

**POLICY COMMITTEE**  
Council of the County of Maui

**MINUTES**

**August 3, 2011**

**Council Chamber, 8<sup>th</sup> Floor**

**CONVENE:** 9:05 a.m.

**PRESENT:** VOTING MEMBERS:

Councilmember G. Riki Hokama, Chair  
Councilmember Robert Carroll, Vice-Chair  
Councilmember Gladys C. Baisa, Member  
Councilmember Elle Cochran, Member  
Councilmember Donald G. Couch, Jr., Member  
Councilmember Danny A. Mateo, Member  
Councilmember Joseph Pontanilla, Member  
Councilmember Mike White, Member (ar. 9:10 a.m.)

**ABSENT:** NONE

**EXCUSED:** Councilmember Michael P. Victorino, Member

**STAFF:** Carla Nakata, Legislative Attorney  
Jo-Ann C. Sato, Substituting Committee Secretary

**ADMIN.:** Edward S. Kushi, Jr., First Deputy Corporation Counsel  
Michael Molina, Executive Assistant to the Mayor (Item No. 2(18))  
Roland Prieto, Executive Director, Workforce Investment Board, Office of Economic Development (Item No. 28)  
Jeffrey A. Murray, Chief, Department of Fire and Public Safety (Item No. 23)  
David C. Thyne, Assistant Chief, Support Services, Department of Fire and Public Safety (Item No. 23)  
Lee Mainaga, Fire Services Officer, Department of Fire and Public Safety (Item No. 23)  
James Kimo Kino, Fire Battalion Chief, Department of Fire and Public Safety (Item No. 23)  
Patrick K. Wong, Corporation Counsel, Department of the Corporation Counsel (Item No. 1(4))  
Jane E. Lovell, Deputy Corporation Counsel, Department of the Corporation Counsel (Item No. 1(4))

**OTHERS:** NONE

**PRESS:** *Akaku--Maui County Community Television, Inc.*

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**CHAIR HOKAMA:** ...*(gavel)*... Policy Committee shall come to order. This is the Committee's meeting of August 3, 2000...2011. This morning the Committee is present with its Vice-Chair

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

August 3, 2011

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Mr. Carroll; Members Baisa, Cochran, Couch, Mateo, and Pontanilla. Excused are Members Victorino and White. Members, we have a agenda this morning. At this time, the Chair will request, is there anyone wishing to provide public testimony on any item that has been agendized for today's policy Committee Meeting of August 3, 2011, please make yourself known at this time. Staff, do you have any request for testimony?

MS. SATO: No, Mr. Chair.

CHAIR HOKAMA: Okay, having none, without any objections, the Chair will close testimony for today's meeting.

COUNCIL MEMBERS: No objections.

CHAIR HOKAMA: So ordered.

**POL-2(18): NOMINATIONS TO BOARDS, COMMITTEES, AND COMMISSIONS (LANAI Planning Commission) (C.C. 11-12)**

CHAIR HOKAMA: Members, let us please move to Policy Item 2-18, which is Nominations to Boards, Committees and Commissions. This morning we have a communication from Mayor Alan Arakawa, dated July 8, 2011, transmitting a draft resolution entitled Appointment of Member to the Lanai Planning Commission. The Mayor is recommending the appointment of Joelle Aoki for a term expiring on March 31, 2016. This morning we have Mr. Molina from the Office of the Mayor, and at this time I'll ask Mr. Molina if he has any comments he wishes to provide the committee.

MR. MOLINA: Thank you, Mr. Chairman, and good morning, Committee members. The Mayor would like to ask for your consideration of confirming Ms. Aoki to the Lanai Planning Commission. As you can see from her application and attached letter, she has a vast amount of community experience, so again we'd like to, again thank you for considering Ms. Aoki this morning and ask for your support. Thank you, Mr. Chairman.

CHAIR HOKAMA: Thank you. Before I ask the Committee if they have any questions, I can verify the comments of Mr. Molina. I think Ms. Aoki would be a tremendous asset to the commission as well as to the community. You see her so called application form or resume and I believe she will be an outstanding Commissioner for us. Members, any questions regarding the nomination of Ms. Joelle Aoki to the Lanai Planning Commission? Ms. Baisa?

COUNCILMEMBER BAISA: Thank you very much, Chair. I do not have any questions but I do want to offer my support. I've had the opportunity to work with Joelle in my other life and, you know, I've watched this lady do wonderful, wonderful things on Lanai. And she's very, very involved in community, knows her community very, very well and has experience and demonstrated a great deal of interest in the life of the community, so I think she'll make an outstanding Planning Commissioner. I am very supportive of the request. Thank you.

**POLICY COMMITTEE MINUTES  
Council of the County of Maui**

**August 3, 2011**

---

CHAIR HOKAMA: Thank you. Any further comments or questions by the Members? Mr. Pontanilla?

COUNCILMEMBER PONTANILLA: Thank you. I also will be supporting the nominee. Ever since I've been on the Council, you know, I have noticed how she had grown throughout the community on Lanai. You know she takes real heart in trying to help especially the young people of Lanai City, so, happy to support the nominee. Thank you.

