

Q9 In your own words, please describe any issues you feel affect morale either positively or negatively at KPD.

Answered: 99 Skipped: 14

#	RESPONSES	DATE
1	KPD has become very stat driven, they value quantity over quality. Officers promoted into supervisor positions are not the best leaders, they lack leadership skills. But they come on top with our current promotional process because they are good test takers. The constant issues with the chief and deputy chief draws shame to the department. There's no camaraderie. The department is fairly young and a lot care only for themselves.	8/26/2022 4:14 PM
2	The very first factor that affects the Department's morale is poor LEADERSHIP! An employee wants to follow and work for a leader that is trustworthy, cares about them, knows their job, is fair, has order and discipline, and gets their hands dirty with them. Since the 2019 Climate Survey, I observed no significant change to the morale of this Department due to Leader's inability to promote TRUST within the Department as well as lacking basic leadership principles, i.e. knowing themselves and seeking self-improvement, being technically and tactically proficient; developing a sense of responsibility among their subordinates; making sound and timely decisions; setting an example for others to follow; knowing their people and looking out for their welfare; keeping their people informed; seeking responsibility and taking responsibility for their actions; ensuring assigned tasks are understood, supervised, accomplished and training their people as a team. I also noticed a few supervisors simply enjoy the title as supervisor but NOT the challenges of the position. An employee's poor morale negatively affects their sense of job satisfaction, outlook, and feelings of well-being within a workplace setting which has a direct effect on productivity. I continue to observe some Supervisors lacking the ability to effectively communicate clearly with their peers, superiors, and subordinates causing confusion and misunderstanding. It is unfortunate and disappointing to have an immediate Supervisor that I do not have any trust or confidence that my professional and personal well-being will be cared for. In addition, my supervisor does not effectively and clearly communicate among the staff members by not maintaining a positive open flow of communication as well as avoiding and formulating a response before hearing what the other person says. I recommend as a promotion prerequisite for sergeant position that individuals should have served either as an FTO and/or OIC for a minimum of three years or more; this will provide junior leaders an opportunity to gain some leadership/supervisory experience by learning how to manage, train and effectively communicate with others.	8/24/2022 6:41 PM
3	Lack of communication from the top to the workers. Solvable issues staying status quo. Lack of support	8/22/2022 8:50 PM
4	I think morale is pretty good at the department	8/19/2022 6:21 PM
5	I don't even know where to begin. To summarize, it comes from poor leadership, unfair policies and practices, and a lack of legitimate respect and appreciation from some members of upper admin. (Some are awesome and are great morale boosters, others are not so great). MY low morale currently stems from issues I have with the current JPR (job performance review) system. The JPR is understandable and reasonable when used to track and monitor an Officer's performance, however when it is used to punish Officers who are "sub-par" in stats, it feels like a quota system, which is illegal in most states for a reason. One of the problems with the JPR is that it is a point system that almost entirely depends on stats, but does not account for other effective methods of policing, or the quality of the Officer and his or her work ethic. Community-oriented policing styles aren't as appreciated by the JPR as it should be. Also, being that we are an emergency response entity, we cannot determine what our shift is going to be like, and we need to always be ready to respond to any situation; I believe that as long as we continue to do this, and do so in an exceptional manner, that we should not be subject to punishment from not meeting the JPR standards. If an Officer wants to go above and beyond, that's fine, but don't punish those who don't score high enough. Another issue with the JPR is that when an Officer is an FTO, they are expected to still maintain that satisfactory rating, however the stats that their recruits receive aren't counted towards the FTO stats, so no points are awarded to the FTO, so the FTO's JPR will be negatively affected. Some FTO's are	8/19/2022 2:44 PM

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used as both primary and secondary FTO's, so during that entire time their stats are dropping, causing admin to address the "lack of performance" without considering that their policies are the problem. (I'm not sure if this one is still an issue, as this may have been addressed, however it was an issue recently I've heard current FTOs complain about. Other things that affect morale negatively; I see things not making sense, policies being changed to benefit certain people, certain people seeming to get "preferred treatment". I see highly qualified individuals with more experience and qualifications being passed up for transfers or promotions to lesser experienced, lesser qualified, lower seniority Officers. I see people who are natural leaders, who have been acting sergeants or OICs or FTOs for many years being unable to get promoted because they are unable to pass a test, yet junior Officers with very little to no supervisory experience pass the test and are in the running for a promotion simply because they test well, or maybe read a book or two about being a supervisor. It is demoralizing to watch the same scenario play out year after year...we need a new method for the promotion process, especially since the Officers who got in after 2012 have the 30-year, high 5 of base salary retirement plan. Another morale buster there...30 years AND high 5 of BASE SALARY?! Talk about getting shafted twice! Another thing that affects morale (indirectly) is our relationship with our OPA. OPA declines to prosecute many of our cases, sending out a generic letter to decline which states the same for every case ("...decline to prosecute due to lack of evidence to prove beyond a reasonable doubt..."). It is demoralizing to see cases that we have worked hard on basically getting rejected by the OPA. I would appreciate it more if they would tell us specifically what is missing or wrong with each case so that we know what we could do better next time instead of a generic letter to decline. I would also appreciate if our command staff recognized this and requested this from the OPA, as we seem forced to obey all requests from the OPA (should work both ways). There are some supervisors who knows how to treat their subordinates with respect and dignity, however there are a couple who make it seem like we are just numbers, unappreciated.

6	There's numerous investigation involving the Chief and Various upper administrators which affects the entire department and personnel morale	8/19/2022 6:21 AM
7	Low morale I believe can be attributed to the lack of communication from executive staff. Without this communication officers are left guessing and rely on rumors regarding the direction and future of the department	8/18/2022 4:51 PM
8	The way command staff interact with Officers and civilian staff. Some, not all treat officers and civilian staff as if they didn't mean anything to the department.	8/17/2022 10:04 PM
9	It seems that upper management does not ask or care on the patrol service bureaus opinions.	8/17/2022 8:25 AM
10	Specialized units are short and neglected. For example Traffic unit has one acting Lt. And one investigator. The unit has been short for the last two years. They just lost a Sgt to retirement. It takes at least two years to get investigators trained. VICE section is short two investigators and one Sgt. With the rise in overdoses/deaths. More personnel in the unit would impact the drug trafficking organizations operating on Kauai and in Hawaii. At this time patrol is running lines with extra bodies. Administration is not held accountable to the same standards as the officers. This is creating low morale.	8/16/2022 4:23 PM
11	N/A	8/16/2022 3:28 AM
12	Some decision made are not being made for the best of the department. And when questioned Admin is not straight forward and honest.	8/15/2022 10:41 AM
13	I believe there are a few issues that has a negative affect on our agency. 1. Communication - as a Sergeant I really don't have a good understanding of the overall direction of the department. My only knowledge comes from rumors at best. It would be nice to know what the Chief's vision is moving forward, understanding that things change and that's ok, at least we would know what's going on. 2. Staffing Changes - Because there is a lack of communication, it appears that the Chief's focus is one sided, primarily focusing on making the ideas of a 4-10 schedule a reality regardless of how it negatively could affect the overall department. As a Sergeant in patrol, I appreciate stacking of patrol, however not at the cost shorting everyone else. 3. Contact Issues - I feel that the Chief likes to default to "Administrative Rights" when faced with Union/Grievance issues. I feel like this Chief has very little room for compromise once his mind is made up despite our contract. 4. Community Perception - The Chief has a very positive image within our community. This makes things very difficult for even our Police Commission to get past and focus on the internal issues. I am all for positive community interactions however we still need to focus on what's happening within our own ranks.	8/15/2022 9:05 AM

