FIRE COMMISSION

TREVOR FORD, CHAIR
LORI ALMARZA, VICE CHAIR

JEN CHAHANOVICH, COMMISSIONER
JEFF MURRAY, COMMISSIONER
GARY PACHECO, COMMISSIONER
RODNEY YAMA, COMMISSIONER
VACANT, COMMISSIONER

RECEIVED
26 NOV -9 P1 :01
OFFICE OF
THE COUNTY CLERK
COUNTY OF KAUA'I

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

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

Public Comments and Testimony:

- **Written testimony** will be accepted for any agenda item herein.
  - Written testimony indicating your 1) name or pseudonym, and if applicable, your position/title and organization you are representing, 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address), may be submitted to loyama@kauai.gov or mailed to the Fire Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
  - Written testimony received by the Fire Commission at least 24 hours prior to the meeting will be distributed to all Fire Commissioners prior to the meeting.

- **Oral testimony** will be taken during the public testimony portion of the meeting in-person at the public meeting.
  - It is recommended that anyone interested in providing oral testimony register at least 24 hours prior to the meeting by emailing loyama@kauai.gov or calling (808) 241-4918. Any request to register shall include your 1) name or pseudonym, and if applicable, your position/title and organization you are representing, and 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address).
  - Per the Fire Commission and Chair's practice, there is a three-minute time limit per testifier per agenda item.
  - Individuals who have not registered to provide testimony will be given an opportunity to speak on an agenda item following speakers who have registered.

SPECIAL ASSISTANCE

IF YOU NEED AN AUXILIARY AID/SERVICE, OTHER ACCOMMODATION DUE TO A DISABILITY, OR AN INTERPRETER FOR NON-ENGLISH SPEAKING PERSONS PLEASE CONTACT THE OFFICE OF BOARDS AND COMMISSIONS AT (808) 241-4917 OR ADAVIS@KAUAI.GOV AS SOON AS POSSIBLE. REQUESTS MADE AS EARLY AS POSSIBLE WILL ALLOW ADEQUATE TIME TO FULFILL YOUR REQUEST. UPON REQUEST, THIS NOTICE IS AVAILABLE IN ALTERNATIVE FORMATS SUCH AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

REGULAR MONTHLY FIRE COMMISSION MEETING NOTICE AND AGENDA
Tuesday November 17, 2026
2:00 p.m. or shortly thereafter
Lihu'e Civic Center, Moikeha Meeting Room 2A-2B
4444 Rice Street, Lihu'e, Kaua'i, Hawai'i

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MEETING CALLED TO ORDER

ROLL CALL TO ASCERTAIN QUORUM

ELECTION OF CHAIR AND VICE CHAIR FOR CALENDAR YEAR 2027: Once the Election of Chair and Vice Chair is complete, the newly elected Chair will immediately take over running the meeting.

APPROVAL OF THE 2027 FIRE COMMISSION MEETING SCHEDULE

APPROVAL OF AGENDA

CHAIR'S ANNOUNCEMENT

- Next Regular Monthly Meeting: 2:00 p.m., Tuesday, January 19, 2027, at the Lihu'e Civic Center, Moikeha Meeting Room 2A-2B
  4444 Rice Street, Lihu'e, Kaua'i, Hawai'i

PUBLIC TESTIMONY ON ANY AGENDA ITEMS
Oral testimony will be taken at any time during the meeting.

APPROVAL OF MINUTES
October 20, 2026, Open Session Meeting Minutes

CHIEF'S MONTHLY OCTOBER BUREAU REPORTS AND RECENT SIGNIFICANT INCIDENTS AND PERTINENT UPDATES

a) Update on Kaua'i Fire and Ocean Safety, including updates on Partnerships, Resources Highlights, and Wildfire/Council
b) Administrative Bureau Update, including updates on the budget, staffing, overtime report, facilities, and fleet
c) Fire Operations Bureau Update, including statistics on calls for service and brief description of some of the incidents responded to
d) Fire Prevention Bureau Update, including monthly statistics
e) Fire Training Bureau Update, including monthly statistics
f) Ocean Safety Bureau Update, including monthly statistics and bureau highlights
g) Update on Fire Chief Gibson's progress regarding the Goals and Objectives for FY 2026-2027

BUSINESS

KFC 2026-6 – Deferred from October 2026 meeting

Discussion on Fire Chief Michael Gibson's Fiscal Year Performance Evaluation DRAFT Report for the period of July 1, 2025 – June 30, 2026.

EXECUTIVE SESSION (CLOSED TO PUBLIC)

Pursuant to Hawai'i Revised Statutes, ("H.R.S.") §92-7(a), the Commission may, when deemed necessary, hold an Executive Session on any agenda item without written public notice if the Executive Session was not anticipated in advance. Any such Executive Session shall be held pursuant to H.R.S. §92-4 and shall be limited to those items described in H.R.S. §92-5(a).

ADJOURNMENT

cc: Deputy County Attorney Jenna Tatsey
Fire Chief Michael Gibson

2027 FIRE COMMISSION
MEETING CALENDAR

The meetings will be held on the third Tuesday of each month, starting at 2 p.m. or thereafter.
Schedule is subject to change

January 19, 2027

February 16, 2027

March 16, 2027

April 20, 2027

May 18, 2027

June 15, 2027

July 20, 2027

August 17, 2027

September 21, 2027

October 19, 2027

November 16, 2027

(No meeting in December)

Draft to be Approved

COUNTY OF KAUA'I

Minutes of Meeting
OPEN SESSION

Board/Commission:	**Kaua'i Fire Commission**	Meeting Date:	**October 20, 2026**
Location	Lihu'e Civic Center, Moikeha Building Meeting Room 2A-2B 4444 Rice Street, Lihu'e, Kaua'i, Hawai'i	Start of Meeting: 2:00 p.m.	End of Meeting: 2:43 p.m.
Present	Chair Trevor Ford, Vice Chair Lori Almarza; Commissioners: Jen Chahanovich, Jeff Murray and Gary Pacheco, Rodney Yama Also present: Boards & Commissions Office Staff: Support Clerk Lisa Oyama; Administrator Ellen Ching; Office of the County Attorney: Deputy County Attorney Jenna Tatsey; Fire Department: Fire Chief Michael Gibson; Senior Clerk Kawehi Tamashiro		
Excused			
Absent			

SUBJECT	DISCUSSION	ACTION
Meeting Called to Order/Roll Call to ascertain quorum	Chair Ford called the Fire Commission, October 20, 2026, meeting to order at 2:00 p.m. A roll call ensued that quorum was established, six (6) Commissioners were present to conduct business.	Quorum was established with six (6) Commissioners present.
Approval of Agenda	Chair Ford called for a motion to approve the agenda as circulated.	Commissioner Pacheco moved to approve the October 20, 2026, agenda. Commissioner Yama seconded the motion. Hearing no objections, motion carried 6:0.
Chair's Announcements	Next Regular Monthly Meeting will be 2:00 p.m., Tuesday, November 17, 2026, at the: Līhu'e Civic Center, Moikeha Building Meeting Room 2A-2B 4444 Rice Street, Līhu'e, Kaua'i, Hawai'i	
Public Testimony	Chair Ford called for public testimony. No public testimony was received.	
Approval of Minutes	Chair Ford called for a motion to amend or approve the minutes of the August 18, 2026, meeting.	Commissioner Chahanovich moved to approve the minutes of the August 18,

SUBJECT	DISCUSSION	ACTION
		2026, meeting minutes as circulated. Commissioner Pacheco seconded the motion. Hearing no objections, motion carried. 6:0.
Chief's Monthly Bureau Reports and Updates for August 2026	a) Update on Kaua'i Fire and Ocean Safety, including updates on Partnerships, Resources Highlights, and Wildfire/Council b) Administrative Bureau Update, including updates on the budget, staffing, overtime report, facilities, and fleet c) Fire Operations Bureau Update, including statistics on calls for service and brief description of some of the incidents responded to d) Fire Prevention Bureau Update, including monthly statistics e) Fire Training Bureau Update, including monthly statistics f) Ocean Safety Bureau Update, including monthly statistics and bureau highlights g) Update on Fire Chief Gibson's progress regarding the Goals and Objectives for FY 2026-2027 Chief Gibson gave a brief summary of the August Report.	Commissioner Pacheco moved to receive the Chief's Monthly Reports. Commissioner Murray seconded the motion. Hearing no objections, motion carried. 6:0.
BUSINESS	KFC 2026-6 - Deferred from August 2026 meeting Discussion on Fire Chief Michael Gibson's Fiscal Year Performance Evaluation DRAFT Report for the period of July 1, 2025 – June 30, 2026.	Commissioner Murray moved to defer this agenda item, until November 2026. Commissioner Pacheco seconded the motion. Hearing no objections, motion carried. 6:0.

SUBJECT	DISCUSSION	ACTION
ADJOURNMENT	Chair Ford called for a motion to adjourn the meeting.	Commissioner Pacheco moved to adjourn. Commissioner Chahanovich seconded the motion. Hearing no objections, the meeting was adjourned at 2:43 p.m. 6:0.

Submitted by: _____Lisa Oyama_____ Reviewed and Approved by:_____
Lisa Oyama, Commission Support Clerk Trevor Ford, Chair

( ) Approved as circulated (date of meeting approved).
( ) Approved with amendments.

FIRE CHIEF REPORT
to the
FIRE COMMISSION

Reporting Month: September 2026

Submitted by
Office of the Fire Chief

KAUAI FIRE AND OCEAN SAFETY

VISION KAUA'I FIRE DEPARTMENT CREATES A SAFER COMMUNITY BY CONTINUALLY STRIVING FOR EXCELLENCE IN PREVENTION & EMERGENCY RESPONSE

MISSION TO PRESERVE AND PROTECT LIFE, PROPERTY, AND THE ENVIRONMENT OF KAUA'I COUNTY FROM ALL HAZARDS AND EMERGENCIES

STRATEGIC PRIORITIES: SERVICE DELIVERY PROFESSIONAL STANDARDS TRAINING/CAREER DEVELOPMENT

Fire and Ocean Safety

- Significant Incidents
- Storm Lowell 9/1 – 9/18
- Kapule Building / DMV & IT Fire – 9/6
- 2 Fire Engines / 1 Water Tanker - Arrived
- Recruit Class 36
- Fire Promotional Exams
- Retirements

Partnerships

- COK Return to Work – 9/14
- FY28 Budget Prep
- Elder Justice Task Force – 9/3
- Bryx – Fire Station Alerting
- First Due – Fire RMS Software
- Hawai'i Cares 988 Outreach

Resource Updates

- Pending Delivery:
- (3) Type V Brush Trucks: Late 2026
- 1 Twin Engine Helicopter: 2027 / 2028
- Engine 2, Engine 4: 2028

Wildfire / Severe Weather

- Briefings Lowell. Katrina 9/1 -9/7
- Storm Lowell 9/1 – 9/18

Council / Mayor

- WUI Committee 9/2
- Council Member 2/2 Meetings

ADMINISTRATIVE BUREAU

FIRE DEPARTMENT FINANCIAL STATEMENT for SEPTEMBER 2026					
Description	Budget	YTD Expenses	Expended	FY25-26	Variance
Payroll Admin	$ 2,703,557.00	$ 517,566.99	19%	$ 464,598.26	11.40%
Payroll Fire Ops	$ 27,308,086.00	$ 4,187,867.63	15%	$ 4,189,664.21	-0.04%
Payroll Prevention	$ 1,159,482.00	$ 118,612.82	10%	$ 115,549.74	2.65%
Payroll Training	$ 1,285,443.00	$ 221,361.91	17%	$ 231,915.27	-4.55%
Payroll OSB	$ 8,137,413.00	$ 1,179,045.60	14%	$ 1,198,660.96	-1.64%
PAYROLLSUBTOTAL	$ 40,593,981.00	$ 6,224,454.95	15%	$ 6,200,388.44	0.39%
Operating Admin	$ 841,932.00	$ 409,378.42	49%	$ 464,598.26	-11.89%
Operating Fire Ops	$ 10,502,826.00	$ 7,620,855.57	73%	$ 4,189,664.21	81.90%
Operating Prevention	$ 59,624.00	$ 1,597.85	3%	$ 115,549.74	-98.62%
Operating Training	$ 515,681.00	$ 79,707.13	15%	$ 231,915.27	-65.63%
Operating OSB	$ 631,988.00	$ 220,768.37	35%	$ 1,198,660.96	-81.58%
OPERATINGSUBTOTAL	$ 12,552,051.00	$ 8,332,307.34	66%	$ 6,200,388.44	34.38%
GRANDTOTAL	**$ 53,146,032.00**	**$ 14,556,762.29**	**27%**	**$ 12,400,776.88**	**17.39%**

OVERTIMEREPORT				
OVERTIME TYPE	Monthly Cost	YTD Cost	FY25-26 YTD Cost	Cost % Variance
Regular	$ 126,888.01	$ 274,731.67	$ 270,380.18	1.61%
Rank for Rank	$ 77,408.89	$ 55,967.15	$ 198,443.81	-71.80%
Scheduled	$ 28,543.51	$ 55,967.15	$ 54,348.11	2.98%
Training	$ 27,493.50	$ 70,449.52	$ 73,910.57	-4.68%
TOTAL	**$ 260,333.91**	**$ 457,115.49**	**$ 597,082.67**	**-23.44%**

STAFFING			
Description	Vacancies	Total Authorized	Notes
Administration	0	13	
Operations	9	132	9 Retirements
Prevention	0	4	
Training	0	3	
Ocean Safety FT	1	67	
Ocean Safety ST	1	6	
TOTAL	11	225	

FACILITIES		
Description		Exceptions
Fire Stations		Kapa'a Rebuild – **ppd Kapaa Roof**
Administration		Need new floor covering – **Ppd**
Training		Need a FTC
Air Operations		Architects design/plans/permitting
Towers		**4 ARRIVED**
Utility		Fire Mechanics/Repair Facility Needed

FLEET UPDATE	
Description	Notes
Engines	7 Mission Capable + 1 Reserve Engines (down 3)
Trucks	All Mission Capable +1 Reserve Trucks (down 2)
Watercraft	All Mission Capable
Admin/Staff	All Mission capable

FIRE OPERATIONS CALLS FOR SERVICE						
Description	2026 Sept	2025 Sept	Variance	2026 YTD Total	2025 YTD Total	Variance
Brush Fire	7	9	-22.22%	167	238	-29.83%
Crop Fire	0	0	0.00%	9	8	12.50%
Electrical Rescue	0	0	0.00%	0	1	-100.00%
EMS	117	371	-68.46%	3307	3572	-7.42%
Extrication Rescue	0	1	-100.00%	13	13	0.00%
False Call	7	18	-61.11%	183	155	18.06%
Good Intent	24	99	-75.76%	828	888	-6.76%
Hazardous Condition	3	7	-57.14%	47	56	-16.07%
Other	0	0	0.00%	1	0	100.00%
Rescue/EMS Standby	0	2	-100.00%	26	35	-25.71%
Ruptures/Explosion	0	1	-100.00%	2	1	100.00%
Search for Lost Person	0	8	-100.00%	45	60	-25.00%
Service Call	11	39	-71.79%	328	294	11.56%
Severe Weather	1	0	100.00%	6	1	500.00%
Structure Fire	0	2	-100.00%	58	51	13.73%
Type Not Specified	95	2	4650.00%	136	33	312.12%
Vehicle Fire	1	4	-75.00%	51	45	13.33%
Water Rescue	4	1	300.00%	34	26	30.77%
Totals	**270**	**564**	**-52.13%**	**5241**	**5477**	**1.18%**

OPERATIONS HIGHLIGHTS

Fires:

Rescues –Trails:

Rescues–Water:

- #5074: Nāwiliwili Harbor – R3, BC2 – 69 y/o male resident (boat ran aground) rescued off his vessel by rescue personnel.

FIRE PREVENTION BUREAU

PREVENTIONBUREAU STATISTICS						
Description	Month Total	FY25-26 Month	% Variance	Current YTD	FY25-26 YTD	% Variance
Fire Investigation	1	0	100%	3	6	-50%
ADU Permit Applications	3	17	-82%	33	50	-34%
Building Permit Plan Review	75	174	-57%	501	493	2%
Planning Dept Review	5	13	-62%	35	39	-10%
Certificate of Occupancy Inspection	3	3	0%	17	7	143%
Business Occupancy Inspection	3	8	-63%	20	32	-38%
Witness Acceptance Tests	8	4	100%	34	14	143%
Fire Extinguisher Training	3	1	200%	13	5	160%
Fire Safety Presentation	2	3	-33%	6	8	-25%
Telephone/Email Inquiries	574	741	-23%	2997	2044	47%
Complaint Investigations	3	2	50%	9	7	29%
Sparky Presentation	0	0	0%	0	0	0%
Fireworks Displays & Inspections	0	0	0%	1	0	100%
TOTAL	**680**	**966**	**-30%**	**3669**	**2705**	**36%**

September activities focused on fire and life safety inspections, fire protection system acceptance testing, fire investigation, severe weather and wildfire preparedness, vehicle extrication training, public education and outreach, interagency coordination, Fire Commission reporting, and departmental planning activities. Many events and activities this month are rescheduled due to Hurricane Lowell.

Public Education & Outreach:

- STB/fire extinguisher training – Courthouse, Līhu‘e
- Kukui‘ula Safety Talk
- Inflatable Public Education equipment preparation at Station 3

Inspections, Fire Investigation & Code Enforcement:

- Witness Acceptance Test (WAT): Hokuala elevator and pool
- Inspections: Poo Road, Kekaha CFS, Līhu‘e Airport tank trim
- Investigations: Kapule Building fire joint w/HFD and ATF

Key Meetings/Coordination:

- State/County coordination meetings re: Hurricane Lowell, incoming inclement weather, and recovery operations
- ARFF multi-agency collaboration meeting
- Weekly TEAMS Staff Meetings and Expanded Staff Meetings
- Fire Prevention Committee Meeting
- Cross-County Wildfire Council Meeting
- KFD Physical RFP scoring and evaluation

Training:

- Vehicle Extrication Training
- Extrication Recertification Classes
- Auto Extrication Training

FIRE TRAINING BUREAU

2026 TRAINING PLAN

Keystone Objective	• Trimester1Keystone–USLA • Trimester2Keystone–High Angle Ropes • Trimester3Keystone–Pump Relay Ops
Task Performances	• Don Structure Gear • Don SCBA go on air • Restricted Egress with SCBA • District Familiarization
Certification Professional Development Train the Trainer (TtT)	• Auto Extrication Annual Refresher • IAFF-FGO TtT @ HFD
EMS Training	• Vector Solutions

TRAINING STATISTICS

Description	September Hours	2026 YTD Total
Task Performances	8	1144
Refresher/Recerts/Prof. Develop.	288	3784
Individual Crew Training	258	5866
Recruit Class Training (4 FFTs)	0	4512
TOTAL	**554**	**15,306**

September KFD Training

- Auto Extrication Dept Wide Refresher Sept 1-25
- FirstDue Unify LMS Training Sept 21-25
- *Due to Hurricane Lowell and DMV Fire
  - Lost access to Zoll RMS and W drive records
  - Auto Extrication Postponed
  - Fast Track of FirstDue RMS rollout

Upcoming October KFD Training

- FGO Cadre @ HFD Oct 5-9th
  - IAFF Evidenced Based FGO TtT class
- Start of RECRUIT CLASS 36 Oct 1st
- Wilcox Hospital Mass Casualty Training

Training Bureau

- New Training Bureau Captain FC Medeiros
- FSI I and II Tentative plan for November w/HFD
- FFT Testing with HR for RC37 goal of Jan start

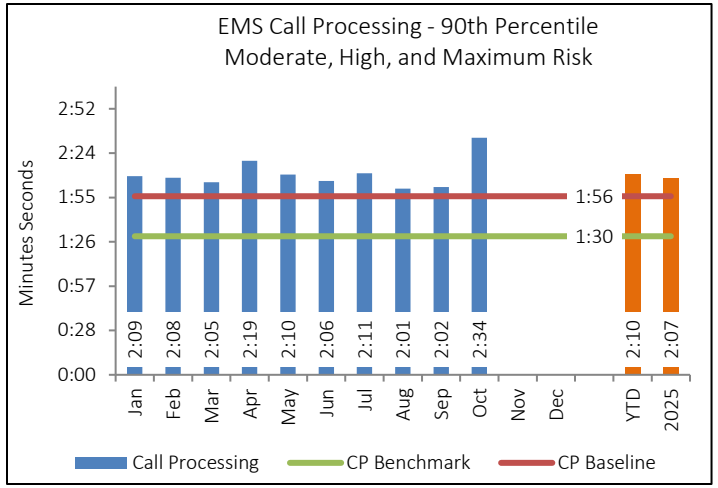
OCEAN SAFETY BUREAU

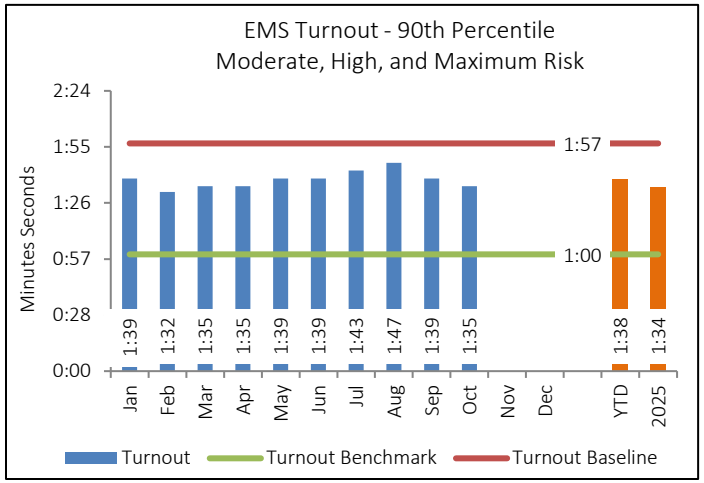
OCEAN SAFETYBUREAU						
TOWERS						
Description	Sept Total	FY25-26 Month Total	% Variance	Current Year to Date Total	FY25-26 Yr. to Date Total	% Variance
Rescue	3	30	-90%	57	102	-44%
Jet Ski Rescue	0	0	0%	19	8	138%
Preventive Actions	3,789	9,248	-59%	27,685	28,562	-3%
1st Aid	142	397	-64%	759	1,400	-46%
Public Contact	8,106	11,226	-28%	31,984	36,119	-11%
Beach Attendance	44,103	96,723	-54%	447,107	341,658	31%
ROVING PATROL						
Rescue	1	10	-90%	31	37	-16%
Jet Ski Rescue	0	0	0%	19	15	27%
Preventive Actions	4,336	3,330	30%	20,901	4,363	379%
1st Aid	21	291	-93%	299	323	-7%
Public Contact	4,872	4,550	7%	25,050	5,922	323%
Beach Attendance	14,280	16,805	-15%	93,609	35,520	164%
DROWNING						
Statistics	0	0	-1%	0	4	-1%
TRAINING / COMMUNITY SERVICE						
Training	64	56	14%	128	104	23%
Community Service	0	48	-100%	24	112	-79%
Jr. Lifeguard	16	24	-33%	322	924	-65%

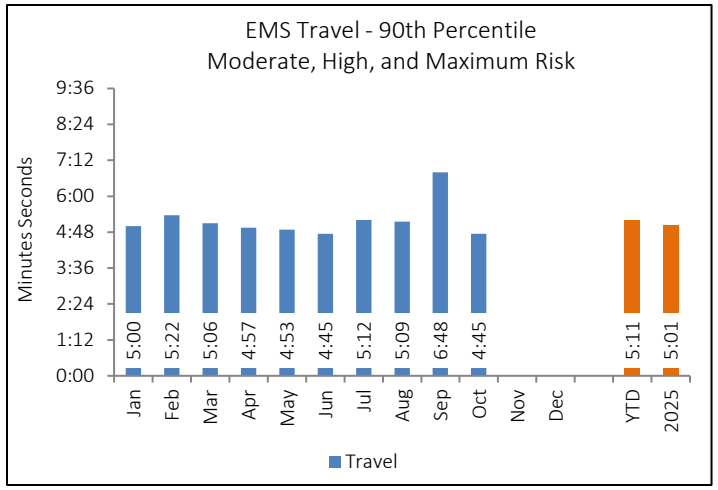
Ocean Safety Bureau: September & October