CHAIR HOKAMA: Thank you so much. Any other comments or questions for Mr. Molina or your Chair? If not, your Chair is open to entertain a motion to approve, send to Council for the approval of the appointment member to the Lanai Planning Commission. Mr. Carroll?

VICE-CHAIR CARROLL: So move.

CHAIR HOKAMA: Thank you. I have a motion by Mr. Carroll --

COUNCILMEMBER BAISA: Second.

CHAIR HOKAMA: --seconded by Ms. Baisa. At this time, Members, the Chair is open to entertaining a motion to amend, by placing the name of Joelle Aoki on Exhibit B. Mr. Carroll?

VICE-CHAIR CARROLL: So moved.

COUNCILMEMBER BAISA: Second.

CHAIR HOKAMA: Thank you. I have a motion made by Mr. Carroll, seconded by Ms. Baisa to amend the main motion by adding the name Joelle Aoki on Exhibit B. Is there any discussion, if not, all in favor of the motion please say "aye"?

COUNCIL MEMBERS: Aye.

CHAIR HOKAMA: Opposed, say no. Motion is carried.

**POLICY COMMITTEE MINUTES  
Council of the County of Maui**

**August 3, 2011**

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**VOTE:**      **AYES:**      **Chair Hokama, Vice-Chair Carroll, and Councilmembers Baisa, Cochran, Couch, Mateo, and Pontanilla.**

**NOES:**      **None.**

**EXC.:**      **Councilmembers Victorino and White.**

**ABSENT:**    **None.**

**ABSTAIN:**   **None.**

**MOTION CARRIED**

**ACTION:**    **APPROVE AMENDMENT.**

**CHAIR HOKAMA:** Back to the main motion as amended. Any further discussion? With none, all in favor of the motion, please say "aye"?

**COUNCIL MEMBERS:** Aye.

**CHAIR HOKAMA:** Opposed, say no. Motion is carried with seven ayes, and two excused - Mr. Victorino and Mr. White.

**VOTE:**      **AYES:**      **Chair Hokama, Vice-Chair Carroll, and Councilmembers Baisa, Cochran, Couch, Mateo, and Pontanilla.**

**NOES:**      **None.**

**EXC.:**      **Councilmembers Victorino and White.**

**ABSENT:**    **None.**

**ABSTAIN:**   **None.**

**MOTION CARRIED**

**ACTION:**    **Recommending ADOPTION of revised resolution.**

**POL-28:      WORKFORCE INVESTMENT BOARD (C.C. No. 11-176)**

**CHAIR HOKAMA:** Thank you very much Members, let us move to Policy Item 28. Policy Item 28 is regarding the Workforce Investment Board. This morning we have Mr. Roland Prieto, the

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

August 3, 2011

---

Executive Director of the Workforce Investment Board with us. We have a communication that is informing us of Mr. White's appointment, I guess, is the correct word, Members, to the Workforce Investment Board. It is a board that is comprised of various components of our public and private sector as required by public law or, in other words, what the Fed's require the Board to be composed of. And I will let Mr. Prieto to give some opening comments this morning regarding this policy matter, and also we welcome the arrival of Mr. White.

COUNCILMEMBER WHITE: Good morning, Chair.

CHAIR HOKAMA: Mr. Prieto, if you have any comments you can share with the Committee this morning please.

MR. PRIETO: Thank you, Chair. Good morning, Council members. Workforce Investment Board asks for your consideration to have Councilmember Mike White serve on the Maui County Workforce Investment Board. We feel that with his years of experience in the private sector that he will be a great asset to our Board as far as work force development in the County. Not only will he serve in his capacity as an ex officio member but he will also be able to meet one of our requirements as representative from the private sector being a general manager in the hotel industry. Thank you.

CHAIR HOKAMA: Okay. Thank you very much. The Chair just has one question before he asks the Committee to prepare, present their questions or comments. Mr. Prieto, so we understand that Mr. White is being viewed for I guess multiple components of the Board's composition. So as an ex officio and as one of the representatives serving the private sector basically from this specific industry of ours, so do those industry private sector representatives get to vote?

MR. PRIETO: Yes, they do as if they're sitting members on the board, yes they do.

CHAIR HOKAMA: So, Mr. White, would be in an interesting position cause as an ex officio you normally don't vote--

COUNCILMEMBER BAISA: Right.

CHAIR HOKAMA: --but yet he's also being asked to vote as another part of sitting on this Board's composition so. So we're clear Mr. White is clear on what his, I guess his responsibilities his will be. How would he, how would he approach the work of . . . *(inaudible)* . . .

MR. PRIETO: His...the ex officio member is not a requirement of the Board.

CHAIR HOKAMA: Okay.

MR. PRIETO: It's just that Senator Baker's been serving on the Board for a number of years, and coming into the position and reviewing the member list of our Board, I thought it might make sense to have an ex officio member. But he would mainly be representing the private sector

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

August 3, 2011

---

industry because that's the main requirement, 51 percent of our board needs to comprise from the private sector.

