



# 2024 STRATEGIC PLAN UPDATE



2024



# MISSION & VISION



## MISSION

The employees of the Hawai'i Police Department are committed to preserving the Spirit of Aloha. We will work cooperatively with the community to enforce the laws, preserve peace, and provide a safe environment.

## VISION

The Hawai'i Police Department is committed to providing the highest quality of police service and forming partnerships with the community to achieve public satisfaction making the Big Island a safe place to live, visit, and conduct business.

***INTEGRITY    PROFESSIONALISM***

***COMPASSION    TEAMWORK***

***COMMUNITY SATISFACTION***



## Message of Mahalo

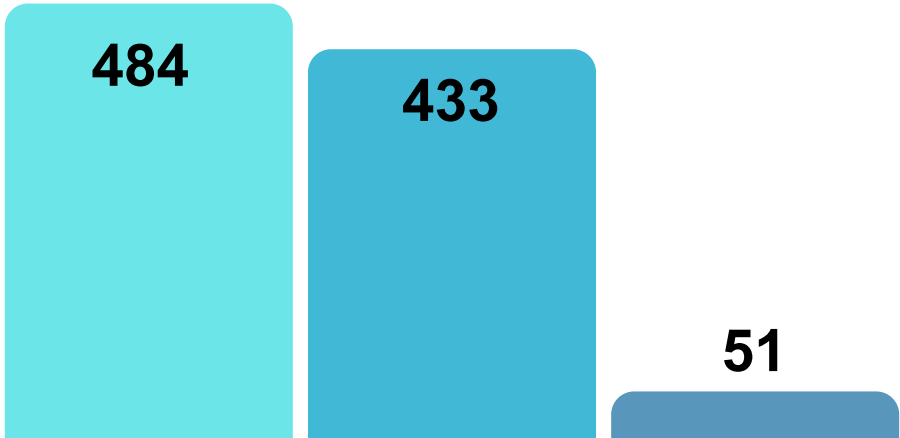
To the members of the community who work to support us and build collaborations that make our island safe to our partner agencies, organizations, and departments, without whom our efforts would fall short to the women and men of the Hawai'i Police Department who live lives of service every day and to their families whose sacrifice far too often goes unnoticed.

Mahalo for helping us keep the Big Island a safe place.

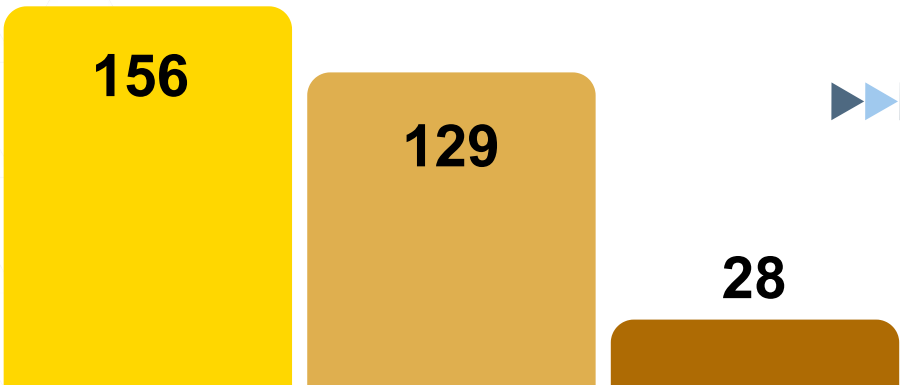
*Benjamin T. Moszkowicz*  
Hawaii Police Chief Benjamin T. Moszkowicz

