

County of Maui Department of Fire & Public Safety Strategic Plan 2021-2025



STRATEGIC PLAN

2021-2025



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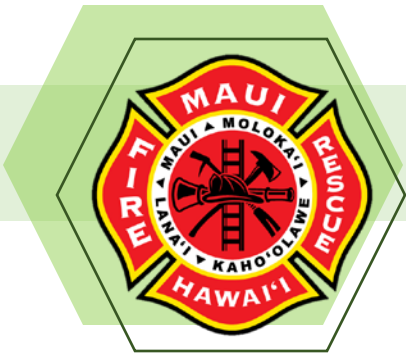
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MAUI FIRE DEPARTMENT

2021-2025 Strategic Plan

EXECUTIVE SUMMARY

The County of Maui, Department of Fire and Public Safety also known as Maui Fire Department (MFD) is pleased to present its 2021-2025 Strategic Plan. The purpose of this Strategic Plan is to clearly define MFD's mission and goals while developing a guide for continually providing excellent emergency services while preparing to meet the many challenges and opportunities which may arise over the next five years.

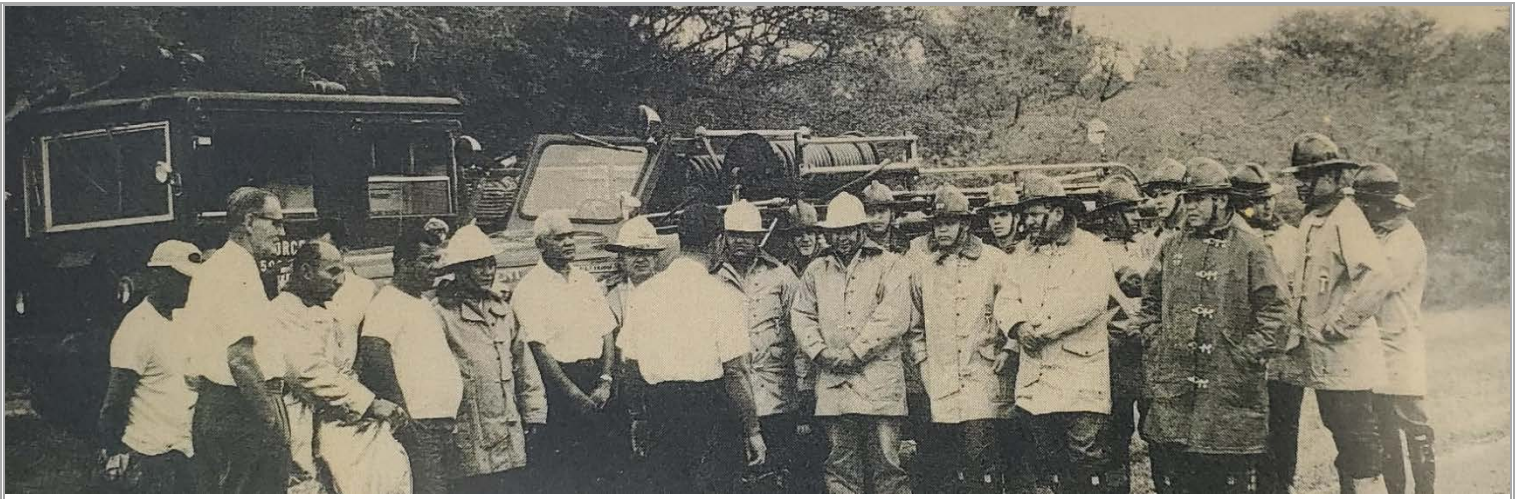
This Strategic Plan will serve as a living document and a work in progress, subject to change under evolving circumstances. It was developed using a Community-Driven Strategic Planning process which surveyed Department members (internal stakeholders) and Maui County residents and visitors (external stakeholders). The surveys, one for the external stakeholders and four for internal stakeholders, were made available via the County of Maui website in November of 2020. The final part of the process included ongoing discussions and collaborations between the Strategic Planning Committee, made up of a variety of ranked Department members and Executive Staff.

Since its inception in 1924, MFD has had a proud tradition of providing excellent service to the community. The growing demand for services, combined with the ever increasing cost of service delivery, make an effective Strategic Plan imperative to maintain the high standards expected by the Maui County community. MFD has a talented and engaged group of members committed to constantly improving the services provided to the residents and visitors of Maui County. This document is a culmination of MFD's efforts to detail how it will meet and prioritize the needs of the community and establish timelines to achieve these needs.

MFD is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, strive to provide exceptional customer service to the community, ensure our equipment is always in superior working order and ready to respond, and continue to perform the duties of our profession to the best of our abilities.

The success of the plan will not be measured strictly by the implementation of goals and objectives but rather from the realization of our vision through support received by our elected officials, the residents and visitors of the community, as well as Department members. This support will be realized by the plan adoption, commitment of resources, department accountability, and continued community involvement. This vested interest will ultimately enable the Department to execute this plan as it strives for organizational excellence.





DEPARTMENT HISTORY

Firefighting for the County of Maui began in the late 1800's, all of which were volunteers. Fire protection by firefighting forces were primarily for plantation camps and done by bucket brigade. Night watchmen and Old Bells were how notifications for fires were made.

Significant fires in 1924, like the Pauwela Cannery fire that destroyed the girl's dorm and nursery on January 18, a fire in Wailuku that destroyed the Hoshide Hotel on March 4, and a Paia home fire with two fatalities on April 25, brought attention to the fire protection in Maui. That motivated the Board of Supervisors, predecessor of the County Council, to make changes and upgrades of fire protection for the County.

On July 1, 1924, Maui's first organized fire unit with salaried employees was established and known as the Wailuku Fire Department. Chairman Samuel E. Kalama of the Board of Supervisors appointed Joseph F. Souza Jr. as Fire Chief. The Board set the Chief's salary at \$125 a month. The following month the Board approved 15 positions to be selected and filled by the Fire Chief. The first 15 career firefighters for the department were J. Borba, A. Garcia, M.C. Ross, J.K. Kaaeholo, T. Caswell, D. Kaina, A. Rodrigues, J. Duarte, J. Enos, H. Enos, C. Lake, H. Lake, M. Eaku, F. Kalua, and C. Waiwaiole.

Over the years, organized paid fire departments in Wailuku, Paia, and Lahaina districts were established and supplemented the volunteer firefighting efforts of plantation workers at various plantation camps and mills. Most mills had their own firefighting trucks and equipment.

Many significant fires continued throughout Maui to include Puunene Dairy, Market Street, Planning Mill, Tam Ho Building, and a stable fire at the Maui Polo grounds. Community concerns advocate for adoption of building codes, improved hydrant systems, updated firefighting equipment, and expansion of the fire fighting force. On January 20, 1931, Board passes 1st reading to regulate all construction within fire districts (Wailuku, Lahaina, and Paia).

