

## **SALARY COMMISSION**

**JOSHUA UYEHARA, CHAIR**  
**WAYNE KATAYAMA, VICE CHAIR**

**BERNADETTE AKIONA-ARRUDA, MEMBER**  
**VACANT, MEMBER**  
**STACIE CHIBA-MIGUEL, MEMBER**  
**PATRICK ONO, MEMBER**  
**PAUL TONER, MEMBER**

### **Meetings of the Salary Commission will be conducted as follows:**

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

### **Public Comments and Testimony:**

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

### **SPECIAL ASSISTANCE**

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

**SALARY COMMISSION MEETING NOTICE AND AGENDA**

Thursday, June 12, 2025

9:00 a.m. or shortly after

Piikoi Building, Boards and Commissions Conference Room Suite 300  
4444 Rice Street, Lihū'e, Hawai'i 96766

**Remote Access VIDEO by Microsoft Teams**

**Click on the URL below or type the URL into your computer or smartphone**

<https://bit.ly/44ArYul>

**Meeting ID: 236 601 594 943**

**Passcode: qZ3Rr9oP**

**CALL THE MEETING TO ORDER**

**ROLL CALL TO ASCERTAIN QUORUM**

**APPROVAL OF AGENDA**

**PUBLIC TESTIMONY ON ANY AGENDA ITEMS**

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

**CHAIR'S ANNOUNCEMENT**

- The next regular monthly Salary Commission meeting will be held at 9:00 a.m., on Thursday, July 10, 2025, in the Office of Boards and Commissions Conference Room, Suite 300.

**APPROVAL OF MINUTES**

May 8, 2025, Open Session Meeting

**COMMUNICATION**

- Email dated May 22, 2025, from Ms. Nancy Kanna to Ellen Ching, Boards and Commissions Administrator, regarding her resignation from the Salary Commission effective immediately.

**BUSINESS:**

SC 2025-1      Discussion and decision-making on submitting a Salary Resolution to establish maximum salary caps for certain County officers and employees included in Section 3-2.1 of the Kaua'i County Code for Fiscal Years 2025/2026, 2026/2027 and 2027/2028.

Department of Human Resources

1. Executive Salary Jurisdiction Comparisons for City & County of Honolulu, Maui, Kauai, and Hawaii counties.
2. History of Collective Bargaining Increases (ATB) July 1, 2025 – June 30, 2029.
3. History of Collective Bargaining Increases (Non-ATB) July 1, 2025 – June 30, 2025.
4. History Collective Bargaining Increases (Other Pay) July 1, 2025 – June 30, 2029.
5. Salary Resolution Salaries from 2008 – 2025.

Department of Finance

1. Presentation of the County Budget, Projected Revenue and Expense.

SC 2025-5:

Communication dated May 8, 2025, from Jaclyn Kaina, Chair Charter Review Commission to Chair Joshua Uyehara, Salary Commission requesting proposals to amend the Charter.

SC 2025-6:

Memorandum dated May 23, 2025, from Kevin Mince, Boards and Commissions Support Clerk to Chair Joshua Uyehara, Salary Commission regarding Police Chief Salary Recommendations.

SC 2025-7:

Discussion and action on adopting guidelines for the Salary Resolution.

SC 2025-8:

Discussion and action on making recommendations to include performance-based increases in the salary resolution by forming a permitted interaction group (PIG) pursuant to HRS § 92-2.5(b)(1) relating to performance-based increases and if so, the assignment of commission members to the PIG, the determination of the scope of the PIG, and the defining of each member's authority.

SC 2025-9:

Discussion and action on making recommendations to formulate a plan to provide salary increases that will address the unique challenges in each department as opposed to broad percentage increases across all elected and appointed positions by forming a permitted interaction group (PIG) pursuant to HRS § 92-2.5(b)(1) relating to an individualized plan for increases and if so, the assignment of commission members to the PIG, the determination of the scope of the PIG, and the defining of each member's authority.

## **EXECUTIVE SESSION**

### **ES SC 2025-2:**

Under Hawaii Revised Statutes §94-4 (a) (b) and §92-5 (a) (4), the purpose of this Executive Session is for Deputy County Attorney Andrew Michaels to brief the Commission on a confidential opinion dated April 23, 2025, to Joshua Uyehara, Chair, County of Kauai Salary Commission regarding HRS Section 46-24; Temporary Assignments; Definition of Salary; Interpretation of the Phrase "Maximum Salaries; and Sec. HRS 78-18.3.

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

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

- Executive Session Report pursuant to HRS § 92-4(b).

## **ADJOURNMENT**

CC: Deputy County Attorney Andrew Michaels

**OPEN SESSION MEETING MINUTES**

<b>Board or Commission</b>		<b>Kaua'i Salary Commission</b>	<b>Meeting Date</b>	<b>May 8, 2025</b>
<b>Location</b>	Piikoi Building, Boards and Commissions Conference Room Suite 300, 4444 Rice Street, Lihu'e, Hawai'i 96766		<b>Start of Meeting:</b> 10:02 a.m.	<b>End of Meeting:</b> 11:16 a.m.
<b>Present</b>	Chair Joshua Uyehara and Vice Chair Wayne Katayama; Commissioners Bernadette Akiona-Arruda and Patrick Ono. Also, present Boards and Commissions Support Staff: Administrator Ellen Ching, Support Clerk Mercedes Omo, and Deputy County Attorney Andrew Michaels (via Microsoft Teams).			
<b>Excused</b>	Commissioners Stacie Chiba-Miguel, Nancy Kanna, and Paul Toner.			
<b>Absent</b>				

<b>SUBJECT</b>	<b>DISCUSSION</b>	<b>ACTION</b>
<b>MEETING CALLED TO ORDER/ROLL CALL TO ASCERTAIN QUORUM</b>	<p>Chair Uyehara called the Salary Commission Meeting to order at 10:02 a.m.</p> <p>Support Clerk Mercedes Omo verified attendance by roll call:  Commissioner Bernadette Akiona-Arruda replied present.  Commissioner Nancy Kanna was excused.  Commissioner Stacie Chiba-Miguel was excused.  Commissioner Patrick Ono replied present.  Commissioner Paul Toner was excused.  Vice Chair Wayne Katayama replied present.  Chair Joshua Uyehara replied present.</p> <p>Deputy County Attorney Andrew Michaels was present via Microsoft Teams and Administrator Ellen Ching was present at the meeting.</p>	<p>Quorum was established with four Commissioners present.</p>
<b>APPROVAL OF AGENDA</b>	Chair Uyehara called for a motion to approve the agenda.	Vice Chair Katayama moved to approve the agenda as circulated. Ms. Akiona-Arruda

SUBJECT	DISCUSSION	ACTION
		seconded the motion. Motion carried 4:0.
<b>PUBLIC TESTIMONY</b>	<p>Individuals may testify on any agenda item or wait for the item to come up on the agenda.</p> <p>There was no one present from the public to testify on any agenda item.</p>	
<b>CHAIR'S ANNOUNCEMENT</b>	Chair Uyehara announced that the next regular monthly Salary Commission meeting will be held at 9:00 a.m., on Thursday June 12, 2025, in the Office of Boards and Commissions Conference Room, Suite 300.	
<b>APPROVAL OF MINUTES</b>	<p>April 10, 2025, Open Session Meeting</p> <p>Vice Chair Katayama initially expressed that he would abstain from voting since he was not present at the meeting. He then asked if he could approve the minutes even if he was not present at the meeting. Administrator Ching deferred a response to Deputy County Attorney Michaels. Deputy County Attorney Michaels responded that Vice Chair Katayama can vote to approve the minutes to signify that he reviewed it and need not have been present at the meeting.</p>	Mr. Ono moved to approve the April 10, 2025, Open Session Meeting minutes. Ms. Akiona-Arruda seconded the motion. Motion carried 4:0.
<b>BUSINESS</b> <b>SC 2025-1</b>	<p>Discussion and decision-making on submitting a Salary Resolution to establish maximum salary caps for certain County officers and employees included in Section 3-2.1 of the Kaua'i County Code for Fiscal Years 2025/2026, 2026/2027 and 2027/2028.</p> <p>A. Presentation by Chief Todd Raybuck or his representative in the following:</p> <p style="padding-left: 40px;">i. The Salary inversions in the Department</p> <p>B. Presentation by Kaaina Hull or his representative in the following:</p> <p style="padding-left: 40px;">i. The various recognitions and achievements of the Department</p>	

