

CITY AND COUNTY OF HONOLULU
HONOLULU POLICE DEPARTMENT
CHIEF OF POLICE PERFORMANCE EVALUATION
PERIOD: JUNE 14, 2023 THROUGH JUNE 13, 2024

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
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E	M	B	ACTION PLAN
☐	☒	☐	Provide to the Commission at least annually an Action Plan with objectively measurable metrics for the upcoming evaluation period.
☐	☒	☐	Executes on the Action Plan for this evaluation period attached to this Performance Evaluation as Attachment A, Honolulu Police Department Strategic Plan.
☐	☒	☐	OVERALL ACTION PLAN

ACTION PLAN COMMENTS:

Execution on the Action/Strategic Plan (Plan) has been advancing at a steady pace with some measurable results. Because this is the first full year since the plan was launched in 2023, it serves as a good baseline to track how the Chief is meeting his target goals.

The Chief is encouraged to treat the Plan as a living document for the Department and to supplement, add to, or change the Plan as necessary to meet the Department's current needs remembering internal communication is critical to obtaining buy in.

For the first time Administration has implemented a transparent scorecard for progress on the Plan. The written progress reports, including the green/yellow/red score card, combined with the Chief's regular verbal updates on specific pillars, helps with accountability, and the Commission would like to work with the Chief on developing results-based performance metrics for the Plan.

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

CHIEF OF POLICE PERFORMANCE EVALUATION
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E	M	B	LEADERSHIP
☐	☒	☐	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.
☐	☒	☐	Possesses a positive attitude and fosters a working environment that builds and maintains a high degree of morale among sworn officers and civilian employees.
☒	☐	☐	Maintains the highest degree of personal and professional integrity and ensures that the departmental integrity is not compromised. Is fair in decisions and actions.
☒	☐	☐	Seeks new and better ways of achieving the Department's goals and objectives.
☒	☐	☐	Strives to maintain positive relationships with other law enforcement agencies, such as Federal and State agencies, agencies of local municipalities, and other stakeholder groups.
☐	☒	☐	Actively participate in structuring State and City and County policies by advocating to the State legislature, City Council and other agencies and departments. Strives to maintain positive and open relationships with the public and with the media. Effectively articulates the values of the organization to the community.
☒	☐	☐	OVERALL LEADERSHIP

LEADERSHIP COMMENTS:

Chief Logan is trying to change the culture of the Department in a positive way. He leads by example with solid values and positivity that is tempered by the realities of each situation. It is not flashy, but his efforts are to work with his leadership team to address longstanding issues, including staffing of patrol at the expense of special assignments, recruiting with renewed focus in certain areas (like the military and athletes), and implementing a hiring incentive with the Blangiardi administration.

Areas for renewed focus are (1) external communication to demonstrate accessibility in times of alarm or concern, continue a positive relationship with the media and the development of more strategic communication; and (2) increase internal communication and engagement to ensure that all employees understand the strategic direction of the Department.

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E	M	B	MANAGERIAL
☐	☒	☐	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. 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.
☒	☐	☐	Develops for the Commission's review and recommendation a five-year 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.
☐	☒	☐	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.
☐	☒	☐	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.
☐	☒	☐	OVERALL MANAGERIAL

MANAGERIAL COMMENTS:

The Chief's role is one of the most challenging and dynamic jobs of any government leader. There is a high degree of legacy policy decisions that are challenging, at best, to immediately change. Managing HPD is one of the toughest jobs in the City. Any chief will rarely have 100% support of internal staff or even 50% of the vocal staff. There is a lack or near-lack of anonymous complaints to the Commission, which seemed to occur more frequently under the previous chief.

The Chief's openness for HPD to try new, more sustainable, and cost-effective solutions should be lauded. It is a challenge to mentor and cultivate new leaders to rise up in their careers. The Chief appears committed to doing this and over time we may see more positive results emerge with his focus on cultivating positive leadership.

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We encourage the Chief to continue to work on making organizational changes necessary to ensure the department functions with greater efficiency and effectiveness, promote those with potential to lead at higher levels within the department, and approve accommodations for the senior cadre relating to assignments.

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CHIEF OF POLICE PERFORMANCE EVALUATION
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E	M	B	BUDGET AND FISCAL
☐	☒	☐	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. 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. Project capital expenditures to include newly needed tools and technology in line with the five-year plan and regularly review to assess need.
☐	☒	☐	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.
☒	☐	☐	Researches, explores, and implements new technology, methods, and cost savings measures that enhance employee safety, manage workloads, and improve time management and accountability.
☐	☒	☐	Seeks out, evaluates and applies for appropriate grants; explains budgetary variances which are more than 10% of the budgeted amounts.
☐	☒	☐	OVERALL BUDGET AND FISCAL

BUDGET AND FISCAL COMMENTS:

Chief upholds an even approach for maintaining a degree of fiscal responsibility while exploring the use of technology and other opportunities to improve HPD's operations of the next decade. Examples of this include the 3/13 work schedule, recruitment hiring incentive, use of technology, E-citations, and electronic overtime.

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CHIEF OF POLICE PERFORMANCE EVALUATION
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E	M	B	TRAINING AND DEVELOPMENT
☐	☒	☐	Implements training and educational programs and policies to enhance the knowledge, skills, and abilities of departmental employees, improve their performance, and prepare them for higher responsibilities. Develops and 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.
☐	☒	☐	Maintains an accessible management training program and a career guidance program for departmental personnel which promotes upward mobility with increasing responsibility.
☒	☐	☐	Evaluates and enhances the recruit training program so as to ensure that the best qualified personnel are vetted, recruited, and retained.
☐	☒	☐	Minimizes vacant positions by instilling integrity and pride and by providing support for all personnel.
☐	☒	☐	OVERALL TRAINING AND DEVELOPMENT

TRAINING AND DEVELOPMENT COMMENTS:

In light of the vacancies in the Department, there has been excellent focus and results on training for recruits with a recruitment plan that is well thought out.

Chief recognizes the importance of adequate staffing, and recruiting appears to have trended upwards in the past year. Overall, the leadership has demonstrated an amazing change in the approach to new ways of recruiting, recruit training, and development at the entry level. Mid-level and vacancies at corporal and sergeant levels need to be addressed.

Chief makes a laudable effort to spend time with HPD's new recruits, to lead by example, and to help cultivate their development as future sworn officers. We would like to see improvement in HPD's professional development with management/leadership training for succession purposes.

