

COUNTY OF KAUAI – POLICE COMMISSION

CHIEF OF POLICE TODD G. RAYBUCK

November 2019

Name: Chief Police Todd G. Raybuck

Reporting Period: 4/22/2019 to 11/22/2019

Type of Report: Semi-Annual Review

Notable Accomplishments This Reporting Period:

- **Commissioner No. 1 –**
Hired into position after successfully being selected. Has spent considerable time familiarizing himself with the community. Attended many community events. Has been open to suggestions from the community. Spent more time listening than talking, except for one notable exception. Presented his talk about One October event in Las Vegas to the statewide law enforcement meeting. Very well received. Seem by officers to be open to suggestions, worked with them in clearing out the Kaua'i path rubbish.
- **Commissioner No. 2 –**
Memo dated June 27, 2019 states that of the four goals set by the Department, two have been accomplished, one not met and one in progress. The one goal that was not met was the OVUI goal of a 10% increase. I assume that this was not accomplished due to the issues that the Traffic Unit were faced with.
- **Commissioner No. 3 –**
 - ✓ Inherited, Investigated, and discontinued unsafe weapons training course.
 - ✓ Accomplished numerous ride-along to familiarize with operations and personnel.
 - ✓ Inherited and dealt with issues involving the Traffic Safety Unit
 - ✓ Eliminated backlog of open citizens' complaints.
 - ✓ Reduced officer vacancies
 - ✓ Delivers comprehensive monthly reports to the Commission
- **Commissioner No. 4 –**
 - ✓ Highly engaged with all levels of the Department
 - ✓ Visible and active in the community – Highly engaged in social media activity for the Kaua'i Police Department
 - ✓ Has quickly established solid foundational relationship with the Departments of the County of Kauai Manages up with the Mayor and Police Commission on a transparent and straight forward basis
- **Commissioner No. 5 –**
Leadership - outstanding—you walk the talk. You quickly handled lingering disciplinary cases [REDACTED] and got those back to work that you could

- You're visible and engaged with your officers; helped clean up the Kapa'a bike path with your officers; immediately started doing the ride-along with your officers; you're everywhere--walking to school with kids, ...you're leading by example and that's what KPD and Kauai needs
- Your presence on social media, highlighting your officers' accomplishments and what is going on in KPD is a game changer; it also gives the community a chance to contact you with issues
- Policies/Rules: you quickly identified deficiencies in policy or just a lack of policies [REDACTED] and where holes needed to be filled to prevent other incidents of this kind. You also put in practice the training policy to deal with lateral transfers to KPD; looking forward to hearing about how serving warrants will be improved.
- Planning: you recognized the need to be very proactive with the TMT demonstrators by convincing the Mayor to call a community meeting with them prior to their march, and provide traffic control to insure a safe and peaceful environment for all; you've set your priorities and goals and are working towards achievement; you quickly handle emergent problems and made timely notifications to all (ex: [REDACTED] arrest of councilmember) to get out in front of the problem
- Personnel/Resource Management: you and your officers have successfully worked with the County Council to justify grants and the need to continue them to gain additional resources; you and your Office of Professional Standards officers have closed out many investigations that have lagged for months and months (thank you)! There's been a noticeable decline in complaints from the public and complaints from KPD officers about leadership since you took command—keep up the great work in that area
- Communications: you are a master communicator and I've seen it first hand in your briefings at the FBINA session hosted here on Kauai, HSLEOA conference, Charter Commission and at many events. Your use of social media gets out info quickly (bomb and shooting threats at our Kauai schools) and calms fearful parents and community members. Your article about working with DOE to find a better way to handle these events was spot on. The Police Commission appreciates your quick responses to our information requests on incidents, especially if they are high profile. You have made a very positive impression on your peers by your outreach to them to work issues (Parks and Rec, fellow Hawaii police chiefs and the list goes on). Keep up the community outreach especially with our Kupuna and our youth...I know it takes up a lot of your time but in the long run it has a huge impact. Continue to work on communications within KPD to insure all know your expectations and have an opportunity to talk to you first-hand about their concerns.
- Commissioner No. 6 –
One of my main concerns was transparency. In speaking with police officers, community members, and government employees, Chief Raybuck appears to have improved transparency with all stakeholders. In my opinion he seems to be very transparent with the Police Commission.
- Commissioner No. 7 -
I am extremely impressed with Chief's outreach in our community. He has attended and graciously participated in numerous community events from Walk-to-School Programs, bike path clean-up, throwing the 1st pitch at the Līhu'e Baseball Tournament, COP-ON-TOP, Harvest Festival, etc. The list goes on and on. Our community clearly appreciates his presence and leadership.