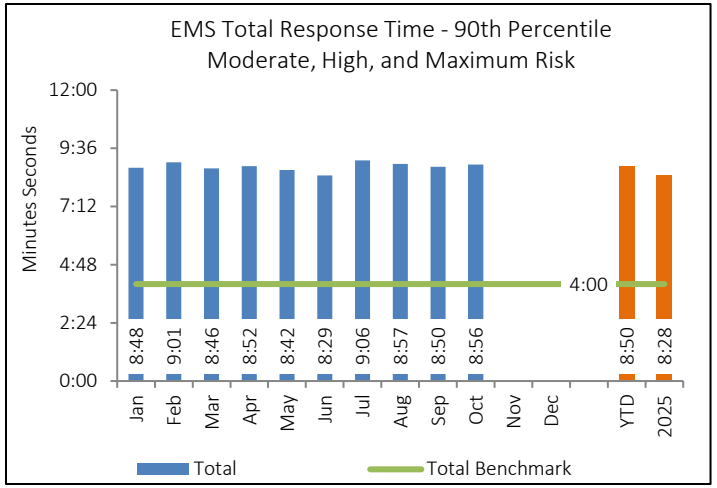
- Wanini Lifeguard Tower Assembly and Installation
- Official International Exchange and Partnership – Okinawa, Japan
- USLA Recertification – Agility Exam
- Beach Safety Officer (Part-time) Interviews
- Approval of Grant-In-Aid for Beach Safety Lifeguards – Apprenticeship Program
- Participated in supporting the Makahiki event at Chiefess and Kapa‘a Schools

September-October 2026– EMS Incidents

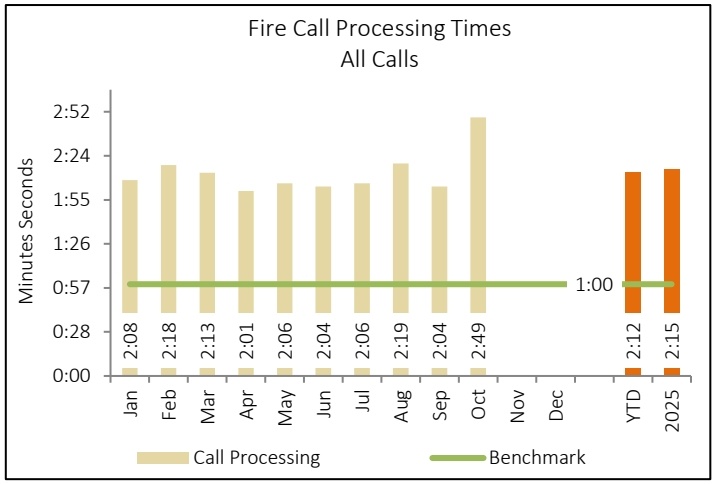


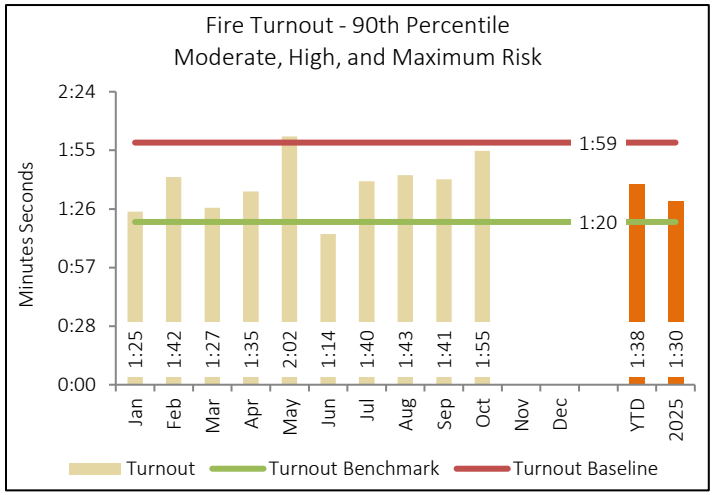


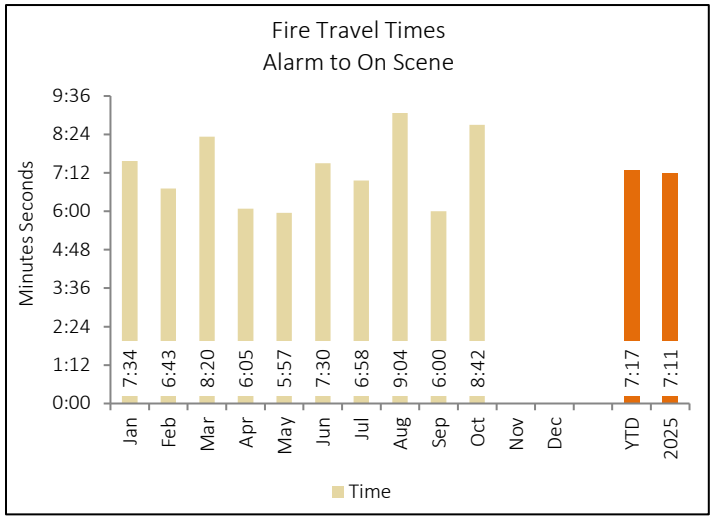


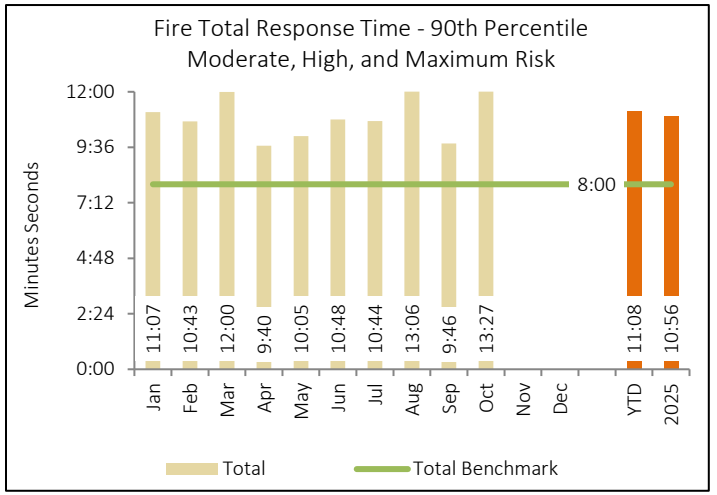


September-October 2026 – Fire Incidents

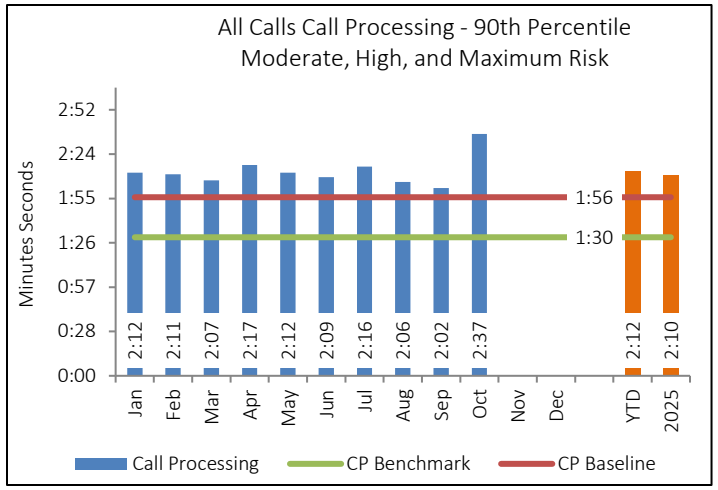


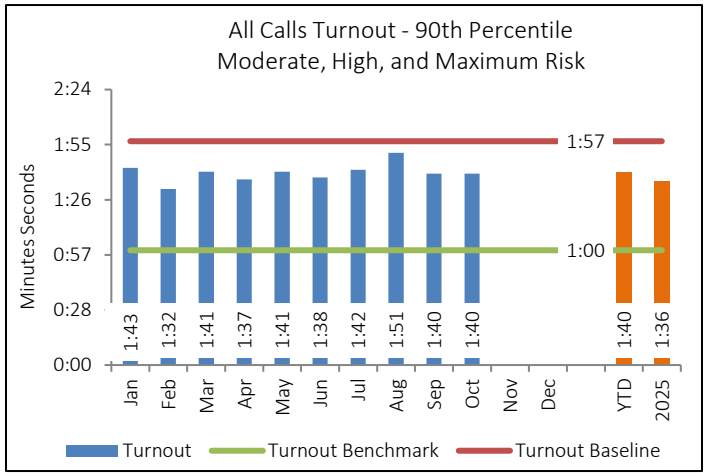


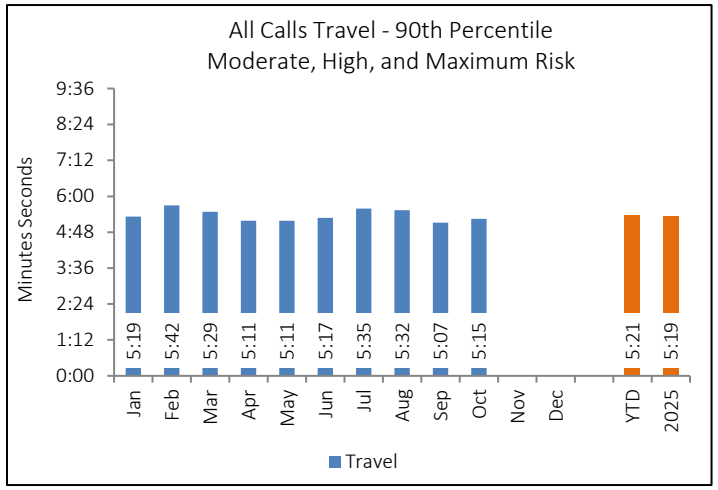


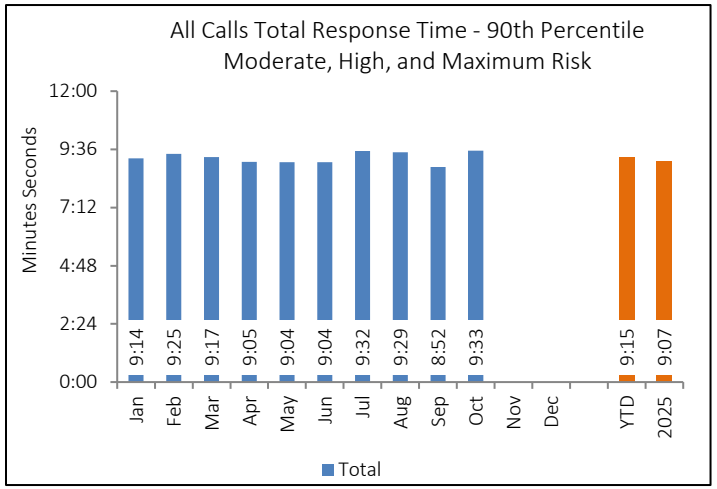


September-October 2026 –All Incidents









Goals and Objectives Report – COK Fire Commission
Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

Goal #1 – Finalize and Implement the Standards of Cover (SOC) and Community Risk Reduction (CRR) Plan			
Objectives	**Success Measurements**	**Desired Outcome**	**Status**
G1A: Complete the Standards of Cover (SOC) and Community Risk Reduction (CRR) Plan in partnership with FACETS Consulting. **G1B:** Begin implementation of SOC and CRR recommendations by incorporating priorities into departmental planning, budgeting, deployment strategies, and operational decision-making. **G1C:** Educate County leadership, the incoming Mayor's Administration, and County Council on the findings and recommendations of the SOC and CRR process.	1: SOC and CRR documents completed, reviewed, and formally adopted by the Department. 2: Priority recommendations identified, implementation plan developed, and incorporated into FY28 work plans, budget requests, and strategic initiatives. 3: Conduct presentations and briefings to County leadership, Fire Commission, Mayor's Administration, and County Council.	Establish comprehensive, data-driven planning documents that guide the future of the Kaua‘i Fire Department. Align staffing, deployment, facilities, apparatus replacement, training, and community risk reduction initiatives with identified community risks and service demands. Improve understanding of community risk, strengthen support for future public safety investments, and ensure long-term, data-driven decision-making that enhances firefighter safety, emergency response capabilities, community resilience, and responsible stewardship of public resources.	Update Due: October 2026

Goals and Objectives Report – COK Fire Commission
Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

Goal #2 – Continue Modernization and Implementation of Fire Records Management and Operational Data Systems			
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G2A: Complete implementation of the new Fire Records Management System (RMS) and associated operational data platforms throughout the Department. **G2B:** Integrate operational workflows and improve data quality to support daily operations and executive decision-making. **G2C:** Ensure compliance with national reporting requirements while strengthening organizational accountability and performance measurement.	1: RMS successfully deployed; personnel trained; core modules operational, including incident reporting, training records, apparatus maintenance, PPE/assets, staffing, pre-plans, and analytics. 2: Successful integration of operational processes, refinement of workflows, increased data accuracy, and development of management dashboards and performance reports. 3: Achieve compliance with NERIS and other applicable reporting requirements; implement standardized reporting and performance metrics across the Department.	Establish a modern, integrated records management system that enhances operational efficiency, accountability, and regulatory compliance. Provide leadership with timely, accurate, and actionable information to support resource allocation, operational readiness, strategic planning, and continuous improvement. Improve organizational transparency, strengthen data-driven decision-making, enhance service delivery, and provide reliable information to support future planning, budgeting, and community expectations.	Update Due: October 2026

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Goal #3 – Advance Wildfire Mitigation, Preparedness, and Community Resilience Initiatives			
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G3A: Continue implementation of the County's Wildland-Urban Interface (WUI) Code while advancing wildfire mitigation, preparedness, and community resilience initiatives. **G3B:** Expand collaborative wildfire planning, operational preparedness, and interagency coordination with local, state, and community partners. **G4C:** Enhance operational readiness and community risk reduction through training, public education, and resource preparedness.	1: Support implementation of the WUI Code through interdepartmental coordination, community outreach, stakeholder engagement, and development of implementation guidance. Consistency and transparency in promotional process 2: Participate in Community Wildfire Protection Plan (CWPP) updates, conduct interagency planning meetings and exercises, strengthen partnerships with HWMO, DOFAW, Planning, Emergency Management, landowners, and community organizations. 3: Expand wildfire training opportunities, improve reserve apparatus readiness and staffing plans, increase public education efforts, conduct home wildfire assessments, and enhance Red Flag Warning response protocols.	Strengthening wildfire-resistant development practices, reduce community vulnerability, and improve long-term public safety and resilience. Improve island-wide coordination, preparedness, and unified response capabilities before, during, and after significant wildfire events. Increase firefighter preparedness, reduce wildfire risk, improve community awareness, and build a safer, more resilient Kaua‘i through prevention, mitigation, and coordinated emergency response.	Update Due: October 2026

Goals and Objectives Report – COK Fire Commission
Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

Goal #4 – Strengthen Emergency Response Readiness, Safety, and Specialty Program Development			
Objectives	**Success Measurements**	**Desired Outcome**	**Status**
G4A: Enhance emergency response readiness through strategic apparatus replacement planning, equipment modernization, specialty program development, and operational preparedness initiatives. **G4B:** Strengthen firefighter health, safety, and risk reduction through occupational exposure initiatives and continuous improvement of operational policies and procedures. **G4C:** Foster leadership development, workforce sustainability, and organizational excellence throughout all divisions and specialty programs.	1: Progress apparatus and equipment replacement plans; improve reserve apparatus readiness; expand specialty team training; evaluate Battalion Chief Aide/Shift Safety Officer program; enhance emergency communications and accountability systems. 2: Implement occupational exposure reduction strategies; review and update departmental policies, SOGs, and operational procedures; incorporate lessons learned and best practices into training and operations. 3: Expand leadership development and mentoring opportunities; support succession planning; improve operational consistency; strengthen specialty program coordination and workforce development initiatives.	Improve emergency response capabilities, operational readiness, firefighter safety, and the Department's ability to effectively respond to complex emergencies. Reduce occupational risk, improve firefighter health and safety, promote operational consistency, and ensure compliance with current industry standards and best practices. Develop the next generation of fire service leaders, enhance organizational resilience, improve employee engagement, and ensure the long-term sustainability of the Kaua‘i Fire Department.	Update Due: October 2026

FIRE CHIEF REPORT
to the
FIRE COMMISSION

Reporting Month: October 2026

Submitted by
Office of the Fire Chief

KAUAI FIRE AND OCEAN SAFETY

VISION KAUA'I FIRE DEPARTMENT CREATES A SAFER COMMUNITY BY CONTINUALLY STRIVING FOR EXCELLENCE IN PREVENTION & EMERGENCY RESPONSE

MISSION TO PRESERVE AND PROTECT LIFE, PROPERTY, AND THE ENVIRONMENT OF KAUA'I COUNTY FROM ALL HAZARDS AND EMERGENCIES

STRATEGIC PRIORITIES: SERVICE DELIVERY PROFESSIONAL STANDARDS TRAINING/CAREER DEVELOPMENT

Fire and Ocean Safety

- Recruit Class 36 & Pilots Begin
- Comm RA Final Draft Review
- COK Pilots – 8/26
- HFFA Monthly Meeting – 8/27
- 2 Fire Engines / 1 Water Tanker - Arrived
- Recruit Class 36

Partnerships

- Claim Discussion DMV Building
- ʻAnini Tower Installation – 10/7
- Kapule & Piikoi Blessings
- Kauaʻi Community Alliance – 11/15

Resource Updates

- Pending Delivery:
- (3) Type V Brush Trucks: Late 2026
- 1 Twin Engine Helicopter: 2028 / 2029
- Engine 2, Engine 4: 2028

Wildfire / Severe Weather

- Storm Lowell

Council / Mayor

- County Council – WUI Bill – 10/7
- CM Holland / Turtles – Poʻipū 10/12
- County Council WUI Bill 11/21, 11/28
- Council – KLA Donation – 8/26

ADMINISTRATIVE BUREAU

FIRE DEPARTMENT FINANCIAL STATEMENT for OCTOBER 2026					
Description	Budget	YTD Expenses	Expended	FY25-26	Variance
Payroll Admin	$ 2,703,557.00	$ 781,433.98	29%	$ 673,406.90	16.04%
Payroll Fire Ops	$ 27,308,086.00	$ 6,308,579.02	23%	$ 6,273,679.27	0.56%
Payroll Prevention	$ 1,159,482.00	$ 176,771.19	15%	$ 170,609.61	3.61%
Payroll Training	$ 1,285,443.00	$ 296,590.92	23%	$ 333,800.15	-11.15%
Payroll OSB	$ 8,137,413.00	$ 1,762,201.91	22%	$ 1,802,819.28	-2.25%
PAYROLLSUBTOTAL	$ 40,593,981.00	$ 9,325,577.02	23%	$ 9,254,315.21	0.77%
Operating Admin	$ 841,932.00	$ 545,438.24	65%	$ 673,406.90	-19.00%
Operating Fire Ops	$ 10,502,826.00	$ 8,789,626.48	84%	$ 6,273,679.27	40.10%
Operating Prevention	$ 59,624.00	$ 5,465.53	9%	$ 170,609.61	-96.80%
Operating Training	$ 515,681.00	$ 83,613.13	16%	$ 333,800.15	-74.95%
Operating OSB	$ 631,988.00	$ 229,105.80	36%	$ 1,802,819.28	-87.29%
OPERATINGSUBTOTAL	$ 12,552,051.00	$ 9,653,249.18	77%	$ 9,254,315.21	4.31%
GRANDTOTAL	**$ 53,146,032.00**	**$ 18,978,826.20**	**36%**	**$ 18,508,630.42**	**2.54%**

OVERTIMEREPORT				
OVERTIME TYPE	Monthly Cost	YTD Cost	FY25-26 YTD Cost	Cost % Variance
Regular	$ 152,571.57	$ 427,303.24	$ 392,890.68	8.76%
Rank for Rank	$ 81,970.97	$ 84,347.68	$ 298,317.57	-71.73%
Scheduled	$ 28,380.53	$ 84,347.68	$ 81,507.40	3.48%
Training	$ 16,082.71	$ 86,532.23	$ 100,968.19	-14.30%
TOTAL	**$ 279,005.78**	**$ 682,530.83**	**$ 873,683.84**	**-21.88%**

STAFFING			
Description	Vacancies	Total Authorized	Notes
Administration	0	13	
Operations	10	132	10 Retirements
Prevention	0	4	
Training	0	3	
Ocean Safety FT	1	67	
Ocean Safety ST	1	6	
TOTAL	**12**	**225**	

FACILITIES		
Description		Exceptions
Fire Stations		Kapa'a Rebuild – **ppd – Kapaa Roof**
Administration		Need new floor covering – **Prep**
Training		Need a FTC
Air Operations		Architects design/plans/permitting
Towers		**2 arrived / 2 Installed**
Utility		Fire Mechanics/Repair Facility Needed

FLEET UPDATE	
Description	Notes
Engines	7 Mission Capable + 1 Reserve Engines (down 3)
Trucks	All Mission Capable +1 Reserve Trucks (down 2)
Watercraft	All Mission Capable
Admin/Staff	All Mission capable

FIRE OPERATIONS CALLS FOR SERVICE						
Description	2026 Oct	2025 Oct	Variance	2026 YTD Total	2025 YTD Total	Variance
Brush Fire	0	20	-100.00%	167	258	-35.27%
Crop Fire	0	1	-100.00%	9	9	0.00%
Electrical Rescue	0	0	0.00%	0	1	-100.00%
EMS	0	390	-100.00%	3307	3962	-16.53%
Extrication Rescue	0	0	0.00%	13	13	0.00%
False Call	0	21	-100.00%	183	176	3.98%
Good Intent	0	95	-100.00%	828	983	-15.77%
Hazardous Condition	0	5	-100.00%	47	61	-22.95%
Other	0	0	0.00%	1	0	100.00%
Rescue/EMS Standby	0	6	-100.00%	26	41	-36.59%
Ruptures/Explosion	0	1	-100.00%	2	2	0.00%
Search for Lost Person	0	3	-100.00%	45	63	-28.57%
Service Call	0	45	-100.00%	328	339	-3.24%
Severe Weather	0	0	0.00%	6	1	500.00%
Structure Fire	0	8	-100.00%	58	59	-1.69%
Type Not Specified	0	4	-100.00%	136	37	267.57%
Vehicle Fire	0	2	-100.00%	51	47	8.51%
Water Rescue	0	1	-100.00%	34	27	25.93%
Totals	**0**	**602**	**-100.00%**	**5241**	**6079**	**-13.79%**

OPERATIONSHIGHLIGHTS

Fires:

Rescues –Trails:

- #6218: Waimea – E7/T7, E6/T6, BC, Air1, R3, ARFF, AMR – single engine plane crash, no major injuries.

Rescues–Water:

FIRE PREVENTION BUREAU

PREVENTIONBUREAU STATISTICS						
Description	Month Total	FY25 Month	% Variance	Current YTD	FY25 YTD	% Variance
Fire Investigation	2	0	200%	5	6	-17%
ADU Permit Applications	8	12	-33%	41	62	-34%
Building Permit Plan Review	124	177	-30%	625	670	-7%
Planning Dept Review	11	17	-35%	46	56	-18%
Certificate of Occupancy Inspection	6	1	500%	23	8	188%
Business Occupancy Inspection	9	14	-36%	29	46	-37%
Witness Acceptance Tests	5	3	300%	39	17	129%
Fire Extinguisher Training	3	11	-73%	16	16	0%
Fire Safety Presentation	21	18	17%	27	26	4%
Telephone/Email Inquiries	621	687	-10%	3618	2731	32%
Complaint Investigations	2	1	100%	11	8	38%
Sparky Presentation	0	3	-100%	0	3	-100%
Fireworks Displays & Inspections	0	0	0%	1	0	100%
TOTAL	**812**	**944**	**-14%**	**4481**	**3649**	**23%**

Fire Prevention Bureau continued its efforts in fire and life safety inspections, public education, fire prevention training and interagency coordination. Activities included extensive school outreach, fire extinguisher training, annual inspections, fire protection system acceptance testing, and instructional support for KFD Recruit Class.