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CHIEF OF POLICE PERFORMANCE EVALUATION
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E	M	B	COMMUNICATION AND COMMUNITY RELATIONS
☐	☒	☐	Communicates, articulates, and conveys ideas, thoughts, knowledge and information, both orally and in writing, in easy to understand language.
☐	☒	☐	Develops, maintains and improves public relations by engendering respect and confidence of the community through common courtesy, dispatch efficiency, public consideration, and public service. Balances the need for transparency with investigatory and other operational needs when communicating.
☐	☒	☐	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. 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.
☐	☒	☐	Enhances public awareness of police presence and protective mission while promoting the guardian relationship. Promotes "public awareness" of police presence and protective mission while using current technologies and social media.
☐	☒	☐	OVERALL COMMUNICATION AND COMMUNITY RELATIONS

COMMUNICATION AND COMMUNITY RELATIONS COMMENTS:

In addition to his commitment to regular news conferences for major events and an increased social media presence, Chief Logan has made some good strides in the area of external communications. The dynamic online database mapping incidents of crime and the publishing of highlights are two examples that exceed expectations in this area.

The department falls short on proactive strategic communications planning and execution and 24-hour accessibility of information, which lowers the rating on this metric to a "meets" expectations. The Commission and the Chief have also discussed truncating the many levels of approval needed before information is released publicly, which creates delays in the dissemination of essential information. We encourage the Chief to prioritize improvement in this area.

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Chief communicates in a no-drama, straightforward manner, and his willingness to share the spotlight with other departmental personnel is appreciated. As Chief, expectations are higher for being present for the department and the community. While media communications are apparently being made available for patrol and investigative supervisors, the Chief's Office can do more to inspire confidence of the community in the Department by seeing communications as a proactive strategy for recruitment, assuaging fears in certain communities (like Waianae) regarding certain issues, internal communication, and stakeholder outreach; in other words, achieving objectives other than just answering media questions.

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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.
☐	☒	☐	Inform the Commission regarding the decisions enumerated in this Position Description, and follow the Guidelines for Personnel Matters Involving the Chief.
☒	☐	☐	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.
☐	☒	☐	Regularly attend meetings of the Commission.
☐	☒	☐	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.
☐	☒	☐	Provide the Commission with a copy of the Chief's annual disciplinary report to the Legislature, required by HRS Section 52D-3.5;
☐	☒	☐	Develop for Commission review and recommendation a reasonable five-year 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.
☐	☒	☐	OVERALL POLICE COMMISSION

POLICE COMMISSION COMMENTS:

The Chief seems to value his relationship with the Commission and has sought counsel/advice on some issues. The Chief has shown willingness to more openly discuss issues with the Commission.

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Chief's transparency with the Strategic Plan and his support for the score carding (green/yellow/red) are to be lauded and supported. When commissioners seek information about the day-to-day affairs of the Department in representing the concerns of the public, Chief's self-confidence and breadth of experience allows him to be constructive and take comments as action items.

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Attachment A

CHIEF OF POLICE PERFORMANCE EVALUATION
PERIOD: JUNE 14, 2023 THROUGH JUNE 13, 2024

CHIEF OF POLICE COMMENTS:

CHIEF OF POLICE SIGNATURE:



Signature

8-21-2023

Date

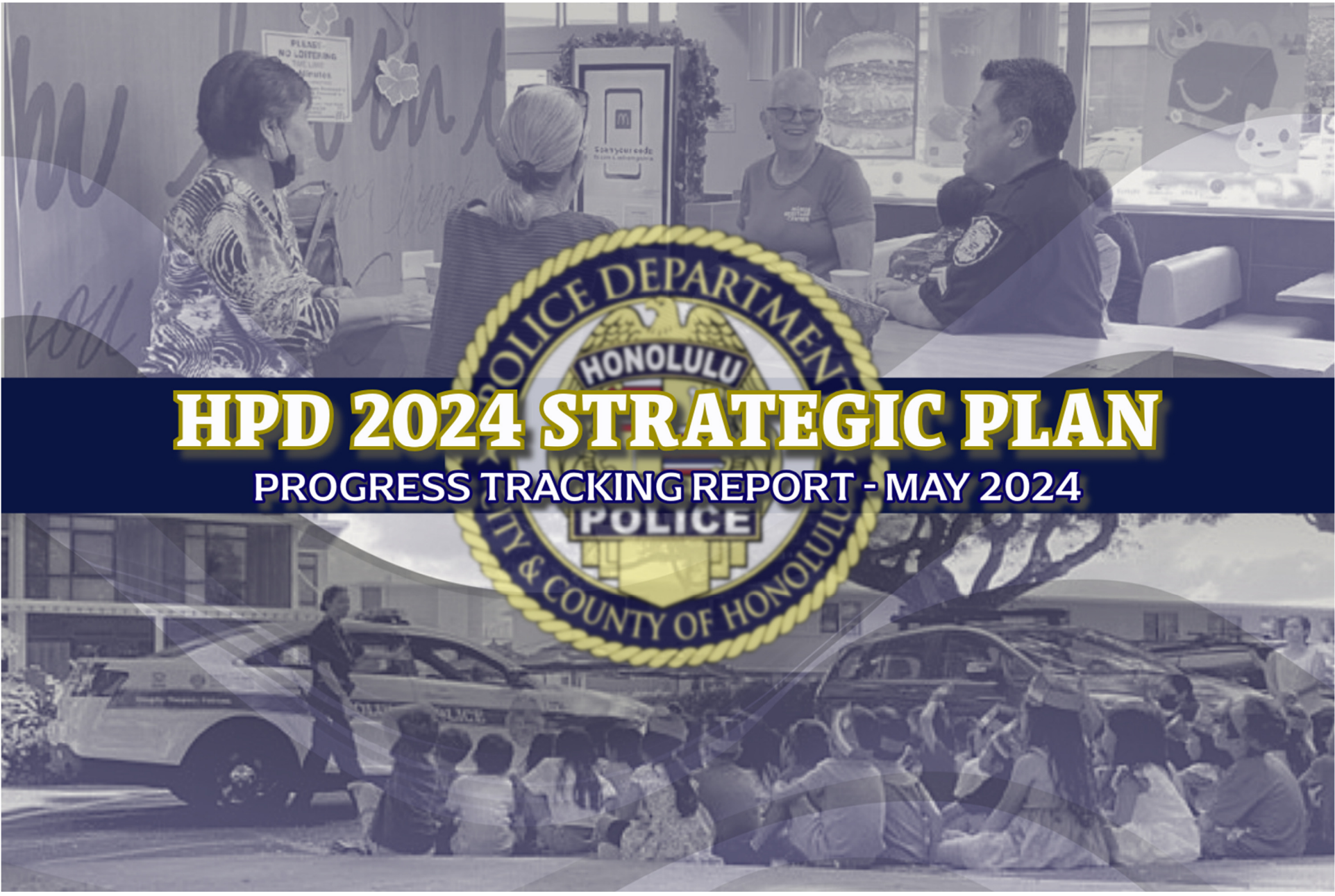
POLICE COMMISSION CHAIR SIGNATURE:



Signature

8-21-24

Date



The background of the slide is a collage of two images. The top image shows a group of people, including a police officer, interacting at a counter in what appears to be a McDonald's restaurant. The bottom image shows a police officer standing next to a patrol car, talking to a group of children sitting on the ground. A large, semi-transparent HPD seal is centered over the text.

