

**COUNCIL OF THE COUNTY OF MAUI**  
**POLICY COMMITTEE**

September 16, 2011

**Committee**  
**Report No.** \_\_\_\_\_

Honorable Chair and Members  
of the County Council  
County of Maui  
Wailuku, Maui, Hawaii

Chair and Members:

Your Policy Committee, having met on August 3, 2011, August 17, 2011, and August 31, 2011, makes reference to County Communication 11-118, from the Fire Chief, transmitting a document entitled “MAUI COUNTY DEPARTMENT OF FIRE & PUBLIC SAFETY MASTER STRATEGIC PLAN – DECEMBER 2010”.

According to the Fire Chief, the purpose of the comprehensive strategic plan is to identify and track the organizational goals and objectives of the Department of Fire and Public Safety. The goals are grouped into ten strategic priorities, which are aligned with the accreditation categories of the Center for Public Safety Excellence. The plan covers the areas of departmental administration and performance; financial, human, and equipment resources; supplies and facilities; programs; personnel training and competency; and departmental relationships. Time frames are associated with individual goals. The Department intends to update the strategic plan every two years.

The Fire Chief explained that the Department is actively pursuing accreditation. Through the accreditation process, the Department will be assessed by its peers throughout the country, providing the Department a means to measure how well it is meeting its objectives and to identify costs for services. The process is anticipated to last between 18 to 24 months. Your Committee noted that the Department has had accreditation as a goal for several years, and encouraged the Department to complete the process.

Your Committee reviewed the entire plan, including various operational issues such as fleet maintenance, and personnel issues such as expansion positions.

Your Committee noted that the City and County of Honolulu is currently discussing the possibility of joining fire, civil defense, and emergency services under a single department. Your Committee also noted that the Mayor has proposed to the Charter Commission that it consider moving ocean safety officers and their functions to the Department of Fire and Public Safety. The Fire Chief responded that diverting resources toward a consolidation of services would delay the accreditation process. He

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also noted that there did not appear to be any urgency in implementing such a change, and that such a change had not been appropriately studied. Your Committee noted the possibility of a performance audit to determine whether it would make financial sense to consolidate departments and functions.

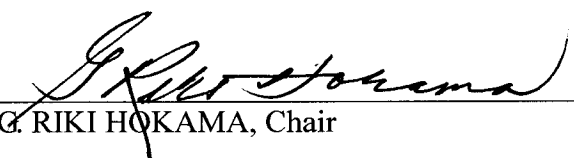
Your Committee also questioned the Fire Chief about his views on a volunteer corps of firefighters. The Fire Chief noted that training a volunteer corps would be costly and time-consuming, further detracting from the current goal of accreditation.

Your Committee expressed its appreciation to the Department for its efforts in conducting a fair and thorough examination that addressed strengths, weaknesses, and areas for improvement. Your Committee noted that achieving accreditation will be worth the effort and strengthen the County. Your Committee also noted that a thorough review of individual departments, such as the review afforded by the strategic plan, assists the Council in understanding the work of the department as well as upcoming budgetary requirements.

Your Committee voted 6-0 to recommend filing of the communication. Committee Chair Hokama, Vice-Chair Carroll, and members Baisa, Cochran, Couch, and Pontanilla voted "aye". Committee members Mateo, Victorino, and White were excused.

Your Policy Committee RECOMMENDS that County Communication 11-118 be FILED.

This report is submitted in accordance with Rule 8 of the Rules of the Council.

  
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G. RIKI HOKAMA, Chair