



POLICE COMMISSION

WALTON HONG, CHAIR
LAURIE YOSHIDA, VICE CHAIR

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

Meetings of the Police Commission will be conducted as follows until further notice:

- Meetings will be publicly noticed pursuant to HRS Chapter 92.
- Minutes of the meeting will be completed pursuant to HRS Chapter 92 and posted to the Commission's website upon completion and approval.

25 NOV 14 P2:59

Public Comments and Testimony:

- **Written testimony** will be accepted for any agenda item herein.
 - Written testimony indicating your 1) name or pseudonym, 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 24 hours before the meeting will be distributed to all Police Commissioners before the meeting.
- **Oral testimony** will be taken during the public testimony portion of the meeting in person at the public meeting.
 - 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 must include 1) your name or pseudonym, and if applicable, your position or title and organization you are representing; 2) the agenda item you are commenting on; and 3) contact information (phone number and email address).
 - Per the Police Commission and Chair's practice, there is a three-minute time limit per testifier per agenda item.
 - Individuals who haven't registered to provide testimony will be permitted to speak on an agenda item after registered speakers.

SPECIAL ASSISTANCE

IF YOU NEED AN AUXILIARY AID/SERVICE, OTHER ACCOMMODATION DUE TO DISABILITY, OR AN INTERPRETER FOR NON-ENGLISH-SPEAKING PERSONS, PLEASE CONTACT THE OFFICE OF BOARDS AND COMMISSIONS 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 ALTERNATIVE FORMATS SUCH AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

REGULAR MONTHLY POLICE COMMISSION MEETING NOTICE AND AGENDA

Friday, November 21, 2025

8:00 a.m. or shortly after

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

25 NOV 14 P3:00

MEETING CALLED TO ORDER

ROLL CALL TO ASCERTAIN QUORUM

APPROVAL OF THE AGENDA

CHAIR'S ANNOUNCEMENTS

- The upcoming monthly meeting is set for **December 19, 2025, at 9:00 a.m.** in the Moikeha Meeting Room 2A/2B, with an Executive Session following, subject to change.

PUBLIC TESTIMONY ON ANY AGENDA ITEMS

Individuals may testify on any agenda item or wait until the item comes up.

MINUTES of the following meeting of the Police Commission

October 24, 2025, Open Session Meeting

CHIEF OF POLICE SELECTION

Interview of the Finalists for the position of Chief of Police for the County of Kaua'i. The Finalists are as follows (listed in alphabetical order):

- Teresa Ewins
- Roderick Green
- Robert Larson
- Rudy Tai
- Non-disclosed (rescinded application 09/30/2025).

Final Statements by the Finalists for the position of Chief of Police for the County of Kaua'i.

BUSINESS:

KPC 2025-31:

Discussion and possible action regarding the appointment and conditional employment offer for the next Chief of Police for Kaua'i County.

EXECUTIVE SESSION CLOSED TO THE PUBLIC

ES KPC 2025:23:

Under Hawai'i Revised Statutes §§ 92-4, 92-5 (a) (2), and (4), the purpose of this executive session is for the Commission to consult with its attorney on questions and issues related to the Commission's powers, duties, privileges, immunities, and liabilities as they may pertain to the hiring of a Police Chief.

ES KPC 2025-24:

Under Hawai'i Revised Statutes §§ 92-4, 92-5(a)(2), (a)(4), and 92-9(b), the purpose of this Executive Session is for the Commission to approve or amend the minutes of the October 24, 2025, executive session meeting. Publishing these minutes would defeat the lawful purpose of the executive meetings they represent, including the purposes in HRS §§ 92-5(a)(2) and (a)(4).

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

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

EXECUTIVE SESSION: Under HRS § 92-7(a), the Commission may, when necessary, hold an executive session on any agenda item without prior written public notice if the session was not scheduled in advance. Such executive sessions must comply with HRS § 92-4 and are limited to items described in HRS § 92-5(a).

ADJOURNMENT

Cc: County Attorney Tyler Saito
Police Chief Elliott Kalani Ke
Deputy Chief of Police Mark Ozaki

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Police Commission Meeting

Meeting Date: November 21, 2025

Meeting Type: Boards & Commissions Meeting

This notice is intended to satisfy the notice requirement of Hawaii Revised Statutes (HRS) Section 92-7.

Time

08:00 AM [Add to Calendar](#)

Location

Molokai Meeting Room 2A/2B, 4444 Rice Street, Lihue, Hawaii, Lihue 96766 1236 [View Map](#)

Related Information

 [2025-KPC-11-21-Agenda.pdf](#) 104 KB

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OPEN SESSION MEETING MINUTES

Board or Commission		Kauai Police Commission	Meeting Date	October 24, 2025
Location	Moikeha Meeting Room 2A/2B 4444 Rice Street, Lihue, Hawaii 96766		Start of Meeting: 9:00 a.m.	End of Meeting: 9:15 a.m.
Present	Chair Walton Hong; Vice Chair Laurie Yoshida. Commissioners: Mia Ako, John Calma, and Mary K. Hertog. Staff of Boards and Commissions: Administrator Ellen Ching, Support Clerks Kevin Mince and Mercedes Omo; County Attorney Tyler Saito. Also present: Interim Police Chief Elliott Ke; Chief's Private Secretary Kim Tamaoka, and numerous rank and file members in the Kauai Police Department.			
Excused	Commissioner Lisa Knutson			
Absent				

SUBJECT	DISCUSSION	ACTION
Meeting Called to Order/Roll Call to ascertain a quorum	After roll call, a quorum was established.	
Approval of Agenda	Chair Hong called for a motion to approve or amend the agenda.	Vice Chair Yoshida moved to approve the agenda as circulated. Commissioner Calma seconded the motion; the motion carried 5:0.
Chair's Announcement	Chair Hong announced that the next Monthly meeting will be held on Friday, November 21, 2025, at 8:00 a.m. , in meeting rooms 2A/2B, with an Executive Session to follow. Subject to change.	
Public Testimony	Chair Hong called for public testimony, but none was offered.	

SUBJECT	DISCUSSION	ACTION
Kauai Police Department Employees of the Month October 2025	<p>Officers Kevin Kamakahi and Branden Barroga.</p> <p>Police Chief Elliott Ke requested that, because the employees of the month were unable to attend the meeting, the recognition for the Kauai Police Department Employees of the Month be deferred. Chair Hong commented that, because next month's meeting will focus on the selection of a new police chief, he would like to postpone the Employee of the Month recognition until the Commission's December meeting. Chief Ke acknowledged Chair Hong's comments and concurred. Chair Hong called for a motion to defer the Employee of the Month Recognition to the Commission's December 2025 meeting.</p>	Vice Chair Yoshida moved to defer the Recognition for the October 2025 Employees of the Month to the Commission's December 2025 meeting. Commissioner Ako seconded the motion; the motion carried 5:0.
Approval of Minutes	Chair Hong asked the Commissioners whether they had any corrections to the minutes. Hearing none, he called for a motion to approve the minutes of the September 26, 2025, meeting as circulated.	Commissioner Hertog made a motion to approve the meeting minutes from September 26, 2025, as circulated. Vice Chair Yoshida seconded the motion, and the minutes were approved as circulated.
Chief's Monthly Report September 2025	<ul style="list-style-type: none"> ○ Office of the Chief – Notable Highlights, Special Projects, Community Engagement, Significant Meetings, Public Information Officer. ○ Support Services Bureau, Criminal Investigations Division, and Field Operations Division – Budget Summary Estimate, Personnel Status, Recruitment Status, DARE Classes, KPAL Programs, Training Provided by Outside Agency: Off-Island, Training Provided by Kaua'i Police Department, Training Provided by Outside Agency: On-Island, Firearms Registered, Handgun Applications, Long Gun Applications, Licenses to Carry Applications, Crime Scene and Laboratory Section - Biometric Identification Facial and Ten Print, Crime Scene and Laboratory Section - Call Out Lab Request, YTD Death Statistics, Person Crimes Section Statistics, Person Crimes 	

SUBJECT	DISCUSSION	ACTION
	<p>Section Enforcement, Property Crimes Section Statistics, Property Crimes Section Enforcement, Property Crimes Section Types, and Vice Section Statistics.</p> <ul style="list-style-type: none"> ○ Firearm Registration Summary Comparison: Total Firearms Registered, Total Firearms Imported, Handgun Applications, Long Gun Applications, License to Carry Applications. ○ Preliminary Point & Time Data – Crime Summary and Activity Summary ○ Agency Statistics – Calls for Service/Incident Summary, Citation Summary, Arrest Summary, Legal Services, Warrant Type – All Divisions, and Warrant Tracking – All Divisions. <p>Since no questions or comments were raised about the data in the Chief's Monthly Reports from the Commissioners, Chair Hong requested public testimony on the reports, but none was offered. Chair Hong then asked First Deputy County Attorney Tyler Saito to read the Hawaii Revised Statutes to move the meeting into Executive Session.</p>	
Executive Session	<p>Under Hawai'i Revised Statutes §§ 92-4, 92-5 (a) (2) and (4) the purpose of this executive session is for the Commission to review and discuss charges brought against an officer in the Kauai Police Department, where consideration of matters affecting privacy will be involved, provided that if the individual requests an open meeting, an open meeting shall be held; and to consult with its attorney on issues related to the Commission's powers, duties, privileges, immunities, and liabilities as they may relate to these items:</p>	<p>At 9:08 a.m., First Deputy County Attorney Tyler Saito read the following Hawaii Revised Statutes to take the meeting to Executive Session.</p>

SUBJECT	DISCUSSION	ACTION
ES KPC 2025-1	<u>Regular Monthly updates by Interim Police Chief Elliott Ke or his designated representative related to the Office of Professional Standards, Monthly Report on the status and/or Disposition of formal notarized citizen complaints that were filed with the Kauai Police Commission and referred to the Office of the Chief for disposition and/or report back to the Police Commission. (Nothing to Report)</u>	
ES KPC 2025-2	<u>Regular Monthly updates by Interim Police Chief Elliott Ke or his designated representative of any significant adverse incidents/events involving personnel in the Kauai Police Department that could potentially impact on the County, the Police Commission, and the Kauai Police Department. (Nothing to Report)</u>	
ES KPC 2025-22	<u>Under Hawai'i Revised Statutes §§ 92-4, 92-5(a)(2), (a)(4), and 92-9(b), the purpose of this executive session is for the Commission to approve or amend the executive session minutes of September 24, 2025, meeting as publication of the executive meeting minutes would defeat the lawful purpose of the executive meetings they reflect, including the purposes in HRS §§ 92-5(a)(2) and (a)(4).</u>	Vice Chair Yoshida moved to enter the Executive Session meeting. Commissioner Calma seconded the motion. At 9:13 a.m., the Commission entered the Executive Session.
Return to Open Session	At 9:14 a.m., the Commission reconvened in the Open Session.	
Ratification of Actions Taken in Executive Session	Chair Hong called on First Deputy County Attorney Tyler Saito to read the Executive Session Report in accordance with HRS 92-4 (b). <u>ES KPC 2025:1</u> No discussion. Nothing to Report. No action taken.	

Kauai Police Commission Open Session Minutes
Of October 24, 2025, Meeting

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SUBJECT	DISCUSSION	ACTION
	<p><u>ES KPC 2025-2:</u> No discussion. Nothing to Report. No action taken.</p> <p><u>ES KPC 2025-22:</u> The Commission approved the minutes of the September 24, 2025, Executive Session meeting. The discussion is not subject to disclosure because revealing it would undermine the purpose of the Executive Session under HRS 92-5 (a) (2) (4) and 92-9 (b).</p> <p>After First Deputy County Attorney Saito completed reading the Executive Session Report, Chair Hong called for a motion to ratify the action taken in the Executive Session.</p>	<p>Vice Chair Yoshida moved to ratify the action taken in the Executive Session. Commissioner Hertog seconded the motion. Hearing no objections, the motion carried 5:0.</p>
Adjournment	<p>With no further business, Chair Hong called for a motion to adjourn the meeting.</p>	<p>Commissioner Hertog moved to adjourn the meeting. Vice Chair Yoshida seconded the motion. At 9:15 a.m., the meeting was adjourned.</p>

Submitted by: _____
Mercedes Omo, Staff Support Clerk

Reviewed and Approved by: _____
Walton Hong, Chair

- () Approved as circulated on _____
- () Approved as amended. See minutes of _____ meeting.