HPD 2024 STRATEGIC PLAN

PROGRESS TRACKING REPORT - MAY 2024

HPD 2024 STRATEGIC PLAN

The HPD 2024 Strategic Plan is a collaborative effort by our sworn and civilian staff and community members. Candid feedback and input were vital to the creation of this plan. Keeping in mind our Vision and Mission Statements and Core Values, participants placed a consistent emphasis on five specific areas: Employee Well-Being, Robust Recruitment, Safer Communities, Community Trust, and Organizational Efficiency.

The following report is an internal tracking tool used to monitor progress related to the HPD 2024 Strategic Plan. Please refer to the actual HPD 2023 Strategic Plan for additional information to include a complete list of strategies, actions, and measurable outcomes. Throughout this report, color codes, abbreviations, and geographical boundaries are referenced. Please refer to the following material for clarification:

Status Legend:



The strategy has been accomplished and is being maintained.



The strategy has been initiated and is progressing as expected.



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

Abbreviations:

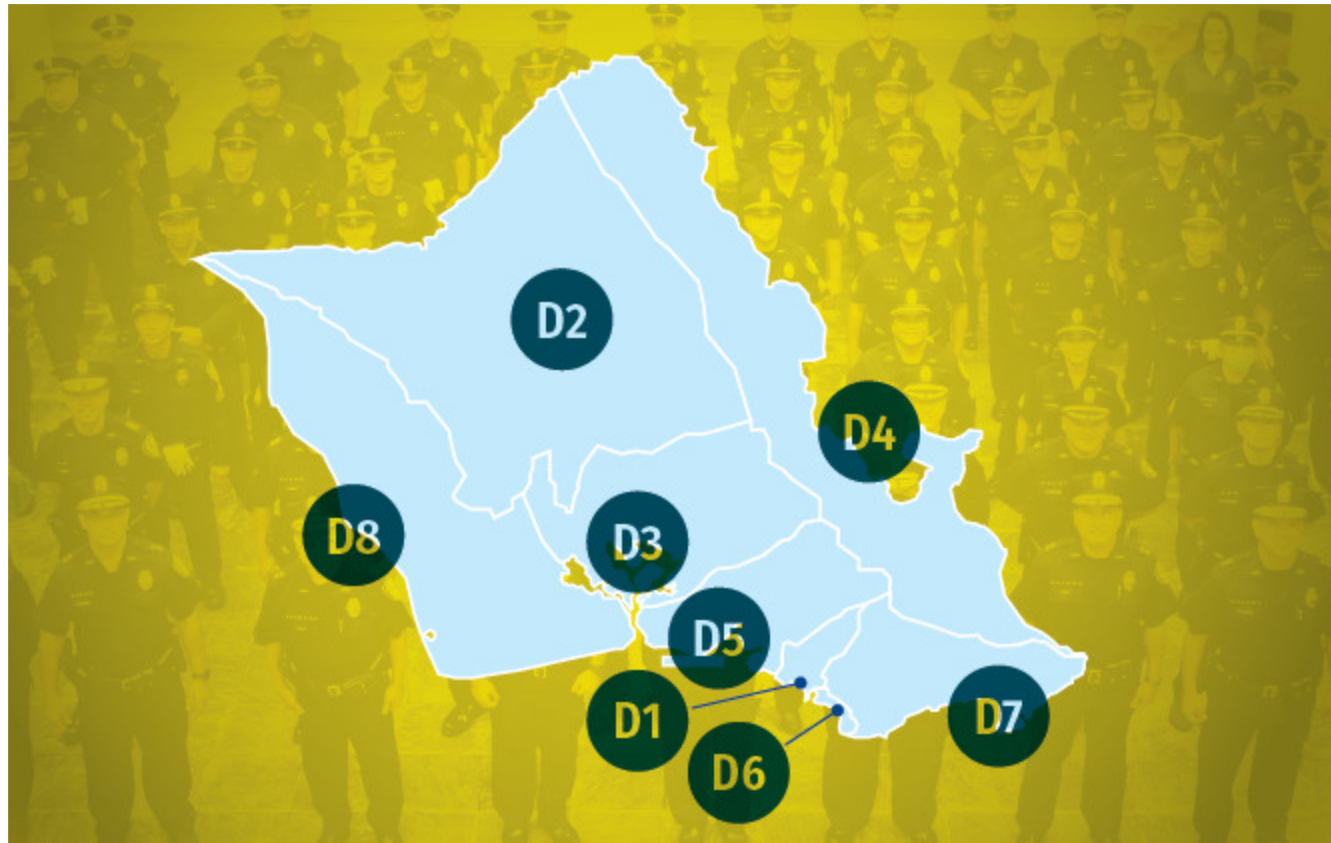
CO	Chief's Office
AO	Administrative Operations
FO	Field Operations
AB	Administrative Bureau
CPB	Central Patrol Bureau
IB	Investigative Bureau
RPB	Regional Patrol Bureau
SFB	Special Field Operations Bureau
SSB	Support Services Bureau

Abbreviations (Continued):

ARB	Administrative Review Board
CAD	Community Affairs Division
CAU	Crime Analysis Unit
CID	Criminal Investigation Division
COM	Communications Division
CPT	Community Policing Team
CRD	Central Receiving Division
CRS	Case Report System
D-1	District 1 (Central Honolulu)
D-2	District 2 (Wahiawa)
D-3	District 3 (Pearl City)
D-4	District 4 (Kaneohe, Kailua, Kahuku)
D-5	District 5 (Kalihi)
D-6	District 6 (Waikiki)
D-7	District 7 (East Honolulu)
D-8	District 8 (Kapolei, Waianae)
FIN	Finance Division
HRD	Human Resources Division

HSU	Human Services Unit
IEU	Intelligence Enforcement Unit
ITD	Information Technology Division
LLO	Legislative Liaison Office
MED	Major Events Division
MFUD	Misdemeanor Follow-Up Detail
MLO	Media Liaison Office
NVD	Narcotics/Vice Division
PSO	Professional Standards Office
PSU	Peer Support Unit
REC	Records and Identification Division
SIS	Scientific Investigation Section
SSD	Specialized Services Division
TRF	Traffic Division
TRN	Training Division
TSS	Telecommunications Systems Section
UEC	Uniform and Equipment Committee
VMS	Vehicle Maintenance Section

