

HONOLULU POLICE DEPARTMENT

Strategic Plan



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P.A.L. SPECIAL

Chief's Message



Aloha,

It is a tremendous honor and privilege to present the Honolulu Police Department's five-year Strategic Plan for 2026–2031.

We recognize that an effective and sustainable strategic plan cannot be developed by a select few in a conference room. It must reflect the collective experience, insight, and vision of the people who carry out our mission every day, as well as the community we are entrusted to serve and protect.

For that reason, this plan was shaped through the collective input from the members of the Honolulu Police Department and our community. We listened to our officers and professional staff, and we engaged with community members through meaningful conversations and talk story. We heard their concerns, ideas, expectations, and vision for the future of policing in Honolulu.

Their voices are reflected throughout these pages.

This Strategic Plan represents a shared commitment to the future of the Honolulu Police Department. It identifies the priorities, initiatives, and direction necessary to strengthen our organization, better serve our community, and prepare HPD to meet the evolving challenges of the 21st century.

Our goal is clear: to modernize the Honolulu Police Department while strengthening the trust and partnership that are fundamental to effective policing. We will build upon our strengths, address our challenges, embrace innovation, and remain accountable to the people we serve.

We also recognize that the path forward must be grounded in the values and traditions of Hawai'i. Incorporating the principles of Hawaiian culture into our work provides meaningful guideposts for how we lead, how we serve, and how we build relationships. These values will help guide us as we move toward an era of Aloha policing - one grounded in respect, compassion, responsibility, partnership, and service.

This plan belongs to all of us. It is the product of the collective voices of the men and women of the Honolulu Police Department and the community we serve. Its success will depend on our shared commitment to turning these priorities into meaningful action.

We are stronger when we work together. I am proud to stand alongside the dedicated men and women of the Honolulu Police Department and our community as we move forward with purpose, unity, and a shared vision for a safer, stronger, and better tomorrow.

Mahalo,

David Lazar
Chief of Police
Honolulu Police Department


HONOLULU
POLIC

HONOLULU POLICE DEPARTMENT ORGANIZATIONAL CHART

HONOLULU POLICE COMMISSION



LAURIE S. FOSTER
CHAIR



JEANNINE A. SOUKI
VICE-CHAIR



CHRISTOPHER MAGNUS
VICE-CHAIR



ELIZABETH CHAR, M.D.
COMMISSIONER



KENNETH SILVA
COMMISSIONER



BLAKELY "BLAKE" PARSONS
COMMISSIONER



GARY A. YABUTA
COMMISSIONER



DAVID LAZAR
CHIEF OF POLICE

LEGAL ADVISOR

OFFICE OF THE CHIEF AND LEGISLATIVE LIASON OFFICE

PROFESSIONAL STANDARDS OFFICE

PUBLIC AFFAIRS OFFCE



PARKER BODE
DEPUTY CHIEF
ADMINISTRATIVE OPERATIONS



BRANDON NAKASATO
DEPUTY CHIEF
FIELD OPERATIONS

CRIMINAL INTELLIGENCE UNIT

ADMINISTRATIVE BUREAU	SUPPORT SERVICES BUREAU	SPECIAL FIELD OPERATIONS BUREAU	CENTRAL PATROL BUREAU	REGIONAL PATROL BUREAU	INVESTIGATIVE BUREAU
FINANCE DIVISION	COMMUNICATIONS DIVISION	COMMUNITY AFFAIRS DIVISION	CENTRAL RECEIVING DIVISION	DISTRICT 2 WAHIAWĀ	CRIMINAL INVESTIGATION DIVISION
HUMAN RESOURCES DIVISION	INFORMATION TECHNOLOGY DIVISION	MAJOR EVENTS DIVISION	DISTRICT 1 CENTRAL HONOLULU	DISTRICT 3 PEARL CITY	NARCOTICS/VICE DIVISION
TRAINING DIVISION	RECORDS AND IDENTIFICATION DIVISION	SPECIALIZED SERVICES DIVISION	DISTRICT 5 KALIHI	DISTRICT 4 KĀNE'OHE	TRAFFIC DIVISION
WELLNESS UNIT	FACILITIES MANAGEMENT SECTION		DISTRICT 6 WAIKĪKĪ	DISTRICT 8 KAPOLEI	SCIENTIFIC INVESTIGATION SECTION
	VEHICLE MAINTENANCE SECTION		DISTRICT 7 EAST HONOLULU		

Developing and Advancing the Plan

HOW THE PLAN WAS DEVELOPED

Chief David Lazar chose to build this strategic plan from the ground up so that it would be aligned with those it serves. The department began by listening. Six listening sessions were held with the public, officers and corporals, professional staff, sergeants and lieutenants, command staff, and executive staff.

The Strategic Planning Unit synthesized everything said in those sessions into seven pillars and 32 goals, each broken down into objectives and action items and traced back to the sessions that raised them. Executive staff reviewed the draft plan on September 3–4 and developed the department's vision, mission, and values on September 17. The draft was posted to the HPD Intranet for department-wide feedback, then reviewed for cultural accuracy and shared with partner government agencies.

1 **LISTEN**
Six sessions
August 6 – September 4

2 **SYNTHESIZE**
7 pillars, 32 goals
August – September

3 **DEFINE**
Vision, Mission, Values
September 17

4 **REVIEW**
Intranet to Commission
Final approval

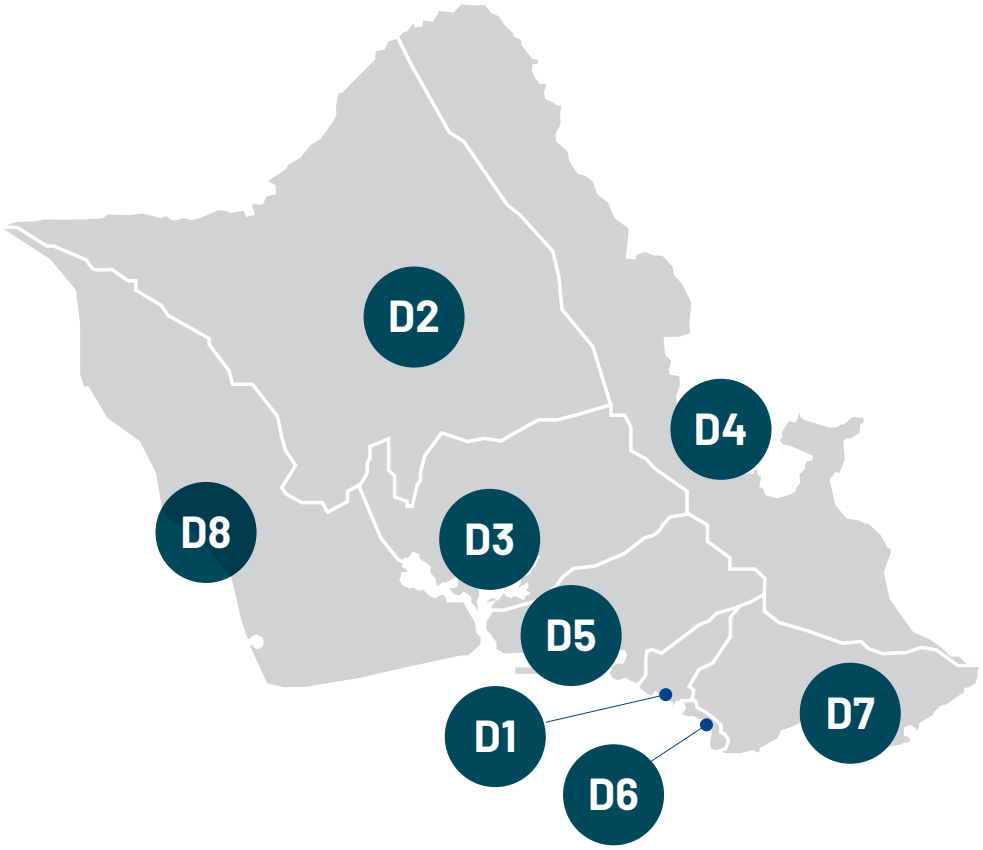
HOW THE PLAN WILL BE ADVANCED

Each bureau was assigned several of the plan's goals. Bureaus assigned objectives to their divisions, and division commanders assigned action items and set completion timelines. When a goal requires more than one bureau, the assigned bureau leads and coordinates with the others.

The Strategic Planning Unit, within the Office of the Chief of Police, oversees implementation of the plan. The unit works with bureaus and division commanders to map out timelines and tracks every project through completion. Twice a year, the unit will publish a progress update to all employees and the community showing where each goal stands, and personnel will have regular opportunities to evaluate the plan and suggest changes. When a project owner transfers, promotes, or retires, the unit ensures the project is reassigned and the incoming owner is briefed, so the work does not stall.

This plan was written with the people of Honolulu and the members of this department, not simply for them. Community members, neighborhood board and City Council members, professional staff, and sworn personnel from officer through executive staff all shaped what is in these pages. It carries their words, their priorities, and their expectations, and those who took part did so on behalf of the greater community and every member of the department. For that reason, the plan belongs to the department and the community it serves, not to any one chief, commander, or unit. Its success depends on the same shared commitment that built it, and future revisions will begin the same way this one did, by listening.