CHAIR HOKAMA: Okay. Members, do you have a copy of the Board criteria with you?

COUNCIL MEMBERS: No.

CHAIR HOKAMA: You know what I am going to call a very short recess. I'll ask Staff to make copies of this Board composition, which is also part of the Federal Public Law requirements, and then you'll be able to read it and understand some of the discussion that the Chair has just had with Mr. Prieto. So we'll take a short recess subject to the call of the Chair. . . .(gavel). . .

**RECESS: 9:15 a.m.**

**RECONVENE: 9:20 a.m.**

CHAIR HOKAMA: . . .(gavel). . . Policy Committee shall return to order. The Committee's on Policy Item 28 under Workforce Investment Board. Members, Staff has shared with you a copy of Section 117-b-2 which is part of the Federal Public Law regarding the composition of the Workforce Investment Board. And as you see, the Public Law has requirements whereby it shall include owners of businesses; CEO's; COO's of businesses; business execs; businesses with employment opportunities that reflect employment opportunities of the local area; appointment from individuals nominated by local business organizations; trade associations; representatives of local educational entities; representatives of labor organizations; representatives of community-based organizations; representatives of economic development agencies, including private sector economic development entities; representatives of each of the one-stop partners. And under the letter B, you notice may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate. So stating that and hearing the comments of Mr. Prieto, I open the floor to the Committee who may have questions regarding this item this morning. Ms. Baisa?

COUNCILMEMBER BAISA: Thank you very much, Chair. And I am a little confused so I'd like to be...have it clarified. First of all, I'd like to state that I think Councilmember White would be an excellent member of the Workforce Investment Board because of its job which is to oversee administer job training programs. And much of this money of course is Federal money and this comes...the requirement to have a WIB comes with Federal training money. I had the opportunity to sit on both the State board and on the local board when I was the Executive Director of MEO because we were a CBO and we ran all these training programs, so I was appointed to sit. My concern is, I think we're a little...we're confusing a couple of things. If we're going to act on what is before us, what I understood this to be was that Member White would be sitting on the Board as an ex-officio member, which meant he would not be a voting member but he would be there appointed by our local government to be a representative. Confusion comes in when it's stated that he's also a member of the private sector. I think that's a separate appointment, and to, to be...for us to be considering both things is confusing. If we stick to appointing him to sit as the ex-officio member representing government that to me is

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

August 3, 2011

---

very clear but he will also...and whether, whether we appoint him or not he's going to bring with him his private sector experience and he'll be a good asset to the Board. But, I think when we approve we need to be careful about what we're saying, and for me what I, what I'm comfortable doing is supporting him to be the ex-officio member representing government but not the private sector. I see those as two separate things. And, you know, not to in any way, you know, downplay his assets in the private sector but I think the action we're taking needs to be clear. Thank you.

CHAIR HOKAMA: I think, Mr. White, I think we would be interested to hear your comments.

COUNCILMEMBER WHITE: Thank you, Chair. This comes as a surprise that I am filling a...or expected to fill a private sector slot. My understanding was that I would be appointed as an ex-officio member representing the County. I think Ms. Baisa brings up a really good point and I would like to say that my understanding is I'm being appointed as a representative from the County and that the, if there is a private sector position open that should be filled by somebody else rather than me. So, I appreciate the comments and the thought but I think it is appropriate to keep the two separate.

CHAIR HOKAMA: Okay thank you. Mr. Mateo?

COUNCILMEMBER MATEO: Mr. Chairman, thank you. And, and I agree. Even if you refer back to the letter that we received from Ms. Rasmussen dated May 24, 2011, in that letter alone, it is real specific as to what the expectation is, because they refer to Mr. White's consideration to this particular body as an ex-officio member not once but multiple times in this communication. To, to hear differently is a little disturbing and I think myself when I received this communication, it was my understanding that the recommendation was to be that Mr. White would serve as ex-officio member representing primarily this body really or, or County government. And, and any additions I think we need to send this back for clarification, if we're not ready to accept the ex-officio appointment specifically. Thank you, Mr. Chair.

CHAIR HOKAMA: Okay. Thank you very much. Is there any further questions or . . .

MR. PRIETO: Chair, if I may?

CHAIR HOKAMA: Mr. Prieto, please?

MR. PRIETO: I do apologize for the confusion. I was not aware that an ex officio member would not be able to vote. But as far as Councilmember White being able to represent the private business sector as well, we did receive guidance from the State that members of the Board may represent multiple categories within the requirements. I do apologize that the communication wasn't clear on that as well, and if the Committee so requests we can remedy that situation as soon as possible.