HPD DISTRICT BOUNDARY MAP



Central Patrol Bureau

District 1 - Honolulu, Downtown

District 5 - Kalihi, Salt Lake

District 6 - Waikiki

District 7 - East Honolulu

Regional Patrol Bureau

District 2 - Wahiawa, Mililani, North Shore

District 3 - Pearl City, Aiea

District 4 - Windward (Waimanalo to Kahuku)

District 8 - Waianae, Ewa Beach

1. ENHANCE EMPLOYEE WELL-BEING

1.1 Improve Internal Communication				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Increase communication between Chief Logan and departmental personnel	CO		Create monthly videos from Chief Logan to all departmental personnel on current/relevant issues. Videos to be posted on the department's intranet.	Since January 2024, six vlogs have been posted; topics: "Important thoughts on the department's Vision and Mission Statement," "Our role in the department's growth and success," "Survey to improve internal communication," "Three-day patrol work schedule," "Announcement of new duty firearm," and "Update of the officers affected by the armed individual pursuit on New Year's Day." In March 2024, the posting of Maika'i Loa videos resumed, highlighting the positive work that our employees do on a regular basis. The most recent video recognized several D-6 (Waikiki) and D-8 (Kapolei/Waianae) officers for going above and beyond their duties and responsibilities in assisting members of the public. A future video will highlight FIN's Ms. P. Lynn Miller, who was recently awarded the 2024 Newton Award for Distinguished Service at the National Grants Managers Association Annual Grants Training held in Washington, D.C.
Increase commander interaction with element personnel	AO FO		Nonpatrol commanders to meet with all of their personnel at least once per month. Patrol commanders to meet with personnel on each watch at least once per month. Commanders to keep track of the meetings and report to their respective assistant chief each month.	Commanders continue to meet regularly with their personnel to discuss issues and strategize on how to optimize divisional performance.
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. The Virtual Unit will publish at least one video bimonthly (six per calendar year).	Since January 2024, Maka'i Video Productions and the Virtual Unit (Chief's Office) have produced and posted two informational videos. The first video provided information about the department's stolen bicycle database. The second video provided guidelines and information on how to size and set up the recently approved alternate duty uniform belt.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Obtain employee feedback on commander performance	AB SSB		Conduct annual, internal surveys of every element incorporating an evaluation of commanders and the Administration. The survey will be developed and deployed by end of 2023.	Departmental personnel participated in an administration and commander evaluation survey in March 2024. Survey results were reviewed by the HRD and presented to the Administration. The results will be shared with the commanders by the end of the second quarter of 2024.

1.2 Promote Employee Wellness

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Implement the "Healthy Employee" campaign (departmental wellness program)	AB SFOB		Create a wellness program focusing on fitness, nutrition, etc., and conduct health and wellness classes. Identify resources required to implement specific actions to accomplish the strategy by the end of the second quarter of 2023 and then hold at least one class quarterly.	The Wellness Committee is in the process of determining their scope and structure. This is anticipated to be completed by the end of the 2024 second quarter. First responder therapy canines continue to visit the station one to two times a month to assist HPD personnel. An information notice was posted in March 2024, seeking volunteers to assist with escorting the therapy canines during visitations at various departmental divisions and units. Monthly information notices regarding external resources through the Hawaii Employer-Union Health Benefits Trust Fund (EUTF) are generated. Employees are notified of the health and wellness classes, goals, challenges, and webinars available to them as departmental employees.
Create a campaign to change departmental culture around mental health through education and provision of services	AB SFOB		Educate departmental employees about the importance of tending to their psychological wellness 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.	Recommendations submitted by the Wellness Committee are being incorporated into a training plan, which will be implemented during the 2024 calendar year. An information notice was published in March 2024, informing employees of the mental health resources available to them and their families and retirees. Resources included both internal and external support and services.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
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 a report with recommendations by the end of 2023; implementation in 2024.	The Cordico Wellness App was officially pushed out in October 2023. Posters and handouts were distributed to the entire department and a departmental information notice was posted. An in-service video about the free, 24/7 confidential wellness resource was posted to the HPD intranet in January 2024. The ITD completed mass distribution of the Cordico Wellness App to all department-issued tablets and smartphones. 1st Quarter of 2024 Updates: - App Acceptance – Logins: 224 - App Utilization – Active Sessions: 643 - Most Popular Contact Types: - Peer – 50% - Clinicians – 46% - Chaplains – 4%
Improve the Employee Early Recognition System (EERS)	AB		Improve content of reports and review criteria to better identify and respond to officers in need of intervention. Create a committee to evaluate the current EERS program and create specific recommendations for improvement by the end of the second quarter of 2024.	A committee comprised of the PSO and HRD commanders was developed to review the EERS. Based on meetings and discussions, the recommendations continue to be reviewed for consideration to be implemented. Additionally, the department's EERS policy is currently being evaluated to determine if modifications are needed.