Public Education & Outreach:

- Career Day: Wilcox Elementary, Chiefess Kamakahelei
- Fire Safety Visit: All Saints Preschool, Līhuʻe NC Seniors, Outrigger
- Inflatable House Presentation: Wilcox Elementary, Kōloa Elementary, King Kaumualiʻi Elementary, Island School
- KFD Fire Prevention Week – Puhi Park
- Waimea Haunted House – Fire Safety Support (Friday & Saturday)

Inspections & Code Enforcement:

- Witness Acceptance Test (WAT): Hanalei – fire sprinkler
- Inspections: Kawaikini, Kauaʻi Montessori, Kōloa Village, Wilcox Hospital, Master Ramen (Princeville), Bayada Home Care, Hale Kupuna, Līhuʻe Airport – above ground storage tank
- Investigations: Lanakila Road (overgrowth)
- Inquiry: Pacific Media Group – fire alarm system

Key Meetings:

- Prescribed Burn Planning Meeting – G&R
- Hawaiʻi State Fire Marshall Meeting – Occupancy Coordination Among Hawaiʻi Agencies

Training:

- Fire Extinguisher Training: Kauaʻi Head Start, Līhuʻe Elderly Housing, Hale Kupuna
- Field analysis exercise conducted at Līhuʻe Safeway
- Additional recruit instruction covering Chapter 36 - Overhaul
- 3-days classroom instruction covering Chapters 6, 15, 18, 20, 21, and 22

FIRE TRAINING BUREAU

2026 TRAINING PLAN

Keystone Objective	• Trimester1Keystone–USLA • Trimester2Keystone–High Angle Ropes • Trimester3Keystone–Pump Relay Ops
Task Performances	• Don Structure Gear • Don SCBA go on air • Restricted Egress with SCBA • District Familiarization
Certification Professional Development Train the Trainer (TtT)	• RC36 IFSAC Certification
EMS Training	• Vector Solutions

TRAINING STATISTICS

Description	October Hours	2026 YTD Total
Task Performances	9	1153
Refresher/Recerts/Prof. Develop.	0	3784
Individual Crew Training	68	5934
Recruit Class Training (4 FFTs)	704	5216
TOTAL	**781**	**16,087**

October KFD Training

- FGO Cadre @ HFD Oct 5-9th
  - IAFF Evidenced Based FGO TtT class
- Start of RECRUIT CLASS 36 Oct 1st
- Cancelled Wilcox Hospital Mass Casualty Training

Upcoming November KFD Training

- RC36 IFSAC Certification Testing
- Training schedule dedicated to Promotional Testing and Interviews

Training Bureau

- New Training Bureau Captain FC Minei November 1st
- FFT Testing with HR for RC37 goal of Jan start
- New E6 and E8 to bolster training operations
- Purchase Order for new Taylor'd Training prop attained

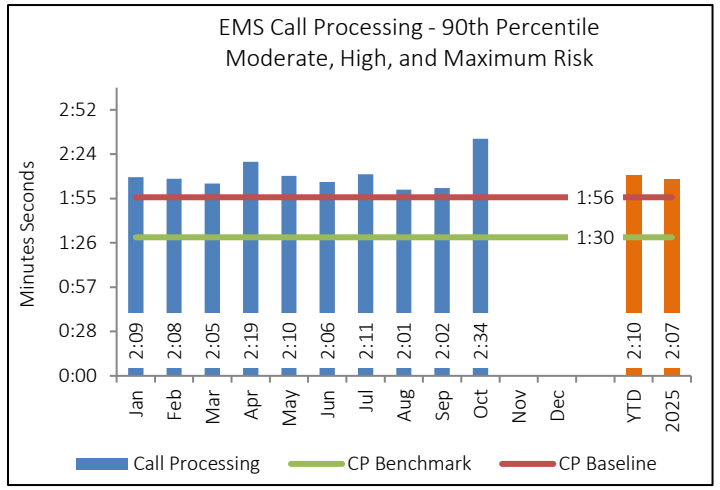
OCEAN SAFETY BUREAU

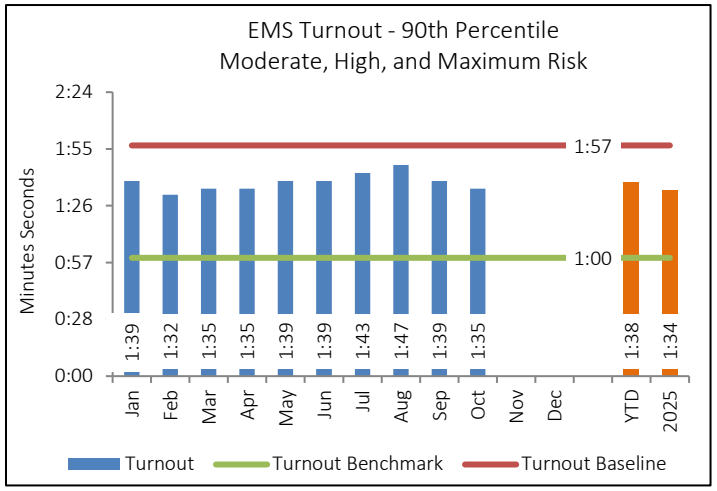
OCEAN SAFETYBUREAU						
TOWERS						
Description	Oct Total	FY25-26 Month Total	% Variance	Current Year to Date Total	FY25-26 Yr. to Date Total	% Variance
Rescue	11	17	-35%	68	119	-43%
Jet Ski Rescue	2	4	-50%	21	12	75%
Preventive Actions	5,558	17,339	-68%	33,243	45,901	-28%
1st Aid	163	504	-68%	922	1,904	-52%
Public Contact	6,999	19,567	-64%	38,983	55,686	-30%
Beach Attendance	73,904	109,612	-33%	521,011	451,270	15%
ROVING PATROL						
Rescue	3	4	-25%	34	41	-17%
Jet Ski Rescue	1	4	-75%	20	19	5%
Preventive Actions	6,015	6,351	-5%	26,916	10,714	151%
1st Aid	17	171	-90%	316	494	-36%
Public Contact	5,955	7,598	-22%	31,005	13,520	129%
Beach Attendance	31,292	13,060	140%	124,901	48,580	157%
DROWNING						
Statistics	0	0	0%	0	0	0%
TRAINING / COMMUNITY SERVICE						
Training	32	40	-20%	160	144	11%
Community Service	30	32	-6%	54	144	-63%
Jr. Lifeguard	16	8	100%	338	932	-64%

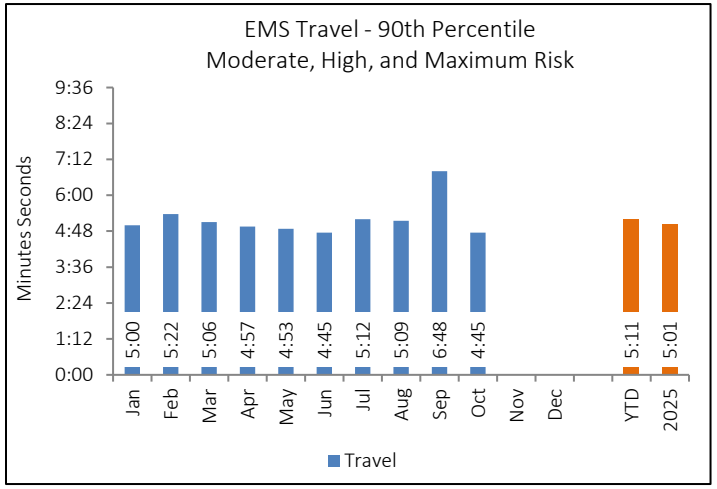
Ocean Safety Bureau: September and October

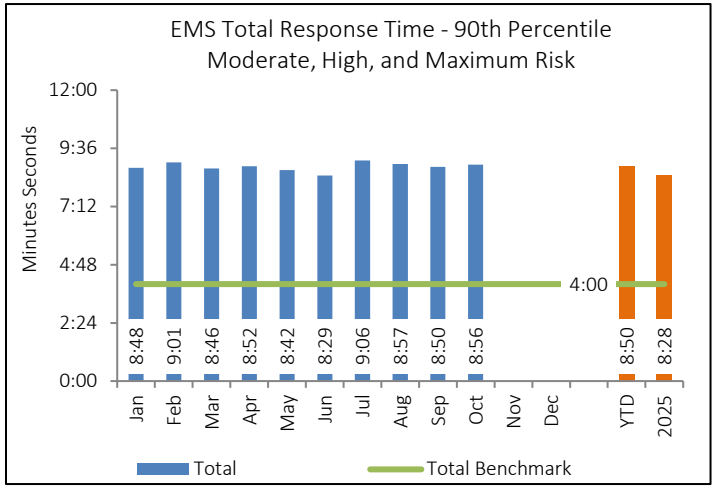
- Wanini Lifeguard Tower Assembly and Installation
- Official International Exchange and Partnership – Okinawa, Japan
- USLA Recertification – Agility Exam
- Beach Safety Officer (Part-time) Interviews
- Approval of Grant-In-Aid for Beach Safety Lifeguards – Apprenticeship Program
- Participated in supporting the Makahiki event at Chiefess and Kapa‘a Schools

September-October 2026– EMS Incidents

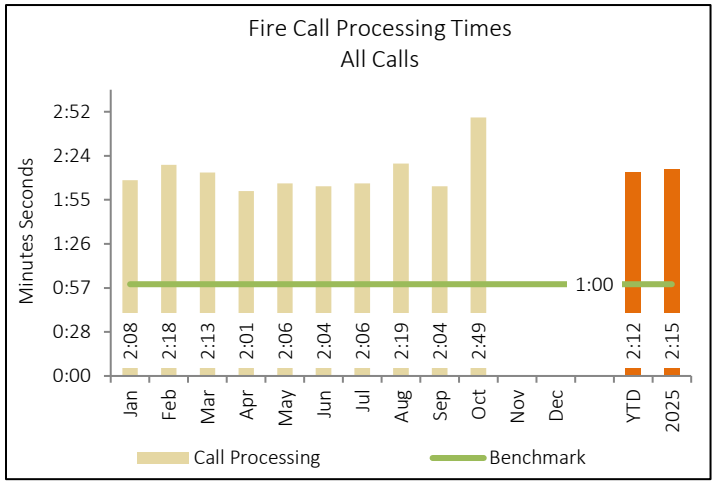


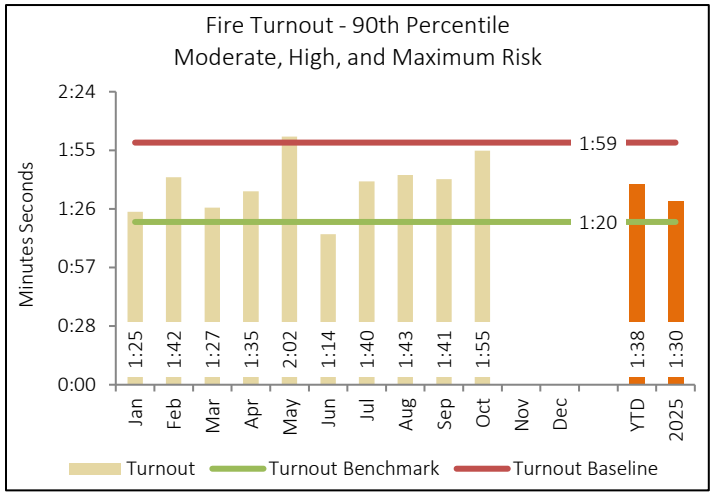


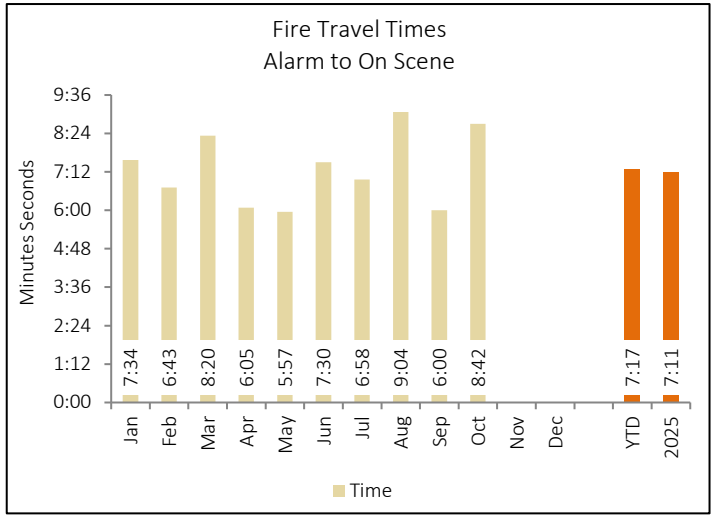


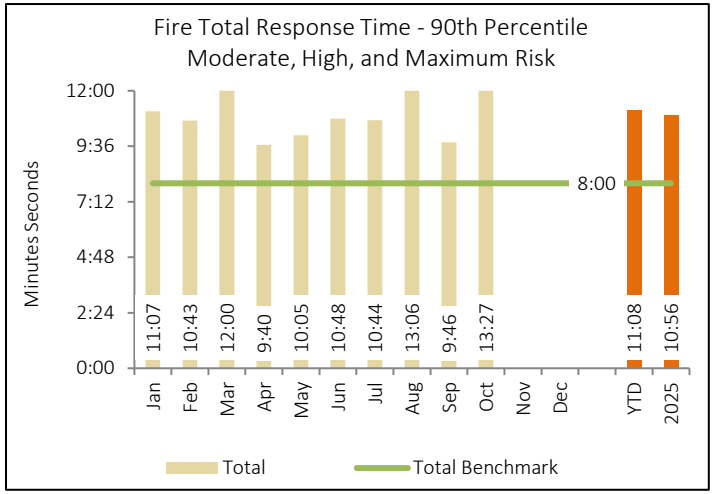


September-October 2026 – Fire Incidents

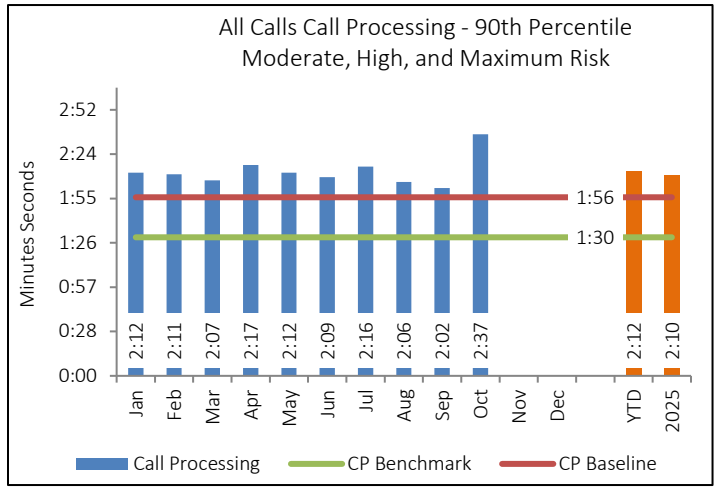


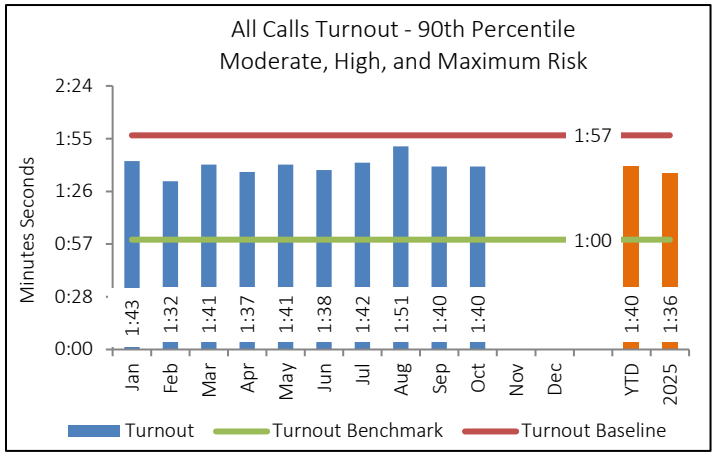


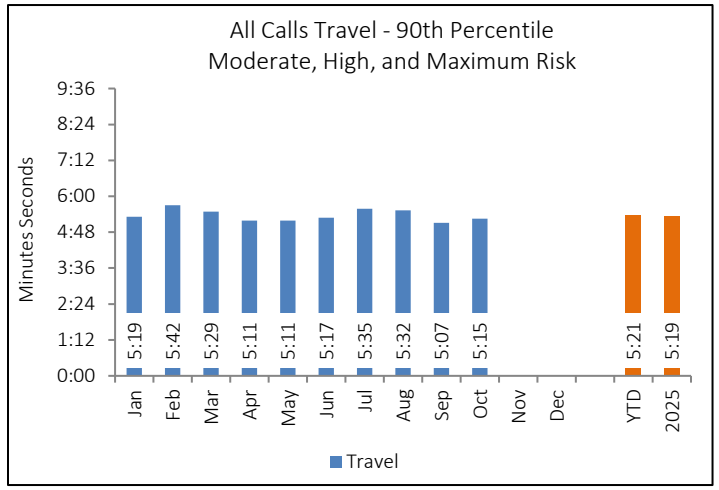


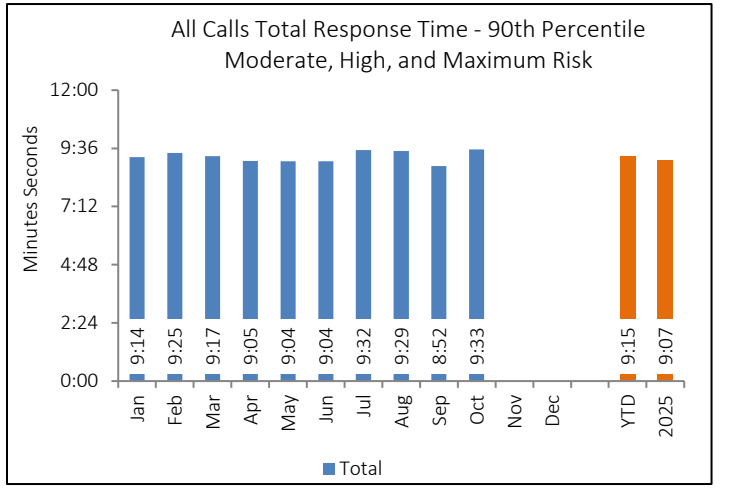


September-October 2026 –All Incidents









Goals and Objectives Report – COK Fire Commission
Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

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Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

Goal #4 – Strengthen Emergency Response Readiness, Safety, and Specialty Program Development			
Objectives	**Success Measurements**	**Desired Outcome**	**Status**
G4A: Enhance emergency response readiness through strategic apparatus replacement planning, equipment modernization, specialty program development, and operational preparedness initiatives. **G4B:** Strengthen firefighter health, safety, and risk reduction through occupational exposure initiatives and continuous improvement of operational policies and procedures. **G4C:** Foster leadership development, workforce sustainability, and organizational excellence throughout all divisions and specialty programs.	1: Progress apparatus and equipment replacement plans; improve reserve apparatus readiness; expand specialty team training; evaluate Battalion Chief Aide/Shift Safety Officer program; enhance emergency communications and accountability systems. 2: Implement occupational exposure reduction strategies; review and update departmental policies, SOGs, and operational procedures; incorporate lessons learned and best practices into training and operations. 3: Expand leadership development and mentoring opportunities; support succession planning; improve operational consistency; strengthen specialty program coordination and workforce development initiatives.	Improve emergency response capabilities, operational readiness, firefighter safety, and the Department's ability to effectively respond to complex emergencies. Reduce occupational risk, improve firefighter health and safety, promote operational consistency, and ensure compliance with current industry standards and best practices. Develop the next generation of fire service leaders, enhance organizational resilience, improve employee engagement, and ensure the long-term sustainability of the Kaua‘i Fire Department.	Update Due: October 2026

COUNTY OF KAUAI FIRE COMMISSION
FIRE CHIEF MICHAEL GIBSON JPR

Name: Michael Gibson, Fire Chief	**Period of Report:** July 1, 2025, to June 30, 2026
Appointment Date: June 24, 2022	

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.

Overall Rating – check one box**:**

__X__ **Meets Expectations** ___ **Does Not Meet Expectations** ___ **Unable to Rate**

Examples: (Provide specific examples of performance)

Commissioner #1: Chief Gibson has demonstrated exceptional leadership in strengthening the department by increasing personnel, boosting morale, expanding training opportunities, and securing essential equipment. He is a dedicated and highly respected professional who genuinely cares about the well-being of his department, team, and community, consistently leading with integrity, commitment, and a vision for excellence.

Commissioner #2: Chief Gibson is a respected leader for KFP. He consistently demonstrates integrity, professionalism, and accountability in all aspects of leadership. He sets clear, professional goals focused on improving the department island-wide, promotes high standards of performance, and works collaboratively to strengthen operations, enhance team effectiveness, and support continuous organizational improvement.

Commissioner #3: Very professional in all his presentations.

Commissioner #4: Leads by example! Sets attainable goals and motivates and leads personnel.

Commissioner #5: Chief Gibson excelled as KFD Fire Chief, showing exceptional dedication and professionalism. His collaborative leadership style contributed to building trust among KFD personnel and the community. This trust ensured efficient and effective services provided to the community.

Chief Gibson is a respected leader for the Kauai Fire Department (KFD). He leads by example. The Chief consistently demonstrates exceptional leadership, integrity, professionalism, and accountability in all aspects of leadership.

He has strengthened the department by increasing personnel, boosting morale, expanding training opportunities, and securing essential equipment.

The Chief sets clear, attainable, and professional goals focused on motivating and leading personnel and improving the department island-wide, as well as promoting high standards of performance. He works collaboratively to strengthen operations, enhance team effectiveness, and support continuous organizational improvement.

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He is a dedicated and highly respected professional who genuinely cares about the well-being of his department, team, and community, consistently leading with commitment, and a vision for excellence.

He is well-prepared and very professional in all his presentations to the Commission. His collaborative leadership style has contributed to building trust among the department's personnel and the community. This trust ensured efficient and effective services provided to the community.

2. Policies, Procedures, Rules, and Regulations

- Adheres to and implements the principles and methods of recruitment, placement, classification and compensation, training and employee relations, labor relations/collective bargaining, maintenance of personnel records and reports, incentive and service awards, health and safety, organizations and staffing, and Equal Employment Opportunity/Affirmative Action Programs.
- Adheres to and coordinates a comprehensive labor relations program to ensure prompt, fair and consistent administration of the bargaining unit contracts and resolution of grievances, appeals and/or complaints. Promotes, supports, and implements EEO policies and programs.
- Identifies alternatives and recommends action to be taken.

Overall Rating – check one box**:**

X Meets Expectations **___ Does Not Meet Expectations** **___ Unable to Rate**

Examples: **(Provide specific examples of performance)**

Commissioner #1: Chief Gibson actively engages his staff in developing policies and procedures, fostering collaboration and encouraging valuable input from across the department. This inclusive leadership approach promotes a more positive, innovative, and supportive work environment while strengthening teamwork and shared ownership of the department's success.

Commissioner #2: Chief Gibson adheres to the policies, rules and regulations. His strong point is ensuring that he is fair, consistent, and approachable with team members at all levels. His commitment to treating employees with respect and equity helps foster trust, accountability, and a positive work environment across the organization.

Commissioner #3: Always goes by policies, etc.

Commissioner #4: Follows policies. Works well with HFFA labor relations.

Commissioner #5: Chief Gibson was committed to automating KFD's records management and data systems such that accuracy and transparency is improved and the administrative burden now encountered while managing records and data is reduced. A contract was awarded with the records management system to be finished first by April 2026. Work flows and system configurations continue to be decided now.

Chief Gibson actively engages his staff in developing policies and procedures, fostering collaboration and encouraging valuable input from across the department. This inclusive leadership approach promotes a more positive, innovative, and supportive work environment while strengthening teamwork and shared ownership of the department's success.

