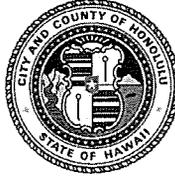


HONOLULU FIRE DEPARTMENT  
**CITY AND COUNTY OF HONOLULU**

636 South Street  
Honolulu, Hawaii 96813-5007  
Phone: 808-723-7139 Fax: 808-723-7111 Internet: www.honolulu.gov/hfd

PETER B. CARLISLE  
MAYOR



RECEIVED  
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C & C OF HONOLULU  
2012 FEB 29 11:22 AM  
KENNETH G. SILVA  
FIRE CHIEF  
EMMIT A. KANE  
DEPUTY FIRE CHIEF

February 22, 2012

Mr. Jim Donovan, Chair  
Salary Commission  
c/o Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

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2012 FEB 23 A 10:34  
CITY COUNCIL  
HONOLULU, HAWAII

Dear Mr. Donovan:

I am cognizant of the economic hardship placed on the entire community and the difficulty in making decisions during these tough economic times. However, I respectfully request your consideration of creating an equitable compensation package for the Fire Chief and Deputy Fire Chief.

The Salary Commission continues to recognize the importance of pay parity and appropriate separation and diligently attempts to ensure that compensations for the Fire Chief and the Deputy Fire Chief are appropriately and justifiably separated from their subordinates.

According to a 2008 Firehouse Magazine survey, the Honolulu Fire Department (HFD) is the 27<sup>th</sup> largest fire department in the nation and provides emergency responses, fire prevention, community relations, and public information to more than one million citizens and visitors on Oahu.

The tremendous responsibility of managing these services; planning, developing, implementing, and evaluating the Department's Master Strategic Plan, which includes maintaining accreditation and certification credentials; requesting for and carrying out the Operating and Capitol Improvement Program budgets; analyzing and evaluating operating needs, such as new fire station sites, appropriate staffing, apparatus and equipment, personnel training, wellness/fitness, and safety programs; and numerous other duties lie with the Fire Chief and the Deputy Fire Chief.

Public safety administrators differ from other department directors, as they were hired by their department as recruits years ago and over the course of their careers, attained experience and knowledge which propelled them into their current positions. Moreover, their selection as directors and deputy directors included detailed processes, which were conducted by specialized commissions. Other department directors are elected or appointed by the incoming City administration.

My argument for an adjustment in compensation is twofold. First, the HFD's Fire Chief and the Deputy Fire Chief are among the lowest paid administrators of comparable-sized fire departments. Second, an increased compensation adjustment is necessary due to the four-year pay package afforded to fire fighters and subsequently to our subordinate Chief Officers. This situation is compounded, as there has been no equitable salary increase for the Fire Chief and the Deputy Fire Chief over the last four years. As a result, subordinates are compensated significantly more than their superiors.

**Comparable-Sized Fire Department  
2008 Survey Data**

City	Uniformed Manpower	Population	Fire Chief Salary
San Francisco	1,468	810,000	\$294,000
Seattle	1,120	690,000	\$172,000
San Antonio	1,350	1,327,000	\$171,000
San Diego	1,200	1,350,000	\$166,000
Clark County	1,205	1,200,000	\$162,000
Honolulu	1,162	903,000	\$136,236

The Mayor's Directive No. 07-07 dated October 22, 2007, granted pay adjustments/increases for City excluded managers (EM) effective July 1, 2007. This Directive set all salary and benefits adjustments for EMs in accordance with the "Adjustments in Benefits, Hours and Compensation for Civil Service Managerial Employees Excluded from Collective Bargaining Effective July 1, 2007, to June 30, 2011." During that four-year period, our Assistant Chiefs (AC) and Battalion Chiefs received salary adjustments that totaled nearly 24%. In addition to the salary increase, the 40-hour uniformed EMs receive a Bureau Opportunity Benefit Incentive (BOBI) of \$350 per month. The BOBI is part of an EM's base salary and automatically added.

Effective July 1, 2007, the pay for a senior AC was increased to \$10,147 per month (\$9,797 plus \$350 BOBI) or \$121,764 per year. Over the next three years, the ACs received the following pay increases:

- Effective July 1, 2008, \$10,543 per month plus the \$350 BOBI or a total of \$10,893 per month
- Effective July 1, 2009, \$11,345 per month plus the \$350 BOBI or a total of \$11,695 per month
- Effective July 1, 2010, \$12,026 per month plus the \$350 BOBI or a total of \$12,376 per month

Mr. Jim Donovan, Chair  
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February 22, 2012

**Current Annual Salaries**

Rank	Salary	BOBI	Total Salary	Percentage of Fire Chief's Salary
Fire Chief	\$136,236	0	\$136,236	100.0
Deputy Fire Chief	\$129,936	0	\$129,936	95.4
AC (3)	\$144,312	\$4,200	\$148,512	109.0 (\$12,376)

My request of the Salary Commission is to raise the Fire Chief's and the Deputy Fire Chief's base pay to that of our subordinate senior ACs. Currently, that would be \$12,376 per month. We are only asking to be compensated at a level equal to our subordinates. In subsequent years, we can address the issue of pay separation between the ranks.

The current salary structure provides a disincentive for promotion to the rank of Fire Chief and Deputy Fire Chief due to a salary reduction of \$1,000 per month and loss of civil service protection. Recently, a Deputy Fire Chief stepped down to an AC position because of the pay disparity. The same has happened with the Honolulu Police Department.

Should you have any questions, please contact me at 723-7101 or [ksilva@honolulu.gov](mailto:ksilva@honolulu.gov).

Sincerely,



KENNETH G. SILVA  
Fire Chief

KGS:sn