CHAIR HOKAMA: Okay, thank you for those comments, Mr. Prieto. It is your Chair's position this morning regarding this matter, Members, one, that I am in agreement with some of the comments

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

earlier that for me the consideration before this Committee is as it regards to Mr. White that he would be considered as a representative of the County government in an ex-officio role. I would agree with him that, if there is an opening under this component of the Board's makeup, required Board's makeup that another individual represent the private sector component. What is also not clear because as you notice, Members, the communication came with no attachment, there is no proposed resolution. There is no proposed...proposal of a, for a consideration being requested of this Committee. And in our Committee's review of this, that Staff was able to review the Public Law and other matters. It does not appear to your Chairman that an action is required from this Committee to recommend to Council, and so therefore, in the Committee report your Chair will state that we had this discussion that we do view and that I would hope that you would concur that we are supportive of Mr. White's appointment as an ex-officio member representing the County on this Board, and, and that would be our statement that we support his appointment. There is no, I believe Council action required to formally appoint him as we understand the Federal law at this time. And if there are any changes to that position, of course your Chair would inform all of you as soon I get that information, but that is your Chair's information and position this morning. Ms. Baisa?

COUNCILMEMBER BAISA: Thank you very much, Chair. You know my understanding when you read the last sentence of the piece that you gave us which is very good information. When I was on the State board I was appointed by the Governor and when I was on the local WIB, I was appointed by the Mayor. So I kind of see this as a administrative thing.

CHAIR HOKAMA: Yes.

COUNCILMEMBER BAISA: I think you may be correct in what you're stating.

CHAIR HOKAMA: Thank you. Thank you. Any questions to your Chair or any further comments regarding this matter? Okay, having none, your Chair is open to a motion to file the communication. Mr. Carroll?

VICE-CHAIR CARROLL: So moved.

CHAIR HOKAMA: Thank you.

COUNCILMEMBER BAISA: Second.

CHAIR HOKAMA: I have a motion made by Mr. Carroll, seconded by Ms. Baisa to file the communications and all the attached requirements to Policy Item 28. Any further discussion? Having none, all in favor of the motion, please say "aye"?

COUNCIL MEMBERS: Aye.



**POLICY COMMITTEE MINUTES  
Council of the County of Maui**

**August 3, 2011**

---

CHAIR HOKAMA: Opposed, say no. Motion is carried with eight ayes, one excused, Mr. Victorino.

**VOTE: AYES: Chair Hokama, Vice-Chair Carroll, and Councilmembers Baisa, Cochran, Couch, Mateo, Pontanilla and White.**

**NOES: None.**

**EXC.: Councilmember Victorino.**

**ABSENT: None.**

**ABSTAIN: None.**

**MOTION CARRIED**

**ACTION: Recommending FILING of communication.**

CHAIR HOKAMA: Thank you very much, Mr. Prieto and Mr. Molina, we appreciate your presence this morning.

**POL-23: DEPARTMENT OF FIRE & PUBLIC SAFETY 2010 MASTER STRATEGIC PLAN (C.C. 11-118)**

CHAIR HOKAMA: Members, we now move on to Policy Item 23. Part of the Committee's jurisdiction is also the Departments of Police and the Department of Fire, and this morning under Policy Item 23, we have the Department of Fire and Public Safety's 2010 Master Strategic Plan. And we have Chief Murray and his staff that will be assisting him to present to you the, the plan that the Department has worked hard on and we will be having also a PowerPoint presentation later in this meeting. So at this time, Chief, is there anyone else you would need with you?

MR. MURRAY: No, I'll be here.

CHAIR HOKAMA: Okay.

MR. MURRAY: Thank you.

CHAIR HOKAMA: Chief, do you need some help? If you want to give opening comments that would be fine, too, Chief, whatever works for you. Chief, when you're ready --

MR. MURRAY: All right.

CHAIR HOKAMA: --if you would like you can give some opening comments to the Committee.

MR. MURRAY: Good morning, everyone.

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

CHAIR HOKAMA: Good morning.

COUNCILMEMBER COCHRAN: Good morning.

MR. MURRAY: Thank you Chair, Council Members. This morning we'll be presenting a PowerPoint presentation to you going over our Strategic Plan for our Department. It was reviewed by the Committee in December of 2010 and we've had a few updates since. So I'd like to actually start off with any questions or we can go straight into the PowerPoint if that would be okay with you.

CHAIR HOKAMA: Okay. Thank you very much, Chief. Members, do you have any questions at this time for the Chief?

COUNCILMEMBER BAISA: No.

COUNCILMEMBER COCHRAN: No.

CHAIR HOKAMA: Okay, if not, we're going to take a short recess to prepare the Chambers for the PowerPoint presentation. This Committee shall stand in recess. . . .*(gavel)*. . .

**RECESS: 9:32 a.m.**

**RECONVENE: 9:35 a.m.**

CHAIR HOKAMA: . . .*(gavel)*. . . The Policy Committee shall return to order. At this time, we'll have a presentation by Chief Murray regarding the Department's Strategic Plan update. Chief?

MR. MURRAY: Alright, good morning. Alright I am going to go through about 30...31 slides about the process that we have gone through for our Strategic Plan and it's going to go through some of the history and some of the future goals that we have.