SUBJECT	DISCUSSION	ACTION
	<p>C. Presentation by the Director of Human Resources or her representative on the following:</p> <ul style="list-style-type: none"><li>i. Report on the past 10 years of salary increases/changes per the Salary Resolutions</li><li>ii. Recommendations and discussion on the wage and hour studies by the City and County of Honolulu and Maui County</li><li>iii. Recommendation on what is the definition of salary and what cost items should that encompass</li><li>iv. Recommendation on improving recruitment and retention</li><li>v. Recommendations on how the Commission should address each department's analysis of the various issues</li></ul> <p>D. Discussion and possible action regarding the goals and objectives for the Salary Resolution 2025-2.</p> <ul style="list-style-type: none"><li>i. Discussion regarding approach to achieve the commission's objectives for the next year (meeting schedules, approximate milestone timelines, whether it may be necessary to form PIGs, etc.)</li><li>ii. Development of a policy framework for salary determination</li><li>iii. Recommendations for legislative action at the county and state levels</li></ul> <p>Administrator Ching explained that for items A, B, and C, these agenda items were generated based on follow-up questions that the Commission</p>	

SUBJECT	DISCUSSION	ACTION
	<p>had from previous meetings. Item A was a follow-up question from January 23, 2025. Chief Raybuck stated that they were not able to respond to the question because based on the information received from the Department of Human Resources (HR), HR had combined a portion of two different fiscal years to compile the salary data at the point that the reports were requested. As a result, the Police Department could not clearly identify what is included in the line item and overtime breakdown. Chief Raybuck responded that he can say with certainty that the bulk of that would be associated with prolonged standby pay.</p> <p>Vice Chair Katayama asked for the definition of standby pay. Administrator Ching responded that this pay is when officers are on-call and they could be on-call for days. As an example, there was a 9-day manhunt in the past and they are operating 24/7. Vice Chair Katayama asked if that compensation was different than if they were on-duty. Administrator Ching responded that it would be different. Chair Uyehara responded that it would be a part of their union agreement. Administrator Ching added that it would be a part of their collective bargaining agreement.</p> <p>Vice Chair Katayama asked again for the definition of standby pay as opposed to regular duty pay. Administrator Ching responded that she would have to defer an official response to HR, but just for her understanding, if you are on-duty, you are on-post. If you are on standby you could be at home, but you could be called in at any time. Chair Uyehara added that the employee would probably have to remain on-island along with other restrictions. Administrator Ching noted that the employee could probably not be out partying as they could get called in at any time.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Vice Chair Katayama asked if the standby pay is available to everyone or if it was selective. Administrator Ching responded that she believes it is selective.</p> <p>Chair Uyehara stated that the other relevant piece to the item is that the Commission is unlikely to get substantial information for a while and probably until after summer or early fall because of the ongoing negotiations. Chair Uyehara asked the Office of Boards and Commissions to keep track of questions that come up over the course of the next few months, especially those that may not be answered until later in the year. Administrator Ching acknowledged that she has a running tally of questions that were transmitted to the departments.</p> <p>For Item B, Administrator Ching noted that the Commission received a memorandum from the Planning Director noted the recognition and achievements of the Planning Department. Chair Uyehara stated that even having been involved in the development of some of the Planning items, he did not fully appreciate how cutting edge the Planning Department's practices were. Chair Uyehara further stated that when he went through the process of using Form Based Code, it never dawned on him that very few places around the country have done it that way. It was not until he went through the process and had to look at how other jurisdictions did their planning processes that he realized that not many were doing things like the County of Kaua'i even if it made so much sense. Chair Uyehara noted that it does not surprise him that the County of Kaua'i Planning Department is acknowledged and recognized so often given that they are at the forefront of the planning movement. Administrator Ching added that the Planning Department has employees who specifically want to work in the Planning Department even in positions where the pay is not</p>	

SUBJECT	DISCUSSION	ACTION
	<p>that high because the Department is cutting edge. She added that it is not hyperbole for her to say that the Planning Department is one of the best in the country. Mr. Hull and his team are sought after. The Planning Department was one of the first to do planning related to sea level rise and climate change. When there are large conferences, Mr. Hull is often asked to speak and present at very prestigious universities like Cornell University. The Long-Range Planning Division is also asked to present on numerous occasions. One can just look at other counties in the state to see how transient vacation rentals have gotten out of control whereas the County of Kaua'i has a very good handle on the illegal transient vacation rental industry. The Department has handled the issue successfully for over a decade. The Planning Department was also the first to establish the Kaua'i Historic Preservation Review Commission. The City and County of Honolulu only started theirs this year. The Department does not wait around for things to happen but are aggressive in tackling issues as they see them arise.</p> <p>Vice Chair Katayama asked if there is a mechanism in the County to reward excellence. Administrator Ching responded that every year there is an Employee Banquet where departments select employees of the year. The Mayor has another program called R.I.S.E. that recognizes certain employees. Vice Chair Katayama stated that he was looking for something in the Planning Department or in the Office of the County Attorney, departments where it is generally tough to get the right compensation level, but to achieve remarkable levels of excellence, he wanted to know if there was a mechanism in-place to reward the department, director, or deputy. Vice Chair Katayama explained that the Commission discussed incentives for new attorneys having a payment plan for their legal education that is outside of the collective bargaining channels that the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commission has been handcuffed in. Vice Chair Katayama further noted that perhaps the Mayor could have a way to further recognize employees for their outstanding achievements and retain employees for the remarkable work. The County of Kaua'i needs a program like that. Administrator Ching responded that she had never worked with the County before except for the current Administration. Administrator Ching noted that Mayor Kawakami is very aggressive about wanting high-quality training and providing those opportunities to the staff. There is quite a lot of training that is invested in for the staff. Departments are also allowed to send several individuals to programs such as Leadership Kaua'i to further their skillset. Employees have also been nominated for Pacific Business News' 40 Under 40 recognition program. Administrator Ching admitted that the County could do a better job at institutionalizing a practice to further recognize outstanding employees. A program could possibly be set-up in the County of Kaua'i or perhaps throughout the state.</p> <p>Vice Chair Katayama asked if there was anything under the purview of the Salary Commission to help structure a recognition program. Administrator Ching responded that she does not believe the Commission could create something like that, but they could recommend it to the Administration. At other commissions like the Fire Commission or Police Commission, they typically recognize outstanding achievements from the employees. Administrator Ching noted that she informed the Public Information Officers that they should put that information out to the public through a press release. If it only happens at the Commission-level, basically no one else in the community hears about it. Some of the work that has been done is amazing. Administrator Ching provided an example of a rescue made for a family of 5 who was in the river mouth drowning but was saved by County bystanders who were off duty, along with Ocean Safety staff.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Vice Chair Katayama asked if there was any type of reward for those achievements. Administrator Ching responded that the recognition was all that was given. Ms. Akiona-Arruda stated that there is no monetary reward. Administrator Ching concurred. Vice Chair Katayama asked if any type of medal was given. Administrator Ching responded that for Police and Fire, they have a coin that has been given which is typical with military-type organizations.</p> <p>Vice Chair Katayama asked if departments outside of that, including the Planning Department received any kind of reward or recognition. Administrator Ching responded that with outstanding departments like the Planning Department, they have been invited to national conferences to be recognized.</p> <p>Vice Chair Katayama asked if any bonuses are given like is seen in the private sector through means of Achievable Performance Indicators or Indexes (APIs) that employees are graded on. Chair Uyehara responded that what Vice Chair Katayama is referring to is the basis for the Commission's discussion on conditional salary cap adjustments. Vice Chair Katayama stated that those kinds of things must be looked at for department heads or deputies who are handcuffed in their salary due to the other employees receiving compensation due to their collective bargaining agreements.</p> <p>Chair Uyehara stated that he believes the role of the Commission is to set salary caps, as evidenced by Salary Resolution 2020-2. The caps can be conditional. The Commission can set the conditions for the relevant authorities to be able to have an award structure. The Commission could</p>	