1.3 Advance Employee Development

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Formalize a mentorship program for the development of future leaders	AB		Define and develop expectations for top-down mentorship (deputy chiefs mentor assistant chiefs, who mentor majors, etc.) and assign specific commanders to each recruit class as mentors. Create plans for and implement a pilot program to include formal mentorships at various ranks by the end of 2023. 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 in 2024.	The commander/recruit class mentorship was initiated starting with the 213th Recruit Class (April 2024). Additionally, based on feedback from the recruit class mentoring program, guidelines to define and develop expectations for top-down mentorship are being created. The guidelines will then be used to implement the pilot program to involve formal mentorships at various ranks. The program is anticipated to start before the end of the second quarter of 2024.
Provide enhanced performance training for sworn and civilian employees	AB SFOB		Increase active shooter training for all employees. Offer training in fundamental computer skills. Develop a training schedule for employees by the end of 2023; implement the training schedule in 2024.	Four Advanced Law Enforcement Rapid Response Training – Active Attack Integrated Response (ALERRT AAIR) training classes were conducted since the start of the year, resulting in 111 students (including 80 HPD sworn personnel) being trained/certified. A Manual Door Breaching Train-the-Trainer class was conducted, resulting in 22 HPD trainers being certified. Since that time, four breaching class sessions have been conducted, resulting in 55 HPD personnel being trained. An active threat Skyline tabletop training exercise was held with participants from Hitachi, HFD, HPD, EMS, HDOT, and TSA, followed by an after-action review. HPD personnel took part in a City and County of Honolulu/State of Hawaii interagency workshop/tabletop training exercise regarding election site security. HPD personnel participated in a multiagency active threat tabletop exercise training hosted by the National Security Agency Kunia police.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Review and update the Lieutenants' and Supervisory Training Regimen in Preparation and Education of Sergeants training program	AB		Review current curriculum. Explore and propose updates and revisions. Incorporate basic and advanced senior leadership training. Complete review and create a 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.	Revisions for the new curriculum are still being developed. Anticipated review of the training program for EM personnel will be conducted by the second quarter of 2024.
Refine the element assignment process for commanders	CO		Provide process for feedback from commanders regarding element assignment proposals and pathway plans. Develop and administer a 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.	This project was completed. The survey was used to assist with commander assignments during EM personnel movements since its completion. An additional survey is being considered to update information from existing commanders and capture information from commanders promoted since administering the initial survey in 2023.
Implement the <i>loea</i> concept	AB CO SSB		Have every employee review and understand the job description/duties/expectations for their position. Promote the <i>loea</i> concept throughout the department. Promote concepts of professionalism and ethics, as well as Integrity, Respect, Fairness, and the Aloha Spirit. Develop a system to ensure every employee reviews and understands their position description, role, and responsibilities by the end of the second quarter of 2024.	The HRD is working with the ITD to send job descriptions to all employees with the ability to track the viewing of descriptions by the employee. This should be completed in the second quarter of 2024. Additionally, specific divisions/sections have implemented internal reviews of position descriptions and responsibilities with employees. These divisions/sections include: VMS - Position descriptions have been reviewed by VMS employees to ensure employees fully understand their position description and responsibilities. COM - A program called "Points of Perfection" (weekly in-service training on technical/procedural issues and reminders/refreshers on mindset topics) was started by the Training Committee within the COM. Working in conjunction with the TRN, recruits continue to spend an hour sitting with police communications officers to develop the recruits' communication skills and understanding of the COM operations.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Develop a meaningful, actionable performance evaluation feedback process	AB		Review current performance evaluation rating factors. Train supervisors on the Performance Evaluation Report (PER) system with an emphasis on the value and use of the PER. Encourage face-to-face meetings and conversation about the PER. Complete by the end of the second quarter of 2023; include training in leadership programs to be implemented in 2024. 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.	A review of the PER system is ongoing. Face-to-face meetings commenced in 2024 during an employee's PER review session, as required by a departmental notice that was issued in December 2023. The deputy chiefs will be working with the assistant chiefs to ensure that the tracking of the number of face-to-face meetings in each division/section is occurring.

2. FOCUS ON ROBUST RECRUITMENT

2.1 Develop Multiple Targeted Pathway Programs				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Develop a post-high school pathway program	AB SFOB		Reestablish the cadet program to reach out to recent high school graduates. Start the program in July 2023 with an initial number of 15 to 20 participants.	On January 16, 2024, the Cadet Program started with four cadets who are currently assigned to D-6 (Waikiki) CPT and the CAD. 1st Quarter of 2024 Updates: On April 1, 2024, the Cadet Program added one cadet. The HRD is currently accepting applications for the Cadet Program on a continuous recruitment basis and more cadet applicants are being processed. A total of five cadets are currently participating in the program. Three cadets will be eligible after July 2024 to enter a recruit class.
Develop a post-college pathway program	AB		Establish an internship program to reach out to college students who are interested in joining the department after graduation. Open the application period for the internship program by the second quarter of 2023. Promote the program to secure at least 20 applications for the inaugural internship (which will start in January 2024).	While the number of participants fell short of the anticipated benchmark, three students began the inaugural college internship program in January 2024. The internship program is focused on police officer-/recruit-related duties. The program culminated on April 11, 2024, with the candidates presenting solutions to community problems from their assigned districts. It is anticipated that the recruitment period for the 2025 college internship program will occur between May and June 2024. A new application period for the next cohort of interns commenced on May 1, 2024 and will close at the end of June 2024. The HPD is currently processing eight applications.
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.	The first lateral hire graduated in October 2023 and completed the field evaluation training. Sixteen lateral applicants are currently in the hiring process. Future lateral officers will be hired in conjunction with recruit classes throughout the year.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
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 program coordinators to create recruitment opportunities. Identify recruitment organizations 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.	A pilot Department of Education (DOE) workshop was held in October 2023 with DOE faculty/staff members. A follow-up workshop with two high school faculties was held in January 2024. The goal of the workshop was to provide DOE attendees with a basic overview of the various duties and skills of an HPD officer in an effort to enhance their awareness and knowledge basis while teaching their students curriculum pertaining to law enforcement. In February 2024, the HPD was approved as a Skill Bridge organization. Skill Bridge is a program for transitioning military service members. The HPD is currently accepting Skill Bridge candidate applications. Ten applications have been received since opening in April 2024 and are currently in the verification stage.

2.2 Equip Recruitment Team

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Centralize and coordinate departmental recruitment efforts	AB		Educate departmental personnel as to the recruitment team's duties. Empower the team to develop and coordinate recruitment strategies. Establish the team as the primary coordinator of recruitment. Create an informational video for internal distribution by the end of 2023. Include new team members and develop two new strategies by the end of 2023 for implementation in 2024.	In-person informational sessions for incumbents are still being developed. It is anticipated for sessions to occur by the summer of 2024. A recruitment strategy was developed in August 2023 on attracting police recruit/officer applicants. Two new strategies involve focusing on high school athletes and military members. An informational video is in the process of being developed and is anticipated to be posted by June/July 2024. The video will focus on the hiring process to inform incumbents.
Expand the current recruitment team	AB		Increase the recruitment team by five members. Complete by the end of 2023.	The four additional recruitment personnel have been determined to be sufficient at this time.

2.3 Fill and Supplement Specialized Civilian Positions

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Explore and develop pathway programs for specialized civilian positions	AB IB SSB		Analyze requirements for specialized civilian positions (e.g., police communications officers, fingerprint/latent technicians, evidence specialists, computer programmers, and police psychologists). Develop pathway programs in possible partnership with educational/industry organizations. Identify, evaluate, and revise all position descriptions for specialized civilian positions by the end of 2023. Develop a summer forensic internship program by the summer of 2024.	Three Radio Technician I applicants were hired during the month of April 2024. The TSS continues to work with the HRD to interview for the Radio Technician I positions. The most recent interview was conducted on May 21, 2024. The VMS has updated several position descriptions to include the Fleet Mechanic II, Service Attendant, Vehicle Dispatcher/Service Writer, and Trades Helper prior to filling the civilian positions. The COM recruitment team has reached out to high schools, particularly career counselors, to help promote Police Communications Officer (PCO) recruitment. Handouts and flyers for posting with QR codes to the recruitment website were also created, both highlighting the benefits and a PCO's salary. We are currently awaiting the HGEA union's approval to proceed with temporary contract hires for the PCO positions. Two 2023 Po'okela Internship Program graduates started employment in March 2024. They are assigned to the Firearms and Crime Scene Units. Four Po'okela interns started employment with the SIS in January 2024. They completed the program in May 2024. The advertisement for the SIS's summer Intensive Internship was posted in March 2024. The SIS is currently evaluating the applicants.
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.	A pilot student internship with the Honolulu Community College (HCC) began in January 2024. The goal of the HCC internship pilot is to develop a pathway for civilian elements that include the VMS and TSS. Currently, there is one student at the VMS and one student at the TSS. Seven college students participated in the city's Po'okela Internship Program during the 2024 spring semester. The students conducted their internships at the FIN, ITD, and SIS.