Name	TERESA EWINS	RODERICK GREEN	ROBERT LARSON	RUDY TAI
Current Agency or Former Agency	<ul style="list-style-type: none"> ♦ Former ♦ Lincoln, NE P.D. 366 officers ♦ 194 non-sworn ♦ Population: 300 K 	<ul style="list-style-type: none"> ♦ Kauai, HI P.D. ♦ 164 officers ♦ 70 non-sworn ♦ Population: 74 K 	<ul style="list-style-type: none"> ♦ Reno, NV P.D. ♦ 346 officers ♦ 86 non-sworn ♦ Population 545 K 	<ul style="list-style-type: none"> ♦ San Diego, CA P.D. ♦ 1,800 officers ♦ 900 non-sworn ♦ Population 1.4 million
	<ul style="list-style-type: none"> ♦ San Francisco P.D. ♦ 2,100 Officers ♦ 421 non-sworn ♦ Population: 800 K 	<ul style="list-style-type: none"> ♦ Los Angeles Sheriff's ♦ Los Angeles County Metro Transit Police 		
Total Yrs. Law Enforcement	<ul style="list-style-type: none"> ♦ Lincoln P.D – 2 years ♦ SFPD – 26 years 	<ul style="list-style-type: none"> ♦ KPD – 21 years ♦ L.A. Sheriffs / Metro Police – yrs. not on resume 	<ul style="list-style-type: none"> ♦ Reno P.D - 25 years ♦ Washoe County, NV Sheriff's Office - 2 yrs 	San Diego P.D. – 35 years
Current Rank or Highest Rank	Chief of Police (COP former)	Captain	Captain (commander)	Deputy Chief
Management Experience (Lieutenant and Above)	<ul style="list-style-type: none"> ♦ Lincoln, COP - 2021-2023 ♦ SFPD, Commander (1-star chief) - 2017-2021 ♦ SFPD – Captain – 2014 – 2017 ♦ SFPD – Lieutenant –? yrs not on resume 	<ul style="list-style-type: none"> ♦ Captain - 2019 – Present ♦ Lieutenant - 2015 - 2019 <p>yrs not on resume – info from KPD</p>	<ul style="list-style-type: none"> ♦ Captain/Commander – 2021 – present ♦ Lieutenant – 2010-2021 	<ul style="list-style-type: none"> ♦ Deputy Chief – Dec 2024 – Present ♦ Assistant Chief, Logistics - 2023-2024 ♦ Assistant Chief – Patrol – 2012-2023 ♦ Captain – 2015-2021 ♦ Lieutenant - 2011– 2015
Total Yrs.. Mgmt. Experience	At least 10 years	10 years	15 years	15 years
Education	<ul style="list-style-type: none"> ♦ BA – Criminal Justice ♦ Master's – Organizational Leadership 	BA – Criminal Justice	<ul style="list-style-type: none"> ♦ BA – Criminal Justice ♦ Master's – Public Safety 	<ul style="list-style-type: none"> ♦ BA – Pre-Law/Sociology ♦ Master's - Public Admin
Post-Grad Education	<ul style="list-style-type: none"> ♦ PERF - Sr Mgmt. Institute for Police ♦ Harvard Kennedy School – Exec. Education in State & Local Government ♦ FBI National Academy 	FBI National Academy	<ul style="list-style-type: none"> ♦ FBI Academy ♦ PERF – Senior Management Institute of Policing 	<ul style="list-style-type: none"> ♦ Leadership Certificate, Nat'l Asian Peace Officers Assn. ♦ FBI National Academy ♦ Executive Mgmt. Certificate, Calif POST
Community Involvement	<ul style="list-style-type: none"> ♦ COVID Fundraising- food distribution ♦ Created 'Books to Badges' to promote literacy in schools ♦ Created a winter clothing drive for underprivileged youth 	<ul style="list-style-type: none"> ♦ Coordinator 'Toys for Tots' ♦ Coach Special Olympics ♦ Alzheimer's Charity Walk ♦ Volunteer Kauai Economic Opportunity 	Board member – Veterans' Guest House	<ul style="list-style-type: none"> ♦ Executive Director – National Asian Peace Officer Assn ♦ President Advisor – Pacific Islander Festival Assn ♦ Board of Directors – STAR/PAL (Sports Training, Academics, Recreation/Police Athletic League)
Other			Presenter – 'Race in Policing' symposium	<ul style="list-style-type: none"> ♦ Community relations with Asian & Pacific Islander communities ♦ San Diego Asso. of Governments

Teresa J. Ewins

June 17, 2025

Kaua'i Police Commission
c/o Department of Human Resources
County of Kaua'i
4444 Rice Street, Suite 140
Lihu'e, HI 96766

Dear Members of the Kaua'i Police Commission,

It is an honor to submit my application for the position of Chief of Police with the Kaua'i Police Department. My leadership journey, spanning over 28 years in both large and mid-sized agencies, has been shaped by a commitment to reform, accountability, and culturally responsive service. From my tenure as Commander in the San Francisco Police Department to serving as Chief of Police in Lincoln, Nebraska, I have remained focused on building trust, advancing professional standards, and aligning policing with the needs of diverse communities.

My leadership in both San Francisco and Lincoln were defined by comprehensive reform, strategic innovation, and measurable public safety outcomes. In Lincoln, data-driven strategies led to a 26% reduction in violent crime, marking a 30-year low, and a 100% homicide clearance rate. In San Francisco, spearheaded a 42% citywide reduction in use of force and a 28% drop in Part I crimes through policy reform, strengthened supervision, and enhanced training. Emergency preparedness was advanced through lead trainer roles and the institutionalization of pre-planning and after-action protocols for major events in both cities.

Kaua'i is a uniquely vibrant island where leadership must reflect the values of *aloha*, *kuleana*, and *'ohana*, principles rooted in humility, mutual respect, and community connection. My leadership is guided by these values. I have led bias-free policing reforms, built inclusive partnerships, facilitated community listening sessions, youth engagement programs, established job fairs, and wellness initiatives for officers. These efforts reflect the Commission's vision for a forward-thinking, community-centered, and principled leader.

It would be a privilege to bring this experience to serve the people of Kaua'i, honoring the island's rich cultural identity and deep commitment to public trust.

Sincerely,
Teresa J. Ewins

TERESA J. EWINS

- Executed a comprehensive re-evaluation of the command hierarchy, leading to increased efficiency, better supervision, and the civilianization of traditionally sworn roles.
- Initiated specialized units within the Investigations Bureau to streamline operations in narcotics, gangs, and special victims, improving case management and supervision.

Community and Mental Health Initiatives:

- Launched phase two of a co-responder program addressing mental health crises and supporting Lincoln's unhoused population, reflecting a progressive approach to community policing.
- Co-located with the Child Advocacy Center to launch a newly established Special Victims Unit, improving victim support and investigative outcomes.

Infrastructure and Technology Advancements:

- Supervised the building of a new district station and state-of-the-art dispatch center, significantly improving operational capabilities.
- Implemented "Prepared Live" technology to enhance real-time communication during emergency responses, including photo/video sharing and translation services.

Wellness and Training Programs:

- Introduced comprehensive wellness initiatives, including resiliency training for officers and civilian members, to support mental and physical health.
- Mandated advanced training for all personnel in crisis intervention and duty-to-intervene protocols, reinforcing a culture of responsibility and care.

Crime Reduction:

- Achieved a 26% drop in violent crime, the lowest in three decades, and a 100% homicide clearance rate, marking unprecedented crime reduction.
- Implemented data driven intelligence-led policing capabilities by increasing analyst support, enabling CompStat weekly meeting, faster suspect identification and trend analysis.

Community Engagement and Diversity Initiatives:

- Fostered deep community connections through initiatives like "Job Fair" and "Unity in the Community," enhancing dialogue and building relationships between law enforcement and Black youth through sports and job fairs.
- Initiated quarterly community meetings to share crime data and address questions on quality-of-life issues, fostering open dialogue and transparency.
- Created community forums to promote policy awareness, recruitment, and inclusivity, serving as a model for engaging Lincoln's diverse communities.

TERESA J. EWINS

- Surveyed public opinion through Quality Assurance audits regarding community members' contact with officers: Officers received "above average or outstanding" at 70% rating, 2021/2022.

San Francisco Police Department, San Francisco, California
Commander (retired)

June 1995-July 2021

San Francisco, as both a city and county, covers approximately 49 square miles and had a population of about 800,000 residents as of July 2021. It operated ten district police stations and maintained a police department with a \$713 million annual budget and 2,100 budgeted sworn officers with 421 civilian employees.

Commander, Field Operations Bureau-Metro Division

August 2019 – July 2021

- Directed operations for five downtown district stations, managing 900+ uniformed and civilian employees across a city of 800,000 residents and a \$713 million annual budget.
- Spearheaded a 42% city-wide reduction in use of force and a 28% decrease in Part I crimes through strategic policy reforms, supervision, and enhanced officer training.
- Led comprehensive bias reform initiatives and chaired a diverse coalition comprising police commissioners, the district attorney, public defenders, and community representatives. Developed the departments Bias-Free Policing policy while integrating community feedback into departmental reforms to enhance bias awareness and foster equitable policing practices.

Commander, Special Operations Bureau-Municipal Transportation Agency

September 2017 – August 2019

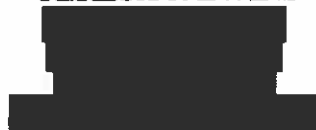
- Managed security and operational strategies for a transit system facilitating over 1.5 million daily movements, emphasizing threat mitigation and public safety.
- Established the Collision Board of Review, improving disciplinary processes and operational accountability in collaboration with the Police Officer's Association.
- Appointed SFPD liaison to the Reentry Council, advancing reentry programs and legislation to improve employment and outcomes for formerly incarcerated individuals.

Captain, Tenderloin Station

July 2015 – September 2017

- Led the most densely populated district in San Francisco, developing and implementing community-centric policing strategies that significantly reduced narcotics activity and improved public safety.
- Partnered with advocacy groups to enhance protections for victims of domestic violence, elder abuse, and human trafficking.
- Partnered with community groups (e.g., United Playaz, La Voz Latina), corporations (e.g., Twitter, Dolby, Google), and City agencies to develop employment programs for at-risk youth and adults.

TERESA J. EWINS



Captain, Special Operations Bureau: Tactical Division

January 2015 – February 2015

- Oversaw tactical operations including SWAT, Explosive Ordinance, and high-risk event security, developing security plans for major city events like Super Bowl 50.
- Directed specialized units including the Marine, Mounted, and Honda Units, ensuring operational readiness and strategic deployment for high-profile assignments.

Captain, Investigations Bureau, Special Victims Units

July 2014 – February 2015

- Selected as Commanding Officer to collaborate with advocates of Domestic Violence, Elder Abuse, and Human Trafficking to ensure the protection of our most vulnerable victims.
- Served as a subject matter expert on Human Trafficking and pre-planned Human Trafficking strategies with advocacy groups throughout the Bay Area for Super Bowl 50.

Community Involvement

- Appointed lead emergency management trainer for the department, overseeing planning, training, and coordination for major incident preparedness.
- Created COVID-19 fundraising to distribute food boxes to build trust and increase officer engagement.
- Created and co-hosted “Reflection and Reconciliation” with interfaith group to address past injustices with the LGBTQ community and law enforcement.
- Created “Coffee with Cops” to connect with immigrants and marginalized groups.
- Launched “Books and Badges” to promote literacy in Tenderloin schools.
- Created a winter clothing drive for underprivileged youth, distributing items from patrol cars.
- Led a Job Fair program offering job training, and jobs, for at-risk youth and young adults.

Organizational Reform:

- Since 2016, coordinated with the California DOJ and Hillard Heintze to lead inclusive policy workgroups with community members, commissioners, interfaith community, and city agencies to ensure transparency and diverse input.

Education and Training

- Colorado State University, *Organizational Leadership*, Master of Science, expected 2025.
- Colorado State University, *Criminal Justice*, Bachelor of Science, 2019.
- Police Executive Research Forum, *Senior Management Institute for Police*, 2019.
- Harvard Kennedy School, *Executive Education in State and Local Government*, , 2017
- *FBI National Academy*, 251st Class, 2012

QUESTION #1: As a Police Manager, relate an incident in which you had to discipline a subordinate who has been a long-time co-worker and personal friend. What was the incident that led to the discipline? What were the outcomes?

PERSONAL APPLICANT CODE: W-3-15

In my career, I have had to suspend and terminate numerous individuals due to various forms of misconduct. People that I worked with and respected. This is why I do not take it lightly at any level of an organization. If we are to teach our young people anything, it is that they must learn from mistakes to become stronger leaders and mentors. And, to the public, we have a responsibility to be transparent and show that we approach discipline with a fair process, including outcomes from the top to the bottom of the organization.

There are many examples of disciplining individuals I have known for years in my career, but one stands out because it involved a very close friend whom I lost due to the actions I had to take. We had worked various assignments in the department and had built a close friendship for over 10 years. After taking over as the commander of the Special Victims Unit, she served as an investigator. I had noticed that she was coming in late to work, and her supervisor informed me that her cases were not being closed or presented to the district attorney for prosecution. After speaking to her supervisor and learning that he attempted to assist in the cases, there was no improvement.

The immediate supervisor and I decided to sit down with her and initiate the discipline process with a verbal reprimand or a possible performance improvement plan. During this process, I noticed that she was having difficulty and was hesitant to answer questions. I asked her supervisor to give us a few minutes alone.

Part of leadership and mentorship involves recognizing possible underlying issues that may exist. After a long conversation, it was revealed that there was an ongoing drinking issue that had the employee missing work, being late, impacting relationships, and preventing her from focusing on her cases.

After several hours of discussing the situation, she decided to admit herself into a 30-day program. This is a unique approach to the problem, but the underlying issue needed to be addressed to enable the employee to make the necessary changes for a prosperous future.

The outcome was her successful completion of the program, and today she continues to be in law enforcement and is a mother of two. Unfortunately, her partner no longer wanted a friendship between us because of my role as a supervisor and friend. This situation was challenging because she was one of my closest friends. If I were faced with the same decision about her health and well-being, the outcome for victims and their cases, and her future, I would do it all over again and not ignore it like many would have done and may have done.

QUESTION #2: You have scheduled a 10-day personal vacation. This trip has been planned for over a year, and everything has been paid for. You are scheduled to leave tomorrow. A category 5 hurricane has been approaching the state from the east for the last week. Forecast models show the hurricane passing south of the island, but Kauai is still within the 'Cone of Uncertainty.' What do you do?

PERSONAL APPLICANT CODE: W-3-15

Understanding that environmental emergencies are inherently unpredictable, I have prioritized preparedness throughout my career in emergency management, both academically and through the development and execution of tabletop and live exercises.

In 2019, I was offered the position of Director of Emergency Management for the City and County of San Francisco. Though I was flattered to be offered this opportunity, being in law enforcement was a lifelong dream. My work is further enhanced today due to my education and work in emergency management.

My commitment will be first and foremost to the island of Kaua'i, and equally to her sister islands, recognizing that the islands are interdependent and must support each other during times of crisis. In the event of a critical incident, whether I am away or preparing to travel, I would not hesitate to cancel my plans or return immediately.