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14	Lack of Transparency and equal opportunity. Substations are inadequate. Expectations are high to get the job done properly but lack of training were provided to field officers. Administration is not held accountable when not following policy whereas when lower ranking officers make the same mistake they will get punished. We all should be held in the same standard regardless the rank.	8/14/2022 11:51 PM
15	Lack of transparency when addressing issues, lack of equal opportunities, and career planning to field officers. Field officers rarely have training opportunities, and those officers are the ones with the most contact with the public and that could make a bigger impact on the public perception of KPD. Patrol officers often have to make decisions on the spot when situations are in progress, however we are the ones who receive the least training within the department. Often same names are seen on training orders, while some patrol officers are lacking opportunity to excel.	8/14/2022 11:50 PM
16	Common Manpower shortages	8/14/2022 9:49 PM
17	The overall law enforcement climate effects moral negative. The chief doing ride alongs with patrol is a positive. But it seems like public perception is more important than standing up for us (officers). Being a small department I would expect the chief to better know our names and what everyone does, but he seems to get individuals confused frequently. Having supervisors that get their hands dirty and lead from the front has helped to increase moral but some are worried more about their own liability and writing people up instead of providing trainings to make people better. If it is important we should put our budget toward those things. It does seem that patrol officers don't get the same opportunities as other units in terms of trainings and that negatively affects moral.	8/14/2022 9:09 PM
18	The copious amount of discreet shit talking that goes on behind peoples backs is a morale killer.	8/14/2022 8:46 PM
19	Politics inside the department	8/14/2022 7:43 PM
20	Lack of overall care of officers needs and well-being by administration.	8/14/2022 4:38 PM
21	I believe that having working, properly functioning, and the most up to date equipment and vehicles would help to boost morale. Also the turnaround time for routine vehicle maintenance and vehicle repairs taking an extended/long amount of time is negative for the morale of the department, especially patrol officers who rely on their vehicles and how they are set up for each shift. I believe that having more transparency, communication, and in person contact from the Chief's Office down to the patrol level will boost morale.	8/14/2022 1:50 PM
22	Chief wanted to discontinue the SRO and KPAL positions which has a positive impact on Kauai's youth and community. The KPAL position has not been filled and the status of KPAL is unknown because of this. With the position unfilled, there is no one to organize the past sports events and any possible future ones. There is no explanation on why the movement of the SRO/KPAL unit from ATB to PSB. In ATB, the Community Relations side of the Unit can managed better and if in PSB, the members of the Unit will be used to staff the shortages in PSB instead. The shortage and retention of Officers is not being taken into consideration by the Chief's Office either.	8/14/2022 1:37 PM
23	There is a lot of back stabbing at the higher ranks. Seems like individuals of the command staff are more concerned with their own advancement than overall welfare and morale. It's difficult to believe in and follow your leadership when they act this way.	8/14/2022 1:15 PM
24	Favoritism, discrimination, a lot of individuality, looking out for personal agenda rather than organization as a whole. Micro management. Double standards	8/14/2022 1:00 PM
25	Good communication	8/14/2022 11:50 AM
26	recognition, pay, equipment, tools,	8/14/2022 8:26 AM
27	People need to stop crying and complaining and just do their job and be productive. Tired of this need to cry babies. rather than bringing negativities to the table, people should bring solutions to the table, positive solutions.	8/14/2022 7:38 AM
28	Retention and recruitment. A feeling of no support from the command staff. Too heavy of a reliance on patrol for task that should be handled by other agencies and or specialized units. A lack of opportunities/ positions to further career. All negatively effect the moral of KPD.	8/13/2022 6:38 PM
29	Shit officers and detectives that don't investigate, and are just secretaries with badges.	8/13/2022 6:22 PM

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Officers that just write down complaints. Detectives that just make phone calls and pfd cases. Makes those of us that work have to clean up all the loose ends left behind by those crap officers and detectives.

30	Our department doesn't care to listen to people for actually work on the streets and deal with the community. They have no touch with what is actually going on in the community	8/12/2022 9:16 PM
31	I believe the lack of communication on multiple levels causes a morale issue at KPD. The chief has ideas that he wants to implement and does not communicate the pros and cons regarding its implementation therefore leaving others to draw conclusions on the pros and cons which causes confusion and a lack of direction as to why changes would be beneficial. Also due to the lack of communication regarding changes in structure, you hear major changes are intended although no time frame is provided. This includes major reshuffling of sergeants and changing some of their positions to PO 9s. Open positions go unfilled due to the changes to be made with no time frame provided or a plan presented.	8/12/2022 7:49 PM
32	The pay sucks, I saw an add for a truck driver making more. My work car is horrible. You have it in the G.O that cars aren't supposed to go above 90k yet every car I use is over that. We have zero cars available for patrol. I have to show up earlier every day to find a car that may or may not be available. It's frustrating when the watch after yours does not 10-8 to beat on time. Do you know how demoralizing it is to think your finally going home, and a call comes in right at 1000 hours and the first watch units don't take it. They have all shift to work on it, but no give it to third watch at the end of there shift. There needs to be a better overlap between shifts.	8/12/2022 7:26 PM
33	Bad leadership, bad communication, distrust, unfair treatment, do as I say and not as I do from Chief. Arrogant Chief.	8/12/2022 3:16 PM
34	I believe morale is negatively affected due to favoritism amongst Commanders and certain Officers. Also, there are inconsistencies when discipline is executed.	8/12/2022 2:47 PM
35	It seems like we have no real direction. It feels like we are in a ship in the middle of the ocean with no one at the steering wheel and we are going wherever the wind blows	8/12/2022 1:09 PM
36	Negatively: The Chief of Police is ego driven, arrogant, and thinks he's superior to everyone.	8/12/2022 1:03 PM
37	The Chief is a Liar and a Fake!!!!	8/12/2022 12:25 PM
38	On a patrol level, we hear so many times of things that will be changing but nothing ever happens. We see how Chief Raybuck continues to conduct events within the community, which is fine, but when is he going to make changes in the department, to make things better for us?? We hear of the 4/10 schedule but we all know this won't happen because we don't have enough officers. We continue to pull from Patrol to fill Sgt positions and Special Units but we are not having the number of recruits to replace those bodies, which creates more canceled days off. Patrol continues to receive unnecessary calls that are not police related but Dispatch is still required to send calls to the Officers to handle, pulling them off of more important matters. Other departments across the nation do not handle half of the calls that KPD handles. Several officers from other agencies have said that they wouldn't even get called on those types of calls. It's time to listen to our Officers and start making changes within the department. I honestly would resign if I could find another job, that would pay close to what I am making, just to relieve some stress.	8/12/2022 11:23 AM
39	I feel any input that I give will not be heard or just glanced at. Things that seem to make sense for the overall benefit of the department doesn't happen. The things that do not make sense are the things that end up happening. If that's the case then why bother asking for inputs and opinions when none of it matters.	8/12/2022 10:34 AM
40	Chief made racist comments, favoritism is obvious with command ex. Training selection, helping out with training selection, leaders telling officers personally about postings before its posted or not ever posted. attitude from command is unprofessional(some leaders wont tell you hello in passing even after I acknowledged them). This has occurred many times.	8/12/2022 8:39 AM
41	It seems you don't use your resources you have at hand wisely.	8/12/2022 7:31 AM
42	Lack of manpower, denial of using the 5 personal days as stated in the SHOPO contract due of the lack of manpower not meeting operational needs. Shortages in the traffic safety section with 1 investigator and 1 supervisor causing personell to be overburdened and burnt out with daily task as well as complex traffic investigations. No noticeable change to move the	8/12/2022 7:21 AM

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department forward as promised and perceived arrogance displayed by the chief with a do what I want attitude. Disparity of treatment and mishandling of a recent incident involving a member of command staff.