On January 18, 1939, more personnel are hired to staff the Lahaina Station. The Department implements 24-hour shifts for around the clock fire protection.

March 18, 1939, temporary fire protection for Kaunakakai is established. The Lahaina fire truck is transferred to Molokai to provide protection. More firefighting equipment for Molokai was approved by the Board of Supervisors in 1940.

World War II, brought added need for fire protection in Maui and throughout Hawaii. On May 2, 1942, Army and Navy firefighting trucks were stationed at Wailuku, Waikapu, Makawao, and Puunene. Firefighting equipment increased to eight publicly owned fire trucks on the island in addition to equipment owned by Maui Plantations.

The added fire protection brought the need for formalized training. In 1943, firefighting training programs were delivered by the military. U.S. Fire Chief for Maui County Edward F. Schumacher trained forty-four volunteers in pump operations from static water sources. Honolulu Fire Department Drillmaster provided rigid testing after 20 days of instruction.

HC&S, Kahului Railroad, Army, Navy, and Maui Plantations had fire trucks and firefighting forces, organized and paid for in a combination system. The Maui County departments were also operating in a combination system. In 1949, Maui County had no centralized fire department and no one Fire Chief in charge of Operations. Each district department was a separate entity and its lieutenant in charge was responsible directly to the Chairman of the Board of Supervisors. Private companies had their own interests in mind in regards to protection. This disconnect of fire protection in the County was an expressed concern from the community.

In the 1950's, efforts toward prevention included the adoption of a fire prevention code to serve the people of the Territory of Hawaii to replace the Territorial Fire Marshal's Rules and Regulations, drawn up in 1917, which were inadequate and obsolete. In 1956, The General Insurance Association of Maui spearheaded Fire Prevention Week. The Fire Rating Bureau upgraded the fire protection classes throughout the County.

In July 1954, construction for the new Wailuku Fire Station began and is completed on June 3, 1955 becoming the first permanent fire station constructed in Maui County. According to the Legislative Reference Bureau, in 1957 Maui County (including the islands of Maui, Molokai, and Lana'i) had the smallest staff of firefighters in the Territory of Hawaii at 49. Kauai Fire Department staffed at 65, Hawaii Fire Department staffed at 79, and the Honolulu Fire Department had 426 personnel. Communities without fire protection began looking for answers and turned to volunteer brigades in their districts (Kihei, Kula, Makawao, Haiku, and Kahului).

In 1964, a new State Fire Code was signed by Governor Burns to be applicable throughout the State of Hawaii. Under new laws, wooden buildings which could not be equipped with sprinkler system, would need to find other means of upgrading fire safety features.





On April 14, 1965, twenty Lana'i men were appointed by County Fire Chief Alexander Oana to the Volunteer Fire Department for the island of Lana'i. On March 18, 1967, authorization was granted by the Maui Board of Supervisors to the County of Maui Fire Department to create eight new fire department positions to provide search and rescue services and operations of an aerial ladder truck. The Maui Fire Department purchased an 85-foot aerial ladder, the first aerial truck for the Maui Fire Department. On May 15, 1968, Honolulu Community College provided in-service training for the Maui Fire Department. According to Richard Miyashiro, Fire Science Program Coordinator, forty-six firemen received training and were very happy with the program.

1986 brought the introduction of Maui County's first rescue company which was initially assigned to Wailuku Fire Station. This specialized company was responsible for technical rescue missions such as high angle rope rescue, helicopter operations and scuba diving incidents.

In 1987 an aerial ladder company was added to Lahaina Fire Station to support operations at the multi-story hotels and condominium developments on the West Side of Maui. This new apparatus provided a 75' ladder to provide rescue and suppression capabilities in what was then a growing Kaanapali and Kapalua.

In 1990 a small brush truck was moved to Pukoo Fire Station to provide EMS coverage to the east end of Molokai. The station was staffed with a Firefighter III and Firefighter I on each shift.

By the end of 1991 Kahului Fire Station and Administration Headquarters building were completed, along with the Napili Fire Station. Central Maui added another engine company, a water tanker, and the rescue company moved from Wailuku to Kahului. Napili firefighters moved into a new station, the result of a private/public partnership effort to fund construction of the new location. Then in 1994, Kula Fire Station was opened with the largest district on Maui.

In 1995 a Hazmat bureau/division was created with 2 40-hour personnel to begin the research and creation of a Hazmat crew on Maui. In 2006 the apparatus was purchased using grant funds from Homeland Security and initially 2 personnel were assigned to each watch. In 2007 9 additional personnel were hired, ensuring the hazmat company had 5 on each crew.

Wailea Fire Station was completed in 2002 where an engine, water tanker, and aerial ladder company were added to respond to the district from LaPerouse to central Kihei. Firefighters graduated from recruit class and crews were housed in Kahului and Wailuku until the construction project was complete.

Department operations were split into two Battalions in 2009 with the formation of a second Battalion. Molokai, Lanai, West Maui, and Wailuku would form this Battalion and 3 new Battalion Chiefs were promoted. During this same year the department Health and Safety Bureau was created and 2 new Firefighter III positions were created to accompany a Captain.

With the acquisition of additional equipment to serve the island of Molokai, crews had outgrown the old Kaunakakai Fire Station which spurred the construction and completion of a new Kaunakakai Fire Station in 2011. Maui Police Department houses their outer island dispatch center at this location.

The Ocean Safety Bureau joined forces with the Maui Fire Department by a 2012 Charter Amendment which was voted on by the community to move Ocean Safety out of the Parks and Recreation Department. In 2014 a Battalion Chief position was created to oversee the Ocean Safety Bureau and in 2016 the department was renamed County of Maui Department of Fire and Public Safety. At that time the Ocean Safety Bureau consisted of 60 Ocean Safety Officers and one clerical position. Today Maui has 10 staffed towers at 8 county beach parks.

