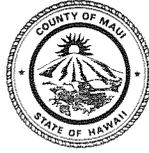


DANNY A. MATEO  
County Clerk



JOSIAH K. NISHITA  
Deputy County Clerk

**OFFICE OF THE COUNTY CLERK**

COUNTY OF MAUI  
200 SOUTH HIGH STREET  
WAILUKU, MAUI, HAWAII 96793  
www.mauicounty.gov/county/clerk

March 18, 2016

OFFICE OF THE  
COUNTY COUNCIL

2016 MAR 18 PM 3:20

RECEIVED

Honorable Michael P. Victorino, Chair  
Policy and Intergovernmental Affairs Committee  
Council of the County of Maui  
Wailuku, Hawaii 96793

Dear Chair Victorino:

Respectfully transmitted are copies of the following communications that were referred to your Committee by the Council of the County of Maui at its meeting of March 18, 2016:

COUNTY COMMUNICATIONS:

- No. 16-54 - Jeffrey A. Murray, Fire Chief
- No. 16-55 - Michael P. Victorino, Presiding Officer Pro Tempore

Respectfully,

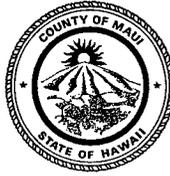
DANNY A. MATEO  
County Clerk

/jym

Enclosures

cc: Director of Council Services

ALAN M ARAKAWA  
MAYOR



JEFFREY MURRAY  
FIRE CHIEF

RECEIVED  
2016 MAR -8 AM 9:35

RECEIVED  
2016 MAR -1 PM 2:45  
ROBERT SHIMADA  
DEPUTY FIRE CHIEF

OFFICE OF THE  
COUNTY CLERK  
**COUNTY OF MAUI** OFFICE OF THE MAYOR  
DEPARTMENT OF FIRE & PUBLIC SAFETY

200 DAIRY ROAD  
KAHULUI, HI 96732  
(808) 270-7561  
Fax (808) 270-7919

February 29, 2016

Honorable Alan M. Arakawa  
Mayor, County of Maui  
200 South High Street  
Wailuku, HI 96793

For Transmittal to:

Honorable Mike White, Chair  
and Council Members  
County of Maui – Kalana O Maui  
200 South High Street  
Wailuku, HI 96793

APPROVED FOR TRANSMITTAL

  
\_\_\_\_\_  
Mayor Date

Dear Chair White:

**SUBJECT: MAUI FIRE DEPARTMENT MASTER STRATEGIC PLAN (2016-2020)**

Aloha,

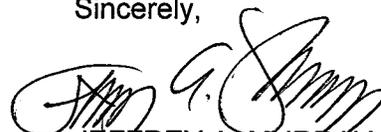
Enclosed is your copy of our updated Master Strategic Plan. The Strategic Plan is a community driven process and is the result of a collaborative effort between Department personnel, Commission members, and outside entities. Results of the recent internal and external surveys were used to build many of our goals and objectives for the Department. Survey results are also included in the strategic plan.

An electronic copy of the Master Strategic plan will also be published to our Department website within the next few months to make it accessible to the public.

We would like to thank you for your support of the survey process and our Department as a whole.

Mahalo for your continued support!

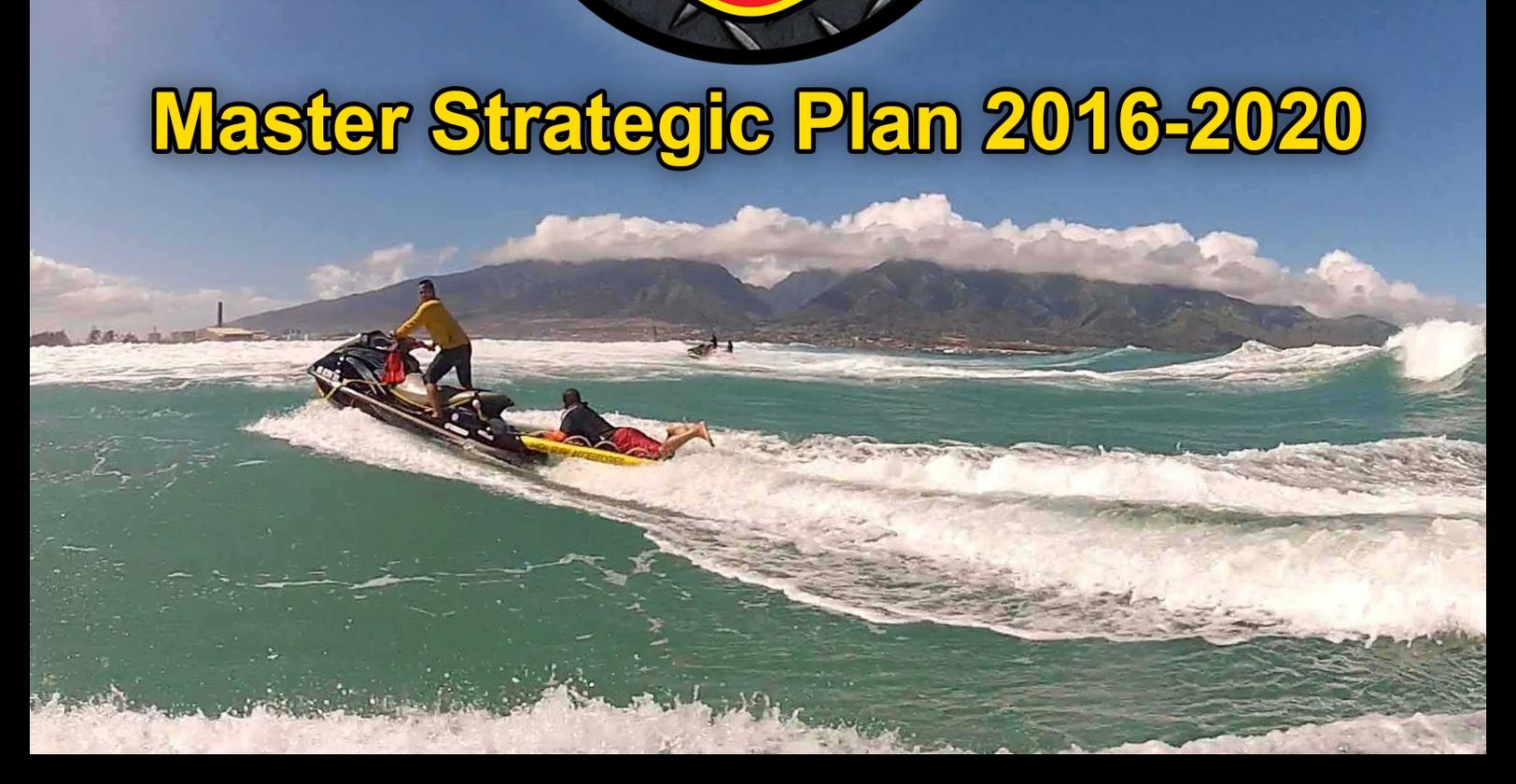
Sincerely,

  
JEFFREY A. MURRAY  
Fire Chief

COUNTY COMMUNICATION NO. 116-54

A photograph showing several firefighters in full gear, including helmets and jackets, working in a large, intense fire. The flames are bright orange and yellow, filling the background.

# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

A photograph of a rescue boat on the ocean. The boat is black and yellow, with two people on board. One person is standing at the front, and another is lying down. The boat is moving through the water, leaving a white wake. In the background, there are mountains and a blue sky with white clouds.

## Master Strategic Plan 2016-2020



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Table of Contents

Message from the Fire Chief	ii
County of Maui	1
Fire Commission	2
Introduction	3
Preface	4
Executive Summary	5
Mission Statement	6
Core Values	7
Development of Community-Driven Strategic Plan	10
Programs and Services	11
External Survey Results	13
Internal Survey Results	23
SWOT Analysis	33
Strategic Initiatives	36
Goals and Objectives	38
Performance Measurement	48
Closing Remarks	49



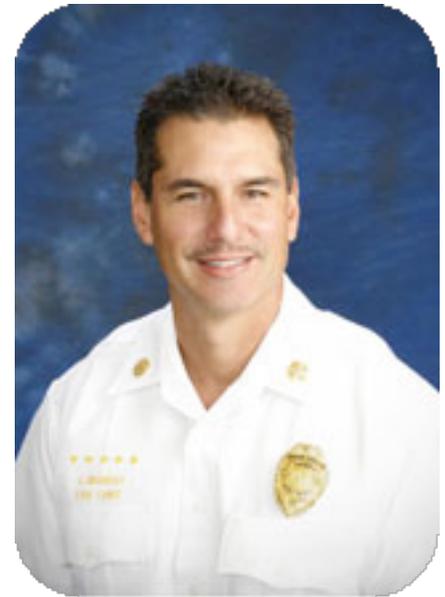
# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Message from the Fire Chief

This Strategic Plan document is a result of a collaborative effort made by many Fire Department employees and with the help of other entity's inside and outside the County of Maui government. Meetings and surveys were conducted over a year that included stakeholders from the community as well as Fire Department employees. A tremendous effort was made to get feedback from the public using newspaper, radio and social media conduits. I'd like to thank the Mayor's office, Maui County Council, Maui Police Department, ITS, GIS, Water and the Office of Management.

This document provides a road map for the future of our organization and the goals and objectives that are ahead of us. This Strategic Plan will be re-created every five years with adjustments made annually. The next Strategic Plan will go in to effect in 2021.



**Jeffrey Murray**  
Fire Chief

Sincerely,

A handwritten signature in black ink, which appears to read 'Jeffrey Murray'.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Fire Commission

