



MAUI POLICE DEPARTMENT

Strategic Plan

2023-2028

TO SERVE WITH ALOHA



LAST REVISED
03/2023



Letter from the Chief

Aloha kākou, e ko ke Kalana ‘o Maui,

On behalf of the Maui Police Department, I present our 2023 - 2028 Strategic Plan. This plan reflects conversations within our department and with our community. We discussed opportunities and challenges. We deepened our shared commitment to safety, partnership and service. Our industry faced many challenges over the last several years. We are facing nationwide recruitment, retention and hiring obstacles. And we need to re-evaluate our engagement with the community we serve.

The Maui Police Department consists of dedicated professionals who maintain the highest ethical standards in pursuit of our mission: To serve the community in a manner that epitomizes those ideals woven into the fabric of the Constitution of the United States and the Spirit of Aloha. We strive to earn the faith and trust of our community, and this plan provides us the roadmap to meet our goals.

This strategic plan is a living document. We will use it to measure progress and hold ourselves accountable, fulfilling our responsibilities to our community.

I want to thank the residents, community leaders, and department staff who provided their time, effort, and input into this process.

We are stronger working together, and it is our honor to serve the people of Maui.



Me ka ha‘aha‘a a me ka ‘oia‘i‘o,

JOHN PELLETIER

Chief of Police, Maui Police Department

Letter from the Police Commission

Aloha kākou,

I am happy to present to you the Maui Police Department's strategic plan for the years 2023 to 2028. As chair of the Maui Police Commission, I worked with the department and the community to create this plan. I commend the department and its leadership for spearheading this effort.

Who will this plan benefit? First and foremost, this plan will benefit the community by creating a department that is fit for purpose – sensitive to the needs and challenges of our Maui Nui home. Secondly, this plan will benefit the department by focusing its energy on continuous improvement as it aspires to serve the community with professionalism and dedication. Finally, this plan will benefit the Commission, and the community in turn, by being a vital assessment tool in its oversight responsibilities as mandated in the Maui County Charter.

This plan emerged from discussions within the department and with members of the community.

We talked about the problems we face, the good things we can do, and how we could work together to make things better for all our residents.

The police department has faced many problems over the years. We have had difficulty in attracting and retaining skilled personnel to join the department, and we need to do a better job of working with the community we serve. This plan maps out how we can work on these problems to achieve a more prosperous future.

Our primary goal is to earn the trust of the community we serve – this plan will work toward that end. We will use it as a measuring rod for excellence in the police department.

I want to thank the people who helped design this plan. This includes community members, public officials, and the hard-working employees of the police department.

Thank you for your support of the Maui Police Department. They are working hard to serve all the people of Maui County.



Me ka ha'aha'a

A handwritten signature in black ink that reads "Frank De Rego Jr." with a stylized flourish at the end.

FRANK DE REGO JR.

Chair of the Police Commission, County of Maui

A Message from the Mayor

I am honored to introduce the 2023–28 Maui Police Department Strategic Plan. Public safety is one of the most important issues facing our community and this plan represents a critical milestone in our ongoing efforts to ensure the safety and well-being of our community. Developed with the valuable input and feedback of community members, police officers, and other stakeholders, the plan is designed to address the unique challenges that we face in our county.

As a strategic plan, it reinforces building strong relationships between law enforcement and the community, enhancing public trust and confidence in the police, and promoting transparency and accountability in all police operations.

We can all contribute toward creating a safer and more secure community and together we make a difference. Thank you for prioritizing safe communities and for your support of the men and women of our Maui Police Department in the important work they do.

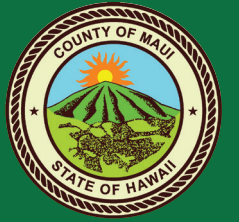


Sincerely,

A handwritten signature in black ink that reads "Richard T. Bissen Jr." in a cursive style.

RICHARD T. BISSEN JR.

Mayor, County of Maui





Mission, Vision, Values

The mission of the Maui Police Department is to serve the community in a manner that epitomizes those ideals woven into the fabric of the Constitution of the United States and the Spirit of Aloha.

We will serve to enhance the quality of life in cooperation with all of those who share these beautiful islands in making this a better place to live.

We are committed to excellence through:



INTEGRITY

We will be honest and sincere in our personal and professional lives. We serve with courage and pride in maintaining the public trust by upholding the highest moral and ethical standards.