# BY THE NUMBERS

● SWORN OFFICERS ● ON STAFF ● VACANT POSITIONS



● PROFESSIONAL STAFF MEMBERS ● ON STAFF ● VACANT POSITIONS



# HPD BY THE NUMBERS

\*BASED ON 2023 DATA

**1,224**  
WORKING HOURS  
ON PATROL

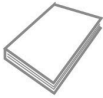
**PER DAY**



**PER WEEK**  
MILES DRIVEN ON-DUTY

**140,556**

**INCIDENTS REPORTED**



**4,118**

**PER MONTH**

**911 CALLS PER YEAR**

**207,715**



**178,735**

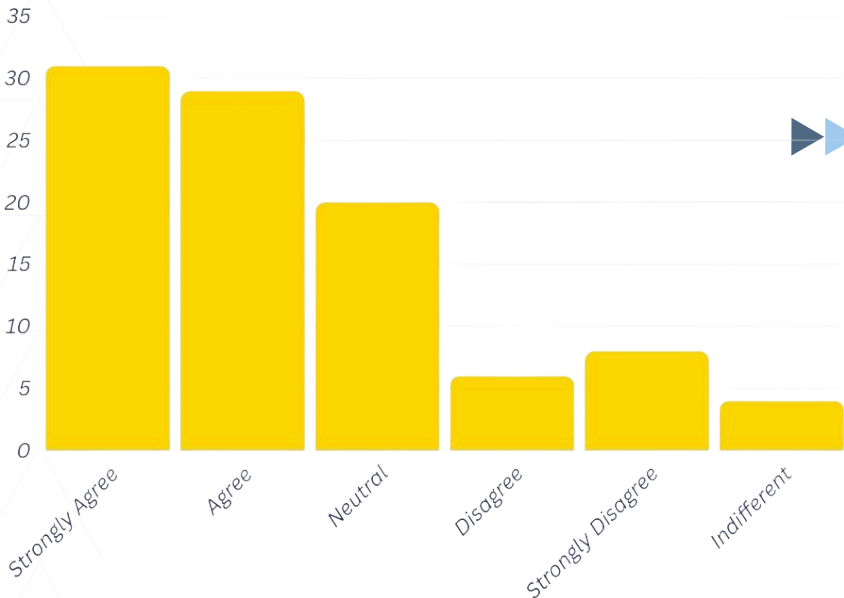
**CALLS FOR POLICE SERVICE**



**PER YEAR**

## "HPD OFFICERS DISPLAY INTEGRITY"

COMMUNITY SATISFACTION SURVEY 2023





# 2024 HPD STRATEGIC PLAN

## OBJECTIVE 1:

### CONTINUE BUILDING TRUST

#### 1.1 FILL DEPARTMENT POSITIONS

##### STRATEGY

**FOCUS ON CONTINUOUS  
RECRUITMENT FOR VACANT  
POSITIONS**

**CONTINUE INCREASING THE  
EFFICIENCY OF THE ONBOARDING  
PROCESS**

##### TACTICS

**CREATE POST-HIGH SCHOOL PATHWAY TO RETAIN QUALIFIED  
APPLICANTS**

**ESTABLISH LATERAL OFFICER PROGRAM**

**CREATE PROFESSIONAL STAFF PATHWAYS FOCUSING ON HARD-TO-FILL  
POSITIONS**

**REVIEW AND PUBLISH SELECTION CRITERIA FOR SWORN AND  
PROFESSIONAL STAFF POSITIONS**

**REVIEW AND IMPLEMENT APPROPRIATE INCENTIVES TO ATTRACT  
LATERAL AND IGM APPLICANTS**

**CREATE A STRONG MENTORSHIP PROGRAM TO PROVIDE GUIDANCE  
THROUGHOUT EMPLOYEES' CAREERS**

#### 1.2 ENRICH COMMUNICATIONS

##### STRATEGY

**CREATE AND ENRICH A CULTURE OF  
TRANSPARENCY AND ACCOUNTABILITY  
WITH THE PUBLIC**

**SHARE PUBLIC INFORMATION  
PROACTIVELY**

**ENHANCE INTERNAL COMMUNICATIONS**

##### TACTICS

**EXPAND RESOURCES AVAILABLE TO THE OFFICE OF PROFESSIONAL STANDARDS**

**CONDUCT, ANALYZE, AND PUBLISH ANNUAL COMMUNITY SATISFACTION  
SURVEYS**

**ADVOCATE FOR THE CREATION OF AN INDEPENDENT CORONER/MEDICAL  
EXAMINER'S OFFICE WITHIN THE COUNTY OF HAWAII**

**PUBLISH DAILY ARRESTS AND BOOKING LOGS ONLINE**

**ENSURE PUBLIC ACCESS TO CRIME DATA USING A WEB-BASED MAPPING  
SOLUTION**

**IMPROVE COMMUNICATION WITH CRIME VICTIMS**

**PUBLISH POLICE RESPONSE TIMES BY BEAT FOR PRIORITY 1 AND PRIORITY 2  
CALLS FOR SERVICE**

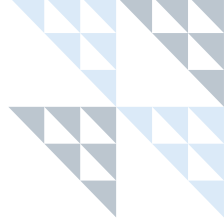
**PUBLISH BASIC DATA ON CALLS FOR SERVICE**

**USE HPDTV PLATFORM TO SHARE BASIC INFORMATION ABOUT NEW AND  
UPCOMING EVENTS WITH ALL DEPARTMENT PERSONNEL**