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, Hawai'i, Maui, and Kaua'i.

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, Wāhiawa, and Waianae.

Chief David Lazar is the HPD's 13th Chief of Police and was sworn in on July 2, 2026. The department's staffing for 2026 is 1,726 sworn and 421 civilian employees.

DISTRICT	POPULATION	% OF TOTAL	SQUARE MILES	OFFICERS AUTHORIZED	BEATS
1	88,500	8.9%	7.6	212	24
2	113,200	11.4%	204	136	13
3	167,100	17%	64.8	157	17
4	135,300	13.6%	126.9	198	22
5	138,400	14%	39.7	212	23
6	22,000	2.2%	1.3	168	13
7	149,800	15.5%	40.4	169	26
8	174,400	17.6%	114.7	228	23

Community We Serve

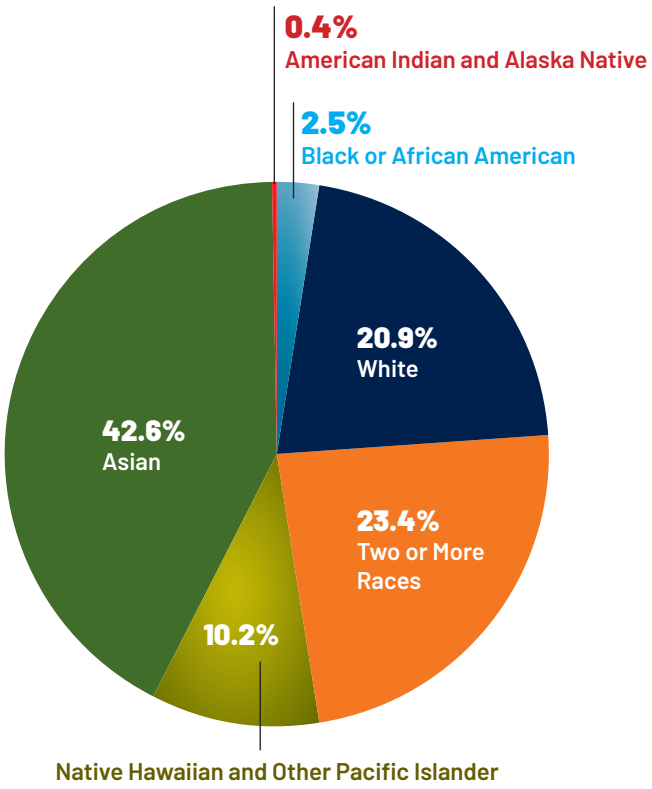
The Honolulu Police Department serves as the primary law enforcement agency for the City and County of Honolulu. Its jurisdiction is the entire island of Oahu, one of the largest municipal law enforcement agency jurisdictions in the country. From bustling downtown Honolulu and vibrant Waikiki, to the 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.

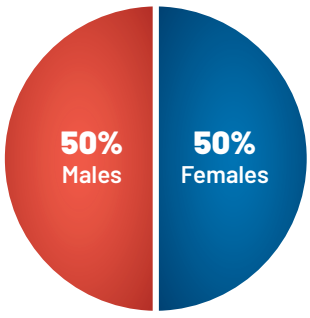
Honolulu is one of the most diverse cities in the country with regard to ethnicity and culture. A strong tourism industry sees millions of visitors arriving on Oahu each year from around the globe. With many different people from many different places, the spirit of aloha is alive and well.

According to the U.S. Census Bureau, the estimated population of the City and County of Honolulu was 988,703 in 2025. The Primary Urban Center, which stretches from Waiau-Pacific Palisades to Waialae-Kahala, contains almost half the population of Oahu.

There were 600,566 calls for police services in 2025. The Honolulu Police Department also receives reports via the Alternate Call Servicing (ACS) program, which provides the community another way to report nonemergency police services. In 2025, the ACS handled 8,718 incidents or 1.5% of services for the year.

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





VISION STATEMENT

Serving with aloha, we care for our people and their ʻohana, strengthen community partnerships, and advance innovation and excellence in policing to create a safer Oʻahu.

MISSION STATEMENT

We lead and protect with the aloha spirit so that our members and the community feel safe, respected, valued, and supported.

OUR VALUES

Kuleana
Responsibility we carry and honor.

Lōkahi
Unity and harmony as one department.

Mālama
Caring for and protecting our island and each other.

ʻImua
Moving forward with purpose and courage.

In the Spirit of Aloha

HPD Strategic Plan

PILLAR 1

Develop HPD's Culture and Identity

- Create a Culture of Care
- Build a Culture of Learning
- Build a Culture of Community Trust Through Transparency
- Establish the Identity of the HPD

PILLAR 2

Effective Leadership and Accountability

- Create a Culture of Mentorship
- Redesign the Promotion Process
- Accountable at Every Rank

PILLAR 3

Enhancing Employee Wellness and Development

- Protect the Protectors
- Create Work Life Balance
- Advancing Employee Development
- Employee Recognition

PILLAR 4

Organizational Efficiency and Transparency

- Modernize Processes
- Improve Internal Communication
- Modernize Our Technology
- Improve Work Conditions
- Measure What Matters
- Reform Purchasing and Procurement

PILLAR 5

Budget and Compensation

- Enhance Funding Advocacy and Transparency
- Enhance Employee Benefits and Compensation
- Strengthen Benefits and Retirement
- Assist with Daily Costs
- Shape the Legislation

PILLAR 6

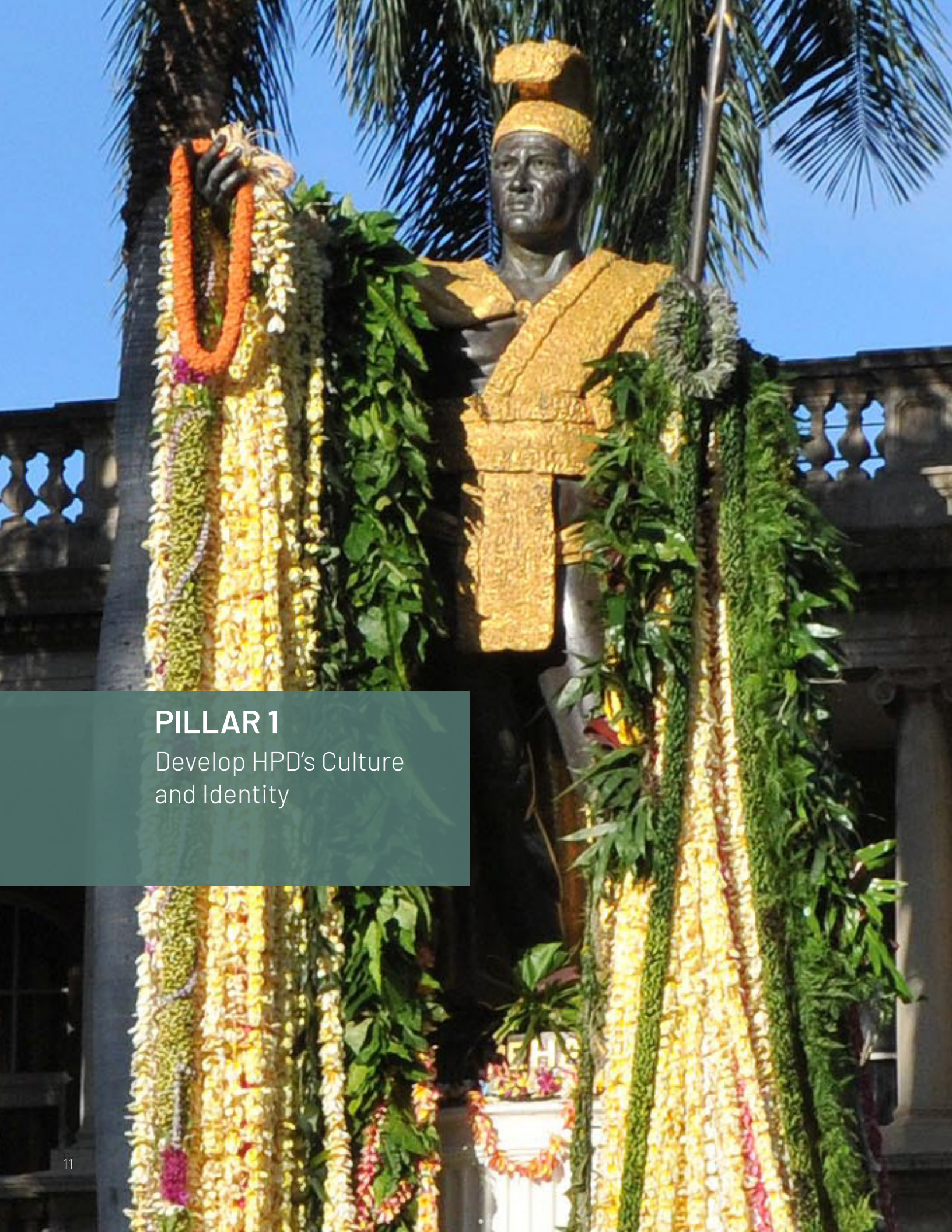
Increase Staffing

- Next Level Recruitment
- Transparent Staffing
- Prioritize Retention
- Address Professional Staff Vacancies

PILLAR 7

Enhance Crime Prevention Tactics, Training, and Processes

- Modernize Training and Tactics
- Implement Modern Tools and Technology
- Facilitate Proactive Policing
- Promote Advocacy with Outside Agencies
- Practice Evidence-Based Policing
- Reduce Violence Through Focused Deterrence



PILLAR 1

Develop HPD's Culture and Identity

Goal 1 | Create a Culture of Care

OBJECTIVE #1
Give all employees the opportunity to evaluate the strategic plan and make suggestions.

