

CITY AND COUNTY OF HONOLULU
HONOLULU POLICE DEPARTMENT
CHIEF OF POLICE PERFORMANCE EVALUATION
PERIOD: JUNE 14, 2022 THROUGH JUNE 13, 2023

Appointed by the Police Commission of the City and County of Honolulu, this position is the administrative head of the Honolulu Police Department. The Chief of Police: exercises overall executive direction, management, coordination, and control of departmental functions/activities; promulgates policies, rules, and regulations necessary for the organization and internal administration of the department; and reports directly to the Police Commission on a regular basis. The Chief shall not engage in any outside employment without first securing written approval from the Commission.

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CHIEF OF POLICE PERFORMANCE EVALUATION
 PERIOD: JUNE 14, 2022 THROUGH JUNE 13, 2023

E	M	B	ACTION PLAN
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide to the Commission at least annually an Action Plan with objectively measurable metrics for the upcoming evaluation period.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Executes on the Action Plan for this evaluation period attached to this Performance Evaluation as Attachment A, Honolulu Police Department 2023 Strategic Plan.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OVERALL ACTION PLAN

ACTION PLAN COMMENTS:
 Chief Logan has provided a comprehensive, very detailed, five-year action plan with measurable outcomes. Appreciate his consulting with his leadership team on the five-year strategic plan and the updates he provides to the Commission when requested.

Chief Logan is very good about follow up and keeping up with management assignments.

Appreciate the updates on the status of metrics. Consistent with these metrics, retention of employees is better and crime is down. While not all metrics have been accomplished, they are almost all underway and within the timeframe for completion.

E=Exceeds Expectations
 M=Meets Expectations
 B=Below Expectations

CHIEF OF POLICE PERFORMANCE EVALUATION
PERIOD: JUNE 14, 2022 THROUGH JUNE 13, 2023

E	M	B	LEADERSHIP
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Is an effective, competent and motivated leader who leads by example and inspires others to perform optimally.</p> <p>Is an effective leader who leads by example and inspires others to perform optimally. Makes timely, well-considered decisions that promote the organizational functions and objectives.</p>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Maintains a positive attitude and a high degree of morale among all uniformed, plainclothes, reserve, and civilian employees.</p> <p>Possesses a positive attitude and fosters a working environment that builds and maintains a high degree of morale among sworn officers and civilian employees.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Instills the highest degree of personal and professional credibility ensuring a culture based on integrity, trust, respect, and fairness.</p> <p>Maintains the highest degree of personal and professional integrity and ensures that the departmental integrity is not compromised. Is fair in decisions and actions.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Seeks out and encourages suggestions, participation and collaboration to achieve and improve the goals and objectives of the Department.</p> <p>Seeks new and better ways of achieving the Department's goals and objectives.</p>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Maintains positive relationships with other law enforcement agencies including the Federal, State and other municipalities.</p> <p>Strives to maintain positive relationships with other law enforcement agencies, such as Federal and State agencies, agencies of local municipalities, and other stakeholder groups.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Actively participate in structuring State and City and County policies by advocating to the State legislature, City Council and other agencies and departments.</p> <p>Strives to maintain positive and open relationships with the media and with the public. Effectively articulates the values of the organization to the community.</p>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OVERALL LEADERSHIP

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LEADERSHIP COMMENTS:

Chief Logan has displayed leadership qualities that instill confidence in HPD, which have been noticed by outside agencies. He is accessible and open with members of his department and various government agencies.

Chief Logan demonstrates personal integrity in his dealings with the Police Commission and the public and leads by example and inspiration. The Working Joe videos, speeches, district visits and praise for his team are some examples of an excellent leader.

By posting active police dispatch call information, arrest logs, and highlights he has improved transparency on department operations.

Commissioners encourage Chief Logan to continue his community and media appearances and to continue to develop a departmental spokesperson cadre in order for timely communication to major public safety incidents.