Preparedness and planning for both anticipated and unexpected events have been cornerstones of my leadership. Under my supervision, participation in Incident Command System (ICS) training has been mandatory. I have consistently led efforts to ensure personnel are engaged in recurring tabletop and field exercises that strengthen coordination, validate operational plans, and ensure deployment readiness. These efforts include the thorough review and completion of After-Action Reports (AAR) to better understand weaknesses and strengths. To improve readiness, strategies, exercises, and resource deployment, thereby increasing the city's overall emergency response effectiveness.

Kaua'i's emergency management structure requires the coordination of local resources, but also State and Federal agencies. I understand the critical importance of organizing assets, staging areas, and ensuring that mutual aid agreements are in place. My experience in managing and liaising with multi-agency responses positions me to support Kaua'i's Emergency Management Agency in organizing and deploying resources rapidly and effectively when disaster strikes.

QUESTION #3: After 6 months as Kauai Police Chief, you begin to implement changes. You have discussed these changes with your Executive Staff and taken their input into consideration. One member of your Executive Staff has consistently opposed your changes. As you implement these changes this member of your Executive Staff continues to oppose them and is openly critical of these changes to his / her subordinates. How do you proceed?

PERSONAL APPLICANT CODE: W-3-15

As Chief, my leadership is informed by a diverse career in law enforcement, professional development through the FBI National Academy, Harvard Kennedy School, State and Local program, and a Master's in Organizational Leadership. Implementing change requires understanding and removing obstacles, empowering leaders at all levels, staying agile, and reinforcing long-term momentum.

In this situation, I would meet privately with the executive to understand the root of the resistance. At no time shall an executive make these meetings personal or confrontational. The goal should be to understand and work together towards a common objective. Leaders must model professionalism and teamwork. If their concerns reflect broader organizational resistance, I will engage the wider leadership team to refine messaging and ensure consensus. With these differences in opinion, we would evaluate and discuss them collectively to determine the best course of action, including implementation. Ultimately, once a decision is made, all members of the leadership team must be in lockstep to ensure consistent execution and unity of purpose. If the executive's conduct displays insubordination in a way that undermines morale or direction, I would take direct and necessary action, including disciplinary actions.

Leading change is not just about setting direction; it's about shaping culture, reinforcing values, and holding leaders accountable. Change comes from the top down by modeling behavior to create a change in culture.

Moving forward, I would reinforce the following process when implementing change at all levels:

- Present a shared vision and the urgency behind the transformation, the why.
- Empower other leaders to demonstrate alignment and urgency, thereby strengthening the coalition driving change.
- Set clear expectations for conduct that supports, not sabotages, organizational progress.

Open dialogue is critical in today's law enforcement. Creating a safe environment where all employees can share solutions, ideas, and thoughts will improve relationships, create stronger bonds, develop leadership, and create a team concept where one may not have existed.

QUESTION #4: Two weeks after you become Chief you are presented with a 'Termination Package' for an officer. The package includes a complete investigation into an incident that occurred before you became Chief, and a recommendation from a senior management 'Administrative Review Board' to terminate the officer. The package also contains a compelling argument from the officer's union for a lesser penalty. How would you proceed?

PERSONAL APPLICANT CODE: W-3-15

As the Chief, I assume full responsibility for all final disciplinary decisions. Due to arbitration, 50% of suspensions or terminations are overturned because of faulty investigations and a lack of prior documentation demonstrating progressive discipline. After my last visit to Kaua'i, I met with representatives of the State of Hawaii Organization of Police Officers (SHOPO). They expressed concern about unequal penalties for violations of policy. All organizations have faced this same issue. I provided them with a sample I have used from previous departments to start that conversation.

I would immediately establish a process for hearings regarding collisions and the practice of chief hearings to review evidence and hear from supervisors and members (sworn or civilian) at specific levels of policy violations, especially suspensions and terminations. This approach has received great praise from the membership, including supervisors, and has built trust within the organization and unions.

In this scenario, I would immediately sit down with the deputy chief and evaluate whether the investigation was conducted within policy, whether it was done objectively, and in alignment with both DHR policies and the SHOPO agreement. If the facts support termination, a hearing will be set with me, the deputy chief, the assigned City Attorney, a member of HR, the SHOPO representative, and the officer. This is to ensure legal defensibility and labor practices. Secondly, I would ensure that the recommended discipline is consistent with past practice for similar infractions, maintaining equity, and avoiding arbitrary decision-making.

During this hearing, the officer will have an opportunity with their representative to discuss the investigation and incident(s). It is important to me as a leader to create a fair process that considers all aspects of a situation in all cases. If I decide on termination, it is for cause and in no way based on anything other than the facts of the case.

Ultimately, my goal would be to uphold the integrity of the department, ensure fair treatment, and reinforce public trust in a discipline process that is both firm and just.

QUESTION #5: 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?

PERSONAL APPLICANT CODE: W-3-15

Allegations of sexual harassment or a hostile work environment, at any rank, must be taken seriously and addressed with immediate, impartial action. These behaviors undermine morale, erode internal trust, damage public confidence, and, if not handled properly, can cause long-term harm to both individuals and the department's credibility.

In my career, I have faced this directly, having inherited multiple lawsuits related to sex discrimination and hostile work environment upon becoming Chief. The first step is to make sure there is no member of the organization or public in an unsafe environment. Secondly, notify and coordinate with Human Resources and the Deputy Chief immediately, regardless of the time of day. All documentation, prior complaints, and witness statements must be reviewed thoroughly, with credibility and due process from the outset.

A prompt evaluation would also determine whether temporary relief of duty per State of Hawaii Organization of Police Officers (SHOPO) agreement or reassignment is necessary to protect the reporting party and prevent disruption to the workplace. I would assess whether the Office of Professional Standards can conduct a fair and impartial investigation or whether the situation warrants the use of independent outside counsel to preserve integrity and public trust.

I would also notify the Police Commission and Mayor early, given the high potential for public interest and media involvement. At a time that is appropriate, I would inform the appropriate SHOPO representative to ensure compliance with collective bargaining agreements while respecting the confidentiality of EEO matters and disciplinary procedures. All final decisions would be evidence-based and guided by department policy, County HR standards, and SHOPO protocols. If the findings are sustained, appropriate progressive discipline, including termination, will be considered. Regardless of the outcome, the department must show accountability, transparency, and a zero tolerance for such behavior.

Finally, I will attend all line-ups (sworn and civilian) to take questions and provide a statement that will be created with the City Attorney due to its sensitivity. I will mandate an immediate department-wide retraining, delivered through a trusted platform such as Traliant, along with updated annual in-service training focused on workplace conduct and supervisory responsibilities.

This type of misconduct, if ignored or mishandled, jeopardizes not only the well-being of our employees but also the legitimacy of leadership. Creating and sustaining a safe, respectful, and inclusive workplace is a non-negotiable responsibility. It is the responsibility of every member of the organization to ensure the well-being of both the organization and the public.

Candidate Name: Teresa Ewins – COMMISSION INTERVIEW			
Question #1:			
Provide a summary of your law enforcement career to date.			
What experiences do you believe have best prepared you to be the new Chief of Police?			
<p>Notes:</p> <ul style="list-style-type: none"> • 28-year law enforcement career, 1995-2021 & 2021-2023 <ul style="list-style-type: none"> ♦ Lincoln (Nebraska) Police Dept., Aug. 2021 – July 2023 <ul style="list-style-type: none"> ▪ Chief of Police ♦ San Francisco (California), 1995-2021 <ul style="list-style-type: none"> ▪ Commander (One-star Chief), 2017-2021 <ul style="list-style-type: none"> ♦ Field Operations Bureau, 2019-2021 ♦ Special Operations Bureau, 2017-2019 ▪ Captain, 2014-2017 <ul style="list-style-type: none"> ♦ Tenderloin Station, 2015-2017 ♦ Special Operations Bureau, 2015 ♦ Investigations Bureau – Special Victims, 2014-2015 • 9 years total Management Experience Captain and above 			
What to look for, answer reflects:			
Excellent summary			
Excellent examples to justify their answer			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent summary			
Excellent examples to justify their answer			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Teresa Ewins			
Script: The Commission solicited input from the community, government officials and KPD personnel on the top 5 traits they believed were necessary for a new Chief to be successful. These are the traits that were identified: <ul style="list-style-type: none"> • Ethics, Integrity, Honesty • Effectively lead, communicate, work with people from all communities • Engages Community, Builds Community Trust • Takes Responsibility, Personal Accountability • Creates a Positive Work Environment 			
Question #2:			
What trait do you believe is the most important and why?			
Provide an example of how you have demonstrated this trait in your career.			
What to look for, answer reflects:			
Did research on the Commission's Traits Matrix Project			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of how they demonstrated this trait			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Teresa Ewins			
Question #3:			
As the new Chief of Police, how would you build, maintain, and improve community relations, trust, and transparency?			
Provide an example of how you did this in your career.			
<p>Example:</p> <ul style="list-style-type: none"> • Strategies for Building Trust: Community Policing (Build partnerships with residents and businesses to proactively address local concerns) • Enhance Communication & Transparency: Use social media to share timely info. & engage in dialogue w/ the public, be transparent about policing methods/procedures i.e. the use of body cameras, provide clear explanations for police actions, even during routine interactions. • Promote Positive Interactions: Attend community events & participate in non-enforcement activities • Foster Cultural Understanding: Provide cultural competency training to ensure officers respect & understand diverse backgrounds • Strengthen Accountability: Implement transparent processes for handling public complaints & grievances, model professional & fair behavior, including de-escalation practices. • Engage in Collaboration: Work w/ community members & other organizations to solve problems, involve the public in some training exercises to build connections & foster a shared sense of responsibility. 			
What to look for, answer reflects:			
Did research on KPD and Kauai community			
Knowledgeable on building community relations, trust and transparency			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of building community relations, trust, and transparency			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Teresa Ewins

Question #4:

Recruiting and retention of police officers is a nation-wide problem. What innovative methods would you implement to increase recruitment and retention?

Provide an example of how you did this in your career.

Example:

RECRUITMENT: a multi-faceted approach including community engagement, modernizing hiring processes, competitive compensation and benefits, targeted recruitment campaigns, developing educational and mentorship programs, and incentive programs.

- **Community Engagement:**
Outreach Program, Ride-alongs, Partner with Church and Religious Groups
- **Create Programs:**
Internships, Explorers, Mentorship with College and High Schools
- **Streamline Hiring Process:**
Workshops to assist with Written and Physical Entry Tests
- **Incentives:**
Hiring Bonus, Child Care, Housing Allowance
- **Think Outside the Box:**
Est. a Community Service Officer Classification to handle non-enforcement duties and become a pipeline for new officers, Est. Retired Senior Volunteer Program to handle administrative duties, Reinstitute Reserve Officer Program

RETENTION: competitive compensation and benefits, opportunities for career advancement and training, positive-supportive work environment with work-life balance initiatives. Officer wellness programs to combat burnout.

- **Incentive Stipends:**
Language skills, Hazardous Duty, Field Training Officer Pay
- **Tuition Assistance/Reimbursement:**
Asso. Degree, Bachelors, Masters, etc.
- **Senior Officer Benefits (over 25 years):**
Extra Vacation Days, Physical Fitness Stipends, Gym membership

What to look for, answer reflects:

Did research on current KPD recruiting

Knowledgeable about recruitment and retention

The candidate's response:

Check one, YES, NO or N/A

YES

NO

N/A

Addressed the questions asked

Was delivered with confidence and clarity

Excellent example to support their answer

Discussed multi-faceted approach to recruitment & retention

*N/A – not responsive

Based on the response:

If I were KPD Chief, I would want this candidate working for me

I would want to work for this candidate

I would feel confident appointing him / her as new Chief

Candidate Name: Teresa Ewins			
Personal Statement			
What to look for, answer reflects:			
Was well-prepared			
Compelling statement			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Was delivered with confidence and clarity			
Excellent organized statement			
Excellent examples to justify their statement			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Roderick B Green



06/20/2025

Why I wish to become the next Kaua'i Chief of Police

Dear Hiring Manager:

With twenty years of dedicated service to the Kauai Police Department, I am honored to express my interest in the position of Kauai Police Chief. As someone who has grown professionally and personally within this organization, I have a deeply rooted investment in the success of our department and the safety of the community we serve.

Throughout my career—including my current role as Captain of the Field Operations Division—I have remained committed to fostering operational excellence, supporting the professional development of both sworn and non-sworn staff, and strengthening our department's relationship with the public. I care deeply about the men and women of this department, and I believe that strong leadership should inspire a shared sense of purpose, pride, and resilience at every level.

My commitment to Kauai extends beyond the badge—I am a part of this community. That connection has always fueled my determination to provide thoughtful, responsive, and innovative public safety leadership. A recent Gallup survey identified critical areas within our organization that demand attention and improvement. As Chief, I would not only embrace those findings but also act on them—implementing strategic initiatives that directly enhance morale, communication, accountability, and trust within the department and with our community partners.

The Kauai Police Department is at a pivotal moment, and I bring the experience, insight, and leadership style to move us forward. Highlights of what I offer include:

- **Proven Operational Leadership:** A track record of managing complex operations and emergency responses with precision, while continuously improving team performance and public outcomes.
- **Cultural Sensitivity:** A deep appreciation for Kauai's unique cultural diversity, and a demonstrated ability to lead with respect for the island's traditions, values, and community expectations.
- **Effective Communication:** Strong verbal and written communication skills that support transparency, clarity, and collaboration—both internally and with external stakeholders.
- **Balanced Decision-Making:** An even temperament that enables fair, consistent, and thoughtful leadership, particularly when navigating complex personnel and public safety matters.
- **Cost-Conscious Innovation:** Successfully developed internal training programs that enhanced professional development and reduced reliance on external resources.
- **Award-Winning Community Engagement:** Recognized for building meaningful partnerships and fostering transparency that reinforces public confidence and departmental integrity.