ACTION ITEMS

1. Publish the finalized strategic plan on the HPD intranet.
2. Provide regular updates of the strategic plan, made available to all employees and the community.
3. Develop the process for an annual employee engagement session.

OBJECTIVE #2
Cultivate a culture of ownership and accountability for responsibility, or kuleana, across all ranks and assignments.

ACTION ITEMS

1. Identify and support personnel with ideas and potential to lead change.
2. Division commanders to report back on suggestions submitted so personnel see that input produces outcomes.

OBJECTIVE #3
Model servant leadership as the expected posture at every rank.

ACTION ITEMS

1. Implement mentorship and development programs led by command and executive staff.
2. Establish expectations for daily conduct that cost nothing, including presence, acknowledgment, follow-through, and genuine aloha.

OBJECTIVE #4
Create a public social media platform that highlights and honors HPD acts of heroism, bravery, and resilience.

ACTION ITEMS

1. Partner with external media agencies to create a platform to honor HPD employees, both sworn and professional staff.
2. Revamp the current HPD website to include a section to honor HPD employees, both sworn and professional staff.
3. Create a space in our current social media platform where HPD can post acts of heroism, bravery, and resilience.

OBJECTIVE #5
Strengthen organizational cohesion and mutual respect between sworn and professional staff.

ACTION ITEMS

1. **Include professional staff representation in decisions affecting their work.**
2. **Adopt "Professional Staff" in policy, practice, and communication, replacing "civilian staff."**
3. **Apply wellness, development, and benefit access equitably across sworn and professional staff.**
4. Develop a standardized onboarding module introducing commanders to professional staff roles and responsibilities.
5. Provide orientation for commanders on the functions, credentials, and language of the professional staff elements they supervise.

OBJECTIVE #6
Ensure department uniforms are standardized across all divisions and assignments.

ACTION ITEMS

1. Establish clear uniform standards and communicate them across all divisions, including professional staff where uniforms apply.

MEASURABLE OUTCOMES

1. Launch a public social media feature that recognizes HPD acts of heroism, bravery, and resilience at least monthly by March 2027.
2. Give 100% of employees an annual opportunity to evaluate the strategic plan and submit suggestions by June 2027.
3. Standardize department uniforms across 100% of divisions and assignments, including professional staff where uniforms apply, by March 2028.
4. Build kuleana and servant leadership expectations into 100% of supervisory and command-level training courses by December 2028.
5. Conduct the first department-wide employee survey by June 2027, then raise the share of personnel who report feeling valued by the department, and the share who report mutual respect between sworn and professional staff, by 10 percentage points each by June 2029.

Goal 2 | Build a Culture of Learning

OBJECTIVE #1

Modernize organizational mindsets and openness to new approaches.

ACTION ITEMS

1. Integrate learning culture principles into leadership development and squad-level discussions.
2. Division commanders to identify cost efficient training programs for their personnel.

OBJECTIVE #2

Develop an interactive platform where employees are encouraged to contribute innovative ideas and suggestions for improvement.

ACTION ITEMS

1. **Continue the Listen and Learn sessions and expand them to the divisional commanders.**
2. **Encourage personnel to try new approaches without fear of reprisal.**
3. **Revamp the Hoʻokele submission email program to show the status, decisions, and outcomes of each submission.**
4. Provide recognition for personnel whose ideas lead to operational improvements.
5. Improve the current online suggestion portal to include timely responses and follow-up communication.

MEASURABLE OUTCOMES

1. Conduct the first department-wide employee survey, including questions on openness to new approaches, by June 2027.
2. Launch an interactive platform where employees can submit ideas and track the status of each one by December 2028.
3. Respond to 100% of ideas submitted through the platform with a decision within 30 days by June 2029.
4. Increase employee idea submissions by 25% over the platform's first full year by December 2029.
5. Raise the share of employees who say the department is open to new approaches by 10 percentage points over the first survey result by June 2030.

Goal 3 | Build a Culture of Community Trust Through Transparency

OBJECTIVE #1
Improve notification through the chain of command so public safety information reaches the community faster, without compromising accuracy.

ACTION ITEMS
1. Define which incident types require immediate notification.
2. Expand the use of HPD social media and City alert systems for real-time public safety updates.

OBJECTIVE #2
Establish consistent local leadership engagement, including rural and outlying communities.

ACTION ITEMS
1. Divisional commanders to build relationships and open the doors of communication with local neighborhood boards, council members and representatives, and community stakeholders.

OBJECTIVE #3
Improve victim response and follow-through as a trust-building priority.

ACTION ITEMS
1. Communicate case outcomes and enforcement results to the affected community.

MEASURABLE OUTCOMES
1. Have every district commander attend the Neighborhood Board meetings in their district monthly, including rural and outlying boards, by December 2026.
2. Issue public safety notifications to the community within 1 hour of confirmation for 90% of qualifying incidents by June 2027.
3. Track complaints about late or missing public safety notifications by June 2027.
4. Establish a quarterly meeting schedule between district commanders and their state legislators, council members, and community stakeholders by June 2027.
5. Contact 100% of victims with case status information within 30 days of case assignment by June 2028.

Goal 4 | Establish the Identity of the HPD

OBJECTIVE #1
Create a new vision and mission statement that embodies the new direction of the department.

ACTION ITEMS
1. Put out an informational video explaining the new vision and mission statement and the thought process behind it.
2. Create a shareable document that can be passed out to all employees.
3. Update the HPD intranet and internet with the new vision and mission statement.

OBJECTIVE #2
Establish a Cultural Alignment Unit that will immerse the Hawaiian culture properly and respectfully into the HPD.

ACTION ITEMS
1. **Establish quarterly cultural events that HPD employees can participate in.**
2. **Offer Hawaiian language classes taught by volunteers in the Hawaiian community, as well as cultural practices that include, but are not limited to, hula, ʻoli, and cultural arts classes.**
3. **Create an HPD ʻoli.**
4. Rename the Alapaʻi main station and all district stations.

OBJECTIVE #3
Preserve and communicate the department's institutional history and legacy as a source of shared identity.

ACTION ITEMS

1. Implement a History of HPD block of instruction into the recruit training schedule, to include a visit to Mauna ʻAla.
2. Create a video series that teaches HPD employees about the history of the HPD.
3. Develop an instructional platform that teaches employees about the history of the HPD.

OBJECTIVE #4
Develop and implement Mālama Ka ʻĀina community service projects where HPD can give back to the community.

ACTION ITEMS

1. Partner with community organizations to identify quarterly service projects, such as beach, stream, and park cleanups.
2. Invite employees' ʻohana, Explorers, and PAL youth to take part alongside employees.

OBJECTIVE #5
Build the blue ʻohana concept into practice.

ACTION ITEMS

1. Create more family events for employees and their ʻohana.
2. Create affinity groups for HPD employees to participate in outside of work.
3. Improve and expand the FAST program.

OBJECTIVE #6
Support the cultural integration of personnel.

ACTION ITEMS

1. Develop orientation and integration for personnel recruited from outside Hawai'i so that adaptation to local culture is supported rather than assumed.

MEASURABLE OUTCOMES

1. Distribute the new vision and mission statement to 100% of employees and post it on the HPD intranet and website by December 2026.
2. Establish the Cultural Alignment Unit by January 2027.
3. Include the History of HPD block of instruction in 100% of recruit classes by December 2027.
4. Hold at least four Mālama Ka ʻĀina community service projects each year that are open to employees and their ʻohana, beginning by June 2028.
5. Provide a cultural orientation to 100% of personnel hired from outside Hawai'i within their first 90 days by June 2029.





PILLAR 2

Effective Leadership and Accountability

Goal 1 | Create a Culture of Mentorship

OBJECTIVE #1
Establish a Leadership Development Institute for sworn and professional staff.

ACTION ITEMS

1. Establish mandatory, rank-specific leadership training from corporal through executive management, or incorporated to include professional staff.
2. Establish an Emerging Leaders Program for professional staff.
3. Expand conference and external training access for professional staff.

OBJECTIVE #2
Establish supervision training and mentorship for employees prior to promotion.

ACTION ITEMS

1. Establish a formal training program geared toward a specific rank for promotion.

OBJECTIVE #3
Identify external leadership training courses that will be made accessible to employees.

ACTION ITEMS

1. Set aside a dedicated annual budget for external leadership training.
2. Require attendees to share what they learned through a briefing or class when they return.

