

POLICE COMMISSION

WALTON HONG, CHAIR
LAURIE YOSHIDA, VICE CHAIR

MERRILEE "MIA" AKO, MEMBER
JOHN CALMA, MEMBER
MARY K. HERTOGE, MEMBER
LISA KNUTSON, MEMBER
VACANT, MEMBER

Meetings of the Police Commission will be conducted as follows:

- Meetings will be publicly noticed under Chapter 92, Hawai'i Revised Statutes (HRS).
- Minutes of meetings will be completed under Chapter 92, HRS and posted to the Police Commission's website.

Public Comments and Testimony:

25 MAY -1 P1:16

- **Written testimony** will be accepted for any agenda item herein.
 - Written testimony indicating your 1) name, and if applicable, your position/title and organization you are representing, 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address), may be submitted to mromo@kauai.gov or mailed to the Police Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
 - Written testimony received by the Police Commission at least two business days before the meeting will be distributed and available as part of the Commission's packet and written testimony submitted thereafter will be distributed at the meeting.
 - Any written testimony received after this time and up to the start of the meeting will be summarized by the Clerk of the Commission during the meeting and will be provided to the members and added to the record thereafter.
 - Any written testimony received during the meeting and before the decision-making on the corresponding agenda item will be distributed to the members before such decision-making.
- **Oral testimony** will be accepted for any agenda item herein.
 - It is recommended that anyone interested in providing oral testimony register at least 24 hours before the meeting by emailing mromo@kauai.gov or calling (808) 241-4920. Any request to register may include your 1) name, and if applicable, your position/title and organization you are representing, 2) the agenda item you are providing comment on, and 3) contact information (telephone number and email address).
 - Per the Police Commission's Oral Testimony Policy there is a three-minute time limit per testifier for each agenda item.
 - Individuals who have not registered to provide testimony will be allowed to speak on an agenda item following the registered speakers.

SPECIAL ASSISTANCE

If you need an auxiliary aid/service or other accommodation due to a disability, or an interpreter for non-English speaking persons, contact Anela Davis at (808) 241-4917 or adavis@kauai.gov as soon as possible. Requests made as early as possible will allow adequate time to fulfill your request. Upon request, this notice is available in alternate formats such as large print, Braille, or electronic copy.

SPECIAL POLICE COMMISSION MEETING NOTICE AND AGENDA

Friday, May 9, 2025

9:00 a.m. or shortly after

4444 Rice Street, Moikeha Conference Room 2A/2B, Līhu'e, Hawai'i 96766

MEETING CALLED TO ORDER

ROLL CALL TO ASCERTAIN QUORUM

25 MAY -1 P1:16

APPROVAL OF THE AGENDA

CHAIR'S ANNOUNCEMENTS

- The next Regular Monthly Meeting is Friday, May 23, 2025, at 9:00 a.m., at the Moikeha Meeting Room 2A/2B. Executive Session to follow. Subject to change.

PUBLIC TESTIMONY ON ANY AGENDA ITEMS

Individuals may testify on any agenda item or wait for the item to come up.

BUSINESS

KPC 2025-18:

Discussion and decision-making regarding a request by the Salary Commission on whether the Police Commission has any comments or recommendations regarding performance-based bonuses and whether the Police Commission concurs with the Chief's recommendation on increasing the Chief of Police salary related to the hiring of a new Police Chief.

KPC 2025-19:

Discussion and possible action on adopting a Chief of Police hiring process and consideration of whether to form a permitted interaction group (PIG) pursuant to HRS § 92-2.5(b)(1) relating to the Chief of Police hiring process, and if so, the assignment of commission members to the PIG, the determination of the scope of the PIG, and the defining of each member's authority.

KPC 2025-20:

Discussion and possible action on reviewing and scoring the applications for Chief of Police and consideration of whether to form a Permitted Interaction Group (PIG) pursuant to HRS 92-2.5(b)(1) relating to reviewing and scoring the applications for Chief of Police and if so, the assignment of commission members to the PIG, the determination of the scope of the PIG, and the defining of each member's authority.

KPC 2025-21:

Discussion and possible action on authorizing the Office of Boards and Commission to draft all documents relating to the hiring of the new Chief of Police for subsequent review and approval by the Commission.

KPC 2025-22:

Discussion and possible action on the job description for the new Chief of Police.

KPC 2025-23:

Discussion and possible action on the posting and the job advertisement for a new Chief of Police.

KPC 2025-25:

Discussion and possible action on the Traits Matrix and related documents to solicit stakeholder input to be used during the hiring process of a new Chief of Police.

EXECUTIVE SESSION CLOSED TO THE PUBLIC

RETURN TO OPEN SESSION TO RATIFY THE ACTIONS TAKEN IN EXECUTIVE SESSION

- Executive Session Report by Deputy County Attorney Tyler Saito pursuant to HRS § 92-4(b).

EXECUTIVE SESSION: Under HRS § 92-7(a), the Commission may, when deemed necessary, hold an executive session on any agenda item without a written public notice if the executive session was not anticipated in advance. Any such executive session shall be held pursuant to HRS § 92-4 and shall be limited to those items described in HRS § 92-5(a).

ADJOURNMENT

cc: Deputy County Attorney Tyler Saito
Deputy Chief Mark Ozaki
Assistant Chief Elliott Ke



POLICE DEPARTMENT COUNTY OF KAUAI



DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

TODD G. RAYBUCK, CHIEF OF POLICE
MARK T. OZAKI, DEPUTY CHIEF OF POLICE

December 31, 2024

Kauai Salary Commission
c/o Office of Boards & Commissions
4444 Rice St., Ste. 150
Lihue, HI 96766

Dear Chair and Commission Members:

Mahalo for the important work you do on behalf of the County of Kauai, as well as for the department heads and deputies. In February 2020, Salary Resolution 2020-2 amended the Charter to allow the Chief of Police to compensate a Deputy Chief appointed from within the department, "as though the employee had remained continuously in the last civil service position." As intended, this change enabled me to appoint an Assistant Chief from the Department to the Deputy Chief position without a loss of pay.

It is now critical to address the Chief of Police salary inversion, especially as the Police Commission begins the process of hiring a new police chief in 2025. I recommend the Salary Commission enact a resolution that allows an internal KPD employee to be appointed Chief of Police without a reduction in pay. Additionally, the salary for the police chief should be increased to attract and retain the best candidate.

For the Salary Commission's consideration, I recommend increasing the FY26 maximum annual base salary for the police chief from \$158,000 to \$180,000 (a 14% increase), with recurring annual 5% pay increases. Additional considerations include the County covering the appointed employees' contribution to the Employee Retirement System (12.2% to 14.2% for public safety, depending on the hire date), annual unused vacation/sick time cash out, and the option to cash out unused sick time upon separation.¹

The proposed salary increase is defensible. Police Chief salaries in other counties are either nearly equivalent to or exceed the maximum pay for the Assistant Chief position, which is the highest-ranked excluded management role in the police department. For example, the FY25 base salary for the Maui County Police Chief is \$183,889, the Hawaii County Police Chief earns \$196,000, and the base salary for the City and County of Honolulu Police Chief is \$239,000.

The Kauai Police Department (KPD) is a paramilitary, hierarchical organization comprised of the Office of the Chief, the Patrol Services Bureau, and the Support Services Bureau. With an annual budget exceeding \$50 million, KPD is the sole law enforcement agency responsible for providing police services across the island. The department employs 236 full time staff, including three appointed positions (Chief, Deputy

¹ Employees that are ineligible to receive retirement benefits at the time of separation (i.e., an appointed employee with less than 10 years in the Hawaii ERS system) forfeit all unused sick time and all county paid ERS contributions. At separation the employee is only entitled to a refund of all employee paid contributions.



Chief, and Private Secretary), 164 sworn officers, 70 non sworn staff, and an additional nine (9) hourly positions.

The department's command staff consists of the Chief of Police (1), Deputy Chief (1), Assistant Chief (2), and Captain (5). The Assistant Chief and Captain positions are exempt management roles, with salaries determined by the Excluded Managerial Compensation Plan (ECMP). As of July 2024, the salary range for captains (EM3) is \$86,604 to \$159,288, while Assistant Chiefs (EM7) earn between \$105,288 and \$193,668.² Captain and Assistant Chief positions also receive annual With Range Progression (WIRP) raises.³ The salaries of the line staff (twelve lieutenants, thirty-seven sergeants, and 108 officers) are established by the collective bargaining agreement.⁴

Salary Resolution 2020-2 addressed the significant salary inversion for the internally appointed Deputy Chief; however, the inversion still exists for the Chief of Police. As of July 2024, the \$158,000 annual base salary for the Chief of Police is \$15,000 less than the base salary for the two current Assistant Chiefs and \$35,000 below the maximum base salary for an Assistant Chief. Additionally, while Captains, Assistant Chiefs, and an internally appointed Deputy Chief are eligible for overtime pay for hours worked beyond their scheduled shifts, the Chief of Police position is salaried and exempt from overtime. The demands placed on the Chief often require working additional hours beyond the standard workweek, including weekends.