I welcome the opportunity to discuss how my leadership can contribute to a stronger, more connected, and forward-thinking Kauai Police Department. Thank you for considering my application—I look forward to the possibility of continuing to serve our department and community in this new capacity.

With respect and commitment,

Sincerely,

Roderick B Green

Roderick B Green

Objective

To serve as the next Chief of Police for the Kauai Police Department, where I can apply over three decades of progressively responsible law enforcement experience, including executive command-level leadership. I bring a deep understanding of Kauai's cultural landscape, an even temperament essential for fair and balanced decision-making, and a demonstrated commitment to community engagement, policy development, and organizational accountability. As an effective communicator and FBI National Academy graduate, I aim to lead with transparency, professionalism, and cultural sensitivity to ensure the safety and well-being of all who call Kauai home.

Chief of Police Profile

Dynamic and result-driven law enforcement executive with extensive career progression from Patrol Officer to Captain, commanding multi-division operations across Field Operations, Traffic Safety, Communications, and Holding Facility. Graduate of the 270th session of the Federal Bureau of Investigations National Academy, delivered measurable fiscal savings through innovative training program development and award-winning performance recognized with Top Cop, Officer of the Year, and Humanitarian honors. Proven expertise in strategic leadership, crisis management, emergency operations, policy development, and community partnerships. Demonstrated ability to build stakeholder relationships while maintaining operational excellence and organizational accountability.

Areas of Expertise

- Strategic Planning & Execution
- Crisis & Emergency Management
- Budget Administration
- Policy Development
- Incident Command Systems
- Interagency Collaboration
- Emergency Response Coordination
- Media Relations
- Public Safety Operations
- Training Program Development
- Peer Support & Mediation
- Personnel Management

Education

Bachelor of Science in Criminal Justice, Bethel University, Nashville, TN

Professional Experience

Kauai Police Department, Lihue, HI
Captain – Patrol Administrative Division

2004 – Present

Provide strategic leadership and command operations across Patrol Administrative Division, overseeing critical support functions and administrative operations. Previously served as Captain responsible for both Field Operations and Administration for five years prior to the creation of an additional captain position, commanding comprehensive operations across field patrol, dispatch, cellblock, traffic, and Field Training Officer Program. Supervise patrol services bureau activities and manage daily field operations deployment while overseeing emergency management protocols and incident command systems. Implement policy development and coordinate training and development through field training officer instruction and mentorship of middle management. Foster community partnerships through involvement in various committees and collaborative efforts.

- Demonstrated fiscal responsibility by developing and implementing comprehensive Field Training Officer Program during COVID-19 pandemic, creating curriculum and personally instructing classes that achieved \$60K budget savings in off-island training costs.
- Earned exceptional performance recognition through triple awards in 2015 including Top Cop award for Kauai, Hawaii State Law Enforcement Officer Association Officer of the Year, and County of Kauai Employee of the Year.
- Received Humanitarian of the Year for Law Enforcement recognition from Rotary Club in 2013, demonstrating commitment to community partnerships and stakeholder engagement.
- Led department Honor Guard operations, ensuring ceremonial excellence and representing departmental traditions with precision and military bearing at official functions and community events.
- Achieved multiple promotions through merit-based advancement from Patrol Officer to Captain, demonstrating succession planning readiness and executive leadership potential across all organizational levels and operational divisions.
- Executed risk management and crisis resolution as crisis negotiation team leader, successfully managing high-stakes incidents requiring strategic decision-making and interagency collaboration.
- Led emergency management operations during COVID-19 pandemic, implementing policy development for health protocols while ensuring continued public safety services and departmental readiness.

Additional Experience

Los Angeles County Sheriff Department, Los Angeles, CA

Patrol Deputy | Field Training Deputy | Court Bailiff | Dispatcher | Lock Up Deputy

Los Angeles County Metro Transit, Los Angeles, CA

Transit Oriented Problem-Solving Team | Field Training Officer | Patrol Officer | Undercover Officer

US Marine Corps, Operation Desert Storm Veteran

Corporal | USMC Color Guard at MCAS El Toro

- Good Conduct Medal | Letter of Appreciation (5th Award) | Meritorious Mast
- National Defense Service Medal | Certificate of Appreciation | Certificate of Commendation

Professional Training & Certifications

FBI National Academy, Class #270

FBI Crisis Negotiation Course

International Association of Hostage Negotiators, Phase III

Public Agency Training Council, Hostage Negotiations Phase I & II

Immediate Action Teams, Active Shooter Course

Applied Suicide Intervention Skills Training (ASIST)

A.L.I.C.E. Active Shooter Response Training

Department of Justice, Neighborhood Watch Training

FEMA Incident Commander Training

FEMA Field Force Operations

FEMA Emergency Management Institute

- ICS-400: Advanced ICS Command Staff – Complex Incidents
- ICS-300: Intermediate ICS for Expanding Incidents
- ICS-200: Basic Incident Command System
- ICS-700: National Incident Management System (NIMS) Introduction

The Reid Technique of Interviewing and Interrogation

Practical Homicide Investigation

Advanced DNA Crime Scene Collection Training, Levels I & II

Conducting Death and Homicide Investigations

International Association for Police Chaplains, Liaison Officer Training

The 13 Critical Tasks Workshop

Kapiolani Community College, First Responder Course

PPCT Defensive Tactics Certification

- Basic Defensive Tactics
- Spontaneous Knife Defense

Law Enforcement Flying While Armed

Los Angeles Sheriff's Department, Leadership Development Training

Rio Hondo College

- Advanced Officer Training
- Basic Police Academy

San Bernardino County Sheriff's Department, Problem-Oriented Policing

Southwest Regional Training Center, Field Officer Training

Commission on Peace Officer Standards and Training (POST), Basic Certificate

Memberships & Affiliations

Commandant, Kauai Marine Corps League Detachment #938 (current)

Vice President, Board of Directors, Hoike Community Media

Vice Chair, Kauai Community Players Theater Company

FBINAA Member

President, Kauai Police Relief Association (KPRA)

Alzheimer's Steering Committee

Kauai Filipino Women's Club Aloha Committee

Community Involvement & Volunteer Service

Island Coordinator, Toys for Tots – Kauai
Certified Volunteer Mediator, Kauai Economic Opportunity
Coach, Kauai Police Activities League
Kapaa HS Sports Announcer
KONG Radio On Air Personality
Kauai Community Tennis Organization
Volunteer & Coach, Special Olympics (Basketball, Soccer)
Member, USA Amateur Boxing Association – Certified Judge & Referee
Steering Committee Member, Alzheimer's Association Charity Walk
Torch Run Leader (5x), Troy Barboza Special Olympics Law Enforcement Torch Run – Kauai
Girls Softball Coach (Ages 13 & under)
Youth Basketball Coach, Eastside Basketball League
Youth Tennis Coach, Kauai Community College
Moderator, Youth Forum on Bullying
Freelance Videographer & Producer, Community Events
Fundraiser Participant, COP on TOP – Special Olympics
Pageant Judge (2x), Ms. Kauai and Ms. Garden Island Scholarship Pageants

QUESTION #1: As a Police Manager, relate an incident in which you had to discipline a subordinate who has been a long-time co-worker and personal friend. What was the incident that led to the discipline? What were the outcomes?

PERSONAL APPLICANT CODE: W-3-25

As a police manager, I have found that one of the most challenging responsibilities in law enforcement leadership is holding people accountable. It is especially difficult when that person is a long-time coworker or personal friend. When presented with these situations, I have utilized fairness, impartiality, and adherence to policy. Throughout my thirty-plus years of law enforcement experience, I have found that failure to hold employees equally accountable undermines trust. This lack of trust negatively affects the culture of the department, which can lead to a toxic environment, actively disengaged employees, and a lack of retention. At my current organization, a recent Gallup survey of our department members revealed that a majority felt there were inconsistencies in how department members were disciplined.

Although I don't have the authority to impose disciplinary action myself, as that responsibility lies solely with the Chief under our department's disciplinary policy, I have had the opportunity to serve on our department's Administrative Review Board. As a member of the Administrative Review Board, my role is to examine internal investigations thoroughly and provide recommendations based on facts and departmental guidelines.

In one especially challenging case, an officer I worked with for years and considered a friend was involved in a serious incident that involved another officer while they were both on duty. Without warning or justification, the friend physically assaulted a fellow officer in the presence of a lieutenant and several department members. [REDACTED]

[REDACTED] This was not the first documented violence-related incident involving this employee. He had been previously involved in a domestic-related situation that resulted in his arrest.

After a thorough review of the investigation's facts and in-person testimony from the officer during his administrative review, I recommended termination. Understanding the seriousness of terminating any employee, I considered several factors before offering my recommendation. One of the most crucial factors was sending a message to employees that workplace violence will not be tolerated. Employees need to know that they will be protected in the workplace. [REDACTED]

[REDACTED] It would also have sent a message to employees that violence is acceptable in our department [REDACTED]

[REDACTED] Officers are expected to display discipline, professionalism, and emotional control, all of which he failed to do.

After much deliberation, the other board members unanimously reached the same conclusion. The Chief ultimately acted on our recommendation. Although it wasn't an easy decision given the personal history involved, it was necessary to maintain a safe work environment as well as the credibility of the Administrative Review Board and department.

As a member of the department's peer support team, I ensured that those impacted had access to support services, including our Employee Assistance Program and peer support.

QUESTION #2: You have scheduled a 10-day personal vacation. This trip has been planned for over a year, and everything has been paid for. You are scheduled to leave tomorrow. A category 5 hurricane has been approaching the state from the east for the last week. Forecast models show the hurricane passing south of the island, but Kauai is still within the 'Cone of Uncertainty.' What do you do?

PERSONAL APPLICANT CODE: W-3-25

If confronted with the dilemma of whether to proceed with a planned vacation while a category five hurricane was approaching the state, I would immediately postpone my travel plans until Kauai was no longer at risk.

As Kauai's Police Chief, I would be physically present and accessible to provide direction, reassurance, and stability. My presence would be crucial in maintaining the trust of the community and the department. The fact that Kauai would still be in the "Cone of Uncertainty" in and of itself would be the determining factor in my decision. While I have the utmost confidence in my command staff to lead during my absence, I would never allow personal plans to take precedence over my duty to serve and protect the people of Kauai. I believe in leading by example.

I would not want Kauai to be in a similar predicament that Maui found itself in during the Lahaina Wildfires. During that incident, both the Maui Emergency Management Head and Maui's Fire Chief were off-island when the Lahaina fire exploded. In reviewing after-action reports related to the fires, a lesson learned was that the absence of those key figures led to delays in critical decision-making. I refer to the Lahaina fires not to place blame, but to illustrate the importance of being available during a catastrophic event.

Once I committed to remaining on the island, I would work with my team to ensure that a department-wide operational plan was established and communicated. The plan would encompass schedule adjustments and staffing, messaging to the community, and reinforcing infrastructure. I would also ensure that department members were afforded time to safeguard their households.

I would utilize my training as an ICS Incident Commander to work closely with the Kauai Emergency Management Agency, to assist with planning efforts, coordinate resources, and ensure that public safety operations were functioning effectively at all levels. In addition, I would collaborate with the Mayor's Office, our Public Information Officer, and the Kauai Fire Department to ensure we provided a joint and consistent message of safety.

Having lived on Kauai for over twenty years, the unpredictability of hurricanes has been ingrained in me. Hurricane Iniki, which impacted Kauai in 1992, is an example of that unpredictability. Despite forecast models that predicted the storm would pass south of Kauai, the storm shifted course and made a direct impact on our island. The devastation that followed is a reminder that we cannot rely solely on projections. My wife Barbara lived through Hurricane Iniki and has shared with me many stories of the devastation Iniki caused. Her perspective has deepened my understanding of how essential strong, visible leadership is during a crisis.

I also recognize the importance of self-care, especially in a high-stress role like that of a Police Chief. While I would delay my vacation to fulfill my responsibilities during a hurricane threat, I would ensure that I took personal time once the situation had stabilized and the island was no longer in danger. I'm a strong proponent of the idea that taking care of one's well-being is a necessity for continuing to lead effectively.

Ultimately, my decisions in times like these would be guided by duty, experience, and the responsibility I have to the people of Kauai.

QUESTION #3: After 6 months as Kauai Police Chief, you begin to implement changes. You have discussed these changes with your Executive Staff and taken their input into consideration. One member of your Executive Staff has consistently opposed your changes. As you implement these changes this member of your Executive Staff continues to oppose them and is openly critical of these changes to his / her subordinates. How do you proceed?

PERSONAL APPLICANT CODE: W-3-25

As Kauai's Police Chief, I would encourage alternative viewpoints on any departmental changes I plan to implement. However, if a member of my Executive Staff continued to be openly critical of the changes being implemented outside of our Executive Staff meetings, I would immediately address it by scheduling a private meeting with that Executive Staff member.

During our meeting, I would acknowledge the executive's institutional knowledge and contributions to the department throughout their career. I would then address feedback that indicates they have been openly critical to their subordinates regarding the changes being implemented. I would offer them the chance to help me understand why they feel so strongly against this change. My goal would be to get to the root of their concern. Based on several disputes I have helped resolve as a KEO-trained mediator, I understand that unresolved issues often cause strong opposition and inflexibility. I would actively listen and seek to understand the context behind their opposition. My experience shows that an open-minded approach usually leads to better communication and mutual respect.