SUBJECT	DISCUSSION	ACTION
	<p>deem it appropriate for the salary cap to be adjusted upward if an API has been established and accomplished. The Commission will need to decide if they want to do something like that and how would it be structured to be practicable and effective in achieving the desired result. Chair Uyehara stated that the concept would need to pass the review of legal counsel, but that he believes that kind of structure could be done. The Commission would need to decide if that was something they would like to pursue as it could be a complicated process. Administrator Ching added that Mr. Michaels was prepared to review with the Commission his legal opinion, but that she failed to put it on the agenda. Mr. Michaels was on it by getting the legal opinion completed, but she dropped the ball by not placing it on the agenda. The item will be placed on the Commission's next agenda.</p> <p>Vice Chair Katayama explained that he is trying to get a foundational orientation on the County's processes.</p> <p>Mr. Ono stated that Vice Chair Katayama brings up very good points in terms of establishing structure and establishing maximum salaries, while allowing the departments and the Administration to go ahead and execute. Perhaps there is a possibility of creating a higher level whereby someone who meets specific criteria or achieves a level of excellence can be rewarded through receiving a higher salary amount.</p> <p>Chair Uyehara stated that the Commission will hear about some of the rules about what the Commission can or cannot do with the review of the County Attorney opinion.</p> <p>Administrator Ching guided the Commission through Item C.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching noted that HR was not available to be present at the meeting and asked to defer commenting on those questions as they are in the middle of collective bargaining negotiations. They have already experienced a situation where the collective bargaining negotiation teams were close to settlements with the United Public Workers (UPW) and Hawai'i Government Employees Association (HGEA) and when the Salary Resolution from the County of Maui was released, that almost derailed the negotiation and settlement process. They do not want to jeopardize any negotiations. Right now, they still are in the process of negotiating contracts for Police, Fire, and Ocean Safety, which are the largest personnel expenditure within the County. They have not yet settled and will be going through arbitration during the summer. They anticipate that they will be done with all of that toward the end of the summer. Administrator Ching noted that in discussions with Chair Uyehara, that really throws a wrench in the Commission's timetable, but it is important that the Commission waits until that is done so that they can have the best information on where the negotiations for all the collective bargaining units fell. Administrator Ching added that if the Commission just went off of the information from UPW and HGEA, that would not give a complete picture as a large chunk of the County's workforce falls within Fire and Police.</p> <p>Administrator Ching recommended that the Commission put Item C on-hold as HR does not feel comfortable responding until after negotiations have been completed.</p> <p>Chair Uyehara framed that further discussion should be had by the Commission when excused Commissioners are present is how far the Commission thinks it can get and on what specific topics as information is</p>	

SUBJECT	DISCUSSION	ACTION
	<p>pending. It would be difficult to make any decisions during a period of several months because there is a lot of missing information that cannot be provided at this time. The Commission should decide what it can meaningfully get through in the meantime. Administrator Ching added that there are the wage and hour studies on the agenda, and she recalls some of the Commissioners wanting to have discussion on that item. Administrator Ching noted that regardless of HR being present or not, the Commission could discuss Item C(ii) if they would like to.</p> <p>Mr. Ono asked if the Chair wanted to start with the Gallagher Study or the MGT Study. Chair Uyehara stated that discussion can bounce between the two studies.</p> <p>Mr. Ono stated that he wanted to start with the positives first. In the Gallagher Study, he highlighted the work done by prior Salary Commissions as to how the structure for department heads had been set up. It shows how important it was for market analysis and compensation levels. The Study showed how those things were aligned and structured. Past commissions used past data of industry market trends of 3% per year to structure the adjustments. It helps to highlight the work done by all parties in all departments. Mr. Ono acknowledged Administrator Ching and her team for helping them get to that point. It really validated the work of those past commissions.</p> <p>Regarding the MGT Study, Mr. Ono noted that part of the analyses done by that study also helped prove that the Commission's alignment with what was presented also helped ensure that the Commission was going in the right direction. The MGT Study discussed position evaluations, classifications, grouping, etc. The MGT Study also helped to frame taking a</p>	

SUBJECT	DISCUSSION	ACTION
	<p>step back and evaluating what a specific department head is supposed to be doing. If that was the same amongst various departments, their base salaries would be the same at that level. This can be seen in the department head and deputy salaries in the County of Kaua'i with salaries being set at similar levels even though responsibilities may differ. Mr. Ono felt that was an important thing to note. The salary structure for the County of Kaua'i is aligned with the right foresight moving forward. The MGT Study did mention that there would be a need for reevaluation at certain times to ensure that salaries are adjusted accordingly, which is something the Commission has been doing. The Commission has been meeting consistently and regularly over the years to ensure that the salaries are aligned properly. This is not to say that the Commission should not also dedicate time to sharpening the areas that have been noted as being areas that could be improved upon (i.e., inversions, etc.). Mr. Ono suggested that the Commission take the time to address the various issues that have arisen so a discussion can be had.</p> <p>Chair Uyehara noted that in the MGT Study, it covered the job evaluation process. The Commission discussed how minimum qualifications should play into salary ranges. In the MGT Study, they discussed how to evaluate factors or minimum qualifications such as preparation and training, and experience being two of those nine things that are looked at. Even if the Commission does not necessarily agree with all the conclusions and methodologies, the Commission can at least refer to the MGT Study to show that people who do this type of work for a living approach it in a similar fashion.</p> <p>Vice Chair Katayama asked how the consumer price index (CPI) data was factored into the Gallagher Study or if a presumption was made that it was</p>	