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E	M	B	MANAGERIAL
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Heads a dynamic and interactive Department making organizational changes as needed to ensure optimum departmental functionality and efficiency.</p> <p>Heads a dynamic organizational structure with clearly delineated operational functions and levels of authority. Makes organizational changes as needed from time to time to ensure that the Department functions properly and efficiently.</p> <p>Has a demonstrated ability to gather requisite information to make informed decisions by using best practices of metropolitan police departments, policing metrics, and new technologies to aid in decision making.</p>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Plans, advocates for, coordinates, delegates and directs, through subordinate management and supervisory personnel, departmental functions and activities to meet the Department objectives and goals utilizing the human resources, equipment resources, technology, facilities, and financial resources, both provided and ideally beneficial.</p> <p>Develops for the Commission's review and recommendation a five-2023 plan for the Department, including objectives and goals for the Department. Periodically updates the plan's goals and objectives and oversees the overall departmental effort in achievement of the same. Develops with the Commission, effective methods of evaluating whether departmental goals and objectives are being accomplished by using research and best practices.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Selects and appoints, within the authority of the Office of the Chief and in accordance with the Civil Service rules and regulations, personnel to staff key managerial positions; promotes, assigns, and reassigns personnel as necessary to ensure continued growth, knowledge, team building, and resource maximization.</p> <p>Plans, coordinates, and directs, through subordinate management and supervisory personnel, the overall functions and operational activities of the line divisions and the delivery of staff services. Utilizes people, equipment, and facilitates to the best advantage given resource limitations.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Follows the appropriate collective bargaining agreements and laws when imposing disciplinary actions, including, but not limited to, reprimands, suspensions, and dismissal of personnel utilizing the written standard of conduct.</p> <p>Selects and appoints, within the authority of the Office of the Chief and in accordance with the Civil Service rules and regulations, personnel to staff key managerial positions.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OVERALL MANAGERIAL

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MANAGERIAL COMMENTS:

Chief Logan has proven to be a capable and caring manager for HPD and has assembled a leadership team that represents institutional knowledge as well as new perspectives.

Overall, morale at HPD is improving. Commissioners encourage Chief Logan and his deputies to continue improving dissemination of information to employees.

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CHIEF OF POLICE PERFORMANCE EVALUATION
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E	M	B	BUDGET AND FISCAL
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Provides timely financial information with sufficient details to the Commission, which shall enable the Commission to make recommendations on proposed budgets to the Mayor and to evaluate the Chief's fiscal performance.</p> <p>A demonstrated knowledge of forecasting and developing both capital and operating budgets. Demonstrates ability to work with the budget by controlling expenses, prioritizing services, and finding creative solutions to maintain effectiveness.</p> <p>Provide timely information in sufficient detail to enable the Commission to make recommendations on proposed budgets to the Mayor and to evaluate the Chief's performance on fiscal matters. Performance on fiscal matters shall include: (1) securing budgetary appropriations; (2) ensuring that proper and responsible fiscal planning and use, accounting, and control practices and procedures are exercised in approving expenditures; and (3) exploring and implementing cost-saving proposals.</p> <p>Project capital expenditures to include newly needed tools and technology in line with the five-2023 plan and regularly review to assess need.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Advocates for and secures budgetary appropriation; ensures the approval of expenditures follow proper and responsible fiscal procedures including accounting controls, monitoring, auditing practices and procedures are followed.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Researches, explores, and implements new technology, methods, and cost savings measures that enhance employee safety, manage workloads, and improve time management and accountability.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Seeks out, evaluates and applies for appropriate grants; explains budgetary variances which are more than 10% of the budgeted amounts.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OVERALL BUDGET AND FISCAL

BUDGET AND FISCAL COMMENTS:
 Chief Logan and his deputies have a good understanding of the HPD budget and the Chief administers it responsibly through his administrative personnel.

Commissioners appreciate Chief Logan's transparency when discussing budget issues. The implementation of a paperless overtime process in order to control overtime is appreciated. The addition of the ability for supervisors to specifically track overtime could potentially save the Department and the City money.

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E	M	B	TRAINING AND DEVELOPMENT
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Creates, implements, supports, and encourages participation in training and educational programs to develop and enhance the skills, abilities, knowledge, awareness and performance of departmental employees.</p> <p>Implements training and educational programs and policies to ensure that skills, abilities, awareness and knowledge of departmental employees are enhanced, to improve their performance and to prepare them for higher responsibilities. Develops and, utilizing available resources, maintains a management training program for departmental personnel and a career guidance program with an emphasis on continual training and education throughout all levels of the department.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Maintains an accessible management training program and a career guidance program for departmental personnel which promotes upward mobility with increasing responsibility.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Evaluates and enhances the recruit training program so as to ensure that the best qualified personnel are vetted, recruited, and retained.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Minimizes vacant positions by instilling integrity and pride and by providing support for all personnel.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OVERALL TRAINING AND DEVELOPMENT

TRAINING AND DEVELOPMENT COMMENTS:
 Chief Logan understands the importance of a properly trained department. He supports training initiatives for HPD. Recruitment and training are important in order to fill vacancies. Training with other law enforcement partners is adequate. The modified schedule for patrol officers took great courage.