43	The clear and unashamed favoritism. Lack of opportunities for advancement in the department. Inconsistent discipline.	8/12/2022 6:51 AM
44	Non "Transparency" concealed by verbal and audible claims of Transparency at more levels than that which is addressed here	8/12/2022 5:11 AM
45	There appears to be a large rift between patrol and anyone working at KPD HQ. It appears that brass mostly has negative interactions with patrol and not much positive reinforcement from superiors.	8/12/2022 5:06 AM
46	Can't wait to finish my workday and go home even though my workday just started	8/11/2022 10:22 PM
47	I believe the chain of command is not on the same page. There has been constant conflict within the chain due to personal feelings amongst themselves which is hurting all of their subordinates. Instead of trying to do better for them, it has turned into a "mud throwing" competition between higher up members in the department. There are not many that "lead by example". You can't expect troops to follow their leaders into battle if that leader isn't willing to do whatever they are ordering their troops to do. I feel more needs to be done to protect the officers (equipment) wise to pick up with modern times. Polo shirts with outer carriers, or outer carrier options for the current uniform for whatever officers wish to wear them. There should also be more push back on OPA telling us how we will do our jobs and absolutely no push back on them for how their leader speaks and talks to KPD employees and using their personal beliefs in their office and KPD being aware of this and no action being taken.	8/11/2022 9:48 PM
48	Supervisors who won't let their Officer be proactive. Deputy Chief who did not meet anyone from outer beats, but made sure to see Dispatch and take food to.	8/11/2022 7:45 PM
49	We continue struggling year after year with vehicle shortages and mechanical issues. This in turn makes it burdensome for officers without assigned vehicles and officers that have downed their vehicle for repairs. Up until a couple months ago a routine service could take more than a week while major repairs meant you had to use a pool vehicle for over a month. We are forced to jump through hoops when we get a busted headlight bulb or flat tire. It's less stressful to buy one out of pocket. Every main substation should have a supply of spare headlight bulbs and spare tires. The turnaround time has improved dramatically even for major repairs which is appreciated. We are once again feeling the impact of canceled days off due to manpower shortages. Retirements and separations are outpacing recruitment and it is noticeable when looking for coverage for canceled days off, sick days and PL. We are shooting once a year. We are shooting once a year. Community sentiment remains positive overall but I do sense a shift. Could be political, could be a result from Uvalde, but something is changing from an overall positive to a slightly more neutral tone.	8/11/2022 7:36 PM
50	Historically, KPD Administration is always focused on making KPD an agency that we are not designed to be. Our budget is small, we struggle to recruit, and we definitely cannot retain. Why is that I've always wondered. I'm not here to badger or condemn anyone but being a manager is a super hard job. In my opinion, we need to stop the expansion of our department and get back to the "basics." Basics means that we have adequate manpower to cover patrol, adequate vehicles because people are not happy to be switching cars. We've gotten better with the remodeling of our new stations and I do believe that we are on the right path. To be fair, KPD has been in the dump for such a long time that we will take twice as long to get better if we want to get better. In the old days, officers were part of the community however the police officer today has too much responsibility from ticket quotas, making points, all of which affects an officer from being themselves. This leads to the "getting back to basics" where our department can actually address an issue and not capitalize on a case that could get them "points" or an award at the expense of the community. If we don't have to make an arrest but solve the problem, that should be our goal however, I see time and time again the mentality of today where once police arrive, it seems almost impossible to issue a warning or solve the problem because "making an arrest or issuing a citation keeps the officers in the clear" That is total garbage because if we escalate a case to an arrest, the officers look "good" on paper for administration to talk numbers but the carnage to the community is done because that creates hate. Let's face it, our profession is hated why, because of stupidity. I'll be honest, this type of behavior was not present prior to Darryl Perry and his cronies poisoning this department with the stats games so they looked good. Again, if we intend to change, we need to start acting like mentors and stop acting like cronies. Let's start respecting the community instead of using	8/11/2022 7:27 PM

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them like punching bags so some administrator can report how much "points" we did for the month. If we continue on this path, we will not have a police department in the next five years. I'm not saying don't do our job what I'm saying is that if our officers are showing up to work, answering their calls, writing their reports, they are doing more than their job.

51	When Chief Raybuck first came to KPD, he talked about moving the department in the right direction. I, for one, was willing to give him a chance. However, as his tenure progressed, I could see that he lacked the leadership and managerial traits needed for the job. Chief Raybuck is a performer and more and more employees in the KPD are seeing through his facade. Chief Raybuck is a terrible leader, communicator and lacks integrity. I have been in the KPD for a long time and have experienced several Chiefs in my tenure and when it comes to morale in the department, this is the worst I've seen. I am a person who always puts the needs of the many (the department) ahead of the needs of the few (or the one) but Chief Raybuck puts his needs ahead of the many. What I fear is that if things don't change, and change quickly, Chief Raybuck will do irreparable damage to the KPD.	8/11/2022 6:46 PM
52	The failed leadership under Chief Raybuck has ruined the morale of both sworn and civilian members of this department. From his narcissistic and racist ways, his preferential treatment of certain officers, lack of truth and transparency, selfishness, egotism, and arrogance, the only way that morale can increase and public trust to be gained again is if he is held accountable, and ultimately fired. Not to mention, the extra chances he was given by the police commission who failed to properly discipline him for his role in the accused racism and favoritism involving Captain Applegate, and the lack of discipline for his role in promoting a hostile work environment and being overbearing and unprofessional towards a female public information officer who recently resigned from the organization. Also, with his alleged cover-up and improper handling of Deputy Chief Olsen's incident which made the headlines recently with him forgetting his firearm in his backpack while entering the TSA airport checkpoint, is another reason why morale is so low. If this involved a rank and file officer, I can guarantee you that he/she would have been immediately released of their police power, and subjected to an administrative and criminal investigation. It was also alleged that he showed preferential treatment toward his own immediate family members during COVID and allowed them to bypass mandatory quarantine after they secretly returned from an off-island trip. The fear of retaliation is the main reason why so many employees are afraid of speaking the truth and informing the public. Also, his lack of placing employees to fill key vacancies has put undue strain and stress of the remaining employees. With his focus on keeping patrol full, other areas of the department which affect both sworn and civilian positions have caused stress to the point where valued employees are leaving.	8/11/2022 6:44 PM
53	As an FTO, supervisor, and currently on the SWAT team and dealing with hard workers and people who can think on their feet, there is currently a poor JPR grading scale that needs to be revised. Currently, citations describe who you are based on your stats and not how well of an investigator you are and how well you "close" cases on the patrol level. Hard to give cites when the investigation quality and police presence and community relation takes precedence. Cite numbers describe who you are in the dept. and nothing else matters. It seems like our own traffic unit does the bare minimum or even less due to manpower and low moral.	8/11/2022 6:17 PM
54	The inconsistencies of discipline for Officers	8/11/2022 5:02 PM
55	We are NOT Vegas PD. I repeat, we are NOT Vegas PD. The commission needs to get their act together and get rid of Chief Raybuck. Open your dam eyes commissioners and stop being selfish. If you all can't see he's the problem, resign and let someone else come save KPD	8/11/2022 4:40 PM
56	I believe decisions regarding issues at the patrol level are made at the higher level without discussing opinions and issues with people in patrol. At the patrol level, the collective morale with everyone is divided, like we are in small cliques. Doesn't really feel like we are one team.	8/11/2022 4:26 PM
57	Only paying attention to Patrol Bureau	8/11/2022 4:03 PM
58	Chief Raybuck's lack of leadership skills. Biased treatment by the Chief regarding his Deputy Chief and other certain high ranking Officers. Egregious violations of collective bargaining items with a lack of good faith bargaining. Hostile treatment of sworn and civilian employees with no consequences.	8/11/2022 3:54 PM
59	Positively: people helping each other, fewer cancel days off, being acknowledged in passing by command staff, Chief ride alongs with officers Negatively: officers sulking without volunteering to be avenues of change, SHOPO making mountains out of molehills, divisive language used by officers and administration, individuals not taking responsibility for their actions	8/11/2022 3:47 PM