COMPASSION

We will be sensitive yet firm while dedicating ourselves to preserving the dignity of each individual. Our cultural diversity allows us to be patient, caring, and kind in our treatment towards each other.



FAIRNESS

We will consistently treat all people fairly and impartially in upholding the laws of the State of Hawaii and the Constitution of the United States.



SERVICE

We will dedicate ourselves to improve and ensure the quality of life in our community for future generations through professional and quality service. We are committed to protecting life and property, preventing and solving crime, reducing fear and providing a safe environment. We will strive to work in unity with our community to develop a partnership in solving problems and to be responsive to community needs and concerns.

Overview

Executive Summary

The Maui Police Department was created in 1939, under the direction of Chief George Larsen, Jr. The chief was selected by a police commission appointed by the Governor of the territory of Hawai'i. In 1940, the police department had 76 employees serving a population of 55,785.

In 1996, under the leadership of Chief Howard Tagamori, the Maui Police Department advanced its practice to become nationally accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The Maui Police Department was the first in the state to earn this honor after completing an on-site assessment, and has successfully continued to be awarded this accreditation every four year period since.

Today, the Maui Police Department employs 294 sworn officers and 94 civilians and serves a county population of 164,221 on the islands of Maui, Molokai and Lanai. The department's chief is selected by the Maui Police Commission, which includes nine members appointed by the Mayor and confirmed by the County Council.

This 5-year strategic plan is intended to guide the department from 2023-2028.

It proposes four core objectives:

1. Improving recruitment and retention
2. Improving department operations
3. Improving internal communication
4. Improving community relations

The four objectives are to be achieved through a series of key results, detailed in this report.

Core Objectives:

- 1 Recruitment & Retention
- 2 Department Operations
- 3 Internal Communication
- 4 Community Relations

Process & Timeline

The request sought a consultant “to develop and implement strategic priorities; determine short-term actions and long-term objectives, and provide guidance and evaluation on the direction of the Department for the next five years.”

That request for proposal noted that at the time, the department employed 564 personnel when fully staffed (400 sworn officers and 164 civilians), but faced vacancies of 101 sworn officers and 44 civilians.

This strategic plan was developed over five months, from November 2022 to March 2023.

Data was collected through focus groups with sworn and civilian personnel, a community survey, and in-depth interviews with senior leadership of the Maui Police Department.

In addition, the plan authors reviewed the findings of the President's Task Force on 21st Century Policing, a report which makes broad recommendations for American law enforcement agencies.

Key stakeholders in the community were consulted, including police commission members and the Mayor's administration.

Department Personnel

By Month

SEPTEMBER 2022

400	296	104
Sworn Officers	On Staff	Vacancies

146	94	52
Civillian Positions	On Staff	Vacancies

A draft strategic plan (this document) was presented to the MPD Advisory Committee in February 2023 for feedback. The Advisory Committee consisted of a cross-departmental group of sworn and civilian leadership:

- **Deputy Chief** Wade Maeda
- **Assistant Chief** Reid Pursley
- **Assistant Chief** Gregg Okamoto
- **Acting Assistant Chief** Keola Tom
- **Lieutenant** Joy Medeiros
- Kathleen Paschoal, **Police Records Section Supervisor**
- Davlynn Racadio, **ESD Coordinator**

The initial draft integrated the data (from the focus groups, community survey and discussions with leadership) to identify four long-term objectives for the Maui Police Department:

1. Improving recruitment and retention
2. Improving department operations
3. Improving internal communication
4. Improving community relations

The recommendations of the President's Task Force on 21st Century Policing were also included, as a framework for the department.

Feedback was incorporated into a final draft released in March 2023.

FEBRUARY 2023

400	294	106
Sworn Officers	On Staff*	Vacancies

146	94	52
Civillian Positions	On Staff	Vacancies

*On Staff Sworn Officers had a difference of 2 since 09/30/22.



Objectives & Key Results

This strategic plan focuses on four long-term objectives:

1. Improving recruitment & retention
2. Improving department operations
3. Improving internal communication
4. Improving community relations

The “Objectives and Key Results” framework is described in Measure What Matters by John Doerr (2018).

OKRs is “a collaborative goal-setting methodology used by teams and individuals to set challenging, ambitious goals with measurable results.

OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.”¹

“**Objectives** are significant, concrete, action-oriented, and (ideally) inspirational. When properly designed and deployed, they’re a vaccine against fuzzy thinking and ineffective execution.”