#### Members

William Soares - Chair

Allen Souza - Vice Chair

Linda Fernandez

Edwin Misaki

Patrick Borge

Doreen Canto

Robyne Nishida-Nakao

Charles Hirata

Archie Kalepa

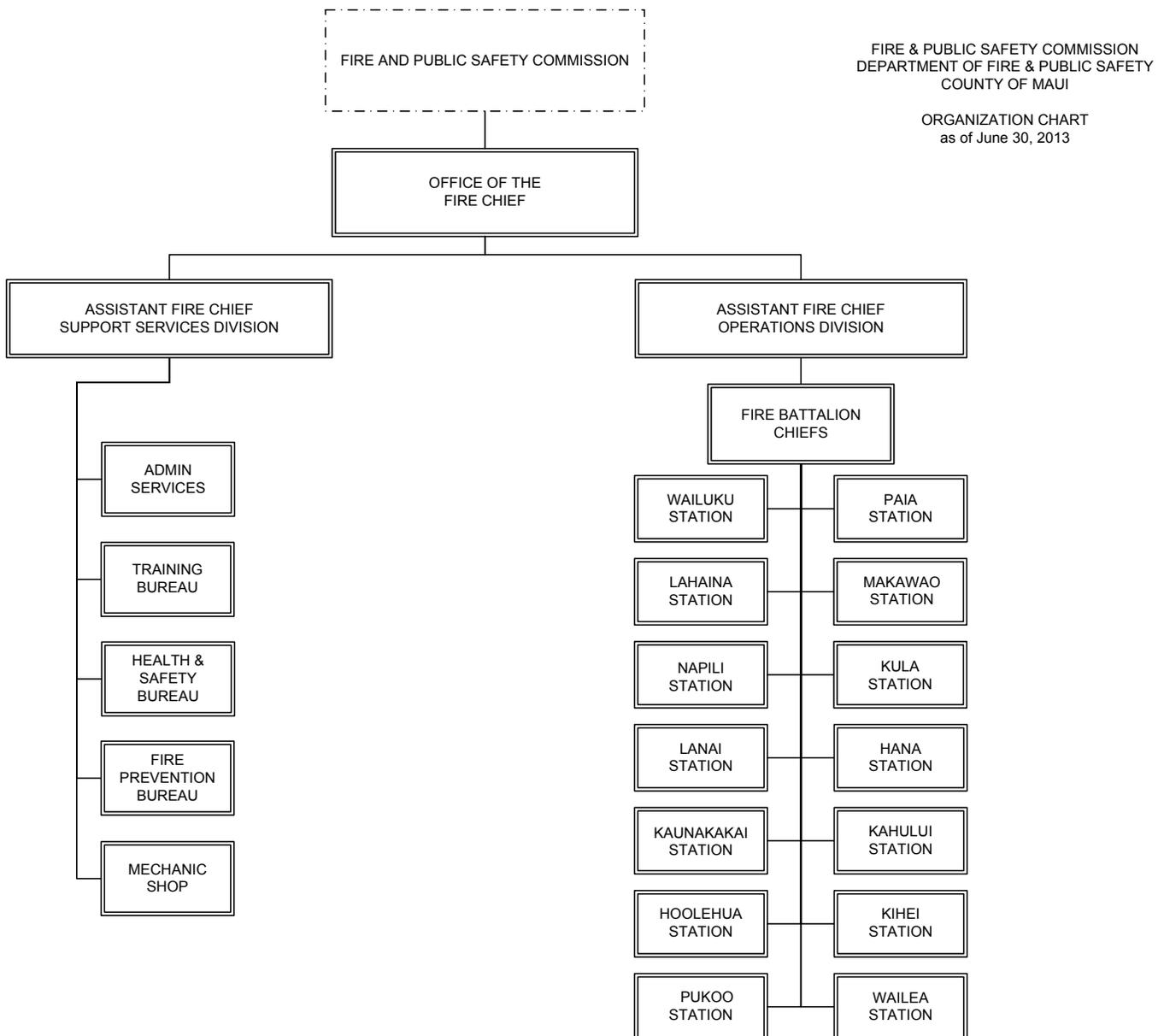


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Introduction

The Department of Fire and Public Safety (MFD) was established on July 1, 1924. The first station was opened in Wailuku with 17 paid positions. Today, Fire Chief Jeffrey Murray commands 321 personnel (304 uniform) at 14 stations on 3 different populated islands. The current organizational structure is illustrated in figure 1.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Preface

The Department of Fire and Public Safety is overseen by the Fire and Public Safety Commission. This Commission makes recommendations which may be desirable to improve performance of emergency functions and the provision of public safety services. As part of MFD's goal toward becoming an accredited agency, and a continuous goal of excellence in customer service, MFD has created this community-driven strategic plan.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Executive Summary



The MFD is consistently working to achieve and maintain the highest level of efficiency and professionalism on behalf of those it serves. To facilitate this goal it is important to continue to gauge the needs and expectations of the community and fire department personnel. The Strategic Plan is a living document, created to address current needs, as well as provide a direction for the justifiable and sustainable future. This Strategic Plan was built using a community driven process.

Available resources that are strategically located throughout the county include:

14	Engine Companies	4	Mini-Pumpers
2	Ladder Companies	1	Helicopter
1	Rescue Company	3	Rescue Boats
1	Hazardous Materials Company	5	Personal Watercraft
5	Tankers	7	Response Utility Vehicles



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Mission Statement

**“Dedicated to protect and preserve life, the environment, and property.”**

**Life:** This part of our mission includes all forms of life with human life being paramount. Maui County is unique as it is the only county in the state of Hawaii to have multiple islands within its jurisdiction. According to the United States Census Bureau, the estimated population of Maui County in 2014 was 163,019 residents. This number includes roughly 8,000 residents on Molokai and 3,000 on Lanai. In addition to residents, Maui County is a popular tourist destination. According to the 2014 Annual Visitor Research Report, there is an average of 55,822 visitors per day, with spikes as high as 66,347 visitors per day during December.

**Environment:** Maui County is comprised of 3 islands with residential populations, and the islands of Kahoolawe and Molokini, which are unpopulated. 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 in 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.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Core Values

**In addition to our mission statement, our Department holds the following vision:**

- Have personnel recognized as community leaders both on and off duty
- Maintain the highest level of professional development and training for our members
- 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
- Be an organization that promotes the wellness and fitness of its members
- Be a department that is prepared for emergencies
- Become an accredited agency



Kimberley K. Mullen



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### 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 that high professional standards are critical to our work. We will ensure the best possible service for our community. The MFD promotes continuous training and encourages professional development. We respect the diversity of our community by providing compassionate and quality service to everyone.

#### **Community Service and Involvement**

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

#### **Integrity**

Trust by the community is paramount as community members are our neighbors, family and customers. Performing our duties in an honest and ethical manner is a commitment of the MFD.

#### **Effective Communication**

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

#### **Health and Safety**

We believe our health and safety are essential to fulfilling the department's mission and are committed to providing the best health and safety programs for our members well-being and operational readiness



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Core Values

#### **Teamwork and Shared Leadership**

Our organization values leadership at all levels. Teamwork and shared leadership are integral to our organization, and we will seek out and value the opinions of our members.

#### **Innovation**

We recognize and understand that the constant change in our community and industry impacts our daily business and we are committed to seeking out and implementing innovative and progressive thinking to address change effectively.

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

#### **Respect of cultural values**

Hawaii is a diverse ethnic place and rich in culture. A deep respect and understanding of these 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 our department go beyond our duty and helps us to exceed the public's expectations.

#### **Family**

Fire fighters spend a lot of time with each other and treat each other like family. In this sense family is the desire to take care of our brother/sister fire fighters, and to care for the community as we would like our family to be treated.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Development of Community-Driven Strategic Plan

A strategic plan is a living document that provides guidance for policy making and sets benchmarks for measuring. It is occasionally updated when changes in the mission are made or achieved. It also will provide a measure for progress and success based on the satisfaction of stakeholders, administration, and County officials. A strategic plan gives a road-map for the future. This is an opportunity to unify internal (fire fighters) and external (public, other agencies & departments) stakeholders by developing an understanding of the organizations direction, mission, goals, and vision. It is an opportunity for the public to have a say and provide input in a service that their tax money pays for. Surveys were administered to all stakeholders to gather the needed information to create this strategic plan and the information is included in this document.

There will be challenges along the way. There's the constant demand for increase in services with the limited funding that is available. This puts pressure on the administrative leaders to meet expectations with the available finances. The information gathered helps the Department to set priorities and focus on what is needed to be effective and efficient. Many people played a part to share ideas and discuss topics that were important to the organization. Many are incorporated in this document.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Programs and Services

One goal of the community driven Strategic Plan is to educate and inform the community. To increase understanding of fire department operations, the following is a list of the core programs and services provided:

#### **Fire Suppression**

This is the initial function and priority of any fire service. Maui County has 14 fire stations, each having a fire suppression company. The MFD responds to structure, wild land, automobile, and other fire related emergencies.

#### **Hazardous Materials Mitigation**

Maui County has one full-time Hazardous Materials company. Located in Kahului, this resource responds to all emergencies dealing with hazardous materials in Maui County.

#### **Emergency Medical Services**

All members of the MFD are certified first responders. The MFD provides first aide and basic life support. Members are required to take an annual refresher course to stay up to date with industry leading practices.

#### **Rescue**

There is one heavy-rescue company in Maui County. They respond to all emergencies where rescue is needed, including ocean, mountain, swift water (in streams and rivers), major car accidents, confined space areas, structure fires, and many others. Rescue crews utilize specialized water craft (jet-ski, rescue boat), helicopters, and heavy rescue equipment.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Programs and Services

#### **Fire Prevention**

The Fire Prevention Bureau carries out requirements as stated in Hawaii Revised Statutes 132. These include fire inspections, investigations, permit plan review, and public education. The goal of the Prevention Bureau is to prevent injuries and loss attributed to fire.

#### **Disaster Preparedness Planning and Response**

The MFD has developed plans to respond to emergencies resulting from a tsunami, earthquake, hurricane, and man-made disasters. The MFD has an Incident Management Team trained to respond to these disasters. They participate in training exercises which simulate various emergencies.

#### **Public Education**

The MFD is dedicated to provide educational opportunities to the community. The Fire Prevention Bureau operates a fire safety trailer, used to assist in the education of children. The program is designed to reach all 2nd graders with a refresher at the 5th grade level. Fire extinguisher, work place safety, and senior safety training programs are available upon request via the community event participation request form. This form can be found on the Department's webpage.

#### **Community involvement**

The MFD is invested in our community by providing the following programs:

- Blood pressure Monitoring
- Drop off point for Maui Food Bank
- Project Lifesaver to aid the elderly
- Department personnel participate as first responders at fairs and community events.
- Go Pink for Pacific Cancer Fundraising

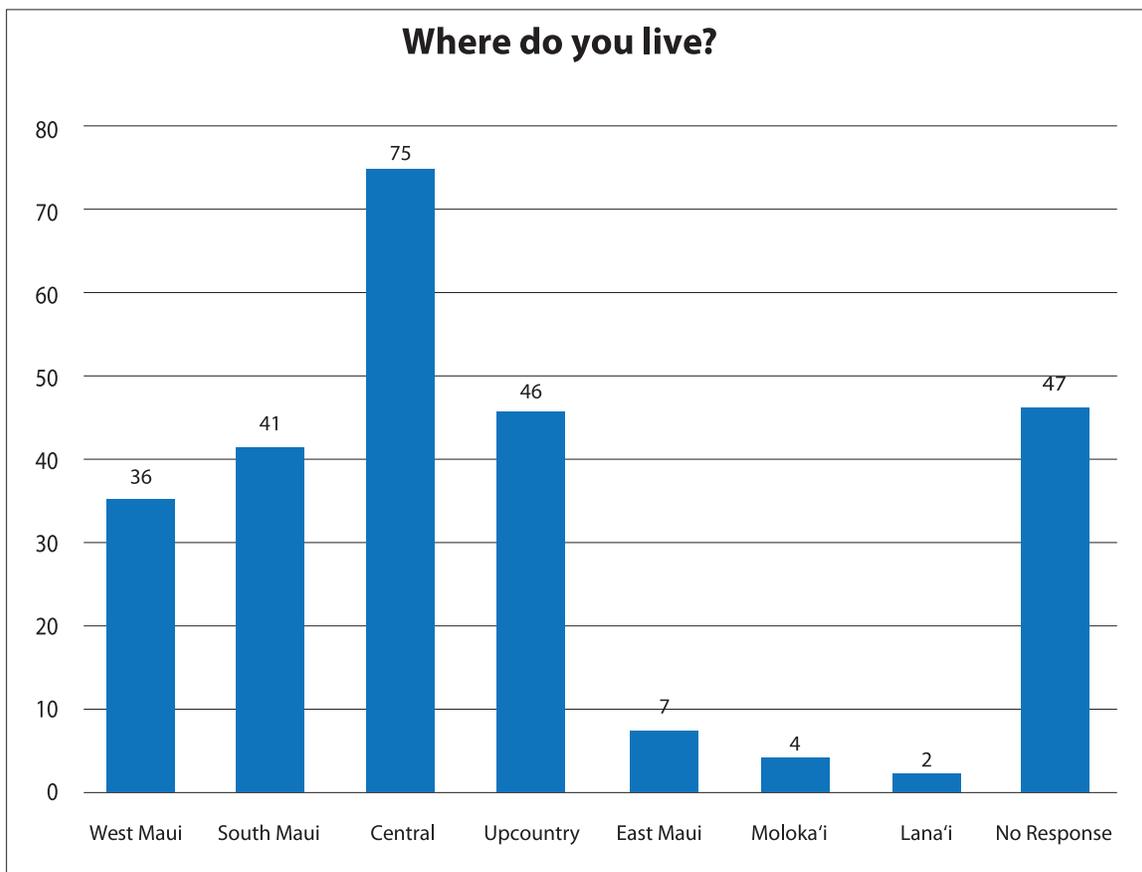


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

An anonymous public survey requesting feedback on fire department services was held from August 7-31, 2015. Survey takers had the option of taking it online or by submitting a hard copy. Hard copies could either be dropped off at a fire station or mailed in to the Fire Chiefs office. The survey was advertised on the radio and in the local newspaper. In addition, business cards with the survey website were passed out by MFD representatives throughout the open survey period. A total of 258 people submitted a survey with 252 submitting by online method. The following results are compiled below.