Within local government, few—if any—department heads face the unique challenges presented to a Police Chief. The Chief of Police must navigate a complex and rapidly changing environment, balancing increasing demands from the public, politicians, and officers. The role involves leading during crises, managing crime prevention, building community trust, adhering to budget constraints, addressing evolving crime trends, overseeing personnel, and ensuring accountability, all while meeting modern legal standards. These responsibilities make the role especially challenging.

External pressures on police chiefs have intensified due to increased public scrutiny, media bias against law enforcement, and heightened political pressure. In addition, police labor groups are increasingly engaging in public criticism campaigns, causing internal disruptions, exerting political pressure, and advocating for the removal of chiefs. These actions often stem from conflicts over leadership priorities, police reforms, discipline and accountability practices, and management rights. As a result, interest in the position has waned, and the average tenure of police chiefs has decreased to just three to five years.

Ideally, the KPD Police Chief would be appointed from within the department. However, based on the Charter's current educational and experience qualifications for the Chief of Police, only two KPD command staff members possess the required educational background and management experience. Both qualified employees have expressed a lack of desire to take on the role. As a result, the next Chief is most likely to be hired externally.

Understandably, there is some opposition to hiring an external candidate, particularly one who may also be receiving a pension from outside the County. However, hiring a Chief from within KPD is highly unlikely. Therefore, the ability to attract and hire the most qualified candidate—while offering a salary that reflects

² The base salary of the 2 current Assistant Chiefs is \$173,000 and the average salary for 3 current Captains is \$141,000 (\$132,456 - \$150,000).

³ 2024 annual WIRP increase for Captain = \$1,908 / Assistant Chief = \$2,316

⁴ Across the Board pay raises for SHOPO members (Officer – Lieutenant) have increased 91.74% between 7/1/1997 and 7/1/2024. Subsequently, Captain and Assistant Chief salaries have increased at the same percentage.



the position's demands, justifies relocation expenses, accounts for elevated housing costs, and improves the long-term retention of the Police Chief—is both necessary and justified.

In closing, I hope I have provided the Commission with viable solutions that offer an equitable salary, address the salary inversion, and reduce the need for future resolutions to correct the ongoing pay disparities of the Chief and Deputy Chief of Police positions and the employees they lead.

Thank you for your continued efforts on behalf of the appointed officials in the county. I am available to provide additional testimony before the Salary Commission, should it be requested.

Sincerely,



TODD G. RAYBUCK
Chief of Police



OFFICE OF BOARDS & COMMISSIONS

ELLEN CHING, ADMINISTRATOR



DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

MEMORANDUM

TO: Walton Wong, Chair and
Members of the Police Commission

FROM: Kevin Mince, Boards and Commissions Support Clerk

DATE: May 7, 2018

RE: 2018 Chief's Selection Process

Attached please find a 26-page report that details, through the use of a timeline, and various documents and tools developed by the 2018 Commission, that describes the process utilized by the Commission in 2018 to select a new chief of Police.

The report describes the three (3) part process the Commission developed to screen applicants, select the top applicants to move into the second round, and then select the most qualified applicants for in-person interviews.

Included are sample written and oral questions used to screen applicants, the scoring criteria, and spreadsheets of the scoring done by the Commission members.

The timeline shows how the process proceeded from initial notification by Chief Perry of his intent to resign through the appointment of Chief Raybuck.

2018 KAUAI POLICE CHIEF SELECTION and HIRING PROCESS

JUNE 1: Chief Perry submits letter to Commission stating his intent to resign effective July 31, 2018.

JUNE 22: Regular scheduled Commission meeting – Executive Session – HR advises Commission on process for hiring new Chief.

- Utilize outside consultant
- Commission handles entire process internally

Commission opts to handle Selection and Hiring process internally.

HR to prepare Job Vacancy Advertisement to be posted on these online job boards:

- International Chief's of Police (IACP)
- Glassdoor.com
- Indeed.com
- Commission on Accreditation of Law Enforcement Agencies (CALEA)
- County of Kauai website Employment page

JULY 12 Job Announcement Posted.

- 60 day 'Open Period' through September 12

FOLLOWING PAGE THE 2018 JOB VACANCY ANNOUNCEMENT

**County of Kaua'i, Hawaii
Police Department**

POLICE CHIEF

Annual Salary Up to: \$127,313

This position provides health benefits, retirement, vacation and sick leave

The County of Kaua'i, Hawaii, is seeking a new Chief of Police. The new Chief will be an experienced law enforcement professional capable of managing all facets of a full-service police agency. Individuals with proven leadership skills, the ability to motivate subordinates, and experience establishing positive working relationships with a wide spectrum of government entities, a multi-cultural population, businesses, and labor groups, are invited to submit a comprehensive resume of their educational and professional qualifications for this position.

Known as "The Garden Island", Kaua'i is the westernmost of the main Hawaiian Islands with a resident population of 70,000, and a daily average of 20,000 visitors from around the world. From Mount Waialeale, the second wettest spots on earth, to Waimea Canyon, the Grand Canyon of the Pacific, Kaua'i is one of the most stunningly beautiful locations on earth.

The Kaua'i Police Department presents a unique opportunity to its next Police Chief who will the lead its 161 sworn officers and 68 civilian employees utilizing a \$34 million budget to meet the challenges of law enforcement in a mid-sized community.

Minimum Qualifications / Requirements: Five (5) years of training and experience in law enforcement, at least three (3) years of which have been in a responsible administrative capacity. The Police Chief must be a citizen of the United States, must be willing to establish residence in the County of Kaua'i and upon hire, reside and continue to reside in the County of Kaua'i, possess a valid Hawai'i motor vehicle operator's license upon hire, and meet federal and state eligibility requirements to possess firearms. The successful candidate will be required to pass a post-offer background check and medical and psychological examinations.

Desirable Qualifications: In addition to the Administrative, Management, and Law Enforcement skills, knowledge, and abilities expected of any professional police executive, it is desired that the successful applicant possess a Bachelor's Degree in Criminal Justice, Public Administration, Social Science or a related field is desired. Progressively responsible law enforcement supervisory and management experience as bureau, section, departmental commander, or higher, preferred.

Per the Kaua'i County Charter the Police Chief is selected and supervised by a seven-member civilian Police Commission. While the Police Chief has complete autonomy over police department operations, he / she will be expected to work with, and report to the Commission.

To be considered for this exceptional career opportunity, submit a resume no later than, **XXXXXX** to:

**County of Kaua'i
Department of Human Resources
4444 Rice Street, Suite 140
Lihu'e, HI 96766
808-241-4956**

- JULY 27:** Regular Scheduled Commission meeting and Executive Session.
- SHOPO representatives addressed Commission
 - SHOPO requested involvement in the interview process
 - SHOPO provided input into Qualities and Traits desired in new Chief
 - PIG formed to develop process to that would lead to a list of finalists to be interviewed.
 - The 3 members of the PIG all had HR and / or Law Enforcement backgrounds.

- JULY 30:** PIG develops a THREE-ROUND Process to screen applicants
- ROUND 1 – Review applications to select most qualified candidates to move to second round.
 - ROUND 2 - Selected applicants respond to series of Written Questions
 - ROUND 3 – Top applicants invited to Kauai for ‘In-Person’ interview.

PIG develops ‘Qualities and Traits’ process.

- AUGUST 1:** Commission chair sends letter to Kauai County Council and HGEA inviting them to provide input into Qualities and Traits they desire in new Chief. (no input was ever received received)

- AUGUST 1 - 2:** PIG works with HR to develop ‘Initial Screening Form.’

NEXT PAGE 2018 INITIAL SCREENING FORM

[illegible]

COMMAND / MANAGEMENT EXPERIENCE (bureau/division chief or commander, assistant chief etc. Management is Lieutenant or above) _____

GENERIC FOR ANY POSITION POORLY PREPARED WELL WRITTEN TAILORED FOR THIS POSITION

1. **Leadership Skills** (Leads by example, sets professional standards, promotes EEO) Yes No
2. **Policies/Procedures** (Knows LE Administration, Collective Bargaining, Emergency operations) Yes No
3. **Planning/Organizing** (Sets goals, Anticipates/solves problems, future thinking, plans for emergencies) Yes No
4. **Personnel/Resource Management** (Advocates training, Addresses personnel problems, understands budgeting and fiscal / overtime control) Yes No
5. **Communications** (Corrective counseling, positive feedback to subordinates, maintains on-going communications with government, media, keeps supervisor informed) Yes No

MEETS MQs - HAS EXTENSIVE LE. MANAGEMENT EXPERIENCE

RATER _____

AUGUST 2 thru

SEPTEMBER 12: PIG screens applications – PIG members work independently

As part of the screening process PIG members did a search of publicly available information from newspapers, government records and court records to ascertain if there was 'Factual Information' that reflected positively or negatively on the applicants suitability to be KPD Chief.