“**Key Results** benchmark and monitor how we get to the Objective. Effective KRs are specific and time-bound and aggressive yet realistic. Most of all, they are measurable and verifiable. You either meet a key result’s requirements or you don’t; there is no gray area, no room for doubt.”

While Objectives can last forever, Key Results evolve over time. In the five months it took to produce this strategic plan, some Key Results have already been accomplished. Others are in progress. These are noted with asterisks.

These are high-level Objectives and Key Results. One of the advantages of this method of goal setting is that each subunit of the Department can set its own Objectives and Key Results, so long as those Objectives and Key Results reinforce the Objectives of the Department as a whole.

For example, the Community Relations Section may have more focused Objectives that would nest within the broad, department Objective to “improve community relations.”

¹Ryan Panchadsaram, “What Is an OKR? Definition and Examples,” *WhatMatters.com* (What Matters, 2020), <https://www.whatmatters.com/faqs/okr-meaning-definition-example>



Objective 1:

Improve recruitment and retention.

Key Results:

1. Establish salaries or cost-of-living adjustments that match the cost of living.*
2. Reform the retirement system to increase retention.
3. Provide housing subsidies or assistance.*
4. Provide childcare.
5. Provide mental health care.
6. Provide paid workouts during shifts.
7. Pay retention bonuses to eligible officers.*
8. Reclassify dispatchers as first responders.*
9. Reclassify civilian staff to increase pay.
10. Recognize employees for exemplary work.
11. Create more internal paths for career advancement.
12. Establish fair, consistent and transparent promotion process.

Objective 2:

Improve department operations.

Key Results:

1. Establish set schedules in all districts.*
2. Provide subsidized vehicles, especially for remote districts.*
3. Update SOPs on a regular schedule.
4. Update department technology, including RMS software.*
5. Ensure enough staffing to allow recall training for civilians.
6. Analyze crime data to identify and address crime hotspots.*
7. Use data to evaluate the effectiveness of policing strategies.*





Objective 3:

Improve internal communication.

Key Results:

1. Schedule face-to-face time between chief and rank and file.*
2. Provide consistent, timely, and structured communications for all staff.*
3. Update monthly reporting format.*
4. Follow the chain of command.*
5. Digitize the to/through memo process.*
6. Conduct regular sentiment surveys to identify issues.

Objective 4:

Improve relationships with the community.

Key Results:

1. Create an informative and interactive website.
2. Hire a professional social media manager.
3. Develop platform-specific social media strategies. (e.g., Instagram vs. Twitter).
4. Create informative content for social media. (e.g., Ask an Officer).
5. Communicate the role of police in addressing issues like homelessness and abandoned vehicles.
6. Schedule public town hall and open house meetings.
7. Highlight positive policing in traditional media. (radio, print, tv)



21st Century Policing

This strategic plan references the final report of the President’s Task Force on 21st Century Policing (May 2015). That task force identified best practices and offered recommendations on how policing practices can “promote effective crime reduction while building public trust.”

The President’s Task Force was convened following the fatal shooting of Michael Brown and the subsequent Black Lives Matter protests. At the time, anti-police sentiment was widespread. While there is some anti-police sentiment in Maui County, the Maui Police Department is in a unique position.

Survey data indicates that MPD is viewed in a favorable light by the public. Highly publicized use of force incidents, including officer-involved shootings, are rare. The officer-involved shooting in December 2022 was the first since 2018, and interviews with members of the public indicate that use of force is not a primary issue for this department.

However, MPD should strive to adopt best practices and industry standards to improve its standing within the community. The recommendations of the Task Force on 21st Century Policing should be considered and implemented as appropriate.

The task force recommendations were grouped into six pillars:

1. Building Trust & Legitimacy
2. Policy & Oversight
3. Technology & Social Media
4. Community Policing & Crime Reduction
5. Training & Education
6. Officer Wellness & Safety

1. PILLAR ONE: BUILDING TRUST AND LEGITIMACY

- 1.1. Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs’ departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.
- 1.2. Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.
- 1.3. Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.
- 1.4. Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.
- 1.5. Law enforcement agencies should proactively promote public trust by initiating positive nonenforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.
- 1.6. Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.
- 1.7. Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in the community affects public trust.
- 1.8. Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.
- 1.9. Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

2. PILLAR TWO: POLICY AND OVERSIGHT

- 2.1. Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

- 2.2. Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.
- 2.3. Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations.
- 2.4. Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.
- 2.5. All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.
- 2.6. Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.
- 2.7. Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.
- 2.8. Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.
- 2.9. Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.
- 2.10. Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.
- 2.11. Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the

reason for the stop and the reason for the search if one is conducted.