3. CREATE SAFER COMMUNITIES

3.1 Address Violent Crime

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Institute a data-driven approach to "Hot Spot" policing	CPB RPB IB		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 (DIO) to identify micro locations and create weekly reports for commanders.	Central and Regional Patrol Bureau CRUs, Bike Units, and patrol continue to utilize reports produced by the DIOs, complaints from community partners, and crime trends determined by the CAU to plan and coordinate enforcement efforts. Information produced by district DIOs are shared and reviewed at weekly district command meetings and used to plan operations and concentrated enforcement in hot spot areas.
Focus on illegal game room operations	CPB RPB IB		Establish a game room task force in the NVD that will directly coordinate with various investigative units and community partners to direct, track, and report activity related to illegal game room operations, as well as follow-up to ensure activity does not return. Identify staffing needs for the task force to function effectively; reallocate the necessary personnel to staff the game room task force in 2024.	Last year, the NVD investigated 90 illegal game rooms that resulted in 36 search warrants and reduced the amount of illegal game rooms by 40 percent. It is estimated that there were about 125 active game rooms around the island last year, and currently there are about 75 active game rooms. There were 39 nuisance abatement notices issued to property owners who had an illegal game room on property. Additionally, the NVD is partnering with Homeland Security and other federal partners on forfeiture of property recovered during illegal game room operations. In 2023, D-5 developed Operation Follow Through where they investigated and closed down eight game room locations and one concert venue. The operation continues in 2024 and D-5 CRU has closed three game rooms in the district within the first quarter of 2024. D-7 CRU identified several known game rooms and with the assistance of the NVD, they were able to shut down three game rooms in the first quarter of 2024. The RPB CRU supervisors continue to submit a quarterly report to their commanders with information and current status of all the known game rooms in their districts. District CRUs, as well as the SSD, continue to support the NVD with all game room search warrants. The NVD continues to work with all districts in identifying and investigating game rooms.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Address crime trends	CPB RPB		Redefine the role of CRUs 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.	District CRUs continue to provide reports to their commands, support units, and patrol watch commanders at their weekly staff meetings. District CRUs communicate, coordinate, and take enforcement action with other CRUs and details to address any identified crime trends and/or series. The focus for the CRUs is to address and reduce violent and property crimes within their districts and neighboring districts. An example is the focus on business burglaries. Patrol units have improved coordination with the CRUs by continuing with daily business checks in each district and have developed response plans to address calls for service. In 2023, the CID worked in partnership with Districts 1 through 8 and the CRUs in locating and apprehending homicide, robbery, assault, and sex crime suspects. The Homicide Detail and Strategic Enforcement Detail solved 26 homicide cases, and the Robbery Detail identified and solved four active robbery series. The Sex Crimes Detail partners with the Sex Abuse Treatment Center, Hawaii Child Welfare Services, and the Children's Justice Center of Oahu to help and assist with sexual offenses and to combat these crimes. A quarterly report documenting the information is sent to the district commanders.

3.2 Improve Investigative Process

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
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.	The CID's Cybercrimes Unit added two detectives and one lieutenant to the unit. One detective vacancy still needs to be filled to achieve the 60 percent goal.
Coordinate and clarify investigative responsibilities between elements	CPB RPB IB		Review and evaluate current investigative responsibilities for the CID, NVD, district CRU and zone details, as well as the IEU. 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 meetings; policy to be completed in 2024.	Investigative units within the HPD continue to meet with each other during formal meetings each month and informally on a regular basis to clarify investigative responsibilities when issues arise. They also continue to meet with outside partner agencies to plan and execute operations and share intelligence and information as needed. Policies that govern crime scene investigations and critical incidents have been reviewed and revised. Memorandums of Understanding with the FBI for the Violent Crimes Task Force, Safe Streets Task Force, and CrimeStoppers were also recently updated. A pilot program was conducted to distribute the load of cases being handled by CID detectives on weekends by sharing the responsibilities with zone detectives to handle zone-related cases. This allowed zone detectives to remain up-to-date with pertinent cases that occurred within their patrol district. The pilot program was a success and adopted in March 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. 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.	The CID continues to work with the ITD on the creation of a program that would provide victims a secure portal to check on the status of their case. Future coordination could be made with the city Department of the Prosecuting Attorney.

3.3 Integrate Technology

STRATEGY	BUREAU	STATUS	MEASURABLE OUTCOME	PROGRESS REPORT
Establish a Real Time Crime Center	SFOB SSB		Research and select a platform compatible with our Records Management and Computer Aided Dispatch Systems; provide staffing and establish protocols for full-time usage as well as distribution of information. Develop a plan and timeline for a pilot program by 2024.	The HPD currently has a mini real-time crime center (RTCC) that is not fully operational. Video software was purchased that allows the RTCC to access various video feeds during an incident-driven or post-incident event. Research on vendors that support the HPD's efforts to fully establish a RTCC continues.
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.	Since December 2023, the ITD has drafted a rough proposal conceptualizing how their existing Research Section and technical staff could support the HPD's research and development team concept. Currently, the Uniform and Equipment Committee is reviewing and testing new equipment for officers. D-7 is creating a pilot program that involves the use of portable surveillance trailers, which are mounted with video cameras that record. The trailers will be placed at scenic lookouts in Hawaii Kai and other areas in East Oahu to deter car theft and break-ins. The TSS is working on several projects to increase and enhance radio coverage and interoperability with other law enforcement agencies and partners. The COM is working on an automated callback feature for dropped 911 calls, which will greatly reduce the workload for call takers and provide better service to the community. The REC is working to create an online application process for license to carry and permit to acquire firearms, which will streamline the process for both HPD employees and the public.
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.	The programming aspect of the project is complete. The HPD is awaiting completion of administrative configurations by the State Judiciary to their servers. Upon completion, the system will be ready to go live. The HPD is also waiting for the initial purchase of printers to be completed. Access to the e-Citation Program was recently provided to officers through the CRS for familiarization and feedback. Improvements were made to address the identified issues. A pilot program is currently being developed by the ITD for consideration by the Administration and is anticipated to commence by the end of 2024.