Spreadsheet developed to record ratings

Applicants are rated as:

- Does not meet Minimum Qualifications
- Meets MQs – Lacks adequate law enforcement management experience
- Meets MQs – Has some law enforcement management experience
- Meets MQs – Has extensive law enforcement management experience

Each PIG member independently recommends an applicant be:

- Eliminated at this time – there are more qualified applicants
- Give resume a second look after all resumes have been reviewed
- Move applicant immediately to second round

NEXT PAGE - EXCEPT OF SPREADSHEET SHOWING THE RATINGS OF EACH APPLICANT BY THE 3 PIG MEMBERS

APPLICANT NAME	CATHY			MARY K			KEVIN			SECOND LOOK CONSENSUS		FINAL CONSENSUS	
	Eliminate	2nd Look	Forward	Eliminate	2nd Look	Forward	Eliminate	2nd Look	Forward	Eliminate	Forward	Eliminate	Forward
	X			X			X					X	
		X			X			X					X
	X			X			X					X	
		X		X			X			X		X	
	X			X			X					X	
	X			X				X		X		X	
	X			X			X					X	
		X			X		X			X			X
	X			X			X					X	
	X			X			X					X	
		X			X			X		X			X
	X			X			X					X	
		X			X		X						
	X			X				X				X	
									X			X	
									X			X	
	X			X				X				X	
	X			X				X					

AUGUST 15: PIG meets with Mayor Carvalho to solicit input on qualities and traits desired in new Chief

AUGUST 18 thru

SEPTEMBER 12: PIG continues to screen applications

PIG finalizes written questions, scoring criteria – Approved by HR and Commission attorney

SEPTEMBER 12: Application period closes.

Recap of applications:

- 133 applications received
- Five applicants were female
- Applications received from:
 - 27 current Chiefs of Police
 - 22 former Chiefs of Police
 - 3 current County Sheriffs
 - 1 former County sheriff
 - 2 FBI Supervising Special Agents
- Educationally:
 - 41 Bachelor's Degrees
 - 55 Master's Degrees
 - 5 attorneys
 - 1 PHD

SEPTEMBER 14: PIG meets to select applicants to move to the second round.

To move to 2nd round an applicant required 100% consensus by PIG members

The PIG DID NOT set an arbitrary number of applicants to move to the second round. The number 20 reflects the top-rated applicants.

SEPTEMBER 14: The postponed August regular Commission meeting is held. PIG makes recommendations to Commission on applicants to move forward to second round, the written questions, and scoring criteria.

SEPTEMBER 17: Executive Session held. Commission approves PIG recommendations

PIG is dissolved. New PIG chartered with same members.

SEPTEMBER 21: HR emails the 20 second round applicants the 5 written questions and instructions on how to complete and return answers. Applicants were given 5 days to provide responses. HR followed up via telephone with each applicant to ensure they received the emailed questions.

Also included with the emailed questions was a document regarding living on Kauai, costs, housing, fuel, education.

FOLLOWING PAGE IS AN EXCERPT OF THE DOCUMENT PRESENTED BY THE PIG TO THE FULL COMMISSION LISTING THE 20 APPLICANTS RECOMMENDED TO MOVE TO THE SECOND ROUND. THIS DOCUMENT SHOWS 6 OF THE 20 CANDIDATES.

20 CANDIDATES MOVED FORWARD PROFILE

<ul style="list-style-type: none"> Chief of Police – Morrisville N.C. 2016-present. 18 years with Durham NC PD. Officer – Captain. Bachelors Criminal Justice <p>Withdrew 9-27 – cost of living / salary</p>	<ul style="list-style-type: none"> Chief of Police Granville OH. 2014-Present Trainer of Law Enforcement for US ARMY Afghanistan 2012- 2014 Columbus OH PD 1997-2012 Masters – Business Administration <p>Withdrew – 9-21 – cost / expenses</p>
<ul style="list-style-type: none"> Chief of Police Two Rivers WI. PD – 2005-Present 33 years law enforcement Masters – Management/ Organizational Behavior <p>Withdrew 9-25 – cost / expenses</p>	<ul style="list-style-type: none"> New York State Police – Inspector - Internal Affairs – 2013-2018 New York State Police 30 + years Bachelor's – Criminal Justice <p>Not selected for interview</p>
<ul style="list-style-type: none"> Director Public Safety – Village of University Park – University Park IL. 2015-Present Director Public Safety = chief of both police and fire department Police Inspector – Cook County Sheriff Office (Chicago) 2010-2015 Master's Criminal Justice – Master's Business Administration 	<ul style="list-style-type: none"> California Bureau of Investigation – Assistant Chief -2015 - Retired Special Agent in Charge Bureau of Investigation – Sacramento – 2012-2014 Special Agent to Senior Special Agent – Bureau of Narcotics Enforcement 1990-2012 Currently working half-time as Retired Annuitant for California

ONE OF 5 WRITTEN QUESTIONS AND POSSIBLE ANSWER SENT TO THE 20 APPLICANTS MOVED TO THE SECOND ROUND

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

(Any police chief must a set strict “no tolerance” policy toward any type of violation of County, State, and Federal Equal Employment Opportunity rules, policies and law.

The most successful answers to this question will show a chief who takes immediate action. That would include immediately freezing the action and initiating an investigation. This would include interviewing the victim, the alleged perpetrator, witnesses, and gathering evidence.

If the investigation reveals a violation of EEO policy the chief will take corrective action.)

NEXT PAGE IS RATING CRITERIA FOR WRITTEN RESPONSES

Grammar, Spelling, Punctuation.

Two or More Errors = 0 points

One Error = 1 point

No Errors = 2 points

Answer addresses the question or issue

Does not address = 0 points

Partially addresses = 1 point

Substantially addresses = 2 points

Answer shows knowledge of the question or issue

No Knowledge Shown = 0 points

Partial Knowledge Shown = 1 point

Substantial Knowledge Shown = 2 points

Answer shows applicant has experience dealing with the question or issue.

No Experience Shown = 0 points

Some Experience Shown = 1 point

Substantial Experience Shown = 2 points

Answer clearly provides solutions or explanations to the address question or issue.

No solution / explanation = 0 points

Partial solution / explanation = 1 point

Comprehensive solution / well explained = 2 points

BONUS POINTS

After reviewing the candidates answers to the five questions this reviewer has considered if those answers reflect what the Police Commission and all stakeholders are seeking in a new Police Chief.

I have considered if the answers show that the candidate possesses the Skills, Knowledge, and Abilities to be an effective police administrator, and the Personal Qualities (confidence, humility, and Spirit of Aloha) necessary to be an effective leader.

- I do not feel this candidates' answers reflect what the Police Commission is seeking in a new Chief = 0 points
- I feel this candidates' answers reflect that they have many of the skills and attributes the Police Commission is seeking in a new Chief. = 1 point.
- I feel this candidates' answers reflect that they should be invited for an interview. = 2 points.

THIS IS THE ACTUAL SCORING SHEET UTILIZED BY THE 3 PIG MEMBERS WHO REVIEWED AND RATED THE RESPONSE TO THE WRITTEN QUESTIONS

Question #5: Question will be restated here

Grammar, Spelling, Punctuation

Points = 0 - 1 - 2

Answer addresses the question or issue

Points = 0 - 1 - 2

Answer shows knowledge of the question or issue

Points = 0 - 1 -

2

Answer shows applicant has experience dealing with the question or issue.

Points = 0 - 1 - 2

Answer clearly provides solutions or explanations to address question or issue.

Points = 0 - 1 - 2

TOTAL

COMMENTS

BONUS POINTS

I do not feel this candidates' answers reflect what the Police Commission is seeking in a new Chief

0 points

I feel this candidates' answers reflect that they have many of the skills and attributes the Police Commission is seeking in a new Chief.

1 point

I feel this candidates' answers reflect that they should be invited for an interview.

2 points

TOTAL POINTS FROM THE FIVE QUESTIONS

THE NEXT 2 PAGES CONTAIN INFORMATION PROVIDED TO THE 20 APPLICANTS MOVED TO THE WRITTEN QUESTION PORTION OF THE SELECTION PROCESS.

Dear Applicant Kauai County Chief of Police

The Kauai County Police Commission has selected you to move forward to the second round of the process that will lead to the appointment of a new Chief of Police for the County of Kauai.

The second part of the process involves you providing written responses to a series of five (5) questions. Those questions, instructions, and time frames for providing your responses, are attached as a separate document to this message.