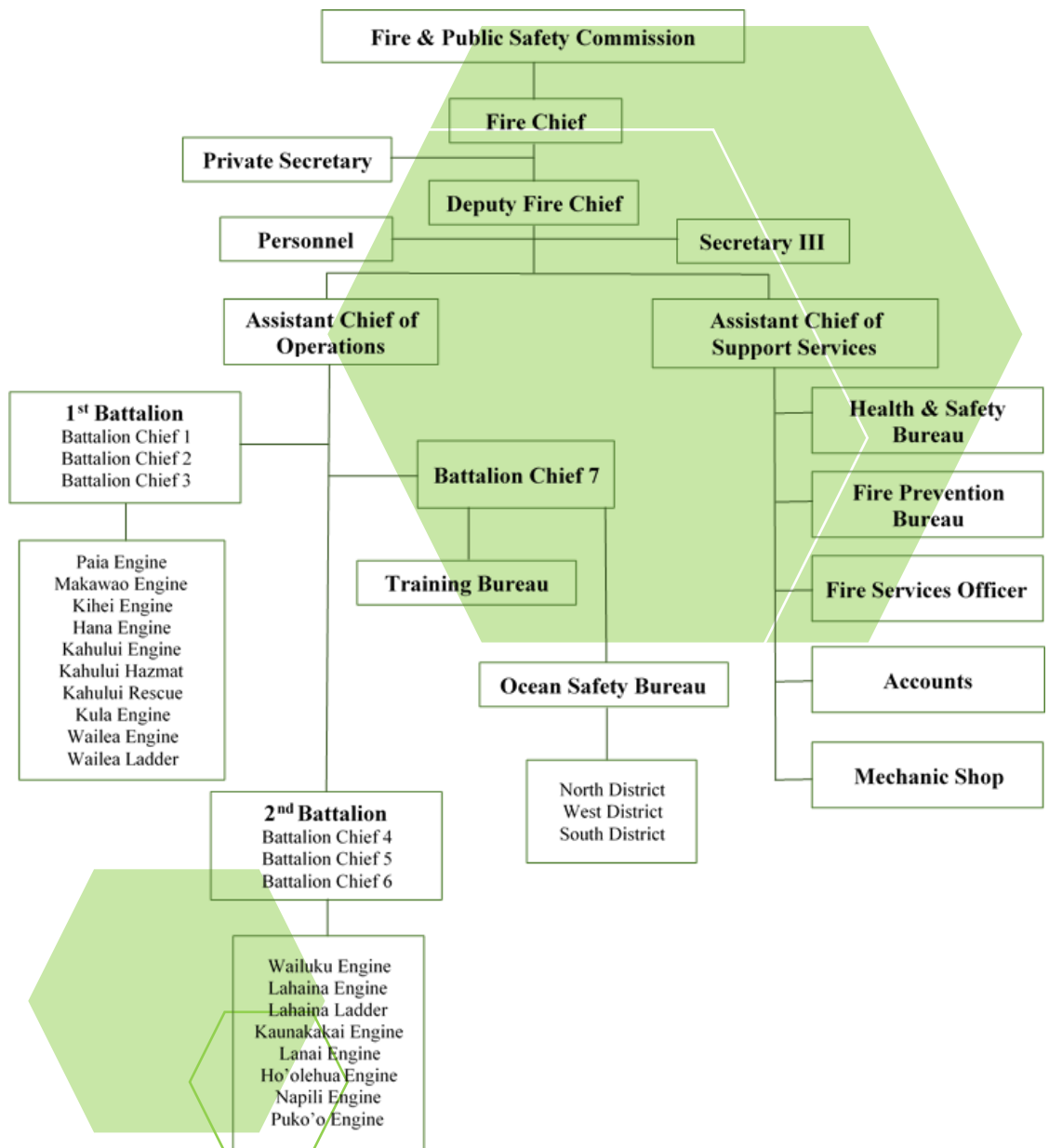
The Department currently has 14 stations, including 10 on Maui, 3 on Moloka'i, and 1 on Lana'i. The County of Maui Department of Fire and Public Safety is staffed with 282 Fire Operations, 63 Ocean Safety, 12 Fire Prevention, 5 Health and Safety, 5 Training, 6 Mechanic Shop, and 17 Administrative Support personnel. The Department currently still holds one recruit class every calendar year for new Firefighter Trainees to replace any vacancies the department may have.



ORGANIZATIONAL CHART

PROGRAMS

Fire Operations	282
Ocean Safety Bureau	63
Fire Prevention Bureau	12
Health and Safety Bureau	5
Training Bureau	5
Mechanic Shop	6
Administration / Support Staff	17
Total Personnel	390



Uniformed Fire Personnel

Operations:

- ❖ Battalion Chiefs 6
- ❖ 14 Engine Companies 216
- ❖ 2 Ladder Companies 30
- ❖ 2 Specialized Companies 30

Bureaus:

- ❖ Fire Prevention 10
- ❖ Health and Safety 3
- ❖ Training 4
- ❖ Ocean Safety 1

Ocean Safety Personnel

- ❖ Ocean Safety Bureau 63

Administrative and Support Services

- ❖ Civilian Personnel 28

POPULATION

PER THE 2020 OFFICIAL US CENSUS

Maui

- ❖ 167,417

Molokai

- ❖ 7,404

Lanai

- ❖ 3,102

Kaho'olawe

- ❖ Uninhabited



VISITORS PER YEAR

3,071,596 (2019)
2,914,122 (2018)
2,744,994 (2017)
AVERAGE: 2,910,237



MISSION STATEMENT

“DEDICATED TO PROTECT AND PRESERVE LIFE, ENVIRONMENT, AND PROPERTY.”

LIFE: This part of our mission includes all forms of life with human life being paramount. According to the United States Census Bureau, the estimated population of Maui County in 2020 was 167,417 residents. This number includes roughly 7,404 residents on Molokai and 3,102 on Lanai. In addition to residents, Maui County is a popular tourist destination. With an average of 21,142 visitors on island per day, according to the 2020 Annual Visitor Research Report.

ENVIRONMENT: Maui County is unique as it is the only county in the State of Hawaii to have multiple islands within its jurisdiction. Maui County is comprised of three islands with residential populations, and the islands of Kahoolawe and Molokini, which are uninhabited. The beautiful environment of Maui County is one of our greatest resources, continuing to attract visitors to our islands, and provide a place residents are proud to call home. Protecting this environment is our second priority. There are a total of 1,162 square miles of land and 1,237 square miles of ocean considered to be within Maui County’s jurisdiction.

PROPERTY: This includes homes, businesses, vehicles, and anything else that may have value to the residents and visitors in Maui County.





VISION

- ❖ Maintain the highest level of professional development and training for our members
- ❖ Be an organization that promotes the wellness and fitness of its members
- ❖ Have personnel recognized as community leaders
- ❖ Maintain a labor management partnership where decisions are made collaboratively
- ❖ Manage resources that reflect the diverse needs of the community
- ❖ Be recognized as a leading resource for community relations and public safety education
- ❖ Be a progressive organization that embraces change

CORE VALUES

Recognizing that its collective personality and values of its members enhance the organization, the Department of Fire and Public Safety has declared a set of values that includes such statements as:

Professional Excellence

We believe in the pursuit of excellence and demonstrating high professional standards are critical to our profession. We will ensure the best possible service for our community by promoting continuous training and encouraging professional development.

Community Service and Involvement

Members realize the importance of community involvement and participating in events and services with the citizens that we serve.

Integrity

The community's trust is paramount as they are our family, neighbors, and most importantly customers. We are committed to performing our duties in an honest and ethical manner. We respect the diversity of our community by consistently providing compassionate and quality service.

CORE VALUES

Effective Communication

Effective communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective and responsive means of communication to the community we serve.