The Commission encourages Chief Logan to re-double efforts to recruit, train, and add officers to the Department.

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E	M	B	COMMUNICATION AND COMMUNITY RELATIONS
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Communicates, articulates, and conveys ideas, thoughts, knowledge and information, both orally and in writing, in easy to understand language.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Develops, fosters and maintains public relations by instilling confidence, trust, respect, common courtesy, openness and transparency with the public, the private sector, and the media.</p> <p>Develops, maintains and improves public relations by engendering respect and confidence of the community through common courtesy, dispatch efficiency, public consideration, and public service.</p> <p>Balance the need for transparency with investigatory needs when communicating.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Provides the public with efficient access to police services, including 911, articulates the values, including leadership, integrity, excellence, accountability and teamwork, of the Department to the community.</p> <p>Identify a structure for media outreach that allows the chief to respond to the most critical and urgent issues and allows others to handle the day-to-day communications that keep the public informed.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Enhances public awareness of police presence and protective mission while promoting the guardian relationship.</p> <p>Promotes "public awareness" of police presence and protective mission while using current technologies and social media.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OVERALL COMMUNICATION AND COMMUNITY RELATIONS

COMMUNICATION AND COMMUNITY RELATIONS COMMENTS:
 Chief Logan does a good job communicating with the HPC, HPD, and the community on many fronts. Additional media training for Chief Logan is encouraged as well as increasing media accessibility to departmental spokespeople.

In the coming year, commissioners encourage Chief Logan to continue communicating with a wide cross section of the community.

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**CHIEF OF POLICE PERFORMANCE EVALUATION
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E	M	B	POLICE COMMISSION
			The Chief shall be accountable solely to the Commission as the appointing authority, except as may be otherwise provided by the Charter.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Inform the Commission regarding the decisions enumerated in the Position Description for Chief of Police. Inform the Commission regarding the decisions enumerated in this Position Description, and follow the Guidelines for Personnel Matters Involving the Chief.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain a cooperative relationship with the Commission in readily sharing information, concerns, and problems, seeking counsel/advice from the Commission on matters within its purview.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Regularly attend meetings of the Commission.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provide the Commission with any and all information and/or documentation necessary for the Commission to conduct the annual evaluation of the Chief's performance, including, but not limited to, making an annual report to the Commission on the state of affairs and condition of the Department, as required by HRS, Section 52D-2.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provide the Commission with a copy of the Chief's annual disciplinary report to the Legislature, required by HRS Section 52D-3.5;
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Develop for Commission review and recommendation a reasonable five-2023 plan for the Department, including objectives and goals. Periodically update the plan's goals and objectives and oversee the departmental progress in the achievement of the goals and objectives reporting the same to the Commission. Works with the Commission in monitoring and evaluating whether the Department objectives and goals are being met.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OVERALL POLICE COMMISSION

POLICE COMMISSION COMMENTS:
 Chief Logan is very transparent, cooperative and has a good relationship with the Commission.


 Chief Logan communicates well and fosters a positive relationship with the HPC. He appreciates and acknowledges the strengths of department commanders.

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CHIEF OF POLICE COMMENTS:


CHIEF OF POLICE SIGNATURE:



Signature

9-14-2023
Date

POLICE COMMISSION CHAIR SIGNATURE:



Signature

9 14 23
Date

CHIEF OF POLICE PERFORMANCE EVALUATION
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Attachment A