3.4 Improve Enforcement Coordination

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Promote successful communication and coordination efforts with federal, state, and county law enforcement partners	FO		Reach out to law enforcement partners to confirm interest and attendance. Establish the agenda, logistics, attendees' 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.	While the HPD routinely attends various meetings with its partners and community members, it has not hosted/coordinated a meeting with its partners. However, the HPD regularly coordinates and participates in multiagency operations and meets with partners separately as needed. An evaluation is being conducted to determine if an additional formal meeting, hosted by the HPD, is needed apart from the number of meetings currently being hosted by partner agencies.
Establish District Information Officer (DIO)	CPB RPB		Determine the role and responsibilities of the district information officer (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.	The DIOs have been established in each district. They work with the CAU on how to produce reports and identify crime trends and series. The DIOs continue to provide information to their commanders and have assisted in solving several crime series.

3.5 Improve Traffic Safety

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Reduce serious motor vehicle collisions (MVC)	IB		Assist with the HDOT's red light camera pilot program Conduct analysis of MVC occurrences to determine commonalities and causes; based on identified factors, implement enforcement actions. Deter bad driving habits and reduce serious collisions by coordinating with the Departments of Transportation and Transportation Services to strategize public awareness and educational campaigns. Increase educational efforts to ensure monthly traffic safety messages are in line with statewide campaigns in 2023. The TRF commander will provide a comprehensive monthly report that details department-wide enforcement efforts and MVC statistics.	There is a good partnership among the HPD, state Department of Transportation (HDOT), and city Department of Transportation Services (DTS) to look at technology to address traffic safety. There are currently 17 intersections equipped with a Red Light Camera system. During the first quarter of 2024, over 22,000 citations and 3,000 warnings were issued. Utilizing grant funding, solo bike officers assisted elementary schools with traffic safety where crossing guards were lacking before and after school. Impaired driver checkpoints and sign-waving events continue at various locations. In response to speed-related fatalities and critical victim motor vehicle collisions, enforcement teams have focused efforts on slowing drivers down. Over 10,300 speeding-related citations were issued during the first quarter of 2024 compared to about 7,100 citations during the first quarter of 2023.

4. BUILD COMMUNITY TRUST

4.1 Strengthen Community Relationships

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Promote "All Officers are Community Policing Officers" philosophy	AB		Provide community policing training to all sworn personnel and include training in recruit curriculum and annual recall training. All sworn personnel to receive training in the 2024 calendar year.	The TRN continues to develop a community policing training curriculum, which will be implemented during the 2024 calendar year. CPT officers participated in a Crime Prevention Through Environmental Design training course in April 2024.
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. Enhance external communication between bureau chiefs, as well as commanders, with the community. Hold either a "Coffee With a Captain," "Meet a Major," or "Chat with a Chief" events in every district at least once a quarter. Commanders from CPB/RPB to attend at least one additional community event or meeting per quarter.	All districts and divisions are well ingrained into their geographic areas, the duties and responsibilities within divisions, and how they support each other. There are many events that Chief Logan and his commanders participate in on a regular basis.

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Strengthen relationships with underrepresented communities	CPB RPB		Establish relationships with organizations serving underrepresented communities in the districts. Departmental leadership to meet regularly with group leaders to discuss concerns and potential solutions. Departmental leadership to hold at least semiannual meetings with various organizations. Following each meeting, an after-action report will be submitted for review by the respective assistant chief; the report will be presented to the Administrative Review Board.	Various divisions in the HPD participate in programs and meetings with individuals from underrepresented communities on a regular basis. Two such programs are the KOPSTAR and Makakoa Maka'i programs. CPTs in various patrol districts have also collaborated with area high schools to partner with the Pacific Islander support groups in an effort to reduce truancy and help the Micronesian students overcome behavioral issues attributed to adapting to the school system. The HPD has officially designated the commanders of the CAD as liaisons to the LGBTQ+ community. The LGBTQ+ police liaisons serve as an accessible and friendly ear to the city's LGBTQ community and elevates LGBTQ-related concerns to the police chief and departmental leadership. They have participated in a number of community meetings and events since being designated earlier this year. All meetings attended by leadership continue to be documented with after-action reports and forwarded to the respective assistant chief for review.
Improve officer engagement and investment in the communities they serve	CPB RPB		Each sector is to identify one community concern per month specific to their assigned area. Once a community project is identified, sergeants will work with their team of officers to find a solution and address that concern. The sergeants will then submit a Community Project Report (CPR) via channels to their respective bureau chief. The RPB and CPB will highlight one CPR from each of their districts every month. The selected CPR will be presented at the Honolulu Police Commission and Commanders' Meetings. All districts will maintain a record of their community projects; implementation will be in 2023.	Patrol districts have been communicating with community partners, City Council, the Mayor's Office, and other entities to identify concerns and issues within their districts and continue to strategize on how to mitigate these concerns and issues. Additionally, Community Project Reports (CPR) continue to be generated. One CPR has been submitted to Chief Logan to be presented at each HPC meeting.

4.2 Prioritize Community Communication

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Increase accessibility of departmental data to the public on the HPD website	CO SSB		Improve the reporting of crime data and other departmental statistics to the public; create an information dashboard on the departmental website and post investigative highlights. Aid in the department's endeavor for transparency by revamping the current website to include "user friendly" features that promote information sharing. Initial revisions to the departmental website will be implemented in 2023. Second phase to be completed in 2024.	The dashboard was launched on September 18, 2023. Since then, the ITD has procured three Microsoft powerBI licenses and is in process of redesigning the public crime information dashboard. The redesigned and improved dashboard is currently being reviewed and should be completed by the end of the fourth quarter. A number of existing, online resources that include online highlights, dispatch active calls and alerts, arrest logs, and traffic collision information continue to be available on the HPD's internet page that is accessible to the public, providing them with situational awareness. The REC provided updated information on the departmental website regarding the revised firearm laws. It also included information regarding the Rules of the Chief of Police and Rule 7 – Contested Cases.
Actively seek community input	CO SSB		Increase opportunities for the community to provide feedback to the department. Conduct annual, external surveys available to the public via the departmental website by the end of 2023.	A survey announced on the HPD's website was answered by approximately 200 community members with 56 percent of participants stating they were either satisfied or very satisfied with their interactions with the HPD. Sixty-nine percent indicated the HPD addressed their concerns during their interactions with officers and 30 percent said improvement is required. The top three safety concerns listed were drug activity, physical assault, and traffic safety.

