



HAWAI'I POLICE DEPARTMENT

2026-2030 FIVE-YEAR STRATEGIC PLAN



Preface

The Hawai'i Police Department has had 12 Police Chiefs at its helm since its official inception in 1943. As the 13th Police Chief takes command, this Five-Year Strategic Plan will serve as a guide for 2026-2030 by aligning our Department's mission, vision, goals, and actions. It provides organizational direction and a clear focus of resources to ensure long-term success. Our Department currently employs 503 sworn officers and 163 civilians and serves an island resident population of approximately 211,000, with nearly two million additional annual visitors.

At the heart of this plan is the guiding theme, "E kia'i me ka ha'aha'a – Be a guardian with humility." This phrase reflects our dual kuleana as protectors of our island community and stewards of its culture. It calls us to exercise our authority with restraint and respect, to listen as carefully as we speak, and to ground every decision in aloha, kuleana, pono, and lōkahi. As we move through the next five years, this theme will serve as a constant reminder that our strength as a Department does not come from authority alone, but from the humility with which we serve our people and our 'āina.

This plan provides the Police Commission and members of the Department with a clear framework for comparison between stated goals and objectives and actual achievements. It also supports transparent, public-facing discussions of progress, challenges, and adjustments, in line with the expectation that strategic plans and updates be part of a continuing cycle of oversight and improvement. Finally, this plan provides concrete indicators in areas such as community engagement, staffing, recruitment, technology, youth development, union relations, and infrastructure, all of which can be used when evaluating the Department's performance.

Mission

Guided by our island's culture and values, we serve to build a foundation of trust and safety. We stand with our community to ensure Hawai'i Island remains a secure and respectful home for all.

Vision

Grounded in the unique history, culture, and values reflective of our island home, our vision is a Hawai'i Island where police and community stand together in trust, safety, and mutual respect.

Core Values

These core values will serve as guiding principles for Department staff to emulate while in the performance of their duties:

- **Aloha** compassionate, respectful service to all
- **Kuleana** responsibility to care for our community and one another
- **Pono** always doing what is right
- **Lōkahi** unity through collaboration with our community, employees, unions, and partner agencies





Mayor's Message

Aloha,

On behalf of the County of Hawai'i, I am pleased to introduce the Hawai'i Police Department's Five Year Strategic Plan for 2026–2030. Under Chief Reed K. Mahuna - our 13th Police Chief - this plan sets a clear, culturally grounded course for public safety that honors our shared values and addresses the needs of residents and visitors across our island community. The guiding theme, E kia'i me ka ha'aha'a — “Be a guardian with humility,” - appropriately centers kuleana, aloha, pono, and lōkahi as the foundation for police service and community partnership.

This strategic plan provides measurable objectives and thoughtful priorities across community engagement, staffing and recruitment, technology, youth development, infrastructure, and more. These are areas where meaningful progress requires transparent accountability, collaboration with the Police Commission, active engagement with our neighborhoods, and coordinated support from County government. As Mayor, I commit to working with Chief Mahuna, the Department, the Police Commission, and community partners to help align resources and remove barriers so the plan's goals can be realized.

I thank Chief Mahuna, Department members, and all who contributed to this plan for their dedication to keeping Hawai'i Island safe while honoring our culture and 'āina. I look forward to supporting its implementation and to ongoing dialogue with our community as we move forward together.

With aloha and respect,

A handwritten signature in white ink, appearing to be 'C. Alameda', written over a dark blue background.

C. Kimo Alameda
Mayor, County of Hawai'i



Chief's Commitment

This plan is rooted in my foundational lifelong relationship with Hawai'i Island. As an island community intertwined with multi-generational history, the importance of understanding local culture and practicing those cultural values do not go unnoticed and remain a high priority. This plan is not designed to be a static document; rather, it is a living commitment to the people of Hawai'i Island that we will remain transparent, culturally grounded, and focused on the safety of our community and our 'āina.

Na'u Me Ka Ha'aha'a,

A stylized, handwritten signature in white ink.