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60	Disconnect between all departments within the department. Also, people at higher ranks not being held accountable for their actions.	8/11/2022 3:15 PM
61	The poor leadership skills of our Chief is the main reason for the poor moral in this department. The lack of transparency, biased treatment of employees and collective bargaining violations with lack of good faith bargaining are all major factors for poor morale. Along with the mistreatment of employees, both sworn and civilian.	8/11/2022 3:06 PM
62	(FAIRNESS ON BASIC OFFICER/EMPLOYEE RIGHTS), Meaning that the Chief promised that he would work hard to understand and work with the employees of KPD when he first took office. Since then, basic union and departmental rights which are in our union contract, he does not honor. For example, prior to any newly promoted sergeant getting a certain assignment, KPD has always honored and transferred any current sergeant's request to change assignment PRIOR to assigning and newly promoted sergeant. This Chief totally disregards that process. Another example is when officers interview for a specialized unit and are ranked on a list pending a possible transfer. On one such interview pertaining to the Traffic Unit, everyone on the list got off the list due to being promoted and or left the department. There was only one female on the list and the Traffic Unit has (5) openings. FOUR YEARS LATER, not only does the Chief not pick her, he tells her that her interview was not valid and that she has to do the entire interview process over again. I have been in KPD for (21) years and there has NEVER been a transfer list where there was not at least one person selected. As of this survey, the Chief has not honored any transfer and or promoted any female police officer, EXPECT, one female sergeant who hangs with the Chief outside of work. That female sergeant was assigned to the Chief's Office when she was transferred to be the sergeant for the Vice Narcotics Unit. I believe the reason morale is so low is that the Chief is NOT FAIR across the board. Here at KPD there is no difference between our civilian staff and our officers, we treat them all the same. Since this new Chief, it seems that he looks down on our civilian staff as lesser people than officers. Recently KPD took a MAJOR LOSS when a female civilian who was the BACKBONE of KPD because she made sure all the grants were up to date, requisitions, purchasing, and anything concerning accountability with money, she was our savior. Nobody wanted to do anything unless the female civilian gave us the thumbs up because we knew she was the person who could keep us out of financial problems. There was no reason that she wasn't going to retire from KPD, that is how much everyone loved her. In the few years this new Chief has taken over KPD, he ran this female civilian to the ground, never respecting her, never taking her recommendations, treating her as a lesser person, and the list goes on. It was so bad that another big name company heard about her and offered her a big money job and she immediately left KPD. Prior to this Chief, there was not even a hint that she was leaving KPD. These are just some of the things that are literally causing officers to leave.	8/11/2022 2:51 PM
63	Leadership is the Main issue that affects our progression and morale. It all starts from the Chief. If he's not preparing the next group of leaders to take over and lead the younger officers or subordinates, the current personnel suffers big time. Example; traffic unit, training cadre, and detectives. If we want positive morale, the Chief has to be willing to hear everyone's concerns and see what changes or adjustments need to be made. The subordinates need to feel that they can trust the Chief and believe in his plan through his deeds and actions. When he does this, I then then everyone can follow with confidence and take responsibility for our own actions.	8/11/2022 2:31 PM
64	There are various issues that affect morale. Issues such as the deputy chief not being arrested for committing a crime while at the airport. If this happened to any patrol or lesser officer they would have been apprehended and fired on the spot. Another issue is the vehicle. Patrol officers are needing more vehicles in the fleet. Newer vehicles. Vehicles have been breaking down and the department is putting band aid fixes just to make sure we have a car to drive. How is it that we are breaking our own general order and still using vehicles who have more than 90k miles on them but as soon as something small happens with an officer, a new G.O is put out the next day on the general order they broke to remind the department no to break the general order?	8/11/2022 2:24 PM
65	N/A	8/11/2022 2:22 PM
66	The command staff is not communicating with the rest of the department the goals they have in mind for the entire organization. It is frustrating to not have any input in specific changes when they are mostly personal preferences enforced by the command staff and nothing to do with the actual problems that may exist.	8/11/2022 2:14 PM

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67	The morale of this department has been low by the decisions and actions made by this Chief and Deputy. For example, there was an incident where the Chief was overbearing towards a female employee which caused that employee to subsequently resign from the department. Another incident is when the Chief made racial derogatory remarks to an Asian employee who has been with the Kauai Police Department for over 22 years while squinting his eyes. I find that very offensive and unprofessional. The Chief has a pattern of being overbearing and disrespectful towards his employees and not been held accountable. The Chief has forced units to operate at low and dangerous manpower levels that have affected operations, the safety of this community, employees and the home lives of Officers and civilians. The one way I see the morale getting better is the Chief taking responsibility for his actions and removing himself from the Kauai Police Department so we can heal and start fresh.	8/11/2022 2:00 PM
68	Commons staff Captain and above is disconnected and has no direct insight or feedback from Patrol. They are more concerned about their agenda then the safety and needs of staff.	8/11/2022 1:58 PM
69	Command staff keeps talking about changes coming and hints that things are getting better, but very little changes. Very little has been done to actually make this a better place to work. There is talk that officers should have a balanced work/home life with no effort made to actually facilitate balance; its very much an attitude of KPD first and "not my problem" about everything else.	8/11/2022 1:44 PM
70	Failure of Command Staff (Captain and above) to develop and inform staff of the departments vision and goals for the future=negative. Staffing shortages=negative (nationwide issue). Failure of bureaus to work together and thinking only of themselves and not the department as one=negative. Every officer with 2+ plus years has a take home vehicle=positive. Coding system means less report writing=positive. No longer writing minor tc reports=positive. Adding more cops to the street by making a 3rd beat in Kapaa permeant=positive. Making the dress code for detectives and non-uniformed officers less formal=positive. Chief wiliness to speak with officers after ARB hearings and giving alternatives other than suspension=positive.	8/11/2022 1:43 PM
71	Placing personnel who are capable, knowledgeable of the culture, and have hands on experience in proper positions instead of basing promotional advancement on test scores would bring up the Department's morale as well as the public's perception.	8/11/2022 1:41 PM
72	Favoritism, special treatment	8/11/2022 1:17 PM
73	To much micromanaging with administration. Working more with less (equipment, vehicle services, etc) Vital senior administration left and is not being filled. Coordinators should do their jobs instead of having the officers do their jobs for them.	8/11/2022 1:15 PM
74	We are short handed in patrol, and i do not feel supported by certain individuals in the upper command staff. I also feel as though, certain individuals are promoted to positions that they are unqualified for. I believe that they lack experience in a leadership roles within patrol i.e. FTO or OIC responsibilities. Yet those who have shown that they are able to lead a squad and are responsible for their fellow officers are passed over.	8/11/2022 12:42 PM
75	Negatively. No communication whatsoever from top to bottom.	8/11/2022 12:40 PM
76	Leadership is terrible	8/11/2022 12:24 PM
77	Morale negatively affected when changes are implemented w/o explanation, especially when it appears unnecessary; due to lack of equipment and conditions of existing ones (i.e. patrol vehicles); when media coverage is negative regarding the department (i.e. racial scandal, preferential treatment).	8/11/2022 12:22 PM
78	Based on what I've seen, there is a double standard for lower rank and file officers than there is for upper administration (I.e.: Chief and Deputy Chief) to be obedient to the KPD Standards of Conduct and County Policies. While lower rank and file officers are disciplined for violating said policies and standards of conduct, it appears that the Chief and Deputy Chief are able to violate these policies and standards of conduct with impunity. Within the past three years of Chief Todd Raybuck assuming the position of being Chief of Police for the Kauai Police Department, there have been numerous complaints for his behavior which has gone unchecked that lead to good sworn and unsworn personnel from this department leaving rather than remaining. This has also lead to a depletion of manpower which affects the department as a whole however Chief Raybuck is too narrow minded to see the department as a whole and only focuses on the needs of patrol rather than looking at dispersing manpower across the board within the Police Department so that the whole departments operates efficiently rather than one department being bogged down due to lack of manpower. This narrow mindedness by Chief	8/11/2022 12:13 PM

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Raybuck to properly distribute manpower across the board not only poses a health and safety concern, but it has also caused disruption within families that are adversely affected by his actions/lack of action.

