Maui County Department of Fire & Public Safety

Master Strategic Plan 2016-2020

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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,

County of Maui

Alan Arakawa
Mayor

Maui County Area:

- Total: 2,398 sq mi (6,211 km2)
- Land: 1,162 sq mi (3,010 km2)
- Water: 1,237 sq mi (3,204 km2), 51.6%

Fire Commission

Members

William Soares - Chair

Allen Souza - Vice Chair

Linda Fernandez

Edwin Misaki

Patrick Borge

Doreen Canto

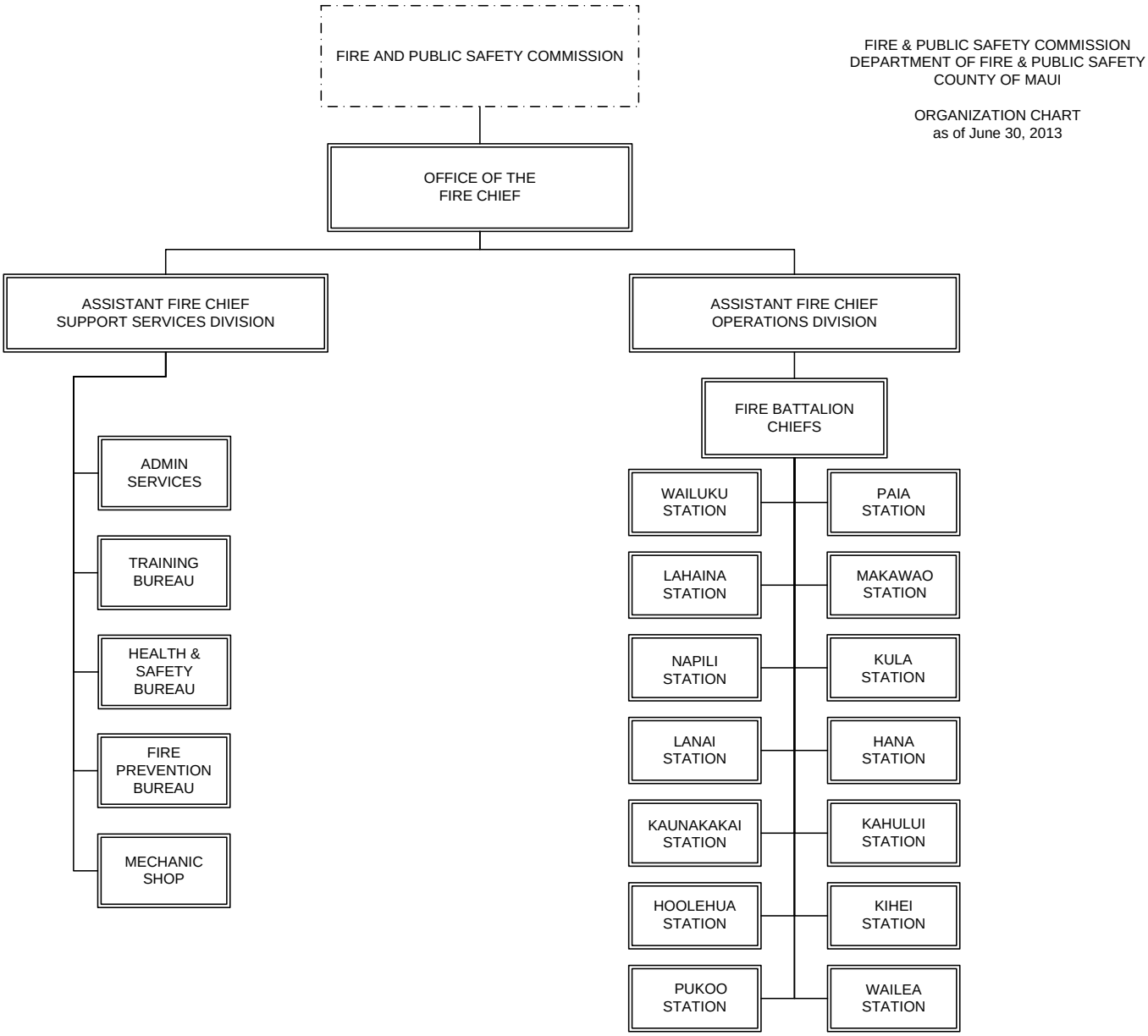
Robyne Nishida-Nakao

Charles Hirata

Archie Kalepa

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.



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.

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

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.

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

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 neightbors, 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

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.

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.

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.

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.