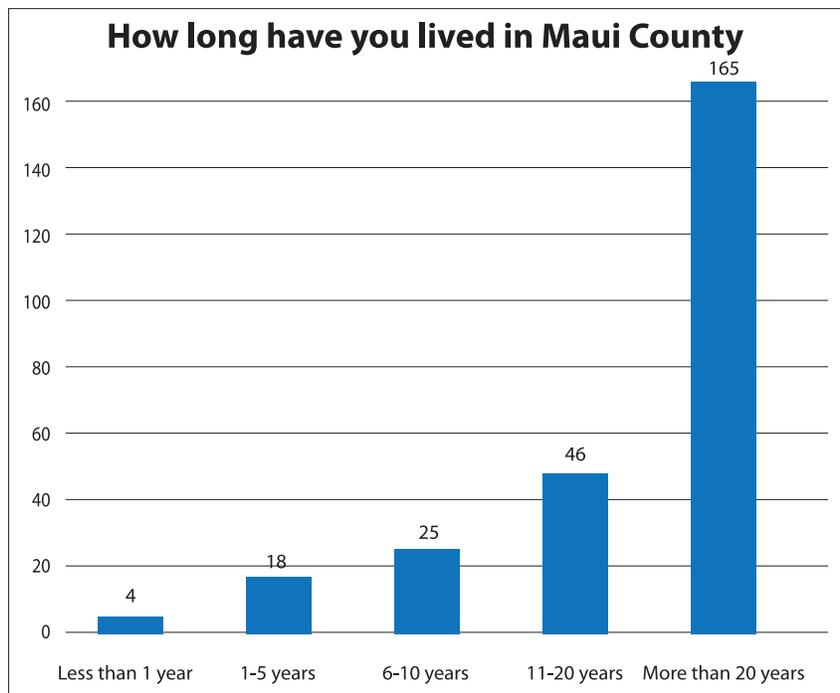
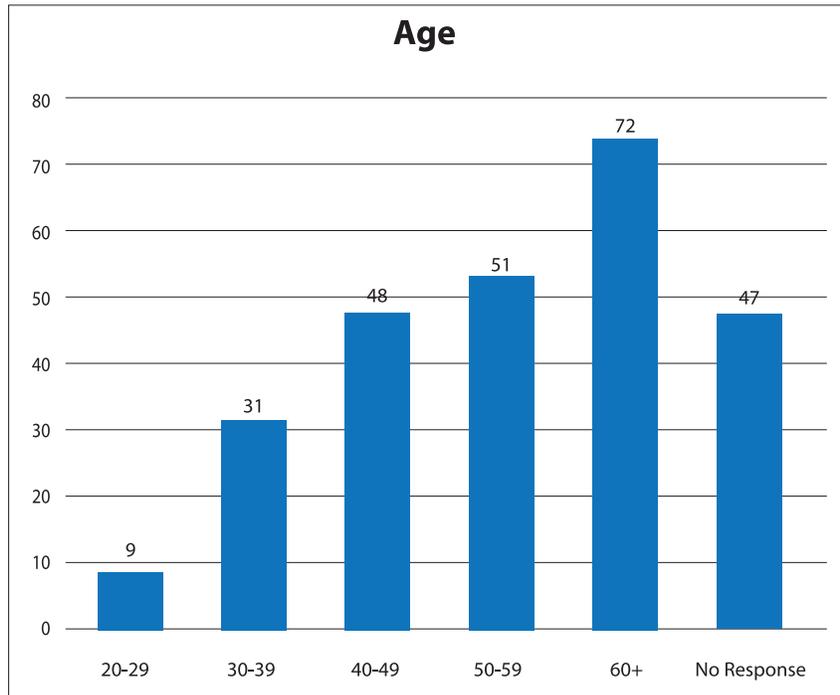




# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

#### Importance of Basic MFD Programs Ranked by External Stakeholders:

- 1. Fire Suppression**
- 2. Emergency Medical Services**
- 3. Rescue**
- 4. Fire Prevention**
- 5. Disaster Preparedness**
- 6. Haz Mat**
- 7. Fire Investigation**
- 8. Public Education**

#### Public Comments:

1. "People want intentional fire setters to be charged."
2. "MFD needs engineers for plans"
3. "Business was not aware of fire code change and effect."
4. "Do something about fireworks."
5. "Do EMS transport."
6. "Don't need to do more you already do enough."
7. "Establish firebreak roads."
8. "Do home fire safety."
9. "Have helicopter on Lanai 24/7."
10. "Fire dept, doing great already have enough on the plate."
11. "Fix damaged homes after storm and provide sandbags."
12. "Provide visitor guide to not be loloe."
13. "Provide lifeguard at Hulopoe."
14. "Charge hikers."
15. "Fall prevention for elderly."
16. "Fire Department doesn't provide EMS."
17. "In general people don't want the county to charge for services, unless arson or gross negligence."



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

#### Things people mentioned that the Department has minimal control over

1. "Cane burning"
2. "Don't do ocean safety"
3. "All stations should have one medic"
4. "Illegal rentals"

#### Things people mentioned that the Department does control

1. "Help with building fire evacuation."
2. "Do blood pressure checks."
3. "Do outreach at elementary schools."
4. "Continue fire safety program in Lahaina."
5. "Teach how to use fire extinguishers."
6. "Need fire station old part of Maui Lani."
7. "Be at more community events."
8. "More senior training."
9. "Need new fire station Pukoo and Haiku and North Kihei."



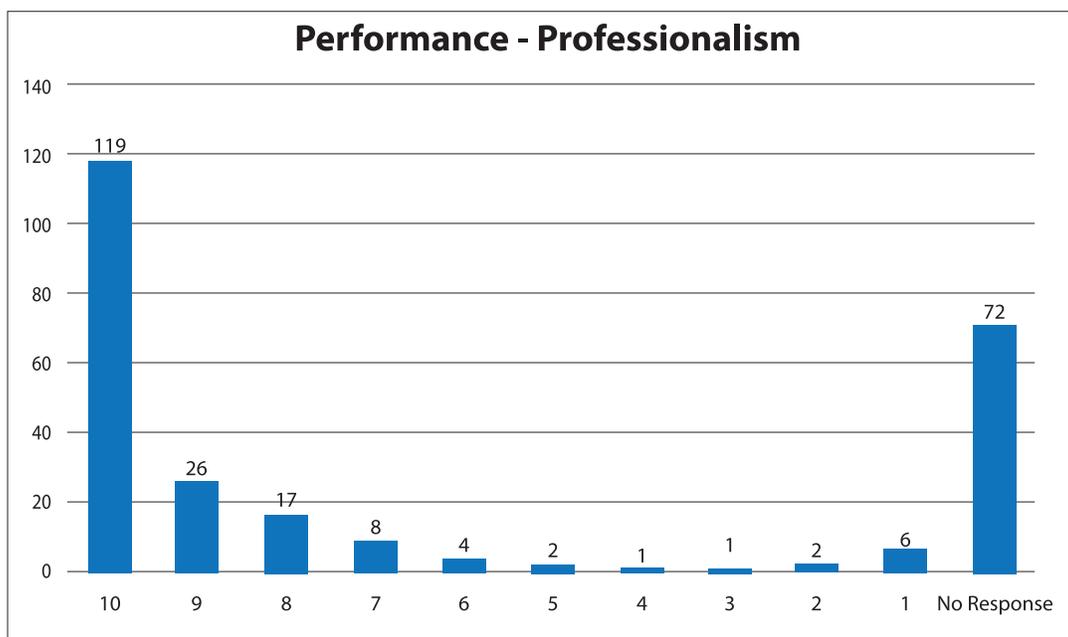
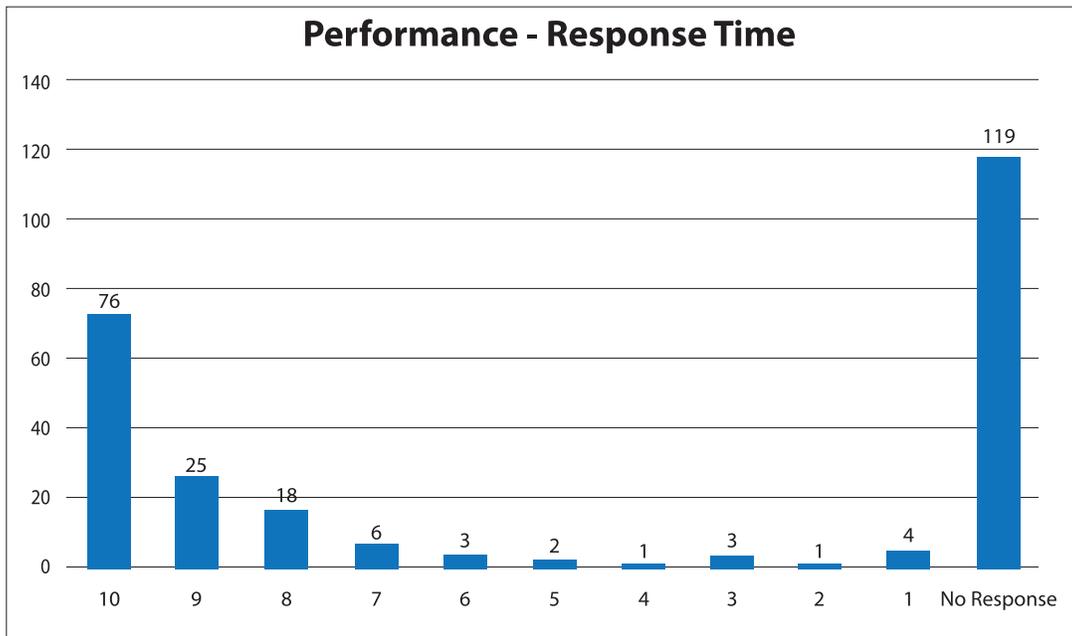


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

The public responded to a questionnaire on the Fire Department's Performance by rating our services on a scale of 1-10 (with 10 being best).