Health and Safety

We believe our health and safety is essential to fulfilling the department's mission. We are committed to providing the best health and safety programs for our members' mental and physical well-being ensuring everyone goes home safely.

Teamwork and Shared Leadership

One of the most important aspects of our profession is teamwork. We will seek to instill the values of leadership and teamwork in our daily lives.

Innovation

We recognize and understand that the constant change in our community and industry impacts our day to day operations. We are committed to seeking out and implementing creative and progressive thinking to address these changes effectively.

The following set of values were generated by the Strategic Plan working group:

Respect of the Host Culture

Hawaii is a diverse ethnic place with a rich culture. A deep respect and understanding for host culture and established traditions will allow our department to better serve our community.

Dedication

Success of our department is based on the dedication of its members. Public service must be more than just doing a job efficiently and honestly; public service must include a complete dedication to the community in which it serves.

Compassion

Compassion is the response to the suffering of others that motivates a desire to help. Having compassion for the community helps us go beyond our duty to exceed the public's expectations.

Family

The life of a first responder requires a deep dedication to one another. The amount of time spent together, especially in life-endangering situations, inspires a family-like dynamic to our profession.



DEPARTMENT DEMOGRAPHICS

Call Volume Per Administrative Area - 2019

Call Volume Range
0 to 297
298 to 738
739 to 1601
1602 to 2679
2680 to 3594

Total Alarms
13,446

Maui Fire Department
Calls For Service 2019

Prepared By:
Enterprise GIS - IT Services Division
Department of Management - County of Maui
Date Published: 11/20/2020



ACHIEVEMENTS

- ❖ Create a social media presence by developing a Facebook page, Maui County Fire Department, which provides department-related information and safety tips to the public.
- ❖ Thus far, the Department has zero COVID-19 cases contracted while on-duty.
- ❖ Established advanced Personal Protective Equipment (PPE) cleaning program.
- ❖ Purchased Target Solutions software for incumbent training and training record maintenance.
- ❖ Peer Support Program certified more personnel to increase awareness and trainings.

- ❖ Developed a Resource Advisory Committee who will identify potential cultural sensitive and/or environmental impacts.
- ❖ Extended lease for Lanai Fire Station property.
- ❖ Developed annual revision processes for the Rules and Regulations and Standard Operating Guidelines (SOGs)
- ❖ Completed Administration/Support Services reorganization including revisions to supervisory orgs and reallocations of various positions.
- ❖ Developed a formal rehabilitation procedure for firefighters including medical monitoring and nourishment.
- ❖ AHIMT responded to Leilani Eruption in 2018.



- ❖ Awarded grant funds from various agencies including Department of Transportation, Federal Emergency Management Agency, Hawaii Tourism Authority, Community Development Block Grant, etc.
- ❖ Upgraded call back notifications for both daily manpower and emergency operations using Everbridge software.
- ❖ Continues to provide education to the public for all ages via Fire Prevention Safety Week's "Big Show", fire extinguisher training, station/school visits. Etc.
- ❖ In 2017, the Department merged the Ocean Lifeguard Service from the Department of Parks and Recreation, gaining 60+ Ocean Safety Officers and support personnel.
- ❖ Continues to participate in annual exercises including Civil Support Team (CST) and Incident Management Team (IMT) trainings with State and County emergency management agencies.
- ❖ New Department Positions
 - SCBA Technician
 - Building Maintenance Repairer
 - Personnel Assistant I
 - Office Operations Assistant II

- ❖ Newly Acquired Apparatus:
 - **2020**
 - Wildland 10 (Kahului) & 3 (Lahaina)
 - Engine 6 (Kihei) & 11 (Napili)
 - Ladder 14 (Wailea)
 - Wailea Wildland UTV with Pump and Trailer
 - 2 Rescue Water Craft – Fire
 - Rescue Water Craft – Ocean Safety
 - 3 Ocean Safety Utility Vehicles
 - **2019**
 - Fuel Trailer at Puko'o
 - 3 Rescue Water Craft – Ocean Safety
 - **2018**
 - Engine 10 (Kahului)
 - **2017**
 - Engine 9 (Ho'olehua) & 12 (Puko'o)
 - Tanker 4 (Kaunakakai)
 - **2016**
 - 2 Ocean Safety Utility Vehicles
 - Draft Commander
 - Engine 5 (Makawao) & 14 (Wailea)
 - RB10 - Rescue Boat 10 (Kahului)

STRATEGIC INITIATIVE I

COMMUNICATION



ENHANCE OUTREACH AND COMMUNICATION MEASURES TO
PROVIDE ACCURATE, TIMELY AND APPROPRIATE MESSAGING



GOAL 1

UPDATE AND INCREASE THE MAUI COUNTY DEPARTMENT OF FIRE AND PUBLIC SAFETY'S DIGITAL FOOTPRINT TO PROMOTE OPEN COMMUNICATIONS TO BOTH INTERNAL AND EXTERNAL STAKEHOLDERS

- ❖ Create a committee which will analyze the latest technology to enhance current and future communication interactions.
- ❖ Gather information and present a report on findings to administration for consideration and implementation.
- ❖ Re-evaluate as necessary based on updated technology.

INITIATIVE I COMMUNICATION



GOAL 2

RESEARCH AND UTILIZE TECHNOLOGY TO ENHANCE THE PLANNING, COMMUNICATION, AND DECISION-MAKING PROCESS WITHIN THE DEPARTMENT

- ❖ Establish a committee to embrace technology that addresses the analysis and collection of data and improvements on departmental processes.
- ❖ Gather information to prepare and present reports on findings to administration with recommendations.



GOAL 3

IMPROVE INTERNAL AND EXTERNAL COMMUNICATION WHILE PROVIDING TRANSPARENCY AND CONSTRUCTIVE FEEDBACK

- ❖ Establish a committee to research current communication models within the department to find a way to improve them.
- ❖ Gather information to prepare and present reports on findings to administration with recommendations.

GOAL 4

IDENTIFY COMMUNITY RISK REDUCTION (CRR) INITIATIVES TO FOSTER SAFER NEIGHBORHOODS AND COMMUNITIES

- ❖ Establish a committee to research community outreach and education that fosters relationships, builds community collaboration, and provides for safety awareness.
- ❖ Gather information on programs and resources to improve community relations.



INITIATIVE I COMMUNICATION



GOAL 5

CREATE A TRANSPARENT COMMUNICATION MODEL IN REGARDS TO THE PROMOTIONAL PROCESS AND TIMELINE

- ❖ Establish a committee that reviews current promotional guidelines for improvement.
- ❖ Create a promotional process which is consistently communicated and standardized as necessary.
- ❖ Gather information on future promotional plans with improvements to present to administration.