As you may imagine the Police Commission has received many applications from highly qualified police professionals such as yourself. In narrowing the field of applicants, the Police Commission is seeking that law enforcement professional who is the right choice for the island of Kauai, its people, and for the police department.

Just as important is ensuring that the island, its people, and the men and women of the Kauai Police Department are the right choice for you.

Accordingly, below is information that you may find helpful as you continue through the process.

Interview Schedule and Job Offer

Interviews with the finalists are tentatively scheduled during the last week in October and the first week in November. Finalists will be expected to appear, at their own expense, in person, for an interview.

The person selected as the new Chief of Police will be announced by November 16, 2018, with a start date of January 1, 2019 (contingent on successful passing of medical, psychological, and background checks).

Police Chief Salary and Expenses

The posted salary is non-negotiable. Salaries for Department Heads on Kauai are set by a Salary Commission.

No relocation or temporary living expenses are provided.

If you have a retirement income from a defined pension plan that income is not taxable by the State of Hawaii.

Housing

The median price for a home on Kauai as of July 2018 is approximately \$735,000. <https://www.bizjournals.com/pacific/news/2018/07/06/big-island-kauai-see-higher-home-prices-in-first.html>

You may wish to visit the website for the Kauai Board of Realtors to learn more about housing on Kauai. <https://www.kauaiboard.com/>

Cost of Living

Kauai is one of the most expensive places to live in the United States. Use the attached link to see comparison of cost of living on Kauai vs the rest of the nation <https://www.areavibes.com/lihue-hi/cost-of-living/>

Fuel: Gasoline is over \$4.00 per gallon. On the positive side the Town of Lihue, where police headquarters is located, is within 40 miles of the farthest location on the island.

Electricity: Kauai has the highest cost per kilowatt hour (35.9 cents) for electricity in the nation. On the positive side, most homes on Kauai are neither air-conditioned nor heated. Tradewinds provide natural cooling.

Weather:

Kauai has two different major weather zones. The north and east sides of the island are greener and more jungle like due to higher rain fall, while the west and south sides receive less rain making them drier and more desert like.

Temperatures average 75 degrees during the day and low to mid 60s at night. Cooler temperatures are experienced in the mountainous areas. Few people have heavy winter clothing. Rainfall averages 37 inches per year. <https://www.govisithawaii.com/2015/09/02/kauai-weather/>

Travel:

Kauai is serviced by most major airlines. All travel on and off the island is by air. There are no bridges connecting the islands and no inter-island ferry service.

Shopping:

Kauai has a Costco, Walmart, Home Depot, Macy's, two Safeway grocery stores, and most fast food establishments. There are large local grocery stores in numerous locations. Major specialty shopping is done on the island of Oahu www.kauaichamber.org/

Medical

There are three hospitals on the island providing excellent medical care. Specialty medical procedures are usually referred to hospitals and physicians on Oahu. Critical emergency cases are air flighted to Honolulu. <https://www.hawaiiipacifichealth.org/wilcox/>

Newspaper

Kauai has one daily newspaper. www.thegardenisland.com

The Police Commission encourages all applicants to familiarize themselves with the island of Kauai, its people, their culture, the police department, and the cost of living as they continue into the selection process for Chief of Police.

SEPTEMBER 26: Responses to written questions received from 13 candidates. 5 candidates withdrew citing cost of living and inadequate salary. One withdrew for lack of expenses, and one withdrew for family issues.

Two candidates failed to respond

SEPTEMBER 28

Thru

OCTOBER 12: PIG members independently reviewed written responses. Scores recorded on spreadsheet.

INDIVIDUAL PIG MEMBER RATINGS OF WRITTEN RESPONSES AND RANK ORDER

WRITTEN RESPONSES TOTAL POINTS

NAMES ELIMINATED - REPLACED WITH LETTERS

CANDIDATE	POINTS AWARDED			TOTAL	POINTS	RANK ORDER		
	CATHY	MARY K	KEV	POINTS	RANKING			
A	34	36	30	100	12			
B	51	40	44	135	5	1	H	153
C	51	46	37	134	6	2	F	147
D	30	31	24	85	13	3	I	143
E	46	38	33	117	9	4	G	141
F	52	46	49	147	2	5	B	135
G	49	46	46	141	4	6	C	134
H	52	50	51	153	1	T-7-8	J	133
I	48	52	43	143	3	T-7-8	K	133
J	44	47	42	133	T-7-8	9	E	117
K	48	42	43	133	T-7-8	T-10-11	L-M	107
L	46	30	31	107	T-10-11	T- 10-11	M-L	107
M	51	33	23	107	T-10-11	12	A	100

SEPTEMBER 28: Regular scheduled Commission meeting

PIG advises Commission of status of 20 candidates and written responses

OCTOBER 11: PIG meets - discusses and evaluates the overall package of the 13 applicants based on:

- Quality of resume
- Responses to written questions
- Diversity of experience
- Years of law enforcement experience
- Management experience
- Applicability of applicants experience to position of KPD Chief
- Education

Applicants are placed in 4 Categories:

- EXTREMELY WELL QUALIFIED – 3 APPLICANTS
- WELL QUALIFIED – 4 APPLICANTS
- MINIMALLY QUALIFIED – 3 APPLICANTS
- NOT SUFFICIENTLY QUALIFIED

OCTOBER 15: Executive Session – PIG recommends inviting the top 7 applicants for interviews

OCTOBER 16: Executive Session – Full Commission approves PIG recommendations on the 7 applicants

Commission conducts two mock interviews

Interviews are scheduled for the week of November 11-14.

HR makes telephone contact with the 7 finalists to advise of interview dates.

4 applicants withdraw from the process

AUGUST

Thru

OCTOBER:

PIG members worked on developing Oral Interview questions and answers, and Scoring Criteria.

Questions / scoring criteria approved by HR and Commission attorney

It was decided to utilize 2 different methods to rate applicants

- **OBJECTIVELY based on Oral Interviews**
- **SUBJECTIVELY based on their OVERALL qualifications, oral interview, experience, and education. I**

Full Commission approves PIG recommendation to ask each applicant 11 questions and scoring criteria

The first question asked will be tailored to that specific applicant. That question would relate to “Why they wished to become KPD Chief”

The next 9 questions were a combination of “What would you do” situational questions, questions related to labor relations, dealing with homeless people, budgeting, and leadership.

The last question dealt with any negative incidents in the applicants work history.

FOLLOWING PAGES ARE THE ORAL-INTERVIEW SCORING CRITERIA

KAUAI POLICE COMMISSION ORAL INTERVIEW SCORING PACKAGE

PART I – Rating Criteria

RATING SCALE = 5 Points possible per question.

Based on the following criteria:

- **The candidate appeared as scheduled, dressed appropriately for a professional interview.**
- **As expected of a Law Enforcement Chief Executive they were articulate, enthusiastic, maintained eye contact, and provided concise responses that did not ramble.**
- **Responses reflect that they had researched KPD, Kauai County Government, the people and culture of Kauai, and the Police Commission.**
- **Responses were appropriate to question asked, and shows the candidate has knowledge of the issue.**
- **Response indicates the candidate has experience dealing with the question or issue asked and provides solutions, explanations or actions they took in dealing with issue.**

1-----	1.5-----	2-----	2.5-----	3-----	3.5-----	4-----	4.5-----	5
POOR	PARTIAL		AVERAGE		GOOD		OUTSTANDING	
ANSWER	ANSWER		ANSWER		ANSWER		ANSWER	

POOR ANSWER

Did not address the question asked. Candidate could not provide satisfactory knowledge or understanding of issue or question asked. Answer shows no experience dealing with the issue, or provides no solutions to deal with the issue. Answer rambled – overall communication skills weak. The answer focused on the candidate not on leadership and teamwork. There was a sense of “me” not “we” to the answer.

PARTIAL ANSWER

Candidate provide some understanding or knowledge of the issue or question. They did not indicate any prior experience dealing with similar issues and did not provide sufficient solutions for dealing with the issue. Candidate's answer only addressed part of the question asked. Answer occasionally rambled or was not concise, candidate did not consistently present in a confident or enthusiastic manner. The candidate occasionally mentioned leadership and teamwork but was primarily about him / herself as the answer / solution. Answer lacked a sense of humility.

AVERAGE ANSWER

Candidates response showed they had some knowledge and experience dealing with this issue or question and they provide some solutions. Their answer however was AVERAGE and could apply to any police department or any type issue. The answer lacked a leadership component that equated to the ability to address and solve the problem. Communication skills adequate. Answer included teamwork, and some indication of a "we" approach to dealing with issue.

GOOD ANSWER

Candidates response showed a deeper understanding of the issue or question. Their response showed an understanding of how to deal with the issue based on experience and the answer provided some solutions. The candidates answer reflected how they might address the issue as Chief of KPD. The candidate provided many, but not all, of the possible methods / solutions for dealing with the issue. Answer addressed most of question asked and was presented with above average skill, occasionally enthusiastic. Answer showed a sense of humility and the need to develop teamwork, and a "we" approach among KPD employees to accomplish.