SUBJECT	DISCUSSION	ACTION
	<p>built into the compensation amount. Chair Uyehara attempted to respond to the question. Vice Chair Katayama interjected stating that it appears the Gallagher Study went through different quartiles. Vice Chair Katayama noted that there are areas on the mainland that could have very low CPIs. Chair Uyehara stated that he could not remember which study it came from, but he read that it was almost implicit that the survey across the United States was going to wash out to the national average, but that it did compare Hawai'i to the national average. Vice Chair Katayama stated that Kaua'i has some major deviations from that methodology. Chair Uyehara and Administrator Ching concurred. Vice Chair Katayama further stated that understanding the methodology is something the Commission needs to be aware of when going through the exercises especially when looking at addressing inversion.</p> <p>Mr. Ono stated that he echoes the concerns raised by Vice Chair Katayama. Mr. Ono added that when he reviewed the information, he formulated questions he had regarding what specific assumptions were made, and how market salaries were used, to keep in his mind when moving forward with the current work of the Commission. Vice Chair Katayama responded that all he is asking is that if the presumption is that the market salary reflects the CPI of that community, then that might be okay in some respect. It would be good to understand the assumptions made that led to the data provided otherwise there could be abnormalities.</p> <p>Chair Uyehara stated that he was mistaken early in the discussion as it was the MGT Study that discusses that Maui County is 1.3 times the United States average for cost of living. Implicit in that is that you must adjust the base salaries for that index factor. Vice Chair Katayama added that he felt that factor was conservative.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Uyehara stated that based on other assignments he has worked on, the Census Tract data that is relied upon is skewed because Kaua'i is so extreme on both ends. Kekaha-Waimea had the highest percentage of students on reduced meal plans for elementary and high schools because of family income. The Census Tracts are identified as low risk economically. That is because the Census data is based on who owns the house and their income data. A lot of people claim primary residence in Hawai'i because of the tax benefit of doing that. The people who own the houses that are included in the data are not the same population as the people who live and work in those areas. Vice Chair Katayama added that the demographics just do not match up to reality. Wisdom is hard to get arms around.</p> <p>Mr. Ono stated that when they did the survey, they noted that they went out to 26 comparable organizations and only 21 responded. Mr. Ono noted that data is good. It is important to put the requests out there to be able to look for comparable data. Just looking at 21 companies who are not identified as being from similar-type regions or who have the same community composition, is something that needs to be evaluated further as well. The data is a good basis for analysis. Perhaps the data can be used as a more qualitative data set versus a quantitative one. Mr. Ono asked for more data on the market set that was used in the studies.</p> <p>Chair Uyehara stated that with indices like CPI, it is important to look at how those indices are constructed. In the calculation of CPI, a percentage is applied to housing costs, food costs, energy costs, etc., but how much they weigh housing is based on the average amount that housing represents for people in that target population. When you have skewed</p>	

SUBJECT	DISCUSSION	ACTION
	<p>results like on Kaua'i, Chair Uyehara stated he has seen examples where housing costs make up 60% of someone's income. That is two times a lot of other places around the country. Because of that, the cost-of-living index will assign 30% of the weight to the housing cost impact, when really because of the skew, it should be a different calculation for Kaua'i. The closer your demographic is to the average, the more accurate something like CPI is. The further skewed it is, the less accurate it is compared to what it is to live there. Since Kaua'i is so extreme in some of the factors related to the various indexes, one really must understand the assumptions made in coming up with the factors that make up the index.</p> <p>Mr. Ono stated that in retrospect, data is data, but the studies will help the Commission in its work. It provides for a basis for the Commission's own analysis. Mr. Ono credited the County of Maui for taking the step in commissioning the study for their use. Mr. Ono also noted that it is good to see the County of Kaua'i aligns with a lot of the base salary structure that has been instituted. He looks forward to sharpening and addressing the challenges identified by the Commission.</p> <p>Chair Uyehara noted that MGT Study made him think about the depth of how you individually evaluate each position. That is consistent with what the Commission has been thinking it needs to do. Taking a further step back, the Commission must think about how to set up the process and qualities going forward so that the evaluation process can be done practicably. The Commission must be able to get through that process for recommendations to be made. There are a significant number of positions that are subject to the Salary Resolution, so the Commission needs to figure out whether it wants to make a base adjustment for everyone based on CPI and following a rolling schedule to focus on a quarter of positions</p>	

SUBJECT	DISCUSSION	ACTION
	<p>or some segment of the positions that are further evaluated. Chair Uyehara stated that the Commission needs to decide how to approach all the positions as it may not be practicable to go through the exercise for every position, every single year.</p> <p>Vice Chair Katayama stated that he would like to see the Commission create the overall mechanism so that positions can be evaluated through a process as the Commission would not have the time to dedicate to evaluating every position every year as the Chair mentioned. Vice Chair Katayama asked Administrator Ching to chime in with her perspective as to how to make it better for most of the positions based on what is currently in-place. Administrator Ching responded that the difficulty with the work of the Commission is that she only has context from the current Administration. She never worked in government prior to that. With a new administration coming in, she is not sure what that administration's structure will be like. Vice Chair Katayama explained that regardless of the administration, he would like to see them reward excellence. What you do not want to do is ignore it, so the good employees go elsewhere. Currently, there is a good mix of younger employees with experienced employees mentoring them. Administrator Ching stated that what might be the advisable way to look at that or to look at the structure itself is to work with HR as the HR Director is appointed to the Civil Service Commission not tied to the Mayor. If the Commission wants to provide a structure, it makes sense to work with HR to establish that structure within HR versus an administration that would change every four years. Vice Chair Katayama stated that he would like to work with what is there but make it better.</p> <p>Mr. Ono stated that he thinks the way Vice Chair Katayama sees things is</p>	

SUBJECT	DISCUSSION	ACTION
	<p>a good way to see them. Mr. Ono explained that you are currently seeing things take shape for the better regarding the benefit package creativity that has been seen with full medical coverage and other incentives for County employees. Progress can be seen from the County in trying to retain the best and brightest employees. The County does not have to retrain individuals or work towards rebuilding the institutional knowledge lost when employees leave County employment. Mr. Ono noted that understanding the private sector versus public sector comparisons is important, but there is also a passion in those people seeking public service that adds value to that person's quality of life. Understanding that there may be qualitative benefits of government service is important and that not everything is weighed only on the quantitative benefits. Mr. Ono stated that he looks forward to working with HR as he learned a lot about the many benefits of seeking County employment. There are many long-term and short-term benefits of County employment.</p> <p>Administrator Ching stated that based on what is happening nationally and going through the budgeting process, the Administration is taking a different perspective on the budgeting process. There are currently approximately 50 employees who are Federally funded. There are currently bodies in those positions. Not knowing what will be done at the Federal level and the possibility that all those positions' fundings are cut, the County must wrestle by figuring out how it will sustain those positions without the supplemental funding coming in. This increases the burden on County General Funds. With the various cuts, other industries are also impacted including tourism, airlines, effects of tariffs on businesses and consumers, etc.</p> <p>Ms. Akiona-Arruda stated that with an election year coming up in 2026, a</p>	

SUBJECT	DISCUSSION	ACTION
	<p>lot of decisions will be up to the new Mayor, including who fills the roles in a lot of the positions that the Commission is responsible for setting the maximum salaries for.</p> <p>Administrator Ching stated that one of the strategies that the Administration had previously used in bringing down the budget is to dollar-fund or fund at decreased levels positions based on when they were anticipated to be filled. This year, the Administration is going to fully-fund all the positions whether they are filled or not. That is in anticipation of funding being lost for all fifty employees that are Federally funded and provides the Administration with some additional funding to backfill the lost funding.</p> <p>Mr. Ono stated that the point brought up by Administrator Ching regarding fully funding vacant positions is interesting given that the Federal Government is eliminating positions that are unfilled in reducing the size of the Federal Government. Administrator Ching noted that many of the positions in the Housing Agency are Federally funded. The same holds true for the Agency on Elderly Affairs. The County of Kaua'i has typically had the majority per capita of elderly throughout the state of Hawai'i. Vice Chair Katayama expressed his concurrence with that sentiment. Administrator Ching noted that the work of the Agency on Elderly Affairs is very important to provide support to the kūpuna on the island.</p> <p>Administrator Ching further explained that the Planning Department has four employees whose positions are Federally funded.</p> <p>Mr. Ono stated that as a credit to the MGT Study, they identified that compensation facilitating adjustments based on changing economic and</p>	