The Chief adheres to the policies, rules and regulations. His strong point is ensuring that he is fair, consistent, and approachable with team members at all levels. His commitment to treating

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employees with respect and equity helps foster trust, accountability, and a positive work environment across the organization. This positive working relationship extends externally as he demonstrably works well with and maintains positive labor relations with the Hawaii Fire Fighters Association.

Chief Gibson was committed to automating the department's records management and data systems such that accuracy and transparency is improved and the administrative burden now encountered while managing records and data is reduced. A contract was awarded with the records management system to be finished first by ~~April~~ June 2026. Improvement to the work flow and system configurations continue.

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.

Overall Rating – check one box**:**

X Meets Expectations ___ **Does Not Meet Expectations** ___ **Unable to Rate**

Examples: (Provide specific examples of performance)

Commissioner #1: The Fire Commission receives monthly reports from Chief Gibson that are clear, thorough, and highly professional, providing comprehensive updates on the department's operations, initiatives, and accomplishments. I also appreciate that Chief Gibson encourages members of his staff to attend Fire Commission meetings and present on the special projects and initiatives they are leading. This practice promotes transparency, fosters professional development, and gives the Commission valuable insight into the dedication, expertise, and collaborative efforts of the entire department.

Commissioner #2: Chief Gibson is excellent at setting goals and ranking priorities to meet the needs of the department and the County of Kauai. Consistently demonstrating strong strategic planning and organizational skills. Chief Gibson establishes clear, measurable objectives and aligns resources effectively to achieve both short-term operational requirements and long-term departmental goals. Chief Gibson proactively anticipates challenges, develops practical solutions, and ensures that priorities remain focused on public safety, organizational effectiveness, and community needs. Their ability to balance competing demands while maintaining progress on critical initiatives has contributed significantly to the department's success and preparedness. One example is his goal of wildfire mitigation.

Commissioner #3: The best leader.

Commissioner #4: Does a good job at progress with the budget he is given!

Commissioner #5: Chief Gibson's three 2024-2025 Goals were presented to and adopted by the Kauai Fire Commission on April 15, 2025. Each goal included realistic and attainable Objectives, Success Measurements, and Desired Outcomes. Goal 1, Complete and Implement Standard of Cover (SOC) and Community Risk Reduction (CRR) plan, was completed and adopted on April 1,

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2026. Information included in the completed SOC and CRR plan will help when presenting future budget submissions to newly elected Kauai County Mayor administration and Kauai County Council.

Chief Gibson is excellent at setting goals and ranking priorities to meet the needs of the department and the County of Kauai.

He consistently demonstrates strong strategic planning and organizational skills. The Chief establishes clear, measurable objectives and aligns resources effectively to achieve both short-term operational requirements and long-term departmental goals. He proactively anticipates challenges, develops practical solutions, and ensures that priorities remain focused on public safety, organizational effectiveness, and community needs.

With his leadership, his team's ability to balance competing demands while maintaining progress on critical initiatives has contributed significantly to the department's success and preparedness. One example is his goal of wildfire mitigation.

Specifically, Chief Gibson's three 2024-2025 Goals were presented to and adopted by the Kauai Fire Commission on June 18, 2024. Each goal included realistic and attainable Objectives, Success Measurements, and Desired Outcomes. Goal 1, Complete and Implement Standard of Cover (SOC) and Community Risk Reduction (CRR) plan, first draft was completed and ~~adopted~~ anticipating final comments on ~~April~~ May 1, 2026. Information included in the completed SOC and CRR plan will help when presenting future budget submissions to newly elected Kauai County Mayor administration and Kauai County Council.

The Fire Commission receives monthly reports from the Chief that are clear, thorough, and highly professional, providing comprehensive updates on the department's operations, initiatives, and accomplishments. The Commission also appreciates that Chief Gibson encourages members of his staff to attend Fire Commission meetings and present on the special projects and initiatives they are leading. This practice promotes transparency, fosters professional development, and gives the Commission valuable insight into the dedication, expertise, and collaborative efforts of the entire department.

4. Personnel and Resource Management

- Develop training programs; analyzes training needs with department mangers; establishes organizational and personnel development programs.
- Recognizes and addresses personnel problems at the earliest stages.
- Prepares the budget in accordance with department and county policies. Exercises fiscal control, with emphasis on controlling overtime.

Overall Rating – check one box**:**

__X Meets Expectations ___ Does Not Meet Expectations ___ Unable to Rate

Examples: **(Provide specific examples of performance)**

Commissioner #1: Chief Gibson is an exceptional manager of both people and resources. He demonstrates strong fiscal responsibility while ensuring the department has the personnel, equipment, and support needed to effectively serve the community. His leadership reflects a

thoughtful balance between operational efficiency and investing in the professional growth and well-being of his team.

I especially appreciate Chief Gibson's commitment to recognizing the outstanding efforts and accomplishments of the department's water safety personnel and firefighters. Taking the time to celebrate their achievements, milestones, and acts of service reinforces a culture of appreciation, boosts morale, and highlights the dedication and professionalism of those who serve our island every day. By acknowledging the hard work of his team, Chief Gibson fosters pride, teamwork, and a shared commitment to excellence throughout the department.

Commissioner #2: Chief Gibson is diligent in resource management, consistently ensuring that personnel, equipment, and budgetary resources are allocated effectively to meet operational needs. They demonstrate strong fiscal responsibility, monitor expenditures carefully, and proactively identify opportunities to improve efficiency while maintaining high service standards.

Commissioner #3: No comment.

Commissioner #4: Promotes higher training and development at all levels. Is fiscally responsible with all matters of the department.

Commissioner #5: Chief Gibson emphasized the importance of well-trained firefighters in preventing KFD and community loss of life and property during wildfires. One objective of Goal 3, Advance wildfire Mitigation and Resilience Initiatives, focus on training. Attendance at RT-130 wild-land fire refresher training is a key initiative to keep firefighters proficient and prepared to respond saflt to dangerous wildfire events.

Chief Gibson is an exceptional manager of both people and resources. He is diligent in resource management, consistently ensuring that personnel, equipment, and budgetary resources are allocated effectively to meet operational needs.

He demonstrates strong fiscal responsibility while ensuring the department has the personnel, equipment, and support needed to effectively serve the community. He monitors expenditures carefully and proactively identifies opportunities to improve efficiency while maintaining high service standards.

Chief Gibson has emphasized the importance of well-trained firefighters in the KFD and preventing community loss of life and property during wildfires. Specifically, one objective of Goal 3, Advance Wildfire Mitigation and Resilience Initiatives, focuses on training including the annual attendance at the Wildland Fire Safety Training (RT-130). This is a key initiative to keep firefighters proficient and prepared to respond safely to dangerous wildfire events.

His leadership reflects a thoughtful balance between operational efficiency and investing in the professional growth and the well-being of his team.

The Commission especially appreciates the Chief's commitment to promoting higher training and development at all levels as well as recognizing the outstanding efforts and accomplishments of the department's water safety personnel and firefighters. Taking the time to celebrate their achievements, milestones, and acts of service reinforces a culture of appreciation, boosts morale, and highlights the dedication and professionalism of those who serve our island every day. By

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acknowledging the hard work of his team, Chief Gibson fosters pride, teamwork, and a shared commitment to excellence throughout the department.

5. Communications

- Provides positive feedback and corrective counseling to subordinate personnel as appropriate.
- Maintains on-going communications with county leadership, and as the mayor's representative and spokesperson at the bargaining table with public sector unions.
- Keeps the Civil Service Commission and county leadership informed on incidents that could affect departmental operations and community relations. Responds promptly to Commission requests for information.

Overall Rating – check one box**:**

X Meets Expectations ___ **Does Not Meet Expectations** ___ **Unable to Rate**

Examples: (Provide specific examples of performance)

Commissioner #1: Chief Gibson is consistently approachable, knowledgeable, and transparent in his leadership. He is always willing to share information with the Fire Commission and the public, ensuring open communication and fostering trust through timely, accurate, and informative updates. His accessibility, professionalism, and commitment to keeping stakeholders informed reflect his dedication to accountability and public service.

Commissioner #2: I can only speak to Chief Gibson's communication style during the Fire Commission meetings. Chief Gibson consistently demonstrates strong communication skills, effectively managing up the organization by highlighting the accomplishments and contributions of team members while ensuring the Commission remains informed on key issues. Chief Gibson also shares compelling and inspiring stories that provide meaningful context, reinforce the department's mission, and help foster a positive understanding of the work being performed.

Commissioner #3: No comment.

Commissioner #4: Does a great job communicating on all levels!

Commissioner #5: Chief Gibson continued to effectively communicate, oral and written, during his monthly presentations to the Kauai Fire Commission. His presentations were always comprehensive and detailed enough for Commissioners to thoroughly understand what is going on at the KFD. His interactions with the public either in person or through the media were also highly informative and when appropriate, very compassionate.

Chief Gibson does a great job communicating on all levels. He is consistently approachable, knowledgeable, and transparent in his leadership. He demonstrates strong communication skills, effectively managing the organization by highlighting the accomplishments and contributions of team members while ensuring the Commission remains informed on key issues.

He is always willing to share information with the Fire Commission and the public, ensuring open communication and fostering trust through timely, accurate, and informative updates. His accessibility, professionalism, and commitment to keeping stakeholders informed reflect his dedication to accountability and public service.

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The Chief continues to effectively communicate, orally and in written reports, during his monthly presentations to the Kauai Fire Commission. His presentations are always comprehensive and detailed enough for Commissioners to thoroughly understand what is going on at the KFD. His interactions with the public either in person or through the media are also highly informative and when appropriate, very compassionate.

Additionally, the Chief also shares compelling and inspiring stories that provide meaningful context, reinforce the department's mission, and help foster a positive understanding of the work being performed.

Notable Accomplishments:

Commissioner #1: Chief Gibson is very thorough in his reporting and consistently keeps the Commission well informed of the Fire Department's accomplishments, challenges, and ongoing efforts. I appreciate his willingness to bring department colleagues before the Commission to share updates on their projects, initiatives, and progress toward established goals. His collaborative work with other county departments in implementing the Standards of Cover and Community Risk Reduction programs is particularly commendable. It is encouraging to see the county's departments working together so effectively, sharing resources and expertise, and taking a coordinated approach to improving public safety and services to our community.

Commissioner #2: See previous comments.

Commissioner #3: Great leader.

Commissioner #4: Wildland code.

Commissioner #5: One of Chief Gibson's notable accomplishments continues to be his dedication to accomplishing the objectives of his 2025-2026 Goal 4, Wildfire Mitigation and Community Resilience. This was done collaboratively working with multiple agencies. The most significant accomplishment was the adoption of the County's Wildland-Urban Interface code which increases building and land use standards such that wildfire risk is decreased. Additionally, the Community Wildfire Protection Plan is being updated such that the risk and community priorities remain current.

Chief Gibson is very thorough in his reporting and consistently keeps the Commission well informed of the Fire Department's accomplishments, challenges, and ongoing efforts. The Commission appreciates his willingness to bring department colleagues before the Commission to share updates on their projects, initiatives, and progress toward established goals.

One of Chief Gibson's notable accomplishments continues to be his dedication to accomplishing the objectives of his 2025-2026 Goal 3, Advance Wildfire Mitigation and ~~Community~~ Resilience Iniatives. This was done collaboratively working with multiple agencies. The most significant accomplishment was the adoption of the County's Wildland-Urban Interface code which increases building and land use standards such that wildfire risk is decreased. Additionally, the Community Wildfire Protection Plan is being updated such that the risk and community priorities remain current.

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His collaborative work with other county departments in implementing the Standards of Cover and Community Risk Reduction programs is particularly commendable. It is encouraging to see the county's departments working together so effectively, sharing resources and expertise, and taking a coordinated approach to improving public safety and services to our community.

Achievement of Goals:

Commissioner #1: I strongly believe Chief Gibson has realized and completed all of his goals for this period.

Commissioner #2: Chief Gibson had 3 goals for Fiscal Year July 2025 to June 2026 – from my point of view all 3 goals were achieved.

Commissioner #3: Always.

Commissioner #4: No comment.

Commissioner #5: Chief Gibson's 2025-2026 Goal 1 was modified to Finalize and Implement Standards of Cover (SOC) and Community Risk Reduction (CRR) Plan. His 2024-2025 Goals 2 and 3 continue in the 2025-2026 Goals. Goal 4, Strengthen Emergency Response Readiness, and Specialty Program Development, was added to FY 26 Goals. KFD staff diligently pursue initiatives that support the achievement of all four 2025-2026 Goals.

Chief Gibson and his team have worked to make positive progress on all of his goals for this period.

Specifically, Chief's 2025-2026 Goal 1 was modified to Finalize and Implement Standards of Cover (SOC) and Community Risk Reduction (CRR) Plan. His 2024-2025 Goals 2 and 3 continue in the 2025-2026 Goals. Goal 4, Strengthen Emergency Response Readiness, and Specialty Program Development, was added to FY 27 Goals. The KFD staff diligently pursue initiatives that support the achievement of all three 2025-2026 Goals.

Summary of Performance:

Commissioner #1: Chief Gibson has been proactive in all three goals and is doing a fantastic job. The Chief, in my opinion, does a fantastic job of follow-through and praising his troops. He is an excellent asset to our Kaua'i Fire Department.

Commissioner #2: See individual responses above for accomplishments.

Commissioner #3: Excellent.

Commissioner #4: No comment.

Commissioner #5: Chief Gibson consistently showed exemplary performance as a dedicated and dynamic Fire Chief. Furthermore, his collaborative approach and exceptional leadership ensured KFD operations are efficient, effective, and relative now and in the future.

Chief Gibson is doing an excellent job. The Chief has consistently delivered exemplary performance as a dedicated and dynamic Fire Chief. He has been proactive in all three goals.

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Furthermore, his collaborative approach and exceptional leadership ensured KFD operations are efficient, effective, and relative now and in the future.

Additionally, the Chief does a fantastic job of follow-through and praising his troops. He is an excellent asset to our Kaua‘i Fire Department.

Areas of Concern by Fire Commission:

Commissioner #1: I have no areas of concern.

Commissioner #2: No concerns.

Commissioner #3: No comment.

Commissioner #4: No comment.

Commissioner #5: No areas of concern.

There are no areas of concern.

Overall Performance for this Reporting Period:

Commissioner #1: Chief Gibson has met the overall performance for the reporting year.

Commissioner #2: Chief Gibson overall performance for this reporting period of July 2025 to June 2026 was exceptional.

Commissioner #3: Excellent.

Commissioner #4: Meets all expectations!

Commissioner #5: Chief Gibson most certainly “Met Expectations.”

Chief Gibson’s overall performance for this reporting period of July 2025 to June 2026 was exceptional. He has most certainly “Met Expectations”.

I Received a Copy of this Performance Review:

_____ **Date:** _____
Fire Chief

Discussed with Chief By:

_____ **Date:** _____
Chair – Kaua‘i Fire Commission

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SALARY COMMISSION

JOSHUA UYEHARA, CHAIR
WAYNE KATAYAMA, VICE CHAIR
BERNADETTE AKIONA-ARRUDA, MEMBER
STACIE CHIBA-MIGUEL, MEMBER
NANCY KANNA, MEMBER
PATRICK ONO, MEMBER
PAUL TONER, MEMBER

MEMORANDUM

March 12, 2025

To: The Honorable Council Chair Mel Rapozo and
Members of the Kaua'i County Council

From: Joshua Uyehara, Chair
and Members of the Salary Commission

Cc: The Honorable Mayor Derek Kawakami

Re: County of Kaua'i Salary Commission Resolution No. 2025-1

Pursuant to Section 29.03 of the Kaua'i County Charter ("Charter"), the Salary Commission ("Commission") forwards its Resolution No. 2025-1, setting forth the maximum salaries of all elected and appointed officers as defined in Section 23.01D of the Charter.

In adopting this Salary Resolution, the Commission considered the following:

1. On July 27, 2022, the Salary Commission adopted Resolution No. 2022-1, which increased the maximum salaries of all elected and appointed officers to their current levels. See Resolution No. 2022-1, attached hereto as **Exhibit A**.

2. The Salary Resolution No. 2022-1, increased salaries over a period of two and a half years, the last increase went into effect, on July 1, 2024.

3. Since the maximum salary increases detailed in the Salary Resolution No. 2022-1 went into effect, there have been no additional increases to the maximum salaries of the elected and appointed officers.

4. According to the United States Bureau of Labor Statistics Consumer Price Index (CPI), for the Honolulu area – November 2024. Area prices were up 3.5% from a year ago. The CPI data is attached hereto as **Exhibit B**.

5. For comparison purposes, the Commission reviewed across-the-board (ATB) percentage increases to salaries for various union bargaining units recently obtained through collective bargaining which were negotiated for multiple years. For example, Bargaining Units BU 01 (Blue Collar), BU 02 (Blue Collar Supervisors), BU 03 (White Collar) will each receive an ATB increase of 5% for the period of 7/1/23-6/30/24 and a 5.00% increase for the period of 7/1/2024-6/30/2025. Similarly, BU 04 (White Collar Supervisors) will each receive an increase of 4.96% for the period of 7/1/23-6/30/24 and a 5.00% increase for the period of 7/1/2024-6/30/2025. BU 13 (Professionals) will receive an increase of 4.00% for the period of 7/1/2023-6/30/2024, and a 3.59% increase for the period of 7/1/2024-6/30/2025. This does not include any lump sum awards or pay differentials. See "Collective Bargaining: Across-the-Board % increases Only," attached hereto as **Exhibit C**. See also "Collective Bargaining: Step Movements, Lump Sum Award," attached hereto as **Exhibit D**; "Collective Bargaining: Differentials, Other Pay," attached hereto as **Exhibit E**; and Collective Bargaining: Summary of Costs," attached hereto as **Exhibit F**.

6. The Commission also accounted for "salary inversions." A salary inversion occurs when a department head's annual salary is less than the annual wages of the positions of his or her subordinates. Salary inversions occur in various departments, including Finance, Human Resources, Public Works, Planning, Water, Fire and Police. They occur for a variety of reasons. First and foremost, although many department heads are on-call 24/7, unlike their subordinates, they are not eligible for overtime pay. Other contributing factors are the regular salary increases of the subordinate employees versus the sporadic increases of appointed employees. The departments most affected by inversions in the County are Fire and Police. Due to salary inversions the County has had difficulty attracting qualified internal candidates to a variety of leadership positions, particularly in the Fire and Police Departments. Although qualified internal candidates are highly desirable as they bring institutional knowledge and expertise to these leadership positions that an external candidate would not possess, the reality of a significant pay reduction along with increased responsibilities has been an consequential obstacle. See "Salary Inversions Chart," attached hereto as **Exhibit G**.

7. Most of the officers employed by the County of Kaua'i have lower maximum salaries than those in commensurate positions in the State and the counties of Honolulu, Hawai'i, and Maui. There are a few exceptions[1] to this persistent condition with the adoption of the 2022-1 Salary Resolution.

8. The competitive employment market and the lack of affordable housing has made it increasingly difficult for the County to attract and retain employees, as these individuals could transition laterally into a position with the State or other counties with similar responsibilities but significantly higher pay.

[1] The exceptions are Mayor ($164,472 vs. Maui $159,578), Deputy Prosecuting Attorneys ($136,512 vs. ranges for Maui, $104,029 – $162-359, Hawai'i, $112,572-$166,980, City and County of Honolulu, $78,120-$195,720), Parks and Recreation Deputy Director ($142,778 vs. Maui $140,700) and Council Chair ($88,512 vs. Maui $86,336).

9. While Kaua‘i is the smallest county by population, leadership positions entail the same and sometimes more responsibilities as similar albeit larger departments in the State. With a smaller department, Kaua‘i department heads and staff must assume a variety of duties whereas larger State departments are able to delegate these duties to specialized subordinates. See "Executive Salary Jurisdiction Comparisons," attached hereto as **Exhibit H**; "Comparison of County Department Data and Resident Population or FY 2024-2025," attached hereto as **Exhibit I**; "Executive Salary Recommendations," attached hereto as **Exhibit J**; December 6, 2024 Civil Beat article, "Green Says Budget Has Room for Public Worker Pay Raises, Even With Tax Cuts", attached hereto as **Exhibit K**.

10. From Fiscal Year 2024 to Fiscal Year 2025, County of Kaua'i revenues are projected to increase by $26 million or 8%. This includes a projected General Fund increase of $22.6 million, or 9.1%, primarily attributable to a real property tax increase of $15.8 million and the County Transient Accommodations Tax of $6.2 million. A review of the County's financial situation indicates that the County has the financial ability to accommodate the proposed maximum salary increases without increasing taxes, fees, or similar revenue-generating mechanisms. See "County of Kaua'i Financial Overview," attached hereto as **Exhibit L.**

11. For further information regarding the proposed maximum salary increases, see "Table of Projected Increases," attached hereto as **Exhibit M**.

Given the foregoing, the Salary Resolution No. 2025-1 is attached hereto as **Exhibit N** and incorporates the following:

12. Article I, Section 1, Part 1 of this Resolution proposes an initial three and a half percent (3.5%) increase in the maximum salaries for all elected and appointed positions for the period of July 1, 2025 to June 30, 2026.

13. Article I, Section 1, Part 2, stipulates salaries adjustments for the department head to ensure that the first deputy or first assistant position does not exceed 95% of the maximum salary of the relevant department head position as required by Hawai‘i Revised Statues (HRS) §46-24.

14. Article I, Section 1, Part 3, provides a similar salary adjustment for the Chief of Police to ensure that the Deputy Chief's salary does not exceed 95% due to the Salary Resolution No. 2020-2.

15. Article I, Section 2, of this Resolution proposes a second three and a half percent (3.5%) increase in the maximum salaries for all elected and appointed positions for the period of July 1, 2026 to June 30, 2027.

16. Article I, Section 3, of this Resolution proposes a third three and a half percent (3.5%) increase in the maximum salaries for all elected and appointed positions beginning July 1, 2027.

17. Article I, Section 4 of this Resolution provides further details regarding the rounding of the maximum salary amounts for Human Resources and payroll purposes, as well as details as to how the second and third three and a half percent (3.5%) increases are calculated based on the unrounded amounts of the maximum salaries.

18. Article II of this Resolution reaffirms the ability of the appointing authority to set the salary of a non-elected appointee or employee at a figure lower than the maximum salary established in the Resolution.

19. Article III of this Resolution enables all officers and employees to be eligible for any monetary monthly medical benefit offered in lieu of enrollment in the County Medical Coverage Plan.

The Commission offers these comments as a final epilogue to their deliberations:

20. The expressed intent of the Salary Commission by the adoption of this Resolution is to provide an interim solution to the long-standing issues of inversion, meeting the state mandates of HRS §46-24, recruitment, retention and supporting the County's negotiating position with the current bargaining units.

21. The Salary Commission will continue to deliberate over the next year to formulate a more global strategy and solution to these issues through the adoption of a Resolution in 2026.

Table of Exhibits and Attachments

Exhibit A, Resolution No. 2022-1

Exhibit B, United States Bureau of Labor Statistics Consumer Price Index, Honolulu Area – November 2024

Exhibit C, Collective Bargaining: Across-the-Board % Increases Only, 7/1/1997 – 6/30/2025

Exhibit D, Collective Bargaining: Step Movements, Lump Sum Awards, etc. (Non-ATB% Increases) 7/1/1997 – 6/30/2025

Exhibit E, Collective Bargaining: Differentials, Other Pay (Difference from July 1, 1997 to Present)

Exhibit F, Collective Bargaining: Summary of Costs 7/1/2021 – 6/30/2025

Exhibit G, Salary Inversions

Exhibit H, Executive Salary Jurisdiction Comparisons

Exhibit I, Comparison of County Department Data and Resident Population, FY 2021 - 2022

Exhibit J, Executive Salary Recommendations

Exhibit K, "Green Says Budget Has Room for Public Worker Pay Raises, Even with Tax Cuts", Kevin Dayton, Civil Beat, December 16, 2024

Exhibit L, County of Kauai Financial Overview, January 2025

Exhibit M, Table of Projected Increases

Exhibit N, Salary Resolution No. 2025-1

Exhibit A

Resolution No. 2022-1

SALARY COMMISSION

COUNTY OF KAUA'I

Resolution No. 2022-1

RESOLUTION RELATING TO THE SALARIES OF CERTAIN OFFICERS AND EMPLOYEES OF THE COUNTY OF KAUA'I

WHEREAS, pursuant to Section 29.01 of the Kaua'i County Charter, the Salary Commission of the County of Kaua'i establishes the maximum salaries of all elected and appointed officers as defined in Section 23.01D of the Charter,

NOW, THEREFORE, BE IT RESOLVED by the Salary Commission of the County of Kaua'i, State of Hawai'i, that the maximum salaries of certain officers of the County of Kaua'i are established as follows:

Article I. Salaries of Certain Officers and Employees

Section 1. For the period of January 1, 2023 to June 30, 2023, the maximum salaries shall increase by five percent (5.0%) for those officers and employees referenced in Article I (Parts 1, 2, and 3) of County of Kaua'i Resolution No. 2019-1.