EXCELLENT ANSWER

The candidates answer showed a strong grasp of the issue or question posed. Their answer showed an understanding of correct police policy / procedure, and the legal ramifications of not addressing the problem. They indicated experience dealing with such issues and provided strong leadership solutions. Answer completely addressed the question or issue and was presented in the manner expected of a Chief of Police. Answer emphasized leadership, humility, and involving all KPD employees

BELOW ARE 2 OF THE 10 QUESTIONS ASKED OF EACH APPLICANT:

2. Hawaii is unique with its diverse multi-cultural - multi-ethnic population and the fact that it used to be a sovereign kingdom. How would you go about building bridges to these different groups and address sensitive cultural, racial, or ethnic issues?

The candidate will demonstrate a knowledge of Hawaii's rich multi-cultural society, that they understand there are many issues surrounding the Hawaiian sovereignty.

As the new Chief they will seek out the leaders of every ethnic group on Kauai with the intent of listening and learning. They will establish working groups to address any actual, or perceived problems, and they will maintain on-going contact with these groups. They will see any stated problems or issues as an opportunity to enhance KPD's standing with every ethnic group.

As Chief they will ensure that every KPD employee is culturally sensitive to ethnic or cultural issues that arise, and they will include the need for diversity training in their answer.

The ideal candidate will cite experience they have dealing with different cultures and different ethnic groups and the outcomes of these experiences.

3. KPD has a current budget of \$34 million. 80% of this budget is encumbered by fixed collective bargaining personnel costs. An additional 8% - 10% of the annual budget is expended on Overtime. Describe your experience in managing overtime and what actions you would take as Chief to control KPD's overtime expenditures?

The candidate will explain their prior experience in controlling overtime. They will discuss actions they have taken to ensure overtime is necessary, that there is supervisory oversight of overtime usage, and that audits are necessary to ensure compliance with overtime policy, etc.

They may forward ideas to reduce overtime expenditures such as "Trial by Declaration" in lieu of officer appearance for traffic citations, working with DA to minimize, whenever possible, the number of officers subpoenaed to appear on court cases, ensuring that officers do not incur overtime writing reports that could be completed on their next shift.

ACTUAL 2018 INTERVIEW SCORE SHEET UTILIZED BY THE COMMISSIONERS DURING INTERVIEW

PART II - ORAL INTERVIEW QUESTIONS and SCORE SHEET

CANDIDATE _____

RATER _____

QUESTION #2:

Police officers on all Hawaiian Islands are represented by the State of Hawaii Organization of Police Officers (SHOPO) and non-sworn employees are represented by Hawaii Government Employees Association (HGEA).

- **How would you build and maintain positive relationships with these labor organizations?**

Comments:

Points Awarded _____

QUESTION #3:

- **How would you establish an organizational culture of professionalism within KPD?**

Comments:

Points Awarded _____

THIS IS THE OBJECTIVE RANKING BASED ON THE ORAL INTERVIEW

ORAL INTERVIEW SIDE BY SIDE

NUMERICAL SCORES AND RANKING -

AFTER ALL 5 INTERVIEWS HAVE BEEN CONDUCTED – Each Commissioner verbally announces their scores

CANDIDATE NAME	CHIP	Mary Kay	Cathy	Roy	Kev	Total Points	Numerical Ranking
A							
B							
C							
D							
E							

NUMERICAL RANKING BY NAME MOST TO LEAST POINTS

CANDIDATE NAME	Total Points Awarded
1.	
2.	
3.	
4.	
5.	

COMMISSIONER CERTIFICATION _____

THIS IS THE SUBJECTIVE CRITERIA COMPLETED BY INDIVIDUAL COMMISSIONERS AFTER EACH INTERVIEW. THE RANKING CHANGES AFTER EACH INTERVIEW

SUBJECTIVE RATING

I have reviewed all candidates resumes and considered their:

- **Depth of Law Enforcement Experience**
- **Years of Management Experience**
- **Leadership / Command Positions Held**
- **Community Involvement**
- **Education**

I have rated all candidates based on their responses to the Commissions Oral Interview Questions for:

- **Communications Skills**
- **Ability to address questions and their knowledge of the issues**
- **Experience with these issues and ability to present solutions**
- **Leadership Skills, Team Approach, Humility.**

I have compared all candidates Skills, Knowledge and Abilities against the Job Description for the Kauai County Chief of Police and those Critical Factors listed on the Chief of Police annual Performance Appraisal

- **Leadership Skills**
- **Knowledge of Policy and Procedure**
- **Planning and Organizing Skills**
- **Personnel / Resource Management Skills**
- **Communication Skills**

After taking into consideration all of the above I rated the candidates as shown below:

Candidate Name	Position after 1 interview	Position after 2 interviews	Position after 3 interviews	Position after 4 interviews	Position after 5 interviews	Position after 6 interviews	Position after 7 interviews
NAME							
NAME	X						
NAME	X	X					
NAME	X	X	X				
NAME	X	X	X	X			
NAME	X	X	X	X	X		
NAME	X	X	X	X	X	X	

RATER _____

NOVEMBER 11

THRU

12; Interviews conducted. Only 5 Commissioners present. One had resigned shortly before the interview process and one was out of the country.

Prior to their interviews each applicant was taken to KPD for fingerprinting and a polygraph examination. Required steps for hiring a peace officer position. The polygraph examiner was on loan from Maui PD

Following the final interview all Commissioners revealed their scores in a group setting.

Commissioners were unanimous, both by OBJECTIVE point score, and SUBJECTIVE ranking in the number 1 choice.

NOVEMBER 12:

Commission Chair makes “Conditional Job Offer” to #1 finalist.

That begins a process requiring Boards and Commissions and HR to contract with a mainland background investigator and psychologist. Applicant required to undergo medical exam by his doctor.

JANUARY 2019:

Commission Executive Session to review Chief – Select background investigation, psychological report, and medical exam.

Commission votes to extend formal offer to selectee

APRIL 22, 2019:

New chief takes office

TIME LINE:

THE POLICE COMMISSION BEGAN THE SELECTION AND HIRING PROCESS ON JULY 29, 2018 WHEN THE JOB VACANCY ANNOUNCEMENT WAS POSTED.

THE COMMISSION CONDUCTED ITS FINAL INTERVIEW AND IDENTIFIED ITS' #1 CANDIDATE ON NOVEMBER 12, 2018

THAT REQUIRED 3 MONTHS AND 14 DAYS.

THE PROCESS OF BACKGROUND INVESTIGATION, PSYCHOLOGICAL EXAMINATION, AND MEDICAL EXAMINATION WERE OUT OF THE POLICE COMMISSIONS HANDS. THAT PROCESS TOOK 2 ½ MONTHS

AFTER ACCEPTING FINAL OFFER SELECTEE WAS GIVEN 2 MONTHS TO RELOCATE

THE NEW CHIEF WAS SWORN IN ON APRIL 22, 2019.

TOTAL TIME FROM BEGINNING THE PROCESS UNTIL SWEARING IN = 8 months 23 days.

OFFICE OF BOARDS & COMMISSIONS

ELLEN CHUNG, ADMINISTRATOR



DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

MEMORANDUM

TO: Walton Hong, Chair and
Members of the Police Commission

FROM: Kevin Mince, Boards and Commissions Support Clerk

DATE: May 5, 2025

RE: Police Chief's Job Description

The initial step in the search process for a new Chief of Police was to ensure the Chief's Job Description was current. It was discovered that there were four versions in existence, and none had been updated to incorporate the new Chief of Police requirements contained in the 2020 Charter Amendments.

The following is the Charter Amendment that was adopted by the electorate in 2020:

ARTICLE XI POLICE DEPARTMENT

Section 11.04. Chief of Police. The chief of police shall be appointed by the police commission. The chief of police may be removed by the police commission only after being given a written statement of the charges against the chief and a hearing before the commission. The chief of police shall have had a minimum of ~~[five]~~ fifteen years of training and experience in law enforcement, of which at least ten years have been as a peace officer in a full-service, public sector, law enforcement agency, and at least three of those ten years ~~[of which shall be in a responsible, administrative capacity.]~~ have been in performing management-level duties at the rank of lieutenant or higher. The chief of police shall have a bachelor's degree in administration of justice, business administration, public administration, or a similar administrative field. The chief of police shall make such reports from time to time as the commission shall require and shall annual make a report to the commission on the state of affairs and condition of the police department. (Amended 1984)

Per the Deputy County Attorney, since the job description adopted in 2016 was included in the Police Commission's rules, that job description must be considered as the official job description. Therefore, the only changes to the job description that can be made are the those that were adopted in the 2020 Charter Amendment. Any other changes would need to be made as a rule amendment to the Police Commission's rules first.