**DEVELOP A DEPARTMENT SUGGESTION BOX WHERE RESPONSES TO ALL  
SUGGESTIONS ARE POSTED IN A FAQ AVAILABLE TO EMPLOYEES**

**CONDUCT AND ANALYZE INTERNAL DEPARTMENT SATISFACTION SURVEYS**

# 2024 HPD STRATEGIC PLAN



## **OBJECTIVE 2: IMPROVE POLICY AND OVERSIGHT OF DEPARTMENT OPERATIONS**

### **2.1 EXAMINE EXISTING POLICIES & PRACTICES**

#### **STRATEGY**

**ENSURE DEPARTMENT POLICIES & PROCEDURES ALIGN WITH CURRENT PRACTICES**

**EXAMINE AND REINFORCE USE OF FORCE AND OTHER LOW-FREQUENCY, HIGH-LIABILITY EVENTS TO REDUCE INJURY AND LIABILITY**

#### **TACTICS**

**DEVELOP POLICY REVIEW CYCLE INVOLVING DISTRICTS AND DIVISIONS**

**PRIORITIZE AND EVALUATE KEY POLICIES ANNUALLY**

**CREATE AND EXPAND ANNUAL HANDS-ON USE OF FORCE TRAINING FOR ALL PERSONNEL**

**EXPLORE THE USE OF TECHNOLOGY TO ENHANCE AND EXPAND USE OF FORCE TRAINING USING VIRTUAL TRAINING SCENARIOS**

### **2.2 PURSUE NATIONAL AND INTERNATIONAL BEST PRACTICES AND ACCREDITATION STANDARDS**

#### **STRATEGY**

**ACHIEVE ACCREDITATION**

**EVALUATE THE INTERNATIONAL ASSOCIATIONS OF DIRECTORS OF LAW ENFORCEMENT STANDARDS AND TRAINING (IADLEST)**

#### **TACTICS**

**CONTINUE TO INVEST IN THE CALEA - ACCREDITATION SECTION TO ENSURE FUTURE COMPLIANCE**

**EXPLORE ADDITION OF PROFESSIONAL STAFF POSITIONS TO SUPPLEMENT CALEA SWORN STAFF**

**PURSUE RECERTIFICATION AND REACCREDITATION STATUS FOR CRIME LAB AND DISPATCH SECTIONS**

**EXPLORE JOINING IADLEST AND USING NATIONAL DECERTIFICATION INDEX TO SCREEN PROSPECTIVE EMPLOYEES**

**CONSIDER IADLEST NATIONAL CERTIFICATION PROGRAM AND ACADEMY ACCREDITATION**

# STRATEGIC PLAN

**OBJECTIVE 3:**

**DEVELOP OPERATIONS AND OUTREACH THROUGH TECHNOLOGY AND SOCIAL MEDIA**

**3.1 EXPLORE USING TECHNOLOGY TO INCREASE DEPARTMENT EFFICIENCY**

**STRATEGY**

**IMPLEMENT DEPARTMENT-BASED SOLUTIONS TO HELP PERSONNEL DO THEIR JOBS**

**WORK WITHIN EXISTING HARDWARE SYSTEMS TO ENHANCE OPERATIONS**

**WORK COLLABORATIVELY WITH OUR PARTNERS TO ENACT WIN-WIN SOLUTIONS TO EXISTING AND FUTURE CHALLENGES**

**TACTICS**

**IMPLEMENT THE USE OF VOICE-TO-TEXT TECHNOLOGY WHERE OPERATIONALLY PRACTICAL AND SECURE**

**INTRODUCE ON-LINE REPORTING TOOLS TO ALLOW THE PUBLIC TO INITIATE BASIC POLICE REPORTS**

**RESEARCH AND IMPLEMENT TOOLS THAT CAN BE USED