79	The way we officers not only have to worry about the public but our own admin putting targets on our backs. Getting punished because of some social media bs	8/11/2022 12:07 PM
80	<p>The current issues with morale in my opinion are directly being affected by the top administration within the department. One example being the staffing. The current chief has a desire to change the patrol schedule to a 4/10 with no regard to how it affects anyone else in the department. He is denying personnel to any unit besides patrol which increases the strain on employees in specialized units. This creates an environment where we are being told to do more work with less people. The end result is that employees are spending more time at work and away from their family's in an effort to keep their workflow from growing out of control. However with no end in sight and no promise of any more personnel it is an unsustainable practice. Employees are getting burnt out and just going home at the end of their shift and letting the workflow pile up. It does not seem that the administration cares about this issue at all because there have been multiple attempts on behalf of our administrators i.e. Lieutenants, Captains, Assistant Chiefs to beg and plead for more personnel in order to fill vacancies and time and time again Chief Raybuck denies it. He is denying promotions to officers in an effort to keep his numbers up in patrol. To me this is wrong and he is affecting these officers lives dramatically. These officers who have worked hard, studied hard and have passed the requirements to be promoted are simply being passed over for promotion so that the Chief can further his agenda. Chief Raybuck would rather go to the police commission and tell them how much he is saving in overtime by keeping patrol fully staffed but they don't see the whole picture. Another example is the traffic unit which is part of the patrol services bureau. They had one employee (patrol officer) staffing the entire unit for a month. I believe that same month we had 2 or 3 traffic fatalities. This is simply due to the Chief refusing to staff the traffic unit with the appropriate personnel. Part of the justification that I have heard in regards to that, is that they don't produce the numbers he thinks they should be. Well that's hard to do when you have one Sergeant as the acting Lieutenant and another Sergeant who they know is retiring with only one officer as an investigator. This entire staffing issue has been a problem since day one. The Chief has been trying to push the 4/10 schedule since he started and he has shown that he doesn't want to sit down with the union and try to figure it out. In fact he has shown continual disdain for the union and an unwillingness to compromise on anything. Lastly another example of why the morale is so low in the department is the fact that there is no consistency in regards to punishments and the enforcement of the standards of conduct and general orders when it comes to sworn personnel. The chief harassed our last Public Information Officer Coco Zickos to the point where she resigned. In that case it is my understanding that she never pursued a complaint against him for fear of retaliation. The next instance is where he referred to our crime stoppers coordinator Marco Valero as a fat clown when he thought he was instead referring to Lieutenant Darin Rose while he was on speakerphone with Deputy Chief Olsen. It is my understanding that Mr. Valero asked the chief to apologize and he refused. I do not know the full details of this situation other than Mr. Valero is currently out on stress leave and has been for a couple of months. Another instance is where Chief Raybuck related that the problem with Japanese people is that they will hear your idea and think it is the dumbest idea they have ever heard and instead of disagreeing with you they will nod their head and say yes, yes, yes. As Chief Raybuck proceeded to squint his eyes and nod his head and imitate a Japanese accent saying yes, yes yes. This was said to Captain Paul Applegate who has been in the Kauai Police Department for over 20 years. I am not of Asian descent and I find this kind of behavior reprehensible. I have several co-workers of Japanese descent and I would never find this type of behavior to be ok. Chief Raybuck has a recorded history of harassing co-workers and losing his temper, and swearing at subordinates. The middle management is reluctant to speak out for fear of retaliation when the majority of them are within 5 years of retirement. It seems that they feel it's better to try and not make waves so that they can retire as soon as possible. I don't tolerate that behavior. I have almost two decades left to go in this department before I can retire and it is my mission to make this a better place to work. I want to see my brothers and sisters get promoted and get the pay raises they are entitled to so that they can afford to buy a house and put their roots down here on Kauai and feel like they have a place not only in the police department but in the community.</p>	8/11/2022 12:01 PM
81	Our new chief cares more about his social media and public perception than his officers well being.	8/11/2022 12:00 PM
82	The unfortunate arrogance of the Chief and his my way or the highway attitude. His	8/11/2022 11:59 AM

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unwillingness to budge or discuss issues if it's not his way.

83	Negative: Opportunistic Administration; Impractical Past Policies; Unclear Policies, a Department Manual that is difficult to navigate, the lack of organization when it comes to acquiring proper forms, no education on how to navigate convoluted systems for requests and communication. POSITIVE: Comraderie at the patrol level.	8/11/2022 11:52 AM
84	Dissension among personnel, favoritism, preferential treatment for some over others, lack of communication	8/11/2022 11:48 AM
85	Different rules for personnel depending on your rank. Favoritism Comparing everything to what Las Vegas does or how things are done in Las Vegas. Doesn't care about the people in the organization. The chief brought the morale lower then what it already was	8/11/2022 11:48 AM
86	Not much to say	8/11/2022 11:47 AM
87	I believe when officers only talk about how they cant wait to be able to retire and leave the department or if they were given the chance to leave now if a better opportunity came up is a problem. Chief is not as open as he appears in public in regards to his dealings with his staff and is not open to reasoning when it comes to manpower staffing within the different bureaus. I feel like there is no real direction at this point. I'm not even sure what the Chiefs goals are which was something that would come out annually in the past and now I don't see this at all.	8/11/2022 11:47 AM
88	There is no faith or belief that the chief would support his officers or subordinates if an incident were to occur. Officers feel scared to act and are hesitant in high stress situations because of the repercussions that may occur knowing that the chief will throw them under the buss. The chief appears to only care about what he looks like in the media and would not have the backing his officers	8/11/2022 11:47 AM
89	The chief is trying to implement change in the department without prior discussion with those who are affected by these changes and always resorts to "because I said so" justification as to why he's doing things differently than how it has been done and proven in the past to work. This makes it feel like we are not heard as employees and that we are being unfairly treated.	8/11/2022 11:42 AM
90	Fairness and consistency with discipline.	8/11/2022 11:37 AM
91	Inconsistency- throughout the department	8/11/2022 11:37 AM
92	I believe if our ex deputy chief and current chief were held accountable for their actions and faults which all KPD and our community are well aware of that would be a start	8/11/2022 11:37 AM
93	When the Chief of Police is not held totally accountable for his unprofessionalism, unethical behavior, lack of integrity, and being deceitful to the public, politicians, and police commission our organization sees this as a substandard. If you ask if we can touch, feel, see any improvements in the last 3 years anywhere the truth is no. There has been no significant improvements to our organization since he has been here. We have had people in critical staffing positions that left even before they were eligible to retire and some who retired because of the lack of tact and professionalism of the Chief of Police. The Chief cares more about his image than the image of the Police Department. He spends more time in buying the love of the young patrol officers than really digging into the deeper issues of our organization. The Chief has shown a lack of respect to many veteran officers in the organization along with many civilian employees.	8/11/2022 11:37 AM
94	Lack of communication, direction and leadership in the upper administrative level. I feel that there is no real sense of direction or communication as to what direction the Police Department is moving and why. There also seems to be a clear division between bureaus and it feels as if some bureaus are favored more than others. Clearer and more frequent communication would "go a long way".	8/11/2022 11:36 AM
95	I sometimes feel like we will put in the effort to make a justified arrest and bring justice to the victims but the suspects will not be prosecuted and get off with warnings too many times. Because of this, morale gets low with proactive work.	8/11/2022 11:34 AM
96	Disrespectful behavior and lack of accountability at the highest ranks. Poor communication and failure to listen to good advice regarding decisions that impact the entire organization. Failure to maintain staffing levels in specialized units leading to burnout of limited pool of qualified officers. Sworn and non-sworn employees feel undervalued and unsupported.	8/11/2022 11:34 AM
97	Supervisors are usually talking on a roll of IA, micro managing the clock and minor policy	8/11/2022 11:31 AM

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issues rather than leading there officers to reduce crime and make our island better. All most supervisors care about is covering their ass, and collecting a pay check.

98	The chief's hostile interaction with numerous employees have negatively affected the department.	8/11/2022 11:27 AM
99	Appreciate being acknowledged.	8/11/2022 11:24 AM

Q33 What specific ideas do you have to help improve relations between line staff and command staff?