Attached please find two (2) versions of the official job description. **Attachment #1** shows the 2016 version of the Job Description with changes in yellow highlight, additions are in **red font**, deletions are indicated with the ~~striketrough~~.

Attachment #2 shows the Job Description as a 'clean copy' for adoption by the Commission and transmittal to Human Resources.

ATTACHMENT #1

DEPARTMENT OF PERSONNEL SERVICES COUNTY OF KAUAI CHIEF OF POLICE

JOB PURPOSE

Administrative head of the Kauai Police Department.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Administers, supervises, and manages all aspects of police operations for Kauai Police Department.
- Ensures the preservation of peace within the community, enforces state and federal law, and county ordinances.
- Provides for traffic safety and traffic safety education.
- Recruits, selects, trains, and manages personnel.
- Utilizes resources to promote effective law enforcement services and activities.
- Reports to the Commission on administrative, budgetary, legislative, and policy matters, making recommendations for appropriate action.
- Develops the annual operating and capital budget. Submits budget and supporting documentation to Commission, Mayor, and County Council as required.
- Oversees implementation of the operating budget and ensures fiscal accountability.
- Establishes department's priorities, goals and objectives with input from the Mayor and Police Commission, when necessary or appropriate.
- Communicates with the Office of the Mayor, County Council, Police Commission, and other county agencies on issues that impact the health, safety, or welfare of the County of Kauai and its' residents and visitors.
- Maintains positive working relationship and open communications with all labor organizations representing employees of the Kauai Police Department. Adheres to the provisions of bargaining unit contracts.
- Maintains positive, on-going, and open communications with citizens and community groups.

- Receives and investigates citizen's complaints, taking action as necessary.
- Assumes direct command of major emergency incidents, civil disturbances, natural disasters, and special police problems.
- Ensures proper procedures are in place regarding records retention and confidentiality, and reporting requirements.
- Maintains a safe and secure workplace that is in compliance with federal, state, and county regulations and policies regarding Equal Employment Opportunity, Americans with Disabilities Act, and Workplace Violence, and free from any form of discrimination, harassment or retaliation based on any protected class such as age, sexual orientation, gender, religion, national origin, gender identification.
- Performs other duties as required by law or at the direction of the Commission.

MINIMUM QUALIFICATION REQUIREMENTS

- ~~Five years of training and experience in law enforcement, at least three of which shall be in a responsible administrative capacity.~~
- A minimum of fifteen years of training and experience in law enforcement, of which at least ten years have been as a peace officer in a full-service, public sector, law enforcement agency, and at least three of those ten years have been in performing management-level duties at the rank of lieutenant or higher.
- Bachelor's Degree in Administration of Justice, Business Administration, or similar administrative field.
- Possess a valid Hawaii motor vehicle operator's license upon hire.
- Meet federal and state eligibility requirements to possess firearms.
- Be a citizen of the United States.
- Willingness to establish residence on Kaua'i and shall, upon hire, reside in the County on such date and shall continue to reside in the county.

DESIRABLE KNOWLEDGE OF

- The principles of police administration, crime prevention, and investigation.
- The principles and practices of law enforcement organization and management.
- The technical and administrative aspects of law enforcement, rules of evidence, criminal investigation, and identification.
- Organizational development, leadership and supervision, team development, discipline, and conflict resolution.
- The structure of Kauai County government, the functions of the various departments within that structure, and the principles and practices of county administration.
- The State of Hawaii governmental structure, including laws, regulations, administrative and

legislative practices, procedures, and history.

- The historical and cultural background of the State of Hawaii, the County of Kauai, and its people.
- Federal, state and county Equal Employment Opportunity laws, regulations and policies.

DESIRABLE SKILLS

- Communicates effectively verbally and in writing.
- Ability to utilize computer and related software.
- Demonstrated skills in leadership, teambuilding, goal achievement, and conflict resolution.
- Possession of interpersonal skills that fosters trust, and establishes positive working relationships with: diverse cultural groups, the community, subordinates, the Police Commission, peers, supervisors, and other governmental agencies.
- Proficiency with firearms.

SPECIAL WORKING CONDITIONS

- Irregular work hours that may include week-ends, evenings, and holidays.
- Successfully pass post-offer background check, medical and psychological examinations.

OTHER DESIRABLE QUALIFICATIONS

- Possession of Bachelor's Degree. A degree in Criminal Justice, Public Administration, Social Science or related field is desirable.
- Progressively responsible Law Enforcement supervisory and management experience. Experience as bureau, section, station, departmental commander, or higher, preferred.

Approved by County Human Resources and Police Commission on August 26, 2016.

ATTACHMENT #2 – Update Chief's Job Description

DEPARTMENT OF PERSONNEL SERVICES COUNTY OF KAUAI CHIEF OF POLICE

JOB PURPOSE

Administrative head of the Kauai Police Department.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Administers, supervises, and manages all aspects of police operations for Kauai Police Department.
- Ensures the preservation of peace within the community, enforces state and federal law, and county ordinances.
- Provides for traffic safety and traffic safety education.
- Recruits, selects, trains, and manages personnel.
- Utilizes resources to promote effective law enforcement services and activities.
- Reports to the Commission on administrative, budgetary, legislative, and policy matters, making recommendations for appropriate action.
- Develops the annual operating and capital budget. Submits budget and supporting documentation to Commission, Mayor, and County Council as required.
- Oversees implementation of the operating budget and ensures fiscal accountability.
- Establishes department's priorities, goals and objectives with input from the Mayor and Police Commission, when necessary or appropriate.
- Communicates with the Office of the Mayor, County Council, Police Commission, and other county agencies on issues that impact the health, safety, or welfare of the County of Kauai and its' residents and visitors.
- Maintains positive working relationship and open communications with all labor organizations representing employees of the Kauai Police Department. Adheres to the provisions of bargaining unit contracts.
- Maintains positive, on-going, and open communications with citizens and community groups.
- Receives and investigates citizen's complaints, taking action as necessary.
- Assumes direct command of major emergency incidents, civil disturbances, natural disasters, and special police problems.
- Ensures proper procedures are in place regarding records retention and confidentiality, and reporting requirements.

- Maintains a safe and secure workplace that is in compliance with federal, state, and county regulations and policies regarding Equal Employment Opportunity, Americans with Disabilities Act, and Workplace Violence, and free from any form of discrimination, harassment or retaliation based on any protected class such as age, sexual orientation, gender, religion, national origin, gender identification.
- Performs other duties as required by law or at the direction of the Commission.

MINIMUM QUALIFICATION REQUIREMENTS

- A minimum of fifteen years of training and experience in law enforcement, of which at least ten years have been as a peace officer in a full-service, public sector, law enforcement agency, and at least three of those ten years have been in performing management-level duties at the rank of lieutenant or higher.
- Bachelor's Degree in Administration of Justice, Business Administration, or similar administrative field.
- Possess a valid Hawaii motor vehicle operator's license upon hire.
- Meet federal and state eligibility requirements to possess firearms.
- Be a citizen of the United States.
- Willingness to establish residence on Kaua'i and shall, upon hire, reside in the County on such date and shall continue to reside in the county.

DESIRABLE KNOWLEDGE OF

- The principles of police administration, crime prevention, and investigation.
- The principles and practices of law enforcement organization and management.
- The technical and administrative aspects of law enforcement, rules of evidence, criminal investigation, and identification.
- Organizational development, leadership and supervision, team development, discipline, and conflict resolution.
- The structure of Kauai County government, the functions of the various departments within that structure, and the principles and practices of county administration.
- The State of Hawaii governmental structure, including laws, regulations, administrative and legislative practices, procedures, and history.
- The historical and cultural background of the State of Hawaii, the County of Kauai, and its people.

- Federal, state and county Equal Employment Opportunity laws, regulations and policies.

DESIRABLE SKILLS

- Communicates effectively verbally and in writing.
- Ability to utilize computer and related software.
- Demonstrated skills in leadership, teambuilding, goal achievement, and conflict resolution.
- Possession of interpersonal skills that fosters trust, and establishes positive working relationships with: diverse cultural groups, the community, subordinates, the Police Commission, peers, supervisors, and other governmental agencies.
- Proficiency with firearms.

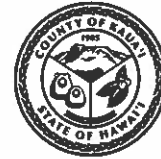
SPECIAL WORKING CONDITIONS

- Irregular work hours that may include week-ends, evenings, and holidays.
- Successfully pass post-offer background check, medical and psychological examinations.