Progress Toward Annual Goal Accomplishment:

- **Commissioner No. 1 -**
Making significant progress in goals.
- **Commissioner No. 2 –**
On track to be accomplished by years end.
- **Commissioner No. 3**
 - ✓ Enhance Long-Term Department Performance – Initial Steps Implemented
 - ✓ Enhance Community Policing and Engagement – Partially Implemented and on track.
- **Commissioner No. 4 –**
Development of a Recruitment Program that brings our staffing up to par with what is required of the Department.
- **Commissioner No. 5 –**
 - You're off to very good start with realistic goals that will have a lasting impact on KPD, especially the reorganization that will hopefully reduce the top-heavy hierarchy; our officers need the benefit of senior leaders that are visible and approachable and out of their offices
 - Excellent engagement with the community, being available and visible at community events and meetings; great outreach to your fellow department heads as well (Parks & Rec for example) and working with PIO to get the good and bad news out first and accurately
 - Recruiting will continue to be a problem for years to come so streamline where you can without sacrificing recruiting standards. Retention may be easier to attain if the climate and culture in KPD improves and from what I have seen, and heard, it is improving. You have set a positive and personal tone with your employees and of course you know that when employees see their boss cares about them personally and professionally, they will work hard to never disappoint you.
- **Commissioner No. 6 –**
Chief Raybuck has started to make some strides in accomplishing his three main goals
 1. **Review/Revise/Establish Department Mission, Vision and Strategic Goals, Identify Bureau Tasks, Enhance long-Term Department performance.**
 - a. By identifying current departmental inefficiencies due to the current organizational structure. Then drafting a potential structure to aid in the eliminating some of these inefficiencies. I am not entirely sold on the idea, but it warrants further discussion.
 - b. After meeting Chief Raybuck regarding his monthly reports to the Police Commission, I convinced that he is well on way to stardom. Chief already started his draft of a new monthly report and it is this kind of anticipation and proactive approach to police that should change the culture of the entire Police Department.
 2. **Enhance Community Policing and Community Engagement Efforts.**
 - a. As mentioned in my previously, I gotten nothing but positive feedback from Officers, community and government. In a short period of time Chief Raybuck as inserted himself positively into the fabric of the Kauai community and doing a great job.
 3. **Enhance Recruitment and Retention Efforts.**
 - a. The number complaint I've received regarding recruitment, was the process and how it took too long.
 - b. It seems as though Chief Raybuck has taken initial steps to streamline the process. This'll go a long way with potential candidates.
 - c. I would want to encourage that we draft and build programs that'll encourage our local (Kauai) to consider the Kauai Police Department as a possible career choice.

- Commissioner No. 7 –

I am excited to see how the restructuring of the Department will take place and how the new model will play out. I believe that change is healthy and a Director of Business Management will prove to be effective in achieving organizational effectiveness.

Areas of Concern by Police Commission:

- Commissioner No. 1 - Continues to work on raising the culture of professionalism within the Kaua'i Police Department. His example of professionalism, acting as a role model.
- Commissioner No. 2 – Recently Kaua'i has been faced with some threats to our schools. Chief Raybuck has been proactive addressing these issues with his staff and the Department of Education. Captain Mark Ozaki will be leading the STAR (School Threat Assessment Response) Committee to create a measured response that will be appropriate based on the incident.
- Commissioner No. 3 – Numerous Civilian positions remain unfilled and continuing effort to implement Police Apprenticeship Program.
- Commissioner No. 4 – Development of a recruitment program that brings our staffing up to par with what is required.
- Commissioner No. 5 –
 - Recruiting and retention, filling vacancies in both sworn and civilian positions; would like to see the results of your streamlining of the background report writing. Please review the entire process to see where you can save time without cutting standards
 - Morale; would like to get the results of the climate survey you did in your first 90 days in office
 - Process improvements where needed (warrants, records, abandoned vehicles)
- Commissioner No. 6 -

At this point I have no concerns due to the period of time.
In my opinion doing a GREAT JOB!!!!
- Commissioner No. 7 –

An area of concern at the moment is the abandoned vehicle problem, which I have spoken to the Chief about. He is very aware of the issue and has begun steps to work on this complex problem. I look forward to working with him and our Administration to assist in any way possible.