*(Start PowerPoint Presentation)*

MR. MURRAY: Okay, I believe it's still warming up. Alright, it's warm. How did we get here? Okay, the Strategic Plan workshops that we've had originated in 2002 with the assistance of Emergency Services Consulting, Incorporated, and, and how this was based was community groups are surveyed and identified strengths and weaknesses of the Department. Thirty members of our Department from the Chief Officers to Firefighters were on a committee that gave input into the formulation of this plan. A plan was developed to enhance the strengths of the Department as well as address the weaknesses. In 2004, a workshop was held to review the process and update the plan. Again, we utilized 30 members, and we brought in the consultant again and it included the members of all ranks. A number of objectives were identified as completed during this process. New goals were developed and several new objectives were added to, to address the emerging issues. In 2007, another workshop was conducted; the process was the same as 2004 and 2002. A worthy note of this workshop, the consultant stressed to workshop group

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

throughout the course of this second update workshop that we should no longer have to bring in the group to facilitate the workshop which is, you know, a costly matter for us, since most of the members and the committee that was working on this were very familiar with the process. In 2010, the latest workshop was conducted to include representatives from the Department's bureaus which were Fire Prevention, Training, and Health and Safety. Chief Officers, we had representatives from our Hawaii Fire Fighters Association Union and ranks of Captain and Firefighter I's. This workshop was conducted by our members with a guidance from the Honolulu Fire Department's Chief Officers. I was honored by looking at their review of their Master Strategic Plan and how it aligned to their accreditation and that's how we decided to align it through this. So with their assistance they kind of set us on our way. So the decision was made to develop this Master Strategic Plan to incorporate both the planning principles and align with the Center of Public Safety Excellence strategic priorities. And, and we as an agency want to align our Strategic Plan with the accreditation agency as achieving accredited agency status in one of our identified goals actually within this Strategic Plan. We incorporated short and long term goals with assist...will assist us in development of our capital improvement plan and other long range plans such as staffing and vehicle replacement plans as you have seen throughout our budget presentations over the years. We are able...we'll be able to be more efficient and accurately project our future budget requirements. So Center for Public Safety Excellence, they're ten strategic priorities. Well, before I start I just want to let you know we went through an accreditation workshop in June, the latter part of June for three days and we had 20 some odd people from our Department. We had a representative from DPS as well as Corporation Counsel, GIS, and the rest of our staff to really see how this assessment for our Department and, and actually laying out a plan through this accreditation process on how it'll be better for us to serve the community so we already had that. And so we aligned this Master Strategic Plan alignment with accreditation process so that we wouldn't have to do things twice or over again. So the governance and administration is defined as a recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agencies activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day to day operations. Few examples of this section - review and revise the develop needed...as needed all rules, regulations, standard operating procedures, best practices guidelines. Research and develop a disciplinary action matrix to improve consistent application of discipline. Establish a disciplinary action panel, review and assess the Department's organizational structure and roles and responsibilities of the various sections to meet the established mission and goals. And Section II of this ten priorities are assessment and planning is defined as the process used to identify the community's fire protection and other emergency service needs in order to identify potential goals and objectives. All agencies should have a basic source of data and information in order to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of response coverage, and ultimately the quality of program outcomes. A few examples of this section would be to improve the department's response time performance to emergencies, improve public awareness pertaining to Department services and capabilities, develop a method of determining the level of

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

public satisfaction with the Department. Also, the Hawaiian Insurance Bureau and provide a report identifying and explaining the criteria used to establish an area's insurance rating. This topic seems to pop up all the time. So by utilizing the data that we have within our community and from our \_\_\_\_\_ reports and everything that we do from performance measures within the department will help us succeed in this area. Section III are the goals and objectives that are incorporated into the services and support services established by the agency to accomplish its assigned mission. Most fire service agencies are committed to one or more major programs which may include but are not limited to the following: fire suppression, fire prevention and life safety, public education, fire investigation, technical rescue, hazardous materials, emergency medical services, emergency disaster management, response to weapons of mass destruction, and aviation rescue and firefighting. Few examples here, provide access, input, and feedback into the Department's goals and objectives through various means, such as staff meetings, Captain's meetings, and surveys. Seeking opportunities to share our Master Strategic Plan updates to all shareholders. Develop and support a Subject, Objective Problem, Proposal, Advantages and Disadvantages and Actions, acronym SOPPADA, initiative to process suggestions from personnel to allow improvements or changes in how we do business. Section IV is the Financial Resources. The category is defined as an analysis of the financial condition of an agency to determine its ability to fund operational priorities, its effectiveness in serving the community needs, its prognosis of long-range quality of service. Resources must be adequate to maintain the various programs to which an agency has made a commitment to. Whether the agency is public or private, stability of revenues demonstrated by consistent history through at least the past three years is fundamental. In, in approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities. And this is something that I remember this, this body bringing up years ago of how does this align and this is exactly the process that we are looking forward to in being able to answer all of the questions for budget purposes as well as the implementation of how we move forward with that budget. Okay, a few examples. Pursue Federal, State and local grants to supplement the Department's operating and capital improvement budgets. Identify equipment needs for different sections of the departments based on national standards where applicable. Be a leader in sustainable energy. Develop and implement a fleet maintenance program which we've, we've done, record keeping system, and provide staffing to ensure timely repair, and maintenance of front-line and reserve apparatus in accordance with the industry standards. As you can see a lot of items here we have front loaded already within the Department and we are trying to attain a lot of these things before we go through the full process of accreditation. Section IV, our Programs. This category is defined as services, activities, and responses provided by the agency for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals, and objectives. The key elements of evaluating these organized services are determined by various levels of adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary. The agency's missions...mission, goals, and objectives should determine the applicability of all the listed programs. Examples of Section V objectives: revise and implement a comprehensive personnel accountability program. Determine the appropriate level of EMS capability the Department should provide, and implement that capability. Provide adequate program support to effectively manage the development and operation of wild land firefighting services. Participate in periodic multi-agency exercises to refine emergency operations and