SUBJECT	DISCUSSION	ACTION
	<p>employment conditions are so important. That is the reason they are saying it is so important to review the salary levels consistently. Chair Uyehara added that they went into quite a bit of depth in trying to analyze how comparable different communities are to Maui County and how one would attempt to adjust for how they differ.</p> <p>Vice Chair Katayama asked how long the County of Maui took to do the Study. Administrator Ching stated that she was unsure. Vice Chair Katayama stated that the report was well done. Mr. Ono added that some of the points made were very good and that he had some questions about some of the data points.</p> <p>Administrator Ching stated that she liked having both reports to be able to see the similarities and differences in the approaches.</p> <p>Mr. Ono noted that in the Gallagher Report they took a lot of care in identifying outliers and in color coding them. The data points are not only outliers, but they are issues that really need to be addressed. If they are not addressed, the can will keep getting kicked down the road that could bring with it additional problems.</p> <p>Mr. Ono stated that in keeping in line with Vice Chair Katayama's comments about structured bonuses moving forward, the MGT Study also identified draft models that could be based on top of a structure based on things like years of experience and tenure, etc. to help with retention. Chair Uyehara noted that the report also mentioned open salary ranges as opposed to fixed, but that is the difference between the County of Kaua'i setting a salary cap and the other counties setting the actual salary amount.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Ono expressed that he appreciated the notation that a salary cap can be based on evaluations and performance, but there could be a structure for actual adjustments. There could also be a structure where implementation is based on the County administrator as well. There can be a structure, but it can be accounted for based on a specific set of rules.</p> <p>Chair Uyehara stated that one dimension he felt was missing, but that could have been necessarily missing is the more political dynamic dimension. From an analytical perspective there could be justification of why certain things are done. But if one thinks about the actual politics of how that would play out in practice, how does the Commission ensure that things are set-up in a way that there is not a perpetual conflict between the Administration and the Council, or disincentivize people to pay attention to things that are not as important as the job itself because they are trying to chase an API. Chair Uyehara noted that he had discussed the issue prior to the meeting regarding having processes set-up which may not work out and it becomes such a painful process that it forces people to not want to evaluate it or modify it again for a very long time. It becomes a self-perpetuating problem. The Commission needs to ensure that when it sets up the rules, it becomes a positive force that incentivizes people to be more effective, and collaborative as opposed to setting up a battle each time as to whether they deserve a raise or bonus.</p> <p>Ms. Akiona-Arruda stated that because the Commission has the leeway of setting the maximum salary cap, the Commission must be a little more specific about how one attains each stage. Mr. Ono stated that the Commission must take away, as much as possible, the unexpected conflict or uncertainty that comes into play.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Vice Chair Katayama stated that the Commission must understand how far they want to step from how things are currently done. The further away one goes, the more uncomfortable things get. If the proposal is something so radical, there will be a lot of conflict. If the Commission takes what is comfortable and makes it better, that may be more palatable. There is a better chance for buy-in as opposed to meeting resistance. Vice Chair Katayama asked Administrator Ching for her assistance, along with HR to keep the Commission grounded as to how things are done now.</p> <p>Mr. Ono stated that there are also some departments whose department head reports to a specific board or commission. They also have things that they can add to that structure. Vice Chair Katayama reiterated that again, how far one steps away is important to provide latitude for the changes being implemented and the comfortability level of everyone involved.</p> <p>Vice Chair Katayama explained that something he found interesting was that in the studies, there were many positions who had already achieved the maximum salary amount. There is a feeling that those governing the salary increases may have felt guilty about possibly saying that their employee would not be getting the maximum salary.</p> <p>Mr. Ono stated that he appreciated Vice Chair Katayama's comment earlier about possibly having a maximum salary amount plus an additional amount which could be tied to a performance-based measurement.</p> <p>Vice Chair Katayama stated that one of the challenges he sees is that some of the minimum qualifications for some of the department heads and deputies are so far below the qualifications of other positions. If someone</p>	

SUBJECT	DISCUSSION	ACTION
	<p>is perhaps a Professional Engineer, the salary amount could not be covered if minimum qualifications are looked at. Vice Chair Katayama hoped that HR could be an additional resource to help guide the Commission in their work. If the minimum qualifications are very modest, then those positions should be on the modest side of the salary range. If you have department heads or deputies who show outstanding performance, there should be a way to reward that level of performance so that it continues. If that structure is set, then future commissions could review it and refine it as needed. Vice Chair Katayama explained that it would be up to the Commission to determine how big a leap it wants to take into these uncharted territories.</p> <p>Chair Uyehara stated that he is personally inclined to want to do more but also wants to ensure that anything initiated is practicable to the result. The Commission also must identify who is going to implement some of the suggestions and a lot of it will fall on HR. Chair Uyehara stated that if the Commission sets up a pay structure for the Chief of Police, if not done properly, it could create a circus for the Police Commission each year depending on whether the Chief of Police receives a bonus or not. The Commission needs to ensure that the circus is not created and that instead, it helps drive alignment to define what the County needs, what good performance is, and whether that is being done. Administrator Ching stated that given the Chief of Police position in the County of Kaua'i and nationally for the position, she thinks that it does not matter as it will always be a very political position and contentious issue for the community.</p> <p>Chair Uyehara stated that what is important is that the County finds people for these positions who really want to do what is right by the County.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>These people want to do a good job and there should be mechanisms in place to retain them even when they must put up with the political circus. The Commission must figure out a way to create a structure that can recognize them in the form of their compensation.</p> <p>Mr. Ono stated that the current discussion topic also leans into the inversion issues that are being experienced and credited the Gallagher Study in pointing out that there are variances due to relevant factors and exactly why there are inversions. They noted things such as specialized skills, high-demand jobs, work conditions, shift differentials, market competition, etc. that is in line with why the County experiences inversions and problems with retention. The Commission has been able to identify the problem and must work towards finding a solution or getting on track to finding a solution to those problems. There is never going to be perfect information, but there is good information available that can support the direction that the Commission is moving towards.</p> <p>Administrator Ching noted that for the Chief of Police in the current environment things will always be contentious, however, the Commission should not be discouraged in their work. To be able to have a tool to recognize or reward someone, or to have that option, is better than having nothing at all. As controversial as it could get, that should not be a reason why the Commission does not pursue something. It is always better to have as many options as possible at the disposal of decision-makers.</p> <p>Chair Uyehara stated that he focused on the Chief of Police position specifically because that Department has the most severe inversions. There is a long-term cultural problem that those inversions causes. If the civil service employees do not consider stepping up to be the Chief of</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Police or Deputy Chief of Police because of inversion, that changes with how people work in and around those positions. It will always create a roadblock for people wanting to take leadership positions and create a harder divide between different position levels. The goal should be that those in the civil service ranks want to be the Chief of Police or Deputy Chief of Police. If barriers are put up to prevent that, it affects how the Department operates.</p> <p>Chair Uyehara thanked the Commission for their work as it really sets parameters and a framework to how the Commission will investigate the various issues it has identified so that when the data starts coming in after negotiations, etc., the Commission will be at a better place to move forward. Mr. Ono concurred.</p> <p>Administrator Ching stated that the Commission has Item D left to address.</p> <p>Chair Uyehara stated that the three points in Item D cover a lot of the points that the Commission discussed during the last hour. Chair Uyehara would like the Commission to lean more heavily on item D.ii in the near term given that they are not going to have the responses back from HR that they requested until after negotiations are completed. Chair Uyehara felt that it would be helpful for the Commission to come up with a mission statement. He noted that the Commission may want to come up with a mission statement as an institution as opposed to what the Commission wants to do for just the next year. The collective needs to identify what the point is to have a Salary Commission and what they are trying to do as a Commission as an institution. For example, the Commission wants to ensure that salaries are set with an eye to the fiscal health of the County and the sustainability of it. The Commission wants to ensure that it allows</p>	