- 2.12. Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President’s Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.
- 2.13. Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.
- 2.14. The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.
- 2.15. The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

3. PILLAR THREE: TECHNOLOGY & SOCIAL MEDIA

- 3.1. The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.
- 3.2. The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.
- 3.3. The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.
- 3.4. Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.
- 3.5. Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

3.6. The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.

3.7. The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority

4. PILLAR FOUR: COMMUNITY POLICING & CRIME REDUCTION

- 4.1. Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- 4.2. Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.
- 4.3. Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.
- 4.4. Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.
- 4.5. Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.
- 4.6. Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.
- 4.7. Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

5. PILLAR FIVE: TRAINING AND EDUCATION

- 5.1. The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.
- 5.2. Law enforcement agencies should engage community members in the training process.
- 5.3. Law enforcement agencies should provide leadership training to all personnel throughout their careers.
- 5.4. The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national

postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

- 5.5. The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.
- 5.6. POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.
- 5.7. POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.
- 5.8. POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.
- 5.9. POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.
- 5.10. POSTs should require both basic recruit and in-service training on policing in a democratic society.
- 5.11. The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.
- 5.12. The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.
- 5.13. The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

6. PILLAR SIX: OFFICER WELLNESS & SAFETY

- 6.1. The U.S. Department of Justice should enhance and further promote its multifaceted officer safety and wellness initiative.
- 6.2. Law enforcement agencies should promote safety and wellness at every level of the organization.
- 6.3. The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.
- 6.4. Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.
- 6.5. The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”
- 6.6. Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.
- 6.7. Congress should develop and enact peer review error management legislation.
- 6.8. The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.



Reporting & Communication

Maui Police Department should commit to quarterly reporting on progress toward achieving key results. Measure What Matters (Doerr, 2018) offers a scoring system sourced from Google) which could be helpful. Each Key Result is assessed on a scale of 0 to 1.0.

- **0.7 to 1.0 = Green.** (We delivered.)
- **0.4 to 0.6 = Yellow.** (We made progress, but fell short of completion.)
- **0.0 to 0.3 = Red.** (We failed to make real progress.)

As Key Results are accomplished, leadership should add new Key Results that will advance the department toward each of its four Objectives:

1. Improving recruitment & retention
2. Improving department operations
3. Improving internal communication
4. Improving community relations

The process of updating Key Results should be collaborative, with input from staff, the police commission, and the broader community.