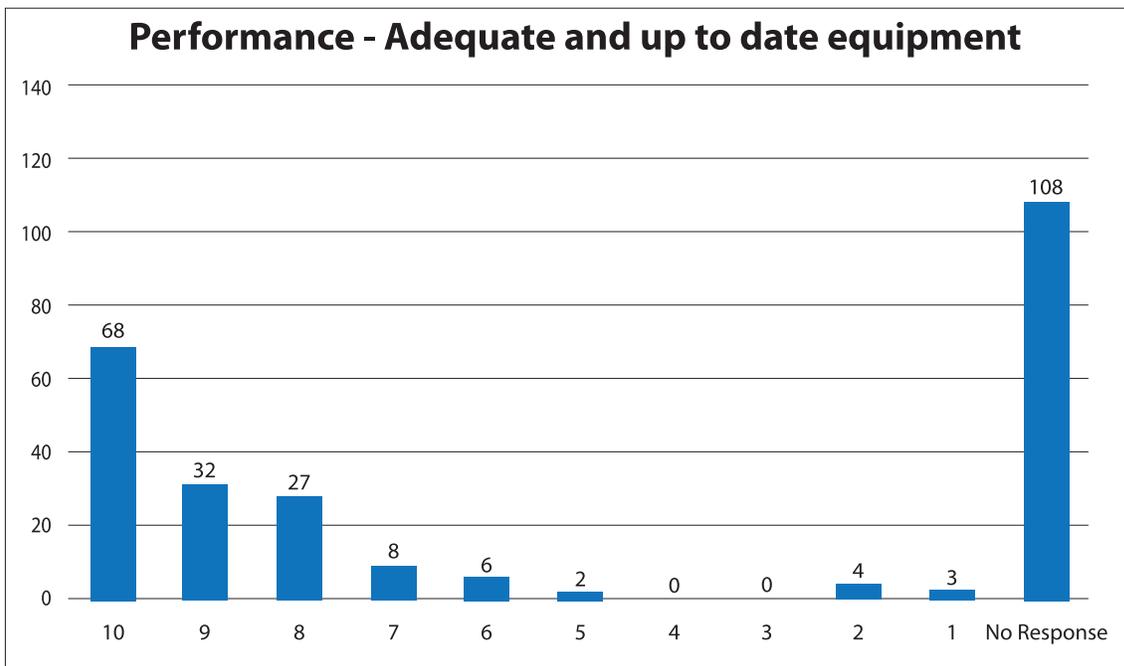
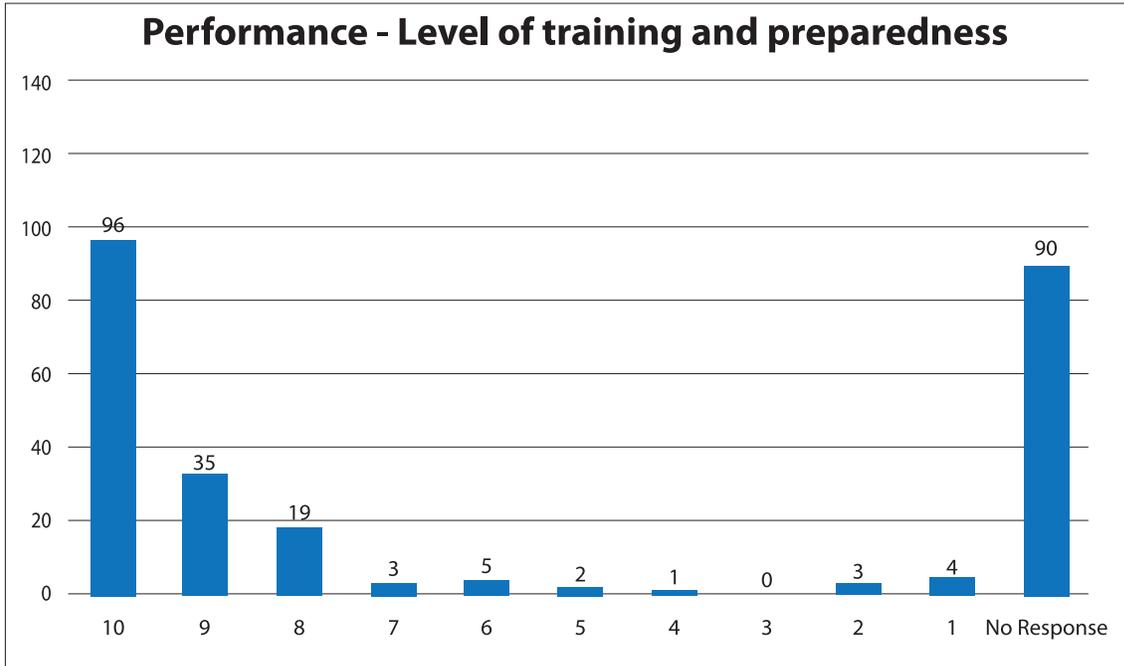




# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

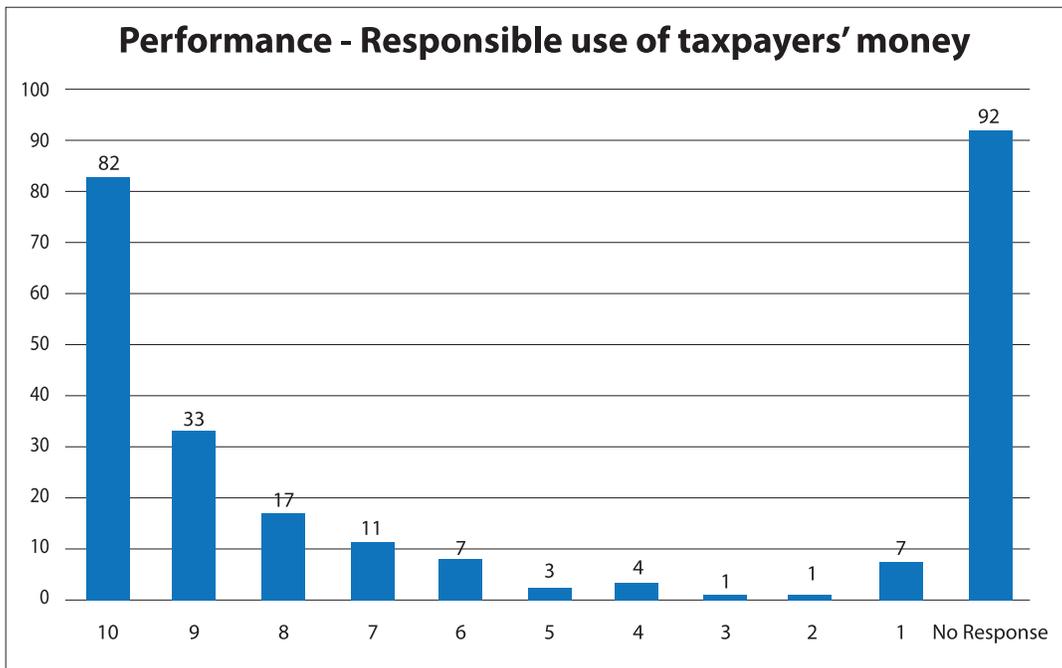
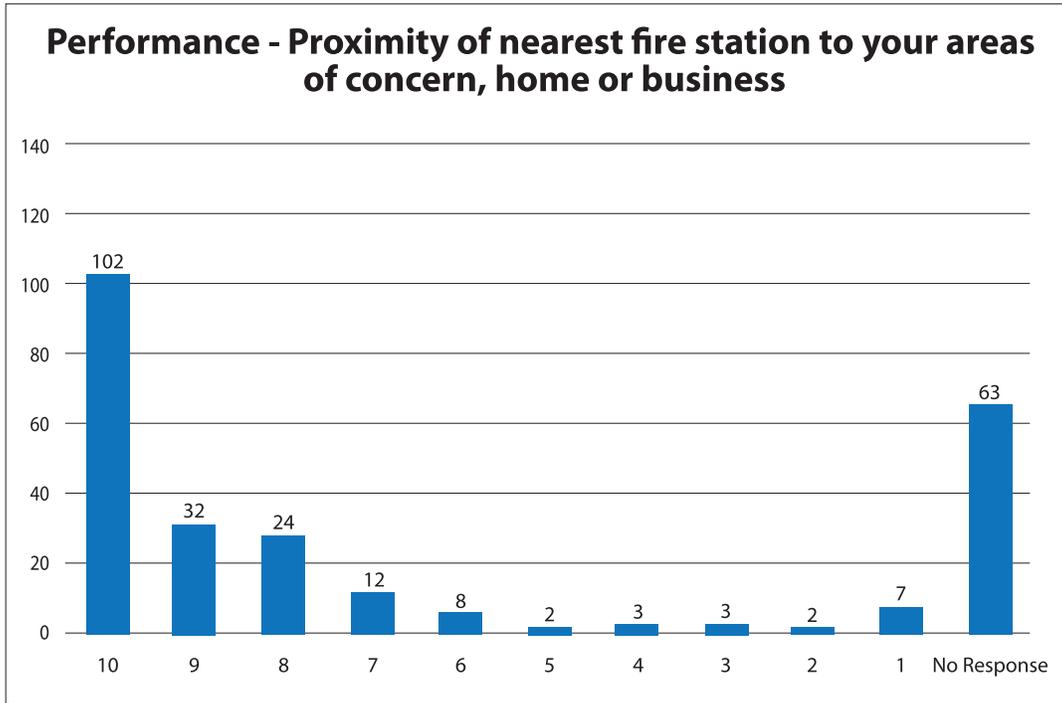




# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

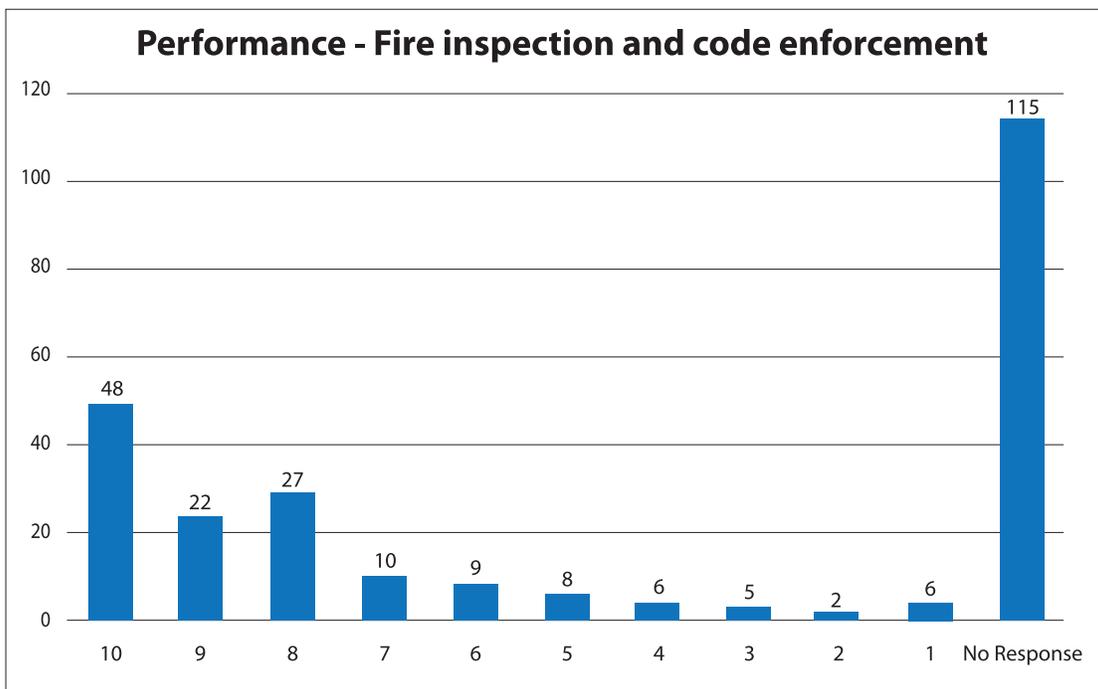
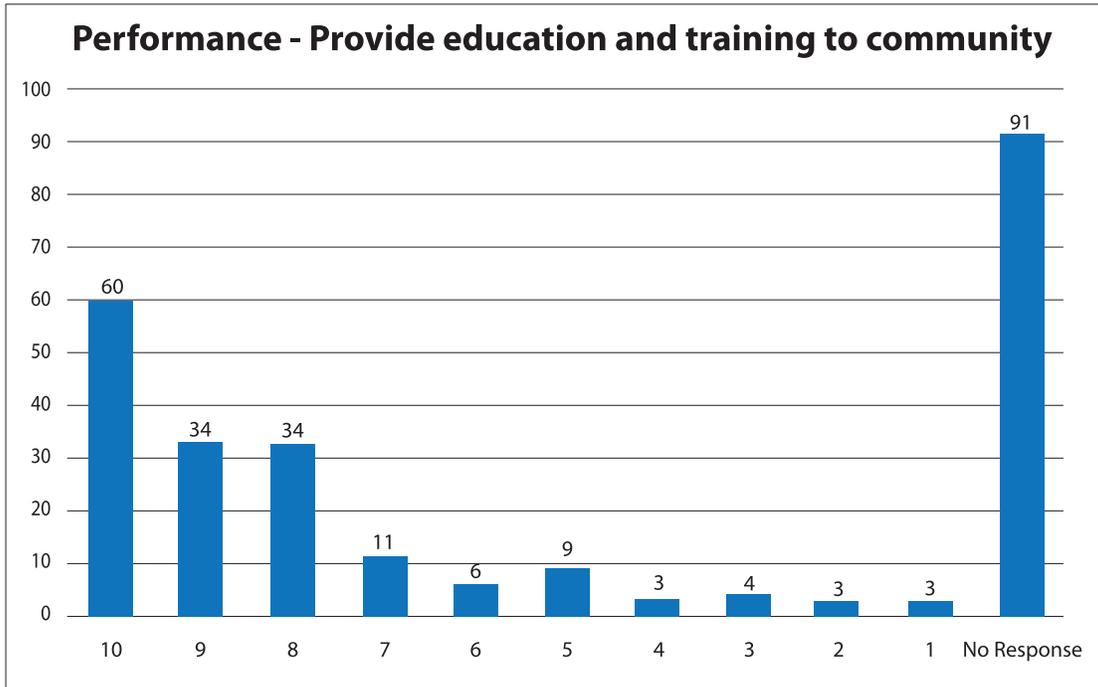




# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

#### Should the County of Maui Charge the Responsible Party for Services?

(out of 254 people surveyed)

	Yes	No	No Answer
Fire	30	176	48
EMS	30	177	47
Fire Inspection	69	139	46
Vehicle Accident	22	185	47
Helicopter Rescue	116	89	49
Ocean Rescue	93	113	48
Mountain Rescue	115	90	49
Other Services	35	96	123

#### Comments:

"-A very common comment was fees should be charged for services in gross negligence or total disregard to warnings. Multiple nuisance alarms should also be charged."