Approved by County Human Resources and Police Commission on May 9, 2025

OFFICE OF BOARDS & COMMISSIONS

ELLEN CHING, ADMINISTRATOR



DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

MEMORANDUM

TO: Walton Wong, Chair and
Members of the Police Commission

FROM: Kevin Mince, Boards and Commissions Support Clerk

DATE: May 5, 2025

RE: Police Chief's Advertisement

Please see the attached Police Chief's Advertisement (Attachment #1). This version of the advertisement has been updated to reflect additions requested by the Commission attorney. The following changes were made to previous advertisement or application process:

1. The minimal qualifications have been updated to include the 2020 Charter amendments.
2. The period for applicants to file has been reduced from 60 days to 45 days.
3. A cover letter stating "Why they wish to become the next Police Chief" is a new requirement.
4. Resumes are limited to 4 pages (plus cover letter).
5. Two (2) new links have been added. The first contains Commission attorney recommended disclosures regarding the Police Chief's Selection Process (see Attachment #2). The second link provides applicants with additional information regarding the Chief's Position. Benefits, Salary, No Expenses for Travel, and a large section that discusses 'Living on Kauai' (see Attachment #3).

The following is a list of venues to advertise with:

1. International Association of Chiefs of Police
2. Police Executive Research Forum
3. FBI National Academy Associates, Inc.
4. Commission on Accreditation for Law Enforcement Agencies, Inc.
5. County of Kaua Employment Webpage
6. Local Newspapers on the O'ahu, Maui, Hawai'i, and Kaua'i.
7. Commercial Job Search Websites (Glass door, Zip Recruiter, Indeed etc.)
8. National Organization of Black Law Enforcement Executives
9. National Asian Peace Officers Association
10. National Association of Women Law Enforcement Executives

ATTACHMENT #1: CHIEF'S VACANCY JOB ANNOUNCEMENT

County of Kaua'i, Hawai'i
Police Department

POLICE CHIEF

Annual Salary Up to: \$164,192*

**Salary is currently under review for increase*

This position provides health benefits, retirement, vacation, and sick leave
(see complete benefits package in attached link)

The County of Kaua'i, Hawai'i, is seeking a new Chief of Police. The new Chief will be an experienced law enforcement professional capable of managing all facets of a full-service police agency. Individuals with proven leadership skills, the ability to motivate subordinates, and experience establishing positive working relationships with a wide spectrum of government entities, a diverse multi-cultural population, businesses, and labor groups, are invited to submit a comprehensive resume of their educational and professional qualifications for this position.

Known as "The Garden Island," Kaua'i is the westernmost of the main Hawaiian Islands with a resident population of 74,000, and a daily average of 27,000 visitors from around the world. From Mount Waialeale, the second wettest spot on earth, to Waimea Canyon, the Grand Canyon of the Pacific, Kaua'i is one of the most stunningly beautiful locations on earth.

The Kaua'i Police Department presents a unique opportunity to its next Police Chief who will lead a department of 236 full-time staff and nine (hourly positions), which includes two (appointed positions of the Deputy Chief and Private Secretary), 164 sworn officers and 70 non-sworn employees, utilizing a \$41.5 million budget to meet the challenges of law enforcement in a mid-sized community.

Minimum Qualifications / Requirements:

- A minimum of fifteen years of training and experience in law enforcement, of which at least ten years have been as a peace officer in a full-service, public sector, law enforcement agency, and at least three of those ten years have been in performing management-level duties at the rank of lieutenant or higher.
- Must be a citizen of the United States, must be willing to establish residence in the County of Kaua'i and upon hire, reside and continue to reside in the County of Kaua'i.
- Possess a valid Hawai'i motor vehicle operator's license upon hire.
- Possess a valid Hawai'i motor vehicle operator's license upon hire.
- Meet federal and state eligibility requirements to possess firearms.
- Bachelor's Degree in Administration of Justice, Business Administration, or similar administrative field.
- Pass a post-offer background check and medical and psychological examinations.

Application Process

To be considered for this exceptional career opportunity, submit resume to the below address - **NO LATER THAN 45 Days** in accordance with the following instructions:

- A one (1) page cover letter stating "Why you wish to become the next Kaua'i Chief of Police".
- A maximum four (4) page resume detailing the experience, skills, knowledge, and ability you bring to this position.
- Your education.

DO NOT include:

- Attachments of any kind
- Certificates of training
- Educational transcripts
- Personal or Professional references

County of Kaua'i
Department of Human Resources
4444 Rice Street, Suite 140
Līhu'e, HI 96766
808-241-4956
or at
hrrecruitment@kauai.gov

An Equal Opportunity Employer

The Police Commission encourages all applicants to familiarize themselves with the island of Kaua'i, its people, their culture, the police department, and the cost of living as they continue into the selection process for Chief of Police. Please visit the attached links for additional information regarding the position of Police Chief, the Selection Process, Benefits Package, the cost of living, housing, weather, medical care, and schools.

Click here for: INFORMATION ON THE POLICE CHIEF'S SELECTION PROCESS

Click here for: INFORMATION REGARDING THE CHIEF'S POSITION and LIVING ON KAUA'I

ATTACHMENT #2: DISCLOSURE and SELECTION PROCESS

INFORMATION ON THE POLICE CHIEF'S SELECTION AND HIRING PROCESS

NOTICE TO ALL APPLICANTS FOR CHIEF OF POLICE

Thank you for your interest in the Chief of Police position. The Kaua'i County Police Commission ("Commission") makes the following disclosures to all applicants:

DISCLOSURE

A former chair of the Police Commission resigned from the Police Commission to apply for the Chief of Police position.

SELECTION and HIRING PROCESS

The Chief of Police is selected by a seven-member volunteer civilian Police Commission. The selection / hiring process consists of the following phases:

- **Submission of Application:** - Applications must include a one (1) page Cover Letter stating why the applicant wishes to become Kaua'i Police Chief, a maximum four (4) page resume detailing applicant's Skills, Knowledge and Abilities, and Education. No attachments of any kind permitted.
- **Preliminary Screening:** - The Department of Human Resources will independently review all applications to ensure they meet the evaluation criteria established by the Commission. The Commission WILL NOT be involved in the preliminary screening of applications.
- **Screening Criteria:** - Applications will be reviewed to ensure applicants meet the Kaua'i County Charter minimum qualifications for Chief of Police, as stated on the job vacancy announcement.
- **Full-Service Police Agency Defined:** - One of the Kauai County Charter Minimum Qualifications for Police Chief is ten (10) years of experience as a Peace Officer in a 'Full-Service' law enforcement agency. For purposes of the Kauai Police Chief position 'Full-Service law enforcement agency' is defined as an agency that provides a wide range of law enforcement services on a 24/7 basis. These services include Patrol, Investigation, Incarceration, traffic enforcement / collision investigation, response to calls for service, crime prevention and community outreach.
- **Essay Phase:** – Following the preliminary screening of applications certain applicants will be invited to respond to several essay questions covering contemporary law enforcement issues and hypothetical situations. None of the questions will be specific to the Kaua'i Police Department. Essays will be independently reviewed and rated by three members of the Police Commission. The applicant's names will be redacted prior to review. Essays will be rated based on criteria established by the Commission.
- **Finalists Selected for Interview:** - After the essay phase, certain applicants will be identified as a finalist and invited to participate in an in-person interview with the Police Commission. Finalists will be identified based on criteria to be adopted by the Police Commission.

- **Interview Process:** Finalists will be asked a set of questions that may address police management, hypothetical situations, issues specific to the Kaua'i Police Department, and interactions with a population made up of people from different backgrounds and experiences. Other elements of the interview process may include a virtual interview, and a pre-interview essay. Each interview will be approximately one (1) hour. Interviews will be scored based on criteria to be adopted by the Police Commission.
- **Conditional Offer:** Upon reaching consensus as to the best qualified applicant to become the next Kaua'i Chief of Police, the Police Commission will vote to extend that applicant a 'Conditional Offer' of employment.
- **Background Check, Psychological Evaluation, and Medical Exam:** - Upon acceptance of the 'conditional offer' the Kaua'i Office of Boards and Commissions will coordinate with the Chief of Police – Select, to conduct the required checks and examination.
- **FINAL OFFER:** - Once the above required checks and examinations are completed and reviewed by the entire Commission, the commission will then vote whether or not to extend a final offer of employment. This would include a negotiated start date.
- **DESIRABLE TRAITS:** - As an initial step in the search for a new Chief of Police the Commission identified the following TRAITS as being essential for the new chief's success. The Commission will seek these Traits in selecting its' next chief.