Overall Performance for this Reporting Period:

- Commissioner No. 1 – Meets Expectations
- Commissioner No. 2 – Meets Expectations
- Commissioner No. 3 – Meets Expectations
- Commissioner No. 4 – Meets Expectations
- Commissioner No. 5 – Meets Expectations
- Commissioner No. 6 – Meets Expectations
- Commissioner No. 7 – Meets Expectations

<u>I Received a Copy of</u> <u>this Performance Review:</u> _____ Date: _____ <div style="text-align: center;">_____ Chief of Police </div>	
<u>Discussed with Chief By:</u> _____ Date: _____ <div style="text-align: center;">_____ Chair – Kauai Police Commission </div>	

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Roy Morita
Chair

Catherine Adams
Vice Chair

Members:
Gerald Bahouth
Mary K. Hertog
Leina'ala Jardin
Kevin Mince
Dean Pigao

COUNTY OF KAUAI POLICE COMMISSION

MEMORANDUM

TO: Annette Anderson, Director of Human Resources
FROM: Roy Morita, Chair Kaua'i Police Commission 
DATE: April 30, 2020
SUBJECT: ANNUAL PERFORMANCE JOB EVALUATION
FOR POLICE CHIEF TODD G. RAYBUCK

At the Police Commission's teleconference meeting on April 30, 2020, the members of the Commission voted unanimously to accept and approve Chief Raybuck's Annual Performance Job Evaluation for the period April 22, 2019 – April 22, 2020.

Mahalo.

**COUNTY OF KAUAI POLICE COMMISSION
CHIEF OF POLICE ANNUAL JOB PERFORMANCE EVALUATION**

Name: Todd G. Raybuck, Chief of Police, Kaua'i Police Department	Appointment Date: April 22, 2019
Reason for Report: Annual Performance Job Evaluation	Period of Report: April 22, 2019 - April 22, 2020

CRITICAL PERFORMANCE FACTORS

1. Leadership Skills and Professional Qualities

- Leads by example. Exhibits honesty, integrity and self-discipline.
- Sets and enforces professional standards.
- Promotes, supports, and implements EEO policies and programs.
- Motivates and develops subordinates. Serves as a mentor.
- Accepts personal responsibility.

Discussion: (Provide specific examples of performance. Absent examples mark Unable to Rate below)

Commissioner No. 1

- Chief Raybuck has brought a new spirit to KPD. He seeks input from all ranks, and from all employees. This has led to KPD personnel "self-initiating" community projects such as the cleanup of trash on county walking trails and highways.

Commissioner No. 2

- Front and center on several national level high-profile incidents on Kaua'i – the helicopter crash with seven (7) fatalities, missing children, drug bust of a high profile county member and drug ring, flood response and COVID-19 response.
- Ride a long's with patrol officers; involvement with KPAL and interface with other community leaders has resulted in a new and more positive attitude towards KPD.
- Your visibility and accessibility to the public has made a huge difference in how the public views KPD; complaints have turned to kudos and you have set the example for that transition.
- Your presence on social media (on and off duty) allows those who would never reach out to you personally to do it virtually which opens a new door for feedback.
- Your officers represent you and KPD well in tough situations such as the Hanalei land dispute and enforcing COVID-19 policies.
- New promotion ceremony format that involves the family members is excellent.

Commissioner No. 3

Some of the first actions that were taken by Chief Raybuck are as follows:

- Made himself approachable to members of the rank and file
- Cultivated a relationship of trust with the Mayor and other Department Heads
- Conducted investigations with the sensitivity the officers deserve
- Utilized social media as a positive tool within KPD and with the public

Commissioner No. 4

- Chief Raybuck is very involved in police functions which includes community policing, covert operations, taking the lead to deal with the COVID-19 pandemic and provides training for his personnel on a continuous basis.

Commissioner No. 5

- When cops were cleaning the bike path, he pitched in to help.
- When the Chief comes to a meeting with community leaders, he comes with one of his staff in attendance to help with tasks, but also for them to learn how to interact with the community by example.

Commissioner No. 6

- Chief has shown outstanding leadership through his efforts in creating a bridge or relationship with our Kaua'i community. This has been one of his goals and he surely has made a huge impact. His actions has served as a fine example for his officers. There is a clear excitement and a new sense of respect for KPD because of Chief's incredible efforts.