Section 2. For the period of July 1, 2023 to June 30, 2024, the maximum salaries shall increase by five percent (5.0%) for those officers and employees referenced in Section 1 hereof based on their then effective maximum salaries.

Section 3. On July 1, 2024, the maximum salaries shall increase by five percent (5.0%) for those officers and employees referenced in Section 2 hereof based on their then effective maximum salaries.

Section 4. For payroll purposes, the maximum salaries in Sections 1, 2, and 3 hereof shall be rounded up to the nearest whole dollar amount that when divided by 24 results in a whole dollar amount. The five percent (5.0%) increase in Section 2 shall be calculated based on the unrounded amounts of the maximum salaries in Section 1 hereof, and the five percent (5.0%) increase in Section 3 shall be calculated based on the unrounded amounts of the maximum salaries in Section 2 hereof.

Article II. Maximum Salaries. The respective appointing authority may set the salary of any new or existing non-elected appointee at a figure lower than the figure established for the position in this Resolution. Elected officers may voluntarily accept a salary lower than the maximum salary established by this Resolution for their position or may voluntarily forego accepting a salary.

Article III. Severability. If five (5) or more councilmembers vote to reject any portion of this Resolution, the other portions of this Resolution not so rejected shall not be affected thereby. If the application of this Resolution or any of its provisions to any persons or circumstance is held invalid by a court of law, the application of this Resolution and its provisions to other persons or circumstances shall not be affected thereby.

Article IV. Transmittal of Salary Resolution. The County Clerk shall transmit to the Salary Commission, Mayor, Finance Director, and Human Resources Director a final approved copy of the resolution and note any rejected portions thereto within thirty (30) days after the effective date of this resolution.

Article V. This Resolution is effective on March 15, 2023.

Adopted by the Salary Commission at its meeting on July 27, 2022.

Patrick Ono, Chair

Laurie Yoshida, Vice Chair

Trinette Kaui

Howard Leslie

Kenneth Rainforth

John Venardos

Exhibit B

United States Bureau of Labor Statistics
Consumer Price Index,
Honolulu Area,
November 2024

Western Information Office

News Release Information

24-2546-SAN
Wednesday, December 11, 2024

Contacts

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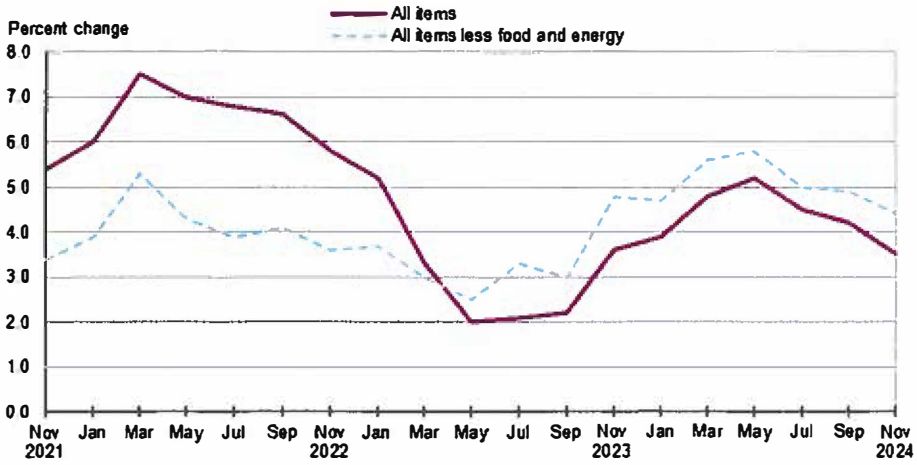
Consumer Price Index, Honolulu Area — November 2024

Area prices were up 0.1 percent over the past two months, up 3.5 percent from a year ago

Prices in the Honolulu area, as measured by the Consumer Price Index for All Urban Consumers (CPI-U), increased 0.1 percent for the two months ending in November 2024, the U.S. Bureau of Labor Statistics reported today. (See table A.) Regional Commissioner Chris Rosenlund noted that the November increase was influenced by higher prices for shelter. (Data in this report are not seasonally adjusted. Accordingly, bi-monthly changes may reflect seasonal influences.)

Over the last 12 months, the CPI-U advanced 3.5 percent. (See chart 1 and table A.) Food prices advanced 3.1 percent. Energy prices declined 5.1 percent, largely the result of a decrease in the price of electricity. The index for all items less food and energy rose 4.4 percent over the year. (See table 1.)

Chart 1. Over-the-year percent change in CPI-U, Urban Hawaii, November 2021–November 2024



Source: U.S. Bureau of Labor Statistics.

View Chart Data

Food

Food prices increased 0.1 percent for the two months ending in November. (See table 1.) Prices for food at home decreased 0.6 percent, led by lower prices for fruits and vegetables (-1.4 percent) and meats, poultry, fish, and eggs (-1.3 percent). Prices for food away from home increased 1.0 percent for the same period.

Over the year, food prices advanced 3.1 percent. Prices for food at home increased 1.7 percent since a year ago, with higher prices in four of the six grocery categories. Prices for food away from home increased 4.9 percent.

Energy

The energy index decreased 2.4 percent for the two months ending in November. The decrease was mainly due to lower prices for electricity (-5.2 percent). Prices for gasoline declined 0.6 percent, while prices for natural gas service rose 3.6 percent for the same period.

Energy prices declined 5.1 percent over the year, largely due to lower prices for electricity (-7.8 percent). Prices paid for natural gas service declined 5.8 percent, and prices for gasoline decreased 3.1 percent during the past year.

All items less food and energy

The index for all items less food and energy increased 0.3 percent in the latest two-month period. Higher prices for other goods and services (4.7 percent) and shelter (0.5 percent) were partially offset by lower prices for apparel (-8.1 percent) and education and communication (-2.5 percent).

Over the year, the index for all items less food and energy rose 4.4 percent. Components contributing to the increase included shelter (6.4 percent) and recreation (3.4 percent). Partly offsetting the increases were price decreases in used cars and trucks (-2.9 percent) and education and communication (-1.7 percent).

Table A. Urban Hawaii CPI-U 2-month and 12-month percent changes, all items index, not seasonally adjusted

Month	2020		2021		2022		2023		2024	
	2-month	12-month	2-month	12-month	2-month	12-month	2-month	12-month	2-month	12-month
January	0.5	1.7	0.3	1.4	0.9	6.0	0.3	5.2	0.5	3.9
March	0.6	1.8	0.9	1.8	2.4	7.5	0.6	3.3	1.5	4.8
May	0.2	1.3	2.1	3.8	1.6	7.0	0.3	2.0	0.7	5.2
July	0.0	1.3	0.8	4.6	0.6	6.8	0.7	2.1	0.0	4.5
September	0.6	1.9	1.0	5.0	0.8	6.6	0.9	2.2	0.7	4.2
November	-0.2	1.6	0.1	5.4	-0.6	5.8	0.8	3.6	0.1	3.5

The January 2025 Consumer Price Index for the Honolulu area is scheduled to be released on February 12, 2025.

Notice Regarding Ceasing Publication of Utility Indexes

With the publication of January 2025 data in February 2025, several indexes and average price series will be discontinued.

The following CPI **indexes** will continue to be published at the national level, but will be discontinued for all metropolitan areas, census divisions, and regional size classes:

- Electricity
- Utility (piped) gas (often referred to as natural gas)
- Energy services
- Fuels and utilities
- Household energy

The following CPI **average price series** will continue to be published at the national level, but will be discontinued for all metropolitan areas, census divisions, and regional size classes:

- Electricity per KWH
- Utility (piped) gas per therm

Technical Note

The Consumer Price Index (CPI) is a measure of the average change in prices over time in a fixed market basket of goods and services. The Consumer Price Index for Urban Hawaii is published bi-monthly. The set of components and sub-aggregates published for regional and metropolitan indexes is more limited than at the U.S. city average level; these indexes are byproducts of the national CPI program. Each local index has a much smaller sample size than the national or regional indexes and is, therefore, subject to substantially more sampling and other measurement error. As a result, local-area indexes are more volatile than the national or regional indexes. In addition, local indexes are not adjusted for seasonal influences. **NOTE: Area indexes do not measure differences in the level of prices between cities; they only measure the average change in prices for each area since the base period.**

The Urban Hawaii Core Based Statistical Area includes Honolulu County in the State of Hawaii.

Refer to the national CPI news release technical note or the Handbook of Methods for more information.

Information in this release will be made available to individuals with sensory impairments upon request. Voice phone: (202) 691-5200; Telecommunications Relay Service: 7-1-1.

Table 1. Consumer Price Index for All Urban Consumers (CPI-U): Indexes and percent changes for selected periods

Urban Hawaii (1982-84=100 unless otherwise noted)

Item and Group	Indexes				Percent change from-		
	Historical data	Sep. 2024	Oct. 2024	Nov. 2024	Nov. 2023	Sep. 2024	Oct. 2024
Expenditure category							

Footnotes
(1) Indexes on a December 1977=100 base.
(2) Indexes on a December 1982=100 base.
(3) Indexes on a December 1997=100 base.
(4) Special index based on a substantially smaller sample.
(5) Indexes on a December 1993=100 base.

- Data not available
NOTE: Index applies to a month as a whole, not to any specific date.

Item and Group	Historical data	Indexes			Percent change from-		
		Sep. 2024	Oct. 2024	Nov. 2024	Nov. 2023	Sep. 2024	Oct. 2024
All items		342.676	-	343.189	3.5	0.1	-
All items (1967=100)		943.379	-	944.788	-	-	-
Food and beverages		370.540	-	370.895	3.2	0.1	-
Food		374.553	-	374.870	3.1	0.1	-
Food at home		354.572	356.916	352.270	1.7	-0.6	-1.3
Cereals and bakery products		408.870	406.453	404.250	-1.1	-1.1	-0.5
Meats, poultry, fish, and eggs		335.918	329.669	331.613	-0.8	-1.3	0.6
Dairy and related products		289.683	296.270	295.509	4.4	2.0	-0.3
Fruits and vegetables		410.297	408.783	404.635	1.9	-1.4	-1.0
Nonalcoholic beverages and beverage materials(1)		436.678	455.681	439.513	7.1	0.6	-3.5
Other food at home		353.556	361.680	351.216	2.5	-0.7	-2.9
Food away from home		392.532	-	396.615	4.9	1.0	-
Alcoholic beverages		305.331	-	306.766	6.1	0.5	-
Housing		375.246	-	375.561	5.1	0.1	-
Shelter		409.854	409.194	411.835	6.4	0.5	0.6
Rent of primary residence(2)		411.309	411.749	412.877	5.5	0.4	0.3
Owners' equiv. rent of residences(2)		420.308	419.814	421.893	6.1	0.4	0.5
Owners' equiv. rent of primary residence(2)		420.308	419.814	421.893	6.1	0.4	0.5
Fuels and utilities		463.563	-	450.102	-3.1	-2.9	-
Household energy		384.955	376.195	367.445	-7.5	-4.5	-2.3
Energy services		378.424	369.637	360.976	-7.6	-4.6	-2.3
Electricity		378.083	369.116	358.584	-7.8	-5.2	-2.9
Utility (piped) gas service		320.230	315.171	331.617	-5.8	3.6	5.2
Household furnishings and operations		168.854	-	166.674	0.6	-1.3	-
Apparel		135.559	-	124.574	1.7	-8.1	-
Transportation		272.769	-	275.977	2.7	1.2	-
Private transportation		277.075	-	281.094	1.0	1.5	-
New and used motor vehicles(3)		121.012	-	122.461	-1.2	1.2	-
New vehicles(1)		186.261	-	188.052	0.4	1.0	-
Used cars and trucks(1)		307.235	-	310.813	-2.9	1.2	-
Motor fuel		357.303	356.098	355.087	-3.1	-0.6	-0.3
Gasoline (all types)		366.721	365.466	364.448	-3.1	-0.6	-0.3
Gasoline, unleaded regular(1)		379.925	378.584	377.538	-3.2	-0.6	-0.3
Gasoline, unleaded midgrade(4)(1)		307.383	305.919	305.196	-2.5	-0.7	-0.2
Gasoline, unleaded premium(1)		346.354	345.339	344.338	-2.7	-0.6	-0.3
Medical care		-	-	521.072	0.5	-	-
Recreation(3)		156.191	-	154.757	3.4	-0.9	-
Education and communication(3)		155.141	-	151.326	-1.7	-2.5	-
Tuition, other school fees, and child care(1)		2,058.264	-	2,056.458	2.4	-0.1	-
Other goods and services		613.867	-	642.561	3.2	4.7	-
Commodity and service group							
All items		342.676	-	343.189	3.5	0.1	-
Commodities		253.501	-	253.143	1.2	-0.1	-
Commodities less food & beverages		184.945	-	184.257	-0.6	-0.4	-
Nondurables less food & beverages		247.389	-	246.297	1.4	-0.4	-
Durables		124.189	-	123.818	-2.7	-0.3	-
Services		420.547	-	421.802	4.8	0.3	-
Special aggregate indexes							

Footnotes

(1) Indexes on a December 1977=100 base.
(2) Indexes on a December 1982=100 base.
(3) Indexes on a December 1997=100 base.
(4) Special index based on a substantially smaller sample.
(5) Indexes on a December 1993=100 base.

- Data not available

NOTE: Index applies to a month as a whole, not to any specific date.

Item and Group	Historical data	Indexes Sep. 2024	Oct. 2024	Nov. 2024	Percent change from- Nov. 2023	Sep. 2024	Oct. 2024
All items less medical care		333.692	-	333.644	3.8	0.0	-
All items less shelter		313.034	-	312.754	1.6	-0.1	-
Commodities less food		189.373	-	188.714	-0.5	-0.3	-
Nondurables		311.382	-	311.104	2.6	-0.1	-
Nondurables less food		250.852	-	249.866	1.7	-0.4	-
Services less rent of shelter(2)		428.834	-	428.759	2.1	0.0	-
Services less medical care services		412.126	-	413.030	5.4	0.2	-
Energy		369.807	365.366	361.041	-5.1	-2.4	-1.2
All items less energy		343.151	-	344.189	4.1	0.3	-
All items less food and energy		339.644	-	340.825	4.4	0.3	-

Footnotes
(1) Indexes on a December 1977=100 base
(2) Indexes on a December 1982=100 base
(3) Indexes on a December 1997=100 base
(4) Special index based on a substantially smaller sample
(5) Indexes on a December 1993=100 base

- Data not available
NOTE: Index applies to a month as a whole, not to any specific date.

Last Modified Date: Wednesday, December 11, 2024

U.S. BUREAU OF LABOR STATISTICS Western Information Office Attn: EA & I, 90 Seventh Street Suite 14-100 San Francisco, CA 94103-6715

Telephone: 1-415-625-2270 www.bls.gov/regions/west Contact Western Region

Exhibit C

Collective Bargaining: Across-the-Board % Increases Only, 7/1/1997 – 6/30/2025

Collective Bargaining: Across-the-Board % Increases Only
7/1/1997 - 6/30/2025

Contract Period	UPW	HGEA					HFFA	SHOPO
	BU01 (Blue Collar)	BU 02 (Blue Collar Supervisors)	BU 03 (White Collar)	BU 04 (White Collar Supervisors)	BU 13 (Professional)	BU 15 (Ocean Safety Officers)	BU11	BU 12
7/1/1997-6/30/1998	0.00%	2.49%	2.23%	2.23%	1.55%	2.23%	0.00%	2.69%
7/1/1998-6/30/1999	0.00%	2.50%	0.00%	0.00%	1.54%	0.00%	0.00%	0.00%
7/1/1999-6/30/2000	10.47%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.00%
7/1/2000-6/30/2001	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.00%
7/1/2001-6/30/2002	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	5.00%	2.00%
7/1/2002-6/30/2003	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
7/1/2003-6/30/2004	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.50%	4.00%
7/1/2004-6/30/2005	7.53%	5.00%	5.00%	5.00%	5.00%	5.00%	1.50%	4.00%
7/1/2005-6/30/2006	4.75%	3.50%	3.50%	3.50%	3.50%	3.50%	4.00%	4.00%
7/1/2006-6/30/2007	4.67%	3.50%	3.50%	3.50%	3.50%	3.50%	4.00%	4.00%
7/1/2007-6/30/2008	5.16%	4.00%	4.00%	4.00%	4.00%	4.00%	5.00%	6.00%
7/1/2008-6/30/2009	5.14%	4.00%	4.00%	4.00%	4.00%	4.00%	5.00%	6.00%
7/1/2009-6/30/2010	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%	6.00%
7/1/2010-6/30/2011	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%	6.00%
7/1/2011-6/30/2012	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7/1/2012-6/30/2013	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7/1/2013-6/30/2014	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	3.50%
7/1/2014-6/30/2015	4.00%	2.00%	2.00%	2.00%	0.00%	2.00%	4.00%	3.50%
7/1/2015-6/30/2016	4.00%	4.30%	0.00%	0.00%	3.50%	0.00%	4.00%	4.00%
7/1/2016-6/30/2017	4.00%	4.00%	1.60%	1.60%	3.50%	4.00%	5.00%	5.80%
7/1/2017-6/30/2018	3.20%	3.20%	3.50%	3.50%	3.20%	2.00%	2.00%	2.00%
7/1/2018-6/30/2019	3.45%	3.45%	3.50%	3.50%	3.45%	2.25%	2.25%	2.25%
7/1/2019-6/30/2020	3.20%	0.00%	0.00%	0.00%	2.15%	4.50%	2.00%	2.00%
7/1/2020-6/30/2021	3.20%	2.40%	3.46%	7.34%	2.03%	4.50%	2.00%	2.00%
7/1/2021-6/30/2022	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7/1/2022-6/30/2023	3.72%	3.72%	3.72%	3.72%	2.00%	3.00%	3.00%	5.00%
7/1/2023-6/30/2024	5.00%	5.00%	5.00%	4.96%	4.00%	4.00%	4.00%	5.00%
7/1/2024-6/30/2025	5.00%	5.00%	5.00%	5.00%	3.59%	4.00%	4.00%	5.00%
TOTAL % Increases	**91.49%**	**71.06%**	**63.01%**	**66.85%**	**63.51%**	**65.48%**	**77.25%**	**91.74%**

Exhibit D

Collective Bargaining:
Step Movements, Lump Sum Awards, etc.
(Non-ATB% Increases)
7/1/1997 – 6/30/2025

Collective Bargaining: Step Movements, Lump Sum Awards, etc. (Non-ATB % Increases)
7/1/1997 - 6/30/2025

Contract Period	UPW	HGEA					HFFA	SHOPO
	BU01	BU 02 (Blue Collar Supervisors)	BU 03 (White Collar)	BU 04 (White Collar Supervisors)	BU 13 (Professional)	BU 15 (Ocean Safety Officers)	BU11	BU 12
7/1/2013-6/30/2014	-	-	Added step M (3 years on step L); Continue SMs (no more than one SM from 7/1/2013-6/30/2015)	Added step M (3 years on step L); Continue SMs (no more than one SM from 7/1/2013-6/30/2015)	-	Added step M (3 years on step L); Continue SMs (no more than one SM from 7/1/2013-6/30/2015)	Added Step L5 (25+ years of service); Catch-up SM on service anniversary date; Continue Service SMs	Service step & Catch-up SM
7/1/2014-6/30/2015	-	EEs eligible for SMs between 7/1/2009-6/30/2014 rec'd catch-up SMs on 7/1/2014 (no retro); EEs on max step rec'd $1,000 lump sum; Continue SMs	-	-	$1,500 lump sum; EEs eligible for SMs between 7/1/2009-6/30/2014 rec'd catch-up SMs on 7/1/2014 (no retro); Continue SMs	-	Catch-up SMs on service anniversary date; EEs with 25 or more years of service, but below step L5, were placed on step L5 on the EE's service anniversary date; Continue Service SMs (no more than one SM from 7/1/2014-6/30/2015)	Service step & Catch-up SM
7/1/2015-6/30/2016	-	Continue SMs	EEs eligible for SMs between 7/1/2009-6/30/2015 rec'd catch-up SMs on 7/1/2015 (no retro); EEs on max step rec'd $1,500 lump sum or EEs not receiving SM in the year; Continue SMs	EEs eligible for SMs between 7/1/2009-6/30/2015 rec'd catch-up SMs on 7/1/2015 (no retro); EEs on max step rec'd $1,500 lump sum or EEs not receiving SM in the year; Continue SMs	Continue SMs	EEs eligible for SMs between 7/1/2009-6/30/2015 rec'd catch-up SMs on 7/1/2015 (no retro); EEs on max step rec'd $1,500 lump sum or EEs not receiving SM in the year; Continue SMs	Catch-up SMs on service anniversary date; EEs with 25 or more years of service, but below step L5, were placed on step L5 on the EE's service anniversary date; Continue Service SMs (no more than one SM from 7/1/2015-6/30/2016)	Service step & Catch-up SM
7/1/2016-6/30/2017	-	Continue SMs	$1,200 lump sum; Continue SMs	$1,200 lump sum; Continue SMs	Continue SMs	Restructured BU 03 scale to create newly established BU 14 salary schedule; Continue SMs	Catch-up SMs on service anniversary date; EEs with 25 or more years of service, but below step L5, were placed on step L5 on the EE's service anniversary date; Continue Service SMs	Service step & Catch-up SM
7/1/2017-6/30/2018	$1,000 lump sum	Continue SMs	$150 lump sum	$150 lump sum	Continue SMs	$500 lump sum; Continue SMs	Continue SMs	Continue SMs
7/1/2018-6/30/2019	$1,000 lump sum	Continue SMs	$150 lump sum; 1/1/2019 - Eliminate Step A & all EEs on Step A to move to Step B	$150 lump sum; 1/1/2019 - Eliminate Step A & all EEs on Step A to move to Step B	Continue SMs	$500 lump sum; Continue SMs	Continue SMs	Continue SMs
7/1/2019-6/30/2020	-	$2,000 lump sum; Eliminate SMs	$2,800 lump sum; No SMs	5.98% lump sum; No SMs	Continue SMs; $750 lump sum for EEs not eligible for a SM	Continue SMs	Lump Sum Bonus based on Step ranging from $1,800 (Step E) to $2,000 $Step L-5); Continue SMs	Lump Sum Bonus based on Step ranging from $1,800 (Step A) to $2,000 $Step L-5); Continue SMs
7/1/2020-6/30/2021	-	EEs on Step A1 to move to C1 (Delete Steps A1 and B1); EEs on Step B1, C1, and L5 as of 6/30/20 to receive 5.29% incr.	No SMs; EEs on Step B to L move up one step; Eliminate Step B; Salary scale for SR-04 to SR-08 incr. between 2-10.1%; Step M will receive 4% lump sum payment	No SMs; EEs on Step B to move to Step C; Eliminate Step B	Continue SMs; $750 lump sum for EEs not eligible for a SM	Continue SMs	Lump Sum Bonus based on Step ranging from $1,800 (Step E) to $2,000 Step L-5); Additional Lump Sum of $500 for EEs on L-5; New L-6 Step to be implemented on 6/30/2021; Continue SMs	Lump Sum Bonus based on Step ranging from $1,800 (Step A) to $2,000 Step L-5); Additional Lump Sum of $500 for EEs on L-5; New L-6 Step to be implemented on 6/30/2021; Continue SMs
7/1/2021-6/30/2022	$1,000 lump sum	1% lump sum off annual base pay	$1,000 lump sum	1% lump sum off annual base pay	2% lump sum off annual base pay for EEs on Step M; No SMs	1% lump sum off annual base pay; continue SMs	Continue SMs	Continue SMs
7/1/2022-6/30/2023					SM on 7/1/2022 for EEs eligible in FY2022; continue SMs	Continue SMs	Continue SMs	Continue SMs
7/1/2023-6/30/2024					Continue SMs; EEs on Step C move to Step D; Eliminate Step C	Continue SMs	Continue SMs	Continue SMs
7/1/2024-6/30/2025					Continue SMs	Continue SMs	Continue SMs	lump sum between $1,800 and $2,000 based on years of service; continue SMs

