2.2 Equip Recruitment Team

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Implement effective recruitment and retention efforts	AB		Members of the recruitment team to participate in at least two trainings in 2025	Members of the recruitment team have not yet participated in any training for 2025. They are exploring a recruitment and retention summit in St. Louis, MO, in August 2025.
Centralize and coordinate departmental recruitment efforts	AB		<p>Increase the number of recruitment events in 2025 by five percent above the number of events in 2024</p> <p>Increase the number of applications received in 2025 by five percent above the number received in 2024</p>	<p>The recruitment team has participated in 76 events in the calendar year 2025. They are on target for 200 events in calendar year 2025, which will be an 11% increase over 2024.</p> <p>813 applications in calendar year 2025 while 993 applications were submitted same time in 2024, which is an 18% decrease. The class sizes remain about the same in 2025 as it was in 2024.</p>

2.3 Fill and Supplement Specialized Civilian Positions

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Explore and develop pathway programs for specialized civilian positions	AB IB SSB		<p>Continue the summer forensic internship program in SIS that was developed and conducted in 2024</p> <p>Develop an electronics/radio/IT educational curriculum program to attract and train new personnel</p>	<p>The application period for the 2025 Summer Forensic Internship closed on May 1, 2025. The SIS received over 100 applications, which will be carefully reviewed as part of the selection process.</p> <p>There were eight (8) interns that completed the 2024 summer forensic internship:</p> <ul style="list-style-type: none"> • One (1) is employed in the DNA unit. • One (1) is employed in the Crime Scene Unit • One (1) is an intern in the 2025 Po'okela cohort <p>HPD is working with Leeward Community College since April of 2025 and other outside agencies on a Pathways Program which allows interested parties to gain the necessary work experience as an intern with TSS and VMS. We currently have two interns gaining valuable experience, which will hopefully lead to a permanent position within HPD upon their graduation</p>
Promote a civilian intern program	AB SSB		Continue participation in the city's Po'okela Internship Program	<p>SIS is hosting four (4) interns for the 2025 Po'okela program.</p> <p>Outcome of previous Po'okela cohorts</p> <ul style="list-style-type: none"> • 2023- Three (3) interns completed the program. One (1) is employed in the Crime Scene Unit, one (1) is employed in the Firearms Unit, one (1) is employed in the crime scene unit. • 2024- Four (4) graduates completed the program. Two (2) were offered positions in the SIS, but both declined.

3. CREATE SAFER COMMUNITIES

3.1 Address Violent Crime				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Institute a data-driven approach to "Hot Spot" policing	CPB RPB IB		<p>District Information Officer (DIO) processes have been established in all districts, with reports generated weekly for command review and actionable follow-up. A standardized DIO format has been established and fielded.</p> <p>CID provided training and guidance to the district DIOs, to ensure that their reports are in line with the reports provided by the CAU.</p>	<p>Central and Regional Patrol Bureau CRUs, Bike Units, and patrol continue to utilize reports produced by the DIOs, complaints from community partners, and crime trends determined by the CAU to plan and coordinate enforcement efforts.</p> <p>Information produced by district DIOs is shared and reviewed at weekly district command meetings and used to plan operations and concentrated enforcement in hot spot areas.</p>
Focus on illegal game room operations	CPB RPB IB		<p>Reduce game rooms by an additional 25 percent, from 60 to 45, in calendar year 2025</p>	<p>In Progress, results for this project will not be available until the end of 2025</p>
Address crime trends	CPB RPB		<p>Provide a quarterly report on actions taken to determine the effectiveness of the reduction of violent crimes</p> <p>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</p>	<p>This quarterly report is currently not being produced and distributed at this time due to internal challenges. However, each patrol district and division have access to the data pool which was used to create this report, which can be used to assess, evaluate and create strategies for the reduction of violent crime.</p> <p>SIS is working with HRD on the reorganization. SIS was recently awarded a grant to purchase equipment needed to develop a ballistic evidence database.</p>