If I don't find a compelling reason not to proceed after speaking with the executive, I would reaffirm that the change will be implemented. I would explain that opposing a decision after it's made undermines unity and leadership credibility. I would clarify my expectations for the staff member to model professionalism, unity, and respect for the leadership process. I would emphasize that publicly undermining decisions, especially to subordinates, damages morale and creates division within the department. I would remind the member that our Executive Staff was previously fragmented, as highlighted by a recent Gallup Survey, and that we have made significant progress in becoming a more cohesive team. If, after discussion, the staff member still strongly opposes the change, I would explore options to help them find a constructive role in the implementation. If that's not possible, I would evaluate whether their current assignment still serves the department's best interests. I would observe their behavior moving forward. If they change their stance and support the change, I would acknowledge their efforts. If not, I would escalate the issue according to departmental policy, which could include formal counseling, removing them from leadership duties, or other disciplinary actions.

As a leader, I have always valued input that challenges my thinking. As Kauai's Police Chief, I would continue that mindset. I believe that healthy debate and alternative viewpoints lead to well-balanced decisions and foster a culture where people feel heard and valued.

QUESTION #4: Two weeks after you become Chief you are presented with a 'Termination Package' for an officer. The package includes a complete investigation into an incident that occurred before you became Chief, and a recommendation from a senior management 'Administrative Review Board' to terminate the officer. The package also contains a compelling argument from the officer's union for a lesser penalty. How would you proceed?

PERSONAL APPLICANT CODE: W-3-25

If I received a termination package two weeks into my role as Chief, I would communicate to my Administrative Review Board and the Office of Professional Standards that I plan to thoroughly review the case before making a final decision. I would clarify that my goal is not to second-guess their work but to fulfill my responsibility as the Chief of Police to conduct my due diligence.

Because I take the responsibility of terminating an officer seriously, I would carefully examine the entire Termination Package. This would include reviewing the incident itself and the findings of the investigators. I would also seek to understand the rationale behind each Administrative Review Board member's recommendation, as well as the officer's complete discipline and commendation history.

As a new Chief, only two weeks into my tenure, I would meet with the officers' union representatives (S.H.O.P.O.) to hear any compelling arguments and mitigating factors that would justify a lesser penalty. Based on several discussions I have had with union representatives from my current department, the overall sentiment from the union was that communication with the department has been ineffective. I believe that my meeting with them would demonstrate my commitment to fairness and objectivity in decisions that impact their members.

Additionally, I would review prior cases for consistency in discipline, especially involving sustained findings in similar incidents where officers were not terminated. If warranted, I would seek input from the County Attorney and County Human Resources.

Ultimately, I would make my decision after considering the facts of the investigation, departmental policy, and past precedents.

QUESTION #5: 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?

PERSONAL APPLICANT CODE: W-3-25

As a County of Kauai employee, I am committed to promoting a safe, respectful, and discrimination-free workplace for all employees. As Chief of Police, I believe this responsibility would become even more significant. Per the County's policy, this includes complying with federal and state laws. It also means ensuring that procedures for reporting, investigating, and resolving complaints of harassment, discrimination, or retaliation are in place. Currently, all employees for the Kauai Police Department are required to receive annual training on the County's policy against Discrimination, Harassment, and Retaliation. This training is documented electronically, showing the date and time the policy was reviewed, and captures an electronic signature of each employee upon completion of the training.

If informed of a sexual harassment or hostile work environment complaint, my actions would be consistent with the procedures outlined in the County of Kauai's Policy against Discrimination, Harassment, and Retaliation. I would notify the Department of Human Resources upon receipt of a complaint and ensure that a prompt and thorough investigation was conducted. These actions would include, but not be limited to, protecting the complainant from further harm or potential retaliation. This protection might consist of separating the employees by temporary relocation. I would offer emotional support through chaplain services, peer support, and the Employee Assistance Program. Once a thorough and complete investigation was conducted, I would convene the Administrative Review Board to review the facts and offer a recommendation. After receiving their recommendation, I would thoroughly review their findings and consider any mitigating factors before making a decision.

I have demonstrated my commitment to promoting a safe, discrimination-free workplace on multiple occasions. One of these occasions occurred while serving as a Captain. An employee confided in me about feeling harassed by the Chief of Police. The employee also shared with me an audio recording of the incident, which involved the Chief going on a profanity-laced tirade. Though the employee initially asked me not to act, I explained my obligation to report the incident due to the serious nature of the behavior. I understood that my failure to act could potentially expose the County to civil liability.

Fully aware of the possible adverse impact it might have on my career by reporting the incident, I remained true to my commitment of protecting all employees by ensuring that the incident was reported. The employee filed a formal complaint, which led to an investigation of the incident and eventual disciplinary action against the Chief. This incident exemplifies my belief that leadership must act with integrity, transparency, and accountability when addressing misconduct — regardless of rank.

Candidate Name: Roderick Green – COMMISSION INTERVIEW			
Question #1:			
Provide a summary of your law enforcement career to date.			
What experiences do you believe have best prepared you to be the new Chief of Police?			
Notes: <ul style="list-style-type: none"> • 27-year law enforcement career, 1992-1998 & 2004-2025 (KPD) <ul style="list-style-type: none"> ♦ Kauai Police Dept., 2004-2025 <ul style="list-style-type: none"> ▪ Captain for 7 years. <ul style="list-style-type: none"> ♦ Field Operations Division • Work History Gap - 1998-2004 <ul style="list-style-type: none"> ♦ Los Angeles Sheriff's Dept., April 1998 – August 1998 <ul style="list-style-type: none"> ▪ Deputy Sheriff ♦ Los Angeles County Metro Transit Authority – 1992-1998 <ul style="list-style-type: none"> ▪ Transit Police Officer • 7 years total Management Experience Captain and above 			
What to look for, answer reflects:			
Excellent summary			
Excellent examples to justify their answer			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent summary			
Excellent examples to justify their answer			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Roderick Green**Script:**

The Commission solicited input from the community, government officials and KPD personnel on the top 5 traits they believed were necessary for a new Chief to be successful. These are the traits that were identified:

- Ethics, Integrity, Honesty
- Effectively lead, communicate, work with people from all communities
- Engages Community, Builds Community Trust
- Takes Responsibility, Personal Accountability
- Creates a Positive Work Environment

Question #2:

What trait do you believe is the most important and why?

Provide an example of how you have demonstrated this trait in your career.

What to look for, answer reflects:

Did research on the Commission's Traits Matrix Project

The candidate's response:

Check one, YES, NO or N/A

YES

NO

N/A

Addressed the questions asked

Was delivered with confidence and clarity

Excellent explanation to justify their answer

Excellent example of how they demonstrated this trait

Based on the response:

If I were KPD Chief, I would want this candidate working for me

I would want to work for this candidate

I would feel confident appointing him / her as new Chief

Candidate Name: Roderick Green			
Question #3:			
As the new Chief of Police, how would you build, maintain, and improve community relations, trust, and transparency?			
Provide an example of how you did this in your career.			
Example:			
<ul style="list-style-type: none"> • Strategies for Building Trust: Community Policing (Build partnerships with residents and businesses to proactively address local concerns) • Enhance Communication & Transparency: Use social media to share timely info. & engage in dialogue w/ the public, be transparent about policing methods/procedures i.e. the use of body cameras, provide clear explanations for police actions, even during routine interactions. • Promote Positive Interactions: Attend community events & participate in non-enforcement activities • Foster Cultural Understanding: Provide cultural competency training to ensure officers respect & understand diverse backgrounds • Strengthen Accountability: Implement transparent processes for handling public complaints & grievances, model professional & fair behavior, including de-escalation practices. • Engage in Collaboration: Work w/ community members & other organizations to solve problems, involve the public in some training exercises to build connections & foster a shared sense of responsibility. 			
What to look for, answer reflects:			
Did research on KPD and Kauai community			
Knowledgeable on building community relations, trust and transparency			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of building community relations, trust, and transparency			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Roderick Green

Question #4:

Recruiting and retention of police officers is a nation-wide problem. What innovative methods would you implement to increase recruitment and retention?

Provide an example of how you did this in your career.

Example:

RECRUITMENT: a multi-faceted approach including community engagement, modernizing hiring processes, competitive compensation and benefits, targeted recruitment campaigns, developing educational and mentorship programs, and incentive programs.

- **Community Engagement:**
Outreach Program, Ride-alongs, Partner with Church and Religious Groups
- **Create Programs:**
Internships, Explorers, Mentorship with College and High Schools
- **Streamline Hiring Process:**
Workshops to assist with Written and Physical Entry Tests
- **Incentives:**
Hiring Bonus, Child Care, Housing Allowance
- **Think Outside the Box:**
Est. a Community Service Officer Classification to handle non-enforcement duties and become a pipeline for new officers, Est. Retired Senior Volunteer Program to handle administrative duties, Reinstitute Reserve Officer Program

RETENTION: competitive compensation and benefits, opportunities for career advancement and training, positive-supportive work environment with work-life balance initiatives. Officer wellness programs to combat burnout.

- **Incentive Stipends:**
Language skills, Hazardous Duty, Field Training Officer Pay
- **Tuition Assistance/Reimbursement:**
Asso. Degree, Bachelors, Masters, etc.
- **Senior Officer Benefits (over 25 years):**
Extra Vacation Days, Physical Fitness Stipends, Gym membership

What to look for, answer reflects:

Did research on current KPD recruiting

Knowledgeable about recruitment and retention

The candidate's response:

Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent example to support their answer			
Discussed multi-faceted approach to recruitment & retention			
*N/A – not responsive			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Roderick Green			
Personal Statement			
What to look for, answer reflects:			
Was well-prepared			
Compelling statement			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Was delivered with confidence and clarity			
Excellent organized statement			
Excellent examples to justify their statement			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Robert Larson

June 29, 2025

Kaua'i County Police Commission
c/o Office of Boards and Commissions
4444 Rice Street, Suite 150
Līhu'e, HI 96766

RE: Application for Chief of Police – Kaua'i Police Department

Dear Members of the Kaua'i County Police Commission,

I am honored to submit my application for the position of Chief of Police for the Kaua'i Police Department. As a Captain with over 27 years of law enforcement experience in a full-service agency, and over 15 years in a management position, I have demonstrated a record of executive leadership. I am confident in my ability to guide the department with integrity, innovation, collaboration and a deep commitment to the community and public service.

I am passionate about servant leadership, ethical policing, and mentoring future leaders. I hold a B.A. in Organizational Leadership of Criminal Justice and a Masters of Public Safety from the University of Virginia. As a graduate of the FBI National Academy and the Senior Management Institute for Policing, I bring both practical and academic perspectives to modern policing challenges.

My family has a deep rooted connection to Hawai'i as my wife's grandparents were both raised on O'ahu, her mother was born there, and continue to have family on both O'ahu and Maui. The values and culture of Hawai'i have long been a part of our family life. After visiting the islands over the years, we have developed a particular connection to Kaua'i—its people, sense of place, and community values.

I returned to Kaua'i this past week specifically to meet with members of the police department—both sworn and civilian. After speaking with them, it was clear that Kaua'i is a special community with a deep sense of pride, family, and service. I was struck by their warmth, professionalism, humility, and unwavering dedication to their oath of protecting this island. They were open, welcoming, and honest—qualities that strengthened my resolve to become part of this policing family and contribute meaningfully to the island's safety and well-being while protecting its cultural heritage.

I honor the values of the Kaua'i Police Commission for an honest and effective leader that serves the people of Kaua'i. I am drawn to the opportunity to serve Kaua'i's diverse and vibrant communities and would be honored to continue building a department grounded in respect, integrity and professionalism.

Thank you for considering my application. I welcome the opportunity to further discuss how my experience and vision align with your expectations for the next Chief of Police.

With respect and appreciation,



Robert Larson

ROBERT LARSON



PROFESSIONAL SUMMARY

Servant leader, dedicated law-enforcement professional skilled at enhancing community relations, and successfully serving the public. Executive leadership abilities to manage a large diverse organization, coordinate multiple resources, and develop collaborative relationships. Community oriented with strong procedural justice attributes. Trustworthy, dependable, proactive problem solver willing to go above and beyond the call of duty to ensure public safety. Possess situational awareness and integrity, dedicated to public safety, fairness, and impartial treatment.

SKILLS

- Ethical
- Passionate
- Self-motivated
- Strong communication skills
- Conflict resolution
- Extremely organized
- Servant leadership
- Dedicated to others
- Critical thinking
- Quick learner
- Ability to work under stressful conditions
- Project manager
- Ability to multi-task
- Risk management processes and analysis
- Strong work ethic
- Humble

WORK HISTORY

CITY OF RENO POLICE DEPARTMENT

Police Captain | Reno, NV | April 2024 – Present (2024 department reorganization changing Commander to Captain)

- Assist the Assistant Chief of Police in planning and controlling Police Department operations.
- Management responsibility for assigned services and activities of an assigned Division within the Police Department.
- Oversee and participate in the development and administration of the assigned divisions' annual budget; participate in the forecast of funds needed for staffing, equipment, materials, and supplies for the assigned divisions; monitor and approve expenditures; implement adjustments.
- Oversee the Field Services Division, the largest division in the Reno Police Department, consisting of 180+ employees.
- Prior Internal Affairs director, currently tasked with special internal affairs investigation for complaint of discriminatory and unfair treatment.
- Worked with Lexipol to overhaul General Order process to Lexipol best practices policies.
- Assist in the development of Strategic Plan for the Reno Police Department.
- Currently the most senior sworn employee at the Reno Police Department.

CITY OF RENO POLICE DEPARTMENT

Police Commander | Reno, NV | February 2021 – April 2024

- Support Services Division (Jan 2023 – April 2024).
 - The division consists of the Detective Unit, Traffic Unit, Records Unit, Training Unit, Victim Services and Finance.
- Regional Services Division (Feb. 2021 – Jan. 2023).
 - The division consists of 6 regionalized teams (Crime Suppression, Gangs, Narcotics, Human Trafficking, Northern Nevada Intelligence Center, Regional Offender Program) with officers from five different agencies.
- Co-author of SPI grant, for gun crimes. Based off Chicago Operation Cease Fire.
- Worked directly with Federal agencies to combat crime within Washoe County.
- Managed community engagement/relationship activities and Public Information Officer.
- Negotiated \$11 million dollar contract between AXON and the City of Reno.