OBJECTIVE #4
Build a documented succession plan for each division.

ACTION ITEMS

1. Require commanders to review and update their succession plan every year.
2. Document the key duties, contacts, and procedures for each critical position in a desk manual.

OBJECTIVE #5
Facilitate divisional stability.

ACTION ITEMS

1. Establish an excluded management personnel movement process.
2. Set minimum tenure expectations for command positions.

MEASURABLE OUTCOMES

1. Publish a list of approved external leadership training courses and fund at least 10 employee attendances each year by June 2027.
2. Launch the Leadership Development Institute for sworn and professional staff by December 2027.
3. Have 100% of divisions hold a documented succession plan that is reviewed each year by June 2028.
4. Require 100% of employees to complete supervision training and mentorship before promotion by June 2029.
5. Measure and set an agreed minimum tenure for command positions with established movement dates by June 2029.

Goal 2 | Redesign the Promotion Process

OBJECTIVE #1
Redesign the promotion process to establish clear, equitable, and career-relevant pathways for advancement.

ACTION ITEMS

1. Review promotional eligibility criteria.
2. Evaluate the sergeant and detective ranks to create distinct career paths.
3. Evaluate a minimum patrol time requirement for promotion for the corporal, sergeant, and detective ranks.
4. Evaluate a patrol track from the administrative and investigative track, with distinct testing for each.
5. Increase transparency around the promotional process.

OBJECTIVE #2
Establish fair and impartial testing and interview processes for all ranks, including excluded management.

ACTION ITEMS

1. Re-evaluate the experience points metric.
2. Convert the performance evaluation into a meaningful metric, and factor it along with prior experience and work attendance into promotional scoring and assignment decisions.
3. Outsource the interview panel.

MEASURABLE OUTCOMES

1. Use outside interview panels for 100% of promotional processes by March 2027.
2. Publish group-level ranking information and provide each interviewee with feedback showing their score on each standardized interview question by March 2027.
3. Complete a documented review of promotional eligibility criteria (which includes a minimum patrol-experience requirement) for all applicable ranks by June 2027.
4. Apply standardized, impartial testing and interview processes to 100% of ranks by December 2028.

Goal 3 | Accountable at Every Rank

OBJECTIVE #1
Implement a 360 degree feedback system that includes formal performance evaluation of executive staff and excluded management.

ACTION ITEMS

1. Research 360-degree feedback tools used by other law enforcement agencies and select one that fits HPD.
2. Build the feedback questions around HPD's values of Kuleana, Lōkahi, Mālama, and ʻImua.
3. Pilot the 360-degree process with a small group of executive staff before department-wide rollout.

OBJECTIVE #2
Apply discipline consistently across all ranks.

ACTION ITEMS

1. Require a meeting with personnel returning from discipline before they resume duty.
2. Develop standardized disciplinary matrix to formalize discipline outcomes.

OBJECTIVE #3
Address underperforming personnel at every level.

ACTION ITEMS

1. Maintain stability across multiple divisions by developing a performance improvement plan for commanders.

OBJECTIVE #4
Conduct fair, transparent, consistent, and timely internal complaint investigations.

ACTION ITEMS

1. Formalize the list of complaints that can be addressed and closed by divisional commanders.
2. Re-evaluate the discipline matrix in order to create a tiered and structured discipline module.
3. Assess the need to have one sole administrative investigation division.

OBJECTIVE #5
Establish visible, present, and intentional leadership amongst command and executive staff.

ACTION ITEMS

1. Executive staff to schedule divisional visits semi-annually.
2. Conduct routine command climate checks across sworn and professional personnel.
3. Have commanders and assistant chiefs deliver the briefings and presentations they hold expertise on.

OBJECTIVE #6
Create an advisory board for the Chief comprised of community members.

ACTION ITEMS

1. Draft a charter that sets the advisory board's purpose, membership, and meeting schedule.
2. Recruit members from every district, including rural communities, youth, businesses, and faith groups.

MEASURABLE OUTCOMES

1. Have executive staff visit every element under their command at least twice a year, beginning by June 2027.
2. Establish the Chief's Community Advisory Board and hold its meetings quarterly by December 2027.
3. Adopt a standardized disciplinary matrix and a performance improvement process that apply to every rank by June 2028.
4. Complete 360-degree feedback reviews for 100% of executive staff and excluded management by December 2028.
5. Close 90% of internal complaint investigations within the published policy timeline by June 2030.



PILLAR 3

Enhancing Employee Wellness and Development

Goal 1 | Protect the Protectors

OBJECTIVE #1
Prioritize wellness and change the mindset attached to mental health.

ACTION ITEMS

1. **Expand proactive wellness resources addressing physical, mental, emotional, financial, and occupational wellbeing.**
2. **Ensure personnel receive necessary support following a critical or traumatic incident.**
3. **Integrate wellness into training and professional development, including recruit, field training, supervisory, and command level training.**
4. Expand the peer support unit.

OBJECTIVE #2
Create innovative wellness programs using community partners.

ACTION ITEMS

1. Create topic-specific wellness and mentorship sessions.
2. Identify external partners that can provide additional wellness options and training.

OBJECTIVE #3
Encourage physical fitness.

ACTION ITEMS

1. Provide employees with on-shift workout or wellness time.
2. Implement a structured incentive system supporting physical fitness that does not penalize officers.
3. Review the annual physical requirement for relevance and administration.

OBJECTIVE #4
Provide financial wellness education for recruits and current personnel.

ACTION ITEMS

1. Incorporate a financial education block of instruction into the recruit training program.
2. Hold quarterly financial education information sessions.

OBJECTIVE #5
Integrate wellness into training and professional development, including recruit, field training, supervisory, and command-level training.

ACTION ITEMS

1. Add a wellness and resilience block to the recruit academy curriculum.
2. Include wellness check-ins and resource information in the Field Training Officer program.

MEASURABLE OUTCOMES

1. Hold quarterly financial wellness education sessions and add a financial education block to the recruit academy by June 2027.
2. Partner with at least three community organizations to offer new wellness programs by June 2028.
3. Include wellness instruction in 100% of recruit, field training, supervisory, and command-level training by December 2028.
4. Raise the share of employees who use at least one wellness resource each year by 20% over the first-year baseline by June 2029.
5. Launch a physical fitness incentive program and reach 30% participation among eligible employees by June 2030.

Goal 2 | Create Work Life Balance

OBJECTIVE #1
Identify and correct workload distribution imbalances where high performers absorb the shortfall.

ACTION ITEMS

1. Require supervisors to review workload distribution every quarter.
2. Create a way for personnel to report workload concerns confidentially.

OBJECTIVE #2
Implement the 4/10 and 5/9 schedule for any employee that is not currently on the 3/13 schedule.

ACTION ITEMS

1. Address excluded management hours.
2. Evaluate shift swapping between officers.

MEASURABLE OUTCOMES

1. Conduct a baseline employee survey on whether workloads are manageable by June 2027.
2. Offer 4/10 and 5/9 schedules to 100% of eligible employees who are not on the 3/13 schedule by December 2027.
3. Complete a workload distribution review in every division by March 2028.
4. Rebalance case and call assignments in every division where the review found an imbalance by December 2028.
5. Raise the share of employees who report a manageable workload by 10 percentage points over the first employee survey result by June 2029.

Goal 3 | Advancing Employee Development

OBJECTIVE #1
Establish a recurring supervisor wellness check-in program separate from the annual evaluation.

ACTION ITEMS

1. Structure the check-in as a stay interview covering wellness, job satisfaction, career goals, and interest in other assignments.

OBJECTIVE #2
Enhance career development opportunities.

ACTION ITEMS

1. Publish career pathway maps showing the training and experience required or recommended for each track.
2. Establish a Career Development Unit as a standing function within the Employee Wellness Unit (EWU).
3. Include leadership roles for professional staff that do not require police authority.

OBJECTIVE #3
Establish a fair, performance-based vetting process for specialized division assignment.

ACTION ITEMS

1. Identify divisions whose selection process should be experience/skill based instead of seniority based.

OBJECTIVE #4
Create a pathway for higher learning opportunities.

ACTION ITEMS

1. Identify higher learning institutions that would be willing to partner with HPD to give college credits for specialized training and skills acquired as an employee of the HPD
2. Re-evaluate the educational reimbursement program.
3. Partner with an educational institution to create a career development pathway.

MEASURABLE OUTCOMES

1. Establish the Career Development Unit and publish career pathway maps by December 2027.
2. Complete a supervisor wellness check-in, separate from the annual evaluation, with 90% of personnel each year by June 2028.
3. Fill 100% of specialized division assignments through a published, performance-based vetting process by December 2028.
4. Partner with at least two higher-learning institutions that award college credit for HPD training by June 2029.
5. Begin tracking the number of employees who complete career development programs by June 2028, then increase that number by 25% over the first-year total by June 2030.

Goal 4 | Employee Recognition

OBJECTIVE #1
Rebuild the awards structure.

ACTION ITEMS

1. Establish a PCO of the Quarter and PCO of the Year award.
2. Establish a major's complimentary report to be posted in the stations and at the divisions.
3. Establish separate patrol and administrative award categories by rank.