Answered: 82 Skipped: 31

#	RESPONSES	DATE
1	The first important step is to have the line and command staff change their mindset to operate as TEAM and not as individuals with personal agendas. They also must be sincere and genuine in their effort to building a cohesive team by expecting nothing in return. Staff level members must know that the most valuable asset in any organization is the people; therefore, the care and well-being of their people is a priority. Staff members should know that the best way to create a solid team is to empower their subordinates. Empowering subordinates does not mean omitting checks and only making necessary correction but should help subordinates in identifying successes and mistakes by ensuring they sort out what happened and why. If future subordinate leaders are to grow and develop trust, it is best to let them learn through experience and continuous counseling, coaching, or mentoring. Both staff level members should understand and support the purpose and direction of the Department Mission statement, goals, objectives, policies and procedures regardless how unpopular the decisions are. If they feel otherwise, they should express and address their issues or concerns before implementation because their subordinates will be expected to implement the given policies or directives. Furthermore, staff level members must establish a climate of trust that creates a positive, mutually beneficial environment characterized by OPENNESS. A climate of trust is characterized as fair, inclusive, and ethical. To be fair, it must be applied consistently, be free from bias, be accurate, be correctable, and be based on ethical standards. Inclusive means that the organization integrates everyone, regardless of difference. Finally, I understand that building TRUST takes time and effort, but staff members must sustain an environment of openness by consistently demonstrating the Department's values through their decisions and actions and communicating to others that misconduct and unfair treatment will not be tolerated. It appears this Department continually operate in a crisis management mode caused by not having a better prioritization, ineffective delegation, and lack of dedicated time for planning.	8/24/2022 6:47 PM
2	More communication on ideas, directions, and/or plans that are being thought/drafted so the staff understands what the purpose of the ideas are. Better manpower distribution and managing etc...	8/22/2022 9:07 PM
3	stop witch hunting	8/21/2022 8:51 PM
4	Be fair and understanding. Treat each other with respect. Check with subordinates before enacting policies that affect our work instead of just forcing new policies and procedures on us.	8/19/2022 3:15 PM
5	Get to know each officers name	8/19/2022 6:51 AM
6	COMMUNICATION! There is very little to no communication from the top down. Because of that officer are left to guess or rely on rumors for information.	8/18/2022 5:16 PM
7	More and better communication. Be honest and transparent. Not just talk to get everyone's hopes up then just let everyone down when nothing happens or takes forever for something to happen.	8/17/2022 10:21 PM
8	Communication is the best, but also if they can share the stress. They have a big work load and may not have time, but anytime someone of higher authority suffer's with the line staff and outworks them, that goes a long way with relations. Also if it seems like command is looking out more for the line staff rather than themselves, that helps. In other words, command doing the dirty jobs or things to make it easier for the line staff. But with their work load, delagation is probably more appropriate, but it doesn't improve relations.	8/17/2022 12:06 PM
9	It would be nice to meet with command staff to voice our opinions on certain asspects of our job. Instead of just changing things because you don't understand them.	8/17/2022 9:19 AM
10	Everything starts with the Chief if he is not in order how fo you expect him to run the department. We have no clear direction since he has been Chief. In fact we have more	8/16/2022 4:36 PM

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negative news about him then accomplishments. He doesn't have the respect of his executives command. Because of this he doesn't include them in planning. Chief needs to humble himself and communicate with his executives. It is his job to create a team environment. But he has failed to do that.

11	Decisions made that are made are effecing the department. Decision made need to coincide with department goals.	8/15/2022 11:06 AM
12	Better communication on the overall direction of the department. Really listening to staffing needs.	8/15/2022 9:20 AM
13	Department quarterly news letters or news flash via email detailing specific issues / goals so that everyone is on board, not just certain elements or individuals.	8/15/2022 8:50 AM
14	Transparency	8/14/2022 10:23 PM
15	There is nothing that can help short of the Chiefs removal. He has lied so many times, lost his temper with personnel, accused them of withholding information, so wishy washy and undiscisive its scary. Long time employees both civilian and sworn are leaving. Of course not all of it is on him, but it appears to be a large facator	8/14/2022 9:50 PM
16	Stop politics and discrimination in the department and promote those deserving officers especially to those serving for more than 10 years of experience.	8/14/2022 7:59 PM
17	I think that command staff has reached a point where individual accolades and accomplishments supersede the general overall needs of the department.	8/14/2022 5:03 PM
18	More in person interactions (meet and greets with command staff and new officers, command staff visiting sub stations more often, community events with line and command staff).	8/14/2022 2:19 PM
19	Look into any suggestions given and an exanatikn on why it would or wouldn't work. What will it take for any suggestion to work.	8/14/2022 1:45 PM
20	More openness and transparency. "Why" things are implemented would be a major help. When new policies are put in place but not explained, line staff is left to use their imaginations as to the reason why. This can create unnecessary suspicions and mistrust.	8/14/2022 1:37 PM
21	Just hanging out and talking story	8/14/2022 12:11 PM
22	Actually implement changes that are recommended by line personnel or give a detailed explanation or ensure a detailed explanation is given on why the changes were not made.	8/13/2022 7:44 PM
23	Command staff shouldn't think they ok know what's best for patrol. They are usually far removed from what is actually affecting us, and have no idea what we want or need.	8/13/2022 6:40 PM
24	Have upper command actually listen to officers who actually are out on the streets.	8/12/2022 9:29 PM
25	Better communication	8/12/2022 8:33 PM
26	We need more trainings from qualified command staff.	8/12/2022 7:40 PM
27	For them to come to the field more and have more an open door policy. More transparency such as more emails on the happenings within the department. And more transparency involving officer incidents.	8/12/2022 4:22 PM
28	Better communication from top. Information and Chain of Command appear to be a one way street only.	8/12/2022 3:19 PM
29	Short concise monthly meetings	8/12/2022 3:02 PM
30	Not possible	8/12/2022 1:12 PM
31	Hold briefings	8/12/2022 12:53 PM
32	Not enough strong leaders	8/12/2022 12:36 PM
33	How about meetings with line staff to see how things are going.	8/12/2022 11:41 AM
34	I think we all need to see what each bureau deals with on a daily basis. An occasional ride along does not show the full scope of what patrol deals with on the daily.	8/12/2022 10:56 AM
35	I hear about a lot of drama about the upstairs command which does not bode well for the	8/12/2022 7:43 AM

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worker bees. We are in the business of making the community safer. They need to put their differences aside and act like adults so we can believe in them.

36	Be open and transparent. Keep front line staff informed of whats going on in the department and what is being done to correct or attempt to correct current issues.	8/12/2022 7:40 AM
37	Increased presence by command staff in the goings on of the day-to-day operations. Increased participation by command staff in daily operational activities. This opens dialogue, increases awareness as to the effectiveness of policies being implemented by command, and creates trust between admin and operational staff. An easier way to communicate ideas for change within the department and be heard by line officers, such as an "idea box" or something similar. Recognition of officers for their smaller accomplishments by those beyond just their immediate supervisors- for example a patrol-wide monthly newsletter of accomplishments and stats of line officers.	8/12/2022 7:11 AM
38	I believe relations are ok in some places and very poor in others. But in an organization with rank-type structures like Law Enforcement "most" of us are required to communicate to the next man up (ie, next rank). But a common response from the next man up is: "we haven't discussed that but will discuss it later." But Later often never comes.	8/12/2022 7:09 AM
39	Allow Patrol officers to participate in more trainings which command staff is partaking in. Have a rotating temporary PO9 "Jr. Detective" position which patrol officers fill for 2 months once every two years.	8/12/2022 5:12 AM
40	None	8/11/2022 8:43 PM
41	NA	8/11/2022 8:00 PM
42	Establish quality communication again by bringing back the general staff meetings to include the different sections of the department able to attend so that the administration can obtain immediate feedback regarding the pros and cons and happenings of the department occurring in real-time. Information should funnel down quickly from the top down so that everyone in all ranks can be informed and feel valued. Keeping people in suspense creates mistrust, miscommunication, and missed opportunities.	8/11/2022 7:56 PM
43	Get back to the basics	8/11/2022 7:55 PM
44	Be fair, objective and transparent. Don't be FAKE. Trust your people, not only the command staff but everyone. They all have great ideas on how to move the KPD forward. Listen to them, they might know a little more than you, Chief Raybuck, about their respective sections, sworn or civilian.	8/11/2022 7:12 PM
45	Hold mixed trainings. Don't segregate ranks and inter mix during training. We shouldn't differ when it comes to use of force training and to reestablish communication. Just because your in my upper chain it doesn't mean you're better than me.	8/11/2022 6:58 PM
46	I do not know	8/11/2022 5:15 PM
47	I believe the command staff have to remember where they came from. They forget when they receive certain powers.	8/11/2022 4:53 PM
48	Get rid of the Chief	8/11/2022 4:49 PM
49	More clear and transparent communications up and down the Chain of Command. More day to day interaction with KPDs employees.	8/11/2022 4:01 PM
50	Communication is key. Honesty builds trust. Trust strengthens relationships. Strong relationships fuels motivation to help each other get things done	8/11/2022 3:49 PM
51	Transparent communication and keeping the communication lines open. Bringing back weekly and monthly staff meetings with the Chief and Executive Staff.	8/11/2022 3:45 PM
52	None	8/11/2022 3:24 PM
53	First order of priority: The Chief should honor all prior transfers and sergeant transfers that were supposed to happen. That alone would help to build his confidence amongst his officers. Second: Listen to his Command Staff, if they tell the Chief this schedule will not work due to manpower shortage. ***LISTEN*** THAT IS WHY MORALE IS SO LOW...IT IS BECAUSE THE CHIEF DOES NOT LISTEN...AT ALL!!!	8/11/2022 3:11 PM