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Address agriculture crimes	IB		<p>Purchased and distributed equipment (binos, NVGs, scales) to all districts to address agricultural crimes.</p> <p>Purchasing drones for the 4th Quarter, 2025.</p> <p>Worked and encouraged the districts to set up workshops within their community, via the Farm Bureau.</p>	<p>In Progress</p> <p>In Progress</p> <p>CID is currently working with the Farm Bureau to establish content, information, and structure for the workshops.</p>
Create a Firearm Reduction Work Group	CO CPB RPB IB		<p>The NVD, CID, and SIS created a workflow chart to handle ALL firearms seized, found, recovered, and turned in. This will hopefully lead to identifying where firearms are coming in from and who are possessing them.</p>	<p>In Progress</p>
School Resource Officer	AB		<p>Determine the feasibility of hiring School Resource Officers on a contractual basis by the start of the second quarter of 2025</p>	<p>Eight reserve officers have been selected to attend SRO training in Chandler, AZ, from June 2-6, 2025. Upon completion, six reserve officers will be given 89-day contracts for the 25/26 school year. Two reserve officers will be "back-ups" in the event something happens to any of the original six reserve officers. The duties and responsibilities are being worked on but will somewhat mirror the Maui SRO program. Reserve officers will begin August 1; however, because the contracts start and end quarterly, the contracts will not begin until October 1. We are currently looking at staffing three reserve officers per school, Kapolei and Kaimuki High Schools.</p>

3.2 Improve Investigative Process

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Expand digital forensic services and staffing for the Cybercrimes Unit	IB		Cybercrimes detail reallocated along with the updated CID MOP to focus on digital forensics and cybercrime investigations.	The CID's Cybercrimes Unit added two detectives and one lieutenant to the unit. One detective vacancy still needs to be filled to achieve the 60 percent goal.
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>	<p>This CID led project is still in the planning phase. Discussions included a tracking database similar to those used by UPS and FedEx to track packages utilizing QR codes and bar codes, which would allow complainants the ability to easily and securely track the progress of their cases.</p> <p>An alternate idea would be the utilization of an email based system.</p> <p>The implementation of this system is still on-going, and the completion date is yet to be determined.</p>

3.3 Integrate Technology

STRATEGY	BUREAU	STATUS	MEASURABLE OUTCOME	PROGRESS REPORT
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	CIU has established initial operating capability of the department's Real Time Crime Center, also known as the Incident Response Center (IRC), with 1x SGT and 1x CPL operating on a pilot basis during day watch hours. The IRC's initial objectives are to gain and maintain department-wide situational awareness of significant incidents and cases, major operations, department events and other concerns/issues as directed; serve as the department's initial command post during major incidents and events; support the Department Operating Center (DOC) when directed; track SIGACTS; and provide camera accessibility to supported camera systems as required.
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 secure public safety radio communications</p> <p>Integrate and enhance Automated License Plate Reader (ALPR) technology to assist with enforcement and investigations</p>	<p>All Police Communications Officers (PCO) have received basic training with Rapid SOS. Including access to a self-training portal for those who would like to further advance their training. Rapid SOS is currently an additional tool that can be utilized by PCO's during their shift.</p> <p>The TSS is working on projects to enhance radio coverage and interoperability with other law enforcement agencies. Since March 2024, they have installed a BeOn Push-To-Talk core interfaced with the P25 radio system and are testing new P25 radios integrated with LTE technology. Currently, they are conducting training, configuration, testing, and evaluation of new technology.</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> <p>TSS has installed 20 new Automated License Plate Reader (ALPR) vehicles and is currently evaluating them. They are updating older ALPR hardware with new versions and working with DIT Radio to manage and administer duties using TeamViewer software. TSS is collaborating with District 6 to deploy portable ALPR cameras on city traffic light poles in Waikiki, with an anticipated completion date of July 1, 2025. They are also waiting for District 7 to acquire trailers for mounting portable ALPR cameras for hotspot enforcement, expected to be completed by the end of 2025.</p>
Implement e-Citations	IB SSB		ITD has the lead in developing an e-citation program, in-house.	<i>The E-citation pilot program, which consisted of its development, integration with Judicial databases, and testing is completed. The primary hurdle is the securing of funding for the mobile printers needed for this project for field use, which has been tentatively approved for FY2026</i>

3.4 Improve Enforcement Coordination

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Promote successful communication and coordination efforts with federal, state, and county law enforcement partners	FO		Host at least two joint meetings with federal, state, and county law enforcement partners	<p>While the HPD routinely attends various meetings with its partners and community members, it has not hosted/coordinated a meeting with its partners.</p> <p>However, the HPD regularly coordinates and participates in multiagency operations and meets with partners separately as needed. An evaluation is being conducted to determine if an additional formal meeting, hosted by the HPD, is needed apart from the number of meetings currently being hosted by partner agencies.</p>
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 the CAU in 2025