Commissioner No. 7

- From the very onset of the COVID-19 epidemic, Chief Raybuck has been in the forefront of the battle by being on camera with the Mayor and advising the community about the importance of the stay at home rule and curfew, as well as KPD's role to enforce the stay at home rule and curfew violation.

Meets Expectations XXXXXXXX

Does NOT Meet Expectations

Unable to Rate

2. Policies, Procedures, Rules and Regulations

- **Knows and implements the technical and administrative aspects of law enforcement, rules of evidence, criminal investigation and the principles of police administration.**
- **Knows and implements Federal, state, and county EEO laws, regulations, and practices.**
- **Adheres to and implements collective bargaining agreements.**
- **Applies knowledge and experience to daily operations and non-routine situations.**

Discussion: (Provide specific examples of performance. Absent examples mark Unable to Rate below)

Commissioner No. 1

- During this reporting period there were numerous incidents that challenged KPD and Chief Raybuck's management abilities. Specifically, these included a tragic helicopter crash that claimed six victims, and a case involving two missing children that drew national attention. The sudden Coronavirus pandemic further challenged KPD and Chief Raybuck. The Department's response to each of these incidents under the Chief's leadership was commendable.

Commissioner No. 2

- Excellent job enforcing stay at home policy by manning and conducting random checkpoints and holding people in violation of the policy and the curfew accountable.
- Your support and expertise in appearing before the County Council and the Charter Review Commission to amend the Chief of Police requirements in the County Charter were spot on and appreciated.
- Your emphasis on clearing up old warrants has been noticed as well.

Commissioner No. 3

- Chief Raybuck has been engaged with all internal investigations and has not influence the process of any investigation from my vantage point. He has shown compassion, but has not veered from making a decision that was appropriately justified. The relationship between the Chief and SHOPO is a good working relationship and we (the Police Commission) has not had an outcry from SHOPO on issues directed to the Commission.
- As it stands right now, the Commission has not received any complaints filed by the federal government against KPD and the ones that were received by the KPD previously, Chief Raybuck has been working on trying to close those issues.
- Chief Raybuck's wealth of experience and knowledge comes from his former position and he has implemented those ideas on Kaua'i and although many of his ideas are still in the works, progress is being made.

Commissioner No. 4

- Chief Raybuck is very knowledgeable about the administrative aspect of law enforcement and the principles of police administration, I would, however, would like to get more information on whether Chief Raybuck is adhering to collective bargaining agreements with HGEA and SHOPO and if there's open communication between his Administration and the collective bargaining units.

Commissioner No. 5

- Despite his own expressed “germ phobia” tendencies he has taken his responsibility as the county corner seriously. Touring the morgue and working with the hospital to understand the process flow.
- I have not heard complaints about the collective bargaining issues. He has publically stated that his desire is to have a good working relationship with the union. A good first step.

Commissioner No. 6

- I am impressed with Chief’s ability to create strong partnerships with other state and federal agencies to get the job done here on Kaua‘i. The recent take down of the highly profiled drug trafficking ring along with the arrest of online child predators serve as great examples.

Commissioner No. 7



Meets Expectations XXXXXX

Does NOT Meet Expectations

Unable to Rate X

3. Planning, Organizing, and Setting Priorities

- Sets priorities. Develops realistic and attainable goals with accompanying metrics to measure progress.
- Develops plans to achieve departmental and county goals.
- Anticipates and solves problems.
- Anticipates and budgets for future personnel and equipment.
- Develops contingency plans for major events and emergency operations.

Discussion: (Provide specific examples of performance. Absent examples mark Unable to Rate below)

Commissioner No. 1

- Chief Raybuck demonstrated his ability to “think outside the box” in his proposal to convert a vacant Assistant Chief position into two civilian positions: a Director of Business Operations and a Contract Specialist. Not only would these two new positions would improve departmental operations, but they would be less in salary than one Assistant Chief.

Commissioner No. 2

- Your handling of the COVID-19 response has been outstanding; presentations with the Mayor; articles in the newspaper; Facebook postings; appearances on social media has cleared up misconceptions about the existing policies and why they must be enforced.
- You have set realistic goals for the first year, now it’s time to stretch to new ones.

- Recognized the need to restructure salaries to fill KPD positions (deputy chief) and did a great job in successfully convincing the Salary Commission, the Mayor and the County Council to reallocate vacant position funding so anyone occupying the deputy chief position would not have to take a pay cut.