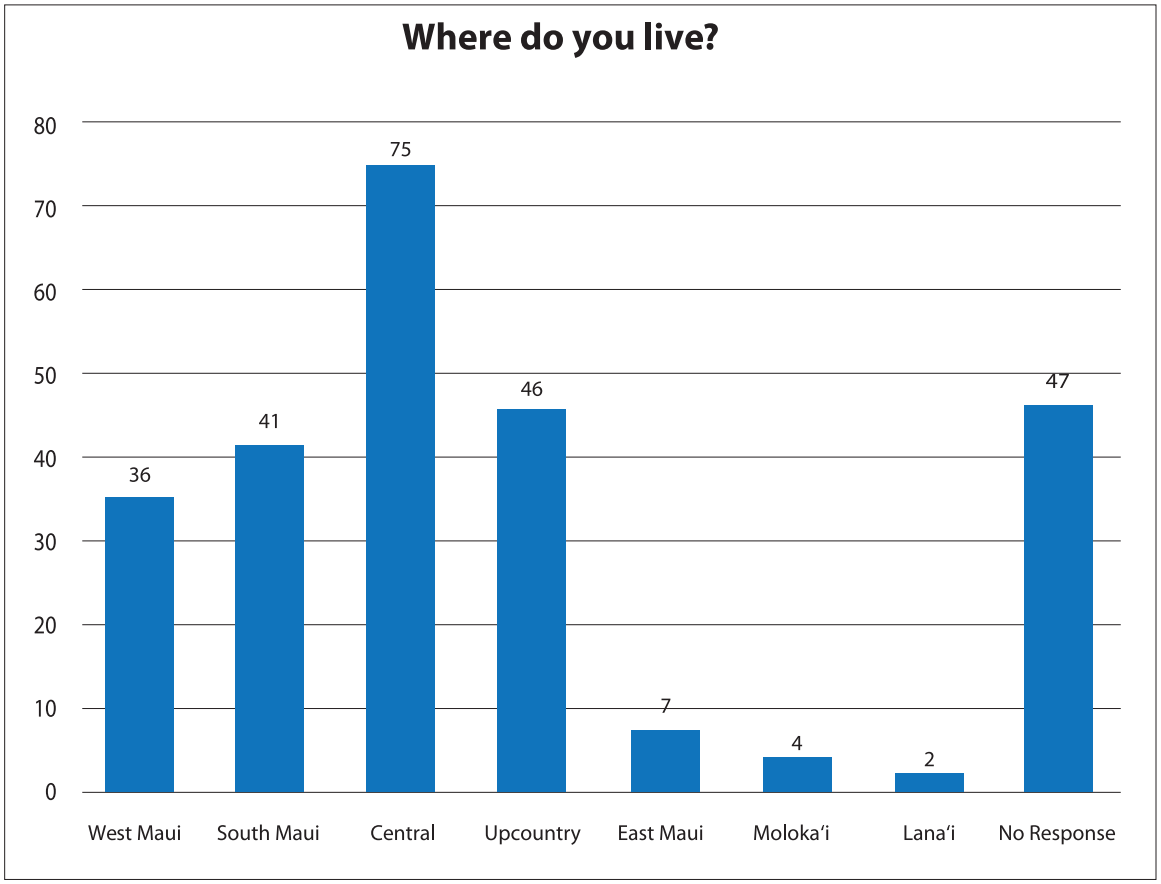
Community involvement

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

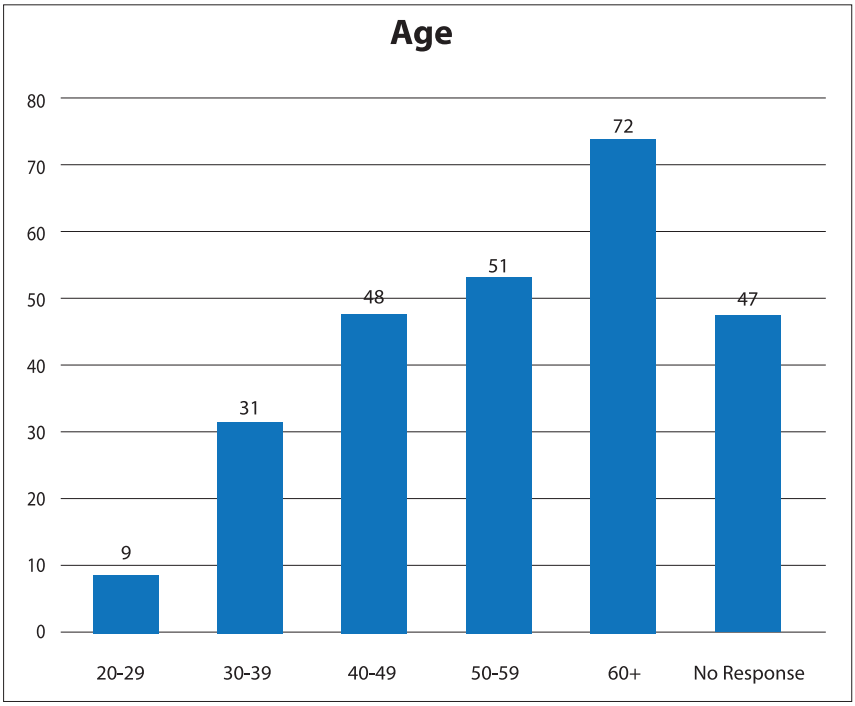
•Blood pressure Monitoring
•Drop off point for Maui Food Bank
•Project Lifesaver to aid the elderly
•Department personnel participate as first responders at fairs and community events.
•Go Pink for Pacific Cancer Fundraising

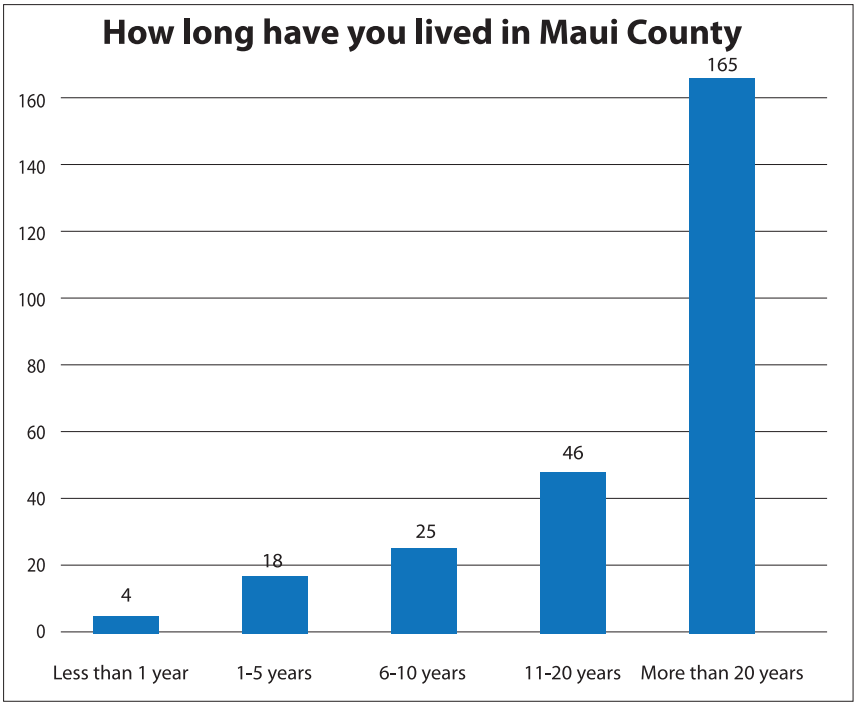
External Survey Results

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.



External Survey Results





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 lolo."
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."

External Survey Results

Things people mentioned that the Department has minimal control over

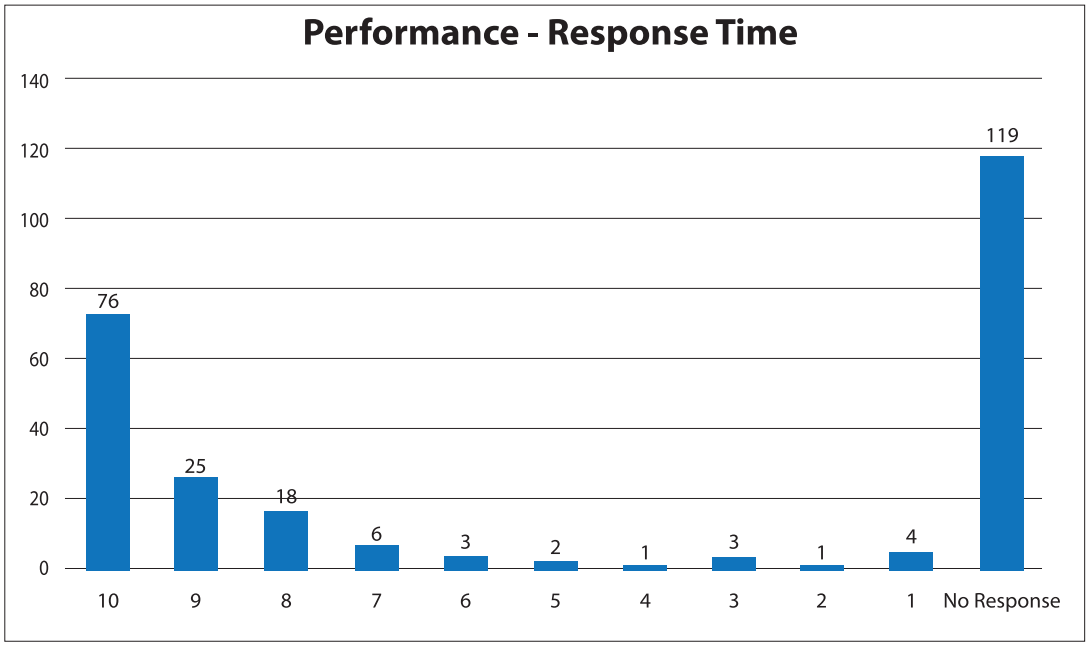
1. "Cane burning"
2. "Don't do ocean safety"
3. "All stations should have one medic"
4. "Illegal rentals"

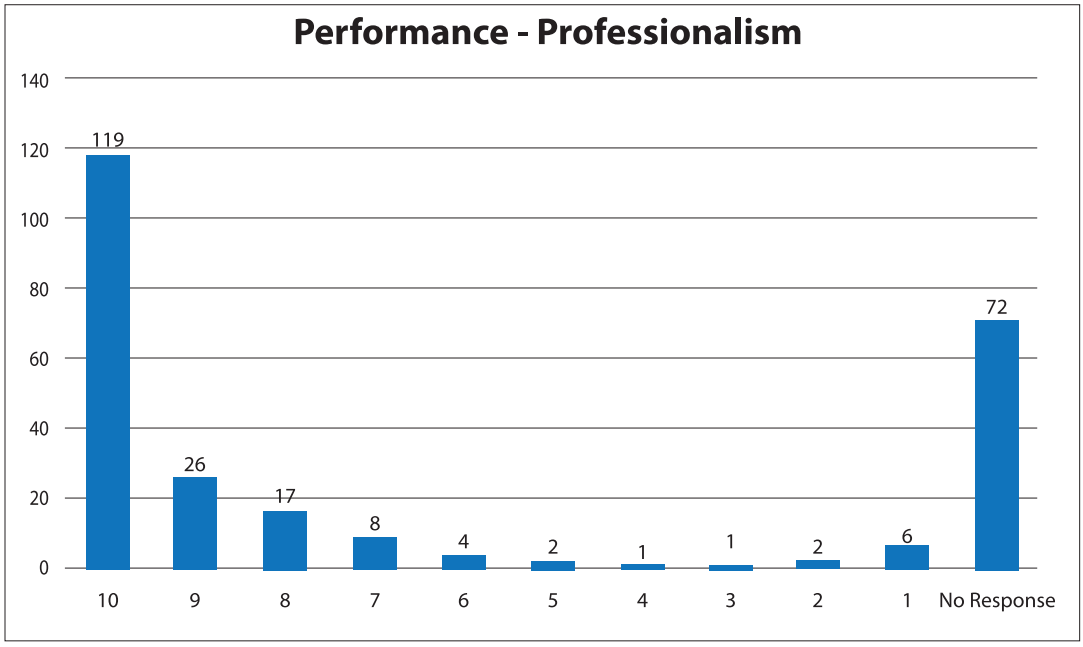
Things people mentioned that the Department does control

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."