3.5 Improve Traffic Safety

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Reduce serious motor vehicle collisions (MVC)	IB		<p>Conduct analysis of MVC occurrences to determine commonalities and causes; based on identified factors, implement enforcement actions</p> <p>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</p>	<p>The HPD Traffic Division coordinates with the HDOT as well as other partners to educate the public about safe driving habits. The Traffic Division has also recently coordinated with several news media outlets to share safer driving habits to the public. Data is researched internally as well as externally to drive our enforcement efforts as needed to high collision areas. These reports are sent to all patrol commanders to assist them to deploy resources as needed to address these issues.</p> <p>In 2025, we aligned our messaging with national and state campaigns.</p> <p>We allocated our resources to bolster data driven enforcement efforts, especially at night. We also use speed tracking devices on loan from the HDOT and crash data to improve our efforts.</p>
Use data to drive traffic enforcement efforts	IB		<p>Increase the efficiency of the time spent conducting traffic enforcement and education by leveraging technology and data analytics</p>	<p>The Traffic Division worked with our Information Technology Division to create a Traffic Information Page, similar to a dashboard which will allow officers to easily research crash, as well as enforcement data. This will help patrol and support personnel utilize their resources more effectively and efficiently, when conducting traffic enforcement or education operations.</p>

3.6 Address Homelessness

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Reduce the number of homeless living on public property and in encampments	CPB RPB		<p>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</p> <p>Conduct SPO and SNO operations to ensure safe passage on public sidewalks and thoroughfares</p>	<p>The Honolulu Police Department continues to partner with other city and state agencies in an effort to provide the necessary social services to those in need. An example of this is utilizing the city's Point-in-time count to determine if there are adequate social services being provided</p> <p>Appropriate state and county agencies are currently working together to address homelessness involving law enforcement and social services. As a result, an initial joint operation was conducted on April 25, 2025, at Diamond Head. Future joint operations will be done at different locations upon assessment of the Diamond Head operation.</p>

4. BUILD COMMUNITY TRUST

4.1 Strengthen Community Relationships				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Promote "All Officers are Community Policing Officers" philosophy	AB CPB RPB		Provide community policing training to all sworn officers	All police recruits are receiving CPT training as part of their curriculum
Improve communication and community engagement with departmental leadership	CPB RPB IB		<p>Hold either a "Coffee with a Captain", "Meet A Major", or "Chat with a Chief" events in every district at least once per quarter</p> <p>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</p>	<p>All districts and divisions are well ingrained into their geographic areas, the duties and responsibilities within divisions, and how they support each other. Patrol Commanders regularly attend various events within the community which allows them to meet and greet the public and provide one-on-one opportunities for discussion and collaboration.</p> <p>There are many events that Chief Logan and his commanders participate in on a regular basis.</p>
Strengthen relationships with underrepresented communities	CPB RPB		<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 ARB</p>	<p>An initial meeting has held on April 29, 2025, with the City's Office of Economic Revitalization, Kokua Kalihi Valley, and Pacific Islander Community Groups and Stakeholders to discuss goals and plans to reduce violent crime amongst juveniles.</p> <p>In addition, D-8 is engaging with local churches and schools to address community concerns, problems, and issues.</p>
Improve officer engagement and investment in the communities they serve	CPB RPB		<p>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</p> <p>All districts will maintain a record of their community projects</p>	<p>Chief Logan routinely shares the accomplishments and good works of out patrol officers during each HPC meeting.</p> <p>Each District's is responsible for maintaining records of each community project, which is available to share with community stakeholders as needed</p>

4.2 Prioritize Community Communication

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Increase accessibility of departmental data to the public on the HPD website	CO SSB		<p>Assess information currently available to the public on the newly created HPD dashboard and create recommendations on additional information that can be included</p> <p>Aid in the department's endeavor for transparency by revamping the current website to include "user friendly" features that promote information sharing</p>	The new version of the Dashboard was presented to the ARB for review in September 2024. The Dashboard, which is accessible through the HPD website, is significantly more interactive than its predecessor. It allows the public to view crime statistics and motor vehicle collisions through a visually appealing heat map that includes a sliding date range scale. The department's use of force statistics are also available to view.
Actively seek community input	CO SSB		Conduct annual, external surveys available to the public via the departmental website in 2025	<i>External survey completed in December of 2023 & 2024. The next survey is anticipated to be completed in December of 2025.</i>
Improve accessibility and efficiency in obtaining a License To Carry (LTC) a firearm	SSB		Creating an online service for LTC	The M4 for an on-line application process for LTC has been submitted – pending start of Fiscal Year 2026

4.3 Improve Media Relations

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Develop a departmental spokesperson cadre (DSC)	CO		Select personnel for the DSC and provide training in public speaking and media relations in the 2025 calendar year	Possible plans are being explored including merging LLO with Media so a unified departmental spokesperson can speak on important legislation throughout the year leading up to and after the yearly legislative session.
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	The HPD continues to meet regularly with the media into 2025 as arranged by the Mayor's office. These media meetings provide the opportunity to foster strong relationships between HPD and the news media outlets.
Provide timely and informative responses to media inquiries	CO SSB		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	Kathleen Lee and Kerry Yoshida have been successfully hired into these Information Specialist 2 positions as of May 19. All media inquiries for the department are currently being sent to our newly created digital media mailbox, which the Information Specialist 2 is responsible for clearing. HPD's goal is to either answer or start the process of researching each media request within 24 hours of receiving that request.