Appendix

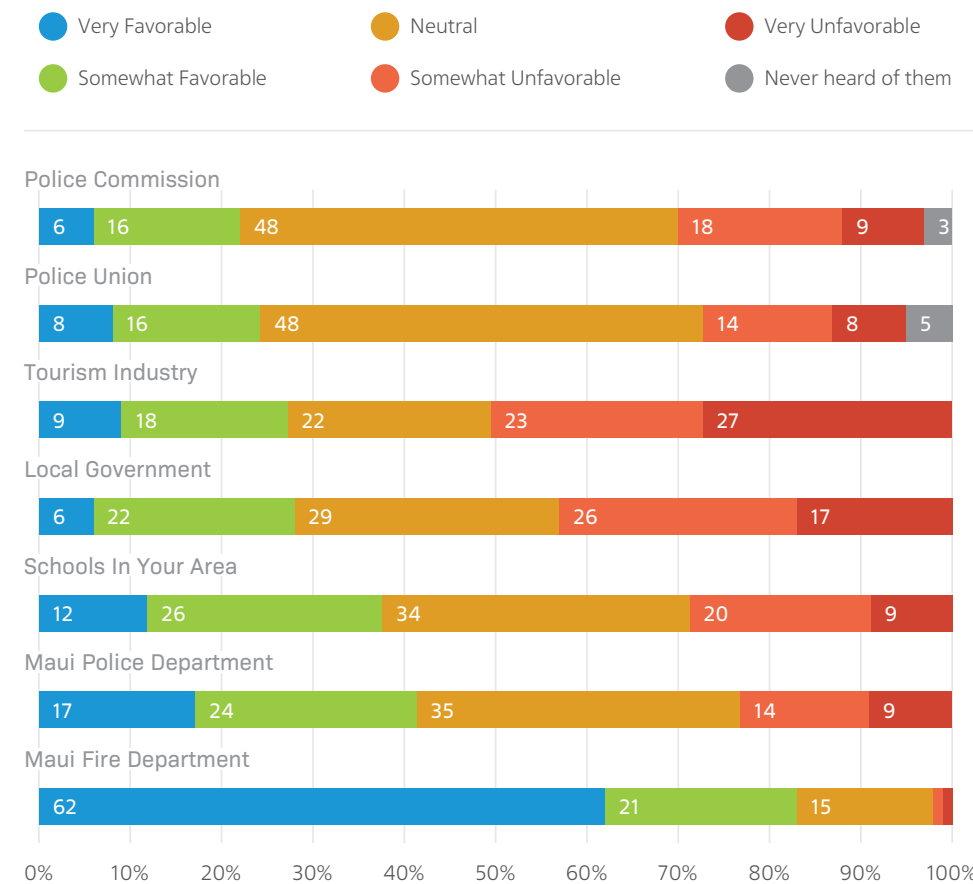
Digital Poll Results

Favorability

Maui County residents tend to have **favorable (42%)** or **neutral (35%)** impressions of their police department.

QUESTION:

How favorable are your feelings about each of the following public figures and groups?