STRATEGIC INITIATIVE II

FINANCIAL



IDENTIFY COST-EFFECTIVE SOLUTIONS TO MANAGE
EXPENDITURES AND PROMOTE FISCAL RESPONSIBILITY



GOAL 1

INCREASE DEPARTMENT FUNDING BY UPDATING AND EXPANDING ON CURRENT FUNDING MECHANISMS AND BY CREATING NEW MECHANISMS OUTSIDE OF REGULAR FUNDING

- ❖ Create committees to review current funding mechanisms and originate new funding opportunities.
- ❖ Committees prepare and present reports to administration with recommendations.
- ❖ Administration appoints personnel to implement initiatives.
- ❖ Prepare FY budget justification requests where needed and update with new funding mechanisms.



GOAL 2

ACHIEVE COST SAVINGS BY ANALYZING THE CURRENT PROGRAMS, PROCESSES, AND EQUIPMENT TO IDENTIFY NECESSARY MODIFICATIONS OR IMPLEMENT NEW INITIATIVES

- ❖ Establish committees to evaluate current programs, processes, procedures, and equipment to measure productivity and develop cost saving strategies.
- ❖ Committees prepare and present reports of potential financial savings to administration with recommendations.
- ❖ Administration appoints personnel to implement initiatives.





INITIATIVE II FINANCIAL



GOAL 3

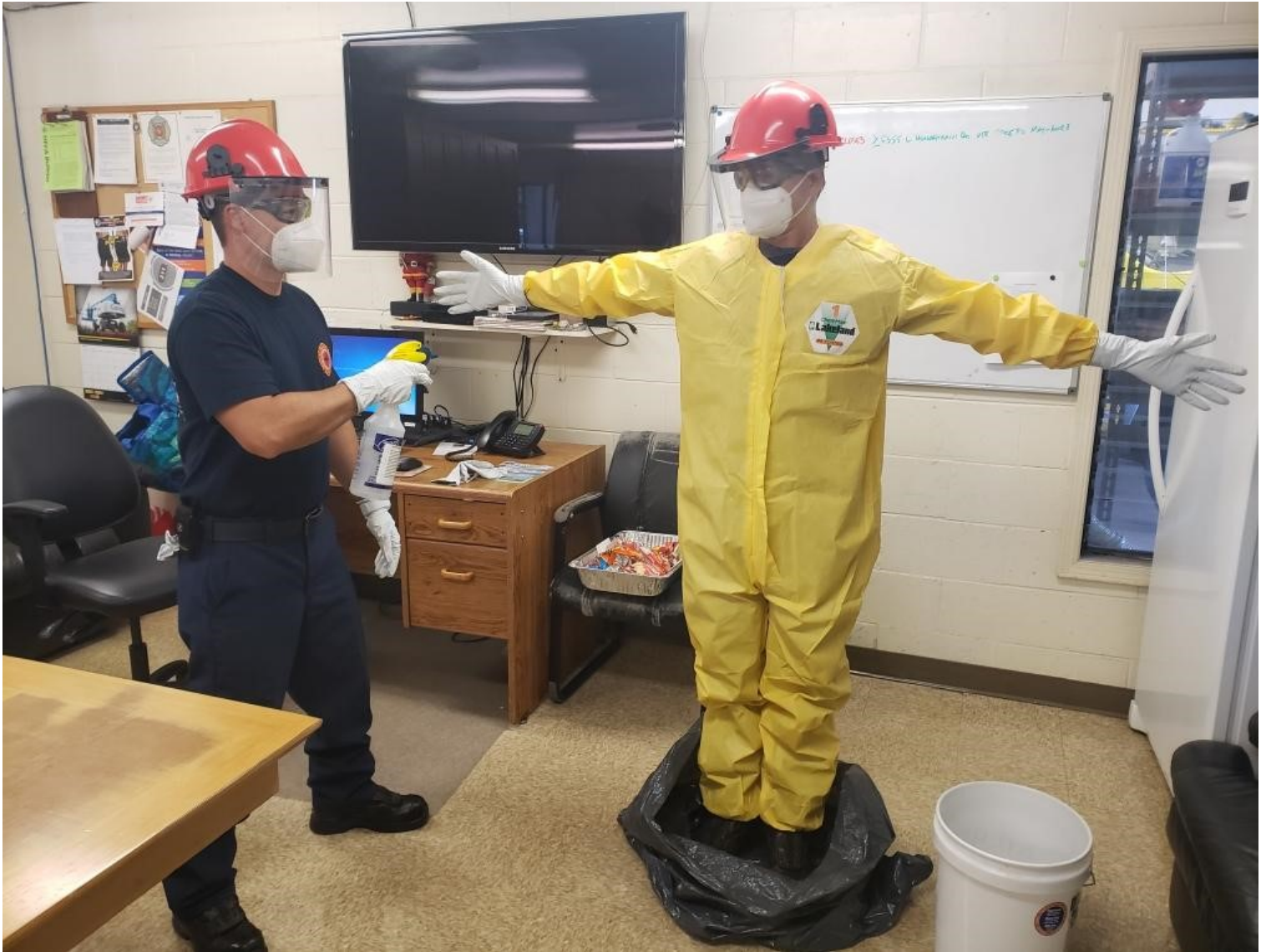
PLAN, ASSESS AND DETERMINE THAT OUR ANNUAL BASE BUDGET REQUEST ALIGNS WITH OUR CAPITAL ASSET MAINTENANCE AND REPLACEMENT SCHEDULE

- ❖ Assess all current and projected capital asset and equipment needs for maintenance and longevity.
- ❖ Create a prioritized needs list.
- ❖ Develop a maintenance plan, evaluating longevity, improvement, and future needs in a prioritized order.
- ❖ Identify any potential sources for funding to support and implement the identified needs and resolution.
- ❖ Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.
- ❖ Implement the plan to accomplish approved changes.
- ❖ Conduct a re-evaluation of this process in line with the budget process annually and report future findings.
- ❖ Form a committee to review capital asset maintenance and replacement schedule and project a base budget.
- ❖ Administration continues to work with county budget and finance department to implement base budget plan.



STRATEGIC INITIATIVE III

HEALTH & WELLNESS



CREATE AND FOSTER A PROFESSIONAL WORKFORCE THAT
PROMOTES HEALTH, WELLNESS, AND SAFETY



GOAL 1

ENSURE ALL PERSONNEL HAVE THE SUPPORT STRUCTURE IN PLACE TO SAFELY PERFORM THE PHYSICAL ASPECTS OF THEIR JOB REQUIREMENTS

- ❖ Create an annual/semi-annual non-punitive fitness evaluation based on the job tasks and skills (company evolutions, skills assessments, etc). Personnel will be better protected from injury by training and strengthening muscles used for actual on-scene tasks.
- ❖ Research similar programs to create own desired program and norming process.
- ❖ Continue development and improvement of the Wellness/Fitness Program with updated workouts available online or on the shared drive.
- ❖ Ensure an effective accountability/tracking system for implementation of workout programs that adapt to the user(s) that will help personnel to progress at their own pace.
- ❖ Provide standardized fitness equipment and acceptable workout areas for each facility.
- ❖ Designate a peer fitness representative at each station, serving as the liaison between online personnel and Wellness/Fitness Program cadre.