External Survey Results

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





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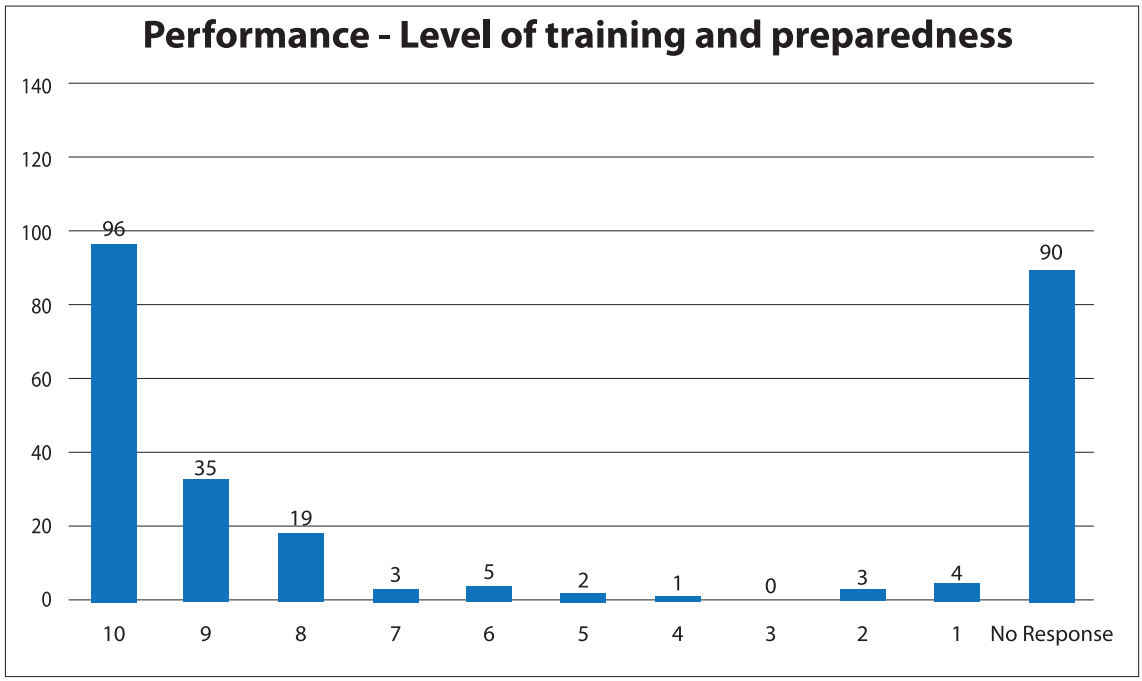

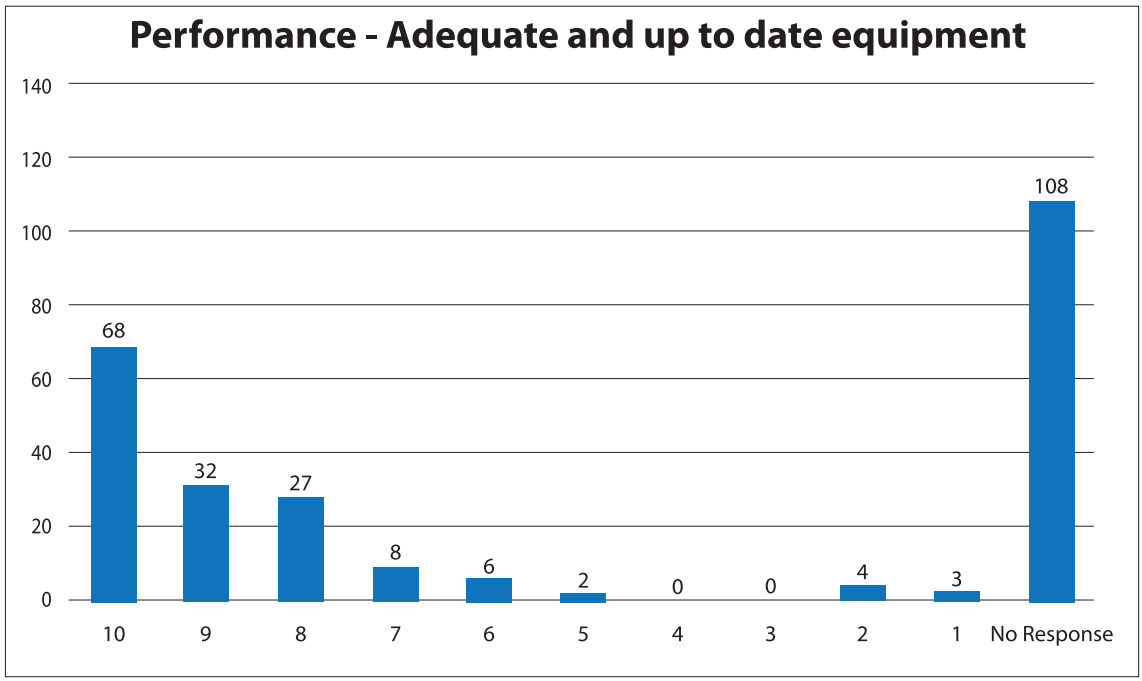

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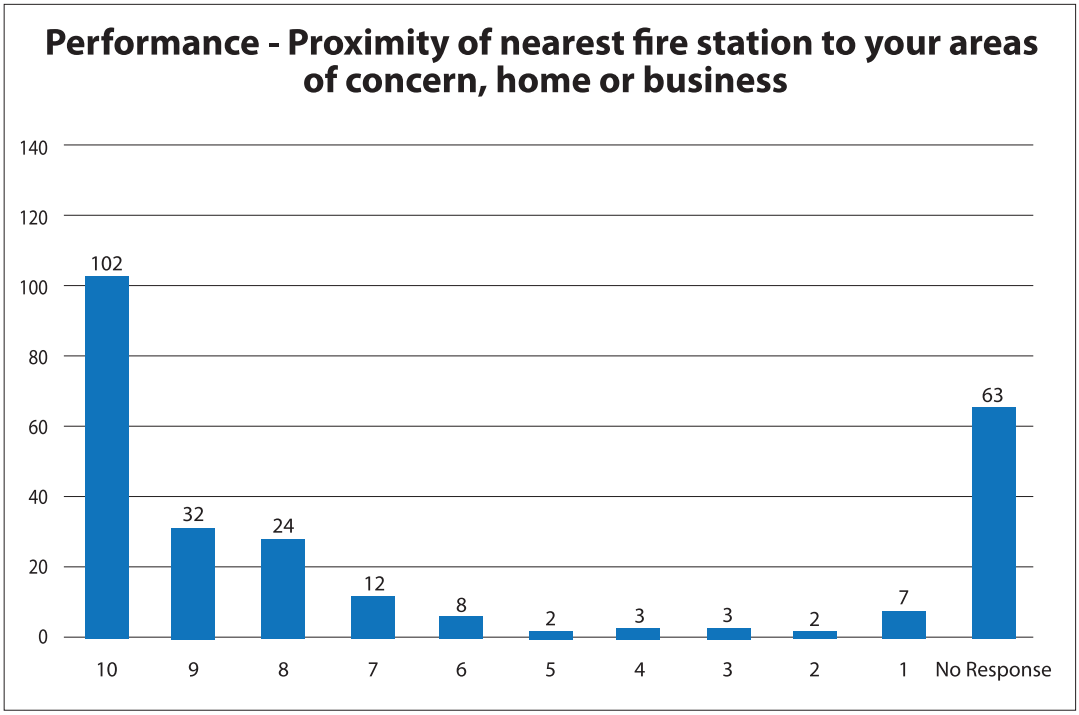