TO ANALYZE NIBRS CRIME FACTORS**

**CREATE AN OFF-SITE DISASTER RECOVERY SYSTEM TO BACK UP EXISTING OPERATIONALLY NECESSARY SOFTWARE AND HARDWARE SYSTEMS**

**DEVELOP THE USE OF PERSONAL NETWORK SHARED DRIVES AVAILABLE TO EACH EMPLOYEE**

**EXPLORE THE FEASIBILITY OF USING DIGITALLY ENCRYPTED RADIOS AND TRANSMISSIONS**

**EXPAND THE DEPLOYMENT OF BODY-WORN CAMERAS OUTSIDE OF PATROL**

**IMPLEMENT AN ELECTRONIC CITATION PROGRAM THAT ALLOWS DATA TO BE SENT TO RMS AND OTHER PARTNERS (OPA, JUDICIARY, ETC.)**

**CREATE AND EXPAND AN ELECTRONIC WARRANT PROGRAM TO INCLUDE SEARCH WARRANTS, ARREST WARRANTS, AND OTHER JUDGE-SIGNED DOCUMENTS**

**3.2 IMPROVE COMMUNICATIONS USING SOCIAL MEDIA**

**STRATEGY**

**USE SOCIAL MEDIA AND OTHER AVENUES TO COMMUNICATE EFFECTIVELY WITH THE PUBLIC**

**TACTICS**

**REVISE THE DEPARTMENT'S SOCIAL MEDIA POLICY TO COVER GUIDELINES FOR DEPARTMENT AND INDIVIDUAL EMPLOYEE USE**

**CONTINUE TO EXPAND THE REACH OF THE DEPARTMENT'S SOCIAL MEDIA CHANNELS**

**CREATE, REVIEW, AND PUBLISH RULES FOR MEMBERS OF THE PUBLIC WHO CHOOSE TO COMMENT ON DEPARTMENT SOCIAL MEDIA POSTS**

**EXPLORE AND IMPLEMENT AN ALTERNATIVE TO THE EXISTING COMMUNITY NOTIFICATION SOFTWARE**

# 2024 HPD STRATEGIC PLAN

## OBJECTIVE 4: **FURTHER EXPAND COMMUNITY POLICING AND REDUCE CRIME**

### 4.1 SUPPORT PROACTIVE POLICING MEASURES

#### **STRATEGY**

**USE INNOVATIVE MEASURES AND GRANT FUNDING TO INCREASE SAFETY AND IMPROVE QUALITY OF LIFE ISSUES**

**CREATE A VICE DIVISION AND EXPAND RESOURCES TO VICE INVESTIGATIONS**

#### **TACTICS**

**FOCUS ON REDUCING TRAFFIC FATALITIES THROUGH ENFORCEMENT, VISIBILITY, AND EDUCATION**

**IDENTIFY AND IMPLEMENT STRATEGIES TO IMPROVE RESIDENTS AND VISITORS' EXPERIENCES IN HAWAI'I COUNTY**

**CREATE A STRUCTURE TO MANAGE ON-GOING GRANTS TO ENSURE FOLLOW-THROUGH, GRANT REPORTING, AND COMPLIANCE**

**EXPLORE NEW OPPORTUNITIES AND EXPAND EXISTING GRANT PROGRAMS AND INCREASE SERVICES**

**FOCUS ENFORCEMENT EFFORTS ON DRUG IMPORTATION, MANUFACTURE, AND DISTRIBUTION**

**EXPAND COLLABORATION OPPORTUNITIES FOR TASK FORCE OFFICERS AND IDENTIFY ADDITIONAL AGENCIES WITH WHICH TO PARTNER**

**CENTRALIZE ALL POLICE CANINES UNDER ONE AUTHORITY TO IMPROVE TRAINING, DEPLOYMENT, RECORD KEEPING, AND COURTROOM TESTIMONY**