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

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evaluate the Department's emergency response protocols to weapons of mass destruction and manmade natural disasters. Section VI is the Physical Resources that is defined as the fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources. Facilities that are leased and/or jointly operated may also be considered for agency use, if this is accomplished in accordance with the properly adopted and clearly established policies. Few examples are: develop a Preventative Maintenance Plan for fire station facilities. Develop and implement a Department energy conservation plan for MFD facilities and develop a Department Facility Rehabilitation Plan. Number VII, Section VII is Human Resources. It is defined as all aspects of personnel administration except those of training and competency, which is located in Category VIII. The heart of the organization is its people and this category is designed to appraise the importance and results of the human resources program. It is recognized that the completion of this human resources section may involve members from other governing entities or other elements of the community. Few examples of Section VII: to ensure the Department meets all applicable OSHA standards. Complete implementation of a wellness-fitness program for the Department. Review and update job descriptions. Review as needed, revise all promotional exam processes. Section VIII, Training and Competency - the training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Central to its success to the training and educational process is a learning resources organizational structure and technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation, and increased effectiveness. The agency or system should provide those learning resources necessary to support quality training. The adequacy of the system's successes should be judged in terms of goals, objectives, and programs supporting the organization in achieving its mission. It should be noted that an accreditation review should incorporate state and national fire service professional standards within the programs. Few examples of Section VIII would be to pursue leadership development programs that are job specific and at all levels of the organization. Expand the cadre of qualified/certified and experienced trainers. Improve training and education delivered to the Department personnel. Identify personnel in the Department for mentoring and continuing of training programs. Section IX, the Essential Resources are defined as those mandatory services of systems required for the agency's operational programs to function. They may be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self analysis to adapt a typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to the conventional resources, such as water lines and hydrants but may include alternative resources, such as tankers, ponds, streams, lakes. And we, we already try to do that here within the County of Maui. Other examples: continue to develop and fund long-term apparatus, and small equipment maintenance and replacement plans. Improve the acquisition process for vehicles and other apparatus. Maintain specialized communications equipment, training, and procedures for technical rescue, wildland, and HazMat. Research and acquire mobile data terminals for response vehicles. We are in the process of that right now. Section X - the External Systems Relationship is defined as relationships with agencies that act together as an integrated system. The growth of the multi-unit systems and the increase of interagency agreements between various types of government necessitate increasing attention to these relationships and the agreements between

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

legally autonomous operating units. Few examples, to improve and sustain a quality labor management relationship. Develop procedures to ensure the effective utilization of the news media during large scale emergencies to improve public information delivery. Train Fire Department personnel to deliver fire safety messages to the public. Develop a collaborative relationship with the Fire and Public Safety Commission. Goals and objectives and performance measures - Armed with the mission, vision, values, and customer priorities, expectations, and concerns, the membership of Maui County Fire Department of Fire and Public Safety has adopted strategic goals and objectives designed to guide the Department into the future. We consider this a dynamic Strategic Plan, and will be revisiting this yearly, and updating every two years. It is our goal to keep our members abreast of our progress, so we have adopted a quarterly reporting format, and publish our quarterly updates on our Department's shared drive. That concludes the PowerPoint presentation. And I --

CHAIR HOKAMA: Okay. Thank you very much, Chief.

MR. MURRAY --will wait after recess to answer any questions.

*(End of PowerPoint Presentation)*

CHAIR HOKAMA: Thank you very much, Chief. This Committee shall stand in recess. . . .*(gavel)*. . .

**RECESS: 9:52 a.m.**

**RECONVENE: 9:55 a.m.**

CHAIR HOKAMA: . . .*(gavel)*. . . Policy Committee shall return to order. We are currently on the review of the Fire Department's 2010 Master Strategic Plan. Excuse me. This morning we have Chief Murray representing the Department and I would ask the Chief if he would please also introduce his fellow Departmental resources this morning please.