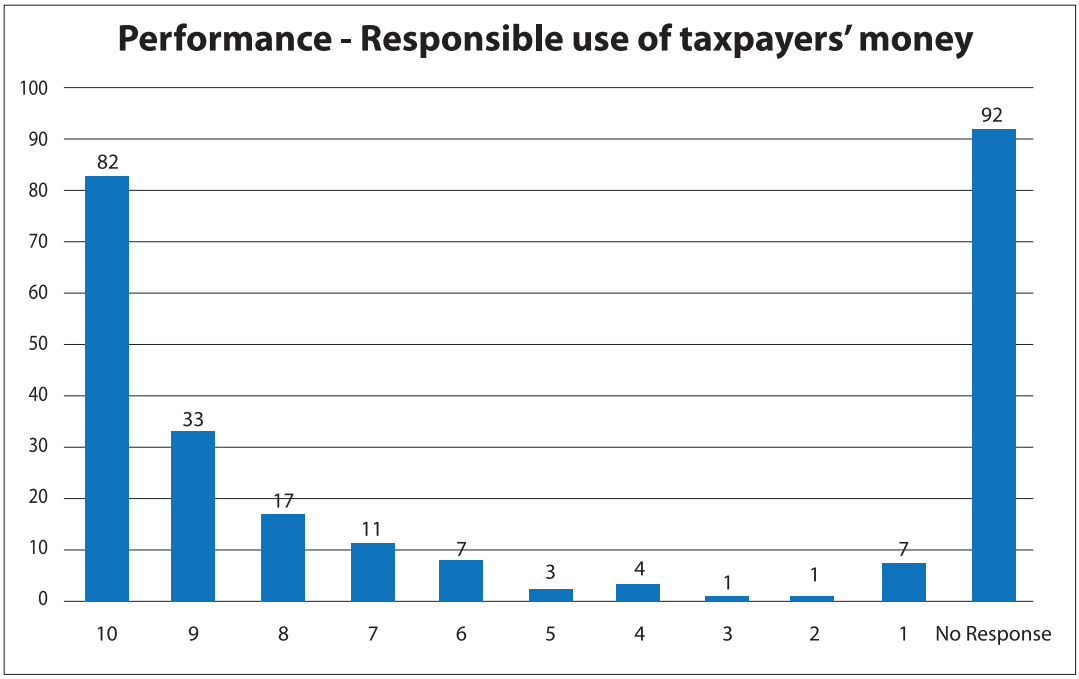

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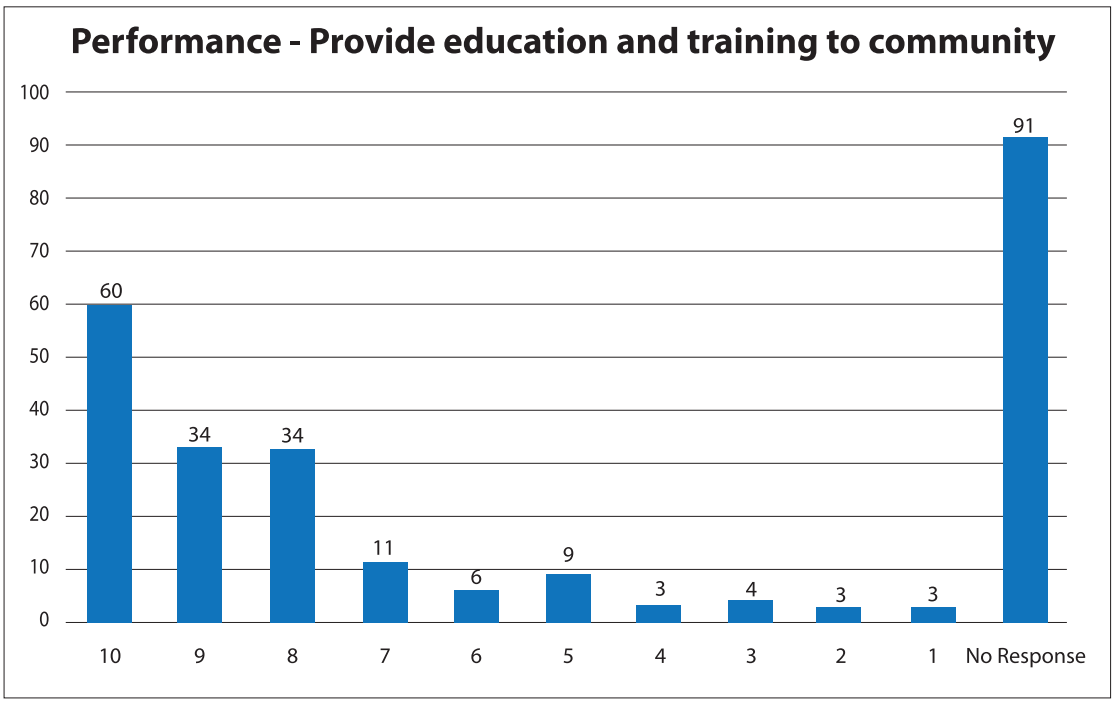
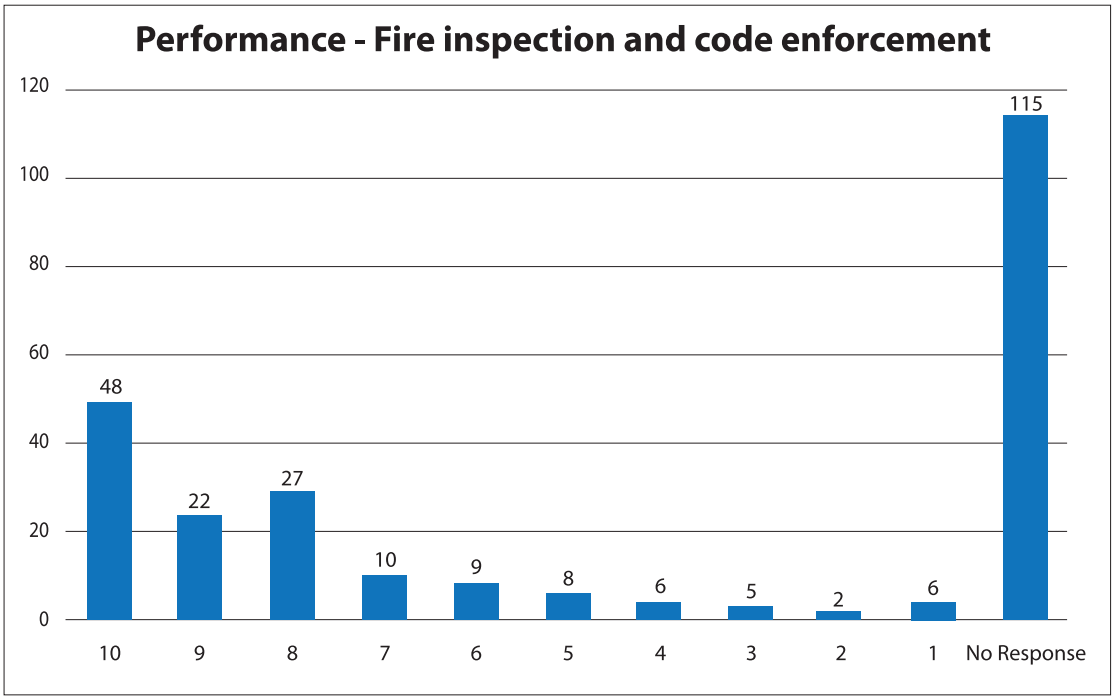




External Survey Results

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."

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."

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.

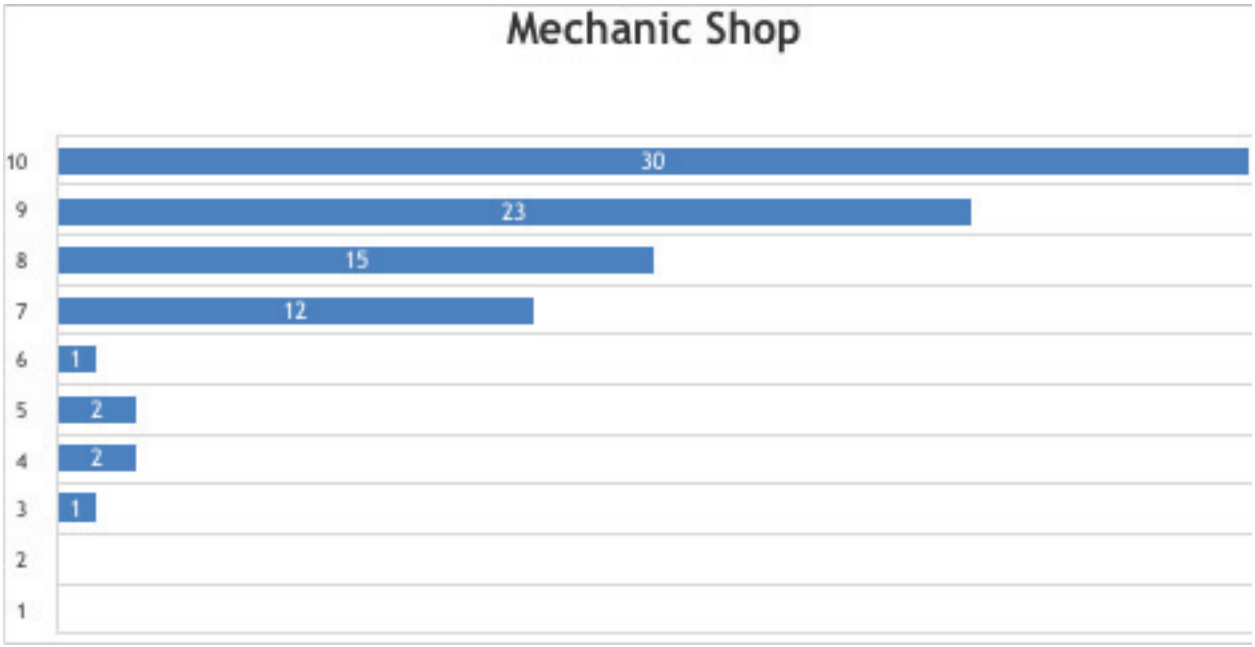
The survey was captured anonymously and collected by the County of Maui's IT Department. The survey collection process was reviewed by the IT staff to determine if there were any frivolous information collected or online spamming issues. The survey results were then delivered to MFD by email via a spreadsheet.