"-One person stated that people will not call 911 if they know there will be a charge, thus people getting in more trouble or resulting in a body recovery. If people had to pay, they would hesitate to call for help."

"-Charge if rescue involves potential harm to rescuers or the fire fighter."

"-If people are warned not to go or heed signs, make them pay."

"-Charge for illegal fires."

"-Fake call outs."

"-Accidents no, but if people do stupid stuff, charge them."



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### External Survey Results

#### Comments (continued)

"-I would rather pay higher taxes than charge for any service that MFD provides our County."

"-For persons who are irresponsible or negligent."

"-Repeated fire code violations of overgrown lots or rubbish build up."

"-If it's a personal choice and they need to be rescued, they should pay for it."

"-People are abusing the system for first responder care."

"-Bill the insurance company."

"-Should be similar to EMT."





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Internal Survey Results

As part of the strategic plan process, a survey was created to poll members of the MFD. A fire department cannot create effective goals and objectives, within a strategic plan, if members are not heard. The survey was open online to all MFD personnel between May 12, 2015 and June 4, 2015. MFD employees included fire fighters, chief officers, clerical/administrative staff and mechanics.

Anonymity of the respondents was stressed. A total of 86 personnel responded to the survey out of 305 invitations for a 28% return rate. There were a total of 20 vacancies within MFD so only 305 invitations went out.

The survey was captured anonymously and collected by the County of Maui's IT Department. The survey collection process was reviewed by the IT staff to determine if there were any frivolous information collected or online spamming issues. The survey results were then delivered to MFD by email via a spreadsheet.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Internal Survey Results

Below are the results of the survey with answers being scored from 1-10, with 1 needing improvement and 10 being excellent:

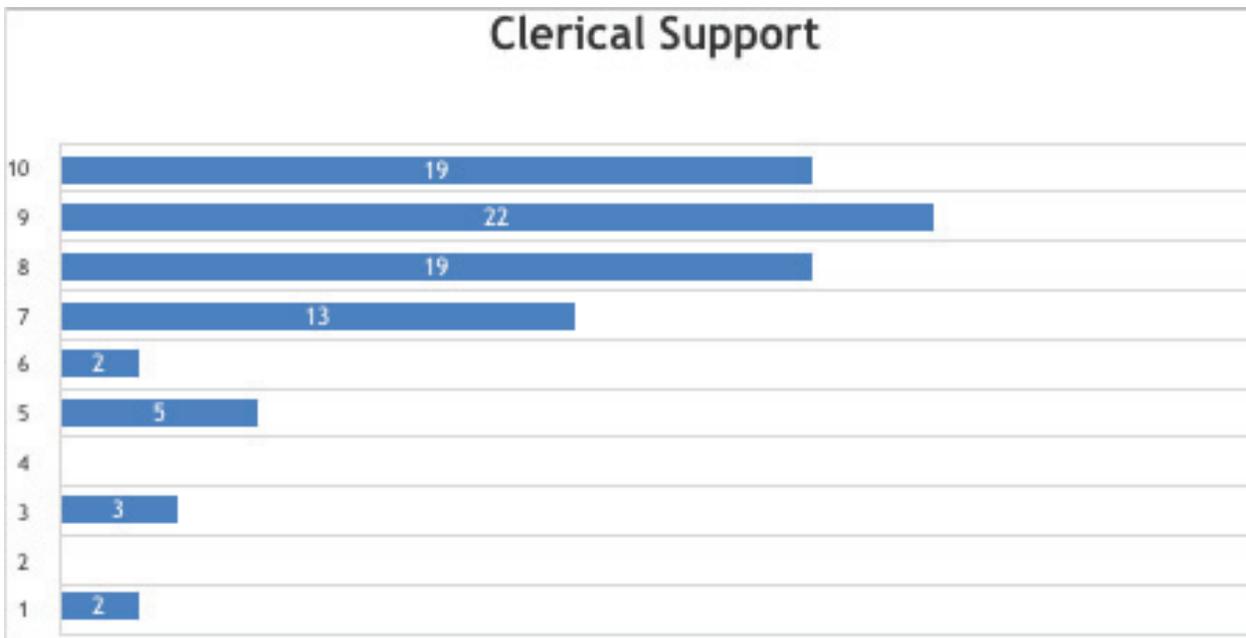
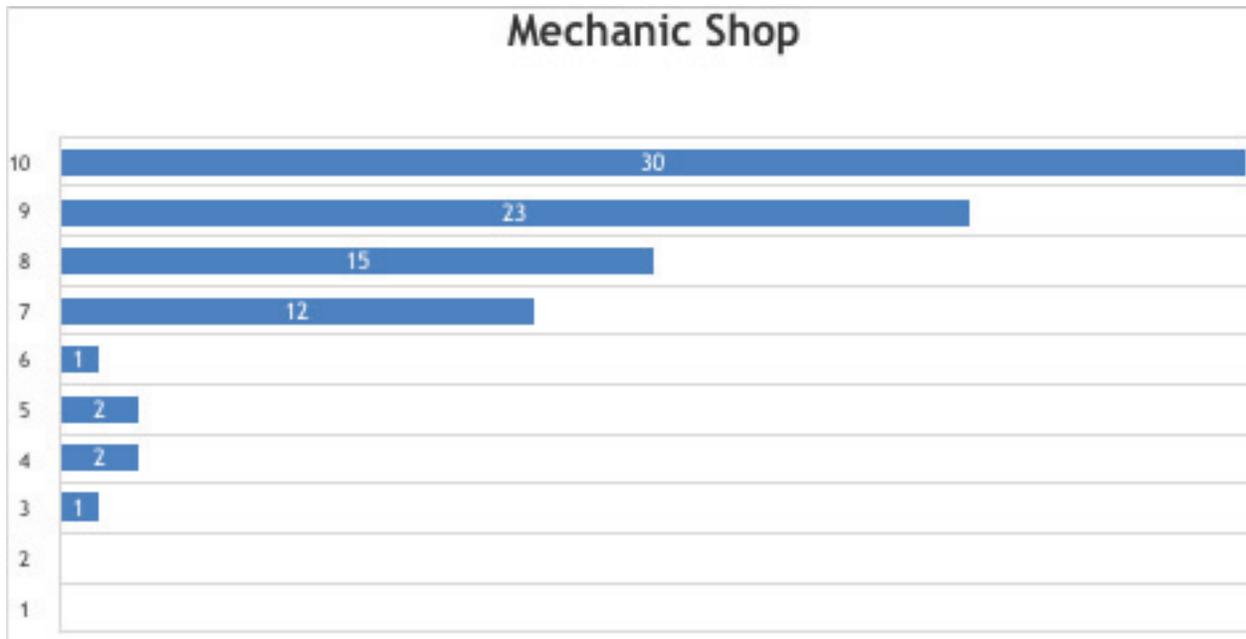
<b>Topic:</b>	<b>Avg:</b>	<b>Median:</b>	<b>Mode:</b>
Mechanic shop	8.6	9	10 (30)
Clerical support staff	8.0	8	9 (22)
Apparatus Fleet	8.2	8	8 (23)
Level of Training	8.1	8	9 (25)
Training Facilities	7.8	8	9 (25)
Access to training classes	6.9	7	8 (18)
Peer Fitness	5.0	5	7 (15)
PPE and equipment	8.3	9	9 (27)
Morale	6.6	7	7 (26)
Support programs, CISM, EAP	6.2	7	8 (20)
Community involvement	6.8	7	7 (19)
Fire Prevention Bureau	7.4	8	8 (21)
Health and Safety Bureau	7.4	8	8 (28)
Fire Station Maintenance	6.6	7	8 (28)
Adequate Hazmat, rescue capabilities	7.7	8	8 (29)
Inter-Department communication	6.9	7	8 (20)