Collective Bargaining: Step Movements, Lump Sum Awards, etc. (Non-ATB % Increases)
7/1/1997 - 6/30/2025

Contract Period	UPW	HGEA					HFFA	SHOPO
	BU01	BU 02 (Blue Collar Supervisors)	BU 03 (White Collar)	BU 04 (White Collar Supervisors)	BU 13 (Professional)	BU 15 (Ocean Safety Officers)	BU11	BU 12
7/1/1997-6/30/1998	-	Continue Step Movements (SM)					Continue Step Movements (SM), Longevity Pay (4% at 10 years; 8% at 15 year, and 12% at 20 years); or lump sum salary supplement	-
7/1/1998-6/30/1999	BC-01 technical adj, plus lump sum 2.7x monthly salary	Continue Step Movements (SM)					Longevity pay on service anniversary date	-
7/1/1999-6/30/2000	-	-					-	-
7/1/2000-6/30/2001	-	-					-	-
7/1/2001-6/30/2002	-	EEs eligible for SMs between 7/1/1999-7/1/2001 rec'd SM on 7/2/2001 (no retro); Continue SMs					Continue longevity pay based on years of service; EEs with 25+ years of service placed on max step	-
7/1/2002-6/30/2003	-	Continue SMs					Continue longevity pay based on years of service	Continue SMs
7/1/2003-6/30/2004	-	-					Incorporate longevity pay into EE's basic rate of pay; Catch-up SMs or service SM for 7/1/2003-6/30/2004; EEs below L3 step w/25+ years of service moved to step L3 on 7/1/2003 & to step L4 on EE's service anniversary date	Catch-up & Service SMs
7/1/2004-6/30/2005	$7.00 (7/1/2004) + $47.30 (5/16/2005) ATB increase employer's premium health fund contribution above 60% restored as wages)	New Salary Scale; Delete Step A (EEs move to Step B); EEs placed on appropriate step based on years of service	EEs eligible for SMs between 7/1/2003-6/30/2004 rec'd SM on 7/1/2004 (no retro); Continue SMs				Catch-up SMs or service SM for 7/1/2004-6/30/2005; EEs with 25+ years of service moved to step L4 on EE's service anniversary date	Catch-up & Service SMs
7/1/2005-6/30/2006	-	Increase diff between steps to 2%; Add step L3 (20+ years of service); Continue SMs	Continue SMs				Catch-up SMs or service SM for 7/1/2005-6/30/2006; EEs with 23+ years of service moved to step L4 on EE's service anniversary date	-
7/1/2006-6/30/2007	-	Continue SMs					Catch-up SMs or service SM for 7/1/2006-6/30/2007; EEs with 23+ years of service moved to step L4 on EE's service anniversary date	-
7/1/2007-6/30/2008	BC-01, BC-09+, WS-01+ technical adj made	Added steps L4 (20-24 years of service; L5 (25+ years of service); Continue SMs	Continue SMs				EEs placed on appropriate step based on years of service; Catch-up SMs or service SM for 7/2/2007-6/30/2008	Added new step
7/1/2008-6/30/2009	BC-09+, WS-01+ technical adj made	Continue SMs	Continue SMs	Continue SMs	Added step M (3 years on step L & 27+ years of service); Continue SMs	Continue SMs	Catch-up SMs or service SM for 7/1/2008-6/30/2009; EEs with 22+ years of service moved to step L4 on EE's service anniversary date	-
7/1/2009-6/30/2010	5% pay reduction (13 days of furlough from 1/1/2010-6/30/2010)	6.92% pay reduction (18 days of furlough from 10/1/2009-6/30/2010)					Catch-up SMs or service SM for 7/1/2009-6/30/2010; EEs with 22+ years of service moved to step L4 on EE's service anniversary date	-
7/1/2010-6/30/2011	9.23% pay reduction (24 days of furlough during FY)	9.23% pay reduction (24 days of furlough during FY)					Catch-up SMs or service SM for 7/1/2010-6/30/2011; EEs with 22+ years of service moved to step L4 on EE's service anniversary date	-
7/1/2011-6/30/2012	5.38% pay reduction (14 days of furlough from 12/1/2011-6/30/2012)	5% pay reduction (13 days of furlough during FY)					-	-
7/1/2012-6/30/2013	5.38% pay reduction (14 days of furlough during FY)	5% pay reduction (13 days of furlough during FY)					-	-

Exhibit E

Collective Bargaining:
Differentials, Other Pay
(Difference from July 1, 1997 to Present)

Collective Bargaining: Differentials, Other Pay
(Difference from July 1, 1997 to Present)

Type of Pay		UPW	HGEA					HFFA	SHOPO
		BU01	BU 02 (Blue Collar Supervisors)	BU 03 (White Collar)	BU 04 (White Collar Supervisors)	BU 13 (Professional)	BU 15 (Ocean Safety Officers)	BU11	BU 12
Standard of Conduct	7/1/1997	N/A	N/A					N/A	$75.00/mo =/< PO 8 Salary Range; $85.00/mo =/> PO 9 Salary Range
	Present								$658.67/mo =/< PO 8 Salary Range; $693.33/mo =/> PO 9 Salary Range
Rank-for-Rank	7/1/1997	N/A	N/A					None	N/A
	Present							Up to twelve (12) shifts or 288 hours/year	
Bureau Opportunity Benefit Incentive (BOBI) 40-hr positions	7/1/1997	N/A	N/A					None	N/A
	Present							$350.00/mo	
Meal Allowance	7/1/1997	$4.25 - Breakfast; $4.75 - Lunch; $6.00 - Dinner	$4.25 - Breakfast; $4.75 - Lunch; $6.00 - Dinner	$4.25 - Breakfast; $4.75 - Lunch; $6.00 - Dinner	$4.25 - Breakfast; $4.75 - Lunch; $6.00 - Dinner	$4.25 - Breakfast; $4.75 - Lunch; $6.00 - Dinner	$4.25 - Breakfast; $4.75 - Lunch; $6.00 - Dinner	$6.50/meal	$8.00 - Meal 1; $3.25 - Meal 2; $3.00 - Meal 3
	Present	$6.00 - Breakfast; $8.00 - Lunch; $10.00 - Dinner	$8.00 - Breakfast; $10.00 - Lunch; $12.00 - Dinner	$6.00 - Breakfast; $8.00 - Lunch; $10.00 - Dinner	$8.00 - Breakfast; $10.00 - Lunch; $12.00 - Dinner	$8.00 - Breakfast; $10.00 - Lunch; $12.00 - Dinner	$6.00 - Breakfast; $8.00 - Lunch; $10.00 - Dinner	$10.00/meal	$6.00 - Breakfast; $8.00 - Lunch; $10.00 - Dinner
Night Differential	7/1/1997	$0.70/hr =/> 30 min; $0.35/hr < 30 min	$0.45/hr =/> 30 min; $0.28/hr < 30 min	$0.55/hr =/> 30 min; $0.28/hr < 30 min	$0.55/hr =/> 30 min; $0.28/hr < 30 min	$0.45/hr =/> 30 min; $0.23/hr < 30 min	$0.55/hr =/> 30 min; $0.28/hr < 30 min	$0.45/hr =/> 30 min; $0.23/hr < 30 min	$0.55/hr =/> 30 min; $0.28/hr < 30 min
	Present	$0.45/hr =/> 30 min; $0.23/hr < 30 min	$0.60/hr =/> 30 min; $0.30/hr < 30 min					$0.60/hr =/> 30 min; $0.30/hr < 30 min	
Uniform Allowance	7/1/1997	$20.00/mo - Full Uniform; $10.00/mo - Button shirt only; $6.00/mo - T-shirt	$20.00/mo - Full Uniform; $10.00/mo - Button shirt, trousers, or jacket only; $6.00/mo - T-shirt or Shorts	$20.00/mo - Full Uniform; $10.00/mo - Button shirt, trousers, or jacket only; $6.00/mo - T-shirt or Shorts	$20.00/mo - Full Uniform; $10.00/mo - Button shirt, trousers, or jacket only; $6.00/mo - T-shirt or Shorts	$20.00/mo - Full Uniform; $10.00/mo - Button shirt, trousers, or jacket only; $6.00/mo - T-shirt or Shorts	$20.00/mo - Full Uniform; $10.00/mo - Button shirt, trousers, or jacket only; $6.00/mo - T-shirt or Shorts	$25.00/mo	$300.00/year
	Present		$25.00/mo - Full uniform; $15.00/mo - Button shirt, trousers, or jacket only; $10.00/mo - T-shirt or Shorts	$20.00/mo - Full uniform; $10.00/mo - Button shirt, trousers, or jacket only; $6.00/mo - T-shirt or Shorts	$25.00/mo - Full uniform; $15.00/mo - Button shirt, trousers, or jacket only; $10.00/mo - T-shirt or Shorts	$25.00/mo - Full uniform; $15.00/mo - Button shirt, trousers, or jacket only; $10.00/mo - T-shirt or Shorts	$25.00/mo - Full uniform; $15.00/mo - Button shirt, trousers, or jacket only; $10.00/mo - T-shirt or Shorts	$35.00/mo	
Hazard Pay	7/1/1997	Most Severe (25%); Severe (15%)	Most Severe (25%); Severe (15%)					Airborne (25%); Aquatic, Rappelling, HAZMAT (15%)	20-25%
	Present								
Split Shift Differential	7/1/1997	$0.25/hr =/> 30 min; $0.13/hr < 30 min	$0.25/hr =/> 30 min; $0.13/hr < 30 min					N/A	1.5x for each hr worked exceeded 10 hrs
	Present								
Stand-By Duty	7/1/1997	$1.30/hr =/> 30 min; $0.65/hr < 30 min	25% of daily rate (up to 2 portions per calendar day)					25% of daily rate	25% of daily rate
	Present	25% of daily rate (up to 2 portions per calendar day)						40-hr EEs - 25% of daily rate; 24-hr Ees - 25% of 53-hrly rate x # of hrs	
Travel Allowance (on-island - impracticable to return home)	7/1/1997	$20.00/day	$20.00/day					$20.00/day	$20.00/day
	Present	$24.00/day						$50.00 per 24-hr shift (temp chg in station); $20.00/day	
Travel Allowance (intrastate travel)	7/1/1997	$80.00/day	$80.00/day					$80.00/day	$80.00/day
	Present	$90.00/day	$90.00/day						$90.00/day
Travel Allowance (out-of-state travel)	7/1/1997	$130.00/day	$130.00/day					$130.00/day	$130.00/day
	Present	$145.00/day	$145.00/day						$145.00/day
Night Alarm Premium	7/1/1997	N/A	N/A					25% of hrly rate per hr =/> 30 min; 13% of hrly rate per hr < 30 min	N/A
	Present								
Firearm Maintenance Allowance	7/1/1997	N/A	N/A					N/A	$420.00/year
	Present								$1,000.00/year
Bomb Technicians Differential	7/1/1997	N/A	N/A					N/A	10% of monthly base pay
	Present								
Explosive Canine Handlers Differential	7/1/1997	N/A	N/A					N/A	5% of monthly base pay
	Present								
Canine Handlers Differential	7/1/1997	N/A	N/A					N/A	$132.00/mo
	Present								
Auto Allowance	7/1/1997	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$488.00/mo (Sergeants & above); $450.00/mo (Officers)
	Present			$500.00/year for Liquor Control Investigators	$500.00/year for Liquor Control Investigators				$600.00/mo (Sergeants & above); $562.00/mo (Officers)
Aerial Observer Differential	7/1/1997	N/A	N/A				N/A	N/A	N/A
	Present						$5.00/hr		
Rescue Craft Operator Differential	7/1/1997	N/A	N/A				N/A	N/A	N/A
	Present						$3.50/hr		
EMT-B Certificate Differential (Ocean Safety Officers)	7/1/1997	N/A	N/A				N/A	N/A	N/A
	Present						$1.00/hr		

Exhibit F

Collective Bargaining: Summary of Costs 7/1/2021 – 6/30/2025

Collective Bargaining: Summary of Costs
7/1/2021 - 6/30/2025

Contract Period		UPW	HGEA					HFFA	SHOPO
		BU01 (Blue Collar)	**BU 02** (Blue Collar Supervisors)	**BU 03** (White Collar)	**BU 04** (White Collar Supervisors)	**BU 13** (Professional)	**BU 15** (Ocean Safety Officers)	**BU11**	**BU 12**
7/1/2021-6/30/2022	Out of Pocket	1.96%	1.00%	2.36%	1.00%	0.75%	1.71%	0.26%	0.65%
7/1/2022-6/30/2023	Out of Pocket	2.60%	3.52%	2.58%	3.51%	3.37%	3.30%	5.44%	5.53%
7/1/2023-6/30/2024	Out of Pocket	4.71%	4.73%	4.71%	4.71%	4.28%	4.28%	4.53%	5.56%
7/102024-6/30/2025	Out of Pocket	4.71%	4.73%	4.71%	4.71%	3.79%	4.66%	4.46%	5.53%
TOTAL % Increases	**Out of Pocket**	**14.66%**	**14.67%**	**15.07%**	**14.60%**	**12.73%**	**14.71%**	**15.54%**	**18.40%**
7/1/2021-6/30/2022	Increase to Base	0.00%	0.00%	0.00%	0.00%	0.00%	1.57%	1.50%	1.25%
7/1/2022-6/30/2023	Increase to Base	3.72%	3.72%	3.72%	3.72%	3.99%	3.95%	6.25%	6.33%
7/1/2023-6/30/2024	Increase to Base	5.00%	5.00%	5.00%	5.00%	5.02%	5.10%	5.33%	6.36%
7/1/2024-6/30/2025	Increase to Base	5.00%	5.00%	5.00%	5.00%	4.42%	5.68%	5.38%	6.33%
TOTAL % Increases	**Increase to Base**	**14.35%**	**14.35%**	**14.35%**	**14.35%**	**14.04%**	**17.25%**	**19.70%**	**21.75%**

Exhibit G

Salary Inversions

SALARY INVERSIONS
CONFIDENTIAL

Finance Department	**Base**	**Additional**	**Overtime**	**Other**	**Total**
Director of Finance	$ 138,276	$ -	$ -	$ -	$ 138,276
Deputy Director of Finance	$ 132,732	$ -	$ -	$ -	$ 132,732
Information Technology Manager	$ 119,459	$ -	$ 271	$ 31,811	$ 151,541
Assistant Chief Procurement Officer	$ 137,053	$ -	$ -	$ -	$ 137,053

Human Resources Department	**Base**	**Additional**	**Overtime**	**Other**	**Total**
Human Resources Director	$ 132,732	$ -	$ -	$ -	$ 132,732
Human Resources Manager III	$ 151,119	$ -	$ -	$ -	$ 151,119

Public Works Department	**Base**	**Additional**	**Overtime**	**Other**	**Total**
County Engineer	$ 147,480	$ -	$ -	$ -	$ 147,480
Deputy County Engineer	$ 132,732	$ -	$ -	$ -	$ 132,732
Civil Engineer VII Manager	$ 148,763	$ 37,386	$ -	$ 128	$ 186,277
Civil Engineer VI	$ 111,753	$ 4,404	$ 6,226	$ 31,820	$ 154,203
Wastewater Plant Ops & Maint Sup	$ 91,884	$ -	$ 34,179	$ 27,413	$ 153,476
County Landfill Worksite Supervisor	$ 84,207	$ -	$ 50,809	$ 3,505	$ 138,521
Fiscal Management Officer	$ 133,813	$ -	$ 198	$ 29	$ 134,040
Planning Department	**Base**	**Additional**	**Overtime**	**Other**	**Total**
Planning Director	$ 138,276	$ -	$ -	$ -	$ 138,276
Deputy Planning Director	$ 126,912	$ -	$ -	$ -	$ 126,912
Planning Program Manager	$ 129,982	$ -	$ 184	$ 267	$ 130,433

Water Department	**Base**	**Additional**	**Overtime**	**Other**	**Total**
Manager & Chief Engineer	$ 147,480	$ -	$ -	$ -	$ 147,480
Deputy Mgr & Chief Engineer (vacant)	$ 132,732	$ -	$ -	$ -	$ 132,732
Civil Engineer VII Manager	$ 154,378	$ -	$ 72,913	$ 2,980	$ 230,271
Waterworks Controller	$ 129,853	$ -	$ 37,779	$ 128	$ 167,760
Waterworks IT Manager	$ 73,097	$ -	$ 67,139	$ 15,061	$ 155,297

SALARY INVERSIONS
CONFIDENTIAL

Fire Department	Base	Additional	Overtime	Other	Total
Fire Chief	$ 147,480	$ -	$ -	$ 420	$ 147,900
Deputy Fire Chief	$ 132,732	$ -	$ -	$ 420	$ 133,152
Battalion Fire Chief	$ 132,475	$ -	$ 38,438	$ 11,389	$ 182,302
Battalion Fire Chief	$ 125,979	$ -	$ 39,779	$ 7,144	$ 172,902
Fire Captain	$ 117,067	$ -	$ 35,421	$ 17,867	$ 170,355
Battalion Fire Chief	$ 127,259	$ -	$ 31,046	$ 8,596	$ 166,901
Fire Captain	$ 116,604	$ -	$ 23,650	$ 23,300	$ 163,554
Fire Captain	$ 117,067	$ -	$ 29,933	$ 16,463	$ 163,463
Fire Captain	$ 117,067	$ -	$ 25,200	$ 18,289	$ 160,556
Fire Captain	$ 115,772	$ 4,200	$ 37,738	$ 950	$ 158,660
Fire Captain	$ 112,544	$ -	$ 36,262	$ 8,909	$ 157,715
Fire Captain	$ 117,067	$ -	$ 30,539	$ 9,976	$ 157,582
Fire Captain	$ 115,735	$ -	$ 25,715	$ 15,305	$ 156,755
Fire Captain	$ 121,787	$ -	$ 24,637	$ 9,445	$ 155,869
Fire Captain	$ 117,067	$ -	$ 28,242	$ 10,259	$ 155,568
Fire Fighter III	$ 98,958	$ -	$ 40,029	$ 9,827	$ 148,814
Fire Fighter III	$ 100,096	$ -	$ 28,663	$ 17,598	$ 146,357
Fire Captain	$ 115,772	$ -	$ 21,935	$ 8,216	$ 145,923
Fire Captain	$ 108,243	$ -	$ 29,556	$ 6,983	$ 144,782
Fire Captain	$ 112,544	$ -	$ 23,335	$ 8,321	$ 144,200
Fire Captain	$ 112,544	$ -	$ 22,866	$ 8,186	$ 143,596
Fire Captain	$ 108,792	$ -	$ 24,126	$ 9,124	$ 142,042
Fire Captain	$ 108,792	$ -	$ 24,183	$ 9,060	$ 142,035
Fire Captain	$ 108,243	$ -	$ 23,136	$ 8,425	$ 139,804
Fire Captain	$ 106,704	$ -	$ 24,338	$ 8,210	$ 139,252
Fire Captain	$ 112,544	$ 700	$ 18,175	$ 7,550	$ 138,969
Fire Captain	$ 108,243	$ -	$ 20,716	$ 8,678	$ 137,637
Fire Fighter III	$ 93,045	$ -	$ 27,122	$ 17,189	$ 137,356
Battalion Fire Chief	$ 127,941	$ 4,433	$ 1,824	$ 422	$ 134,620
Fire Fighter III	$ 98,990	$ -	$ 16,929	$ 17,707	$ 133,626
Fire Fighter III	$ 92,579	$ -	$ 33,099	$ 7,521	$ 133,199

SALARY INVERSIONS
CONFIDENTIAL

Police Department	Base	Additional	Overtime	Other	Total
Police Chief	$ 147,480	$ 15,064	$ -	$ 1,300	$ 163,844
Deputy Police Chief (vacant)	$ 132,732	$ 15,064	$ -	$ 1,300	$ 149,096
Police Captain	$ 140,363	$ 16,064	$ 41,358	$ 13,886	$ 211,671
Assistant Chief of Police	$ 148,826	$ 16,064	$ 12,844	$ 8,756	$ 186,490
Police Lieutenant	$ 125,133	$ 16,520	$ 14,797	$ 26,902	$ 183,352
Police Officer I	$ 79,297	$ 8,904	$ 88,912	$ 4,056	$ 181,169
Police Officer I	$ 82,464	$ 8,904	$ 77,632	$ 12,026	$ 181,026
Detective	$ 105,541	$ 16,064	$ 46,472	$ 12,903	$ 180,980
Detective	$ 110,110	$ 16,064	$ 38,337	$ 15,291	$ 179,802
Detective	$ 105,541	$ 17,648	$ 44,580	$ 10,969	$ 178,738
Assistant Chief of Police	$ 157,011	$ 16,064	$ 4,425	$ 334	$ 177,834
Detective	$ 108,505	$ 13,254	$ 37,653	$ 15,653	$ 175,065
Detective	$ 112,337	$ 11,643	$ 38,839	$ 11,421	$ 174,240
Police Sergeant	$ 114,846	$ 16,520	$ 9,175	$ 29,110	$ 169,651
Police Sergeant	$ 114,846	$ 9,320	$ 42,116	$ 2,136	$ 168,418
Police Lieutenant	$ 125,133	$ 16,064	$ 18,951	$ 7,860	$ 168,008
Detective	$ 101,122	$ 26,176	$ 31,773	$ 6,101	$ 165,172
Police Officer I	$ 101,122	$ 8,904	$ 49,045	$ 5,366	$ 164,437
Police Officer II	$ 93,170	$ 9,320	$ 29,396	$ 29,410	$ 161,296
Police Sergeant	$ 112,337	$ 16,064	$ 24,243	$ 7,627	$ 160,271
Detective	$ 105,541	$ 16,064	$ 27,426	$ 10,515	$ 159,546
Detective	$ 112,337	$ 16,064	$ 17,934	$ 13,103	$ 159,438
Police Sergeant	$ 119,930	$ 9,320	$ 27,518	$ 1,776	$ 158,544
Police Lieutenant	$ 114,820	$ 16,064	$ 14,364	$ 12,119	$ 157,367
Police Lieutenant	$ 130,483	$ 16,310	$ 4,993	$ 346	$ 152,132
Police Captain	$ 129,250	$ 16,064	$ 5,405	$ 371	$ 151,090