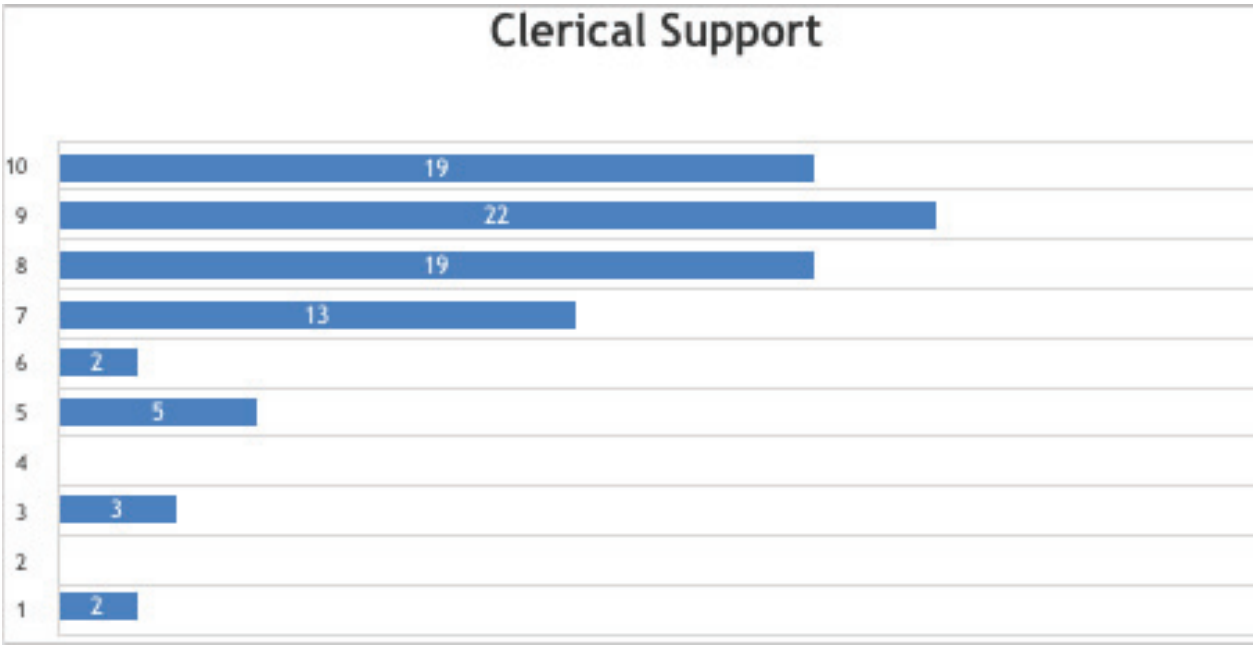
Internal Survey Results

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

Topic:	Avg:	Median:	Mode:
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)

Internal Survey Results





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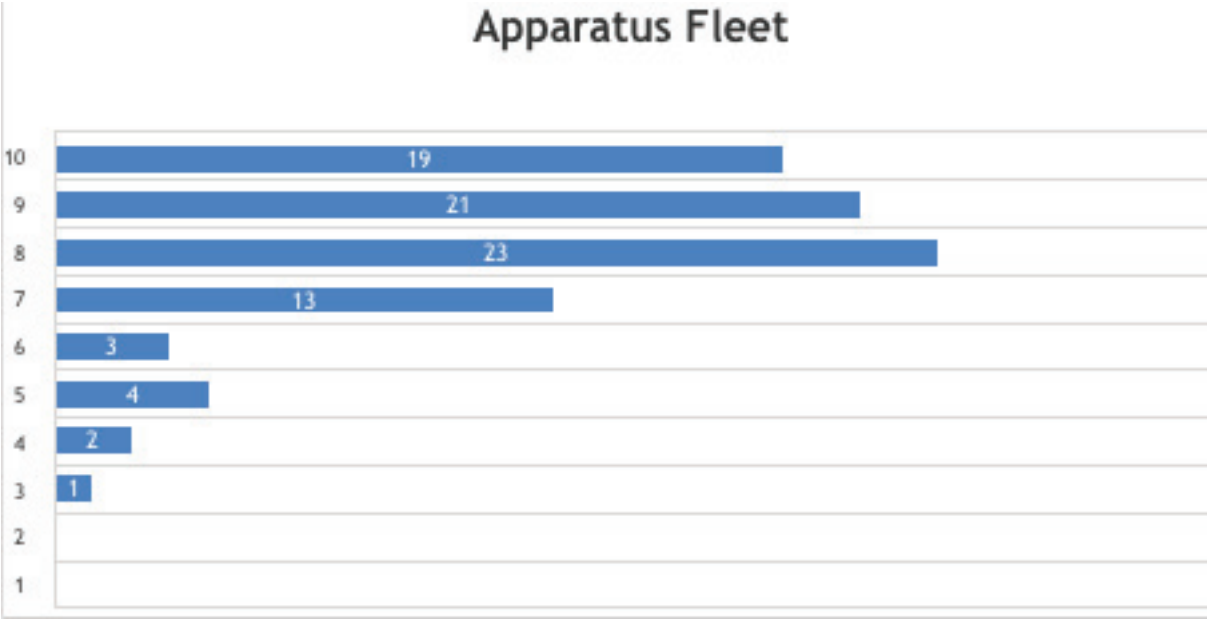

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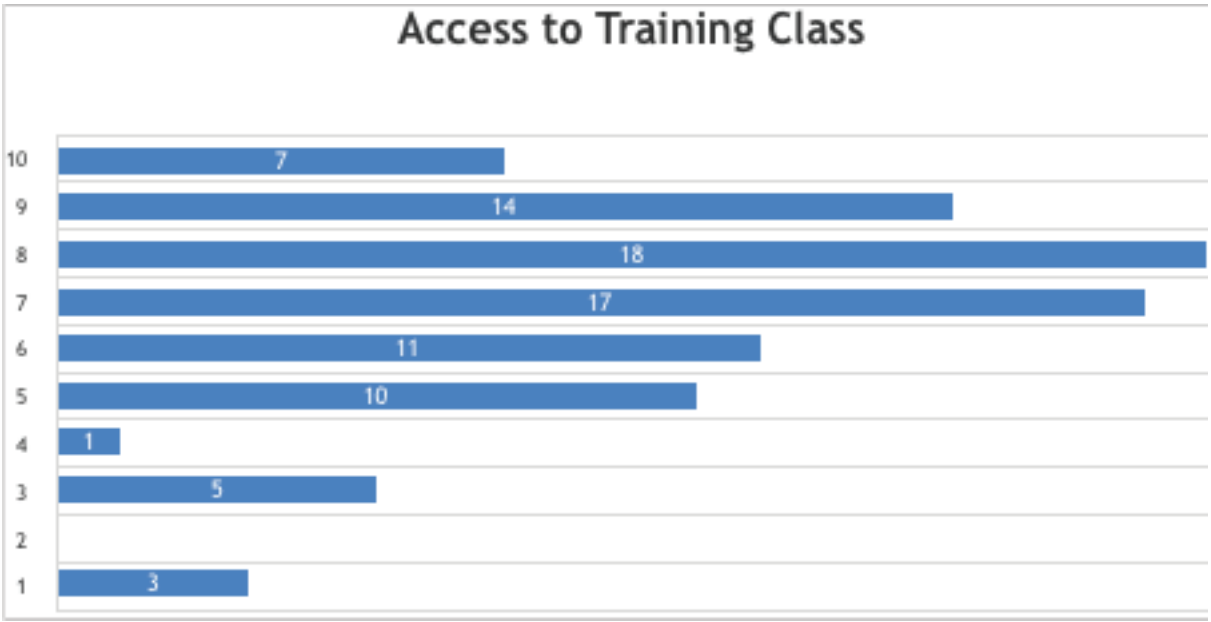