Adaptable, Flexible, Open to Change	Forward Thinking / Has Vision for Future of the Department
Aware of and Utilizes Changing Trends in Technology	Engages with Community and Builds Community Trust
Open to and Encourages Feedback	Avoids Political Distractions
Takes Responsibility and Personal Accountability	Emotionally Stable
Ability to Balance Competing Interests	Demonstrates Humility
Develops Healthy Departmental Culture	Builds and Maintains Relationships
Creates Positive Work Environment	Self-Disciplined
Effective Listener	Demonstrates Compassion
Embraces Transparency	Encourages Training and Education
Ability to Effectively Lead, Communicate, and Work with People From all Communities and Backgrounds	Identifies and Develops the Next Generation of Leaders
Recognizes the Value of all Employees	Ethics – Integrity – Honesty

ATTACHMENT #3: ADDITIONAL INFORMATION ON THE CHIEF'S POSITION AND LIVING ON KAUAI

About the Chief's Position and Hiring Process

- Per the Kauai County Charter the Police Chief is selected and supervised by a seven-member volunteer civilian Police Commission. While the Police Chief has complete autonomy over police department operations, he / she will be expected to work with, and report to the Commission.
- The salary is non-negotiable. Department head salaries are set by the Salary Commission.
- The most qualified applicants will be invited to a mandatory 'in-person' interview. No travel expenses are provided.-
- No relocation or temporary living expenses are provided.
- If you have a retirement income from a defined pension plan that income is not taxable by the State of Hawai'i.

Benefits Package

- If you have a retirement income from a defined pension plan that income is not taxable by the State of Hawai'i.
- Medical/Drug/Dental/Vision Coverage – Employer pays a portion of the premiums
<https://eutf.hawaii.gov/>
- Group Life Insurance - No cost to employee
- Retirement – 14.2% employee contribution – vested in 10 years
- Vacation – Employees may earn 21 days a year
- Sick Leave – employees may earn 21 days a year
- Holidays – 13 per year, 14 in an election year
- State of Hawai'i Deferred Compensation Plan – <https://islandsavings.empower-retirement.com/>
- Flexible Spending Program – <https://myameriflex.com/>
- Employee Assistance Program – www.worklifehawaii.org/

Living on Kauai

- **Housing**

As of December 2024, the median home price in Kauai County was \$922,500, the average price was \$1.4 million. However, home prices vary depending on location and other factors.

You may wish to visit the website for the Kauai Board of Realtors to learn more about housing on Kauai. <https://www.kauaiboard.com/>

Rental Homes and Apartments, furnished and unfurnished, are available through numerous property management companies. <https://www.zillow.com/kauai-county-hi/rentals/> As are Rental Homes by Owner. <https://hotpads.com/kauai-county-hi/for-rent-by-owner>

- **Cost of Living**

Kauai is one of the most expensive places to live in the United States. Use the attached link to see comparison of cost of living on Kauai vs the rest of the nation <https://www.areavibes.com/lihue-hi/cost-of-living/>

- **Fuel:**

Gasoline is over \$5.50 per gallon. On the positive side the Town of Lihu'e, where police headquarters is located, is within 40 miles of the farthest location on the island.

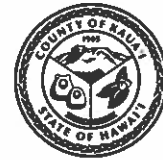
- **Electricity:**
Kaua`i has one of the highest costs per kilowatt hour for electricity in the nation. On the positive side, most homes on Kaua`i are neither air-conditioned nor heated. Tradewinds provide natural cooling. Home rooftop solar systems are prevalent island wide.
- **Weather:**
Kaua`i has two different major weather zones. The north and east sides of the island are greener and more jungle like due to higher rain fall, while the west and south sides receive less rain making them drier and more desert like.

Temperatures average 75 degrees during the day and low to mid 60s at night. Cooler temperatures are experienced in the mountainous areas. Few people have heavy winter clothing. Rainfall averages 37 inches per year. <https://www.govisithawaii.com/2015/09/02/kauai-weather/>
- **Travel:**
Kaua`i is serviced by most major airlines. All travel on and off the island is by air. There are no bridges connecting the islands and no inter-island ferry service.
- **Shopping:**
Kaua`i has a Costco, Walmart, Home Depot, Target, two Safeway grocery stores, two Ross stores, and most fast-food establishments. There are large local grocery stores in numerous locations. Major specialty shopping is done on the island of Oahu www.kauaichamber.org/
- **Medical**
There are three hospitals on the island providing excellent medical care. Specialty medical procedures are usually referred to hospitals and physicians on O`ahu. Critical emergency cases are air flighted to Honolulu. <https://www.hawaiipacifichealth.org/wilcox/> There is a small community-based VA Outpatient Clinic.
- **Newspaper**
Kaua`i has one daily newspaper. www.thegardenisland.com
- **Military**
Kaua`i has a small military presence, including: Navy's Pacific Missile Range Facility, Hawai'i Army National Guard Armory, small Space Control squadron within an Air National Guard unit, and a Coast Guard 'Small Boat' station. <https://kauaitravelblog.com/us-military-bases-in-kauai/>
- **Education**
Kaua`i has 3 Public High Schools, 3 Middle Schools and 12 Elementary Schools. There are numerous private K-12 schools. <https://www.hawaiipublicschools.org/>

Kaua`i Community College is part of the 10 campus University of Hawai'i system offering 34 degree and certificate programs. <https://www.kauai.hawaii.edu/>

OFFICE OF BOARDS & COMMISSIONS

ELLEN CHING, ADMINISTRATOR



DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

MEMORANDUM

TO: Walton Hong, Chair and
Members of the Police Commission

FROM: Kevin Mince, Boards and Commissions Support Clerk

DATE: May 9, 2025

RE: Police Chief's Traits Matrix

In the 2018 Chief's Selection process the Commission utilized a 'Traits Matrix' to solicit from various Stakeholders their input into those traits they deemed essential in the applicant selected to be next Kauai Chief of Police. The results of seeking Stakeholder input were utilized by the Commission as part of their overall selection process.

Unfortunately, in 2018 very few 'Stakeholders' responded to the Commission's request for input.

Accordingly, for the 2025 process the 'Traits Matrix' has been revised significantly and the process of seeking Stakeholder input has been changed. For this selection process a cover letter has been prepared as a method to introduce the 'Traits Matrix,' and individual Stakeholders will be personally contacted by Boards and Commission staff to secure their input (Attachment #1).

In order to obtain input from as wide a spectrum of the Kaua'i population as possible it is recommended that the Commission seek assistance from the Mayor's Office to issue a press release inviting all Kaua'i people to provide their input through an 'online' survey.

Once Stakeholder input is secured it will be summarized and provided to the Commission for their use in the selection of the next chief.

This document has been reviewed and approved by the Commission Attorney and Human Resources.

ATTACHMENT #1: 2025 TRAITS MATRIX

Aloha:

As the Kauai County Police Commission embarks on its' search for a new Police Chief, we are seeking your input into those TRAITS which you believe are critical to this position.

The Commission recognizes that every successful leader, in any occupation, possesses a common set of SKILLS, KNOWLEDGE AND ABILITIES such as:

- Communicating effectively in writing and verbally
- Problem-Solving
- Interpersonal Relations
- Demonstrated Leadership Ability
- Strong Equal Opportunity / Racism / Discrimination Stance
- Working cooperatively with Employee Bargaining Groups
- Experience in Management / Budgeting
- Technical Knowledge

The Commission will certainly demand that our next Police Chief possesses these skills and, the myriad of other skills expected of any effective leader.

However, since the position of Police Chief is unique, just as our island is unique, in order to be successful our next Chief must also possess a unique set of TRAITS.

For purposes of this survey, we define TRAITS as those qualities, behaviors, and personal attributes that will ensure our new Chief's success.

Through research of nationwide police organizations, the Commission has compiled the below list of TRAITS that over 350 current Police Chiefs believe are, and will be, critical for any Chief over the next ten years.

The Police Commission asks that you first review the below list. While we believe that all these traits are important, we ask that you chose what you believe to be the TOP 5 traits and mark the associated box with an X.

You are also invited to insert any trait we have not listed.

Your input will be critical to the Police Commission in our search for a new Police Chief.

Respectfully,

Walton Hong
Chair, Kauai Police Commission

KAUAI POLICE COMMISSION 2025

POLICE CHIEF DESIRABLE TRAITS

Completed by _____ (your position or organization)

PLEASE **X** WHAT YOU BELIEVE ARE THE TOP **5** TRAITS

Adaptable, Flexible, Open to Change		Ability to Balance Competing Interests		Demonstrates Compassion	
Forward Thinking / Has Vision for Future of Department		Demonstrates Humility		Embraces Transparency	
Aware of and Utilizes Changing Trends in Technology		Develops Healthy Departmental Culture		Encourages Training and Education	
Engages with Community and Builds Community Trust		Builds and Maintains Relationships		Ability to effectively lead, communicate, and work with people from all communities and backgrounds	
Open to and Encourages Feedback		Creates Positive Work Environment		Identifies and Develops Next Generation of Leaders	
Avoids Political Distractions		Self-Disciplined		Recognizes the Value of all Employees	
Takes Responsibility and Personal Accountability		Effective Listener		Ethics – Integrity – Honesty	
Emotionally Stable					