

FIRE COMMISSION

TREVOR FORD, CHAIR
LORI ALMARZA, VICE CHAIR

JEN CHAHANOVICH, COMMISSIONER
JEFF MURRAY, COMMISSIONER
GARY PACHECO, COMMISSIONER
RODNEY YAMA, COMMISSIONER
VACANT, COMMISSIONER

RECEIVED

Meetings of the Fire Commission will be conducted as follows until further notice:

- Meetings will be publicly noticed pursuant to HRS Chapter 92.
- Minutes of the meeting will be completed pursuant to HRS Chapter 92 and posted to the Commission's website upon completion and approval.

26 JUL 15 A7:56

Public Comments and Testimony:

OFFICE OF
THE COUNTY CLERK
COUNTY OF KAUAI

- **Written testimony** will be accepted for any agenda item herein.
 - Written testimony indicating your 1) name or pseudonym, and if applicable, your position/title and organization you are representing, 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address), may be submitted to loyama@kauai.gov or mailed to the Fire Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
 - Written testimony received by the Fire Commission at least 24 hours prior to the meeting will be distributed to all Fire Commissioners prior to the meeting.
- **Oral testimony** will be taken during the public testimony portion of the meeting in-person at the public meeting.
 - It is recommended that anyone interested in providing oral testimony register at least 24 hours prior to the meeting by emailing loyama@kauai.gov or calling (808) 241-4918. Any request to register shall include your 1) name or pseudonym, and if applicable, your position/title and organization you are representing, and 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address).
 - Per the Fire Commission and Chair's practice, there is a three-minute time limit per testifier per agenda item.
 - Individuals who have not registered to provide testimony will be given an opportunity to speak on an agenda item following speakers who have registered.

SPECIAL ASSISTANCE

IF YOU NEED AN AUXILIARY AID/SERVICE, OTHER ACCOMMODATION DUE TO A DISABILITY, OR AN INTERPRETER FOR NON-ENGLISH SPEAKING PERSONS PLEASE CONTACT THE OFFICE OF BOARDS AND COMMISSIONS AT (808) 241-4917 OR ADAVIS@KAUAI.GOV AS SOON AS POSSIBLE. REQUESTS MADE AS EARLY AS POSSIBLE WILL ALLOW ADEQUATE TIME TO FULFILL YOUR REQUEST. UPON REQUEST, THIS NOTICE IS AVAILABLE IN ALTERNATIVE FORMATS SUCH AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

REGULAR MONTHLY FIRE COMMISSION MEETING NOTICE AND AGENDA

Tuesday July 21, 2026
2:00 p.m. or shortly thereafter
Lihu'e Civic Center, Moikeha Meeting Room 2A-2B
4444 Rice Street, Lihu'e, Kaua'i, Hawai'i

RECEIVED

26 JUL 15 A7:56

MEETING CALLED TO ORDER

ROLL CALL TO ASCERTAIN QUORUM

APPROVAL OF AGENDA

CHAIR'S ANNOUNCEMENT

- Next Regular Monthly Meeting: 2:00 p.m., Tuesday, August 18, 2026, at the Lihu'e Civic Center, Moikeha Meeting Room 2A-2B
4444 Rice Street, Lihu'e, Kaua'i, Hawai'i

PUBLIC TESTIMONY ON ANY AGENDA ITEMS

Oral testimony will be taken at any time during the meeting.

APPROVAL OF MINUTES

June 16, 2026, Open Session Meeting Minutes

EMPLOYEE SERVICE RECOGNITION

CHIEF'S MONTHLY JUNE BUREAU REPORTS AND PERTINENT UPDATES

- a) Update on Kaua'i Fire and Ocean Safety, including updates on Partnerships, Resources Highlights, and Wildfire/Council
- b) Administrative Bureau Update, including updates on the budget, staffing, overtime report, facilities, and fleet
- c) Fire Operations Bureau Update, including statistics on calls for service and brief description of some of the incidents responded to
- d) Fire Prevention Bureau Update, including monthly statistics
- e) Fire Training Bureau Update, including monthly statistics
- f) Ocean Safety Bureau Update, including monthly statistics and bureau highlights
- g) Update on Fire Chief Gibson's progress regarding the Goals and Objectives for FY 2026-2027

EXECUTIVE SESSION (CLOSED TO PUBLIC)

Pursuant to Hawai'i Revised Statutes, ("H.R.S.") §92-7(a), the Commission may, when deemed necessary, hold an Executive Session on any agenda item without written public notice if the Executive Session was not anticipated in advance. Any such Executive Session shall be held pursuant to H.R.S. §92-4 and shall be limited to those items described in H.R.S. §92-5(a).

ADJOURNMENT

cc: Deputy County Attorney Jenna Tatsey
Fire Chief Michael Gibson

COUNTY OF KAUAIMinutes of Meeting
OPEN SESSION

Board/Commission:		Kaua'i Fire Commission	Meeting Date:	June 16, 2026
Location	Lihu'e Civic Center, Moikeha Building Meeting Room 2A-2B 4444 Rice Street, Lihu'e, Kaua'i, Hawai'i		Start of Meeting: 2:02 p.m.	End of Meeting: 3:15 p.m.
Present	Chair Trevor Ford, Vice Chair Lori Almarza; Commissioners: Jen Chahanovich, Jeff Murray and Gary Pacheco (2:06 p.m.), Rodney Yama Also present: Boards & Commissions Office Staff: Support Clerk Lisa Oyama; Administrator Ellen Ching; Office of the County Attorney: Deputy County Attorney Jenna Tatsey; Fire Department: Fire Chief Michael Gibson; Chief's Secretary Soncy Tamashiro			
Excused				
Absent				