REED K. MAHUNA
POLICE CHIEF

Overview of Strategic Goals and Objectives

1. Strengthen Community Trust and Cultural Connection
2. Optimize Staffing and Resource Deployment
3. Develop Youth, Education, and Future Officers
4. Modernize Technology and Cyber Capabilities
5. Focus on Employee Satisfaction, Recruitment, and Union Collaboration
6. Improved Infrastructure, Fleet Sustainability, and Capital Improvement Projects

Goal 1: Strengthen Community Trust & Cultural Connection

Objective 1: HPD Public Safety Corps Program

- Establish a volunteer group of retired or former sworn and non-sworn personnel (non-police powers) who will focus on community outreach, kupuna engagement, school visits, and community events support.

Objective 2: Citizens Academy

- Launch an annual Citizens Academy to provide an overview of Department operations, to include investigative tools, use-of-force and de-escalation methods.

Objective 3: Leadership Engagement

- Chief will host regular island-wide “talk story” sessions with members of our communities.
 - “Talk story” sessions are meant to afford community members an opportunity to openly discuss ideas and concerns and for all involved to work collaboratively on potential solutions as needed.
- Command staff, to include the ranks of Captains and Majors, will increase their visible and physical community engagement by attending a pre-determined amount of community events on a monthly basis.
 - Attendance is designed to ensure command staff are available to our community members to hear comments and concerns and remain abreast of current events affecting their area(s) of responsibility.
 - Information from these events will be conveyed to the Chief’s Office for use in resource allocation and policy discussions.



Objective 4: Commission on Accreditation for Law Enforcement Agencies (CALEA)

- Our department will continue to pursue CALEA accreditation to demonstrate our departmental compliance with the CALEA standards, which is considered as the “gold standard” in law enforcement accreditation.
 - Benefits include increased community advocacy, stronger defense against civil lawsuits, reduced risk and liability exposure, and greater accountability within the agency.



Goal 2: Optimize Staffing and Resource Deployment

Objective 5: Increase efficiency in operations and Priority 1 response times

- Conduct a department-wide assessment of current staffing levels, assignments, and deployment patterns to identify operational inefficiencies and opportunities to improve Priority 1 response performance.
- Require each district commander to evaluate district beat configurations, geographic boundaries, and sworn position assignments within their command and submit recommendations for modifications that would improve efficiency and service delivery under current staffing levels.
- Once baseline staffing benchmarks for patrol and other critical functions are achieved, conduct department-wide evaluations to guide the strategic placement of new sworn positions based on service demand and operational priorities.
- Evaluate the feasibility of retaining a qualified third-party consultant to conduct an independent staffing and deployment study using recognized law enforcement resource-allocation best practices and provide recommendations to improve response times and organizational efficiency.





Goal 3: Develop Youth, Education, and Future Officers

Objective 6: Annual High School Camp

- Establish an annual one-week Public Safety & Civic Leadership Camp for Hawai'i Island high school juniors and seniors, providing structured, simulation-based exposure to law enforcement operations, civic leadership development, and culturally-grounded place-based education, with defined safeguards, equitable selection criteria, and measurable outcomes to assess impact on youth engagement and public trust.

Objective 7: Internships and Educational Cohort Programs

- Expand the Kalounui Internship Program to include Hawai'i Community College, aligning with the criminal justice program partnerships that are already established with the University of Hawai'i - Hilo.
- Expand the University of Hawai'i – Hilo cohort program to allow more police officers in the State of Hawai'i to earn a Bachelor's Degree in the Administration of Justice while working full-time.
- Establish and participate in an advisory board to explore opportunities to offer higher-level education to department personnel.

Objective 8: College-level Instruction in Recruit Training

- Continue to incorporate University of Hawai'i – Hilo professors into the academic report writing curriculum for police recruit training.
 - Instruction may be conducted on campus, as allowable, to reinforce professional standards and critical thinking skills.





Goal 4: Modernize Technology and Cyber Capabilities

Objective 9: Online reporting capability

- Implement online digital reporting capabilities for reporting non-urgent incidents, such as lost property, abandoned vehicles, and other minor offenses with no known suspect.
 - This will reduce the workload of officers in the field and provide victims with alternate methods of reporting incidents that do not necessarily require a physical response from officers.

Objective 10: Artificial Intelligence (AI) for Administrative Efficiency

- Explore and implement Artificial Intelligence (AI) based programs to assist with drafting policies, procedures, training agendas, and administrative correspondence.
 - Align deployment with best practices in law enforcement where AI is integrated for internal data retrieval and decision-making support.