Commissioner No. 3

- Chief Raybuck has had his hands full coming into his new job in the first year. Some of the examples he had to deal with is the floods and most recently the COVID-19 pandemic, as well as major changes in personnel. I think, Chief Raybuck has done an excellent job in balancing these events against and has managed to strategically set the Department for repositioning. Areas of repositioning include leadership, community engagement, interdepartmental relationships and County wide relationships. All of these areas have experienced improvement to his goals of what KPD should look like to the Police Commission and the community.

Commissioner No. 4

- Chief Raybuck has set goals that are reasonable and attainable. His ability to solve problems has been outstanding and I feel that he will continue to be a problem solver.
- His ability to manage the budget has been outstanding and his meeting with the Salary Commission and the County Council to ensure that the person he selects to be the Deputy Chief gets to keep his the current salary.

Commissioner No. 5

- He has decided to reorganize his leadership team to include a business manager position using the existing FTE's. Commendable attempt to move KPD into the future.

Commissioner No. 6

- Per Chief Raybuck's update on KPD's annual goals dated July 26, 2019 I am eager to see his progress on enhancing the Department's long-term performance via restricting the current organizational model. I am thoroughly impressed with his vision and steps taken to implement them.

Commission No. 7

- As stated in category number one, although the COVID-19 pandemic took everyone by surprise, Chief Raybuck's ability to implement KPD's mobilization plans are probably the model that the entire state should be using.

Meets Expectations XXXXXXXX

Does NOT Meet Expectations

Unable to Rate

4. Personnel and Resource Management

- Insures specialized training for all KPD members to maintain currency on tactics, techniques, and procedures.
- Recognizes and addresses personnel problems at the earliest stages.
- Pursues external funding sources and uses other resources outside the department to enhance KPD capabilities.
- Prepares the budget in accordance with department and county policies. Exercises fiscal control, with emphasis on controlling overtime.

Discussion: (Provide specific examples of performance. Absent examples mark Unable to Rate below)

Commissioner No. 1

- Chief Raybuck demonstrated his personnel management skills in his reorganization of KPD from three Bureaus to two. This reorganization was aimed at streamlining operations and reduce administrative staff in order to increase personnel assigned to road patrol.
- Chief Raybuck is commended on the personal attention he directs towards reducing the number of citizens' complaints and especially for the speedy investigations/resolution of all complaints filed by the public.

Commissioner No. 2

- Significant decline in complaints from the public as well as internally; your Office of Professional Standards is investigating and closing out complaints in weeks versus months as was the past practice.
- You and your officers continue to successfully justify initial grants to the County Council and the need to continue funding them.

Commissioner No. 3

- In my eyes Chief Raybuck has exceeded expectations in all areas
- He has been extremely engaged
- Shows no favoritism
- Extremely objective
- Tireless work ethics
- Understands the fundamental of running the Department and the cost associated with the functions
- Engages with the Mayor and the County Council to get funding needed for KPD

Commissioner No. 4

- Chief Raybuck has been actively trying to get more external funding through the County Council and prepares the budget in accordance with the Department policies and based on the amount of vacancies tries to control overtime usage.

Commissioner No. 5

- Grant writing has taken a front seat in the budgeting process. Great.

Commissioner No. 6

- Per Chief's update on KPD's Annual Goals dated July 26, 2019, I am eager to see his progress on enhancing the Department's long-term performance via restructuring the current organizational model. I am thoroughly impressed with his vision and steps taken to implement them.

Commissioner No. 7

Meets Expectations	XXXXXX	Does NOT Meet Expectations
		Unable to Rate X

5. Communications

- Provides positive feedback and corrective counseling to subordinate personnel as appropriate.
- Maintains on-going communications with county leadership, media and community on public safety issues and incidents.
- Keeps the Police Commission and county leadership informed on incidents that could affect departmental operations and community relations. Responds promptly to Commission requests for information.

Discussion: (Provide specific examples of performance. Absent examples mark Unable to Rate below)

Commissioner No. 1

- One of Chief Raybuck's strongest attributes is his communication skills. He makes highly detailed and well-prepared presentations to the Commission in regards to on-going issues within the department. Likewise, he communicates effectively with the Mayor, the County Council, and his peers in county government.
- He is not hesitant to inform the Commission of all events and incidents, whether good or bad, that involves KPD. Specifically, he has informed the Commission of internal personnel issues involving potential grievances and complaints

Commissioner No. 2

- Your greatest strength enhances your leadership; from keeping your "community safe meetings, Coffee with a Cop events, speaking at venues like the Kaua'i Filipino Chamber of Commerce and at local news conferences all of which have proven that you are a master communicator.
- You have a good relationship with the Mayor, the Police Commission and your fellow County Department Heads, which means you get more support and have great credibility.