CITY OF RENO POLICE DEPARTMENT

Police Lieutenant | Reno, NV | September 2010 – February 2021

- Oversee the Investigations Section (2019-2021).
 - Robbery Homicide Unit, Sex Crimes Unit, Family Crimes Unit, Burglary Unit, Fraud Unit and the Computer Crimes Unit.
 - Developed organized retail theft program for prevention and enforcement.
 - Lead regional Crime Gun Intelligence Center concept with ATF and other Federal partners with coordination of mutual efforts for the safety and security of the community.
 - Lead Victim Services Unit, providing victim centered approach to victims of crime.
- Managed Special Event Unit (2014-2019).
 - Homeland Security through the Northern Nevada Regional Intelligence Center.
 - Directed large scale special events and coordinated risk assessment for the City of Reno.
 - Reno hosts over 250 events a year, with two major events Hot August Nights and Street Vibrations.
 - Worked with United States Secret Service for the care and safety of the President and Vice President of the United States, as well as, other dignitary protection.
 - 2016 Presidential Elections – over 30 dignitary visits, to include multiple POTUS/VPOTUS.
- Crime Analyst Unit, compiling statistical data, Risk terrain mapping, and other real time data to enhance proactive enforcement efforts.
- Managed Internal Affairs unit (2012 – 2014).
 - professional standards investigations and liability management.
 - Developed policies and procedures.
- Collaterally managed Training Unit which consists of in-service and academy training.
- Patrol Lieutenant (2010-2012).
 - Managed patrol teams, coordination of staffing and resource allocation.

- Managed youth leadership opportunities through Explorers program.
- Developed new annual report concept highlighting yearly department unit successes.
- Moved from built in MDT to removable laptop, creating efficiency in the field.
- Implemented and negotiated contract for computer based time card system (Telestaff).
- Board member for the Reno Police Supervisory Administrative Employees group.
- Managed community engagement/relationship activities and Public Information Officer.
- Command over the explosive ordinance disposal unit.

CITY OF RENO POLICE DEPARTMENT

Police Sergeant | Reno, NV | January 2006 - September 2010

- Supervised Traffic Unit (2007-2010).
 - Completed/managed budgets for special events and grant allocations.
 - Managed staffing for special events and grant operations.
 - Joining Forces, M.A.D.D (Mothers Against Drunk Drivers), Commercial Enforcement Grant.
 - Developed enhanced safety for motor officers, by improving uniform safety requirement, utilizing abrasion resistant daily riding uniform and full face helmet.
- Supervised Patrol Teams (2006-2007).
 - Allocating staffing and monitoring daily activities with community policing philosophy.
 - Mentor and coached younger officers development.

CITY OF RENO POLICE DEPARTMENT

Police Officer | Reno, NV | March 2000 - January 2006

- Traffic Officer (Jan. 2002-Jan. 2006).
 - Enforced all traffic laws and ordinances.
 - Conducted thorough investigations of serious injury and fatality traffic accidents.
 - Certified Motor Training Officer.
 - Certified Radar instructor.
- Patrol Officer (Mar. 2000-Jan. 2002).
 - Actively patrolled assigned areas to prevent and detect crimes.
 - Conducted preliminary investigations at the scenes of major crimes.
 - Secured crime scenes, gathered evidence and questioned witnesses.
 - Apprehended suspects, read Miranda Rights and transported offenders to jail.
 - Practiced Community Policing, talked regularly with citizens to establish rapport and become a familiar presence in the area.

WASHOE COUNTY SHERIFF

Deputy Sheriff | Reno, NV | January 1998 - March 2000

- Observed jail and inmate activity to maintain order and safety of inmates and guards.
- Booked suspects and processed mug shots and fingerprints.

EDUCATION

MASTER OF PUBLIC SAFETY (3.97 GPA) - *University of Virginia* - 2025

BACHELOR OF ARTS - Organizational Leadership of Criminal Justice - *Mountain State University* - 2008

- Graduated magna cum laude

University of Nevada Reno – Undergraduate studies - *Reno, NV*

Howard College – Undergraduate Studies/Baseball scholarship - *Big Spring, TX*

Cosumnes River College – Undergraduate Studies/Baseball team - *Sacramento, CA*

CERTIFICATES

- **FBI National Academy – Session 287**
- **Senior Management Institute of Policing**
- Advanced Certificate Police Officer Standards and Training
- Intermediate Certificate Police Officer Standards and Training
- Basic Certificate Police Officer Standards and Training
- Special Events Management
- Advanced Traffic Reconstruction
- California Highway Patrol Certified Motor Trainer
- State of Nevada Radar instructor

PRESENTATIONS

- Race in Policing symposium (2019-present)
- Black Student Union, National and Local issues in policing
- CalFest - 2015 panelist,
- CalFest - 2016 Presenter "Public Safety and Special Events"
- Reno Citizens Institute – presenter 2014-2019
- Regional Citizens Academy – presenter 2019/2022/2023
- Municipal Special Event Summit – January 2020, presenter "Public Private Partnerships in Public Safety"

PROFESSIONAL BOARDS/GROUPS

- Board Member 800 MHz committee (2014-2019), 2018 Chair, 2017 Vice Chair
- 911 Board member
- Homeland Security Working Group, voting member
- Jail users committee
- Citizen Advisory Committee on Traffic issues
- Downtown Advisory Board
- Western States Intelligence group
- International Association of Chiefs of Police
- Police Executive Research Forum

COMMUNITY INVOLVEMENT

- Board Member Veteran's Guest House - 2010-2016
- Leadership Reno/Sparks

QUESTION #1: As a Police Manager, relate an incident in which you had to discipline a subordinate who has been a long-time co-worker and personal friend. What was the incident that led to the discipline? What were the outcomes?

PERSONAL APPLICANT CODE: W-5-32

One of the most challenging positions I held was as the Lieutenant of the Internal Affairs (IA) division. IA is a balance of being a detective and an attorney. To be successful, I had to intimately understand policies, officer rights, and case law, while managing the demands of the labor unions, city leadership and the department. IA protects the sanctity of the department, each member, and the community by ensuring ethics and integrity are at the forefront of the investigative decision.

Right after I took over IA, I was assigned a case involving a traffic sergeant I had worked closely with and considered a friend. The investigation revealed overwhelming evidence of harassing behavior, including an incident where he pointed a weapon at another employee. Based on the investigation, the recommended discipline was termination, which the department enforced.

Anticipating termination, this employee retaliated by making unsubstantiated harassment complaints against other members in the traffic section. One was our current IA investigator, and the other was the newly promoted Deputy Chief, both of whom I worked closely with in the Traffic Division.

This case became one of the most significant cases in our agency's history. It escalated into criminal allegations and was being played out in the media. To protect the integrity of IA and the investigation, I removed the IA investigator, brought in a special investigation team, and retained a national IA expert. It was imperative that we were transparent and kept the integrity of IA above reproach.

As the case progressed through several legal decisions, the case reached a critical point. Morale was suffering from the constant negative media. I recognized bringing the Deputy Chief back to work was no longer an option, and we needed to bring the matter to a close. I approach the city attorneys and recommend a settlement agreement for the Deputy Chief's retirement to bring this to a close and begin rebuilding the department.

Initially the Chief dismissed the idea, however after a few weeks, he met with the attorneys and negotiated a separation agreement. He later thanked me for keeping the bigger picture in mind and agreed this separation was in the best interest of the department.

This incident taught me a critical lesson in leadership and integrity. I had to navigate the integrity of the department, personal relationships, and public scrutiny. It was not easy at the time, and I did not realize until well after the incident how many people were watching my actions and the way I handled the incident. Ultimately, it solidified my values and the importance of doing the right thing and upholding the integrity of our profession.

QUESTION #3: After 6 months as Kauai Police Chief, you begin to implement changes. You have discussed these changes with your Executive Staff and taken their input into consideration. One member of your Executive Staff has consistently opposed your changes. As you implement these changes this member of your Executive Staff continues to oppose them and is openly critical of these changes to his / her subordinates. How do you proceed?

PERSONAL APPLICANT CODE: W-5-32

Lacking support from existing executive staff members is always a challenging issue to deal with, especially when coming in as a new Police Chief. It is imperative that the executive team has a shared vision and communicates it throughout the department in a transparent, positive, and professional manner.

These challenges often stem from a lack of trust or poor framing of the new initiatives. As Chief, it is my responsibility to ensure the entire executive staff understands the changes, has the opportunity to ask questions, and feels empowered to voice concerns. When meeting with the member, the conversation will revolve around the importance of candid, transparent, and diverse dialogue within our executive team. Productive meetings require every member to feel comfortable in the group and feel a sense of psychological safety, willing to express ideas freely without the fear of retaliation.

Providing a safe space for members to voice concerns or frustrations allows me to determine whether the dissenting nature is undermining or based on a lack of inclusion and understanding. During this meeting, I would ask the team member to explain their opposition, if they felt unable to raise concerns, or if they felt unsupported. I would offer support for any future concerns they might have and ask if they need additional leadership guidance or training to develop their leadership skills further. If they reach out for help, I will provide advice and ensure they have access to leadership training and resources needed to continue their development.

If the problem continues, I will document the issues and concerns, following policy, and begin the progressive discipline process. Depending on the severity and following the contract, it could lead to formal discipline, reassignment, or separation. Disruptive leadership cannot be allowed to continue.

Lack of clarity and inconsistent messaging from leadership leads to mistrust, suspicion, and dysfunction from staff members. One way to combat this is to create a transparent strategic plan that outlines both operational and administrative goals. When all members contribute and participate in its creation, they better understand how each component fits within the larger mission.

I will continue to allow diverse, open, and professional dialogue, but I cannot allow members of the department, especially executive team members, to undermine the Kauai Police Department. I expect collaboration, accountability, and professionalism from every member, keeping the mission of the Kauai Police Department and the safety of the community as the goal.

QUESTION #4: Two weeks after you become Chief you are presented with a 'Termination Package' for an officer. The package includes a complete investigation into an incident that occurred before you became Chief, and a recommendation from a senior management 'Administrative Review Board' to terminate the officer. The package also contains a compelling argument from the officer's union for a lesser penalty. How would you proceed?

PERSONAL APPLICANT CODE: W-5-32

As the Chief of Police, it is my responsibility to review all discipline cases, including termination cases. Each decision made holds significance for the employee, the department, and the community as a whole. While this particular case was initiated before my appointment, I must approach it like any other, with the respect and gravity it deserves.

Termination cases hold a particular importance to the department and deserve a thorough review. Termination cases also require an elevated standard of review relying on a higher standard of clear and convincing evidence as opposed to the standard of preponderance of the evidence. This distinction underscores the importance of the decisions being justifiable, well-documented, and unbiased.

I will ensure I am going into the case with an open mind and not tainted by any information I may have learned. My review will encompass the case in its entirety, including the case file, any pre-disciplinary hearings, and the officer's personnel file for prior incidents, discipline, or a pattern of behavior. I would pay particular attention to the Administrative Review Board's recommendation, the officer's rebuttal, and the mitigating arguments that they presented.

As part of the process, I will review the arguments from SHOPO for a lesser penalty. I recognize the value of corrective actions and the rehabilitation of an employee when appropriate. I will assess the information for mitigating factors and, if warranted, determine if a lesser penalty aligns with department policy, maintains accountability, and preserves public trust. If the argument supports a just outcome without compromising the department's integrity, I am open to considering it. SHOPO's advocacy for its members is an essential part of ensuring a fair and balanced process.

In addition, I will consult with Human Resources and the department's legal representative, ensuring that we have met all statutory and contractual obligations. These are critical steps to ensure the decision is fair and defensible, minimizing liability for the Kauai Police Department and the County of Kauai.

After conducting a thorough review and carefully considering any mitigating factors presented by SHOPO, I find no compelling circumstances that outweigh the original findings, and no additional liabilities are identified for the Kauai Police Department, County, or the community. I will uphold the Administrative Review Board's Recommendation. Once I make the decision, I will ensure it is communicated transparently. The affected employees will be informed of the decision and the reasons behind it while fully respecting all statutory and contractual requirements. It is also vital to communicate the decision to the department, demonstrating that the investigation and disciplinary action were handled fairly and impartially, following policy, without any political pressure or agenda.

QUESTION #5: 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?

PERSONAL APPLICANT CODE: W-5-32

As the Kauai Chief of Police, it is my responsibility to ensure we have a workplace free from hostility or harassment, and that it is safe, respectful, and inclusive for all members of the department. Over the years, I have gained a great deal of experience through working in Internal Affairs, as a union board member, and as part of the executive staff, providing me with a comprehensive understanding of complex issues.

The first priority is to ensure the reporting employee is safe, feels supported, and understands that we take these complaints seriously. This includes connecting the complainant with Kauai PD peer support members, providing access to HR, explaining the process, and offering any available resources they need.

It is equally essential to protect the rights of the accused employee. The department must follow our policies, notify the officer of the investigation, clearly explain all rights afforded to them under the law, and those afforded through the collective bargaining agreement. It is essential to keep these investigations confidential to protect all employees involved.

Simultaneously, the department must take steps to prevent any further discriminatory behavior from the offending employee. Depending on the situation and if appropriate, this could include a cease-and-desist order, temporarily modifying their duty assignment, or, in extreme cases, administrative leave.

One of the most significant issues I have seen over the years is when these cases linger and go unresolved for an extended period. It is crucial to treat these cases as a priority and ensure they are investigated fairly and promptly. Once IA has completed the investigation, discipline must be timely and consistent with the severity of the violation, up to and including termination.