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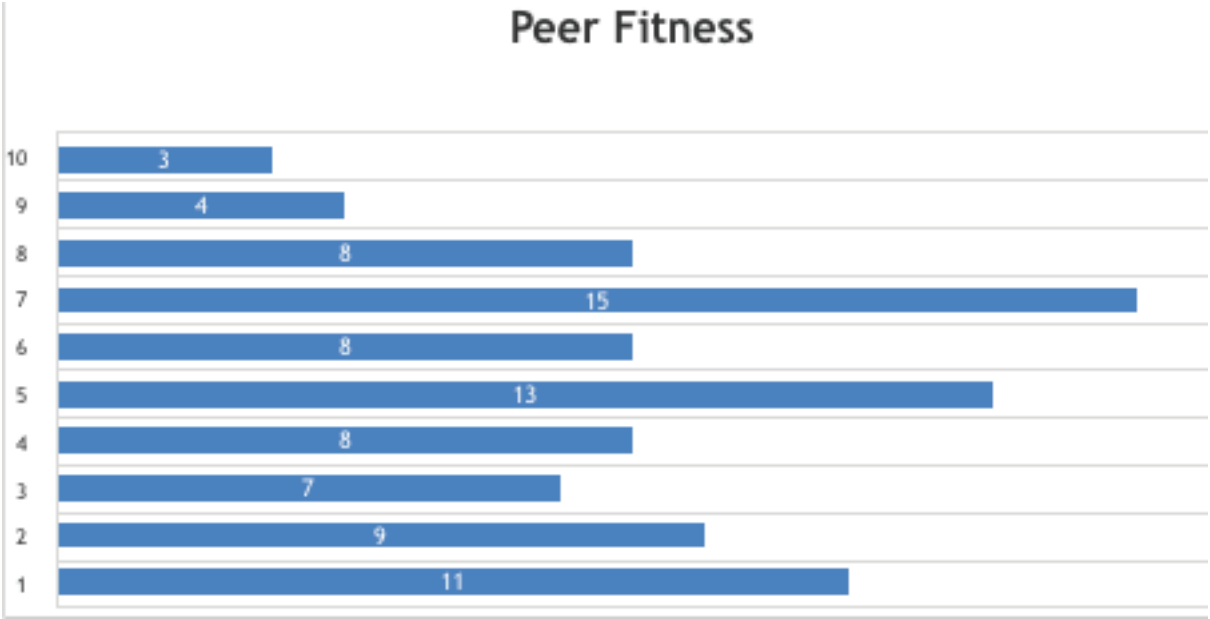

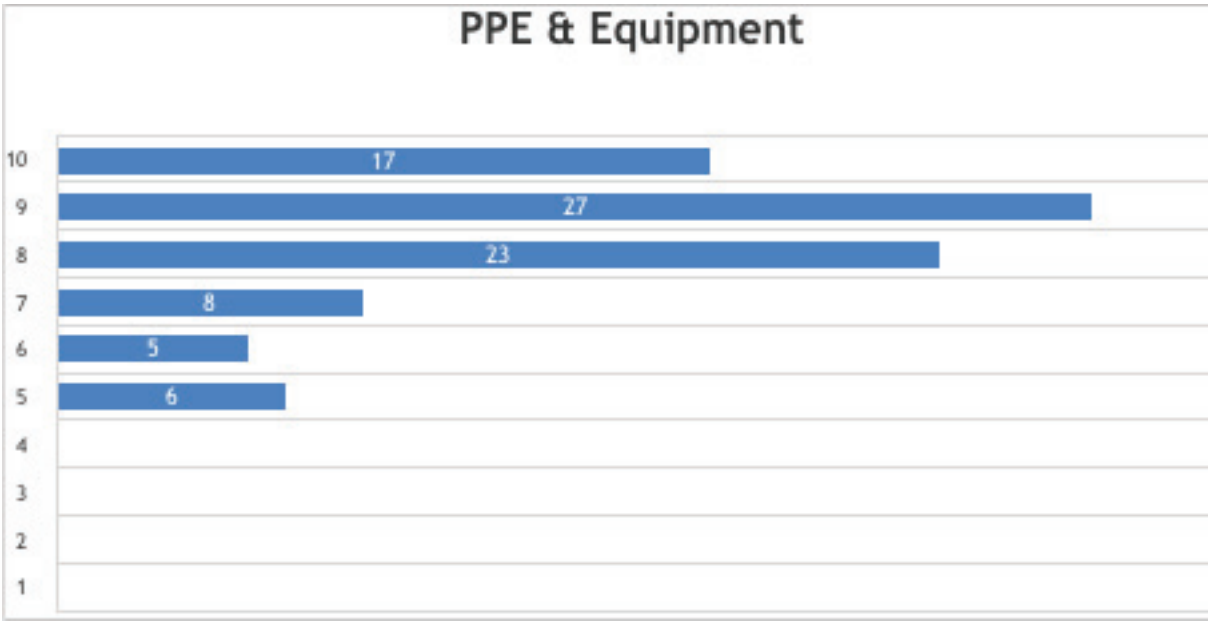

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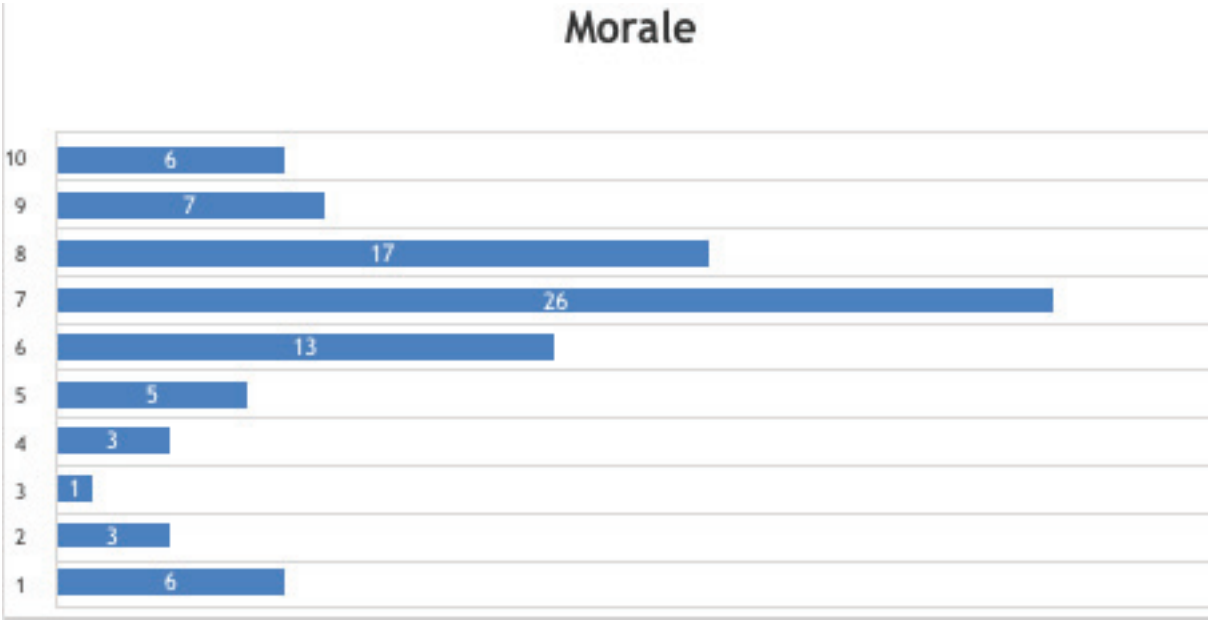