INITIATIVE III HEALTH & WELLNESS

GOAL 2

ASSESSMENT OF OPERATIONS AND TRAINING FROM A HEALTH & SAFETY PERSPECTIVE

- ❖ Identify and develop a plan for immediate dangers and health effects with a Hazard Risk Assessment in training evolutions and operational strategies and tactics.
- ❖ Perform Cadre assessments of hazards, risks and how to make programs safer.
- ❖ Evaluate what is being done to determine if it is outdated or unnecessary by examining current industry trends and how they could be applied to our department.
- ❖ Ensure a medical and safety plan is included in all training events and plans are evaluated by the Health and Safety Bureau.
- ❖ Form cadres and committees to spread workload and keep Operations/Training/Health and Safety Bureau focused on their core responsibilities.





GOAL 3

DEVELOPMENT OF A DEPARTMENT-WIDE INJURY PREVENTION PROGRAM

- ❖ Assign Injury Prevention Program to the Wellness/Fitness Cadre or create a subset within the cadre to achieve the desired outcome of this goal.
- ❖ Research data from other organizations to help provide a framework for cost-benefit analysis.
- ❖ Contact local certified physical trainers and therapists who may be interested in helping to create a program and participate in treating minor/chronic injuries, provide follow-up treatment or ongoing therapy/rehab programs while personnel are on duty.
- ❖ Discover what resources are needed to provide off-duty fitness support for our personnel.
- ❖ Provide educational information/classes on injury prevention through video conferencing, in-person class instruction, department newsletter, or training orders.

GOAL 4

DEVELOP A CANCER PREVENTION AND DETECTION PROGRAM

- ❖ Research and issue skin cancer prevention PPE for Fire and Ocean Safety Personnel to include sunscreen, hats, long sleeves, etc.
- ❖ Utilize the formal department Research and Development (R&D) process to identify and acquire PPE pertaining to cancer protection.
- ❖ Research and develop Wildland Firefighting Respiratory Protection.
- ❖ Research and develop annual physical exam better suited for all the factors encompassed within this profession (NFPA 1582 – Standard on Comprehensive Occupational Medical Program for Fire Departments).
- ❖ Continuously educate personnel about the effects of cancer related to firefighting and encourage them to seek the various screenings/testing options available.
- ❖ Safety Officer available at every training or emergency where products of combustion are present to help manage personnel exposure to contaminants with proper decontamination procedures and documentation.



INITIATIVE III HEALTH & WELLNESS

GOAL 5

DEVELOP AND EXPAND DEPARTMENT PSYCHOLOGICAL SCREENING

- ❖ Research and identify the need for pre-employment screening for all incoming Fire and Ocean Safety personnel.
- ❖ Develop ongoing periodical psychological evaluations to help identify the need for mental health assistance.
- ❖ Work with other fire departments and Maui Police Department to research how they have developed and implemented psychological evaluations and ongoing support.
- ❖ Consult with local union, Department of Personnel Services, and Corporation Counsel to facilitate the implementation of an initial and ongoing screening process.



INITIATIVE III HEALTH & WELLNESS

GOAL 6

DEVELOP AND EXPAND DEPARTMENT MENTAL HEALTH AWARENESS PROGRAMS AND TRAINING

- ❖ Increase mental health awareness media to station and facilities to include posters, fliers, information sheets, and reading materials.
- ❖ Develop and produce quarterly mental health trainings and other online training opportunities.
- ❖ Increase department trainers to educate incoming and incumbent personnel on Mental Health Awareness, Intervention, and Support.
- ❖ Centralize Mental Health First Aid, Peer Support, and Critical Incident Stress Management (CISM) under one subgroup within the Wellness Fitness Cadre for training/education purposes only.
- ❖ Combine the curriculums of Mental Health First Aid and Peer Support, as well as components of CISM – into one Awareness Level training that encompasses all the programs.



INITIATIVE III

HEALTH & WELLNESS



GOAL 7

DEVELOP A PROGRAM TO ESTABLISH AND MAINTAIN OUR HAWAII OCCUPATIONAL SAFETY & HEALTH (HIOSH) COMPLIANCE

- ❖ Identify and prioritize non-compliant practices, policies, and facilities.
- ❖ Utilize resources including guides, HIOSH Conservation Division, and County Risk Management.
- ❖ Implement engineering and workplace controls to manage workplace hazards.
- ❖ Work with Ocean Safety to identify and mitigate their specific hazards.
- ❖ Develop a plan to educate employees and supervisors on HIOSH regulations applicable to their positions.
- ❖ Update and revise station inspections to better conform to HIOSH regulations.



STRATEGIC INITIATIVE IV

OPERATIONS



DELIVER EFFECTIVE EMERGENCY AND NON-EMERGENCY SERVICES TO MINIMIZE DEATH, INJURY, ENVIRONMENTAL, AND PROPERTY LOSS TO OUR COMMUNITY



GOAL 1

RESEARCH AND UTILIZE TECHNOLOGY TO ENHANCE THE PLANNING, COMMUNICATION AND DECISION MAKING PROCESS WITHIN THE DEPARTMENT

- ❖ Evaluate the current process and software for tracking and data collection of response locations and run times.
- ❖ Create a committee to research a reliable accountability tracking system on all incidents for department personnel.