Commissioner No. 3

- Chief Raybuck utilizes social media as a platform to reach the community
- He connects internally with the families in the Kaua'i Police Department.
- Created an outreach program called "Coffee with the Chief."
- Spends time in the community and the officers by participating with ride-a-longs
- He is approachable to his officers in KPD, county officials and citizens in the community
- He has created through his actions positive morale in the Kaua'i Police Department
- He has restored leadership to the Chief of Police position to where it should be foundationally.

Commissioner No.4

- Chief Raybuck has strong communication skills with County leaders as well as with the community. During the unfortunate helicopter crash, he provided excellent communication to the public and media.
- Using social media, Chief Raybuck is sending messages to our community to keep them informed of all actions taken by KPD.

Commissioner No. 5

- This is truly his strongest suit. He communicates with his staff, the public and officials in a very open and positive style.

Commissioner No. 6

- Communication and transparency are greatly appreciated. Having an effective and strong partnership with our administration, council and commission has created a great team effort led by our Chief. His inclusive style of management has reached beyond our shores of Kaua'i and has propelled our island as a leader in community outreach and service.
- The addition of a Public Information Officer (Coco) has proven invaluable in creating a line of communication with our community.

Commissioner No. 7

- Chief Raybuck is very transparent with the community by attending community meetings, radio spots. I also observed that he and other officers on Facebook performing a dance. In this current environment having strict enforcement lightened the thought process of our community.

Meets Expectations **XXXXXXX**

Does NOT Meet Expectations

Unable to Rate

Achievement of Goals: (Provide explanation for goals Not Achieved)

Commissioner No. 1

- Goal #1: Improve Employee Safety, Wellness and Resiliency
- Goal #2: Enhance Organizational Efficiency
- Goal #3: Increase Community Engagement

Commissioner No. 2

- Continue to work on the reorganization goals to make sure you have the right personnel in the right positions. Your final selection of a deputy chief will be critical to your organization's health and future success.
- Continue to recruit at all venues as you've done this past year and concentrate on retention of the younger officers because they look at you as a mentor. Spend time with them (I know you do) telling them how to develop to the next level. Bottom line – grow your replacement, over and over...that is what a true leader does.

Commissioner No. 3

- There are metric goals that Chief Raybuck has worked tirelessly on to accomplish. However, those goals are not as merely important as to what he has done to reestablish the role of a Police Chief to what it should be. He has put the Police Department on the right path from where it was prior and is respected by the men and women in the Kaua'i Police Department and he continues to be fully engaged and committed to his leadership role.

Commissioner No. 4

- To my knowledge the goals that were set are on par and those that have not yet been achieved are in the process of being completed.

Commissioner No. 5

- Chief Raybuck has met his stated goals.

Commissioner No. 6 (No comments provided)

Commissioner No. 7

- Review, revise and establish the Department's mission, vision, strategic goals identify each bureau's tasks and enhance long term department performance.
 - a. By identifying current departmental inefficiencies due to the current organizational structure, then drafting a potential structure to aid in eliminating these inefficiencies, I am not entirely sold on the idea and it warrants further discussion.
 - b. After my meeting with Chief Raybuck regarding his monthly reports to the Police Commission I am convinced that he is well on his way to stardom. Chief Raybuck has started to draft his new monthly reports and has taken a proactive approach to policing which should change the culture in the entire Kaua'i Police Department. I'm not sure if I missed this in any of the Police Commission meetings, but identifying current departmental inefficiencies due to the current organizational structure have not been met or addressed. I also understand that it will take some time to analyze and identify the efficiencies and due to the current events it will take much longer.

Summary of Performance:

Commissioner No. 1

- Chief Raybuck's overall performance for the first year of his tenure "Meets Expectations". He inherited a department that was splintered into different internal factions pulling in different directions. Through his strong leadership, interpersonal skills and approachable management style, he has begun healing old divisions and pointing KPD towards the future.
- He has shown himself to be a creative thinker in terms of personnel management and has demonstrated a willingness to institute much needed change. He is adept at using the media to keep a positive message of what KPD is doing flowing to the public, and the public is responding well to his message.
- During his first year, Chief Raybuck wisely took advantage of input from the Acting Chief who was his predecessor. In the upcoming year, in order to truly say that KPD is "his department", he would do well to minimize ties with the past administration and move KPD forward under his own vision.