SUBJECT	DISCUSSION	ACTION
	<p>the County tools to attain and attract the people it needs to that are appropriate to each of the positions. The last point may be that the salaries are set at levels that allows employees to be able to live on Kaua'i. Chair Uyehara stated that he understands those goals are implicit, but that he has not seen them stated in an official manner. Chair Uyehara further noted that it would be important that the mission statement work be done with all Commissioners present.</p> <p>Mr. Ono stated that without a solid foundation, there is no reason to discuss solutions when one does not even know what one is trying to do. It is important to come back to the main points, goals, and missions in keeping to task.</p> <p>Administrator Ching noted that she will be working with Chair Uyehara on the next meeting agenda, so to please email her if they would like to discuss any specific topic.</p> <p>Vice Chair Katayama asked if it would be possible for him to appear via remote technology. Administrator Ching responded that Vice Chair Katayama could do that.</p> <p>Administrator Ching notified the Commission that Ms. Kanna would probably be leaving the Salary Commission as she is going to be moving to the Public Access, Open Space, Natural Resources Preservation Fund Commission. Chair Uyehara asked if the vacancy on the Salary Commission will be filled. Administrator Ching noted that the vacancy could be filled, but that she is sensitive to wanting to fill it as soon as possible. She does not want to fill the vacancy after the Commission has already received all the briefings and HR reports. To make up that amount of time and</p>	

SUBJECT	DISCUSSION	ACTION
	knowledge, it really puts someone behind the eight ball.  Ms. Chiba-Miguel notified Administrator Ching at the last minute that she could not attend the meeting today as her daughter was ill.	No action was taken regarding this agenda item.
<b>EXECUTIVE SESSION</b>	<ul style="list-style-type: none"><li>Executive Session Report pursuant to HRS § 92-4(b).</li></ul>	There was no Executive Session held.
<b>ADJOURNMENT</b>	There being no further business, Chair Uyehara asked for a motion to adjourn the meeting.	Mr. Ono moved to adjourn the meeting. Ms. Akiona-Arruda seconded the motion. Motion carried 4:0.  The meeting was adjourned at 11:16 a.m.

Submitted by: \_\_\_\_\_  
Mercedes Omo, Staff Support Clerk

Reviewed and Approved by: \_\_\_\_\_  
Joshua Uyehara, Chair

( ) Approved as circulated on

( ) Approved as amended. See minutes of \_\_\_\_\_ meeting.

From: [Ellen Ching](#)  
To: [REDACTED]  
Subject: FW: Resignation; Salary Commission; Nancy Kanna  
Date: Thursday, May 29, 2025 11:41:59 AM

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-----Original Message-----

From: Nancy Kanna [REDACTED]  
Sent: Thursday, May 22, 2025 8:55 PM  
To: Ellen Ching <[eching@kauai.gov](mailto:eching@kauai.gov)>  
Subject: Resignation; Salary Commission; Nancy Kanna

CAUTION: This email originated from outside the County of Kauai. Do not click links or open attachments even if the sender is known to you unless it is something you were expecting.

Dear Ms. Ching,

Please accept my resignation from the Salary Commission, effective immediately.

Mahalo,  
Nancy Kanna  
Sent from my iPhone

### Executive Salary Jurisdiction Comparisons

POSITIONS	STATE <sup>1</sup>	C&C HONOLULU <sup>9</sup>	HAWAII	MAUI <sup>10</sup>	KAUA <sup>12</sup>
<b>EFFECTIVE DATES: (EXCEPT AS NOTED)</b>	<b>7/1/25</b>	<b>7/1/25</b>	<b>7/1/24</b>	<b>7/1/25</b>	<b>7/1/25</b>
GOVERNOR	\$217,908				
LT. GOVERNOR	\$216,660				
ADMIN DIRECTOR of the STATE	\$216,660				
MAYOR		\$226,080	\$209,028	\$245,000	\$172,854
M.D./ ADMIN. ASS'T./ DIR.		\$216,240	\$197,496	\$240,000	\$164,208
DEPUTY M.D.		\$205,032	\$170,676	\$216,000	
PROS ATTY		\$214,272	\$197,004	\$239,043	\$164,208
1ST DEPUTY PA		\$203,544	\$187,668	\$227,091 <sup>7</sup>	\$147,972
DEPUTIES: PA, Corp Counsel		\$81,240 - \$203,544 (PA) \$81,240 - \$203,544 (CC)	\$98,508 - \$169,920 (PA) <sup>8</sup> \$112,572 - \$166,980 (CC)	(PA) <sup>7</sup> (CC) <sup>7</sup>	\$141,312 (PA, CC)
DEPT. HEADS					
DAGS, DBEDT, DCCA, DHHL, DHS, DLIR, DLNR, DOA, DOH, DOT, PSD, TAX	\$206,352				
BUDGET & FINANCE	\$216,660	\$201,984	\$170,652	\$192,458 <sup>3</sup>	\$155,574
ATTORNEY GENERAL/CORP COUNSEL	\$216,660	\$207,768	\$197,004	\$239,043	\$164,208
HUMAN RESOURCES	\$206,352	\$201,984	\$165,384	\$192,458	\$147,792
INFO TECH		\$201,984	\$162,540		
POLICE		\$249,576	\$197,052	\$230,000	\$181,800
FIRE		\$241,656	\$194,400 <sup>4</sup>	\$230,000	\$164,208 <sup>4</sup>
MEDICAL EXAMINER		\$416,016			
EMERGENCY SERVICES		\$201,984			
PLANNING		\$201,984	\$170,676	\$192,458	\$153,936
PUBLIC WORKS			\$170,460	\$192,458	\$164,208 <sup>5</sup>
DESIGN & CONSTRUCTION		\$201,984			
FACILITIES MAINTENANCE		\$201,984			
ENVIRONMENTAL SVCS/MGT		\$201,984	\$170,676	\$192,458	
LIQUOR		^	\$162,540	\$183,106	\$141,312
WATER		\$199,517.76 <sup>6</sup> (7/1/20)	\$175,980 <sup>6</sup>	\$192,458	\$164,208
CUSTOMER SERVICES		\$201,984			
ENTERPRISE SERVICES		\$201,984			
HOUSING			\$162,540	\$183,106	\$147,792
COMMUNITY SERVICES		\$201,984			
HUMAN CONCERNS		\$201,984		\$183,106	
LAND MANAGEMENT		\$201,984			
PARKS		\$201,984	\$165,540	\$192,458	\$155,574
RESEARCH & DEV./ECONOMIC DEV.		\$166,560*	\$162,540	7/1/2024 \$86,592-\$123,516**	\$141,312
ROYAL HAWAIIAN BAND		\$191,640			
TRANSPORTATION		\$201,984		\$183,106	
AGRICULTURE				\$183,106	
EAST MAUI WATER AUTHORITY				\$183,106	
O'WI RESOURCES				\$183,106	
DEPUTIES					
DAGS, DBEDT, DCCA, DHHL, DHS, DLIR, DLNR, DOA, DOH, DOT, PSD, TAX	\$189,804				
BUDGET & FINANCE	\$199,308	\$191,640	\$162,516	\$173,212 <sup>3</sup>	\$147,792
1ST DEPUTY AG/CORP COUNSEL	\$199,308	\$197,376	\$187,668	\$227,091 <sup>7</sup>	\$147,792
HUMAN RESOURCES	\$189,804	^^	\$157,668	\$173,212	
INFO TECH		\$191,640			