Exhibit H

Executive Salary Jurisdiction Comparisons

Executive Salary Jurisdiction Comparisons

POSITIONS	STATE[1]	C&C HONOLULU	HAWAII	MAUI	KAUA'I[2]
EFFECTIVE DATES: (EXCEPT AS NOTED)	7/1/24	7/1/24	7/1/24	7/1/24	7/1/24
GOVERNOR	$189,480				
LT. GOVERNOR	$188,400				
ADMIN DIRECTOR of the STATE	$188,400				
MAYOR		$217,392	$209,028	$159,578	$164,472
M.D./ ADMIN. ASS'T./ DIR.		$207,912	$197,496	$172,154	$158,640
DEPUTY M.D.		$197,136	$170,676	$154,939	
PROS ATTY		$206,040	$197,004	$173,073	$158,640
1ST DEPUTY PA		$195,888	$187,668	$164,418	$142,776
DEPUTIES: PA, Corp Counsel		$78,120 - $195,720 (PA) $78,120 - $195,720 (CC)	$98,508 - $169,920 (PA)[8] $112,572 - $166,980 (CC)	$92,776 - $158,288 (PA) $104,029 - $162,359 (CC)	$136,512 (PA, CC)
DEPT. HEADS					
DAGS, DBEDT, DCCA, DHHL, DHS, DLIR, DLNR, DOA, DOH, DOT, PSD, TAX	$179,436				
BUDGET & FINANCE	$188,400	$194,208	$170,652	$159,466	$148,728
ATTORNEY GENERAL/CORP COUNSEL	$188,400	$199,776	$197,004	$173,073	$158,640
HUMAN RESOURCES	$179,436	$194,208	$165,384	$155,080	$142,776
INFO TECH		$194,208	$162,540		
POLICE		$239,976	$197,052	$183,889	$158,640
FIRE		$232,368	$194,400[4]	$183,889	$158,640[4]
MEDICAL EXAMINER		$400,008			
EMERGENCY SERVICES		$194,208			
PLANNING		$194,208	$170,676	$158,996	$148,728
PUBLIC WORKS			$170,460	$169,333	$158,640[5]
DESIGN & CONSTRUCTION		$194,208			
FACILITIES MAINTENANCE		$194,208			
ENVIRONMENTAL SVCS/MGT		$194,208	$170,676	$169,333	
LIQUOR		^	$162,540	$161,063	$136,508
WATER		$199,517.76[6] (7/1/20)	$175,980[6]	$165,263	$158,640
CUSTOMER SERVICES		$194,208			
ENTERPRISE SERVICES		$194,208			
HOUSING			$162,540	$155,392	$142,776
COMMUNITY SERVICES		$194,208			
HUMAN CONCERNS				$155,392	
LAND MANAGEMENT		$194,208			
PARKS		$194,208	$165,540	$156,332	$148,728
RESEARCH & DEV./ECONOMIC DEV.			$162,540		$136,512
ROYAL HAWAIIAN BAND		$184,272			
TRANSPORTATION		$194,208		$146,307	
AGRICULTURE				$119,700	
EAST MAUI WATER AUTHORITY				$149,000	
O'IWI RESOURCES				$119,700	
DEPUTIES					
DAGS, DBEDT, DCCA, DHHL, DHS, DLIR, DLNR, DOA, DOH, DOT, PSD, TAX	$156,096 - $165,048				
BUDGET & FINANCE	$163,896 - $173,316	$184,272	$162,516	$143,518	$142,776
1ST DEPUTY AG/CORP COUNSEL	$163,896 - $173,316	$195,888	$187,668	$164,418	$142,776
HUMAN RESOURCES	$156,096 - $165,048	^^	$157,668	$139,571	

POSITIONS	STATE[1]	C&C HONOLULU	HAWAII	MAUI	KAUA'I[2]
EFFECTIVE DATES: (EXCEPT AS NOTED)	7/1/24	7/1/24	7/1/24	7/1/24	7/1/24
INFO TECH		$184,272			
POLICE		$228,864	$187,668	$174,694	$142,776
FIRE		$221,592	$184,680[4]	$174,694	$142,776[4]
MEDICAL EXAMINER		$390,120			
EMERGENCY SERVICES		$184,272			
PLANNING		$184,272	$162,540	$143,097	$136,512
PUBLIC WORKS			$162,348	$152,401	$142,776[5]
DESIGN & CONSTRUCTION		$184,272			
FACILITIES MAINTENANCE		$184,272			
ENVIRONMENTAL SVCS/MGT		$184,272	$162,540	$152,401	
LIQUOR				$144,956	
WATER		$190,448.76[6] (7/1/20)	$167,220[6]	$147,511	$142,776
CUSTOMER SERVICES		$184,272			
ENTERPRISE SERVICES		$184,272			
HOUSING				$139,853	
COMMUNITY SERVICES		$184,272			
HUMAN CONCERNS				$139,853	
LAND MANAGEMENT		$184,272			
PARKS		$184,272	$157,668	$140,700	$142,776
RESEARCH & DEV/ ECONOMIC DEV.			$146,292		
TRANSPORTATION		$184,272		$131,676	
AGRICULTURE				$107,730	
O'IWI RESOURCES				$107,730	
LEGISLATIVE BRANCH					
	1/1/24	**7/1/24**	**7/1/24**	**7/1/24**	**7/1/24**
SPEAKERS/PRES	$83,052				
MEMBERS HSE/SEN	$74,160				
COUNCIL CHAIRPERSON		$127,368	$99,024	$86,336	$88,512
COUNCIL MEMBERS		$117,360	$90,024	$80,299	$78,672
COUNTY CLERK		$194,208	$162,540	$173,073	$148,728
DEPUTY COUNTY CLERK			$146,292	$164,418	$142,776
COUNTY AUDITOR		$194,208	$162,540	$159,370	$148,728

[1] State departments have statewide responsibility for all islands.

[2] Salaries for the County of Kaua'i reflects the maximum salary each position may be compensated at. The respective appointing authority may set the salary of any new or existing non-elected appointee at a figure lower than the maximum salary.

[3] Maui's Budget & Finance does not include Budget.

[4] Hawaii's Fire includes Emergency Medical Services and Ocean Safety; Kauai Fire includes Ocean Safety

[5] Kauai's Public Works includes Environmental

[6] Salary set by Water Board

[7] For Maui's Prosecuting Attorney and Corporation Counsel deputies, appointing authority can set the salary 20% higher or lower than the salary range, provided that the salary does not exeed that of the 1st Deputy.

[8] For Hawaii, the minimum range of the Deputy Prosecuting Attorneys cannot be lower than 50% of the Prosecuting Attorney's salary.

^ City's Liquor Commission is headed by a civil service employee and is administratively assigned to the Department of Budget and Fiscal Services.

^^ City's HR Deputy is a Civil Service position

Last Updated 1/9/2025

Exhibit I

Comparison of
County Department Data and
Resident Population,
FY 2024 – 2025

COMPARISON OF COUNTY DEPARTMENT DATA AND RESIDENT POPULATION

FY 2024 - 2025

	COUNTY		RESIDENT POPULATION		SQUARE MILES
	HONOLULU		989,408		601
	HAWAI`I		207,615		4,028
	MAUI		164,183		1,162
	KAUA`I		73,851		622

DEPARTMENTS	COUNTY	ANNUAL SALARY		NO. OF POSITIONS [1, 2, 3, 4]	OPERATING BUDGET
MANAGEMENT	HAWAI`I	$197,496	incl Mayor's Ofc	23	$2,211,793
(Managing Director or	HONOLULU	$207,912	incl Culture & Arts	73.50	$9,523,855
Administrative Assistant)			Neighborhood Commission	16	$1,464,198
			Mayor's office	7	$996,195
	MAUI	$172,154	Incl MD, IT, & GIS (General & grant funds). Excl C/W IT Equip	92	$62,695,502
	KAUA`I	$158,640	assigned to Mayor's Office, b/c and admin	19	$3,867,552
PROS ATTORNEY	HAWAI`I	$197,004		132	$15,106,982
	HONOLULU	$206,040		313.10	$29,687,335
	MAUI	$173,073	General & Grant funds	94.8	$10,972,926
	KAUA`I	$158,640		47	$7,269,646
CORP COUNSEL	HAWAI`I	$197,004		34	$5,501,114
	HONOLULU	$199,776		111	$16,289,576
	MAUI	$173,073	General fund	48.60	$5,380,568
	KAUA`I	$158,640		20	$4,126,966
INFORMATION TECH	HAWAI`I	$162,540		40	$12,924,780
	HONOLULU	$194,208		167	$36,969,157
FINANCE	HAWAI`I	$170,652	includes VRL	165	$21,483,151
	HONOLULU	$194,208	BFS-Budget Admin & Fiscal/CIP	329.98	$28,799,700
	HONOLULU	$194,208	Customer Svc-Satellite City / MV Reg	303.50	$30,448,890
	MAUI	$159,466	General & Grant funds less C/W expense	194	$16,646,158
	KAUA`I	$148,728	incl Information Technology; risk mgmt & admin	103	$19,557,025
FIRE	HAWAI`I	$194,400	EMS & Water Safety	620	$76,207,056
	HONOLULU	$232,368		1,190.50	$156,002,805
	HONOLULU	$194,208	Emergency Svcs (Ambulance & Water Safety)	724.50	$72,951,295
	MAUI	$183,889	General, Revolving & Grant funds	478.50	$70,196,675
	KAUA`I	$158,640	commission & admin	225	$45,401,131
HOUSING	HAWAI`I	$162,540		64	$64,696,613
	HONOLULU	$194,208	Community Services, more social svcs than housing dev	285	$160,092,415
	MAUI	$155,392	General & Grant funds	39	$118,285,256
	MAUI	$155,392	Human Concerns; split from Housing Dept; General, Revolving & Grant fund	126	$31,896,061
	KAUA`I	$142,776		30	$28,023,373
LIQUOR	HAWAI`I	$162,540		20	$2,470,602
	HONOLULU	*	B&FS - Liquor Commission	57	$4,951,121
	MAUI	$161,063	Liquor & Revolving funds less overhead/admin allocation to GF	25	$3,800,648
	KAUA`I	$136,508		9	$1,512,808
PARKS & REC	HAWAI`I	$165,540	includes zoo, golf course, county band, elderly activites, etc	427	$44,116,430
	HONOLULU	$194,208		1,216.70	$120,592,128
	HONOLULU	$194,208	Enterprise Svc-Zoo, Golf, NBC/Waikiki Shell	307.56	$30,527,364
	MAUI	$156,332	General, Golf & Grant funds	480.40	$42,318,187
	KAUAI	$148,728		208	$30,070,833

Exhibit 7

DEPARTMENTS	COUNTY	ANNUAL SALARY		NO. OF POSITIONS (1, 2, 3, 4)		OPERATING BUDGET
HUMAN RESOURCES	HAWAI`I	$165,384	Safety/WC	34		$4,115,686
	HONOLULU	$194,208		98.48		$8,376,690
	MAUI	$155,080	General fund	25		$2,410,981
	KAUA`I	$142,776		25		$4,243,492
PLANNING	HAWAI`I	$170,676	Planning & Permitting	67		$7,052,066
	HONOLULU	$194,208	Planning & Permitting	399		$38,181,636
	MAUI	$158,996	General, Grant & revolving funds	83.50		$9,095,376
	KAUA`I	$148,728		31		$3,678,664
POLICE	HAWAI`I	$197,052		817		$93,170,800
	HONOLULU	$239,976		2,840.96		$366,653,377
	MAUI	$183,889	General, grant & revolving funds	570.70		$84,484,500
	KAUA`I	$158,640		245		$48,291,539
PUBLIC WORKS	HAWAI`I	$170,460		478		$65,051,223
	HONOLULU	$194,208	Design & Construction	198		$28,005,752
	HONOLULU	$194,208	Facility Maintenance	854		$135,932,237
	MAUI	$169,333	General, Highway & Revolving funds less overhead/admin/debt service allocation to GF	367.30		$69,999,243
	KAUA`I	$158,640	(incl wastewater; solid waste)	275		$113,395,977
ENVIRONMENTAL	HAWAI`I	$170,676		278		$73,375,662
SVCS/MGT	HONOLULU	$194,208		1,174		$376,480,797
	MAUI	$169,333	General, Sewer, Solid Waste, Environmental Protection & Sustainability, Grant & Revolving funds less overhead/admin/debt service allocation to GF	258		$120,613,717
RESEARCH & DEV	HAWAI`I	$162,540		26		$4,112,046
	KAUA`I	$136,512	Economic Development	8		$3,773,208
COUNTY CLERK	HAWAI`I	$162,540		85		$7,509,096
	HONOLULU	$194,208	City Clerk**	43		$6,422,619
	MAUI	$173,073	General fund (***)	31		$2,784,276
	KAUA`I	$148,728		38		$6,975,075
WATER	HAWAI`I	$175,980	*^	196		$69,151,304
	HONOLULU	$199,517.76 (eff. 7/1/2020)	*^	748		$272,619,998
	MAUI	$165,263	Enterprise fund less overhead/admin/debt service allocation to GF	230		$83,136,394
	KAUA`I	$158,640		119		$47,554,730
TRANSPORTATION	HONOLULU	$194,208		177.95		$438,058,971
	MAUI	$146,307	General, Highway & Grant funds	16		$53,743,036
COUNTY AUDITOR	HAWAI`I	$162,540		5		$907,122
	HONOLULU	$194,208		13		$2,106,101
	MAUI	$159,370				$1,772,510
	KAUA`I	$148,728		5**^		$366,040
LAND MGMT	HONOLULU	$194,208		34		$10,327,829
MEDICAL EXAMINER	HONOLULU	$400,008		28		$4,904,659
ROYAL HAWAIIAN BAND	HONOLULU	$184,272		41.50		$3,312,617
AGRICULTURE	MAUI	$119,700	General fund	13		$8,231,016
EAST MAUI WATER AUTHORITY	MAUI	$149,000	General	4		$590,160
OIWI RESOURCES	MAUI	$119,700	General & Revolving funds	7		$1,428,359

DEPARTMENTS	COUNTY	ANNUAL SALARY		NO. OF POSITIONS [1, 2, 3, 4]		OPERATING BUDGET
NOTES:	* Honolulu Liquor Commission headed by a civil service employee and is administratively assigned to the Department of Budget & Fiscal Services.					
	** Salary for City Clerk set by City Council, not Salary Commission. Does not include Office of Council Services, City Council, and City Auditor Information.					
	*** Salary for Maui County Clerk set by County Council via resolution, not Salary Commission.					
	*^ Salary set by Water Board					
	**^ Positions in the Kauai County Auditor's Office are currently vacant and are expected to remain vacant for the duration of the fiscal year.					
	[1] For the County of Hawaii, the total number of positions budgeted for the fiscal year is reflected.					
	[2] For the City and County of Honolulu, the total number of positions (FTE) budgeted for the fiscal year is reflected.					
	[3] For the County of Maui, the number of positions is reflected.					
	[4] For the County of Kauai, the number of positions funded under the budget is reflected.					
Rev: 1/9/2025 (CCH) - salaries eff. 7/1/2024						
Rev: 12/20/2024 (COH) - salaries eff. 7/1/2024						
Rev: 12/27/2024 (Kauai) - salaries eff. 7/1/2024						
Rev: 12/18/2024 (Maui) - salaries eff. 7/1/2024						

Exhibit J

Executive Salary Recommendations

Figure 1 - Executive Salary Recommendations

Position	No. of Pos	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023	7/1/2024
Governor	1	165,048	171,648	175,944	180,348	184,860	189,480
Lieutenant Governor	1	162,552	170,676	174,948	179,316	183,804	188,400
Tier 1 Admin. Director of the State, Attorney General, Director of Budget and Finance	3	162,552	170,676	174,948	179,316	183,804	188,400
Tier 2 Dept. Directors DAGS, DBEDT, DCCA, DHHL, DHRD, DHS, DLIR, DLNR, DOA, DOH, DOT, PSD, TAX	13	154,812	162,552	166,620	170,784	175,056	179,436
Tier 1 Deputy Dept. Directors Attorney General, Budget and Finance	2	141,420 - 149,544	148,488 - 157,020	152,196 - 160,944	156,000 - 164,964	159,900 - 169,092	163,896 - 173,316
Tier 2 Deputy Dept. Directors DAGS, DBEDT, DCCA, DHHL, DHRD, DHS, DLIR, DLNR, DOA, DOH, DOT, PSD, TAX	24	134,676 - 142,416	141,408 - 149,532	144,948 - 153,276	148,572 - 157,104	152,292 - 161,028	156,096 - 165,048

Exhibit K

"Green Says Budget Has Room for Public Worker Pay Raises, Even with Tax Cuts",
Kevin Dayton,
Civil Beat,
December 16, 2024

Hawai‘i State Government

Green Says Budget Has Room For Public Worker Pay Raises, Even With Tax Cuts

The governor is also budgeting $400 million in each of the next two years to settle claims from the Lahaina wildfire victims.

By Kevin Dayton / December 16, 2024
Reading time: 5 minutes.

Share Article 28

Hawai‘i can absorb the largest tax cut in state history and still afford raises for public workers in the upcoming union negotiations, Gov. Josh Green said Monday at his annual presentation of the administration’s proposed state budget.

Green unveiled his administration’s proposed $21 billion two-year general fund budget in a briefing for reporters, highlighting his plans for wildfire mitigation, the Lahaina recovery effort and his ambitious initiatives to combat homelessness.

Green acknowledged the $1 billion year-end cash surpluses his administration has been projecting may shrink to half that amount as the Legislature diverts money into its own initiatives, but said the state still has record-setting cash reserves.

“We are in a good place as a state,” Green said. “We have adequate resources to meet our priorities and needs.”



Gov. Josh Green listens to state Director of Budget and Finance Luis Salaveria, left, during Monday’s briefing on the administration’s proposed budget for the next two years. Green is confident the state can cover the cost of public worker raises, resolving claims related to the Maui wildfire wildfire and other expenses without making deep budget cuts. (Kevin Fujii/Civil Beat/2024)

Green's proposed two-year budget totals $41 billion when all sources of funding such as federal and special fund revenues are included. In addition the administration is planning $1.9 billion in construction projects that would be funded with borrowed money.

Green's new budget was delivered to the Legislature eight months after it approved a huge income tax cut that will reduce state tax collections by more than $1 billion a year when it is fully phased in.

That tax cut has some lawmakers worrying the state may resort to deep budget cuts to balance the budget, but Green says that won't be necessary under his plan.

His budget documents project total spending from the state general fund will decline over the next two years, which would be extraordinary given Honolulu's very high inflation rate and the unusual expenses the state must absorb, such as costs related to the Maui wildfire recovery.

The general fund financial plan presented by the administration for fiscal years 2026 and 2027 also shows surpluses of more than $1 billion.

But Green said he expects those numbers will change.

"There will be definitely priorities that will emerge from the Legislature which will tap into some of these dollars," he said of the surplus. "We tend to want to carry over at least $500 million."

Contract negotiations are underway with public worker unions including the Hawai'i Government Employees Association and the United Public Workers. That will be an additional expense that is not built into the proposed budget.

Green said the raises will likely amount to about 3.5% for the first year of the new contract, and slightly more in the second year. That would cost the state an extra $300 million over the two-year budget cycle, which he said would be affordable given the large projected budget surpluses.

The proposed budget does include more than $400 million the state would set aside in each of the next two years as its share of a $4 billion settlement fund to resolve claims related to the deadly Lahaina wildfire last year.

Maui County, Hawaiian Electric Co., Hawaiian Telcom and Kamehameha Schools have also agreed to contribute money to the fund to settle claims by fire victims.



Green is proposing to commit more than $400 million in each of the next two years to help settle claims by victims of the Lahaina fire, and also to provide $15 million to the state Department of Transportation to cut firebreaks. (Kevin Fujii/Civil Beat/2023)

The proposed budget also includes $50 million for each of the next two years for Green's signature "kauhale" villages program to house homeless people. He said he expects to have 30 of the villages operating across the state by 2026.

Green said those villages will provide 1,500 to 1,800 units for the homeless — including some who need extensive health care and other services — and added he believes the kauhale villages have already reduced the numbers of severely ill people in neighborhoods like Chinatown.

He said the kauhale are expected to save the state $485 million over 10 years by reducing the demand for services by people who remain unsheltered. Green said the administration will present the details of that calculation to lawmakers during session next year.

The administration is also seeking $2.2 million to fund a new office of the fire marshal, which would become part of the state Department of Defense, and another $15 million for the Department of Transportation to finance fire breaks.

During the budget briefing Green said he intends to submit a separate bill to the Legislature next year that would authorize the administration to withdraw about $50 million a year in interest earnings from the state's Emergency and Budget Reserve Fund to finance state efforts to cope with climate change.

That so-called "rainy day" budget fund now has more than $1.5 billion to be held in reserve for the next budget crisis, and that pool of money earns interest.

Green has sought for the last several years to levy a new "green fee" on Hawaii visitors to help cope with the impacts of climate change and to protect natural resources in Hawaii, but that idea has died each year at the Legislature.

Green said Monday he expects lawmakers may ultimately decide to combine his proposal to siphon off some interest earnings from the budget reserve fund with an increase in the hotel room tax and increases in impact fees for visitors for attractions such as parks.

He said the state needs about $200 million year "to deal with shoreline erosion, beach loss, firebreaks and so on."

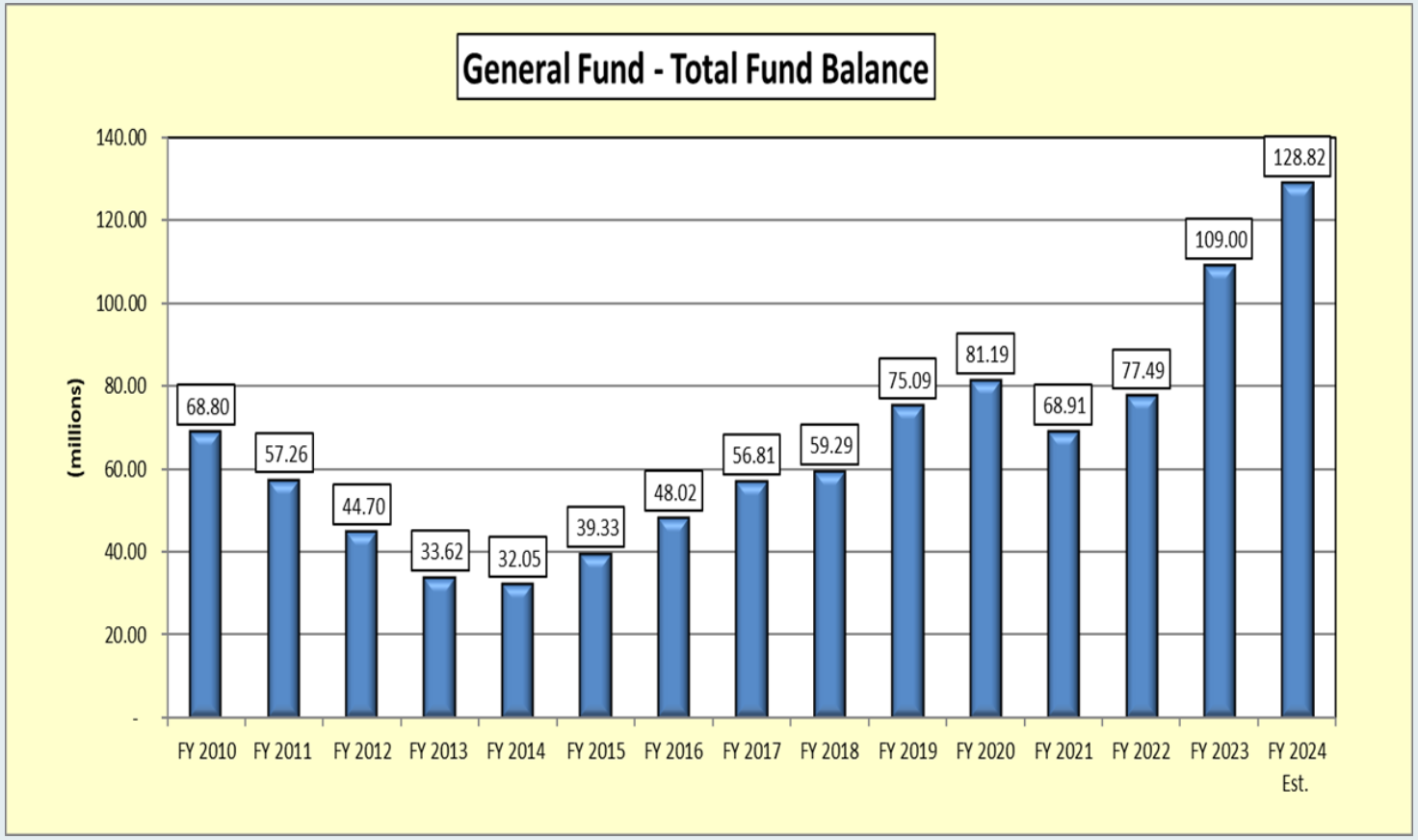
Exhibit L

County of Kauai Financial Overview, January 2025

COUNTY OF KAUAʻI FINANCIAL OVERVIEW

SALARY COMMISSION – JANUARY 23, 2025

COUNTY OF KAUA`I – GENERAL FUND FUND BALANCE



REVENUES BY FUND SUMMARY

Fund	Fund Desc	FY 2024	FY2025	$ + / -	% + / -
001	GENERAL FUND	250,291,100	272,980,015	22,688,915	9.1%
201	HIGHWAY FUND	18,240,474	18,637,099	396,625	2.2%
202	G.E. TAX	32,475,000	35,430,000	2,955,000	9.1%
204	LIQUOR FUND	1,430,783	1,430,783	0	0.0%
205	BEAUTIFICATION	385,000	400,000	15,000	3.9%
206	CRIMINAL ASSETS FOREFIETURE	45,000	45,000	0	0.0%
208	SOLID WASTE FUND	9,564,500	9,951,600	387,100	4.0%
209	PARKS IMPROVE & MAINT R	90,000	90,000	0	0.0%
211	HOUSING & COMMUNITY Dev	191,000	191,000	0	0.0%
502	SEWER FUND	11,224,415	10,398,862	(825,553)	-7.4%
503	GOLF FUND	984,900	1,461,800	476,900	48.4%
512	HOUSING REVOLVING FUND	252,200	252,200	0	0.0%
513	KALEPA HOUSING FUND	1,218,840	1,218,840	0	0.0%
514	PAANAU HOUSING FUND	837,000	837,700	700	0.1%
		327,230,212	353,324,899	26,094,687	8.0%

