

From: Farrell, Robert J
Sent: Monday, February 12, 2018 12:21:52 PM
To: DLNR.DC
Subject: Status of DOCARE

Aloha Everyone,

It's time for another email from the chief. I have been at the job for over one year. I have been an employee of DOCARE since June of 2015, that's about 2 ½ years. That's not nearly as long as some of you, but plenty of time to understand the agency. I've been in this profession since 1993, so plenty of time to know how this is supposed to work. I know that some of you think that things have not changed to your satisfaction. I am not going to list the things that I have done to improve DOCARE. I do want to let you know that I still believe that DOCARE can improve. I only took this job because I have a personal philosophy that if you are unhappy with the way things are being done you have a few choices:

- 1) Complain and be disgruntled
- 2) Compromise your morals and be a part of the problem
- 3) Put yourself in a position to fix the problem
- 4) Leave

While I worked as a front line DOCARE officer, I saw things I did not agree with. I complained a little, but I always offered a solution. I had no desire to put myself in a position to fix things. When I heard that Tommy Friel was leaving, I knew I had to step up and try to fix DOCARE. It was my responsibility and my obligation. I have worked in the protection of natural resources my entire professional career. I have direct experience in what it takes to run DOCARE.

I knew that there would be bumps in the road. I have heard many stories from other officers about the history of DOCARE and the image we have. I have heard that we are "corrupt, second chancers, and retired in place". That image is absolutely false for most of our officers. However, it is absolutely true for some of you. I knew there would be bumps, but we are now at a fork in the road for the future of DOCARE.

There are officers that are carrying the load for all of DOCARE. There are officers that are sitting on the fence, waiting to see what will happen. And there are officers that are hoping to bring DOCARE down in flames for their own personal agendas. If you are one of those officers thinking that I am just another chief in a long line of temporary assignments and that I will go away quietly, you are mistaken.

I had hoped to elevate DOCARE's image and level of service to a top tier organization. I want to make sure people that come to work for us are motivated and worthy of the job. I have taken steps to ensure that. I want to provide the people that work for DOCARE now, the opportunity to have good equipment and training so they can be the best at their jobs. I have taken steps to ensure that. I want to make DOCARE an agency that people want to come work for. I want DOCARE's image to be positive and get public support for what we do. I have taken steps to ensure that. Finally, I need to make sure that we are transparent and our officers, supervisors, branch chiefs, staff, and me, the chief, do the right thing at all times. We need clear direction and accountability. I am taking steps to ensure that.

In making these changes I have been encountering stiff resistance from a variety of sources. Most are internal to DOCARE. Most are a vocal minority of officers who feel that they do not need to adhere to policy and they can do whatever they want without consequence. I believe that there are a silent group of officers who work hard and want to move DOCARE forward. I believe that most of you just don't care one way or the other. That is really who this message is directed at. You need to personally step up and decide whether this is the career for you. You need to make a choice. We either move forward together or stand on the sidelines while the organization burns down.

So what I am asking you to do? It's simple, put in an honest day's work. Do the right thing when no one is looking. Do the best job you can do and don't worry about what your peers do. Protect our natural resources. It's not hard. Some of you think the world, the state, DOCARE owe you a living. You justify or rationalize your actions in a variety of ways. You think it's OK to act in a certain way because others do. You point out other people's shortcomings or use past failures of others to hide the fact that you are not doing your job. You need to develop your own moral compass. Law Enforcement requires it and DOCARE requires it. Take a long hard look in the mirror and tell yourself you are living Pono. If you can't do that, make changes today. This job gives you an enormous amount of freedom. Some of you are using that freedom in inappropriate ways. This is your job and your career. If DOCARE is getting in the way of how you want to live your life, when or where you want to work, or your second job, it's up to you to make changes. I will not interfere with your life choices unless it affects what you do for DOCARE, and for some of you, your choices are affecting us.

I hope that you came to work for DOCARE for the right reasons. Please remember the reason you came here and try to get that passion for the job back. If the job makes you unhappy, stressed out, and disgruntled, please re-evaluate why that is happening and make changes.

I have had conversations with many of you. I hope that these conversations help you understand my perspective. I have no personal agenda, I am here to lead DOCARE and develop our organization in to one that can be compared to any in the nation. I cannot do it alone and I certainly can't do it with opposition or apathy from all of you.

I know that not everyone agrees with me 100% of the time. I do not expect that, but you will follow direction. DOCARE is not going to be a free for all, with no direction, with no accountability; you will be held accountable for your actions.

As always, my door is open.....

RF

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