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54	They should be held accountable for their actions. Don't be overbearing and hostile. Officers took this job voluntarily to serve and protect this community. Just need them to support their workers.	8/11/2022 2:44 PM
55	I believe that a clear communication of goals for the department could help improve the relations. Specifically outlining that the short-term goals are (6-12 months) and then long-term (2-4 years)	8/11/2022 2:37 PM
56	N/A	8/11/2022 2:32 PM
57	Better communication. Chief's Office could make a quarterly newsletter detailing staffing shortages, what the department is doing to fill them, department goals and how we can accomplish them, positive information, e.g., employees of the month, happy retirements.	8/11/2022 2:26 PM
58	Communication. Join patrol on a regular basis.	8/11/2022 2:14 PM
59	The command staff that have good relationships with line staff are those that make an effort to understand the issues officers are dealing with and putting in an honest effort to make real changes. There are too many command staff who have the attitude that they don't have to deal with those issues any more so its not their concern to make things better.	8/11/2022 2:00 PM
60	Open communication and transparent	8/11/2022 1:34 PM
61	Department wide email / notification of upcoming events or direction for the department	8/11/2022 1:32 PM
62	It appears that some of the command staff have an elitist type mindset. I feel that they look down upon us on the line and don't remember where they once came from. I don't have a specific idea, i believe that this relationship will need to be mended over time and trust will have to be established between both parties.	8/11/2022 1:27 PM
63	The chief needs to take responsibility for his actions, stop violating standards of conduct and county policy, make an effort to speak with and listen to his line staff and executive staff, have integrity for the profession he chose, and treat his employees (sworn and unsworn) with respect.	8/11/2022 1:17 PM
64	Communication and honesty!!	8/11/2022 12:52 PM
65	Routine town hall meetings	8/11/2022 12:40 PM
66	My first idea would be for the Chief of police to go around and meet with all specialized units and sections in order to understand what it is we do and what challenges we face. In his almost three years as Chief of police he only had one mass briefing with everyone in the department which was used to berate us for the incident that occurred involving the Minneapolis police department and George Floyd. He has never sat down with my bureau and talked with us regarding his plans or lack thereof. Communication is key and he is in a leadership position but his communication skills are effectively non-existent. Also command staff has to get in touch with their personnel and fight for their subordinates when they go to the Chief. Often times doing the right thing is not always the easiest thing, but it is what we took an oath to do. If your not willing to do the right thing as part of the KPD administration then turn in your badge and find a new career.	8/11/2022 12:36 PM
67	Increase Transperancy and Communication via the chain of command	8/11/2022 12:30 PM
68	Communication. Talking to everyone and getting everyone's opinion on things rather than making a decision based on the chiefs likings or how they do things in Las Vegas	8/11/2022 12:30 PM
69	We just need an honest, fair, down to earth, guy who really knows and remembers patrol and is for the men, not a delegator an actor, a social media freak	8/11/2022 12:17 PM
70	Changing ways of thinking	8/11/2022 12:14 PM
71	Transparency. Asking all aspects of the department for input not just command staff or supervisors	8/11/2022 12:12 PM
72	Regular open communications and meetings. Fair and respectful treatment.	8/11/2022 12:08 PM
73	A monthly meeting with the newest Police Officer, 1 veteran Officers, 1 Sergeant from each district, District Commanders and the Captains. Monthly inspections to check on all of our SWORN and Civilian staff. Discuss innovative ways with all personnel to assist in retention and recruiting. Conduct Management by walking around not manage behind the desk or emails.	8/11/2022 12:03 PM

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Physically talk with your subordinates check on wellness, inspect working conditions, than improve. so much more the Chief and his Deputy can do.

74	Hold command staff to the same standards as all officers to rebuild trust. Staff specialized units with adequate manpower. Patrol is the backbone of the department, but there are far more officers to back fill staffing shortages vs specialized units. Release a clear, realistic, achievable plan for the future direction of the department including a completed organizational structure. For three years there have been talks of reorganization leaving several officers unsure of what their responsibilities will be or when they may change.	8/11/2022 12:02 PM
75	Communications lacks at the moment and once officers move up the ranks they tend to forget where they came from	8/11/2022 12:01 PM
76	More face-to-face contact and open forum/opportunities to discuss.	8/11/2022 11:59 AM
77	Better work schedules and opportunities for overtime if needed / wanted	8/11/2022 11:58 AM
78	Just better communication	8/11/2022 11:57 AM
79	Send out emails about what was covered in the command staff meetings. Be transparent with the front line officers about where the department is going, ask officers for their input on ideas, and keep us all informed on what's going on. I feel like they don't keep us informed what so ever on what's going on with the dept. I understand they can't tell us everything about what they're doing from a management standpoint, but they can give us something to go off.	8/11/2022 11:52 AM
80	More open & honest communication is needed. Not forgetting where you came from is paramount	8/11/2022 11:49 AM
81	Make command staff run a beat and do their own cases and reports periodically so they know what it's like. Make command staff hold the prosecutors accountable for not doing their jobs.	8/11/2022 11:46 AM
82	Having outings and going on trips.	8/11/2022 11:32 AM

Q34 What specific steps do you think that the SHOPO Kauai Chapter leadership should take to improve relationships with command staff?

Answered: 77 Skipped: 36

#	RESPONSES	DATE
1	Sustain and continue to actively communication with command staff.	8/24/2022 6:47 PM
2	Not sure	8/22/2022 9:07 PM
3	work together	8/21/2022 8:51 PM
4	I think our Kauai chapter is pretty solid.	8/19/2022 3:15 PM
5	Somehow come to a conclusion without involving the rest of the department	8/19/2022 6:51 AM
6	Put all communications in writing and share with the member so they have a true picture of what is going on	8/18/2022 5:16 PM
7	Again, better communication from the command staff side to SHOPO.	8/17/2022 10:21 PM
8	Improve dialogue in the development of SOP's and other policies that we have to follow that help guide the department. From my understanding, SHOPO just tries to make sure it doesn't violate the contract. But if suggestions could also be made to policies to help with employee satisfaction.	8/17/2022 12:06 PM
9	Possibly invite command staff to shopo meetings & have more open forums.	8/17/2022 9:19 AM
10	I believe the relationship with command staff is well. Its just the relationship with Chief Rayburn that is broken.	8/16/2022 4:36 PM
11	I have no idea what Kauai SHOPO is doing with command staff. Some communication with patrol would be nice.	8/16/2022 1:50 AM
12	Decisions that are made need to coincide with department rules and department goals to better our department.	8/15/2022 11:06 AM
13	Continue to support their members and hold the department accountable.	8/15/2022 9:20 AM
14	Establish a comment box at each substation.	8/15/2022 8:50 AM
15	Not sure	8/14/2022 10:23 PM
16	Make him accountable, make the county and KPC accountable. How can the county attorney be the legal guiding body for KPC when if they were to let the officers speak as they have asked, it would result in KPD and the county being sued because of thier continued practice of covering for the chief? The county attorney has no business in guiding them, it is in the county attorneys best interest not to let officers speak to KPC. Get a real attorney that has no conflict of interest to guide KPC	8/14/2022 9:50 PM
17	No idea	8/14/2022 7:59 PM
18	Have one common goal as representatives and earn the trust collectively of the members	8/14/2022 5:03 PM
19	Hold social events with SHOPO Kauai Chapter and command staff. Hold annual meetings with SHOPO Kauai Chapter and command staff.	8/14/2022 2:19 PM
20	Unknown	8/14/2022 1:45 PM
21	More communication if possible. I do not know how much communication the SHOPO Kauai Chapter leadership has with KPD command staff. It seems like Kauai SHOPO business isn't being related to the members (at least in the outer districts). I read a lot about SHOPO business regarding Honolulu but I hardly ever hear about Kauai SHOPO business specifically.	8/14/2022 1:37 PM
22	Communication	8/14/2022 12:11 PM

