

**Maui Police Commission
County of Maui
Written Questions for Chief of Police Candidates**

Name: EVERETT K. FERREIRA

1. The Maui Police Commission has received numerous applications for this position. Most of these applicants, including yourself, have the experience, training, and education expected of a law enforcement executive. Explain why:

A. Why do you wish to become the Chief of the Maui Police Department?

AND

B. Why the Police Commission should select you as the next Chief?

(A) TO INSURE THAT THE MAUI POLICE DEPARTMENT, IMPROVES WITH ITS INTERACTION WITH ALL EMPLOYEES WITHIN THE DEPARTMENT, TO INSURE ALL ARE TREATED WITH RESPECT, DIGNITY, AND COMPASSION. WHICH WOULD HOPEFULLY BE PASSED ON TO THE GENERAL PUBLIC.

(B) AS REFLECTED WITHIN MY APPLICATION, I HAVE THE YEARS, AND EXPERIENCE, IN SERVICING, MY COUNTRY, STATE, AND THE PEOPLE OF MAUI COUNTY. THROUGH MY EXPERIENCES, I HAVE DEVELOPED MY RELATIONSHIP SKILLS, WHEN DEALING WITH OFFICERS AND/OR THE GENERAL PUBLIC.

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2. How would you create an environment in which all your employees, sworn and unsworn, feel comfortable in coming forward to voice their concerns or make suggestions?

I BELIEVE WORDS ALONE WOULD NEVER CREATE
AN ENVIRONMENT WHERE EVERYONE WOULD BE
COMFORTABLE. FIRST STEP IS TO INSURE THAT
YOUR STAFF TO INCLUDE THE EXECUTIVE STAFF,
AND COMMANDERS ARE ON BOARD AND IN LINE WITH
THE PLAN THAT THE CHIEF HAS DEVELOPED TO
INSURE EVERYONE IS TREATED FAIRLY AND EQUALLY
WHEN VOICING THEIR CONCERNS.
BEING OPEN Minded AND A GOOD LISTENER,
GOES A LONG WAY OF BUILDING TRUST, AND
IT ALSO GIVES THE EMPLOYEE A SENSE OF BELONGING
AND THAT THE CHIEF DOES TAKE ALL SUGGESTIONS
AND CONCERNS SERIOUSLY.

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3. How would you handle a situation where an employee has been accused of sexual harassment, or creating a hostile working environment, by another employee of the police department?

BASED ON PRESENT POLICIES AND PROCEDURES, THE
ACCUSED EMPLOYEE WOULD BE IMMEDIATELY REMOVED
AND SEPARATED FROM WORKING WITH THE EMPLOYEE
FILING THE COMPLAINT. AN INTERNAL INVESTIGATION
WOULD BE INITIATED IMMEDIATELY
REPORTING EMPLOYEE WOULD BE OFFERED COUNSELING
IF SO DESIRED

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4. Based on your knowledge of the County of Maui and the Maui Police Department, the island's demographics, crime statistics, and challenges, what would be your top priorities to work on for the first six (6) months?

THESE HAS BEEN AN INCREASE THIS PAST YEAR IN
PROPERTY CRIMES, TO INCLUDE, BURGLARIES, THEFTS
AND STOLEN VEHICLES. MAJORITY ARE COMMITTED
BY THOSE, WHO ARE EITHER USERS OF, OR DEALERS
OF ILLICIT USE AND SELLING OF MARIJUANA.
PRESENTLY ARE CRIME REDUCTION UNIT, CIVIL, AND THOSE
DIVISIONS HAVE BEEN DOING EXCELLENT JOB WITH
APPREHENDING THOSE INDIVIDUALS.
IN ORDER TO DEAL WITH THE INCREASES, THE DEPARTMENT
WANTS TO INCREASE ITS "MANNING." MOST IF NOT
ALMOST ALL OF THE DEPARTMENT ARE WORKING
AT 80% OR BELOW. ONCE MANNING IS INCREASED
MORE PRO-ACTION ENFORCEMENT SHOULD BE INCREASED

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5. What strategies would you use to:
- A. Recruit new applicants (sworn and unsworn) for the police department?
 - AND
 - B. Retain incumbent employees (sworn and unsworn)?

A) STRATEGIES I WOULD USE:

WORK WITH DEPARTMENT OF PERSONNEL WITH
THE LIST OF AVAILABLE APPLICANTS BEING
SUBMITTED MONTHLY (COVID-19 SLOWED THE PROCESS
THIS PAST YEAR)

INSURE BACKGROUND CHECKS ARE COMPLETED IN A
TIMELY MANNER, ETC, ETC...