I have seen many of these allegations; each one is unique, and in each one, you need to show respect and empathy. Law enforcement has seen an increase in complaints, and it is imperative that leadership and supervision are aware of how to handle these incidents. It is just as crucial that the department members are aware of their rights and how to file a complaint if needed.

Lastly, this is an opportunity to evaluate our harassment training and policies to ensure they are current with national practices. If gaps are identified, bring any updates or refresher training to the department, emphasizing the importance of the department's Standards of Conduct, reinforcing that harassment in any form will not be tolerated. I will collaborate with my supervisors, Internal Affairs, and the executive team to see if this is a one-time event or part of a broader systematic issue. Throughout the process, I will reaffirm the department's commitment to the tenets of procedural justice and reinforce our core values of Respect, Integrity, and Professionalism.

Candidate Name: Robert Larson – COMMISSION INTERVIEW			
Question #1:			
Provide a summary of your law enforcement career to date.			
What experiences do you believe have best prepared you to be the new Chief of Police?			
Notes: <ul style="list-style-type: none"> • 27-year law enforcement career, 1998-2000 & 2000-current <ul style="list-style-type: none"> ♦ Reno (Nevada) Police Dept., 2000-current <ul style="list-style-type: none"> ▪ Captain/Commander, 2021-current <ul style="list-style-type: none"> ♦ Assistant to the Chief of Police, April 2024-current ♦ Support Services Division, Feb. 2023-April 2024 ♦ Regional Services Division, Feb. 2021-Jan. 2023 ♦ Washoe (Nevada) County Sheriff's Dept., 1998-2000 <ul style="list-style-type: none"> ▪ Deputy, 1998-2000 • 4 years total Management Experience Captain and above 			
What to look for, answer reflects:			
Excellent summary			
Excellent examples to justify their answer			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent summary			
Excellent examples to justify their answer			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Robert Larson			
Script: The Commission solicited input from the community, government officials and KPD personnel on the top 5 traits they believed were necessary for a new Chief to be successful. These are the traits that were identified: <ul style="list-style-type: none"> • Ethics, Integrity, Honesty • Effectively lead, communicate, work with people from all communities • Engages Community, Builds Community Trust • Takes Responsibility, Personal Accountability • Creates a Positive Work Environment 			
Question #2:			
What trait do you believe is the most important and why?			
Provide an example of how you have demonstrated this trait in your career.			
What to look for, answer reflects:			
Did research on the Commission's Traits Matrix Project			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of how they demonstrated this trait			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Robert Larson

Question #3:

As the new Chief of Police, how would you build, maintain, and improve community relations, trust, and transparency?

Provide an example of how you did this in your career.

Example:

- **Strategies for Building Trust:**
Community Policing (Build partnerships with residents and businesses to proactively address local concerns)
- **Enhance Communication & Transparency:**
Use social media to share timely info. & engage in dialogue w/ the public, be transparent about policing methods/procedures i.e. the use of body cameras, provide clear explanations for police actions, even during routine interactions.
- **Promote Positive Interactions:**
Attend community events & participate in non-enforcement activities
- **Foster Cultural Understanding:**
Provide cultural competency training to ensure officers respect & understand diverse backgrounds
- **Strengthen Accountability:**
Implement transparent processes for handling public complaints & grievances, model professional & fair behavior, including de-escalation practices.
- **Engage in Collaboration:**
Work w/ community members & other organizations to solve problems, involve the public in some training exercises to build connections & foster a shared sense of responsibility.

What to look for, answer reflects:

Did research on KPD and Kauai community

Knowledgeable on building community relations, trust and transparency

The candidate's response:

Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of building community relations, trust, and transparency			

Based on the response:

If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Robert Larson			
Question #4:			
Recruiting and retention of police officers is a nation-wide problem. What innovative methods would you implement to increase recruitment and retention?			
Provide an example of how you did this in your career.			
<p>Example:</p> <p>RECRUITMENT: a multi-faceted approach including community engagement, modernizing hiring processes, competitive compensation and benefits, targeted recruitment campaigns, developing educational and mentorship programs, and incentive programs.</p> <ul style="list-style-type: none"> • Community Engagement: Outreach Program, Ride-alongs, Partner with Church and Religious Groups • Create Programs: Internships, Explorers, Mentorship with College and High Schools • Streamline Hiring Process: Workshops to assist with Written and Physical Entry Tests • Incentives: Hiring Bonus, Child Care, Housing Allowance • Think Outside the Box: Est. a Community Service Officer Classification to handle non-enforcement duties and become a pipeline for new officers, Est. Retired Senior Volunteer Program to handle administrative duties, Reinstitute Reserve Officer Program <p>RETENTION: competitive compensation and benefits, opportunities for career advancement and training, positive-supportive work environment with work-life balance initiatives. Officer wellness programs to combat burnout.</p> <ul style="list-style-type: none"> • Incentive Stipends: Language skills, Hazardous Duty, Field Training Officer Pay • Tuition Assistance/Reimbursement: Asso. Degree, Bachelors, Masters, etc. • Senior Officer Benefits (over 25 years): Extra Vacation Days, Physical Fitness Stipends, Gym membership 			
What to look for, answer reflects:			
Did research on current KPD recruiting			
Knowledgeable about recruitment and retention			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent example to support their answer			
Discussed multi-faceted approach to recruitment & retention			
*N/A – not responsive			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Robert Larson			
Personal Statement			
What to look for, answer reflects:			
Was well-prepared			
Compelling statement			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Was delivered with confidence and clarity			
Excellent organized statement			
Excellent examples to justify their statement			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Cover Letter: Kauai Police Chief Position

Rudy Tai
[REDACTED]

July 5, 2025

Aloha,

This letter illustrates why I wish to become the next Kauai's Chief of Police. I was born and raised on the island of Oahu. I left after graduating from Pearl City High School and attended College in San Diego. Once I graduated from San Diego State University, I was hired by the San Diego Police Department. My dream was always to return home to the Hawaiian Islands and serve the people of Hawaii.

As a servant leader, my police journey encompasses over thirty-five years of law enforcement experience and knowledge. I have been fortunate to work in various capacities, including patrol, investigations, and administrative assignments. Over the last ten years, I have served as a Captain, an Assistant Chief, a Deputy Chief, and an Acting Police Chief.

I have displayed my servant and approachable leadership style during that period through open communication, active listening, and building trust. It is extremely important to inform every employee in the department that they are a valuable member and play a key role in providing high-quality service to others, which leads to keeping our communities safe and maintaining a positive environment.

Early in my career, I learned the significance of building trusting relationships with diverse communities and understanding their perspectives on policing. Police officers at every level in the organization must engage and build trust with community members and associations, city staff, elected officials, religious leaders, businesses, and labor groups.

I believe in leading people and managing resources. I am confident in my ability to strongly lead as the Kauai Chief of Police in achieving overall objectives of efficiency, economy, and effectiveness in public safety services. Given the opportunity to serve and lead the Kauai Police Department, I assure you that I will Inspire, Mentor, and Lead while building trust and developing community partnerships.

Mahalo Nui Loa for your consideration,

Rudy Tai
[REDACTED]

Rudy Tai



Years of Service: Thirty-Five (35) years of service with the San Diego Police Department.

Traits: **Servant and Adaptable Leadership, Interpersonal Skills, Community Collaborator, Compassion, Transparency, Problem Solver, Mentor, Inclusion, Visionary, and Diversity**

Work Experience: **Currently**

Deputy Chief

- Daily Oversight of the Department
- Community Engagement and Building Trust
- Public Affairs
- Police Legal
- Media Unit
- Managing Budget/Human Resources
- Executive Protection Detail

December 2023 to December 2024

Assistant Chief, Logistics

- Backgrounds and Recruiting
- Police Academy/Training
- Human Resources
- Communications/Dispatch
- Wellness Unit
- Medical Assistance
- Fleet/Facilities
- Operational Support/Technology

December 2021 to December 2023

Assistant Chief, Patrol Operations

- Oversaw nine Patrol Commands/Watch Commanders
- Community Policing and Crime Prevention
- Direct and Manage Daily Operations/Critical Incidents/Projects
- Engaged with Community Members
- Community Partnerships with Public and Private Entities
- Provided Police Services, Follow-Up Investigations

January 2020 to December 2021

Captain, Backgrounds and Recruiting

- Direct and Manage Recruiting Efforts
- Focus and Intentional Recruiting in Diverse Communities
- Streamline the Recruiting and Background Process
- Develop Community Partnerships with Community Feedback
- Set Goals with Measured Outcomes

January 2018 to January 2020

Captain, Patrol/Investigations, Western Division

- Lead Professional and Sworn Personnel
- Develop Community Partnerships to Prevent, Reduce, or Eliminate
- Resolve Neighborhood Problems
- Community Engagement Programs
- Beach Communities/Quality of Life Issues
- Manage Special Events, Pride Parade

February 2017– January 2018

Captain, Administration/Operational Support

- Direct and Manage Special Operations/Projects
- Oversee the Department's Body Worn Camera Program
- Manage SWAT, Homeless Outreach Team, Canine
- Homeland Security, Critical Incident Management, Property
- Research & Develop New Technology

March 2015 – February 2017

Captain, Patrol/Investigations, Southern Division

- Lead Professional and Sworn Personnel
- Oversee the Division's Budget, Expenditures/Allocations
- Engaged with Community Members
- Manage the San Ysidro and Otay Mesa POE
- AB109 Project Manager for the Realignment Act
- Teen Nites with the Park and Recreation Department
- Gun Buy Back Program

October 2011 – March 2015

Lieutenant, Criminal Intelligence Unit

- Law Enforcement Coordination Center
- Organized Crime/Terrorism Investigations
- Hate Crimes Community Liaison
-
- SMART Policing Grant
- Joint Terrorism Taskforce

October 1996 – March 2015

Lieutenant and Sergeant Assignments

- Sex Crimes and Child Abuse
- Vice Operations
- Patrol Operations
- Narcotic Investigations
- Special Assistant to the Chief
- Gang Investigations

Other Assignments: Community Relations to the Asian and Pacific Islander Communities
San Diego County Chiefs and Sheriff's Association
San Diego Association of Governments SANDAG
Neighborhood Policing and Homeless Outreach
FBI Violent Crimes Taskforce, Gangs
Narcotics/Vice

Education: B.A. Pre-Law/Sociology, Minor in Psychology, San Diego State Univ.
M.A. Management/Public Administration, National University/SDSU
FBI National Academy, Session 270
Executive Management Certificate, CA. POST
Management Academy, City of SD
Leadership Certificate, NAPOA Conference

Community Service: Active participant in the following community/non-profit organizations:

President Advisor: Pacific Islander Festival Association
Board of Directors: STAR/PAL
President: National Association of Asian American Law Enforcement Commanders
Past Present: National Asian Peace Officers' Association
Executive Director: National Asian Peace Officers' Assoc
Past President: SD Pan Pacific Law Enforcement Association
Secretary: KoAloha Foundation, Community Outreach
Director: Narcotic Educational Foundation of America
Mentor: PanPac/Aaron Price Fellows Program/NAAALEC

Teaching Ability: San Diego Regional Police Academy
COPPS Office
State of Hawaii/DOJ
Law Enforcement Conferences
Community Groups
Churches
Non-Profit Groups and Associations
Businesses

Subject Matter: Community Policing
Problem Solving
Narcotics/Vice
Gangs
Crime Prevention
Building Trust in Communities
Hate Crimes
Leadership

Awards: Eighteen (18) Commanding Officer Citations
2025 Leadership Award from the Asian Business Community
2023 Recognized by the Pacific Islander Community

QUESTION #1: As a Police Manager, relate an incident in which you had to discipline a subordinate who has been a long-time co-worker and personal friend. What was the incident that led to the discipline? What were the outcomes?

PERSONAL APPLICANT CODE: W-6-43

As a Police Manager, I was assigned to the Criminal Intelligence Unit, overseeing three sergeants, twelve detectives and one analyst. One team was assigned as the Mexican Liaison Team. The team partnered with Mexican law enforcement, assisted U.S. Citizens with crime cases, and investigated Gang and Drug Trafficking Organizations.

The San Ysidro International Border is the busiest land port in the world with over 60,000 vehicles and pedestrians crossing every day. Gang and drug activity often enter the United States through San Diego. The team regularly investigated gang and narcotic crimes with federal, state, and local law enforcement agencies. Many suspects involved in these activities have violent criminal histories and often travel armed.

The Mexican Liaison Team would regularly drive into Mexico to meet with their counterparts to share crime related information. On several occasions, the exchange of information led to the apprehension of wanted suspects from the United States. The officer that led the team was a good friend, and we worked together in patrol operations early in my career. Because of his experience in the community and his knowledge of Hispanic gangs, I selected him for the Mexican Liaison Team.

It is a violation of department policy and a low-level misdemeanor to bring a firearm into Mexico. The San Diego Police Department has a policy prohibiting officers entering Mexico with a firearm despite working on duty in a law enforcement capacity. While investigating a case in Mexico, the officer took his weapon into Mexico. He returned to the United States with his weapon. A supervisor was notified, and an Internal Investigation was completed. I made the decision that the officer would receive a written reprimand and a disciplinary transfer from the unit.

In addition, I held a mandatory meeting with the unit and reviewed the department policy, the unit operations manual, and expressed my expectations that no firearms are allowed into Mexico. This action provided a clear understanding for all members of the unit. I have not heard of anyone violating that department policy from the unit.

Although it was difficult imposing discipline to a friend, I met with the officer and had a crucial conversation by explaining the circumstances leading up to the decision. The officer accepted the discipline and moved on with his career. We have continued to remain friends and professional in the work environment.

QUESTION #2: You have scheduled a 10-day personal vacation. This trip has been planned for over a year, and everything has been paid for. You are scheduled to leave tomorrow. A category 5 hurricane has been approaching the state from the east for the last week. Forecast models show the hurricane passing south of the island, but Kauai is still within the 'Cone of Uncertainty.' What do you do?