5. ENSURE ORGANIZATIONAL EFFICIENCY

5.1 Modernize Departmental Structure				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Evaluate the efficiency of the department's organization, structure, and allocation of staffing	SSB CO		Conduct a job analysis/audit/workload assessment of the department by end of the second quarter of 2025	This analysis/audit/workload assessment has been completed and is currently awaiting final review and approval
Develop alternate work schedules (AWS)	AB		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	With the success implementation of the three-day work schedule for patrol elements, the 4/10 pilot work schedule for civilian staff was also successfully implemented at Finance and HRD, as well as a work from home schedule for ITD personnel.
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	<p>In December 2023, initial statistics were provided to patrol districts to assess and provide recommendations for possible beat reallocation and/or redistricting.</p> <p>To date, D-8's (Kapolei/Waianae) recommendation is an additional beat (873); awaiting recommendations from D-3 (Pearl City), D-2 (Wahiawa/North Shore), and D-5 (Kalihi).</p> <p>Currently assessing the realignment of patrol district boundaries for D-2, D-3, D-5, and D-8 due to growth with the operational rail transit system, D-8 (multiple developments), and D-3 Waipio (Koa Ridge).</p>

5.2 Address Employee Misconduct

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Restore trust in the administrative investigation process by ensuring efficiency and timely completion of cases	AO		<p>Complete the training guide and start training by the end of the second quarter of 2025.</p> <p>Complete analysis of the existing software and implement alerts (if applicable) by the end of the second quarter of 2025</p> <p>Start testing and provide recommendations by the end of the first quarter of 2025.</p> <p>Reduce administrative investigation time from 174 days to 156 days (10 percent reduction)</p>	<p>A training guide draft is scheduled to be reviewed in July of 2025 and be implemented in the fall of 2025. A block of instruction "administrative investigations 101" has already been implemented.</p> <p>The analysis and capabilities of the current software (IAPro) is still being conducted with the focus on alerts and deadlines.</p> <p>The use of transcription software is still being analyzed</p> <p>Still in progress</p>
Leverage data to identify measures to decrease future employee misconduct	AO		<p>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.)</p> <p>Provide a recommendation to the ARB by the end of the second quarter of 2025</p>	<p>The PSO has been in contact with vendors and will be making a recommendation to implement a Early Intervention tracking system. (FYI - IAPro EIS can be added, however the cost will be approximately 50-60k a year) The initial implementation can be requested via asset forfeiture and will then be submitted in the upcoming budget submittals for FY2026.</p>
Equip employees to conduct quality divisional, administrative investigations	AO		<p>Conduct in-person visits starting in January 2025</p> <p>Develop FAQs handout and post to the intranet by the end of the second quarter of 2025</p>	<p><i>The PSO conducted in-person visits with all the patrol districts which concluded in March 2025 and is in the process of creating a FAQ handout to be placed on the intranet by the second quarter (August) of 2025.</i></p> <p>Still in progress</p>

5.3 Focus on Equipment Upgrades

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Evaluate and upgrade computer equipment for the department	SSB		<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>	<p>550 Micro desk computers arrived and ready to be deployed departmentwide. This will complete the 1,000 identified computers requiring upgrades. The deployment process includes inventory tagging as well as imaging each Micro desk for HPD use.</p> <p>Captains' computers recently arrived and in process of deploying. Anticipated to be complete by end of May 2025</p>
Create a Research and Development Unit dedicated to the Uniform and Equipment Committee	SSB		<p>Find and deploy improved, modern cloud-based CADS to improve police response and officer situational awareness.</p> <p>Select next CADS vendor by the end of the second quarter of 2025</p>	<p>COMMS and ITD are working together to finalize the new CADS requirement and to secure funding for the system consulting service and new CADS.</p> <p>Planning to select CADS consultant to oversee the new CADS project by the end of 2025 and new CADS vendor by the third quarter of 2026.</p>