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Internal Survey Results



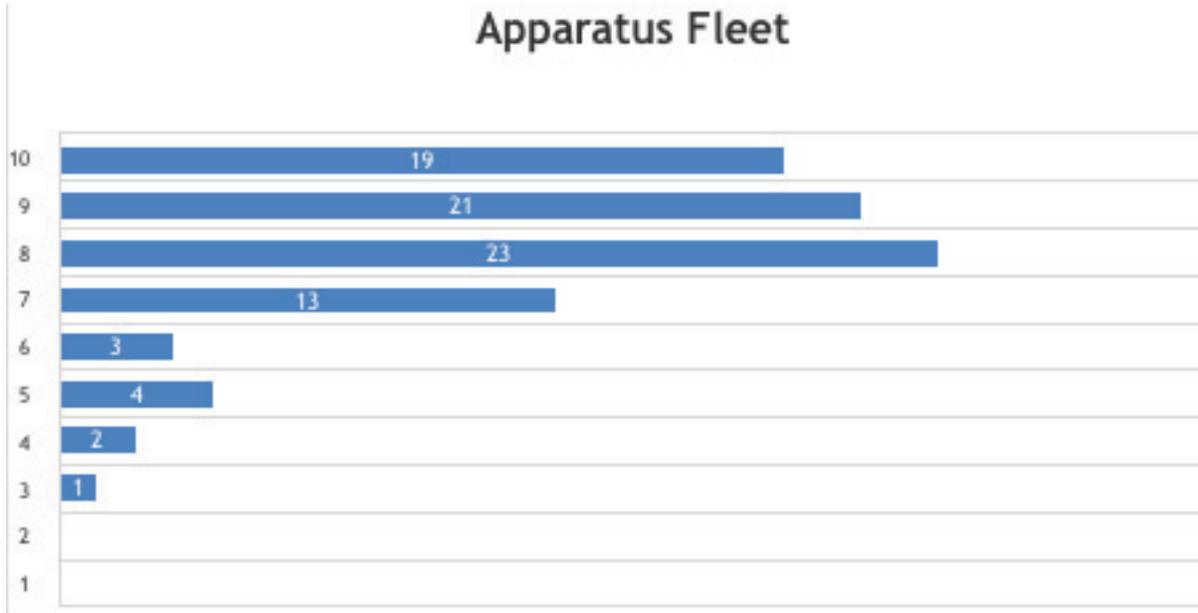


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Internal Survey Results

#### Apparatus Fleet



#### Level of Training





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Internal Survey Results



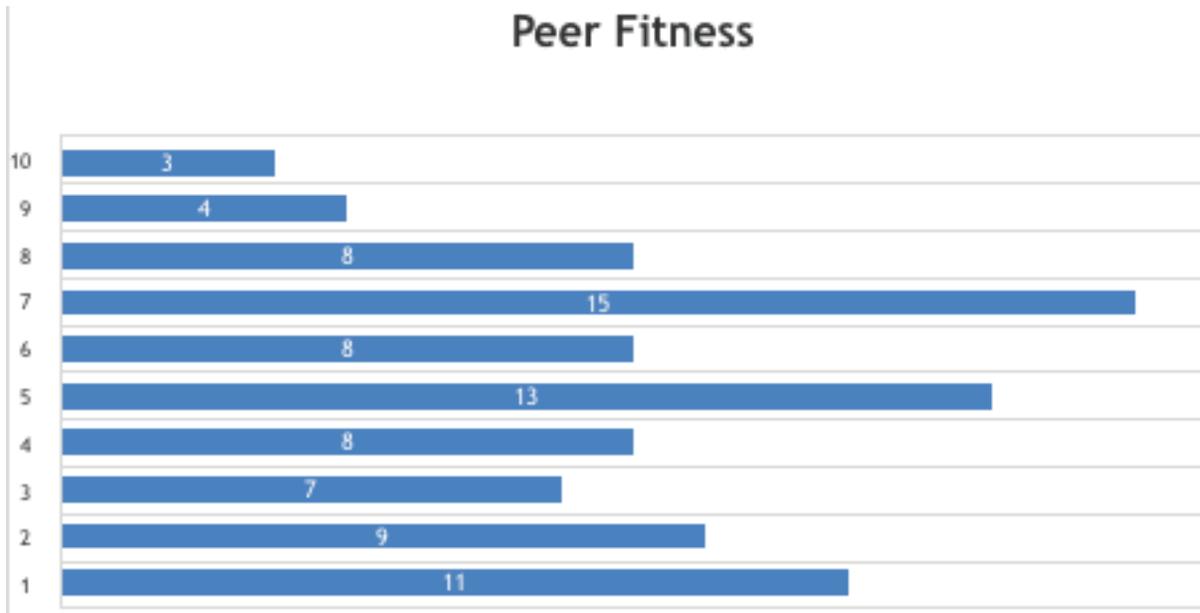


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

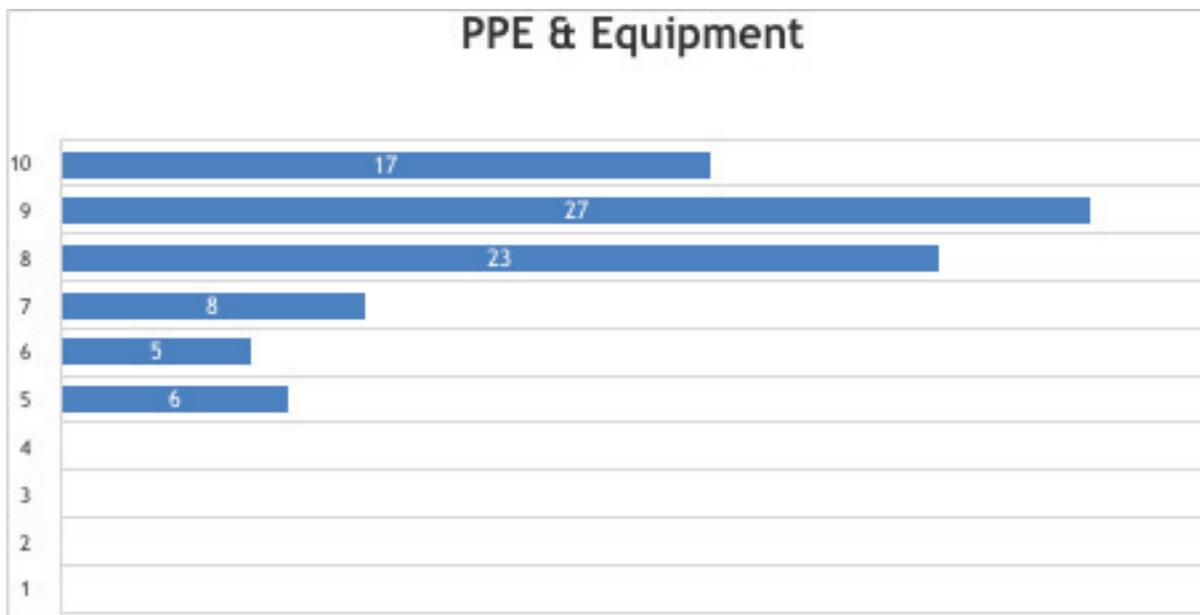
## Master Strategic Plan 2016-2020

### Internal Survey Results

#### Peer Fitness



#### PPE & Equipment



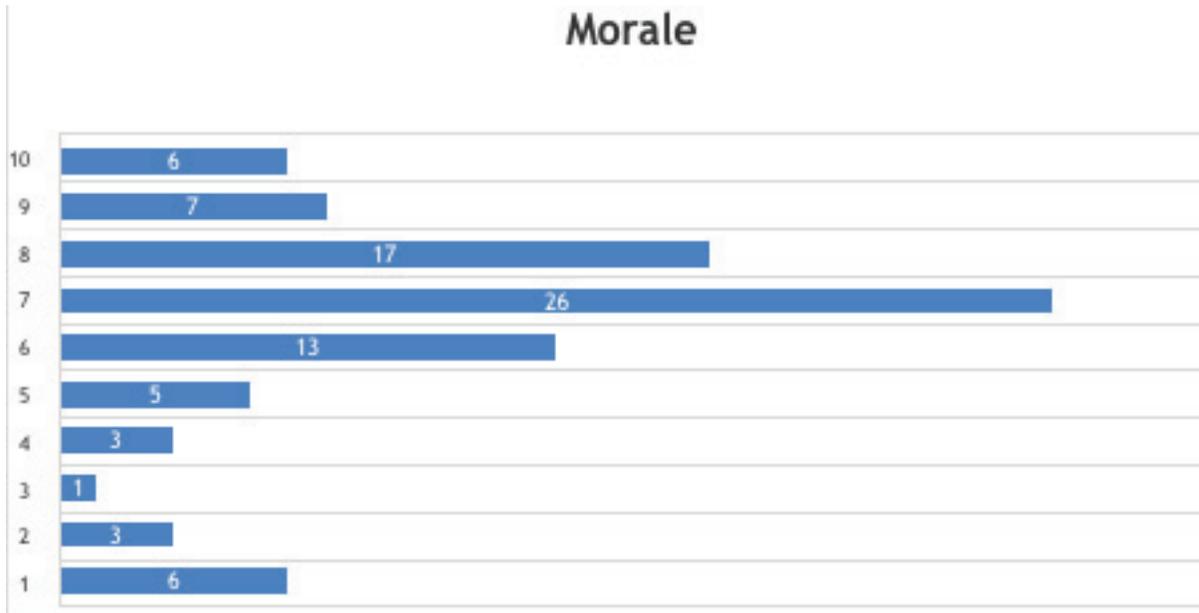


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

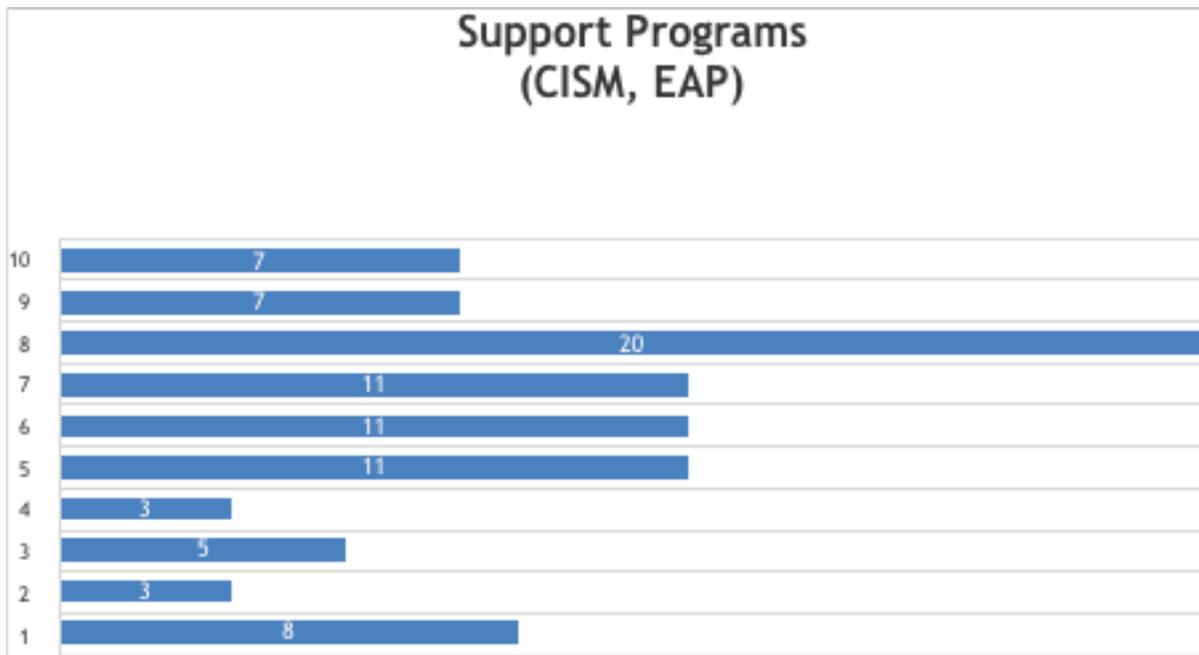
## Master Strategic Plan 2016-2020

### Internal Survey Results

#### Morale



#### Support Programs (CISM, EAP)

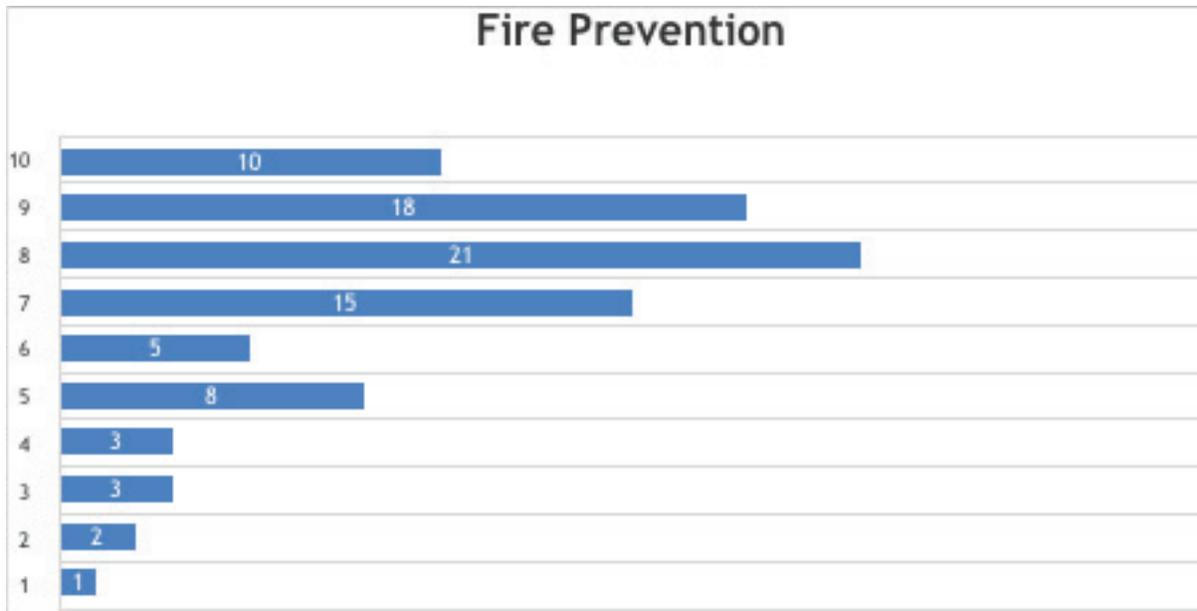
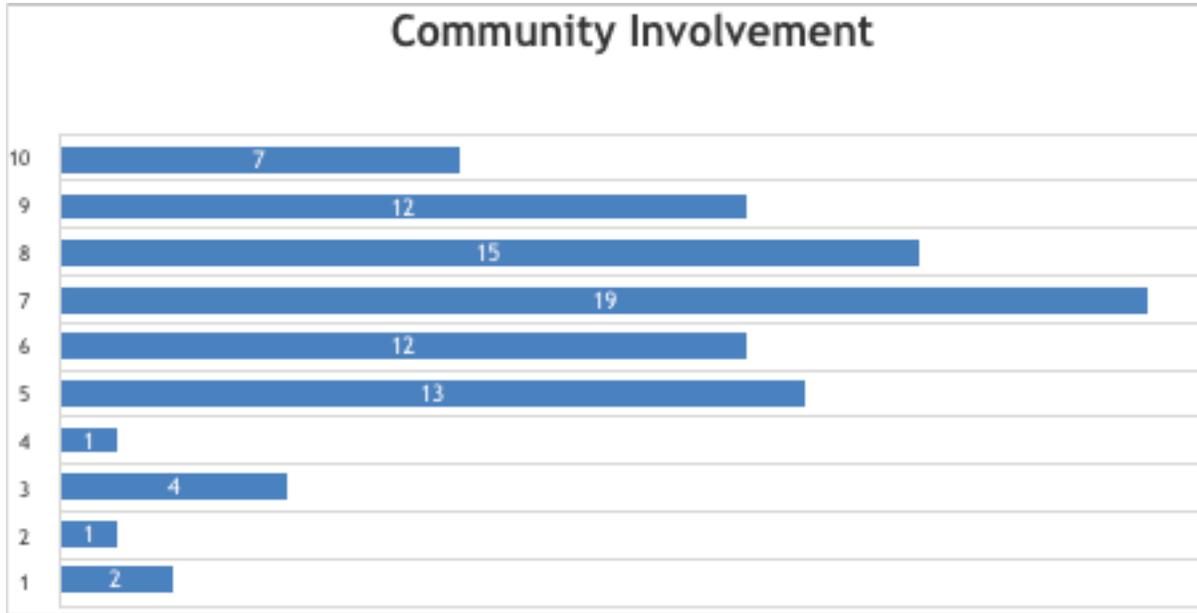




# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Internal Survey Results



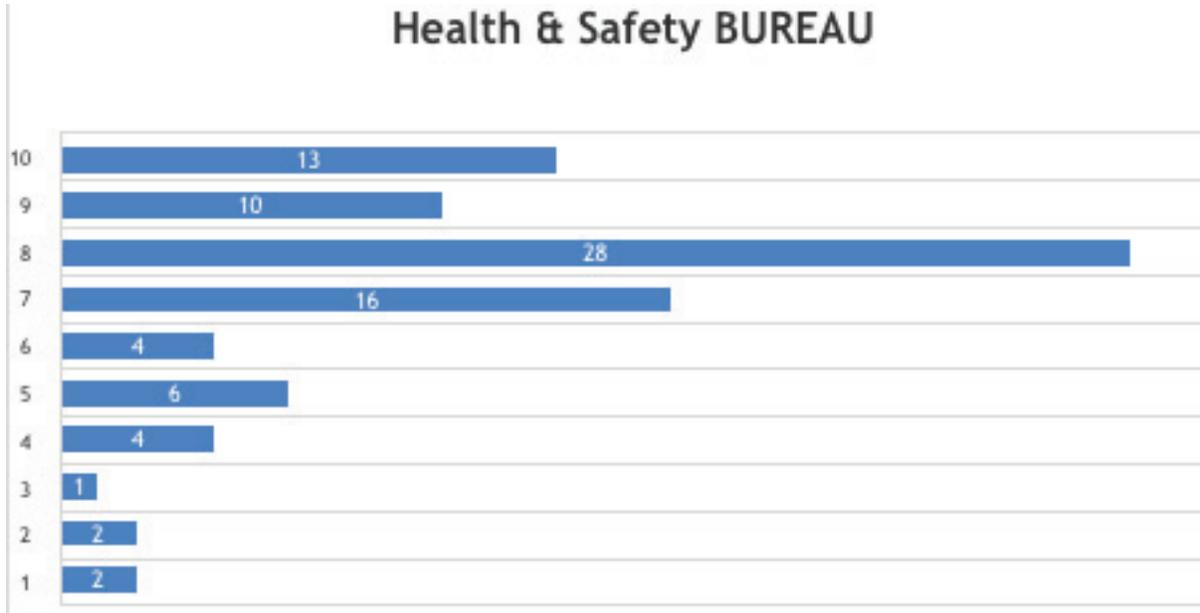


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

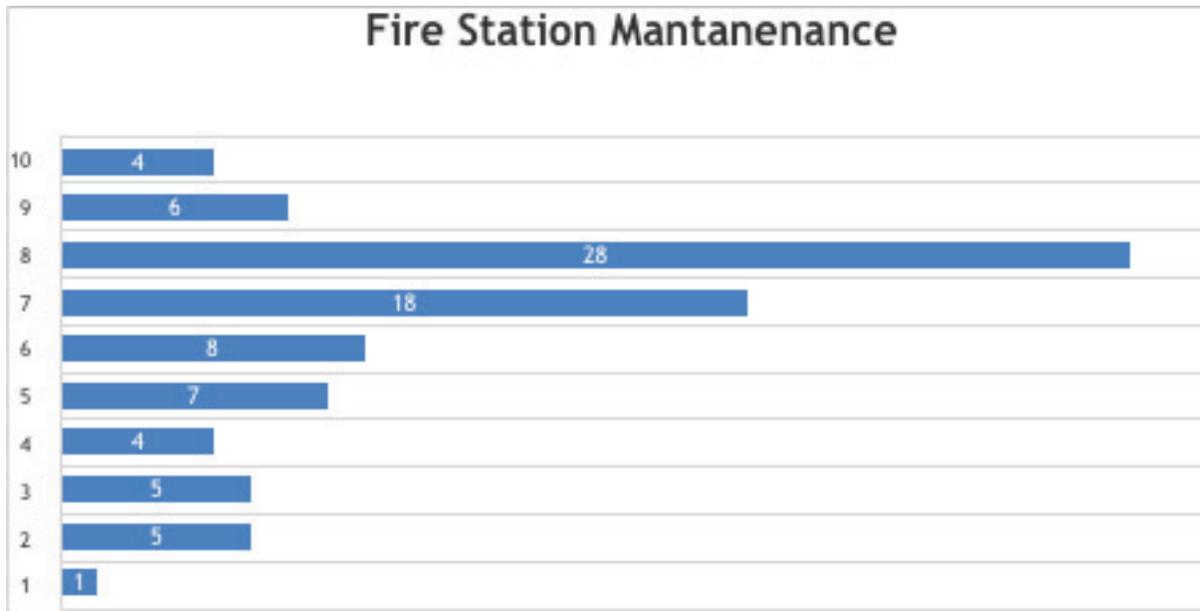
## Master Strategic Plan 2016-2020

### Internal Survey Results

#### Health & Safety BUREAU



#### Fire Station Mantanenance



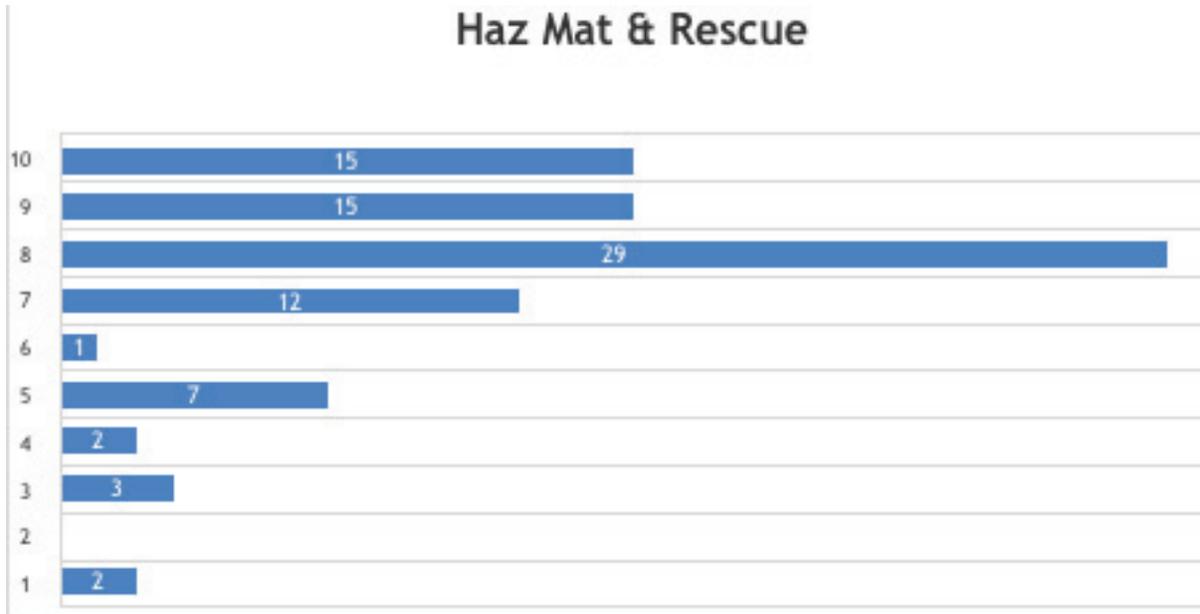


# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

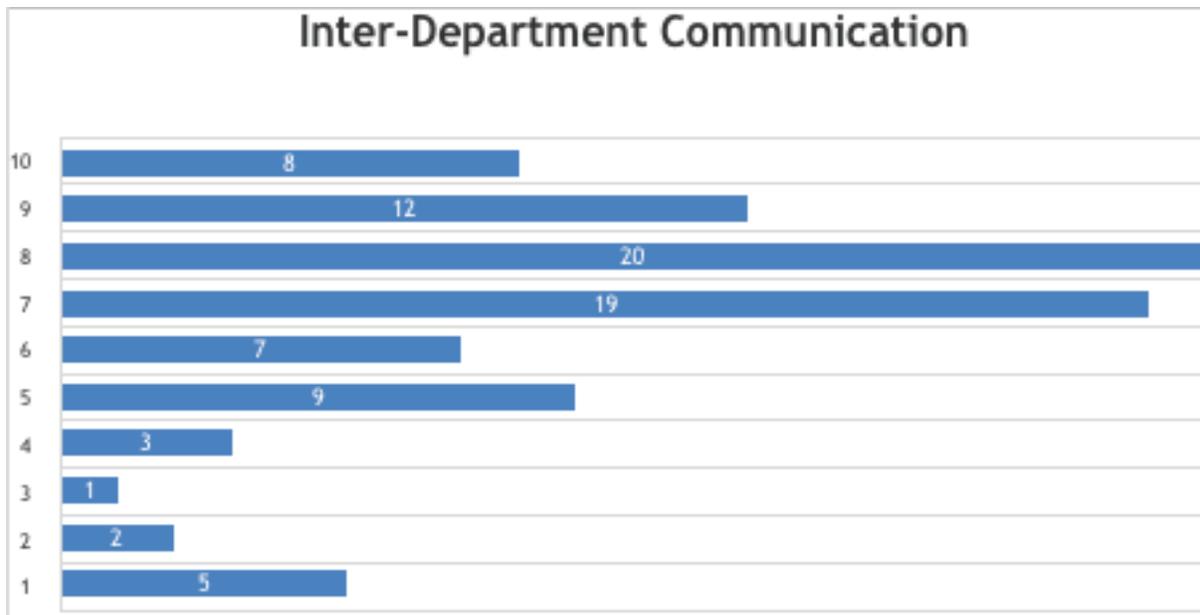
## Master Strategic Plan 2016-2020

### Internal Survey Results

#### Haz Mat & Rescue



#### Inter-Department Communication





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### SWOT Analysis

Part of the community driven strategic plan process is to analyze our department from within. On November 14, 2014, and October 8, 2015, members of the Fire Department and one member of the Fire and Public Safety Commission, were selected to participate in the SWOT analysis. These members were selected of various ranks and tenure to represent all levels of the department. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis results are listed below.