PERSONAL APPLICANT CODE: W-6-43

As the Kauai Police Chief, I would cancel my scheduled 10-day personal vacation. My commitment and priority to the people of Kauai is public safety, the preservation of life and the protection of property. If a category 5 hurricane or any situation that could impact the safety of people, I would not hesitate to cancel any trip or vacation.

In the past, I have canceled scheduled trips, classes, and days off to meet the needs of the department and the citizens of San Diego. I have demonstrated my commitment and dedication to serve others. I believe working in law enforcement is more than a profession but a higher calling to serve others. Officers need a Police Chief that will lead from the front and demonstrate high standards by being present, visible, and engaged with the community.

More importantly, you have my commitment I will respond to critical incidents and or evolving emergencies to provide leadership, guidance, and share information with the community as well as City, County, and Federal partners.

In addition, I would meet with my command staff and let them know my expectations and emphasize the importance of demonstrating leadership by making tough decisions and personal sacrifices to serve and protect others.

In anticipation of a category 5 hurricane approaching the State, I would assemble my management staff and meet with government officials and the Office of Emergency Services to understand the contingency plan, evacuation protocols, reunification areas, and rescue operations. Also, I would assign liaisons from the Kauai Police Department to the operational, logistics, planning, and media branches. I would implement the Incident Command System and establish roles and responsibilities with a clear communication plan.

The Media Unit of the Kauai Police Department would work in partnership with other City, County, and Federal Officials to have a consistent timely message to share with the public. Once the emergency has passed and the areas impacted are safe, a multi-agency debriefing would occur to share information, operational pitfalls, and discuss ways of improvement. The information would be documented for future reference.

A community meeting would occur to listen and share information with community members on operational successes and challenges. I believe it is important to be transparent and solicit information from the community, so our public safety responses more comprehensive and effective.

In preparation to hurricane responses, a tabletop exercise followed by a practical exercise and evacuation drills will occur, so first responders are better prepared and have the necessary equipment for future incidents.

QUESTION #3: After 6 months as Kauai Police Chief, you begin to implement changes. You have discussed these changes with your Executive Staff and taken their input into consideration. One member of your Executive Staff has consistently opposed your changes. As you implement these changes this member of your Executive Staff continues to oppose them and is openly critical of these changes to his / her subordinates. How do you proceed?

PERSONAL APPLICANT CODE: W-6-43

To be successful as the Kauai Police Chief, I need an executive staff that shares my vision and is committed to the mission of creating safe neighborhoods, developing trusting community partnerships, valuing employees, succession planning, and improving on the efficiency and effectiveness of the department. I would discuss my expectations with the group and make it clear to each member how important they are to the department and the overall success of the mission. In addition, I would have meetings with each member of the executive staff to listen to their ideas, concerns, and ask for feedback.

To address the member of the executive staff that has consistently opposed changes and is openly critical to these changes to subordinates, I would meet with the member individually and have a direct conversation on why he or she is opposed to the changes and not supporting my implementation plan. I would determine if there were any other personal issues occurring that may be contributing to this behavior. If they were, I would immediately recommend employee assistance resources, so they can get the treatment needed.

If the individual had no other issues but just did not agree with my proposed changes, I would inform him or her that I need executive staff members with the fortitude to carry out and support the mission. Openly criticizing the changes and visually not supporting the Chief will sabotage all efforts. I would offer one more opportunity for the individual to support the mission and changes moving forward. If the individual continued to oppose the changes, I would contact police legal to determine if I am able to reassign the individual without infringing on any property rights. The individual may not be the proper fit for the executive team, so I would reassign the person and select a replacement. I would not consider any form of discipline unless the individual violated a policy, procedure or direct order.

I will share a similar experience where a change in leadership led to a conflict within team dynamics. A newly promoted captain went to a command where a highly respected senior lieutenant was filling in as the acting captain. It was obvious the lieutenant was not supporting the new captain. The captain met with the lieutenant, but the issue could not be resolved at that level. I stepped in and met with the lieutenant to listen to his concerns and frustrations. After allowing the lieutenant to vent, I asked him if he could mentor and support the new captain for the next six months. If he was able to complete the assignment, I would transfer him to Investigations. The lieutenant agreed and supported his captain. The lieutenant was transferred to the preferred assignment.

I need an executive team working together to lead and make changes for the improvement of the department and the communities served. The message must be shared and explained why the changes are necessary to improve police operations and community trust. Members must assist and relay the message vertically and horizontally to everyone in the department and the community.

QUESTION #4: Two weeks after you become Chief you are presented with a 'Termination Package' for an officer. The package includes a complete investigation into an incident that occurred before you became Chief, and a recommendation from a senior management 'Administrative Review Board' to terminate the officer. The package also contains a compelling argument from the officer's union for a lesser penalty. How would you proceed?

PERSONAL APPLICANT CODE: W-6-43

As the new Kauai Police Chief, I know everyone is watching my actions and responses. I take imposing discipline very serious with the objective of correcting the unwanted behavior. Terminating a police officer is a very serious matter and the outcome of the investigation must align with the discipline. Discipline is a learning and teaching opportunity for officers to understand the standards of conduct and performance.

Police Officers are held to a higher standard and must abide by the values of the Kauai Police Department. The community we serve must trust and depend on our police officers. If the trust between the community is broken or fractured, police officers are not able to effectively do their job.

In an officer termination case, I would review the completed investigation, recommendations from the senior management 'Administrative Review Board,' and the Officer's Union. In addition, I would listen to interviews, review all documents submitted by all parties, and check the officer's personal file. I would learn about Kauai Police Departments Policy and Procedures, disciplinary process, and Civil Service rules. Termination is the most severe and serious action. It is important to assure there is a clear disciplinary and appeal process, so officers understand their rights. I want to be fair, consistent, and transparent while providing the officer the opportunity to explain and defend their actions.

Regularly I review disciplinary packages because all serious discipline must be approved by the deputy chief before the final decision is made by the chief. During this process, I have reviewed all documents and body worn camera video related to the investigation. If there are any mitigating circumstances leading to a reduction in discipline, I have supported the decrease in discipline. I have supported and disagreed with termination cases as an acting police chief and deputy chief. In addition, the training component is critical to reinforcing the correct behavior desired. I often recommend a mandatory training course to accompany the discipline.

Once I reviewed all documents, statements, and evidence related to the investigation, I would render a decision based on the information provided, and the Administrative Review Board's recommendation. My decision will be fair, unbiased, and hold employees accountable to their actions.

QUESTION #5: 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?

PERSONAL APPLICANT CODE: W-6-43

Having 35 years of police experience has allowed me to be exposed to various situations, I have witnessed and investigated sexual harassment allegations, discrimination complaints, and EEO violations.

If there was an incident where an officer was accused of sexual harassment and or creating a hostile work environment by another employee, I would address the situation immediately and have a manager meet with the victim to determine what type of incident occurred. I don't tolerate sexual harassment and hostile work environments. The victim would be asked to go to a private area so he or she is comfortable and away from the officer and location. The officer's supervisor would be notified and asked to monitor the officer.

I would instruct the manager to offer the employee any medical assistance or employee assistance programs. Once the incident was determined to be a sexual harassment or hostile work environment, the officer will be removed from the environment to prevent retaliation and reassigned to a location away from the building where the victim works. The victim's supervisor will monitor and check on the victim on a regular basis.

An internal investigation will occur to determine if a crime and or policy or procedures were violated by the officer. If a crime occurred, the investigation would be sent up for prosecution along with an administrative disciplinary process. If it was determined to be a violation of policy, procedure, and or Civil Services rules, an administrative disciplinary process would occur.

As a patrol captain, I recommended demoting a sergeant because he violated multiple EEO violations against many female victims. Once informed of the situation, I notified my chain of command and transferred the sergeant to another command. I took this action to prevent any retaliation from occurring and protecting the victims from unwanted behavior. The sergeant was notified not to contact any victims. EEO training occurred for the entire command. I served the demotion to the sergeant, and he went through his appeal rights. The sergeant was demoted and later retired.

A reinstatement of the Equal Employment Opportunity policy would immediately be sent to the entire department emphasizing that sexual harassment and creating a hostile work environment will not be tolerated. A training bulletin followed by an in-person training will occur for all employees, sworn and professional, of the Kauai Police Department. Supervisors and managers must observe employees and work environments to prevent unwanted behavior. My intention is to send a strong message to all employees that discrimination and any violations of the EEO policy is not welcomed in the Kauai Police Department.

Candidate Name: Rudy Tai – COMMISSION INTERVIEW			
Question #1:			
Provide a summary of your law enforcement career to date.			
What experiences do you believe have best prepared you to be the new Chief of Police?			
<p>Notes:</p> <ul style="list-style-type: none"> • 35-year law enforcement career, San Diego Police Dept., 1990-current <ul style="list-style-type: none"> ♦ San Diego Police Dept., 1990-current <ul style="list-style-type: none"> ▪ Deputy Chief, Dec. 2024-current <ul style="list-style-type: none"> ♦ Daily oversight of Depts. ▪ Assistant Chief, 2021-2024 <ul style="list-style-type: none"> ♦ Logistics, Dec. 2023-Dec. 2024 ♦ Patrol Operations, 2021-2023 ▪ Captain, 2015-2021 <ul style="list-style-type: none"> ♦ Background and Recruiting, 2020-2021 ♦ Patrol/Investigations (Western Division), 2018-2020 ♦ Administration/Operational Support, 2017-2018 ♦ Patrol/Investigations (Southern Division), 2015-2017 • 10 years total Management Experience Captain and above 			
What to look for, answer reflects:			
Excellent summary			
Excellent examples to justify their answer			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent summary			
Excellent examples to justify their answer			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Rudy Tai			
Script: The Commission solicited input from the community, government officials and KPD personnel on the top 5 traits they believed were necessary for a new Chief to be successful. These are the traits that were identified: <ul style="list-style-type: none"> • Ethics, Integrity, Honesty • Effectively lead, communicate, work with people from all communities • Engages Community, Builds Community Trust • Takes Responsibility, Personal Accountability • Creates a Positive Work Environment 			
Question #2:			
What trait do you believe is the most important and why?			
Provide an example of how you have demonstrated this trait in your career.			
What to look for, answer reflects:			
Did research on the Commission's Traits Matrix Project			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of how they demonstrated this trait			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Rudy Tai

Question #3:

As the new Chief of Police, how would you build, maintain, and improve community relations, trust, and transparency?

Provide an example of how you did this in your career.

Example:

- **Strategies for Building Trust:**
Community Policing (Build partnerships with residents and businesses to proactively address local concerns)
- **Enhance Communication & Transparency:**
Use social media to share timely info. & engage in dialogue w/ the public, be transparent about policing methods/procedures i.e. the use of body cameras, provide clear explanations for police actions, even during routine interactions.
- **Promote Positive Interactions:**
Attend community events & participate in non-enforcement activities
- **Foster Cultural Understanding:**
Provide cultural competency training to ensure officers respect & understand diverse backgrounds
- **Strengthen Accountability:**
Implement transparent processes for handling public complaints & grievances, model professional & fair behavior, including de-escalation practices.
- **Engage in Collaboration:**
Work w/ community members & other organizations to solve problems, involve the public in some training exercises to build connections & foster a shared sense of responsibility.

What to look for, answer reflects:

Did research on KPD and Kauai community

Knowledgeable on building community relations, trust and transparency

The candidate's response:

Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent explanation to justify their answer			
Excellent example of building community relations, trust, and transparency			

Based on the response:

If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Rudy Tai			
Question #4:			
Recruiting and retention of police officers is a nation-wide problem. What innovative methods would you implement to increase recruitment and retention?			
Provide an example of how you did this in your career.			
<p>Example:</p> <p>RECRUITMENT: a multi-faceted approach including community engagement, modernizing hiring processes, competitive compensation and benefits, targeted recruitment campaigns, developing educational and mentorship programs, and incentive programs.</p> <ul style="list-style-type: none"> • Community Engagement: Outreach Program, Ride-alongs, Partner with Church and Religious Groups • Create Programs: Internships, Explorers, Mentorship with College and High Schools • Streamline Hiring Process: Workshops to assist with Written and Physical Entry Tests • Incentives: Hiring Bonus, Child Care, Housing Allowance • Think Outside the Box: Est. a Community Service Officer Classification to handle non-enforcement duties and become a pipeline for new officers, Est. Retired Senior Volunteer Program to handle administrative duties, Reinstitute Reserve Officer Program <p>RETENTION: competitive compensation and benefits, opportunities for career advancement and training, positive-supportive work environment with work-life balance initiatives. Officer wellness programs to combat burnout.</p> <ul style="list-style-type: none"> • Incentive Stipends: Language skills, Hazardous Duty, Field Training Officer Pay • Tuition Assistance/Reimbursement: Asso. Degree, Bachelors, Masters, etc. • Senior Officer Benefits (over 25 years): Extra Vacation Days, Physical Fitness Stipends, Gym membership 			
What to look for, answer reflects:			
Did research on current KPD recruiting			
Knowledgeable about recruitment and retention			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Addressed the questions asked			
Was delivered with confidence and clarity			
Excellent example to support their answer			
Discussed multi-faceted approach to recruitment & retention			
*N/A – not responsive			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			

Candidate Name: Rudy Tai			
Personal Statement			
What to look for, answer reflects:			
Was well-prepared			
Compelling statement			
The candidate's response:			
Check one, YES, NO or N/A	YES	NO	N/A
Was delivered with confidence and clarity			
Excellent organized statement			
Excellent examples to justify their statement			
Based on the response:			
If I were KPD Chief, I would want this candidate working for me			
I would want to work for this candidate			
I would feel confident appointing him / her as new Chief			