4.3 Improve Media Relations

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
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.	Starting in March 2024, the MLO and Virtual Unit facilitated media training to the cadre of personnel (watch commanders) for a more proactive response to the public on current events and community issues. Future refresher, media training will be scheduled in accordance with personnel movements.
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 organizations and format of meetings; HPD to host semiannual summits from 2023.	The HPD continues to meet regularly with the media. A meeting with media executives is scheduled for June 17, 2024.
Provide timely and informative responses to media inquiries	CO		Revise departmental policy to provide 24/7 accessibility for media inquiries. Establish procedures for 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 scene. A dedicated media "hotline" will be created and staffed full time for other after-hour inquiries.	For improved operational efficiency, it was decided that the dedicated media line at the COM and Media Response Guide be discontinued. Procedures stated in Policy Number 5.06, MEDIA AND PUBLIC RELATIONS, will continue to be adhered to. The MLO has taken a more proactive approach and applied lessons learned from incidents that occurred in 2024. Watch Commanders started receiving media training in March 2024. Training will continue as personnel movements occur. On a regular basis, the MLO and the Virtual Unit have continued to post incident updates, information on upcoming events, and public safety tips on the department's various social media sites.

5. ENSURE ORGANIZATIONAL EFFICIENCY

5.1 Modernize Departmental Structure				
STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Evaluate the efficiency of the department's organization, structure, and allocation of staffing	SSB CO		Assess current special assignments (SA). Assess the current staffing of elements and the need to modernize structure given current 21st century needs (e.g., create Chief of Staff, restructure bureaus, etc.). Complete assessment of the current SA positions by the end of the second quarter of 2023. Complete assessment of the current staffing by the end of the third quarter of 2023.	An assessment of the SA positions was completed in November 2023. A report and recommendations were provided to the Administration: - Report completed November 23: 124 on SA, 119 sworn and 5 civilian - Average time in SA: civilian 3 years; sworn 2.3 years; 19 were in ACS - Reduced in December to 23 personnel on SA while under investigation, on medical ROPA, or other restriction Options for continued SA: - Use SA for professional development on a rotational basis - Review and audit SA positions to determine if better filled with sworn, civilian, or PSO/intern Barriers to SA: - Shortages in patrol and investigative elements - Any special training or experience required - Requires further examination into each SA position and its benefit
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.	The three-day work schedule for patrol elements went into effect on August 20, 2023. Additionally, the 4/10 pilot work schedule for civilian staff was implemented in October 2023 in FIN, HRD, and SIS. The telecommute pilot for civilian staff was implemented for FIN (May 2023), ITD (July 2023), and HRD (October 2023). The 4/10 and telecommute pilots are in conjunction with the city's efforts to promote AWS for employees as a recruiting/retention incentive.
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.	In December 2023, initial statistics were provided to patrol districts to assess and provide recommendations for possible beat reallocation and/or redistricting. To date, D-8's (Kapolei/Waianae) recommendation is an additional beat (873); awaiting recommendations from D-3 (Pearl City), D-2 (Wahiawa/North Shore), and D-5 (Kalihi). Currently assessing the realignment of patrol district boundaries for D-2, D-3, D-5, and D-8 due to growth with the operational rail transit system, D-8 (multiple developments), and D-3 Waipio (Koa Ridge).

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
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.	A preliminary list has been compiled of all internal committees and memberships in each committee. Internal: - 3 boards (ARB, ERB, and PRB) - 14 committees - 3 group/task forces/meetings External: - IB: 33 boards/committees/task forces - SFOB: 20 boards/committees/task forces - SSB: 7 boards/committees/task forces An evaluation of the makeup of each committee and its continued functions are ongoing, and any required changes will be considered in 2024.

5.2 Address Employee Misconduct

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
Restore trust in the administrative investigation process by ensuring efficiency and timely completion of cases	AO		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.	The PSO is analyzing procedures to ensure operational efficiency and at the same time keeping in mind the seven elements of just cause for disciplinary action. Administrative investigations training is being developed for PSO personnel. The PSO is working with the ITD to use transcription software to expedite the timely completion of investigations. An analysis of prior cases determined a baseline to measure the timely completion of administrative cases to be 5.7 months. The bulk of the time used is for listening to the multitude of interviews to develop their summaries in the reports. Will review Policy 5.01, COMPLAINTS AND INTERNAL INVESTIGATIONS, for possible adjustment of 60 days to complete an investigation.
Leverage data to identify measures to decrease future employee misconduct	AB		Analyze the current annual misconduct report, as required by Policy 5.01, to determine if it adequately identifies, reports, and makes suggestions to decrease employee misconduct. Complete analysis and make recommendations prior to the creation/completion of the annual misconduct report in March 2024.	The 2023 annual misconduct report was completed and sent to the Chief's Office with recommendations.
Equip employees to conduct quality divisional, administrative investigations	AO		Implement the Administrative Investigation Awareness Program by rotating district sergeants on temporary assignment to the Professional Standards Office - Quality Assurance Section. Rotate one sergeant per patrol element by the end of 2023; assess program and continue through subsequent years with increased participation.	The PSO is in the process of refining the guidelines for the Administrative Investigation Awareness Program. A change was made in the measurable outcome; lieutenants are participating in the program instead of sergeants. The change was made due to the scope of supervision required. The program began in January 2024 with two patrol lieutenants completing the program. Another lieutenant will start the program in June 2024.

5.3 Focus on Equipment Upgrades

STRATEGY	BUREAU	STATUS	MEASUREABLE OUTCOME	PROGRESS REPORT
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 the 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.	The ITD completed a technology assessment utilizing evaluation tools to identify areas of need. Approximately 1,000 desktop computers requiring upgrade were identified. Also, server equipment was upgraded to replace aging infrastructure at the main police station. The ITD hardware team ordered 130 micro computers for Windows 11 upgrades to replace aging devices across all districts. Eventually 1,000 devices will need to be replaced. The ITD is currently testing Windows 365 virtual desktops as an alternative option to traditional computer equipment. The ITD ordered 43 alternative laptops for civilian staff to support the ongoing telework pilot program. This year, the ITD began replacing eight-year-old command staff Dell latitude laptops with the Microsoft Surface Pro 9. In December, the ITD began a departmentwide upgrade to the officers' issued mobile devices. To date, D-6 and D-7 have been completed and D-1 is in progress. This is a large-scale, departmentwide technology initiative involving 1,600 phones.
Create a Research and Development Unit dedicated to the Uniform and Equipment Committee	AB SSB		Provide specific duties and expectations for unit and staff with dedicated civilian hires. Determine unit structure, organization, duties, and objectives by the second quarter of 2023. Work with the HRD and ITD to determine various ways to staff the unit by the end of 2023.	The ITD continues to work on restructuring the Research and Development Team (RDT) and its partnership with the UEC to create efficiencies. Currently, the RDT is comprised of existing personnel until positions are created in a future fiscal year. Two RDT projects began with existing personnel: 1) Proposal for new level 3A body armor; and 2) E-Ink devices to reduce paper notes to improve productivity.