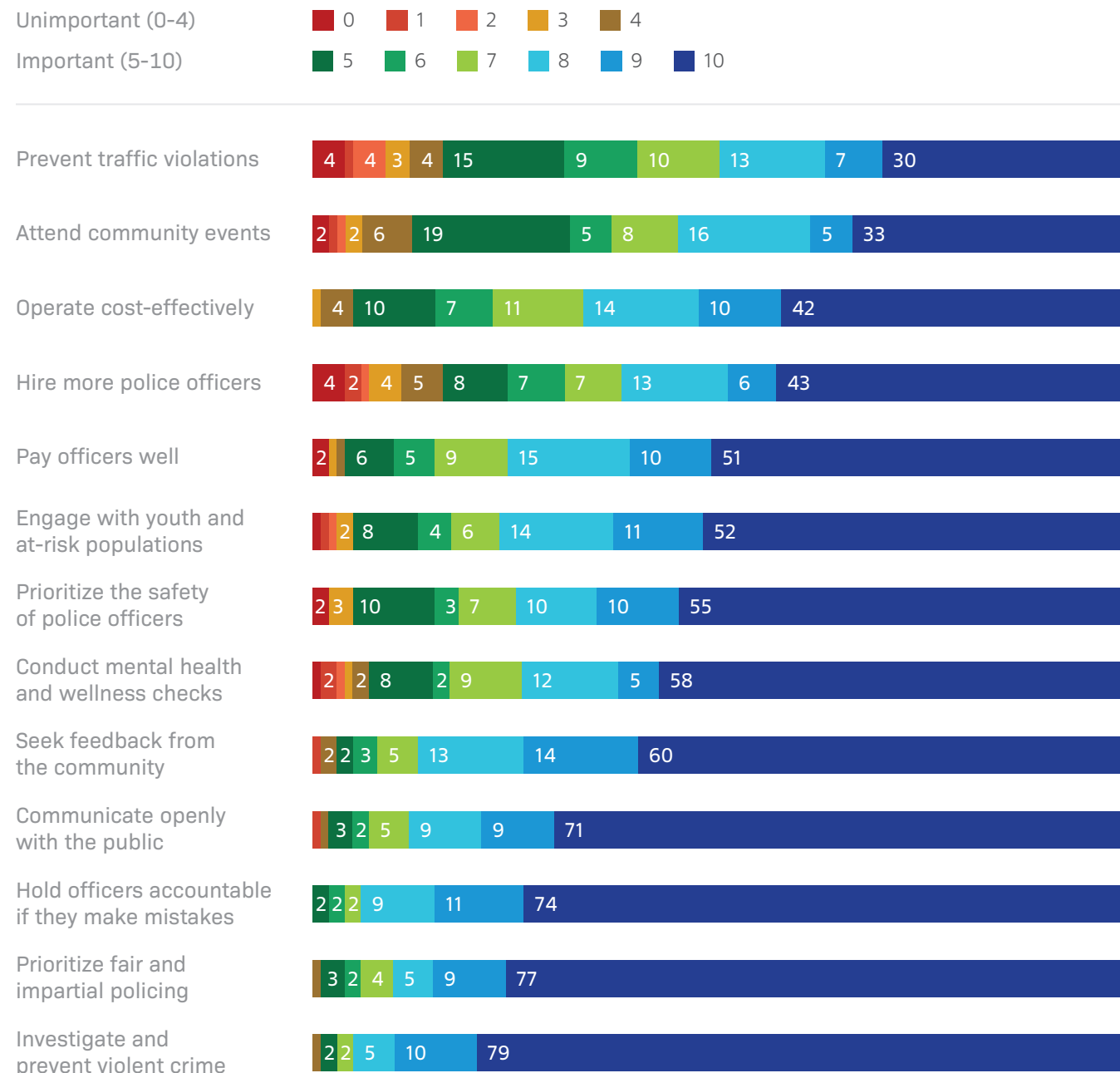


Importance of Maui PD Actions

Residents place at least some degree of importance of every policing responsibility tested. However, the most important priorities are around public safety, investigation and the prevention of violent crimes.

QUESTION:

On a scale of 1-10, how important is it to you that the Maui Police Department does each of the following?

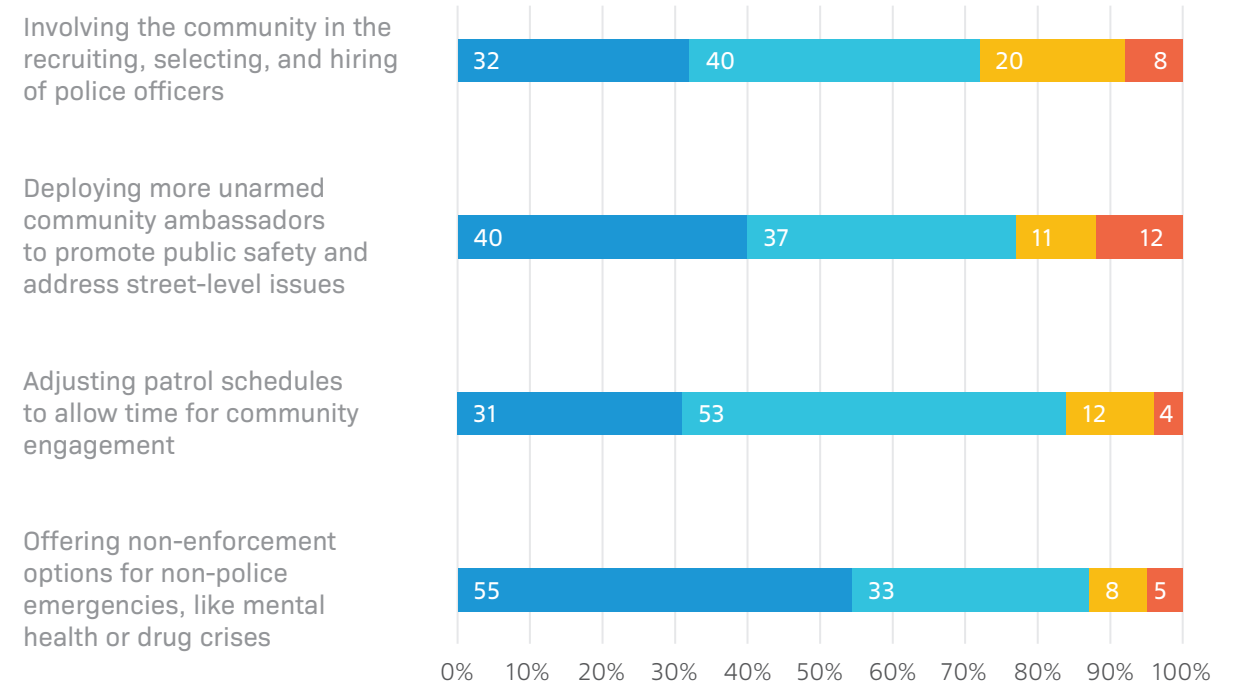


Policy Support

Residents think offering support for non-police emergencies is important, specifically offering non-enforcement options for non-police emergencies, like mental health or drug crises. Both of these policies are elements of “21st Century Policing,” and continue to be a priority for the department.

QUESTION:

Do you support or oppose the following policies?



Disclosure: Polling was conducted online from December 2-7, 2022. Using its Bias Correct Engine to attain a representative sample, Change Research polled 402 adults in Maui County. Post-stratification was performed on age, gender, race/ethnicity, education, and 2020 presidential vote. The Modeled Margin of Error is +/-5.6%.

<https://drive.google.com/drive/u/0/folders/1RfE0I8XAW5-VFilaA0tougWutRBiFNJN>



SCAN THE QR CODE

to view the full results of the Community Polling.



MAUI POLICE DEPARTMENT

LAST REVISED
03/23