Objective 11: Blue Team Expansion

- Expand the Blue Team software to capture detailed data regarding motor vehicle pursuits, including policy compliance, risk assessment, and outcomes, to identify training and/or policy needs, and to strengthen accountability measures.

Objective 12: Cyber-Crimes Unit

- Establish a dedicated cyber-crimes unit with a primary focus on investigating cyber-crimes that seek to exploit our vulnerable population (under-aged and elderly).
 - To maximize investigative and prosecutorial effectiveness, we will collaborate with state and federal law enforcement partners.

Objective 13: Advanced Technology for Police Communications Officers

- Seek funding, purchase, and implement advanced technology software that will provide our Police Communications Officers (PCOs) with the ability to retrieve critical information from 911 callers and disseminate that same information to officers in an expeditious manner.
 - This advanced software will reduce the critical time gap that occurs between the time that PCOs are inputting the information into the system and when the information can be disseminated to officers in the field.





Goal 5: Employee Satisfaction, Recruitment, and Union Collaboration

Objective 14: Recruitment

- Hire a consulting firm to objectively evaluate current recruitment practices and provide data-driven strategies to expand recruitment outreach and optimize hiring efficiency by leveraging advanced technology and best practices.
- Establish a dedicated recruitment unit, with a strict focus on Department-wide recruitment efforts.
- Promote the concept that every employee is a “recruiter” encouraging department staff to positively promote a career within law enforcement.
 - Develop an applicant referral incentive program for full-time department employees.
- Leverage existing community partnerships for videography expertise and seek funding opportunities to expand sworn and non-sworn recruitment efforts using professional recruitment videos which will be broadcast beyond the traditional recruitment platforms, i.e. regional outreach channels.
- Collaborate with our County’s Department of Human Resources to establish a pathway to accept lateral police officers from the continental United States.
- Once base staffing levels are achieved, seek funding for additional personnel positions in key areas of the highest needs as evidenced by data and employee/community feedback.
- Begin dialogue with the Department of Education to establish a curriculum for high school students to learn about pathways for careers with HPD.



Goal 5: Employee Satisfaction, Recruitment, and Union Collaboration (cont.)

Objective 15: Employee Satisfaction

- Expand readily available mental health services by adding a second Public Safety Counselor who can provide support to officers, Police Communications Officers, civilian staff, and their ohanas.
 - The long-term goal will be to make these services available to members of the Hawai'i Fire Department.
- Designate a position that will be responsible for coordinating the department's mental health services and programs.
- Research, secure funding for, and implement a holistic health and wellness program that focuses on physical and mental readiness, nutritional planning, and financial well-being.
- Chief will host regular island-wide "talk story" sessions with department personnel from all police districts.
 - "Talk story" sessions are meant to afford department members an opportunity to openly discuss ideas, concerns, and suggestions for employee satisfaction and for all involved to work collaboratively on potential remedies.
- Research and implement proposals to enhance the working conditions of Department personnel.
 - Participate in a "Test and Evaluation" of External Vest Carriers for sworn personnel; will take steps towards acquisition and department-wide deployment, if deemed suitable.
- Develop and formalize leadership, supervision, and management development courses.
 - Courses will be made available to those who are seeking advancement and those who have advanced into ranking positions.
 - Develop a new leadership training program for sworn personnel to augment current courses.
- Conduct an in-depth analysis of the current Annual Recall Training (ART) curriculum and identify key areas to focus future ART sessions to maximize training opportunities while minimizing reduction of workforce availability.
 - Among other tactics to be explored, de-escalation methods such as Integrating Communications, Assessment, and Tactics (ICAT) which were developed by the Police Executive Research Forum (PERF) will be incorporated into future ART sessions.
- Support educational opportunities for career development, to include college degree programs, the FBI National Academy (FBINA), Police Executive Research Forum – Senior Management Institute for Police (SMIP), and the Northwestern University School of Police Staff and Command.
 - Tuition reimbursement opportunities will be provided and cross-training initiatives will be offered to enhance professional development in all department roles



Goal 5: Employee Satisfaction, Recruitment, and Union Collaboration (cont.)