INITIATIVE IV OPERATIONS



GOAL 2

DEVELOP PARTNERSHIPS WITH OTHER LOCAL AGENCIES TO SUPPORT RESPONSE, COVERAGE, AND SERVICE

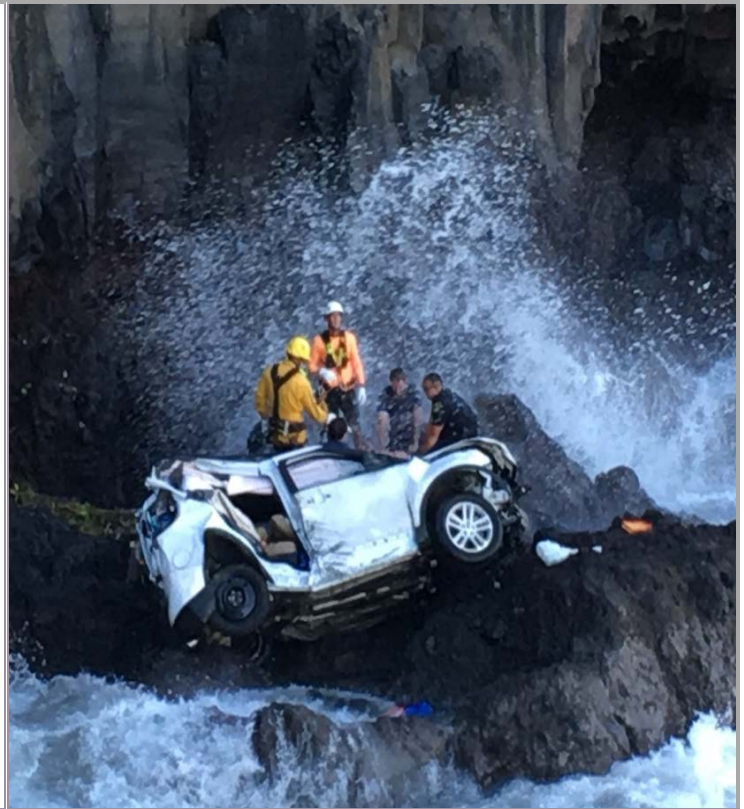
- ❖ Improve communications with outside resources on major incidents.
- ❖ Provide additional resources on large incidents in a safe and timely manner.
- ❖ Work with homeowners to identify approved residential swimming pools to establish quick water supply within the wildland urban interface.
- ❖ Coordinate with State and County transportation departments to evaluate Opticom system on traffic signals to improve safety to community and first responders when responding to incidents.



GOAL 3

EVALUATE THE NEED TO ADD, SUBTRACT OR RELOCATE RESOURCES IN ORDER TO MATCH OUR CAPABILITIES TO OUR COMMUNITY RISK

- ❖ Establish a committee to determine best ways to staff specialized companies such as Rescue, Hazmat, and Ladder.
- ❖ Develop a plan to monitor Jetski units when returning from extended isolated runs.
- ❖ Research and acquire FLIR for Air 1 to improve service for the community.
- ❖ Explore ways to provide optimal Ocean Safety services within Maui County.
- ❖ Increase safety measures for Department of Fire & Public Safety personnel and the community.



INITIATIVE IV OPERATIONS

GOAL 4

PERIODIC AND CONTINUED ASSESSMENT OF PROGRAMS BASED ON REQUIREMENTS AND FUTURE NEEDS

- ❖ Re-evaluate all Department of Fire & Public Safety operational capabilities and shortfalls to ensure the safety of our personnel while providing the most efficient services for the community.
- ❖ Determine the level and need of EMS capabilities for the Department.
- ❖ Create multi-jurisdictional, multi-company training with Rescue.





INITIATIVE IV OPERATIONS



GOAL 5

BUILD AND MAINTAIN AN ALL HAZARDS PREPAREDNESS AND RESPONSE PROGRAM CAPABLE OF PROVIDING MANAGEMENT AND SUPPORT FOR RESPONSES TO NATURAL AND MANMADE DISASTER AND EMERGENCIES

- ❖ Ensure that designated and assigned incident management personnel receive the training necessary to carry out job duties effectively and are compliant with state and federal requirements.
- ❖ Be capable of managing an incident until the incident has transitioned to a higher level of management, or becomes a recovery effort.
- ❖ Develop and sustain a cadre of certified All-Hazards Incident Management (AHIMT) instructors capable of instructing incident management personnel to national qualification standards.
- ❖ Bolster the preparedness and response proficiency of personnel through all-hazard training and exercises.

STRATEGIC INITIATIVE V

PHYSICAL RESOURCES



OBTAIN AND PRESERVE THE FACILITIES, EQUIPMENT, AND APPARATUS TO PROVIDE HIGH LEVEL CUSTOMER SERVICE TO OUR COMMUNITY



GOAL 1

DEVELOP AN EXPANSION SCHEDULE FOR DEPARTMENT OPERATIONS AND TRAINING FACILITIES TO IMPROVE SERVICE TO THE COMMUNITY. SCHEDULE CAN BE BASED ON FACTORS INCLUDING BUT NOT LIMITED TO POPULATION, CALL VOLUME, DISTRICT COVERAGE SIZE, AND COMMUNITY PLANS

- ❖ Create a committee to review current facilities and service needs of the community to determine any physical resource shortfalls.
- ❖ Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.
- ❖ Re-evaluate as community needs change.



GOAL 2

CREATE A PREVENTATIVE MAINTENANCE AND REHABILITATION PLAN FOR ALL DEPARTMENT FACILITIES AND EQUIPMENT TO EXTEND THE LIFE OF COUNTY PROPERTY

- ❖ Establish a work group to identify all facilities and equipment the department is responsible for.
- ❖ Identify life span of facility maintenance projects such as painting, roofing, paving, etc.
- ❖ Identify duration between services and replacement for specific equipment.
- ❖ Create a maintenance and replacement plan for all facilities and equipment.



INITIATIVE V PHYSICAL RESOURCES

GOAL 3

INCREASE THE USE OF TECHNOLOGY TO MODERNIZE OPERATIONS, TRAINING, AND MAINTENANCE THROUGHOUT THE DEPARTMENT

- ❖ Establish a committee to identify processes where technology could improve the way the department operates.
- ❖ Prepare and present a report proposing technological improvements where the department can reduce paperwork, increase data accessibility, and replace obsolete technology.



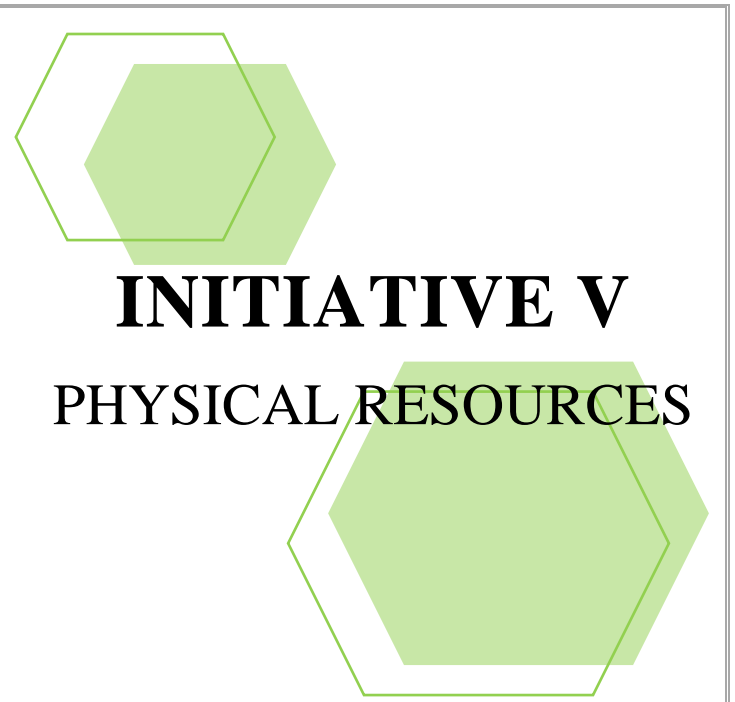
INITIATIVE V PHYSICAL RESOURCES

GOAL 4

CREATE A PROCESS TO IDENTIFY EQUIPMENT TO SUPPORT OPERATIONS WHILE RETIRING OUTDATED EQUIPMENT CURRENTLY IN USE

- ❖ Create a committee to evaluate current equipment and processes to identify needed equipment.
- ❖ Establish a committee to evaluate dozer programs to identify methods of getting resources to fires faster.
- ❖ Propose findings to Administration for further consideration and direction.