**CREATE AND IMPLEMENT A DRUG OVERDOSE RESPONSE TEAM TO USE INVESTIGATIVE TECHNIQUES TO IDENTIFY UPSTREAM DRUG SUPPLIERS**

### 4.2 GROW DISPATCH SECTION

#### **STRATEGY**

**BOLSTER DISPATCH SECTION OPERATIONS BY BOOSTING FUNDING AND COLLABORATION OPPORTUNITIES**

#### **TACTICS**

**SUPPORT OPERATIONAL NEEDS IN DISPATCH INCLUDING THE MOVE TO A NEW COUNTY JOINT DISPATCH SITE**

**IDENTIFY ADDITIONAL POSITIONS AND RESOURCES THAT INCREASE EFFICIENCY**

**EXPLORE THE FEASIBILITY OF CREATING A PUBLIC SAFETY COMMUNICATIONS OFFICER CAREER PATH FOR PCOS WHO ARE INTERESTED IN CROSS-TRAINING IN FIRE/EMS OPERATIONS**

# STRATEGIC PLAN

**OBJECTIVE 5:**

**INCREASE TRAINING AND EDUCATION OPPORTUNITIES**

**5.1 EXPAND ENTRY-LEVEL OPPORTUNITIES AND IMPROVE EVALUATIONS**

**STRATEGY**

**PROVIDE ENTRY-LEVEL OPPORTUNITIES AND IMPROVE EVALUATIONS**

**IMPROVE THE ANNUAL PERFORMANCE REVIEW PROCESS**

**TACTICS**

**CREATE AND IMPLEMENT THE POLICE SERVICE OFFICER POSITION FOR NEW PO-1 RECRUITS WHO HAVE COMPLETED ALL PRE-EMPLOYMENT REQUIREMENTS**

**MORPH SOME VACANT TRAINING POSITIONS INTO LONGER-TERM POLICE CADET POSITIONS FOR THOSE WHO HAVE ALL QUALIFICATIONS FOR PO-1 POSITIONS OTHER THAN AGE**

**EXPLORE THE CREATION OF A JOINT POLICE/FIRE TRAINING CENTER**

**CONSIDER THE RECALIBRATION OF RANGE-FINDERS ON EXISTING 'EPA' PROGRAM SO THAT 'MEETING THE STANDARD' IS NOT CONSIDERED DEROGATORY**

**EXPLORE ALTERNATIVES TO EXISTING 'EPA' PROGRAM TO MEASURE WHETHER EMPLOYEES ARE MEETING JOB PERFORMANCE STANDARDS**

**5.2 PROVIDE LEADERSHIP AND HIGHER EDUCATIONAL TRAINING OPPORTUNITIES**

**STRATEGY**

**PROVIDE PROFESSIONAL TRAINING OPPORTUNITIES**

**PROVIDE HIGHER EDUCATIONAL OPPORTUNITIES**

**TACTICS**

**EXPAND GOLD SHIELD TRAINING TO INCLUDE LEADERSHIP, NOT JUST MANAGEMENT TRAINING**

**CREATE AND EXPAND RANK AND ROLE-SPECIFIC LEADERSHIP TRAINING FOR SWORN AND PROFESSIONAL STAFF**

**PROVIDE MOTIVATIONAL LEADERSHIP TRAINING TO EMPLOYEES AT ALL STAGES OF THEIR CAREERS**

**EXPAND CRISIS INTERVENTION TRAINING TO INCLUDE ALL SWORN PERSONNEL**

**PARTNER WITH UNIVERSITY OF HAWAI'I CAMPUSES TO PROVIDE SUBJECT MATTER EXPERTS AS LECTURERS AND PROVIDE SLOTS FOR DEPARTMENT PERSONNEL AS STUDENTS**