VISION

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

MISSION

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

CORE VALUES

INTEGRITY | RESPECT | FAIRNESS | ALOHA SPIRIT

ENHANCE EMPLOYEE WELL-BEING

Improve Internal
Communication

Promote
Employee
Wellness

Advance Employee
Development

FOCUS ON ROBUST RECRUITMENT

Develop Multiple
Targeted Pathway
Programs

Equip
Recruitment
Team

Fill and Supplement
Specialized Civilian
Positions

CREATE SAFER COMMUNITIES

Address Violent
Crime

Improve
Investigative
Process

Integrate
Technology

Improve
Enforcement
Coordination

Improve Traffic
Safety

BUILD COMMUNITY TRUST

Strengthen
Community
Relationships

Prioritize
Community
Communication

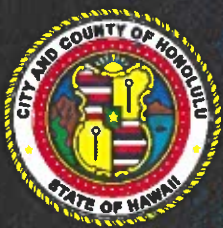
Improve Media
Relations

ENSURE ORGANIZATIONAL EFFICIENCY

Modernize
Department
Structure

Address Employee
Misconduct

Focus on Equipment
Upgrades



PROPOSED STRATEGIC PLAN

1. ENHANCE EMPLOYEE WELL-BEING

1.1 Improve Internal Communication			
Strategy	Bureau	Action	Measureable Outcome
Increase communication between Chief Logan and departmental personnel	CO	Create video messages from Chief Logan to all departmental personnel on current/relevant issues	Post monthly videos on the department's intranet
Increase commander interaction with element personnel	CO	Commanders to regularly meet with their staff	<p>Nonpatrol commanders to meet with all of their personnel at least once per month</p> <p>Patrol commanders to meet with personnel on each watch at least once per month</p> <p>Commanders to keep track of the meetings and report to their respective assistant chief each month</p>
Utilize technology to convey helpful departmental information to employees	CO	Produce and post short informational videos on various departmental processes and summaries of policies/ procedures to educate and assist employees. Example topics: promotion process, Uniform Equipment Committee, reimbursement for damaged property, Equal Employment Opportunity Commission, workplace exposure, etc.	Publish one video bimonthly (six per calendar year)
Obtain employee feedback on commander performance	CO	Conduct annual, internal surveys of every element incorporating an evaluation of commanders and Administration; information gained will be used to grow leaders and improve leadership	Develop and deploy survey by end of 2023

1.2 Promote Employee Wellness			
Strategy	Bureau	Action	Measureable Outcome
Implement the "Healthy Employee" campaign (departmental wellness program)	AB SFOB	Create a wellness program focusing on fitness, nutrition, etc. Create and conduct health and wellness classes	Identify resources required to implement specific actions to accomplish the strategy by the end of the second quarter 2023 Hold at least one class quarterly
Create a campaign to change department culture around mental health through education and provision of services	AB SFOB	Educate departmental employees about the importance of tending to their psychological wellness, including providing information on risk factors for depression, anxiety, Post-Traumatic Stress Disorder, and suicidal ideations; emphasize and provide access to mental health services	Develop a detailed training plan and schedule to educate all HPD personnel by the end of 2023; initiate the campaign by 2024
Implement the "Help at Your Fingertips" program	SFOB SSB	Explore, test, and deploy applications to promote wellness and mental health support	Research applications currently available and create report with recommendations by the end of 2023; implementation in 2024
Improve the Employee Early Recognition System	AB	Improve content of reports; review criteria to better identify and respond to officers in need of intervention; and improve process to address any impediments	Create a committee to evaluate the current Employee Early Recognition System program and create specific recommendations for improvement by the end of the second quarter of 2023

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

Strategy	Bureau	Action	Measurable Outcome
Refine the element assignment process for commanders	CO	Provide process for feedback from commanders regarding element assignment proposals and pathway plans	Develop and administer survey to commanders regarding element assignments; discuss the results of the survey and additional issues with commanders in a command staff meeting by the end of the second quarter of 2023
Implement the <i>loea</i> concept	CO	<p>Compile job description/duties for every position</p> <p>Have every employee review and understand description/duties/roles/expectations for their position</p> <p>Promote the <i>loea</i> concept throughout the department and within elements visually and seek ways to recognize <i>loea</i> successes</p> <p>Promote concepts of professionalism, ethics, and Integrity/Respect/Fairness/Aloha Spirit</p>	Develop a system to ensure every employee reviews and understands their position description, role, and responsibilities by the end of the third quarter of 2023
Develop a meaningful, actionable performance evaluation feedback process	AB	<p>Review current rating/criteria factors</p> <p>Train supervisors on the Performance Evaluation Report (PER) system with an emphasis on the value and use of the PER</p> <p>Require a face-to-face meeting and conversation between evaluator and employee about the PER</p>	<p>Complete by the end of the second quarter of 2023</p> <p>Include training in leadership programs to be implemented in 2024</p> <p>Create a departmental notice requiring face-to-face meetings by end of the first quarter of 2023; tracking to be done by commanders and reported to respective assistant chief on a monthly basis for every element</p>