GOAL 5

REVIEW AND ANALYZE DEPARTMENT STAFFING TO IDENTIFY CURRENT AND FUTURE POSITIONS NEEDED TO SERVE THE COMMUNITY AND TO VERIFY STAFF LOCATIONS ARE APPROPRIATE

- ❖ Create a committee to identify the process for analyzing current call volume to determine expansion needs throughout the department.
- ❖ Establish a committee to research the amount of contracted work the department conducts to determine if additional personnel are recommended.
- ❖ Examine the Department's Bureaus model to verify efficiency within bureau.
- ❖ Create a report and propose findings to Administration for consideration and direction.

STRATEGIC INITIATIVE VI

TRAINING

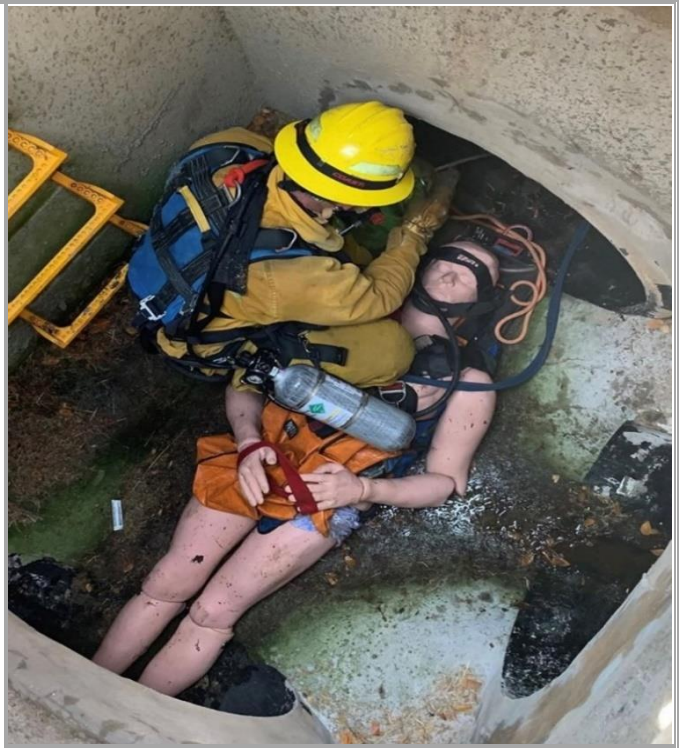


CREATE AND FOSTER A PROFESSIONAL WORKFORCE THAT
PROMOTES HEALTH, WELLNESS, AND SAFETY

GOAL 1

RESEARCH AND UTILIZE TECHNOLOGY TO ENHANCE TRAINING, COMMUNICATION, AND DECISION-MAKING PROCESS WITHIN THE DEPARTMENT

- ❖ Create a team to collect, analyze, and disseminate data to ensure training levels, personnel safety, and job performance meets or exceeds to community expectations, including but not limited to; PIA, vehicle accidents, near misses, positive outcomes, and training needs.
- ❖ Expand digital platform use for training to ensure efficiency in delivery, consistency of content, distance based learning, and record management, including but not limited to; Target Solutions and video libraries.
- ❖ Identify training needs to support new and current technology to ensure consistent application and maximize capabilities, including but not limited to; RMS and Target Solutions Class, GPS for land and ocean searches).



GOAL 2

IMPROVE SAFETY, COMMUNICATION, AND EFFICIENCY AT EMERGENCIES INVOLVING MULTI-AGENCY RESPONSE BY PROVIDING JOINT TRAINING OPPORTUNITIES

- ❖ Compile a list of current agencies, which are likely to work together to mitigate emergency incidents. Establish a clear application process and training requirements for new partnerships with agencies.
- ❖ Provide joint training within the Department of Fire and Public Safety including Fire and Ocean Safety.
- ❖ Provide bulldozer operations training for MFD personnel and outside agencies who will be providing this service.
- ❖ Research opportunities to train with other agencies included but not limited to MPD, AMR, and Central Dispatch, in order to improve communication and gain understanding of each agency's capabilities, roles and responsibilities at incidents.
- ❖ Work with fire company officers to establish training at district specific target hazards.

INITIATIVE VI TRAINING



GOAL 3

EVALUATE TRAINING PROGRAMS TO ENSURE HIGH QUALITY SERVICE IS BEING PROVIDED TO OUR COMMUNITY AND DEVELOP TRAINING THAT MATCHES OUR CAPABILITIES WITH COMMUNITY RISK/NEEDS USING OUR PERSONNEL CREATIVITY AND INGENUITY TO DEVELOP SOLUTIONS FOR ALL HAZARDS PREPAREDNESS

- ❖ Establish internal communication for incidents, to identify training gaps based on changing community needs.
- ❖ Evaluate all training programs in regards to the health and safety of personnel.
- ❖ Evaluate all training in regards to filling operational needs.
- ❖ Evaluate cadre system of training, term limits for instructors, and clearly define the process to become a cadre instructor.
- ❖ Establish position specific Job Performance Requirements with an annual evaluation process.
- ❖ Establish new Standard Operating Guidelines (SOGs) and edit current SOGs to continue to match operational best practices.



INITIATIVE VI TRAINING

GOAL 4

PROVIDE ADVANCEMENT OPPORTUNITY TO ALL PERSONNEL BY IMPLEMENTING A PROFESSIONAL DEVELOPMENT PLAN, AND PROVIDE TRAINING OPPORTUNITIES TO PREPARE ALL PERSONNEL FOR CAREER ADVANCEMENT AND POSITION TRANSFERS

- ❖ Form a committee to define desirable certifications for each position category in our department.
- ❖ Revisit, evaluate, and edit 2012 professional development plan and determine a roll out time frame.
- ❖ Work with union to ensure fairness and opportunity are provided to all employees.
- ❖ Work with Department of Personnel Services to edit and revise position descriptions.
- ❖ Develop a plan to provide required training opportunities to all members.
- ❖ Create Bridge Program Policy to ensure appropriate training levels are provided for personnel who have been on extended leave and/or have been transferred to a new position having different skill requirement.



Mahalo

To the 70+ department members who worked together to provide valuable input in this Strategic Plan. Members were encouraged to discuss recommendations from their station members and were encouraged to have out of the box forward thinking.