**CREATE AND EXPAND A HIGHER EDUCATION TUITION REIMBURSEMENT PROGRAM**

# 2024 HPD STRATEGIC PLAN

## OBJECTIVE 6:

### ENHANCE PERSONNEL WELLNESS AND SAFETY

#### 6.1 DEVELOP A WELLNESS UNIT

##### STRATEGY

**EXPAND EXISTING WELLNESS RESOURCES**

**CREATE NEW WELLNESS OPPORTUNITIES**

##### TACTICS

**REMOVE PEER SUPPORT COORDINATION AS AN ANCILLARY DUTY AND CREATE, RECRUIT, HIRE, AND TRAIN A PUBLIC SAFETY COUNSELOR**

**IMPROVE THE EXISTING EMPLOYEE EARLY RECOGNITION SYSTEM AND PROVIDE TRAINING TO DEPARTMENT PERSONNEL ABOUT AVAILABLE RESOURCES**

**FINISH IMPLEMENTATION AND PROMOTE THE CORDICO WELLNESS MOBILE APPLICATION**

**EXPLORE HIRING A HEALTH AND FITNESS INSTRUCTOR TO PROVIDE TRAINING FOR ALL DEPARTMENT PERSONNEL**

**RE-EXAMINE FIT FORCE FITNESS EVALUATIONS FOR INCUMBENT SWORN PERSONNEL**

**IDENTIFY AND CONTRACT WITH CARDIAC HEALTH PROFESSIONALS TO PROVIDE FREE-OF-CHARGE EVALUATIONS AND FOLLOW-UP CONSULTATION FOR VOLUNTEER EMPLOYEES**

#### 6.2 FIND OPPORTUNITIES TO WORK SAFER AND SMARTER

##### STRATEGY

**IDENTIFY, ACQUIRE, AND IMPLEMENT EQUIPMENT THAT MAKES A SWORN OFFICER'S JOB SAFER**

**PROVIDE POLICY GUIDANCE AND SUPPORT TO IMPROVE WORKING CONDITIONS DEPARTMENT-WIDE**

##### TACTICS

**EXPLORE NEXT-GENERATION ANTI-BALLISTIC VESTS, CERAMIC-PLATED VESTS AND CARRIERS, AND OTHER EQUIPMENT FOR SWORN PERSONNEL**

**PROVIDE INDIVIDUAL FIRST AID KITS AND ADVANCE TRAUMA CARE TRAINING TO ALL SWORN AND OTHER DEPARTMENT PERSONNEL**

**PROVIDE NECESSARY EQUIPMENT AND TRAINING AND TRANSITION TO EXTERNAL VEST CARRIER UNIFORMS FOR VOLUNTEER SWORN PERSONNEL**

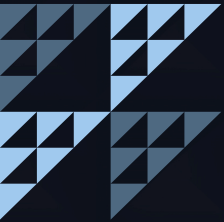
**DEVELOP AND IMPLEMENT DEPARTMENT VEHICLE (AND OTHER EQUIPMENT) REPLACEMENT SCHEDULES**

**ENCOURAGE SEAT BELT AND ANTI-BALLISTIC VEST USAGE**

**EXPAND EQUIPMENT ISSUANCE FOR EACH DISTRICT TO EQUIP PERSONNEL WITH BALLISTIC SHIELDS AND OTHER POLICE EQUIPMENT**

**ASSIGN A COORDINATOR TO FACILITATE PROACTIVE ROUTINE MAINTENANCE OF DEPARTMENT BUILDINGS AND FACILITIES**

**EXPLORE THE FEASIBILITY OF NEW PHYSICAL LOCATIONS AND BUILDINGS TO FIT THE DEPARTMENT'S EXPANDING NEEDS (CORONER'S OFFICE, CRIME LAB, ETC.)**



*This Strategic Plan update can be traced back directly to the thorough, department-wide effort that produced our Vision Plan in February of 2023. As the first annual update, it reaffirms our pledge to continual self-assessment, evaluation, and improvement.*

*As a living document, this update to our Strategic Plan is more than just a one-time guide. It serves as the roadmap by which we will steer our department's planning, administration, and operations. We remain committed to a formal review and plan update at the end of each County Fiscal Year, ensuring the Strategic Plan remains relevant and effective.*