HOLD MORE JOB FAIRS

REACH OUT TO STUDENTS AT THE LOCAL COLLEGES
REACH OUT TO HIGH SCHOOLS YOU ARE INTERESTED
IN POLICE WORK

B) RETAINING EMPLOYEES

OFFER INCENTIVES, PAY, MOVEMENT TO OTHER DEPARTMENTS

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6. What programs would you implement to address PTSD and other stress related issues in the department, including dispatchers?

PRESENTLY WE HAVE SEVERAL PROGRAMS DEALING WITH SUCH ISSUES; PEER SUPPORT GROUP, CHAIRMAN'S PROGRAM, EARLY ASSISTANCE PROGRAM. ALL PROGRAMS WILL WORK WITH THE INDIVIDUAL OR GROUP THAT MIGHT HAVE STRESS RELATED ISSUES, AND IF NEEDED GUIDE THOSE INDIVIDUALS TO "PROFESSIONAL" HELP.

WITH CHIEF, MORE RESEARCH WOULD BE MADE TO SEE THERE ARE OTHER PROGRAMS THAT WOULD BENEFIT THE DEPARTMENT.

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7. During the search for a new Chief, historically the department has become divided. If selected as the new Chief, what will be the first steps you will take to bring the department together?

STEP 1: CRITICAL WHEN "PICKING" ONES FUTURE STAFF
THEY MUST BE OPEN-MINDED
HAVE TRUST & FAITH IN THE CHIEF
NOT BE AFRAID TO SPEAK OUT, IF THEY
BELIEVE THE CHIEF, MIGHT BE MAKING A
MISTAKE.

I BELIEVE ONCE EVERYONE CAN SEE THAT THE CHIEF
AND HIS STAFF ARE WORKING TOGETHER COHESIVELY AND
EFFECTIVELY, THAT WE BE PASSED DOWN THE CHAIN
OF COMMAND.

ONE OF THE JOBS BEING A CHIEF IS INSURING THAT
YOU ARE SERVING THOSE, WITH RESPECT AND DIGNITY
AND INSURING, THAT I HAVE THE BEST TRAINING, EQUIPMENTS
AND SUPERVISION, SO THAT THEY ARE BEST ABLE TO
SERVE OUR COMMUNITY.

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8. With the understanding of the difficulties in running a four-island County, there is concern that the outer district officers have the same training opportunities and performance expectations as the central district officers. What measures will you take to ensure a high level of service and an equitable distribution of training opportunities throughout the county?

ENCOURAGE ALL THAT WANT TO RECEIVE TRAINING
TO FIRST PUT IN FOR THE TRAINING.
COMPREHENSIVE REVIEW OF APPLICANT BE CONDUCTED,
BASED ON THEIR WORK ETHICS DESIRE/FOCUS (TRAFFIC
ENFORCEMENT, DRUG INVESTIGATIONS, ETC ETC)
THEN BASED ON THE SLOTS AVAILABLE, AN EQUINE
PORTION SHOULD BE SECCED THROUGHOUT THE DEPARTMENT.

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9. A lot of time and money is spent on training someone to be a police officer and then they are put into a position that doesn't utilize their training, such as IT, Communications, etc. How would you rectify this?

ASSIGNED TO THE COMMUNICATION SECTION / RECEIVING DESK IS PART OF AN OFFICER'S DUTIES. THAT IS PART OF THEIR TRAINING AS A RECRUIT.

OFFICERS ASSIGNED TO IT, (THOSE ARE JUST A FEW) HAD THE TRAINING AND WERE ASSIGNED TO THAT SECTION, PRIOR TO IT BE MOVED TO THE COUNTY LEVEL. THEY WERE STILL VITAL ASSETS TO THE DEPARTMENT & COUNTY, THEY CONTINUE TO PROVIDE SUPPORT AND GIVE IN-SERVICE TO ALL PERSONNEL.

ONE WAY TO RECTIFY THIS, ESPECIALLY IN THE 'IT' AREA, IF THE OFFICER DOESN'T WISH TO ASSIST IN THAT AREA, IS TO REMOVE HIM. AS FOR THE COMMUNICATION / RECEIVING SECTION, THAT OFFICER WOULD BE REMOVED, ONCE SOMEONE "JUNIOR" TO HIM IS BEING TRANSFERRED.

AT TIMES ALL JOBS OFFICERS SOMETIME DO FALL UNDER "OTHER REASSIGNED DUTIES."

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10. Outline how you would structure a comprehensive five-year strategic plan for the department by describing the essential components and process needed to create the plan.