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23	Don't know	8/13/2022 6:40 PM
24	Hire s chief who doesnt worry about social media so much and care about the department	8/12/2022 9:29 PM
25	Both parties should meet informally on occasion in an ability to know each other in a more personal level and try to build trust to improve formal relations	8/12/2022 8:33 PM
26	Regular meetings, having open but professional dialog. SHOPO needs to make sure that the employee is NOT always right and pick battles.	8/12/2022 3:19 PM
27	More communications	8/12/2022 3:02 PM
28	Give and take more between both sides.	8/12/2022 1:12 PM
29	Hold meetings	8/12/2022 12:53 PM
30	I think shopo is doing excellent	8/12/2022 12:36 PM
31	Increased meetings with the commission and command staff	8/12/2022 11:41 AM
32	I'm not sure. Maybe better communication?	8/12/2022 10:56 AM
33	Anything less adversarial would be a better approach than what we currently have. Endorse a public desire for improved communication and willingness to work together for the betterment of the officers.	8/12/2022 7:11 AM
34	Continue to communicate with the Chain of Command. But if Comms with the chain are always negative both way to and from the chain we'll never get anywhere	8/12/2022 7:09 AM
35	I believe these types of surveys will help to continue to provide feedback to command staff. It has been a long time since command staff asked patrol officers anything so it would be impossible for them to know what is best for us.	8/12/2022 5:12 AM
36	Make sure the chief and deputy chief is making the right decisions and to confer with the Union prior to making that decision	8/11/2022 10:31 PM
37	Finding solutions to problems that are brought up	8/11/2022 8:43 PM
38	NA	8/11/2022 8:00 PM
39	First and foremost, Chief Raybuck needs to go. Then we can start anew and work on finding a quality leader who is willing to maintain an open line of communication with everyone. Establishing at least quarterly meetings with the new chief and his/her executive staff as well as meetings with the mayor and police commission is necessary for the SHOPO Kauai Chapter leadership to implement as soon as possible.	8/11/2022 7:56 PM
40	Be firm, be fair, and stop running to the media to air out our "dirty laundry."	8/11/2022 7:55 PM
41	I honestly don't know. It might be too late already. But I would urge the SHOPO Kauai Chapter leadership to try, it wouldn't hurt. But we need both sides to agree and try an work this out amicably. But if it doesn't come to fruition than at least, as a Union, we can say we tried.	8/11/2022 7:12 PM
42	Establish an understanding through the chain that we are "1". Per KPD: Respect, Integrity, Professionalism.	8/11/2022 6:58 PM
43	I do not know	8/11/2022 5:15 PM
44	I'm Not sure	8/11/2022 4:53 PM
45	Get rid of the Chief	8/11/2022 4:49 PM
46	Continue to be our advocate with command staff with issues or concerns that's pertinent to us so that we're all on the same page	8/11/2022 3:49 PM
47	N/A	8/11/2022 3:45 PM
48	None	8/11/2022 3:24 PM
49	They are doing everything correctly and professionally. Shopo has always made itself available to the Chief.	8/11/2022 3:11 PM
50	I think shopo has done a great job been trying to assist this command staff from day one, however the Chief's arrogance has created a barrier between command staff and Shopo. I feel	8/11/2022 2:44 PM

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that the Chief also has created a barrier between him and some of his own command staff causing chaos within the department.

51	Continue advocating for the union contract so that it can assist with any disputes occurring due to command staff incompetence.	8/11/2022 2:37 PM
52	N/A	8/11/2022 2:32 PM
53	Don't just bitch, bring realistic solutions. In my 20+ years I have never seen the union and admin get along, which is sad. Every SHOPO meeting I ever attended is a bitch session focusing on the negatives. Things are not perfect, and the union has done a lot of good. But let's also remind our members of some of the positives this job has. I make over a 100grand, have a free vehicle, don't pay for gas and I'm just a high school graduate. How many other high school graduates can say that? SHOPO and Admin both need to step back, reset, and learn to respect each other, listen to each other and learn to comprise. When SHOPO and Admin have a toxic relationship it has a negative impact on the members and members start turning on each other.	8/11/2022 2:26 PM
54	Communicate with line staff.	8/11/2022 2:14 PM
55	I'm not sure. I don't have enough information about the relationship to make a judgment.	8/11/2022 2:00 PM
56	Address the problems	8/11/2022 1:34 PM
57	Hold command staff accountable, that will help to re-establish trust between line officers and command staff.	8/11/2022 1:27 PM
58	It's my opinion but I think that the Kauai SHOPO chapter has offered to help this Chief from the moment he arrived however he has disrespected the members of this chapter and shown blatant disregard by how he conducts himself according to departmental standards of conduct and county policy from what he expects of his subordinates and has disciplined them for in the past three years. SHOPO has done what it could but at this time it is up to the Chief to take responsibility.	8/11/2022 1:17 PM
59	N/A	8/11/2022 12:52 PM
60	I think that the SHOPO Kauai Chapter leadership should have more regular communication with the command staff. I believe command staff is aware of most of the problems that we have but maybe the SHOPO leadership can keep pressuring them for answers to these problems. I.E. light a fire under their ass to do something.	8/11/2022 12:36 PM
61	They do a pretty good job already	8/11/2022 12:30 PM
62	Get a new chief. Get someone who is easy to talk to and listens to what people have to say versus doing things this way because he is the chief.	8/11/2022 12:30 PM
63	I dont know	8/11/2022 12:17 PM
64	Not sure at this time	8/11/2022 12:14 PM
65	Continuous face to face meetings to discuss issues prior to it getting out of hand.	8/11/2022 12:12 PM
66	Again, regular open communication and meetings. Keep each other informed and an understanding of management rights and SHOPO contract rules.	8/11/2022 12:08 PM
67	This is tricky, we first need a Chief who is open and honest in his/her ways. Ans stop talking about past accomplishments with Las Vegas and how things are done in Las Vegas. This is Kauai and those that have been in the Department way longer and way before his presence has way more experience than he does. He needs to listen to that experience and humble himself. He needs to stop trying to win the hearts and minds of those outside of our organization, rather he should win the hearts and minds of his employees first so that the employees can win the hearts and minds of the community.	8/11/2022 12:03 PM
68	SHOPO Kauai chapter is doing a good job of trying to improve relations with command staff. I think regularly scheduled meetings would be beneficial to try and work with command staff to make the best decisions for the members.	8/11/2022 12:02 PM
69	Help to find a new leader for the Kauai police department. Start there	8/11/2022 12:01 PM
70	Transparency. Minutes for SHOPO meetings for those who cannot make the SHOPO meetings.	8/11/2022 11:59 AM

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71	Not sure.	8/11/2022 11:58 AM
72	I think they're doing a good job	8/11/2022 11:57 AM
73	Keep doing surveys like this. Keep doing what your doing SHOPO.. I feel like for the first time in my career SHOPO is standing up for what's right, unlike before.	8/11/2022 11:52 AM
74	Holding leadership accountable from top to bottom	8/11/2022 11:49 AM
75	I believe SHOPO does a great job and will listen and back up the officers in this department.	8/11/2022 11:48 AM
76	show them the survey results, and do a press release or news story about the conditions and failure to lead.	8/11/2022 11:46 AM
77	I don't know.	8/11/2022 11:32 AM