POSITIONS	STATE <sup>1</sup>	C&C HONOLULU <sup>9</sup>	HAWAII	MAUI <sup>10</sup>	KAUA'I <sup>2</sup>
EFFECTIVE DATES: (EXCEPT AS NOTED)	7/1/25	7/1/25	7/1/24	7/1/25	7/1/25
POLICE		\$237,096	\$187,668	\$227,091	\$147,792
FIRE		\$229,560	\$184,680 <sup>4</sup>	\$227,091	\$147,792 <sup>4</sup>
MEDICAL EXAMINER		\$395,208			
EMERGENCY SERVICES		\$191,640			
PLANNING		\$191,640	\$162,540	\$173,212	\$141,312
PUBLIC WORKS			\$162,348	\$173,212	\$147,792 <sup>5</sup>
DESIGN & CONSTRUCTION		\$191,640			
FACILITIES MAINTENANCE		\$191,640			
ENVIRONMENTAL SVCS/MGT		\$191,640	\$162,540	\$173,212	
LIQUOR				\$164,795	
WATER		\$190,448.76 <sup>6</sup> (7/1/20)	\$167,220 <sup>6</sup>	\$173,212	\$147,792
CUSTOMER SERVICES		\$191,640			
ENTERPRISE SERVICES		\$191,640			
HOUSING				\$164,795	
COMMUNITY SERVICES		\$191,640			
HUMAN CONCERNS				\$164,795	
LAND MANAGEMENT		\$191,640			
PARKS		\$191,640	\$157,668	\$173,212	\$147,792
RESEARCH & DEV/ ECONOMIC DEV.			\$146,292		
TRANSPORTATION		\$191,640		\$164,795	
AGRICULTURE				\$164,795	
O'IIWI RESOURCES				\$164,795	
LEGISLATIVE BRANCH					
	1/1/27	7/1/25	7/1/24	7/1/25	7/1/25
SPEAKERS/PRES	\$109,632				
MEMBERS HSE/SEN	\$97,896				
COUNCIL CHAIRPERSON		\$132,048	\$99,024	\$106,367	\$91,632
COUNCIL MEMBERS		\$122,064	\$90,024	\$101,302	\$81,432
COUNTY CLERK		\$201,984	\$162,540	\$183,106	\$155,574
DEPUTY COUNTY CLERK			\$146,292	\$164,795	\$147,792
COUNTY AUDITOR		\$201,984	\$162,540	\$192,458	\$153,936

<sup>1</sup> State departments have statewide responsibility for all islands.

<sup>2</sup> 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.

<sup>3</sup> Maui's Budget & Finance does not include Budget.

<sup>4</sup> Hawaii's Fire includes Emergency Medical Services and Ocean Safety; Kauai Fire includes Ocean Safety

<sup>5</sup> Kauai's Public Works includes Environmental

<sup>6</sup> Salary set by Water Board

<sup>7</sup> 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 exceed that of the 1st Deputy.

<sup>8</sup> For Hawaii, the minimum range of the Deputy Prosecuting Attorneys cannot be lower than 50% of the Prosecuting Attorney's salary.

<sup>9</sup> For City, the salaries are not official as they have not been approved by the City Council

<sup>10</sup> For Maui, the salaries are not official as they have not been approved by Council

^ 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

\* City's position is titled Executive for Economic Revitalization; unclassified position under own office as established by Charter

\*\* Maui's position is an Economic Development Director, EM-03 under the Office of the Mayor

Last Updated 5/6/2025

**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								\$75.00/mo =< PO 8 Salary Range; \$85.00/mo => PO 9 Salary Range; \$68.67/mo =< PO 8 Salary Range; \$693.33/mo => PO 9 Salary Range
	Present	N/A			N/A			N/A	
Rank-for-Rank	7/1/1997							None	
	Present	N/A			N/A			Up to twelve (12) shifts or 288 hours/year	N/A
Bureau Opportunity Benefit Incentive (BOBI) 40-hr positions	7/1/1997							None	
	Present	N/A			N/A			\$350.00/mo	N/A
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	\$8.00 - Breakfast; \$10.00 - Lunch; \$12.00 - Dinner	\$8.00 - Breakfast; \$10.00 - Lunch; \$12.00 - Dinner	\$8.00 - Breakfast; \$10.00 - Lunch; \$12.00 - Dinner	\$8.00 - Breakfast; \$10.00 - Lunch; \$12.00 - Dinner	\$8.00 - Breakfast; \$10.00 - Lunch; \$12.00 - Dinner	\$8.00 - Breakfast; \$10.00 - Lunch; \$12.00 - 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	\$0.45/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
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	\$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	\$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%
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
Stand-By Duty	7/1/1997	\$1.30/hr => 30 min; \$0.65/hr < 30 min						25% of daily rate	25% of daily rate
	Present	75% 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-land - impracticable to return home)	7/1/1997	\$20.00/day						\$20.00/day	
	Present	\$30.00/day						\$50.00 per 24-hr shift (temp chg in station); \$20.00/day	\$20.00/day
Travel Allowance (intrastate travel)	7/1/1997	\$80.00/day						\$80.00/day	\$80.00/day
	Present	federal reimbursement						\$80.00/day	\$90.00/day
Travel Allowance (out-of-state travel)	7/1/1997	\$130.00/day						\$130.00/day	\$130.00/day
	Present	federal reimbursement						\$130.00/day	\$145.00/day
Night Alarm Premium	7/1/1997	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	\$420.00/year
	Present								\$1,000.00/year
Bomb Technicians Differential	7/1/1997	N/A						N/A	10% of monthly base pay
	Present								
Explosive Canine Handlers Differential	7/1/1997	N/A						N/A	5% of monthly base pay
	Present								
Canine Handlers Differential	7/1/1997	N/A						N/A	\$132.00/mo
	Present								
Auto Allowance	7/1/1997			N/A	N/A				\$488.00/mo (Sergeants & above); \$450.00/mo (Officers)
	Present	N/A	N/A	\$500.00/year for Liquor Control Investigators	\$500.00/year for Liquor Control Investigators	N/A	N/A	N/A	\$600.00/mo (Sergeants & above); \$562.00/mo (Officers)
Aerial Observer Differential	7/1/1997	N/A						N/A	N/A
	Present						N/A	\$5.00/hr	
Rescue Craft Operator Differential	7/1/1997	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
	Present							\$1.00/hr	
Recruitment Incentive Differential	9/1/2023	N/A						N/A	N/A
	Present								
No Lunch Premium	8/1/2023	N/A						N/A	N/A
	Present								

**Collective Bargaining: Step Movements, Lump Sum Awards, etc. (Non-ATB % Increases)**  
**7/1/1997 - 6/30/2029**

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)					-	-

**Collective Bargaining: Step Movements, Lump Sum Awards, etc. (Non-ATB % Increases)**  
**7/1/1997 - 6/30/2029**

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
7/1/2025-6/30/2026					Continue SMs; \$2,000 lump sum for EEs not eligible for a SM	Arbitration	Arbitration	Arbitration
7/1/2026-6/30/2027					Continue SMs	Arbitration	Arbitration	Arbitration

<p align="center"><b>Collective Bargaining: Step Movements, Lump Sum Awards, etc. (Non-ATB % Increases)</b>  <b>7/1/1997 - 6/30/2029</b></p>
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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
7/1/2027-6/30/2028					Continue SMs	Arbitration	Arbitration	Arbitration
7/1/2028-6/30/2029					Continue SMs	Arbitration	Arbitration	Arbitration

**Collective Bargaining: Across-the-Board % Increases Only**  
**7/1/1997 - 6/30/2029**

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%

7/1/2025-6/30/2026	3.50%	3.50%	3.50%	3.50%	2.12%	N/A	N/A	N/A
7/1/2026-6/30/2027	3.79%	3.79%	0.00%	3.79%	2.95%	N/A	N/A	N/A
7/1/2027-6/30/2028	4.00%	4.00%	4.00%	4.00%	2.77%	N/A	N/A	N/A
7/1/2028-6/30/2029	4.00%	4.00%	0.37%	4.00%	3.17%	N/A	N/A	N/A
TOTAL % Increases	106.78%	86.35%	70.88%	82.14%	74.52%	65.48%	77.25%	91.74%