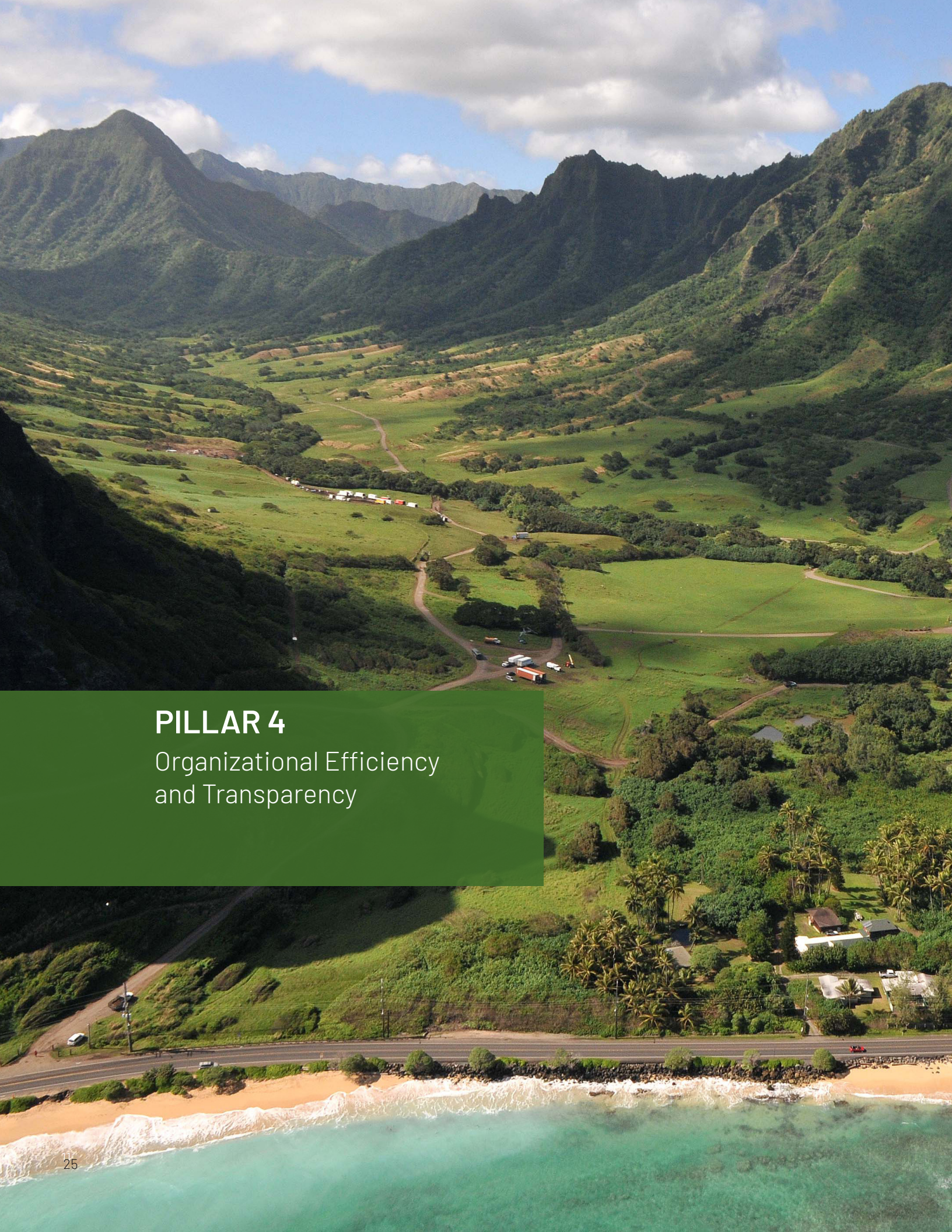
OBJECTIVE #2
Strengthen the commendation and recognition process.

ACTION ITEMS

1. **Recognize professional staff expertise, credentials, and institutional knowledge explicitly.**
2. **Establish a practice of commanders recognizing and showing appreciation for personnel who work holidays.**
3. **Establish Crisis Intervention Recognition Awards.**
4. Create a community policing award and a problem solving award.
5. Create a commendation process separate from the disciplinary one.

MEASURABLE OUTCOMES

1. Post the major's complimentary report in every station and division by June 2027.
2. Launch the PCO of the Quarter and PCO of the Year awards by June 2028.
3. Create award categories for professional staff and for community policing, problem-solving, and crisis intervention work by December 2028.
4. Increase award and commendation nominations by 25% by December 2028.
5. Have professional staff make up at least 20% of annual award recipients by June 2029.



PILLAR 4

Organizational Efficiency
and Transparency

Goal 1 | Modernize Processes

OBJECTIVE #1
Deploy an electronic To/From system with routing visibility, viewing history, and approval or denial rationale.

ACTION ITEMS

1. Pilot the electronic To/From in one bureau before department-wide rollout.
2. Train all personnel on submitting, routing, and tracking To/Froms electronically.

OBJECTIVE #2
Implement digital signature capability and convert paper forms to electronic.

ACTION ITEMS

1. Update policy to accept digital signatures on internal documents.
2. Train personnel on completing and signing electronic forms.

OBJECTIVE #3
Audit and retire redundant or obsolete forms.

ACTION ITEMS

1. Inventory every form currently in use across the department.
2. Identify forms that are duplicated, outdated, or no longer required, and retire them.

OBJECTIVE #4
Create a policy review committee.

ACTION ITEMS

1. Review all departmental policies for redundancy, contradiction, obsolescence, and compliance with applicable law.
2. Review the Standards of Conduct for provisions that overlap or create double jeopardy.
3. Standardize policy review and revision with impacted personnel before publication.

OBJECTIVE #5
Create a Written Documents Unit (WDU) to operate out of the Office of the Chief.

ACTION ITEMS

1. Define the WDU's mission, responsibilities, and staffing.

MEASURABLE OUTCOMES

1. Launch the electronic To/From system with routing visibility and retire the hardcopy To/From by September 2027.
2. Convert 75% of paper forms to electronic forms with digital signature by March 2028.
3. Create a policy review committee and complete a review of 100% of department policies by June 2028.
4. Audit all department forms and retire 100% of those found redundant or obsolete by December 2028.
5. Establish the Written Documents Unit in the Office of the Chief by June 2029.

Goal 2 | Improve Internal Communication

OBJECTIVE #1
Revamp the HPD intranet.

ACTION ITEMS

1. Sustain recurring executive staff communication and publish command meeting minutes to all elements.
2. Consolidate notices, announcements, and policy updates into one centralized intranet location.
3. Evaluate the use of an AI-assisted search tool to navigate the intranet.

OBJECTIVE #2
Enhance communication and transparency between leadership and employees.

ACTION ITEMS

1. **Restore consistent in-person lineups.**
2. **Evaluate the need to unionize excluded management and afford them adequate representation.**
3. **Pair significant policy and procedure changes with a stated reason so personnel understand the purpose behind them.**
4. Establish regular and consistent divisional command presence at line-ups and within the division.
5. Increase transparency in the budget process by providing clear, accessible information on budget priorities, funding decisions, and resource allocations.

OBJECTIVE #3
Evaluate a secure messaging platform for teams, watches, and divisions capable of emergency alerts and time-sensitive information.

ACTION ITEMS

1. Research secure messaging platforms used by other law enforcement agencies.
2. Pilot a secure messaging platform with selected teams and watches.

MEASURABLE OUTCOMES

1. Conduct a baseline employee survey on how timely and clear internal communication from leadership is by June 2027.
2. Revamp the intranet with one central location for all notices, announcements, and policy updates by September 2027.
3. Complete an evaluation of secure messaging platforms and pilot the selected platform with at least three teams or watches by June 2028.
4. Establish a process that notifies personnel internally before the external release of major incidents by September 2028.
5. Raise the share of employees who report getting timely information from leadership by 10 percentage points over the baseline survey result by June 2029.

Goal 3 | Modernize Our Technology

OBJECTIVE #1
Establish a technology unit.

ACTION ITEMS

1. Conduct a department-wide technology needs assessment.
2. Establish a process for regularly evaluating and addressing technology needs.

OBJECTIVE #2
Revamp the report writing process.

ACTION ITEMS

1. Evaluate AI-assisted report drafting and standardization review, with human verification required.
2. Evaluate body-worn camera footage in place of written statements where legally sufficient.

MEASURABLE OUTCOMES

1. Complete a department-wide technology needs assessment by June 2027.
2. Establish the technology unit by June 2027.
3. Implement an AI-assisted report writing process with required human verification by June 2028.
4. Survey officers after AI-assisted report writing is in place, with at least 75% reporting that it reduced their report writing time, by December 2029.

Goal 4 | Improve Work Conditions

OBJECTIVE #1
Address building infrastructure gaps.

ACTION ITEMS

1. **Comprehensive assessment of facilities.**
2. **Develop a comprehensive capital improvements plan.**
3. **Identify external partners to procure external funding for projects.**
4. Develop a new District 1 station in Chinatown.
5. Develop a new District 6 station in Waikiki.