2. FOCUS ON ROBUST RECRUITMENT

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

2.2 Equip Recruitment Team			
Strategy	Bureau	Action	Measureable Outcome
Centralize and coordinate departmental recruitment efforts	AB	Educate departmental personnel as to the recruitment team's duties and efforts to fill sworn and civilian vacancies	Create an informational video for internal distribution by the end of 2023
		Empower the team to develop and coordinate recruitment strategies	Include new team members and develop two new strategies by the end of 2023 for implementation in 2024
		Establish the team as the primary coordinator of recruitment efforts	
Expand the current recruitment team	AB	Increase the recruitment team by five members	Complete the increase by the end of 2023

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

3. CREATE SAFER COMMUNITIES

3.1 Address Violent Crime			
Strategy	Bureau	Action	Measureable Outcome
Institute a data-driven approach to "Hot Spot" policing	IB CPB RPB	Utilize data, crime trends, and other sources of information to direct uniformed and plain clothes personnel in an effort to better police "Hot Spots"	District Information Officers to identify micro locations and create weekly reports for commanders
Focus on illegal game room operations	IB CPB RPB	Establish a game room task force in the Narcotics/Vice Division that will directly coordinate with various investigative units and community partners to direct, track, and report activity related to illegal game room operations, as well as follow-up to ensure activity does not return. Reduce the reopening/reestablishment of game rooms in the same location after prior enforcement	Identify staffing needs for the task force to function effectively; reallocate the necessary personnel to staff the game room task force in 2024
Address crime trends	CPB RPB	Redefine the role of Crime Reduction Units (CRU) to include a focus on violent and property crimes within their areas of responsibility	Provide a quarterly report on actions taken to determine the effectiveness on the reduction of violent crimes

3.2 Improve Investigative Process			
Strategy	Bureau	Action	Measureable Outcome
Expand digital forensic services and staffing for the Cybercrimes Unit	IB	Increase the staffing of the Cybercrimes Unit to meet the needs of the community and the growing demand for digital forensics and cybercrime investigations.	Train and reallocate investigative personnel to expand the Cybercrimes Unit by 60 percent within the 2024 calendar year
Coordinate and clarify investigative responsibilities between elements	IB CPB RPB	Review and evaluate current investigative responsibilities for the Criminal Investigation Division, Narcotics/Vice Division, district CRU and zone details, as well as the Intelligence Enforcement Unit Create a clear and coordinated framework to guide investigative units; this will require policy and procedure revisions	Reduce redundancy in investigations and increase information sharing; issues and progress can be reported in the monthly joint Investigative Bureau – Patrol Meeting; policy revisions to be completed in 2024
Improve communication with victims of crime	IB SSB	Assess the current system of communication and explore innovative methods to expand options for victims and investigators to include the possibility of creating a secure portal that preserves privacy and allows victims controlled access to case updates Create a uniformed system for investigators to follow when communicating with their victims	Propose a comprehensive plan to the HPD Administration by the end of 2023

3.3 Integrate Technology			
Strategy	Bureau	Action	Measureable Outcome
Establish a Real Time Crime Center	CO	Research and select a platform compatible with our Records Management and Computer Aided Dispatch Systems; provide staffing and establish protocols for full-time usage as well as distribution of information	Develop a plan and timeline for a pilot program by 2024

Strategy	Bureau	Action	Measureable Outcome
Increase efforts to explore new technology for police services	SSB	Appoint a research and technology development team that will find and implement technology to improve officer safety, organizational efficiency, investigative resources, and enforcement tools	Identify personnel and establish the team by the end of 2023
Implement e-Citations	IB	Reevaluate the current e-Citation Program platform and equipment; work with the Judiciary and Department of Transportation to establish a system that works for all stakeholders	Submit an evaluation report to the HPD Administration by the end of 2023

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

3.5 Improve Traffic Safety			
Strategy	Bureau	Action	Measureable Outcome
Reduce serious motor vehicle collisions (MVC)	IB	Conduct analysis of MVC occurrences to determine commonalities and causes; based on identified factors, implement enforcement actions	Increase educational efforts to ensure monthly traffic safety messages are in line with statewide campaigns in 2023
		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	The Traffic Division commander will provide a comprehensive monthly report that details department-wide enforcement efforts and MVC statistics