- Implement a quarterly Chief's Recognition Award program.
 - Chief's Office to accept nominations of employees who perform exemplary duties; those selected will be formally recognized by the Chief for their hard work and dedication.

Objective 16: Union Collaboration

- Maintain an open line of communication and coordinate regularly-scheduled discussions with union representatives to hear and mitigate any concerns at the lowest level and resolve pending grievances.
 - Model will be to practice respectful, proactive, and collaborative problem-solving efforts that are consistent with collective bargaining practices in our state.





Goal 6: Improved Infrastructure, Fleet Sustainability, and Capital Improvement Projects

Objective 17: Improved Infrastructure

- Continue planning and working with our county's administration on a multi-year project to secure funding for, and build, a new joint Police/Fire Facility in the district of Puna, with additional opportunities in the district of Ka'u.
 - Facilities will be designed to be resilient and energy-efficient and will meet the training, administrative, and operational needs of the department.

Objective 18: Fleet Sustainability

- Continue working with our county's administration to develop a formal schedule for procuring fleet vehicles on a regular cycle, as geographic and fleet condition needs dictate.
 - Ideally, two to three fleet vehicles should be procured annually to ensure up-to-date vehicles are received regularly, reducing the need to spend monies on costly repairs due to aging vehicles.

Objective 19: Capital Improvement Projects

- Continue working with our county, state, and federal partners to see already established Capital Improvement Projects for the Hilo Police Station through to completion.
 - Completion of these projects will improve safety for all who visit and work at this station, improve upon building resiliency, enhance technology readiness, and increase available workspaces.



Five-Year Implementation Timeline

Goal / Objective	Year 1	Year 2	Year 3	Year 4	Year 5
GOAL 1: TRUST & CULTURE					
1. Public Safety Corps	Design & Recruit	Launch Program	Annual Review	Scale Volunteer Base	Impact Assessment
2. Citizens Academy	Develop Curriculum	Inaugural Class	Annual Session	Expand Enrollment	Administrative Audit
3. "Talk Story" Sessions with communities	Monthly Cycle	Quarterly Cycle	Ongoing	Ongoing	Ongoing
3a. Command Engagement	Set Monthly Goals	Compliance Monitoring	Ongoing	Ongoing	Ongoing
4. CALEA accreditation	Proof gathering	Proof gathering	On-site assessment/re-accreditation	Proof gathering	Proof gathering
GOAL 2: OPTIMIZE STAFFING & RESOURCE DEPLOYMENT					
5. Department-wide assessment of staffing deployment	Information gathering	Assessment of area-specific needs and resources, adjust as needed	Evaluate for efficiency and improved Priority 1 response times	Ongoing	Ongoing
5a. Evaluation of district beats and boundaries	Information gathering	Conduct assessment, implement changes as needed	Evaluate changes for effectiveness	Monitor, adjust as needed	Monitor, adjust as needed
5b. Strategic placement of personnel	Information gathering	Conduct assessment, implement changes as needed	Evaluate changes for effectiveness	Monitor, adjust as needed	Monitor, adjust as needed
5c. Staffing study	Determine available options	Seek funding, procure	Conduct study, review results	Implement changes as needed	Review outcomes



Five-Year Implementation Timeline (cont.)

GOAL 3: YOUTH, EDUCATION & FUTURE OFFICERS					
6. Annual HS Camp	Planning/ Funding	1st Summer Camp	2nd Summer Camp	3rd Summer Camp	4th Summer Camp
7. Internships (Kalounui)	Expand to HI- CC	Review Cohorts	Expand Capacity	Track Placement	Pipeline Analysis
7a. Degree Cohort (UH-Hilo)	Enrollment Drive	Launch Cohort 1	Cohort 1 Graduation	Launch Cohort 2	Education Audit
7b. Advisory board	Establish board, gather info	Continue collaboration, increase enrollment	Ongoing	Ongoing	Program review
8. Recruit training	Continue academic report writing in recruit training	Ongoing	Ongoing	Ongoing	Ongoing
GOAL 4: TECHNOLOGY & CYBER CAPABILITIES					
9. Online Reporting	Vendor Selection	Procure	System launch	Ongoing Support	System Refresh
10. AI Efficiency	Admin Pilot	Full Policy Integration	Data Retrieval Pilot	Decision Support	Tech Eval
11. Blue Team Expansion	Pursuit Data Audit	Module Launch	Training/ Compliance	Data Analysis	Policy Refinement
12. Cyber-Crimes Unit	Establish positions	Launch Unit	Federal Training	Expand Operations	Case Review
13. Advanced 911 Tech	Funding/Procure	Install/ Training	Full Deployment	Maintenance	Review Response Time
GOAL 5: EMPLOYEE SATISFACTION, RECRUITMENT & UNION					
14. Recruitment Firm/Unit	Consult & Audit	Est. Recruit Unit	Review Strategies	Optimize Pipeline	Long-term Staffing
14a. Recruitment unit	Reallocate positions and form unit	Develop metrics and implement recruitment plan	Evaluate effectiveness on vacancy reduction and adjust priorities as needed	Ongoing	Ongoing
14b. Referral Incentive	Draft policy	Secure funding for incentives	Launch incentives	Evaluate and adjust as needed	Ongoing