OBJECTIVE #2
Establish a recurring facility condition assessment across all districts and divisions, producing a prioritized repair backlog and tracking capital improvement projects through to completion.

ACTION ITEMS

1. Create a standard facility condition checklist for all stations and divisions.
2. Rank repair needs by safety risk and cost to build a prioritized backlog.

OBJECTIVE #3
Address workspace adequacy across the department, including office space, storage, and climate control.

ACTION ITEMS

1. Reclaim space through equipment disposal and file digitization.
2. Include workspace needs in the capital improvements plan.

OBJECTIVE #4
Address key workplace hazards and repair them in a timely manner.

ACTION ITEMS

1. Create a simple way for personnel to report workplace hazards.
2. Coordinate with the City's Department of Facility Maintenance on urgent repairs.

MEASURABLE OUTCOMES

1. Compile a list of structural issues and needed repairs at department facilities by December 2026.
2. Correct the workspace, storage, and climate control problems identified in at least 50% of priority facilities by December 2027.
3. Adopt a comprehensive capital improvements plan by June 2028.
4. Complete plans for new District 1 and District 6 stations by June 2029.

Goal 5 | Measure What Matters

OBJECTIVE #1
Implement problem-oriented policing that measures outcomes rather than activity counts pertaining to crime metrics.

ACTION ITEMS

1. Apply data to deployment, staffing, and enforcement priority decisions.
2. Create a process to measure long-term projects.

OBJECTIVE #2
Build a recurring review process to assess whether strategic plan changes are producing results.

ACTION ITEMS

1. Create a system that tracks objectives, action items, and measurable outcomes.
2. Conduct an annual review to adjust objectives that are not producing results.
3. Share progress updates with employees and the community.

OBJECTIVE #3
Re-evaluate the need for a "District 9"

ACTION ITEMS

1. Complete construction and equipping of the Waiʻanae substation.
2. Establish District 9 boundaries and beat assignments.

OBJECTIVE #4
Report enforcement outcomes, not only activity statistics, to command and personnel.

ACTION ITEMS

1. Share outcome results with personnel at line-ups and on the intranet.
2. Train supervisors to use outcome data when setting priorities.

MEASURABLE OUTCOMES

1. Begin quarterly reviews of strategic plan results starting in January 2027.
2. Complete the District 9 evaluation, including the Waiʻanae substation and District 9 boundaries, by June 2027.
3. Complete the first annual strategic plan review and r evise any objectives that are not producing results by March 2028.
4. Report enforcement outcomes, not only activity counts, to command and personnel every quarter by June 2028.
5. Adopt outcome-based crime measures for problem-oriented policing in 100% of districts by June 2029.

Goal 6 | Reform Purchasing and Procurement

OBJECTIVE #1
Simplify the purchasing process.

ACTION ITEMS

1. Map the purchasing process end to end and remove redundant approval layers.
2. Provide training to each division on the procurement process.

OBJECTIVE #2
Expedite equipment disposal and evidence storage to recover storage and office space.

ACTION ITEMS

1. Recover parking spaces currently used to store evidence vehicles.

OBJECTIVE #3
Assign purchasing and fiscal work to professional staff rather than to officers.

ACTION ITEMS

1. Train and assign professional staff to each division to handle purchase requests.

MEASURABLE OUTCOMES

1. Recover 50% of the parking spaces used for evidence vehicle storage by June 2027.
2. Set a standard process for disposing of surplus equipment and track the time from disposal request to removal for 100% of items by December 2027.
3. Provide procurement process training to all divisions by December 2027.
4. Remove redundant approval layers from the purchasing process and reduce the time from purchase request to delivery by December 2028.
5. Assign trained professional staff to handle purchasing and fiscal work of divisions by June 2029.



PILLAR 5

Budget and Compensation

Goal 1 Enhance Funding Advocacy and Transparency

OBJECTIVE #1
Build a structured advocacy approach with City Council and Budget and Fiscal Services.

ACTION ITEMS
1. Invite Council members to tour facilities and ride along to see operational needs firsthand.
2. Track the outcome of each budget request from year to year.

OBJECTIVE #2
Evaluate professional legislative liaison or consultant support.

ACTION ITEMS
1. Research how other large agencies use professional legislative liaisons or consultants.
2. Present a recommendation to executive staff.

OBJECTIVE #3
Modernize budget submission and tracking with an electronic system or dashboard.

ACTION ITEMS
1. Simplify the budget submission process.

OBJECTIVE #4
Improve the divisional budget process and provide district-level budget transparency.

ACTION ITEMS
1. Publish divisional budgets on the intranet.

OBJECTIVE #5
Strengthen the Finance Division's grant function to proactively identify, pursue, and maximize grant funding opportunities.

ACTION ITEMS
1. Develop a dedicated grants team to identify, pursue, and manage funding opportunities.
2. Create a digital platform that is regularly maintained and updated, showing available grants and application requirements.

OBJECTIVE #6
Evaluate existing mechanisms for receiving community and private contributions, including the Honolulu Police Relief Association and the gift-to-the-city process.

ACTION ITEMS
1. Identify the barriers that slow down or discourage community contributions.
2. Publish clear guidance for the public on how to support the department.

OBJECTIVE #7
Provide budget and fiscal management training for supervisors and commanders who administer division budgets.

ACTION ITEMS
1. Develop a budget and fiscal management course with the Finance Division.
2. Require the course before a supervisor or commander takes over a division budget.
3. Assign a Finance Division point of contact to each bureau.

OBJECTIVE #8
Assess the feasibility and organization need for hiring a professional executive to lead and oversee the Finance Division.

ACTION ITEMS

1. Increase capacity within the Finance Division.

MEASURABLE OUTCOMES

1. Train all budget-holding supervisors and commanders in fiscal management by June 2027.
2. Revamp and increase staff in the Grant Funding Unit that tracks available grants and application requirements by December 2027.
3. Publish every divisional budget on the intranet and present data-driven budget requests to City Council and Budget and Fiscal Services each budget cycle, beginning by June 2028.
4. Complete assessments of professional legislative liaison support, of a professional executive for the Finance Division, and increase Finance Division staffing, by June 2028.
5. Launch an electronic budget submission and tracking dashboard by June 2029.

Goal 2 Enhance Employee Benefits and Compensation

OBJECTIVE #1
Pursue a base pay increase for sworn and professional staff sufficient to meet Oahu cost of living.

ACTION ITEMS

1. Implement periodic, objective reviews comparing HPD salaries, special duty rates, and hazard pay against mainland metropolitan agencies with similar cost-of-living adjustments.

OBJECTIVE #2
Accelerate step progression.

ACTION ITEMS

1. Compare HPD step progression with comparable agencies.
2. Work with SHOPO, UPW, and HGEA on a proposal to shorten the step schedule.

OBJECTIVE #3
Continue the step process for excluded management.

ACTION ITEMS

1. Correct rank-to-rank pay discrepancies that discourage promotion, particularly lieutenant to captain.

MEASURABLE OUTCOMES

1. Complete an annual pay comparison against mainland metropolitan agencies, adjusted for O'ahu cost of living by July 2027.
2. Develop a targeted retention bonus or service-based incentive for employees at key turnover points by December 2027.
3. Submit a proposal with the unions to shorten the step schedule by June 2028.
4. Evaluate a step process for excluded management with the city by June 2028.

Goal 3 Strengthen Benefits and Retirement

OBJECTIVE #1
Close the gap between those on Tier 1 retirement system and those on Tier 2 system.

ACTION ITEMS

1. **Collaborate with SHOPO and legislative advocates to introduce statutory changes bridging the pension gap between Tier 1 and Tier 2 officers.**
2. **Pursue restoration of the High 3 retirement calculation.**
3. **Close the gap through employer contribution matching.**
4. Evaluate a service-connected disability rating and retirement comparable to the military model.

OBJECTIVE #2
Evaluate a vesting schedule structured to reward continued service.

ACTION ITEMS

1. Research vesting schedules other agencies use to reward longer service.
2. Work with SHOPO, UPW, HGEA, and the Employees' Retirement System on proposed changes.

OBJECTIVE #3
Pursue extended medical coverage for spouses at defined service milestones.

ACTION ITEMS

1. Review current EUTF retiree medical coverage for spouses.
2. Work with SHOPO, UPW, HGEA, the EUTF, and legislators on the changes needed.

OBJECTIVE #4
Explore alternative healthcare coverage options and flexible benefit structures outside the standard EUTF framework, and address health insurance cost as a stated reason personnel join and stay.

ACTION ITEMS

1. Work with SHOPO, UPW, HGEA, and the EUTF on options to lower employee premiums.
2. Ask about health insurance in exit and stay interviews to track its effect on retention.

OBJECTIVE #5
Create a retirement transition program.

ACTION ITEMS

1. Establish retirement life transition courses for officers close to retirement.
2. Have element commanders or designees walk through and assist retiring personnel with retirement clearance paperwork.
3. Institute a standard last roll call procedure for an officer's last day on patrol.