4. BUILD COMMUNITY TRUST

4.1 Strengthen Community Relationships			
Strategy	Bureau	Action	Measureable Outcome
Promote "All Officers are Community Policing Officers" philosophy	AB	Provide community policing training to all sworn officers and include training in recruit curriculum and annual recall training	All sworn personnel to receive training in the 2024 calendar year
Improve communication and community engagement with departmental leadership	CPB RPB IB	Increase opportunities for open communication with community members by making departmental leadership available at community events and meetings	Hold either a "Coffee with a Captain", "Meet A Major", or "Chat with a Chief" events in every district at least once a quarter
		Enhance external communication between bureau chiefs, as well as commanders, with the community	Commanders from the Central Patrol Bureau (CPB), Regional Patrol Bureau (RPB), and Investigative Bureau to attend at least one additional community event or meeting per quarter

Strategy	Bureau	Action	Measureable Outcome
Strengthen relationships with underrepresented communities	CPB RPB	<p>Establish relationships with organizations serving underrepresented communities in the districts</p> <p>Departmental leadership to meet regularly with group leaders to discuss concerns and potential solutions</p>	<p>Departmental leadership to hold at least semiannual meetings with various organizations</p> <p>Following each meeting, an after-action report will be submitted for review by the respective assistant chief; the report will then be presented to the Administrative Review Board</p>
Improve officer engagement and investment in the communities they serve	CPB RPB	<p>Each sector is to identify one community concern per month specific to their assigned area. Once a community project is identified, sergeants will work with their team of officers to find a solution and address that concern.</p> <p>The sergeants will then submit a Community Project Report (CPR) via channels to their respective bureau chief.</p>	<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; implementation will be in 2023</p>

4.2 Prioritize Community Communication			
Strategy	Bureau	Action	Measureable Outcome
Increase accessibility of departmental data to the public on the HPD website	SSB CO	<p>Improve the reporting of crime data and other department statistics to the public; create an information dashboard on the departmental website and post investigative highlights</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>	Revisions to the departmental website will be implemented in 2023

Strategy	Bureau	Action	Measureable Outcome
Actively seek community input	CO	Increase opportunities for the community to provide feedback to the department	Conduct annual, external surveys available to the public via the departmental website by the end of 2023

4.3 Improve Media Relations			
Strategy	Bureau	Action	Measureable Outcome
Develop a departmental spokesperson cadre (DSC)	CO	Provide a cadre of personnel to make available for media requests for comments related to current events and community issues	Select personnel for the DSC and determine their role, responsibilities, and parameters Train DSC personnel in public speaking and media relations in the 2023 calendar year
Establish regular communication between HPD leaders and media executives	CO	Increase open communication and build a working relationship with the department and news media outlets by holding semiannual meetings	Identify participating organizations and format of meetings; the HPD to host semiannual media summits from 2023
Provide timely and informative responses to media inquiries	CO	Revise departmental policy to provide 24/7 accessibility for media inquiries Establish procedures for obtaining and providing timely information to media after hours; create a "Media Hotline" staffed by an on-duty lieutenant from the Communications Division	In 2023, all watch commanders will receive training to provide an "on-scene" comment for any media personnel at a crime scene. A dedicated media "hotline" will be created and staffed full time for other after-hour inquiries.

5. ENSURE ORGANIZATIONAL EFFICIENCY

5.1 Modernize Department Structure			
Strategy	Bureau	Action	Measureable Outcome
Evaluate the efficiency of the department's organization, structure, and allocation of staffing	CO SSB	Assess current special assignments (SA)	Complete assessment of the current SA positions by the end of the second quarter of 2023
		Assess the current staffing of elements	Complete assessment of the current staffing of elements by the end of the third quarter of 2023
		Assess the need to modernize structure given current 21 st century needs (e.g., create Chief of Staff, restructure bureaus, etc.)	
Develop alternate work schedules (AWS)	AB	Propose and evaluate viable options for an AWS for all employees	Work with the State of Hawaii Organization of Police Officers to implement a 3/12 schedule for patrol by July 2023 Implement an AWS pilot program in the Finance Division by the end of 2023 with the possibility of expansion to other elements in 2024
Evaluate district boundaries and staff allocation in patrol districts	CPB RPB SSB	Conduct in-depth analysis and evaluation of the most efficient allocation of staffing and demarcation of district boundaries given community growth across the island, calls for service, and current staffing allocations	Complete analysis with recommendations by the end of 2023

Strategy	Bureau	Action	Measureable Outcome
Overhaul departmental committees to determine relevance, reestablish purpose, and refine processes to ensure efficiency	AO FO	Reevaluate all departmental committees Committees to produce status reports for evaluation	Complete by the end of 2023

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

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