Commissioner No. 2

- Outstanding first year as Chief. Morale (internally) has improved and KPD's reputation and credibility is HIGH, thanks to your leadership and outreach to the community.

Commissioner No. 3

- In my opinion Chief Raybuck has done an outstanding job in his first year.

Commissioner No. 4

- Overall, Chief Raybuck's job performance is outstanding. His communication skills, leadership skills and his community policing has been echoed by the community. I have received some positive feedback from members of the community stating that Chief Raybuck is doing things that were never done before and much needed.

Commissioner No. 5

- I am so pleased he and his family have chosen to live on Kaua'i. He is making a very positive difference in the reputation and collaboration of KPD. Thank you!

Commissioner No. 6


- Chief Raybuck has demonstrated a high level of leadership while balancing adaptability to his new home and environment as well as numerous tasks over the past year. He is a tremendous asset to our community and has quickly become highly revered by the people he serves and protects.

Commissioner No. 7

- As mentioned in my six (6) month JPR I feel that Chief Raybuck has vastly improved transparency with all stakeholders as well as members in the Kaua'i Police Department and the community. The Kaua'i Police Department and Chief Raybuck is doing a tremendous job during this very trying times.

Employee Signature:

I acknowledge receipt of this Annual Job Performance Evaluation



Todd G. Raybuck, Chief of Police, Kaua'i Police Department

Date:

5/6/2020

Rater Certification:



Roy Morita, Chair, Kaua'i Police Commission

Date:

5/6/2020

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COUNTY OF KAUAI – POLICE COMMISSION
CHIEF of POLICE – ON-GOING REVIEW

Name: Chief of Police Todd G. Raybuck

Reporting Period: April 22 2020 to December 31, 2020

Type of Report: (circle one)

Semi-Annual Review

Improvement Needed

Notable Accomplishments This Reporting Period:

Commissioner #1

- Continued excellent response by KPD to daily challenges from Covid pandemic.
- Revised KPD Use of Force to address concerns regarding "Chokehold"
- Created "Duty to Intervene Policy."
- Reduced officer vacancies/revising KPD entrance examination.
- Addressing overdue required annual policy refresher training.
- At the request of the Commission, the Chief implemented a system to report review of an employee's citizen complaint history.

Commissioner #2

- Through these very trying times, KPD has responded extremely well to the fight against the pandemic. Especially, with protecting the employees of KPD by establishing protocols and procedures to address the Safety of the police officers, it appears that our employees have remained medically unaffected from COVID-19. Awesome testament to procedures in place.
- KPD's continuous efforts to recruit and hire new police officers.
- Accreditation - re-certified.

Commissioner #3

- Renovated Dispatch Center
- Provided officers the opportunity to virtually attend the IACP Conference
- Equipped officers with new BWC and Tasers
- Increased community engagement while at the same time increased manning levels are at the highest they have been in years in spite of hiring freezes in other areas of KPD
- KPD has attained CALEA accreditation
- Implemented a COVID-19 Task Force to screen passengers at the Līhu'e Airport and ensured quarantine requirements are being met.

Commissioner #4

- The Chief stated that he accomplished some of the goals that were set for this calendar year. For the majority of the year, the focus was on COVID-19. Due to that fact, I just would like to say that the Chief is on track to accomplish the goals that were set at the beginning of the year.

Commissioner #5

- Covid response – enforcement of protocols for the community and within the Department
- Accepts personal responsibility
- Maintains on-going communications with county leadership, media and community on public safety issues and incidents
- Actively engages community

- Keeps the Police Commission and county leadership informed on incidents that could affect departmental operations and community relations. Responds promptly to Commission requests for information
- Acquire and deploy employee wellness App
- Revamped scheduling and implemented new software to manage resources

Commissioner #6

- [REDACTED]
- Continues to work towards completion of annual goals. Progress has been noted, despite of pandemic affects and additional tasks undertaken by KPD
- Surviving over whelming changes due to the pandemic. Overtime, restructuring tasks and managing overtime
- Facilitating new recruit class to get closer to recruitment goals.