MR. MURRAY: Alright, thank you. Good morning. To the left of me is Assistant Chief David Thyne, he is in charge of our Support Services. To the right, Acting Battalion...Acting Assistant Chief James Kino of Operations, and Fire Services Officer Lee Mainaga.

CHAIR HOKAMA: Okay, thank you very much, Chief. Members, we did have the review by the Chief, and I must commend the Chief he was very on point and very...I enjoy those kind of presentations, Chief. It was very well paced and straight to the point.

MR. MURRAY: Thank you.

CHAIR HOKAMA: So I'll ask...all the Members will have your opportunity to speak. So I'll start with the Vice Chairman. Mr. Carroll, any questions at this time for the Chief or his support resources?

VICE-CHAIR CARROLL: Thank you, Chair. But I have no questions at this time.

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

CHAIR HOKAMA: Okay, thank you. Ms. Baisa?

COUNCILMEMBER BAISA: Nothing really pressing but I do want to commend the Department, you know, doing a strategic plan and dealing with accreditation is really challenging, and you folks seem to have this wired and you've been doing it for a long time. And I appreciate the follow-up that, you know, you're coming back and letting us know what's happening, because there's no point in having a plan that you make and you say okay now that's done, put it on the shelf and let it gather it gather dust. But it seems to be a living document and I think that's exemplary. Just one little piece of information I was curious about, you mentioned in the, in the plan or in the overview that you gave us that you were checking and were interested in the public perception of the value or the service that you provide. How do you get that input back?

MR. MURRAY: We have not started that process but once we set off on our accreditation process, part of the assessment is trying to find ways to deal...to get information from the public so that they can advise us on what they feel or what they think, 'cause we might not be getting the educational information out to them properly.

COUNCILMEMBER BAISA: Yeah, that's always the challenge, you know, trying to get people to fill out a survey or even pick up the phone, nowadays we get bombarded with these phone surveys that people just, people like myself sometime I just hang up because you know they call at an inconvenient time or can we have 15 minutes and, you know, the pots boiling on the stove. And so, you know, trying to get that is really critical and so I was curious if you were doing it and how you were going to do it. I'm sure everyone would love to know your secret if you're able to get a good return. But, you know...

MR. MURRAY: Okay. We'll, we'll give you an update when that happens.

COUNCILMEMBER BAISA: Good. We'll I'm sure that, you know, you folks are subject like us, anybody who's in the public, you know, to the letters in *The Maui News* and the phone calls and the complaints to your office or whatever. But it's really interesting, you know, to get feedback from the government...I mean from the general public and to hear what they have to say, you know, like the people who see the work that you do. And of course the work that you do is so valuable, I'm sure that you almost 99 percent of the time get thank yous and rave reviews but it's always interesting to hear that silent piece of the public and what their perception is. So that was the, that was a curious part of the review for me. Thank you.

CHAIR HOKAMA: Thank you, Ms. Baisa.

MR. MURRAY: Thanks.

CHAIR HOKAMA: Ms. Cochran, any questions at this time?

COUNCILMEMBER COCHRAN: A few. But I think a big over arching one is in this accreditation process where are you folks at this point?

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

---

MR. MURRAY: Well, we just got started with the workshop, we have registered as a Department to move through accreditation, so within a few months we'll be actually taking on that process which will last anywhere from 18 months to 24 months.

COUNCILMEMBER COCHRAN: Oh, okay. And are we going to make another go around?

CHAIR HOKAMA: Yes.

COUNCILMEMBER COCHRAN: Okay. Thank you.

CHAIR HOKAMA: We'll, yeah, we'll have --

COUNCILMEMBER COCHRAN: Thank you, Chief. Thank you, Chair.

CHAIR HOKAMA: --we'll have...you'll...you will have multiple opportunities to ask questions.

COUNCILMEMBER COCHRAN: Thank you.

CHAIR HOKAMA: Before I ask Mr. Couch if he has questions, Chief, maybe you can share with the Committee what accreditation really is about and what does it mean for the Department and the County to be in an accredited program?

MR. MURRAY: Okay.

CHAIR HOKAMA: What is the advantages of accreditation?

MR. MURRAY: Alright. The only disadvantage--I'm gonna start out with something negative--is that it's very time consuming for all of our members that will be on the committee to do that as well as majority of the, the workforce within administration to deal with getting the information. That's the only thing negative, but everything after this would be positive and let me start out with why. Accreditation, we would be assessed by our peers throughout the country, they'll send a team that comes here and looks at everything that we do for our business, and then we'd be able to identify of course what our strengths and weaknesses are. But to really see how do we apply all of the training, all of our equipment and everything to our services, and that's, that's the ultimate thing. How do we measure that and how do we fulfill the goals and objectives of the Department, and are those goals and objectives attainable and is it pertinent to the community? So this would answer all of those questions. We would be able to answer, you know, 99 percent of all questions that come to the Department on why, how come, and the data that goes with that will support that. So if, if we could actually achieve that, but even going through the process, even if it's not achieved but going through that self assessment would give the Department and its members recognition of what, what is it that we do, how do we do it, and how do we accomplish all of that, and are we efficient at doing that? So we need to be able to answer those questions, and I know we go through this once a year through the budget process and we need to,



**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

August 3, 2011

---

you know, be at the top of our game to answer all of your questions. So I believe the accreditation process is a, is an excellent process for our Department to go through at this time.