### Salary Resolutions 12/2008 to 7/2025

Department	Position	12/1/2008	12/1/2009*	7/1/2012**	7/1/2016	7/1/2017	7/1/2019	1/1/2023	7/1/2023	7/1/2024	7/1/2025
Mayor's Office	Mayor	\$ 114,490			\$ 132,000		\$ 142,062	\$ 149,184	\$ 156,624	\$ 164,472	\$ 172,854
Mayor's Office	Managing Director	\$ 110,197			\$ 122,539		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 164,208
Prosecuting Attorney	Prosecuting Attorney	\$ 107,335	\$ 114,848		\$ 119,357		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 164,208
County Attorney	County Attorney	\$ 107,335			\$ 119,357		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 164,208
Police	Police Chief	\$ 107,335		\$ 114,490	\$ 127,313		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 181,800
Fire	Fire Chief	\$ 107,335		\$ 114,490	\$ 127,313		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 164,208
Public Works	County Engineer	\$ 107,335			\$ 119,357		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 164,208
Water	Manager and Chief Engineer	\$ 107,335			\$ 119,357		\$ 137,022	\$ 143,880	\$ 151,080	\$ 158,640	\$ 164,208
County Clerk	County Clerk	\$ 107,335	\$ 114,848			\$ 119,357	\$ 128,460	\$ 134,904	\$ 141,648	\$ 148,728	\$ 155,574
County Auditor	County Auditor	\$ 107,335	\$ 114,848			\$ 119,357	\$ 128,460	\$ 134,904	\$ 141,648	\$ 148,728	\$ 153,936
Finance	Finance Director	\$ 107,335			\$ 119,357		\$ 128,460	\$ 134,904	\$ 141,648	\$ 148,728	\$ 155,574
Planning	Planning Director	\$ 107,335			\$ 119,357		\$ 128,460	\$ 134,904	\$ 141,648	\$ 148,728	\$ 153,936
Parks and Recreation	Parks and Recreation Director	\$ 107,335				\$ 119,357	\$ 128,460	\$ 134,904	\$ 141,648	\$ 148,728	\$ 155,574
County Clerk	Deputy County Clerk	\$ 98,748	\$ 105,660			\$ 114,582	\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Prosecuting Attorney	1st Deputy Prosecuting Attorney	\$ 98,748	\$ 105,660		\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
County Attorney	1st Deputy County Attorney	\$ 98,748			\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Finance	Deputy Finance Director	\$ 98,748			\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Human Resources	Human Resources Director	\$ 103,041			\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Police	Deputy Police Chief	\$ 98,748		\$ 105,660	\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 172,704
Fire	Deputy Fire Chief	\$ 98,748		\$ 105,660	\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Housing	Housing Director	\$ 103,041				\$ 114,582	\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Public Works	Deputy County Engineer	\$ 98,748			\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Parks and Recreation	Deputy Parks and Recreation Director	\$ 98,748				\$ 114,582	\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Water	Deputy Manager and Chief Engineer	\$ 98,748			\$ 114,582		\$ 123,318	\$ 129,504	\$ 135,960	\$ 142,776	\$ 147,792
Mayor's Office	Boards & Commissions Administrator	\$ 103,041				\$ 109,560	\$ 117,912	\$ 123,816	\$ 130,008	\$ 136,512	\$ 141,312
Prosecuting Attorney	Deputy Prosecuting Attorney	\$ 94,454	\$ 101,066		\$ 109,560		\$ 117,912	\$ 123,816	\$ 130,008	\$ 136,512	\$ 141,312
County Attorney	Deputy County Attorney	\$ 94,454			\$ 109,560		\$ 117,912	\$ 123,816	\$ 130,008	\$ 136,512	\$ 141,312
Economic Development	Economic Development Director	\$ 103,041				\$ 109,560	\$ 117,912	\$ 123,816	\$ 130,008	\$ 136,512	\$ 141,312
Planning	Deputy Planning Director	\$ 98,748			\$ 109,560		\$ 117,912	\$ 123,816	\$ 130,008	\$ 136,512	\$ 141,312
Liquor	Liquor Director	\$ 103,041				\$ 109,560	\$ 117,912	\$ 123,816	\$ 130,008	\$ 136,512	\$ 141,312
County Council	Council Chair	\$ 59,699	\$ 63,879			\$ 71,033	\$ 76,452	\$ 80,280	\$ 84,312	\$ 88,512	\$ 91,632
County Council	Councilmember	\$ 53,066	\$ 56,781			\$ 63,140	\$ 67,956	\$ 71,376	\$ 74,928	\$ 78,672	\$ 81,432

\*amended resolution was needed as Mayor Carvalho requested for raises scheduled to take effect on 1/1/2010 be frozen for his appointees

Council and Prosecuting Attorney raises were not frozen and took effect on 12/1/2009

Salary Commission raises were to take effect on 1/1/2010, 7/1/2011 and 7/1/2013 but Mayor Carvalho continued to request for the raises to be frozen

\*\*Salary Commission provided special raises for Police and Fire appointees

Additional resolutions were passed for:

Car/Cell Phone Allowance (Mayor and Councilmembers)	2013-1
Uniform allowance (Police and Fire)	2013-1
Gun allowance (Police)	2013-1
Standard of Conduct Differential (Police)	2013-1
Subsidized Vehicle (Police)	2013-2
Deputy Police Chief Salary (Police)	2020-2

## OFFICE OF BOARDS & COMMISSIONS

ELLEN CHING, ADMINISTRATOR



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

May 8, 2025

Chair Joshua Uyehara  
Salary Commission  
c/o Boards and Commissions  
4444 Rice St., Ste. 300  
Līhu'e, Hawai'i 96766

RE: Requesting proposals to amend the Charter

Dear Chair Joshua Uyehara and Members of the Salary Commission:

The Charter Review Commission invites the Salary Commission to present any proposals on any Charter amendments for the Charter Commission to consider for the 2026 ballot.

Please provide a brief background on the issue and how the amendment will address or solve the issue to the Charter Review Commission by July 31, 2025. As part of the deliberations of the Commission, should the Commission in earnest consider your proposal, they may be requesting more information at that time.

**Please note that July 31, 2025, is not a flexible deadline.** Once the Commission decides to place a question on the ballot, the Commission works over the next 12 months on the wording of the question, the background information, and the purpose to give the ballot question the best chance of adoption.

Should you have any questions, please feel free to contact, Ellen Ching at [eching@kauai.gov](mailto:eching@kauai.gov) or at 241-4922.

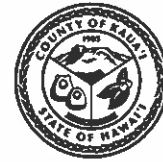
Sincerely,

A handwritten signature in black ink, appearing to read "JKaina", is written over a horizontal line.

Jaclyn Kaina, Chair  
Charter Review Commission

# OFFICE OF BOARDS & COMMISSIONS

ELLEN CHING, ADMINISTRATOR



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

## MEMORANDUM

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

FROM: Kevin Mince, Boards and Commissions Support Clerk

DATE: May 23, 2025

RE: Police Chief Salary Recommendations

At its' May 9, 2025 meeting the Police Commission reviewed and discussed the Salary Commission's request regarding the Police Chief's salary. The Police Commission appreciates the opportunity to provide input into this matter.

The Salary Commission requested the Police Commission's input on two salary related issues:

- **Increase Annual Salary to \$180,000.**

The Police Commission concurs with, and supports, Chief Raybuck's recommendation to increase the Police Chief's salary.

The Police Commission views such a salary increase as not only warranted, but, extremely important as it begins the search for a new police chief. A salary increase will put the Kaua'i Police Chief's salary more in line with that of the police chiefs on the other islands, and it will attract more top-tier applicants for the soon to be vacant Kaua'i Police Chief's position.

- **Performance-Based Bonuses:**

The Commission does not support Performance-Based Bonuses.

The Commission feels that Performance-Based Bonuses are already 'Built Into' how it sets the salary for the police chief. It has been the Commissions practice to use its' ability to set the Chief's salary at a point lower than the maximum permitted by the Salary Commission, and then grant pay increases based on successful performance, up the salary maximum.

Simply put, as the Salary Commission raises the Police Chief's maximum salary the Commission can choose whether or not to increase the salary based on performance.