MEASURABLE OUTCOMES

1. Launch the retirement transition program with quarterly courses by June 2027.
2. Introduce legislation with SHOPO to close the gap between Tier 1 and Tier 2 retirement benefits by June 2027.
3. Complete a review of alternative healthcare coverage options and flexible benefit structures outside the standard EUTF framework by June 2028.
4. Complete a feasibility report on extended medical coverage for spouses at defined service milestones by June 2029.
5. Present a proposed vesting schedule that rewards continued service to SHOPO and the Employees' Retirement System by June 2030.

Goal 4 | Assist with Daily Costs

OBJECTIVE #1
Provide free or reduced-cost parking for professional staff and excluded management.

ACTION ITEMS

1. Negotiate reduced-cost parking agreements with the City and nearby lots.
2. Evaluate a parking stipend as an alternative.

OBJECTIVE #2
Develop childcare and dependent adult care support, including emergency backup care credits.

ACTION ITEMS

1. Research childcare partnerships used by other public safety agencies.

OBJECTIVE #3
Review vacation cash-out and use-or-lose provisions.

ACTION ITEMS

1. Compare HPD provisions with other City departments and comparable agencies.
2. Work with the unions on proposed changes.

OBJECTIVE #4
Address maternity leave provisions.

ACTION ITEMS

1. (background- currently maternity leave is currently coming out of vacation and sick banks and newer officers don't have much time accumulated during the early times of their careers when they want to and can have children)

OBJECTIVE #5
Partner with external agencies to secure affordable housing for HPD employees.

ACTION ITEMS

1. Research first responder housing programs in other high-cost cities.
2. Share information on available housing assistance programs with employees.

MEASURABLE OUTCOMES

1. Provide free or reduced-cost parking to eligible professional staff by December 2027.
2. Launch childcare and dependent adult care support by December 2027.
3. Complete a review of vacation cash-out and use-or-lose provisions and present proposed changes to the unions by December 2028.
4. Establish at least one partnership with an external agency that provides affordable housing options for HPD employees by December 2028.

Goal 5 | Shape the Legislation

OBJECTIVE #1
Build and publish an annual legislative agenda identifying which bills HPD will support and which it will oppose.

ACTION ITEMS

1. Publish the agenda on the intranet and the HPD website.
2. Coordinate the agenda with the Mayor's Office and unions.

OBJECTIVE #2
Monitor proposed state and county legislation for operational and staffing impact, including changes to the Employees' Retirement System.

ACTION ITEMS

1. Assign subject matter experts to review bills that affect their area.
2. Brief personnel on new laws that change how they do their work.

MEASURABLE OUTCOMES

1. Revamp the Legislative Liaison Office by July 2027, including consideration of contracted government relations professionals or lobbyists.
2. Issue a stated position on all tracked bills that affect operations or staffing during the 2028 session by January 2028.
3. Brief personnel on all newly enacted laws that affect their work within 60 days of enactment by August 2028.



PILLAR 6

Increase Staffing

Goal 1 | Next Level Recruitment

OBJECTIVE #1
Evaluate and streamline the recruitment process.

ACTION ITEMS

1. **Reduce total time from application to academy to under 90 days and remove steps that do not affect suitability.**
2. **Re-evaluate recruitment disqualifiers.**
3. **Create an instructional video shown after applicants pass the written test and physical readiness assessment, explaining next steps and how to prepare for academy life.**
4. Develop a recruit onboarding program.
5. Develop a recruitment/marketing firm.
6. Develop a recruitment app.

OBJECTIVE #2
Broaden recruiting geography and target populations.

ACTION ITEMS

1. Develop a housing assistance program to help recruit and retain employees by connecting candidates and employees with affordable housing opportunities and community resources provided by the private sector.
2. Create a recruitment QR code card that officers can hand out.
3. Supply a liaison for outer island and mainland recruits and lateral officers to assist in transition.

OBJECTIVE #3
Ensure the Police Academy has the capacity and resources to meet current and projected recruitment and training demands.

ACTION ITEMS

1. Assess academy staffing, classroom space, range access, and equipment against projected class sizes.
2. Increase the number of academy instructors, including part-time and adjunct instructors.

MEASURABLE OUTCOMES

1. Complete an academy capacity assessment and add the instructors needed to meet projected class sizes by June 2027.
2. Reduce the median time from application to final offer to under 90 days by December 2027.
3. Fill academy classes to 100% of the capacity the academy is resourced for by June 2028.
4. Increase out-of-state and outer-island applicants by 15% by June 2029.
5. Reach 90% of authorized sworn strength by June 2030.

Goal 2 | Transparent Staffing

OBJECTIVE #1
Establish a current documented staffing baseline.

ACTION ITEMS

1. Re-assess the division of beat assignments.
2. Audit span of control on all elements.

OBJECTIVE #2
Formalize Special Assignments.

ACTION ITEMS

1. Publish the Special Assignment list.
2. Formalize and standardize the Special Assignment process to ensure transparency, consistency, fairness, and equity in selection and assignment.
3. In partnership with SHOPO, revamp the interview and selection process for Special Assignments.

OBJECTIVE #3
Establish an updated staffing analysis for both sworn and professional staff.

ACTION ITEMS

1. Use CAD and records data to measure workload by district and watch.

MEASURABLE OUTCOMES

1. Publish all Special Assignments by December 2026.
2. Document a current staffing baseline of authorized and actual strength for all elements by March 2027.
3. Complete a span of control audit and a beat assignment reassessment for all divisions by March 2027.
4. Submit a reconfigured organizational chart by December 2027, reflecting the findings of the analysis conducted.

Goal 3 | Prioritize Retention

OBJECTIVE #1
Identify common trends for officer and professional staff attrition.

ACTION ITEMS

1. Conduct structured exit interviews and create a database to track and identify common trends.
2. Conduct structured interviews with lateral officers who chose to join HPD.

OBJECTIVE #2
Implement programs that will give officers the incentive to stay.

ACTION ITEMS

1. Evaluate a 25-year retention bonus.
2. Evaluate the Deferred Retirement Option Program.

OBJECTIVE #3
Revamp the Reserve Officer Program so reserve officers can assist with the workload created by current staffing shortages.

ACTION ITEMS

1. Identify additional roles and assignments where reserve officers can supplement department staffing.

OBJECTIVE #4
Align position classifications with the work that units are actually performing.

ACTION ITEMS

1. Review classifications where personnel perform duties above their assigned grade without compensation.
2. Establish detective-designated positions in units performing investigative work, such as the Zones and Traffic Division.

MEASURABLE OUTCOMES

1. Conduct structured exit interviews with all departing employees and report attrition trends annually by December 2027.
2. Complete evaluations of the Deferred Retirement Option Program and the 25-year retention bonus by June 2028.
3. Count active reserve officers to set a baseline by December 2027, then increase that number by 25% by June 2029.
4. Complete a review aligning all position classifications with the work units actually perform by June 2029.
5. Reduce the sworn voluntary resignation rate, not counting retirements, by 15% by June 2030.

Goal 4 | Address Professional Staff Vacancies

OBJECTIVE #1
Create a recruitment initiative for the Communications Division.

ACTION ITEMS

1. Create targeted recruitment materials for dispatcher positions.
2. Hold hiring events and job fairs focused on the Communications Division.

OBJECTIVE #2
Establish career progression within professional staff classifications.

ACTION ITEMS

1. Create an internal lateral transfer process for professional staff to mirror the sworn staff process.

OBJECTIVE #3
Optimize the deployment of sworn personnel by strategically aligning positions with the appropriate workforce, sworn or professional staff.

ACTION ITEMS

1. Conduct a comprehensive review of positions to determine appropriate workforce alignment.

OBJECTIVE #4
Evaluate the professional staff hiring process.

ACTION ITEMS

1. Re-evaluate the master delegation hiring agreement with the Department of Human Resources.
2. Evaluate contract hires for non-essential positions and create a path to convert long-term contract employees to permanent.
3. Re-evaluate background investigation requirement for professional staff hires.

MEASURABLE OUTCOMES

1. Launch a Communications Division recruitment initiative by September 2027.
2. Reduce the median time to fill a professional staff position to under 90 days by December 2027.
3. Identify the sworn positions that can be filled by professional staff and reassign applicable positions by June 2029.
4. Establish career progression steps, including an internal lateral transfer process, for all professional staff classifications by June 2030.
5. Reduce the professional staff vacancy rate by 50% by June 2030.



PILLAR 7

Enhance Crime Prevention Tactics, Training, and Processes

Goal 1 Modernize Training and Tactics

OBJECTIVE #1
Review and update the pursuit policy to incorporate modern day techniques and tools.

ACTION ITEMS
1. Explore the use of spike strips.

OBJECTIVE #2
Revamp the Annual Recall Training process.

ACTION ITEMS
1. Expand survival and officer safety training.
2. Evaluate expanded Academy range access.

OBJECTIVE #3
Establish recurring training on perishable and high-liability skills.

ACTION ITEMS
1. Include brief in-service training during line-ups on OVUII, child abuse, and sex crime investigations.
2. Institutionalize the CID Investigative Awareness Program with standardized delivery and compliance tracking.
3. Send Crime Reduction Unit personnel to mainland training and bring practices back to the department.