CHAIR HOKAMA: Thank you for your comments, Chief. I think that was important for all of us to hear at one time including sharing with our community, what, what, you know, responsibilities you and your senior officers have regarding this Department. Mr. Couch, any questions for the Chief or his resources?

COUNCILMEMBER COUCH: Thank you, Mr. Chair. Yes, I do. You know, Chief, we talked about this before the meeting started, but you also mentioned it in your slides. So we talked about researching the Hawaii Insurance Bureau and provide report, identifying and explaining the criteria used to establish in area's insurance rating. And having had to do that for the new Wailea station a while back, it's a very interesting process, but one of the things that, you know, the question's come up here before about the size of your engines and everybody's trying to say, well, make them smaller and so they can get into subdivisions better or complexes better. You made a comment to me and I'd like you to see if you could share it with the rest of the group here about that.

MR. MURRAY: Okay, thank you very much for that question. The question was, why is it that our engines have to be so large to get into pretty...some communities that are pretty tight in, in, in area or space, and, and the answer is part of the insurance rating, the Department's responsibility, we have to fulfill X amount of water, our pump capacity has to be at a certain level. Our manpower and equipment that's assigned to that specific vehicle that rolls out every day to a call has to be mandatory. And other aspects of that is water supply access, distance from fire stations, all of those other items that come into play. So it's not entirely up to the Department, but what we're trying to do through this process is fulfill our requirement to meet that. At least if, if, if, if the inability to have a good rating doesn't fall on our Department and that's the goal for us. So having smaller vehicles in some areas does work out. We have...had purchased in the past three years a lot of mini trucks that go along with the engine company to access if need be. So we've had addressed some of it but I don't think we have...I'm not sure what the percentage is of the insurance rating that we hold, but all I know is that we do have rules for the Fire Department and we try to maintain that. Yeah. We...

COUNCILMEMBER COUCH: A follow-up, sir, if I may?

CHAIR HOKAMA: Mr. Couch?

COUNCILMEMBER COUCH: Chief, when you say the insurance rating is better, what does that mean to the people who live within that insurance rating area?

MR. MURRAY: If all of the components of the rating hits a certain standard then their insurance premiums go down. Yeah.

COUNCILMEMBER COUCH: Thank you.

**POLICY COMMITTEE MINUTES**  
**Council of the County of Maui**

**August 3, 2011**

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MR. MURRAY: But there's so much other entities that are involved, and I did speak about how we bring other entities into this mix of working together, and it's not just for insurance rating, it's for every other aspect of our response, yeah, and, and how we service the community.

COUNCILMEMBER COUCH: Thank you.

CHAIR HOKAMA: Okay. Thank you, Mr. Couch. Mr. Mateo?

COUNCILMEMBER MATEO: Mr. Chairman, thank you very much. And, and, Chief, thank you for the presentation.

MR. MURRAY: You're welcome.

COUNCILMEMBER MATEO: I, I think the effort for the Department to go towards accreditation I think has...is one that you...I don't think you'll get any, you know, difficulty from this body in encouraging you to pursue it. It's been a Department goal since 2002 and it's been repeated again in the Strategic Plan presentations, you know, that the Department has come forward and shared ideas with us. And as you said, you know, there's a lot of good that can come out of it, so, you know, I really encourage the Department to do what you can to get rid of this long standing goal from the Department. And, you know, kudos to you for initiating it at this point. In the plan itself, there was a...there's considerations for a Grant Coordinator position.

MR. MURRAY: Yes.

COUNCILMEMBER MATEO: And will this be a position that we're gonna be seeing coming up in the budget for the next fiscal year or is this a conversion of a position that currently can assume this position, this role?

MR. MURRAY: We've tried to look at utilizing resources within the Department without expanding anything, but because of the amount of funding that we go through and, and try to get access to every year, I think it would be prudent for our Department to have somebody that could be there every day. Because each grant as you know, you folks deal with so many more grants than we do as a department, they have different criteria's in maintenance of, of those grants, so by having a person that is...that, that can maintain continuity and, and stay on it every day, I think would be really, really beneficial. I think it'll pay for itself more times over. I'm not sure if it'll be coming up in the next budget, I know it's been something that's been on the table for a while and, you know, we've had to kind of scale back some of the areas, but I think over the past 12 years we've brought in about \$12 million. And we have a group of Firefighters from Captains and below that sit on this, this team, our grants team and they've been working on it, so they spend a lot of time aside from their job which takes away from their duties in, in some instances. As a matter of fact, our person from Lanai, Luis Romero who is a Captain on Hazardous Materials is the head of this group. So, you know, he has a huge responsibility on Hazardous Materials Unit to begin with but he also is...takes this on, and he's been doing it for the last eight to nine years now, and doing a wonderful job.