A FIVE-YEAR STRATEGIC PLAN ARE SET ON THE GOALS
AND OBJECTIVES THAT YOU ARE TRYING TO ACCOMPLISH
BASED ON THE NEEDS
OF THE COMMUNITY - CONCERNS
CRIME STATISTIC
DEMOGRAPHICS
WORKING WITH OTHER AGENCIES
AND THE CHALLENGES THE DEPARTMENT FACES

ATTACHED IS MY FIVE YEAR PLAN + GOALS + OBJECTIVES

FIVE YEAR PLAN FOR 2020-2026

The following is a summary of a five-year plan for the Maui Police Department that covers a period commencing on January 1 2020 and ending on December 31, 2026.

Over the next five years, the Maui County Police Department will vigorously and actively increase its efforts towards recruitment of new police officers locally and aboard. The Department must hold this effort to service our community. We must be able to fill a 100% of our vacancies in this time period despite the challenges of still being in a pandemic. Without the ability to fill our vacancies our ability to expand services and keep up with current crime trends will at the very least be difficult to do. Presently man power in all bureaus such as Uniformed, Support and Investigative Services are experiencing shortages as never before seen. Without active and continuous recruitment, request for expansion positions for key areas within our agency that need to be filled will not be possible.

Capital improvement will continue to include projects such as construction of the new Molokai Police Station, Lahaina Police Station and at some point the relocation and construction of the new Wailuku Police Station. These facilities are in dire need of replacing to help us, better meet the needs of the community for the future as our island community expands and grows.

We also must improve and stream line our investigative protocols as it related to how we respond to calls for services, or what we should or shouldn't be responding too. Further, we need to improve and stream line how we document certain types of reports to include improving the computer program used for our report writing and documenting of cases/reports.

As an agency we must also work towards repairing the confidence and trust not only within our community but within our rank and file. Nationally and locally Law Enforcement has consistently come under fire for the way or the manner in how we handled certain situations or conducted investigations to include the conduct of officers as well as our leaders. Consistent and open dialog with the

community and with our Employees must be addressed and improved so that air of mistrust can be cleared and confidence restored to our agency.

Our island's outlook within the next five years includes a fast growing economy and population: it is necessary that we maintain our facilities and our staffing, improve services, and equipment ahead of this projection to meet the needs of our county's community.

Everett K. Ferreira

Goals and Objectives

Enhance Personnel Development

- Maintain a versatile and disciplined police department necessary to meet the rising demands of law enforcement through effective leadership, planning, education, training and compliance to accreditation standards.
- Develop and sustain a sufficient and effective workforce through increased and sustained recruitment and diligent and selective hiring practices.
- Provide and show support for employees and their families on a consistent basis especially during and after critical incidents and traumatic events.
- Improve communication between the Executive Staff and the Departments employee's to regain their trust and confidence by ensuring fair treatment for all.*

Advocate Fiscal Management and Energy Efficiency

- Ensure fiscal accountability and successful budget management.
- Increase energy efficiency and the use of renewable energy sources.

Reduce Crime and Increase Public Safety with Prevention Methods

- Reduce crime through strategic planning, effective investigative practices, use of technology and the efficient delivery of law enforcement services.
- Provide highway and roadway safety through effective enforcement strategies and public education.

Enhance Quality of Life

- As the most significant contributors to the "quality of life" in the county, we must ensure excellence in service with each individual deserving the highest quality of police service.

Promote Emergency Preparedness

- Prepare and maintain the department's capabilities to address homeland security and manmade/natural disasters through: interoperable communications; intelligence/information sharing; provide first responders with specialized clothing and equipment for protection against health and safety hazards; conducting vulnerability assessments; training and exercises; planning; and emergency backup power/communications.

Foster Outside Agency and Community Partnerships

- Support community programs and activities by: promoting community involvement; building partnerships through community policing; and providing instruction in crime prevention and safe-neighborhoods.
- Invest in youth development strategies for our schools and our children.
- Actively involve the community in policing efforts.
- Develop and maintain partnerships with county, state and federal law enforcement agencies as well as other agencies/organizations that would benefit the community, by increasing the interaction and partnerships with new and ongoing investigations to expand and utilize the vast resources that are available to us.*

OBJECTIVES

- *Develop and increase a more Pro-active measure for continuous recruitment locally and state wide to fill 100% of the Department vacancies by 2026.*

An example of one measure to be considered are lateral movements between departments not just county to county, but the possibility of state to state lateral movements.

- *Increase Recruit or New officer training classes from one class per year to two or three per year or until the vacancies are filled.*
- *Modify and Stream line calls for service protocols to reduce our already heavily burdened frontline officers within the uniformed services bureau to improve response efficiency to non-police or non-criminal matters.*
- *Modify and Stream line investigative and report writing protocols to improve investigative efficiency and police response to calls for service. Including revamping or improving the Departments On Call Computer report writing program that is currently being used.*

Everett K. Ferreira