#### Strengths

- Public education and prevention
- Good equipment, vehicles, and PPE
- Technical rescue
- Training program
- Maintenance and upkeep of facilities
- Labor/management relationship
- Work well with other emergency agencies
- Good public image and professionalism
- Certification program
- Interaction with community
- Provide good service to the community
- Utilization of grant opportunities
- Commitment to improve and innovate
- Type III Incident Management Team
- Coordination of fire suppression efforts
- Leadership development
- Fiscally responsible
- 4-man minimum



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### SWOT Analysis

#### Weaknesses

- Lack of administrative support staff
- Lack of bureau staff
- Sick Leave abuse
- No Battalion Chief aide
- Poor leadership by example
- lack of fitness program
- lack of auxiliary vehicles
- No Mobile Data Terminals
- Need for more community service
- Response times
- Aging facilities
- Report writing
- Morale
- Flow of information within the department
- DUI
- Resistance to change
- Worker's Compensation claims
- Multi-island jurisdiction

#### Opportunities

- Grant funding
- Youth programs Fire Explorer/Life guard
- EMS expansion
- Work/train with private industry
- Fire science curriculum at college
- Statewide training facility
- Implementing impact fees for false alarms
- Political action committee
- National fire academy attendance
- Accreditation
- Job description incentives for pay





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### SWOT Analysis



#### Threats

- Privatization
- Law suits
- Poor public image
- Lack of funding
- Pandemic
- Lack of vision
- Lack of accountability
- Not keeping up with community growth and needs
- Stringent retirement qualifications
- Developing poor morale
- Internal conflicts
- Not open to change
- Losing key relationships
- Poor facility planning
- Natural or man-made disasters
- Poor leadership



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Strategic Initiatives

The strategic initiatives are based off of the SWOT analysis and the internal & external surveys.

The following goals and objectives have been generated in response to feedback gathered from Fire Department personnel and the community. They are not listed in any particular order.

- **Peer Fitness**
- **CISM**
- **Morale**
- **Fire Station Maintenance**
- **Expanded EMS service**
- **Potential charges for rescue operations**

#### **Peer Fitness**

- Equipment replacement/funding suggestion creation of athletic fund voluntary deduction/ union approval/ t-shirt sales
- Motivate by creating incentives/ non-punitive/ annual test fit for duty
- Occupational Doctor
- Create time in daily schedule to make workouts routine

#### **CISM**

- Investigate how CISM can be more effective and utilized
- Update and resend CISM policy
- Investigate EAP (employee assistance program) and if it is being used.
- Update and resend EAP info to employees
- Create peer support team (outside of administration) to provide support to employees and to help access other programs



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Strategic Initiatives

#### Morale

- Improve communication within the department
- Make a plan for administration to regularly visit stations
- Continue open door policy
- Allow for anonymous emails
- Examine making promotional process more transparent by working with the Department of Personnel Services and Fire Administration
- Examine parity incentives for 40-hr personnel

#### Fire Station Maintenance

- Create maintenance schedule for all fire department facilities
- Investigate creation of full-time support staff position to handle building repair and maintenance

#### Expanded EMS service

- Work with the Hawaii Fire Fighter's Association.
- Upon approval, develop a plan working with other departments in the State of Hawaii.
- Work with Hawaii Fire Department and Honolulu Fire Department to create training plan.

#### Potential charges for rescue operations

- Investigate feasibility of charging responsible party for rescue fees only in incidents of gross negligence or willful disregard of safety. There is little support for a program that charges for rescues in all instances.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

The 2016-2020 Strategic Plan goals are grouped into 10 categories that are in alignment with the Center for Public Safety Excellence (CPSE) accrediting agency. These objectives are further divided into short, medium, and long-term goals. Short-term goals are projected to be completed within 18 months. Medium-term goals are projected to be completed between 18 months to 4 years. Long-term goals are projected to take longer than 4 years. There are some goals that will be ongoing, or always improved on and assessed.

#### Category I Governance and Administration

##### Short-term

1. Review, revise, and/or develop as needed all rules, regulations, and standard operating guidelines.
  - a. Currently a draft of SOGs has been completed. Our short term goal is to revise this draft as needed, and adopt these measures.
2. Research and develop a disciplinary action matrix to improve consistent application of discipline.
  - a. Currently the matrix has been approved by labor. Matrix needs to be distributed to employees and implemented.

##### Ongoing

1. Review and assess the Department's organizational structure, roles and responsibilities of the various sections to meet the established missions and goals.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category II Assessment and Planning

##### Short-term

1. Enhance data collection and analyses to provide timely information for the administration.
  - a. Create an automatic summary of operations data, to be delivered to Fire Chief weekly, via RMS database.

##### Ongoing

1. Seek opportunities to share strategic plan updates to all shareholders.
  - a. Publish stakeholder survey results.
  - b. During bi-monthly staff meetings and annual captains meeting.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category III Goals and Objectives

##### Short-term

1. Improve the department's response time performance to emergencies.
  - a. Identify response time baseline, and create response time goals.
  - b. Complete Standards of Cover document.
2. Improve the Department's response times in rural areas to meet deployment benchmarks.
  - a. Identify response time baseline in rural areas.
  - b. Identify viable improvement options.
3. Achieve agency accreditation from the Commission of Fire Accreditation International.
  - a. Agreement between the Mayor, Fire Chief, and CFAI was signed in March 2015.  
This document approved the department to go forward with the accreditation process.
  - b. Submit required documents for accreditation to CFAI by February 1, 2016.
4. Provide access, input, and feedback into the department's goals and objectives through various means.
  - a. Provide progress updates and accept feedback during bi-monthly staff meetings and annual captains meeting.
5. Revise and implement a comprehensive personnel accountability program.
  - a. Develop a new accountability system in line with current blue card program.

##### Medium-term

1. Develop a method of determining the level of public satisfaction with the department.
  - a. Continue to provide external stakeholder surveys.
  - b. Provide a customer feedback program.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category IV Financial Resources

##### Ongoing

1. Pursue Federal, State, and local grants to supplement the department's operating and capital improvement budgets.
  - a. MFD continues to pursue Federal, State, and private grants.
  - b. Share grant results in department's newsletter and on social media page.

#### Category V Programs

##### Short-term

1. Create MFD social media plan to increase public safety awareness.
2. Identify shortcomings, and solutions for current wild land firefighting deployment.
  - a. Revise wild land deployment call out procedures.
  - b. Obtain needed equipment for wild land firefighting.
  - c. Continue to provide wild land firefighting training.
3. Gather usable data to justify personnel increase in the Fire Prevention Bureau to meet fire inspection frequency requirements.
  - a. Use adopted State Fire Code frequency requirements.
  - b. Identify number occupancies in need of inspection.
4. Identify the effectiveness of public education programs.
  - a. Develop process to measure effectiveness.
5. Train MFD personnel to deliver fire safety messages to the public.
6. Merge Ocean Safety lifeguards with the Department of Fire & Public Safety.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category V Programs (continued)

##### Medium-term

1. Ensure the department is prepared to respond to a terrorism event.
  - a. Obtain necessary equipment to respond to a terrorism event.
  - b. Participate in terrorism scenarios with partner agencies.

##### Ongoing

1. Improve general public awareness pertaining to the department's services and capabilities.
  - a. Continue annual fire prevention demonstration.
  - b. Utilize public service announcements annually.
2. Participate in periodic multiagency exercises to refine emergency operations and evaluate the department's emergency response protocols to weapons of mass destruction and manmade and natural disaster incidents.
  - a. Continue to participate in Civil Support Team, State and Maui Civil Defense, and Department of Transportation exercises.
3. Ensure the department is prepared to effectively and safely deal with hazardous materials incidents.
  - a. Continue hazardous material training.
  - b. Maintain equipment to mitigate hazardous material emergencies.
4. Provide training for department members to fill key positions within the incident management team.
  - a. Continue Incident Command System position specific training, by sending members to get experience at incidents locally and nationwide.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category VI Physical Resources

##### Short-term

1. Develop preventative maintenance and rehabilitation plan for fire department facilities.

##### Medium-term

1. Be a leader in sustainable energy.
  - a. Continue to equip all facilities with energy efficient appliances and lighting.
  - b. Assess additional availability of renewable energy sources at all department facilities.
  - c. Implement a more extensive recycling program throughout the Department.
2. Rehabilitate MFD/ARFF Joint Training Center.

##### Long-term

1. Acquire permanent land and training facilities needed to provide an effective training program.
  - a. Work with County of Maui Administration and Maui County Council.

##### Ongoing

1. Identify and obtain essential equipment based on national standards where applicable.
  - a. Utilizing the research and development committee, essential equipment will be identified, tested, and submitted for.
2. Maintain a secure and accessible cache of supplies to sustain departmental operations for an appropriate period in event of a disaster.
  - a. Purchase and distribute items such as meals ready to eat (MRE) and similar extended shelf life items.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category VII Human Resources

##### Short-term

1. Conduct a risk management analysis.
  - a. Review workers' compensation claims, in order to identify areas of concern, which can be improved through training and education.
  - b. Investigate OSHA workers' compensation data regarding recommendations to minimize injuries and accidents.
2. Provide concrete incentives for encouraging employees to take on additional responsibilities toward improving themselves and the department, and meaningfully acknowledge those who have done so.

##### Medium-term

1. Develop and implement a wellness-fitness program for the Department.
2. Develop a long-range staffing plan to ensure the delivery of quality services throughout Maui County.
  - a. Refer to Standards of Cover document for guidance.

##### Ongoing

1. Ensure the department meets all applicable OSHA standards.
2. Ensure staffing for all fire companies are in line with national standards.
  - a. All fire suppression companies have 4-person minimum staffing.
  - b. All rescue and hazardous material companies have 5-person minimum staffing.
  - c. All companies with minis and/or tankers shall have 5-person minimum staffing.



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category VIII Training and Competency

##### Short-term

1. Expand the cadre of qualified/certified and experienced trainers.
2. Develop and implement a plan outlining requirements for temporary assignments
3. Complete the helicopter operations training program

##### Medium-term

1. Pursue leadership development programs that are job specific and at all levels of the organization.
2. Create department personnel mentoring program, to maintain continuity of training programs and cadres.

##### Ongoing

1. Continue to improve training and educational opportunities provided to department personnel.
2. Continue with a certification program for essential fire service skills/knowledge.
3. Evaluate and improve training documentation system



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category IX Essential Resources

##### Short-term

1. Develop small equipment maintenance and replacement plan
2. Acquire and install Mobile Data Terminals (MDT's) for response vehicles
3. Verify accuracy of E-911 throughout Maui County.
4. Establish a reliable interoperable communications cadre for incident response, research and development.
5. Update and maintain the Departments internet website on a consistent basis.
6. Develop procedures to ensure the effective utilization of the news media during large scale emergencies to improve public information delivery.

##### Medium-term

1. Establish a full-time dedicated fire service dispatcher program

##### Ongoing

1. Continue apparatus maintenance and replacement plan.
2. Maintain specialized communications equipment, training, and procedures for technical rescue, Wildland, and Hazardous Materials.
3. Evaluate emerging technology to identify how it can improve Department operations
  - a. Utilizing R & D committee or other avenues



# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Goals and Objectives

#### Category X External Systems Relationship

##### Short-term

1. Develop memorandum of understanding (MOU) with external agencies, to establish an integrated response system.
  - a. Update MOUs with Department of Health and the Department of the Interior regarding Kalaupapa.
  - b. Honor and maintain existing MOUs.

##### Ongoing

1. Continue to foster a collaborative labor/management relationship.
2. Maintain a collaborative relationship with the Fire & Public Safety Commission.





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Performance Measurement

It can be difficult to measure certain goals and objectives in a strategic plan but it is not impossible. Constant focus on the plan and continued re-visits are needed to obtain the consistent pressure required to reach set goals and objectives. This is necessary to improve the department's output. However, success of the Department is not only based on how many of the goals and objectives are promptly accomplished; success is also measured by the endorsement of its stakeholders.

To be a successful tool, the strategic plan must keep track of the progress and accomplishment of goals and objectives. Stakeholders must be consulted frequently to obtain viewpoints and share ideas. The plan must be revisited and revised to take advantage of emerging opportunities and cut out outdated objectives. To aid in this process, an archive of all existing goals and objectives will be kept.

- **The identification of goals, objectives, and strategic initiatives;**
- **A list of resources necessary to attain them;**
- **Review and revisiting progress data of goals, objectives, and strategic initiatives**
- **Use of this data to drive continuous improvement of the output of the department**





# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

### Closing Remarks

**We'd like to thank the following personnel in the creation of this document:**

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# MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY

## Master Strategic Plan 2016-2020