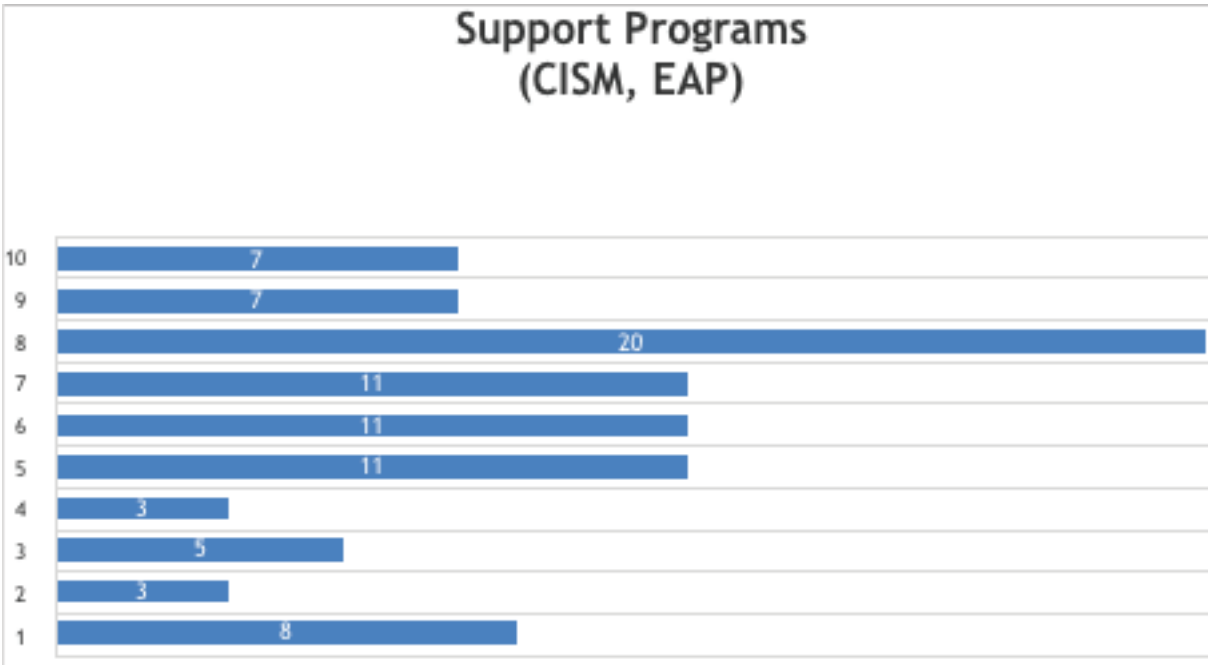

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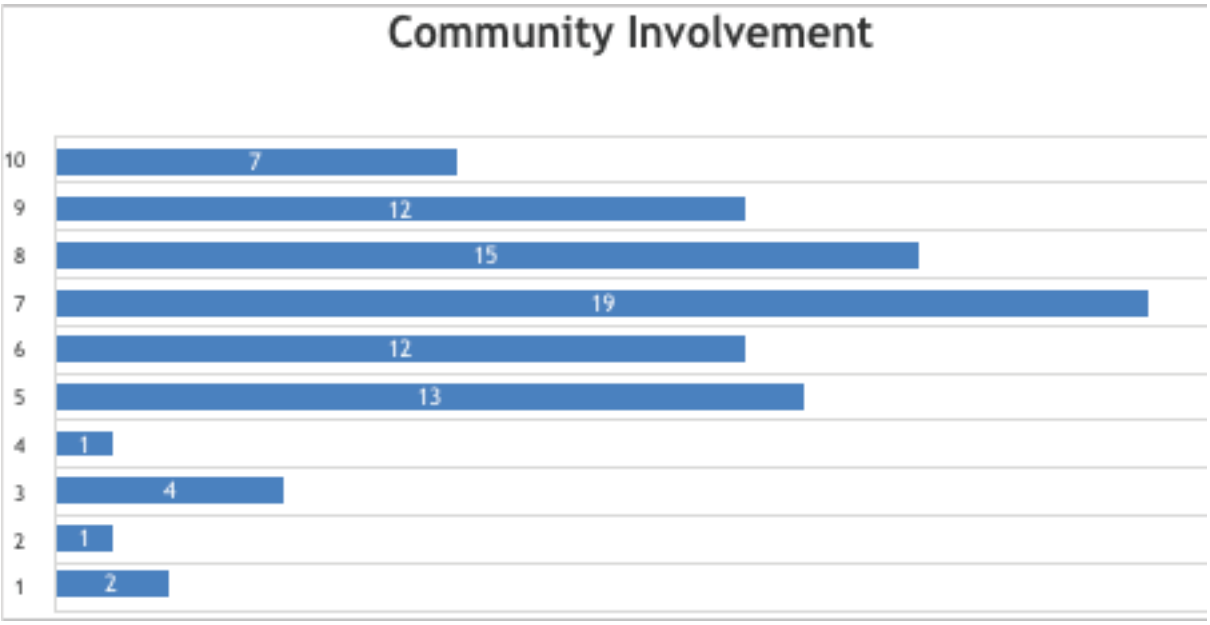

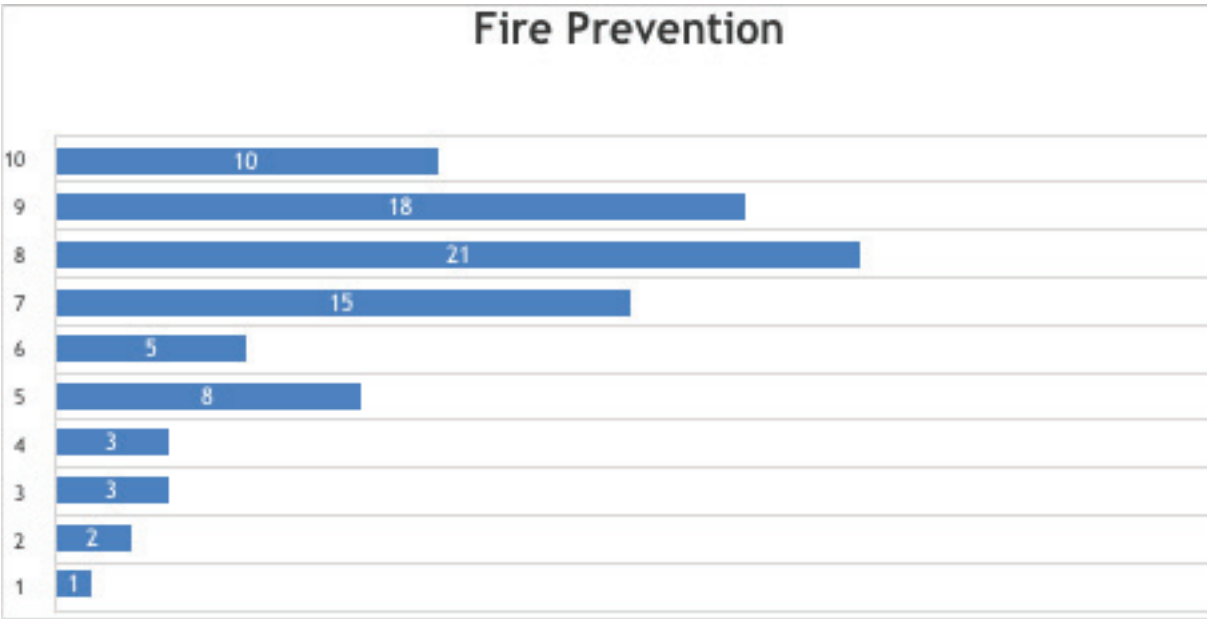

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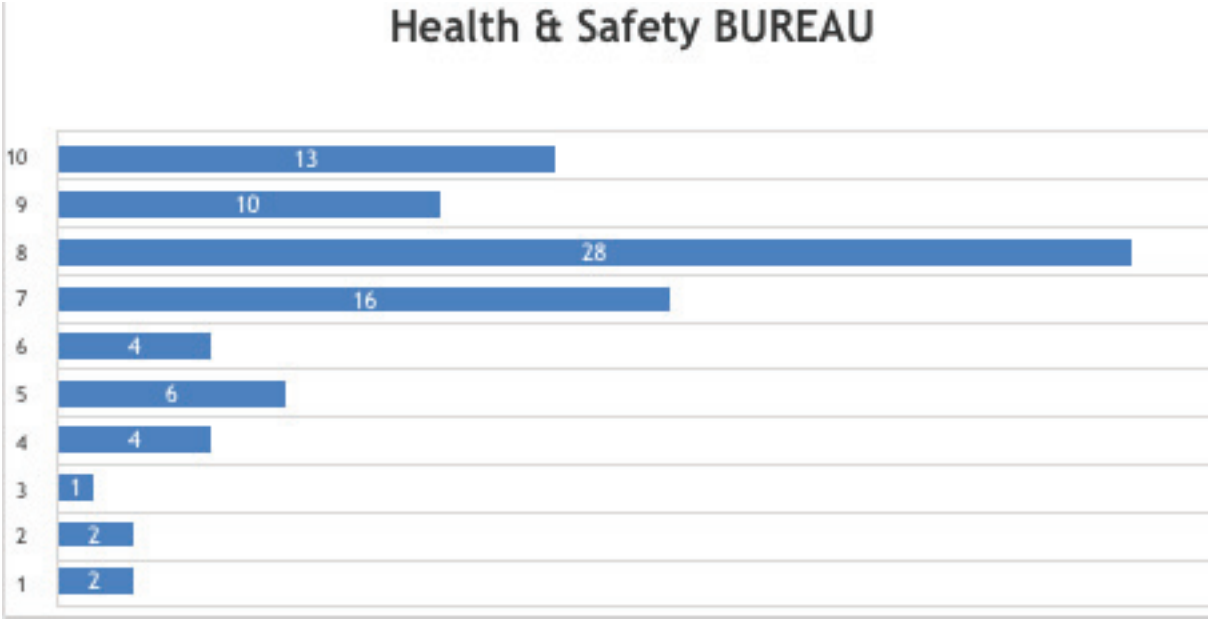