REVENUE: REAL PROPERTY TAXES

		FY 24		FY 23			
TAX CLASS	PROPERTY CLASS	Tax Revenue	% of Total	Tax Revenue	% of Total	$ +/-	% +/-
1	RESIDENTIAL	29,652,829	13.5%	30,296,717	16.1%	(643,888)	-2.1%
2	VAC RENTAL	53,075,602	24.1%	44,449,490	23.7%	8,626,112	19.4%
3	COMMERCIAL	13,495,668	6.1%	12,004,857	6.4%	1,490,812	12.4%
4	INDUSTRIAL	4,967,849	2.3%	4,165,410	2.2%	802,439	19.3%
5	AGRICULTURE	10,591,919	4.8%	8,533,352	4.5%	2,058,567	24.1%
6	CONSERVATION	838,967	0.4%	909,140	0.5%	(70,173)	-7.7%
7	HOTEL/RESORT	38,030,100	17.3%	29,770,257	15.8%	8,259,843	27.7%
8	HOMESTEAD	17,198,751	7.8%	17,736,403	9.4%	(537,652)	-3.%
9	RES INVESTOR	45,216,416	20.5%	33,551,369	17.9%	11,665,047	34.8%
10	COMMERCIALIZED HOME USE	7,114,360	3.2%	6,445,578	3.4%	668,782	10.4%
		220,182,461	**100.%**	**187,862,572**	**100.%**	**32,319,890**	**17.2%**

REVENUE: REAL PROPERTY TAXES

	Assessed Value (Billions)				Parcel Counts			Average Property Value			
Tax Class	FY24	FY23	$ +/-	% +/-	FY24	FY23	+/-	FY24	FY23	$ +/-	% +/-
Residential	$5.572	$5.169	$0.404	7.81%	7,439	7,712	(273)	$749,061	$670,211	78,850	11.76%
Vacation Rental	$5.423	$4.545	$0.879	19.33%	3,799	3,999	(200)	$1,427,539	$1,136,444	291,095	25.61%
Commercial	$2.064	$1.769	$0.295	16.67%	1,012	1,030	(18)	$2,039,763	$1,717,830	321,933	18.74%
Industrial	$0.653	$0.537	$0.116	21.66%	442	451	(9)	$1,477,212	$1,189,977	287,235	24.14%
Agriculture	$1.749	$1.431	$0.318	22.22%	2,303	2,307	(4)	$759,612	$620,419	139,193	22.44%
Conservation	$0.178	$0.188	($0.010)	-5.26%	215	220	(5)	$828,732	$854,858	(26,126)	-3.06%
Hotel & Resort	$3.610	$2.789	$0.821	29.43%	3,532	3,333	199	$1,022,100	$836,867	185,233	22.13%
Homestead	$8.535	$8.097	$0.437	5.4%	11,925	12,006	(81)	$715,685	$674,435	41,250	6.12%
Residential Investor	$5.150	$3.727	$1.423	38.19%	1,652	1,239	413	$3,117,445	$3,007,991	109,454	3.64%
Commercialized Home use	$1.823	$1.676	$0.147	8.76%	2,040	1,977	63	$893,783	$848,000	45,784	5.4%
Totals:	**$34.758**	**$29.929**	**$4.829**	**16.14%**	**34,359**	**34,274**	**85**				

OVERALL OPERATING BUDGET ELEMENTS BY CATEGORY

		% of		% of	FY 2024 vs FY 2025	
	FY 2024	Total	FY 2025	Total	$ +/-	% +/-
Salaries & Related	$ 175,839,298	56.5%	$ 187,380,958	54.3%	11,541,660	6.6%
Utilities	$ 6,617,137	2.1%	$ 6,730,602	2.0%	113,465	1.7%
Operations	$ 81,798,535	26.3%	$ 91,429,018	26.5%	9,630,483	11.8%
Road & Bridge Repairs	$ 15,627,950	5.0%	$ 35,100,000	10.2%	19,472,050	124.6%
Affordable Housing	$ 4,396,727	1.4%	$ 12,500,000	3.6%	8,103,273	184.3%
DURF Loan	$ 12,515,000	4.0%	$ -	0.0%	-12,515,000	-100.0%
Res. Investor Refunds	$ 3,000,000	1.0%	$ 1	0.0%	-2,999,999	-100.0%
Open Space	$ 1,094,302	0.4%	$ 1,135,394	0.3%	41,092	3.8%
Debt Service	$ 10,586,431	3.4%	$ 10,576,585	3.1%	-9,846	-0.1%
	$ 311,475,380	100.0%	$ 344,852,558	100.0%	33,377,178	10.7%

OVERALL OPERATING BUDGET (CONT.)

Expenditures increased by $33.4 million or 10.7%

Salaries & Related – Increased $11.5 million or 6.6%. Areas of note include the County Clerk with an increase of 15.7%, Finance 8.1%, KEMA 17.5%, Elderly 8.5%, Housing (GEN) 15.3%, Transportation (GET) 14.1%, Public Works (WW) 8.8%, Housing Kalepa 9.9%, and Housing Paanau 9.9%

Utilities – Remained relatively flat with $113.5k or 1.7% increase.

Operations – Overall increased by $9.6 million or 11.8%;

Insurance +$733k or 24.1%; Finance

Other Services +$2.2M or 11.2%; $1.5M Public Works (GEN), $292K Public Works (SW), $291k Fire, $242k Mayor's, $155k Economic Development, Housing Paanau $165k, $110k Police, offset by reductions of <$144k> in Housing (GEN), <$150k> Housing Revolving, and <$128k> Housing Kalepa.

Dues & Subscriptions +$1.1M or 29.3%; $738k Finance, $140k Police, and $125k Transportation (GET)

OVERALL OPERATING BUDGET (CONT.)

Operations (Cont.)

Consultant Services +$591k or 13.2%; $585k Public Works (WW), $66k County Auditor, $37k Human Resources, $36k Housing Kalepa, $35k Police, offset by a reduction of <$211k> in Public Works (SW)

Special Projects +$641k or 17.9%; $500k Housing Community Development, and $158k Finance

Grant In Aid +$386k or 11.1%; $500k Housing (GEN), offset by <$139k> Economic Development

Repair & Maintenance +$1.8M or 20.5%; $904k Public Works (WW), $355k Public Works (SW), $350k Police, and $165k Fire, offset by <$100k> Finance

Supplies +$457k or 11.9%; $126k Parks (GEN), $86k Public Works (SW), $85k Public works (WW), $81k Public Works (HIG), $26k Fire, and $21k Police

OVERALL OPERATING BUDGET (CONT.)

Operations (Cont.)

Vehicles <$2.3M> or <29.5%>; <$842k> Public Works (GEN), <$584k> Fire, <$329k> Public Works (WW), <$169k> Public Works (GET), <$136k> Parks (GEN), <$90k> Police, <$70k> Public Works (HIG), <$65k> Finance, offset by increases of $55k KEMA, $48k Housing (GEN), and $39k Transportation (GET)

Equipment +$3.6M or 34.1%; $2.8M Public Works (HIG), $2.4M Fire, $307k Parks (GEN), offset by reductions of <$876k> Public Works (GET), <$706k> Public Works (WW), and <$237k> Public Works (SW).

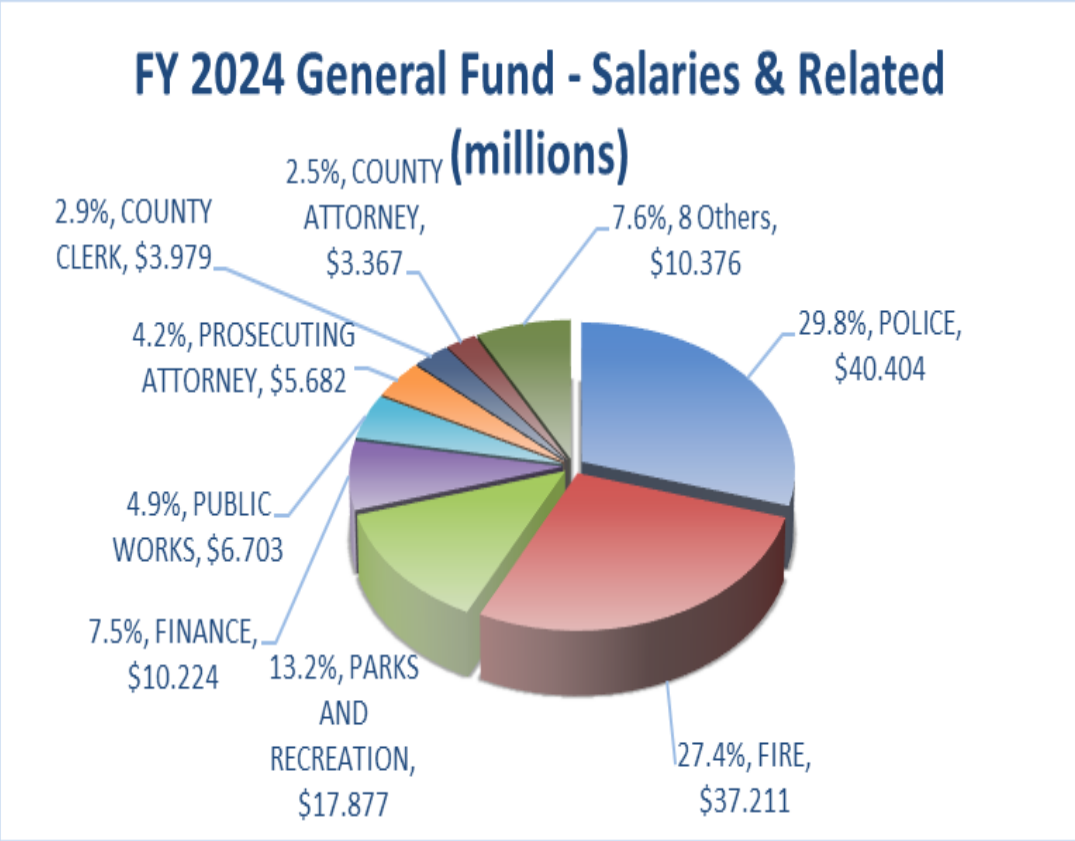
Road & Bridge Repairs Increased by $19.5 million or 124.6%

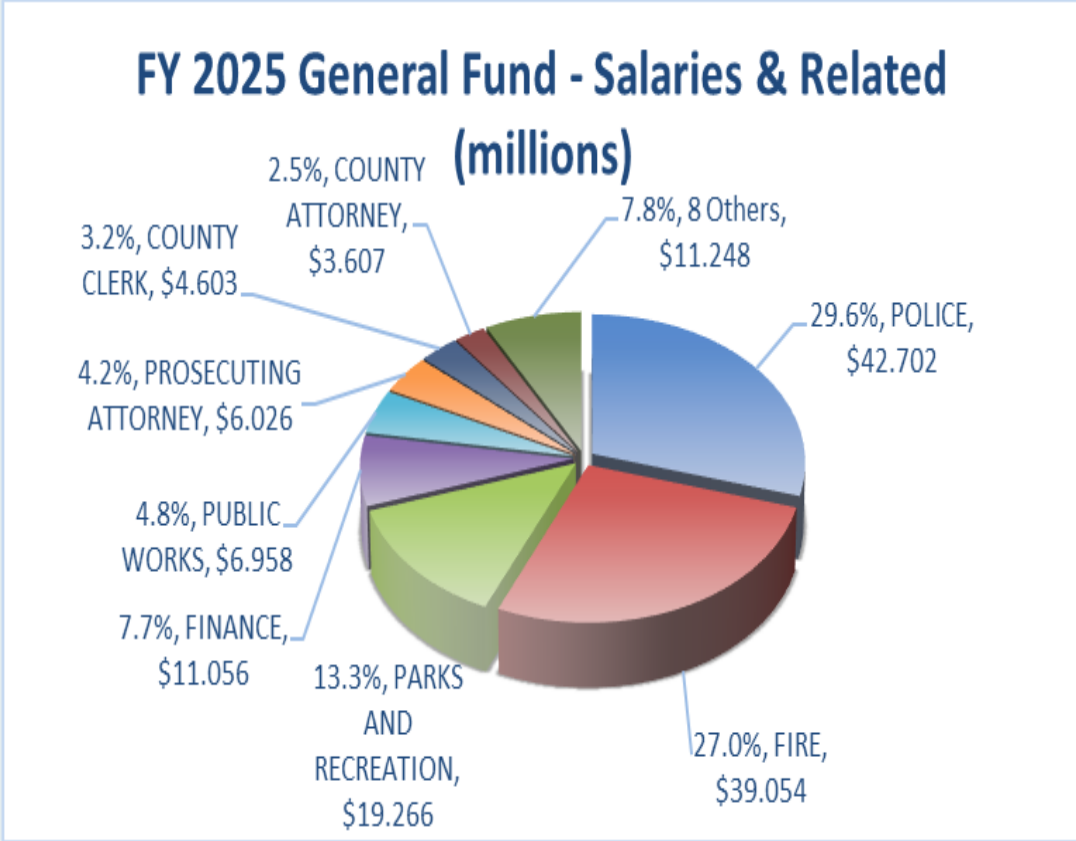
Affordable Housing Increased by $8.1 million or 184.3%

DURF Loan decreased by <$12.5 million>; loan paid off in FY24

Residential Investor Refunds decreased by <$3 million>; non-recurring

GENERAL FUND BUDGET SALARIES, BENEFITS & COLLECTIVE BARGAINING BY DEPTS





MAHALO!

Exhibit M

Table of Projected Increases

Table of Projected Increases

Position	Current Max	3.5% increase 7/1/25-6/30/26	Divisible by 24	3.5% increase 7/1/26-6/30/27	Divisible by 24	3.5% increase 7/1/27-6/30/28	Divisible by 24
Mayor	$164,472.00	$172,835.00	$172,851.00	$178,900.79	$178,920.00	$185,182.20	$185,184.00
Director of Finance	$148,728.00	$155,551.00	$155,571.00	$161,015.99	$161,028.00	$166,663.98	$166,687.00
Deputy Director of Finance	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Director of Human Resources	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Planning Director	$148,728.00	$153,933.48	$153,936.00	$159,323.76	$159,336.00	$164,912.76	$164,928.00
Deputy Planning Director	$136,512.00	$141,289.92	$141,312.00	$146,257.92	$146,280.00	$151,399.80	$151,416.00
Director of Economic Development	$136,512.00	$141,289.92	$141,312.00	$146,257.92	$146,280.00	$151,399.80	$151,416.00
Director of Liquor Control	$136,512.00	$141,289.92	$141,312.00	$146,257.92	$146,280.00	$151,399.80	$151,416.00
Director of Parks & Recreation	$148,728.00	$155,551.00	$155,571.00	$161,015.99	$161,028.00	$166,663.98	$166,687.00
Deputy Director of Parks & Recreation	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Director of Housing/Human Concerns	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Boards & Commissions Administrator	$136,512.00	$141,289.92	$141,312.00	$146,257.92	$146,280.00	$151,399.80	$151,416.00
County Clerk	$148,728.00	$155,551.00	$155,571.00	$161,015.99	$161,028.00	$166,663.98	$166,687.00
Deputy County Clerk	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
County Auditor	$148,728.00	$153,933.48	$153,936.00	$159,323.76	$159,336.00	$164,912.76	$164,928.00
Managing Director	$158,640.00	$164,192.40	$164,208.00	$169,955.28	$169,968.00	$175,916.88	$175,920.00
County Engineer	$158,640.00	$164,192.40	$164,208.00	$169,955.28	$169,968.00	$175,916.88	$175,920.00
Deputy County Engineer	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
County Attorney	$158,640.00	$164,192.40	$164,208.00	$169,955.28	$169,968.00	$175,916.88	$175,920.00
First Deputy County Attorney	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Deputy County Attorney	$136,512.00	$141,289.92	$141,312.00	$146,257.92	$146,280.00	$151,399.80	$151,416.00
Prosecuting Attorney	$158,640.00	$164,192.40	$164,208.00	$169,955.28	$169,968.00	$175,916.88	$175,920.00
First Deputy Prosecuting Attorney	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Deputy Prosecuting Attorney	$136,512.00	$141,289.92	$141,312.00	$146,257.92	$146,280.00	$151,399.80	$151,416.00
Manager and Chief Engineer, Department of Water	$158,640.00	$164,192.40	$164,208.00	$169,955.28	$169,968.00	$175,916.88	$175,920.00
Deputy Manager - Chief Engineer, Department of Water	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00

Position	Current Max	3.5% increase 7/1/25-6/30/26	Divisible by 24	3.5% increase 7/1/26-6/30/27	Divisible by 24	3.5% increase 7/1/27-6/30/28	Divisible by 24
Fire Chief	$158,640.00	$164,192.40	$164,208.00	$169,955.28	$169,968.00	$175,916.88	$175,920.00
Deputy Fire Chief	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Chief of Police	$158,640.00	$181,794.00	$181,800.00	$188,163.00	$188,184.00	$194,770.44	$194,784.00
Deputy Chief of Police	$142,776.00	$147,773.16	$147,792.00	$152,964.72	$152,976.00	$158,330.16	$158,352.00
Council Chair	$88,512.00	$91,609.92	$91,632.00	$94,839.12	$94,848.00	$98,167.68	$98,184.00
Councilmembers	$78,672.00	$81,425.52	$81,432.00	$84,282.12	$84,288.00	$87,238.08	$87,240.00
Total	$4,575,384.00	$4,760,583.08	$4,761,132.00	$4,927,771.64	$4,928,220.00	$5,100,707.70	$5,101,197.00
$ Increase			$185,748.00		$167,088.00		$172,977.00
% Increase			4.06%		3.51%		3.51%

Who determines salary increases: ☐ - Elected, ☐ - Mayor, ☐ - Boards or Commissions, ☐ - Council, ☐ - Department Head, ☐ - add'l increases re: HRS §46-24

Exhibit N

Salary Resolution No. 2025-1

SALARY COMMISSION

COUNTY OF KAUA‘I

Resolution No. 2025-1

RESOLUTION RELATING TO THE SALARIES OF CERTAIN OFFICERS AND EMPLOYEES OF THE COUNTY OF KAUA‘I

WHEREAS, pursuant to Section 29.01 of the Kaua‘i County Charter, the Salary Commission of the County of Kaua‘i establishes the maximum salaries for the positions of all elected and appointed officers and employees as defined in Section 23.01D of the Charter,

NOW, THEREFORE, BE IT RESOLVED by the Salary Commission of the County of Kaua‘i, State of Hawai‘i, that the maximum salaries for the positions of certain officers and employees of the County of Kaua‘i are established as follows:

Article I. Salaries for the positions of Certain Officers and Employees

Section 1. Salaries for Fiscal Year 2025-2026.

Part 1. For the period of July 1, 2025 to June 30, 2026, the maximum salaries shall increase by three and a half percent (3.5%) for the positions of those officers and employees referenced in Article I Section 3 of County of Kaua‘i Salary Commission Resolution No. 2022-1, subject to further increase pursuant to Parts 2 and 3 below as applicable.

Part 2. If, after calculating the 3.5% increase in Part 1 supra, the maximum salary of a County department head position is such that the maximum salary of said department’s first deputy or first assistant position (not including the alternative salary referenced in Article III of County of Kaua‘i Salary Commission Resolution No. 2020-2) exceeds ninety-five percent of the maximum salary of said department head position, then the maximum salary of said department head position shall be further increased until the maximum salary of said first deputy or first assistant position does not exceed ninety-five percent of the maximum salary of said department head position.

Part 3. Alternative Salary for the Chief of Police Position. If, after calculating the 3.5% increase in Part 1 supra, the maximum salary of the Chief of Police position is such that the base salary associated with the chosen alternative compensation, referenced in Article III of County of Kaua‘i Salary Commission Resolution No. 2020-2, of the Deputy Chief of Police position exceeds ninety-five percent of the maximum salary of the Chief of Police position, then the Police Commission in its discretion may and should choose to further increase the salary of the Chief of Police

position until the base salary of the Deputy Chief of Police position does not exceed ninety-five percent of the salary of the Chief of Police position.

Section 2. For the period of July 1, 2026 to June 30, 2027, the maximum salaries shall increase by three and a half percent (3.5%) for the positions of those officers and employees referenced in Section 1 hereof.

Section 3. On July 1, 2027, the maximum salaries shall increase by three and a half percent (3.5%) for the positions of those officers and employees referenced in Section 2 hereof.

Section 4. For payroll purposes, the maximum salaries in Sections 1, 2, and 3 hereof shall be rounded up to the nearest whole dollar amount that when divided by 24 results in a whole dollar amount; the three and a half percent (3.5 %) increase in Section 2 shall be calculated based on the unrounded amounts of the maximum salaries in Section 1 hereof, and the three and a half percent (3.5%) increase in Section 3 shall be calculated based on the unrounded amounts of the maximum salaries in Section 2 hereof.

Article II. Maximum Salaries. The respective appointing authority may set the salary of any new or existing non-elected appointee officer or employee at a figure lower than the maximum salary established for the position in this Resolution. Elected officers and employees may voluntarily accept a salary lower than the maximum salary established by this Resolution for their position or may voluntarily forego accepting a salary. Notwithstanding the aforesaid, actual salaries should comply with Hawai‘i Revised Statutes Sec. 46-24.

Article III. Eligibility for Monetary Monthly Medical Benefit in Lieu of Enrollment in a County Medical Coverage Plan. All officers and employees referenced in Article I Sections 1, 2, and 3 supra shall be eligible for any monetary monthly medical benefit offered, via any unexpired and then effective Executive Order, by the County to any of its employees in lieu of enrollment in a County medical coverage plan; such monetary monthly medical benefit shall be in addition to, rather than a portion of, the respective officers' and employees' maximum salaries. All sections of any such unexpired and then effective Executive Order shall be fully applicable to all officers and employees referenced in Article I Sections 1, 2, and 3 supra.

Article IV. Severability. If the application of this Resolution or any of its provisions to any persons or circumstance is held invalid by a court of law, the application of this Resolution and its provisions to other persons or circumstances shall not be affected thereby.

Article V. Transmittal of Salary Resolution. The Clerk of the Salary Commission shall transmit to the County Council and Mayor a final approved copy of this Resolution on or before March 15, 2025.

Article VI. This Resolution shall take effect on July 1, 2025.

Adopted by the Salary Commission at its meeting on March 13, 2025.

Joshua Uyehara, Chair

Wayne K Katayama
Wayne K Katayama (Mar 1, 2025 07:48 HST)

Wayne Katayama, Vice Chair

Bernadette Akiona Arruda
Bernadette Akiona Arruda (Mar 1, 2025 13:06 HST)

Bernadette Akiona-Arruda

Nancy Kanna (Mar 2, 2025 19:02 HST)

Nancy Kanna

Stacie Chiba-Miguel (Mar 4, 2025 15:56 HST)

Stacie Chiba-Miguel

Patrick H. Ono
Patrick H. Ono (Mar 4, 2025 16:08 HST)

Patrick Ono

Paul Toner
Paul Toner (Mar 4, 2025 16:08 HST)

Paul Toner