Five-Year Implementation Timeline (cont.)

14c. Recruitment outreach	Research and develop community partnerships	Seek funding and create media content for distribution	Distribute media content expanding beyond typical media streams	Evaluate effectiveness and determine ongoing feasibility	Determine if to be continued
14d. Lateral Pathway	County HR Collab	Launch Pathway	Recruitment Tour	Review effectiveness	Adjust Strategy
14e. Expand staffing	Work on filling vacancies	Work on filling vacancies	Work on filling vacancies	Seek funding for additional positions	Evaluate personnel needs
14f. Department of Education	Establish dialogue with DOE	Prepare program for HPD pathway	Continue discussions with DOE	Work towards program implementation	Continue efforts to launch program
15. Mental Health/Wellness	Evaluate workload of Public Safety Counselor position	Conduct needs assessment	Secure funding for, and create 2 nd position	Hire 2 nd counselor	Program Audit
15a. Health/Wellness Coordinator	Determine what responsibilities this position is responsible for	Identify the coordinator and determine duties	Full implementation of coordinated activities	Monitor progress	Monitor progress
15b. Health/Wellness Program	Conduct research	Develop and implement	Launch program	Monitor progress	Program review
15c. "Talk Story" Sessions with dept. personnel	Monthly	Quarterly	Ongoing	Ongoing	Ongoing
15d. Working conditions	Evaluate needs / research proposals	Implement T&E process, secure funding, acquisition	Monitor effectiveness	Ongoing	Ongoing
15e. Professional development	Research courses applicable for position	Secure funding and implement course	Analyze effectiveness of courses, adjust as needed	Ongoing	Ongoing



Five-Year Implementation Timeline (cont.)

15f. Annual Recall Training	Analysis of current process	Restructure and reimplement sessions	Monitor progress and effectiveness	Ongoing	Ongoing
15g. Education	Continue career development support	Expand opportunities	Continue opportunities	Evaluate need for expansion	Ongoing
15h. Chief's Recognition	Draft/implement quarterly program	Ongoing	Ongoing	Ongoing	Ongoing
16. Union Collaboration	Est. Schedule	Regular Meetings	Ongoing	Ongoing	Ongoing
GOAL 6: INFRASTRUCTURE					
17. Kea'au Facility	Funding Planning	Design Phase	Groundbreaking	Construction	Final Inspection
18. Fleet Sustainability	Secure funding for 2 vehicles	Annual Procure (x2)	Annual Procure (x3)	Annual Procure (x3)	Fleet Cycle Review
19. Hilo Station CIP	Funding/planning	Paint Public Safety Building (Hilo)	Phase 2 Completion	Phase 3 Completion	Project Closeout

Implementation and Oversight

This plan will be aligned with the Department's existing multi-year strategic vision updates and annual assessment cycles, as is standard for the Hawai'i Police Department's strategic planning.

Progress will be reviewed formally and informally on an annual basis with the:

- Hawai'i County Police Commission;
- Hawai'i County Mayor;
- Hawai'i County Council;
- Union Leadership, including United Public Workers (UPW), Hawai'i Government Employees Association (HGEA), and State of Hawai'i Organization of Police Officers (SHOPO);
- Department personnel; and
- Community Stakeholders.