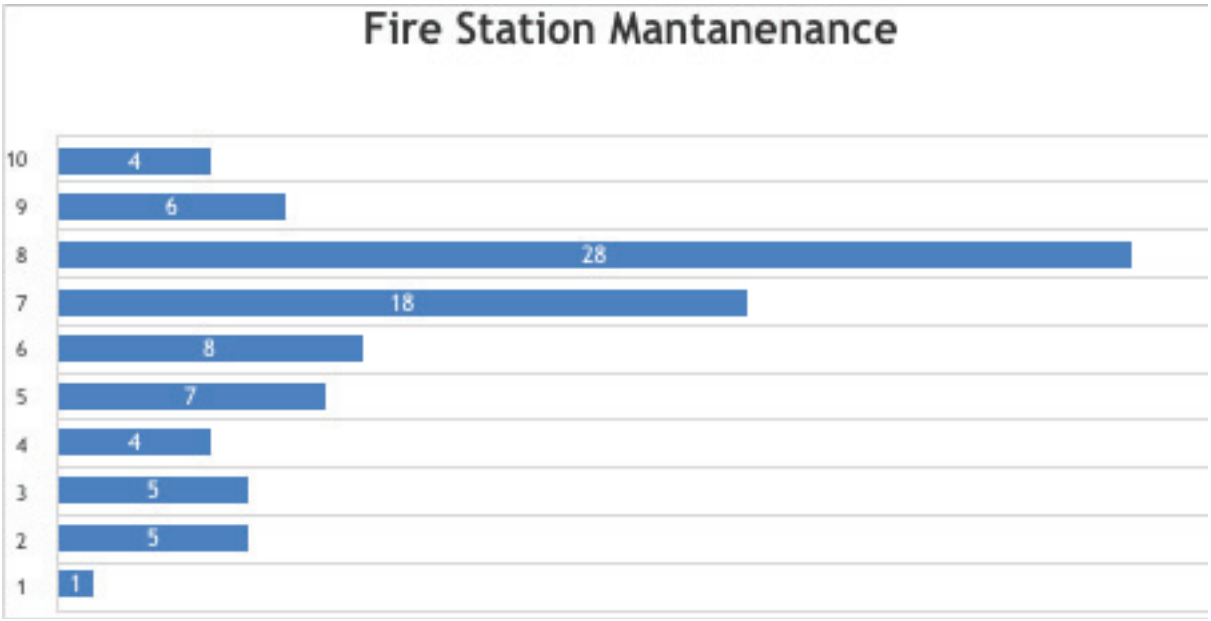

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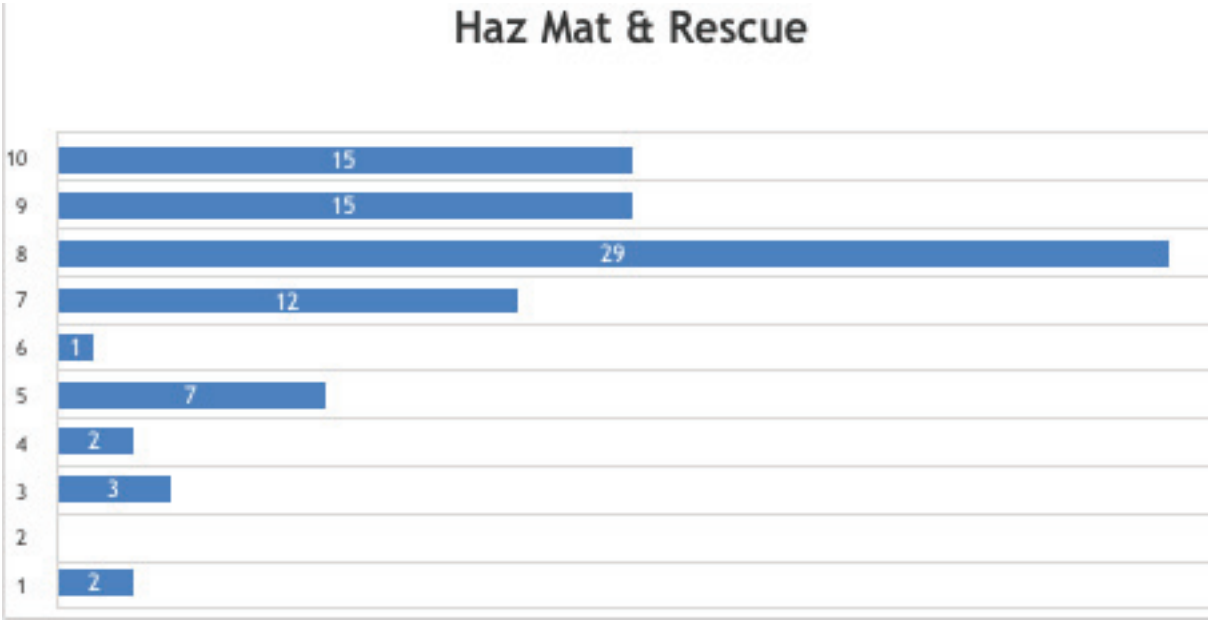

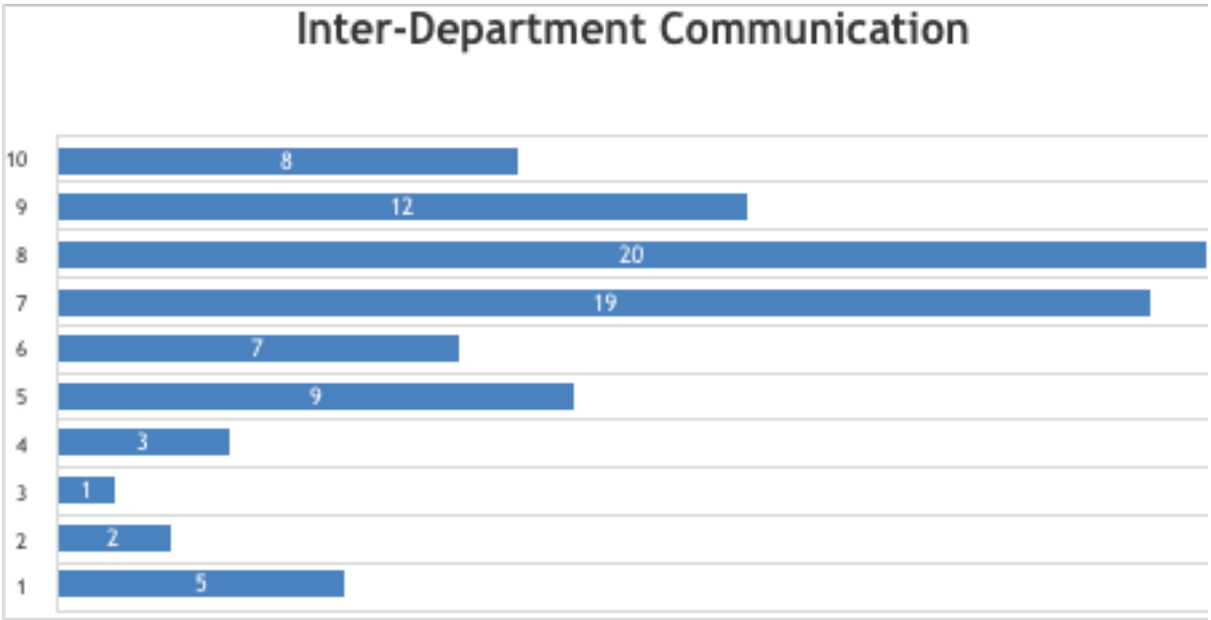

SWOT Analysis

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

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

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

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

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.

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.

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.

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.

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.

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.

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.

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.

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

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

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.

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 aide 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**

Closing Remarks

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

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