MEASURABLE OUTCOMES
1. Send Crime Reduction Unit personnel to mainland training annually, beginning in June 2027.
2. Complete the pursuit policy review, including a spike strip feasibility report, by June 2027.
3. Track and post all local and mainland trainings by division by December 2027, and complete the revamp of Annual Recall Training by June 2028.
4. Create a standardized in-service training schedule and deliver perishable-skill refreshers monthly by June 2028.
5. Reduce on-duty officer injuries by 15% by June 2029.

Goal 2 Implement Modern Tools and Technology

OBJECTIVE #1
Conduct divisional inventory assessments to identify outdated equipment.

ACTION ITEMS
1. Replace outdated and expired equipment.
2. Creation of a technology advisory committee to address critical equipment gaps identified by field personnel.

OBJECTIVE #2
Increase fleet size and quality, including marked and unmarked units, motor units, and specialty vehicles.

ACTION ITEMS
1. **Evaluate the monthly vehicle allowance to remain competitive with operational requirements and vehicle-related costs.**
2. **Expand the list of approved motor vehicle types.**
3. **Modernize policies governing personal and department-authorized motor vehicle modifications to provide greater operational flexibility.**
4. Establish sustainable funding for undercover and investigative vehicle needs.
5. Maximize alternative funding sources for fleet expansion.

OBJECTIVE #3
Identify and establish a resource sharing system for specialty equipment between divisions.

ACTION ITEMS
1. Create an equipment sharing eForm.

OBJECTIVE #4
Establish a Real-Time Investigative Center (RTIC) integrating drone as first responder, license plate reader, live camera, and analytic capability islandwide.

ACTION ITEMS

1. **Expand the drone program, including Drone as First Responder capability for appropriate call types.**
2. **Develop a public communications system to address privacy concerns with DFR.**
3. **Expand automated license plate reader deployment and patrol-level access to the data.**
4. Implement a digital search warrant process.

OBJECTIVE #5
Implement AI applications for case review and investigative analysis, with human verification required.

ACTION ITEMS

1. Research and expand the approved AI programs for department use.

OBJECTIVE #6
Evaluate the Mark 43 system.

ACTION ITEMS

1. Compare Mark 43 with the systems other agencies use.

MEASURABLE OUTCOMES

1. Launch Drone as First Responder capability by December 2026, and complete equipment inventories across all divisions and publish a deficiency list by June 2027.
2. Implement AI tools for case review and investigative analysis, with human verification required, by June 2027.
3. Open the Real-Time Investigative Center and complete the Mark 43 evaluation by December 2027.
4. Replace or destroy all identified expired or outdated equipment and establish a specialty equipment sharing system between divisions by June 2028.

Goal 3 | Facilitate Proactive Policing

OBJECTIVE #1
Implement proactive policing across all districts.

ACTION ITEMS

1. Build consistent enforcement capacity for the quality of life issues the community identified, including parking, street racing, noise, abandoned vehicles, and sit-lie.

OBJECTIVE #2
Increase visible beat presence and preventive patrol.

ACTION ITEMS

1. Restore foot and bicycle patrol in high-density areas.
2. Re-establish dedicated foot patrol during 4th Watch.
3. Re-evaluate the pilot light policy.

OBJECTIVE #3
Review and standardize the Community Policing Team structure and staffing.

ACTION ITEMS

1. **Create a CPT vision and mission statement.**
2. **Review Community Policing Team staffing against assigned workload.**
3. **Implement monthly division commander community engagement meetings.**
4. Evaluate a trained volunteer role in community policing support functions.
5. Divisional commanders to create a weekly divisional newsletter.

OBJECTIVE #4
Sustain and expand programs identified as working, including the Citizens Police Academy, PAL, Coffee with a Cop, the Crisis Intervention Team, and Special Olympics involvement.

ACTION ITEMS

1. Set measurable goals for each program.
2. Increase officer participation in these programs across all districts.

OBJECTIVE #5
Address drug activity through enforcement paired with early intervention.

ACTION ITEMS

1. Expand the Crisis Intervention Team and its working relationship with social services.
2. Re-evaluate and establish the need for an increase in early intervention programs.
3. Train and implement an SRO early intervention program.

OBJECTIVE #6
Evaluate the creation of a Fugitive Recovery Unit.

ACTION ITEMS

1. Research how fugitive units operate in other agencies.
2. Present findings and a recommendation to executive staff.

OBJECTIVE #7
Implement problem oriented policing.

ACTION ITEMS

1. Train officers to use the SARA and CPTED models.
2. Incorporate problem-oriented policing into the annual recall training curriculum.

MEASURABLE OUTCOMES

1. Hold a monthly community engagement meeting in every division, beginning in June 2027.
2. Complete the Community Policing Team staffing review and the CPT vision and mission statement, and complete the Fugitive Recovery Unit evaluation, by December 2027.
3. Complete CPTED assessments in every district each year, and pair drug enforcement with early intervention referrals in every district, by December 2027.
4. Re-establish dedicated 4th Watch foot patrol with foot and bicycle patrol in high-density areas by June 2028.
5. Increase participation in the Citizens Police Academy, PAL, Coffee with a Cop, the Crisis Intervention Team, and Special Olympics by 25% by December 2028.

Goal 4 | Promote Advocacy with Outside Agencies

OBJECTIVE #1
Define HPD's operational role and advocate the boundaries of that role with outside agencies.

ACTION ITEMS

1. List the call types that other agencies are better suited to handle.
2. Meet with partner agencies to agree on roles and responsibilities.

OBJECTIVE #2
Evaluate and improve the 911 call screening process.

ACTION ITEMS

1. Identify which calls for service will be deemed an outside agency responsibility.
2. Create a CGIC unit.
3. Determine the feasibility of combining positions.

OBJECTIVE #3
Strengthen interagency collaboration to improve the effectiveness and consistency of the criminal justice process.

ACTION ITEMS

1. **Engage the Department of the Prosecuting Attorney to re-evaluate the charging process and criteria.**
2. **Re-evaluate the immediate charging criteria.**
3. **Develop a system for digital conferral packets.**
4. Re-evaluate the need for an affidavit.
5. Advocate to align the prosecutorial process with the Hawai'i Revised Statutes and the Revised Ordinances of Honolulu.

OBJECTIVE #4
Build working coordination with city departments on problems requiring a collective response.

ACTION ITEMS

1. Establish improved working relationships with HSI, DEA, ATF, and FBI.
2. Evaluate the need for a city-wide communication forum or application, such as Commstat.

MEASURABLE OUTCOMES

1. Complete an evaluation of the 911 call screening process by June 2027.
2. Publish the list of call types that are an outside agency responsibility by June 2027.
3. Meet quarterly with the Department of the Prosecuting Attorney on charging criteria and implement digital conferral packets by June 2028.
4. Establish working agreements with at least five City departments on problems that require a collective response by December 2028.
5. Count HPD responses to reclassified call types in the 2028 call log to set a baseline, then reduce those responses by 20% by June 2030.

Goal 5 | Practice Evidence-Based Policing

OBJECTIVE #1
Drive tactics with data through analytics, intelligence, and hotspot policing.

ACTION ITEMS

1. Develop data-driven deployment strategies to increase preventive patrol in identified hot spots.

OBJECTIVE #2
Focus enforcement on identified offenders and identified locations.

ACTION ITEMS

1. Enhance communication between support units and patrol officers regarding repeat offenders and high-crime locations.

OBJECTIVE #3
Deliver public safety announcements and educational campaigns.

ACTION ITEMS

1. Partner with local media outlets to share announcements.
2. Use social media for timely safety messages.

OBJECTIVE #4
Partner with academic institutions, including the University of Hawaii, to assess the effectiveness of the department's response to crime.

ACTION ITEMS

1. Meet with university faculty to identify research partnership opportunities.
2. Research grants with academic partners.

MEASURABLE OUTCOMES

1. Share a monthly list of identified repeat offenders and high-crime locations with patrol in every district by June 2027.
2. Launch a yearly public safety education campaign calendar by June 2027.
3. Put data-driven hotspot deployment models in place with quarterly impact reviews by September 2028.
4. Form a research partnership with local universities to assess the department's response to crime by December 2028.
5. Reduce reported crimes in designated hotspot areas by 10% within 12 months of designation, compared with the same months the year before, by June 2029.

Goal 6 | Reduce Violence Through Focused Deterrence

OBJECTIVE #1

Reduce shootings through a strategic and focused deterrence response to those involved.

ACTION ITEMS

1. **Use statistics to predict where violence will occur, recognizing that violent crime concentrates in a small share of the geography.**
2. **Conduct weekly shooting reviews focused on both suspects and victims.**
3. **Communicate directly with those involved.**
4. Offer resources as an alternative to violence.

MEASURABLE OUTCOMES

1. Conduct shooting review meetings by December 2027.
2. Identify the individuals and groups most involved in shootings in each district by December 2027.
3. Partner with at least three social service providers to offer alternatives to violence by June 2028.
4. Reduce shootings in target areas by 20% by June 2029.



Panina.

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 lead and protect with the aloha spirit.



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