

**MICHAEL P. VICTORINO**  
Mayor

**DAVID C. THYNE**  
Fire Chief

**BRADFORD K. VENTURA**  
Deputy Fire Chief



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OFFICE OF THE MAYOR

**DEPARTMENT OF FIRE & PUBLIC SAFETY**  
COUNTY OF MAUI  
200 DAIRY ROAD  
KAHULUI, HI 96732

March 4, 2019

Honorable Michael P. Victorino  
Mayor, County of Maui  
200 South High Street  
Wailuku, HI 96793

APPROVED FOR TRANSMITTAL

*Michael P. Victorino* 3/8/19  
Mayor Date

For Transmittal to:

Honorable Michael J. Molina  
Chair, Governance, Ethics, and Transparency Committee  
Maui County Council  
200 South High Street  
Wailuku, HI 96793

**RE: PRE-BUDGET SESSION PRESENTATION FOR DEPARTMENT OF FIRE  
& PUBLIC SAFETY (GET-18(1))**

Dear Chair Molina,

This letter is in response to the Governance, Ethics, and Transparency Committee letter dated February 15, 2019. As requested, we are providing the following responses to your request:

- 1. Identify the Department's top three-to-five strategic goals.**
- 2. Tactics to be implemented to meet these strategic goals and the intended results (listed below each topic area).**

**Training**

Provide training to increase competencies for task, tactical and strategic positions within all emergency response capabilities.

- Complete quarterly task level (drill schedule) training for all emergency response disciplines for a total of 11,000 employee hours

- Conduct Department wide large incident drills for suppression, hazardous materials and technical rescue
- Conduct realistic training opportunities by providing access to facilities and props via 250 training sessions annually

### **Health & Safety**

Enhance the overall health and wellness of all department staff.

- Provide annual physical exam to all uniformed employees and mechanics
- Provide four articles annually to keep all members up-to-date on relevant health/fitness education
- Maintain HIOSH compliance with respirator fit testing

### **Operations**

Manage the tracking system effectively and efficiently to provide accurate data on department calls for services and responses to emergencies.

- Provide data and stats on helicopter usage for fires, ocean rescues, mountain rescues, tourists, and visitors
- Provide accurate statistical breakdown of total incidents by category
- Provide accurate statistical data of the % of incidents involving residents vs. visitors

### **Maintenance**

Provide the department with safe and operational vehicles and equipment.

- Ensure that the Department's fleet has high availability and repairs are made in a timely manner

### **Fire Prevention**

Reduce the threat of fire, injury and property loss by conducting fire inspections at intervals consistent with applicable laws and department policies.

- Complete inspection of establishments and facilities
- Complete brush and weed abatement inspections
- Complete inspection of all 33 public schools
- Maintain fire and life safety systems to provide a safe community

### **Ocean Safety**

Maintain and enhance safety in county beach parks and Maui County coastal waters

- Provide prevention and education information at county beach parks
- Provide 911 ocean rescue service along the coastal waters of Maui County as needed
- Maintain and enhance Ocean Safety's community outreach educational programs

**3. Funds anticipated to remain unencumbered from the FY2019 budget and the reasons why the funds were not encumbered.**

All FY2019 funds are expected to be encumbered.

**4. The Department's fixed and discretionary costs.**

Previously referenced continuation costs allocated in the budget will remain as fixed costs due to existing contracts, labor agreements, etc. Our Department's discretionary costs will include any expansion and one-time appropriated requests.

**5. Cost-saving measures the Department has implemented or will be implementing, and the amount saved or will be saved by these measures.**

- Audit all internal department bills for accuracy (ie. Verizon, burglar alarm monitoring, water, electric etc.)
- Reach out to other counties via Greg King to utilize already existing contracts to purchase firefighting equipment and personal protective equipment.
- Replacement of the Pukoo fire station fuel tank which is in disrepair with a portable fuel trailer. Department is in the process of relocating Pukoo fire station and does not want to install a \$110,000 fuel tank.
- Department is creating a Capital Asset Summary which will identify everything the department owns and its expected life so replacement can be anticipated and budget for these items can be better predicted. This includes everything from fire trucks, jet skis, OS quads, self-contained breathing apparatus, air conditioning units, stoves, refrigerators, beds, lockers, dining tables and chairs, ocean safety conex containers located at beach locations and much more. A study will be done to identify the expected life of each item so monies can be budgeted to replace items as needed on a schedule rather than reacting to items breaking and asking for emergency funding.
- Department is creating a way to communicate information to the members without holding bi-monthly meetings with staff that are on overtime to reduce cost of disseminating information.
- Department will look to acquire fire apparatus through NASPO contracts which will offer the county a better price.
- Our department has hired a building maintenance repairer to work on fire and ocean safety facilities and projects. This is anticipated to save the department thousands of dollars in contracted repairs.
- Our department plans to hire a Fire Equipment Mechanic which will reduce the back log of repairs on department equipment which will extend the life of all of our equipment thus costing taxpayers less in the long run.
- Department is utilizing personnel who volunteer their time to repair a variety of things at stations and life guard locations.
- The department offers many different classes and training opportunities to our members which in essence makes our community safer. These opportunities which are not mandatory training are being done on a volunteer basis for all students so students do not receive overtime.

If you have any questions or concerns, please don't hesitate to contact my office at (808) 270-7561.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Thyne", with a long horizontal flourish extending to the right.

DAVID C. THYNE  
Fire Chief