Progress Toward Annual Goal Accomplishment:

Commissioner #1

- In spite of the demands of the COVID crisis, KPD has made exceptional progress towards accomplishing the three (3) goals for Fiscal Year 2020/2021.
- Employees' safety measures has been maintained and a wellness program initiated.
- Organizational efficiency goals continuously in planning stages, but the implementation is "on-hold" due to the pandemic
- Noteworthy – the increasing community engagement is being accomplished, but not through planned goal strategies, but through every KPD employee's efforts in dealing with the public during the COVID crisis.
- Overall KPD is on track to accomplish their annual goals

Commissioner #2

- Love the emphasis on Employee Safety Wellness and Resiliency, specifically the procedures on COVID-19 protocols. The wellness and safety of the employees during these times are of the utmost importance.
- Although I am still skeptical about the Department re-organizational plan (more specifically the A?C position), I like the fact that emphasis is on patrol's manpower. I have said it before and I agree with the Chief "Patrol is the backbone of KPD". For many years, manpower in patrol was always sacrificed to cover other department units.
- I also like the plans to develop a 4/10 work schedule, which would create additional manpower during the shift overlap period and surely significantly reduce OT hours for report writing.

Commissioner 3#

- Deployed wellness App
- Implemented COVID-19 protocols
- Increased community engagement via COVID-19 enforcement; food distribution with local church; and Kauai housing connection on homeless outreach (finally getting an accurate count of the homeless population)
- Increased on line reporting mechanisms to avoid exposure to COVID-19.

Commissioner #4

- Currently the focus weighs heavily on COVID-19 challenges. With the limited time and restricted ability to focus directly on the goals, I would like to say that the Chief is moving positively towards accomplishing these goals.

Commissioner #5

- [REDACTED]
- [REDACTED]
- Purchase and distribute ballistic helmets
- Upgraded TASER and Body-Worn Camera equipment
- Stabilized staffing in departments and continues to make progress in recruitment

Commissioner #6 <ul style="list-style-type: none"> Met 	
<u>Areas of Concern by Police Commission:</u>	
Commissioner #1 <div style="background-color: black; height: 1.2em; width: 60%; margin-top: 5px;"></div> <div style="background-color: black; height: 1.2em; width: 60%; margin-top: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 45%; margin-top: 2px;"></div>	
Commissioner #2 <div style="background-color: black; height: 1.2em; width: 65%; margin-top: 5px;"></div> <div style="background-color: black; height: 1.2em; width: 65%; margin-top: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 85%; margin-top: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 25%; margin-top: 2px;"></div> <ul style="list-style-type: none"> The Chief does a great job with building relationships within our community, but nothing in his goals seem to address building relationships within the department. What steps has the Chief taken with building relationship with his mid-management and senior staff? Making each officer, at every level, feel as though their contributing to the success of the Kauai Police Department. 	
Commissioner #3 <ul style="list-style-type: none"> Improvements to the recruiting testing process should be considered (specifically) to increase opportunities for candidates to prepare for the written and physical fitness test <div style="background-color: black; height: 1.2em; width: 65%; margin-top: 5px;"></div> <div style="background-color: black; height: 1.2em; width: 65%; margin-top: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 65%; margin-top: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 85%; margin-top: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 55%; margin-top: 2px;"></div>	
Commissioner #4 <ul style="list-style-type: none"> Needs improvement in his ability to communicate with his senior commanders. <div style="background-color: black; height: 1.2em; width: 55%; margin-top: 5px;"></div> <ul style="list-style-type: none"> Continue to work professionally with HGEA and SHOPO to mitigate grievances. 	
Commissioner #5 <div style="background-color: black; height: 1.2em; width: 65%; margin-top: 5px;"></div> <div style="background-color: black; height: 1.2em; width: 15%; margin-top: 2px;"></div> <ul style="list-style-type: none"> Recognizes and addresses personnel problems at the earliest stages 	
Commissioner #6 <ul style="list-style-type: none"> Unsettled command structure. 	
<u>Overall Performance for this Reporting Period:</u> Meets Expectations – XXXX <div style="text-align: right; margin-right: 100px;">Does NOT Meet Expectations - xx</div>	
<u>I Received a Copy of</u> <u>this Performance Review:</u> _____ Date: _____ <div style="text-align: center; margin-top: 5px;">Chair of Police</div>	
<u>Discussed with Chief By:</u> _____ Date: _____ <div style="text-align: center; margin-top: 5px;">Chair – Kauai Police Commission</div>	

- Word Document format – boxes expand to accommodate inserted narrative.