SUBJECT	DISCUSSION	ACTION
Meeting Called to Order/Roll Call to ascertain quorum	Chair Ford called the Fire Commission, June 16, 2026, meeting to order at 2:02 p.m. A roll call ensued that quorum was established, six (6) Commissioners were present to conduct business.	Quorum was established with six (6) Commissioners present.
Approval of Agenda	Chair Ford called for a motion to approve the agenda as circulated.	Commissioner Pacheco moved to approve the June 16, 2026, agenda. Commissioner Murray seconded the motion. Hearing no objections, motion carried 6:0.
Chair's Announcements	Next Regular Monthly Meeting will be 2:00 p.m., Tuesday, July 21, 2026, at the: Lihu'e Civic Center, Moikeha Building Meeting Room 2A-2B 4444 Rice Street, Lihu'e, Kaua'i, Hawai'i	
Public Testimony	Chair Ford called for public testimony. No public testimony was received.	
Approval of Minutes	Chair Ford called for a motion to amend or approve the minutes of the May 19, 2026, meeting.	Commissioner Chahanovich moved to approve the minutes of the May 19, 2026, meeting minutes as

KFC Open Session Minutes
Of June 16, 2026, Meeting

SUBJECT	DISCUSSION	ACTION
		circulated. Vice Chair Almarza seconded the motion. Hearing no objections, motion carried. 6:0.
Chief's Monthly Bureau Reports and Updates for May 2026	a) Update on Kaua'i Fire and Ocean Safety, including updates on Partnerships, Resources Highlights, and Wildfire/Council b) Administrative Bureau Update, including updates on the budget, staffing, overtime report, facilities, and fleet c) Fire Operations Bureau Update, including statistics on calls for service and brief description of some of the incidents responded to d) Fire Prevention Bureau Update, including monthly statistics e) Fire Training Bureau Update, including monthly statistics f) Ocean Safety Bureau Update, including monthly statistics and bureau highlights g) Update on Fire Chief Gibson's progress regarding the Goals and Objectives for FY 2025-2026 Chief Gibson gave a brief summary of the May Report.	Commissioner Pacheco moved to receive the Chief's Monthly Reports. Commissioner Murray seconded the motion. Hearing no objections, motion carried. 6:0.
BUSINESS	<u>KFC 2026-3</u> Discussion and possible action on Goals and Objectives for FY July 1, 2026 – June 30, 2027.	Commissioner Murray moved to approve this agenda item. Vice Chair Almarza seconded the motion. Hearing no objections, motion carried. 6:0.
	<u>KFC 2026-4</u> Discussion and decision making on selecting two (2) Commissioners to attend the 2026 Fire Rescue International Conference in Kansas City, Missouri, at the Kansas City Convention Center, August 12-14, 2026. Chair Ford volunteered to attend the conference. Commissioner Pacheco stated that he	

KFC Open Session Minutes
Of June 16, 2026, Meeting

SUBJECT	DISCUSSION	ACTION
	would have to check his schedule. Commissioner Murray is already scheduled to attend the conference. All other Commissioners have prior engagements during the scheduled time of the conference.	Chair Ford made a motion to send himself to the conference. Commissioner Murray seconded the motion. Hearing no objections, motion carried. 6:0.
ADJOURNMENT	Chair Ford called for a motion to adjourn the meeting.	Commissioner Pacheco moved to adjourn. Commissioner Murray seconded the motion. Hearing no objections, the meeting was adjourned at 3:15 p.m. 6:0.

KFC Open Session Minutes
Of June 16, 2026, Meeting

Submitted by: Lisa Oyama
Lisa Oyama, Commission Support Clerk

Reviewed and Approved by: _____
Trevor Ford, Chair

- () Approved as circulated (date of meeting approved).
() Approved with amendments.



FIRE CHIEF REPORT to the FIRE COMMISSION



Reporting Month: June 2026

Submitted by
Office of the Fire Chief



KAUAI FIRE AND OCEAN SAFETY

VISION KAUAI FIRE DEPARTMENT CREATES A SAFER COMMUNITY BY CONTINUALLY STRIVING FOR EXCELLENCE IN PREVENTION & EMERGENCY RESPONSE

MISSION TO PRESERVE AND PROTECT LIFE, PROPERTY, AND THE ENVIRONMENT OF KAUAI COUNTY FROM ALL HAZARDS AND EMERGENCIES

STRATEGIC PRIORITIES: SERVICE DELIVERY

PROFESSIONAL STANDARDS

TRAINING/CAREER DEVELOPMENT

Fire and Ocean Safety

- Rotary Club Presentation – 6/4
- HFFA Meeting – 6/5
- Rural Health Meeting / DOH – 6/5
- Product Demos / Station Alerting – 6/10
- Air Operations Planning – 6/12
- King K Parade – 6/13
- Recruit Class / Retirements

Partnerships

- Motorola / Tech Updates – 6/2
- KIUC Annual Breakfast Meeting – 6/3
- Kauai Community Alliance – 6/12
- Child / Family Services – Fun Day – 6/14
- Touch a Truck – 6/20
- Elder Justice Conference – 6/25

Resource Updates

- Pending Delivery:
- (2) Fire Engines: August 2026
- 1 Water Tender: August 2026
- (3) Type V Brush Trucks: Late 2026
- 1 Twin Engine Helicopter: 2028 / 2029
- Kapa'a Fire Station // FTC

Wildfire / Severe Weather

- State Wildfire / Utilities Risk Reduction and Planning 6/2
- Wildfire Lookout Campaign – 6/5
- Planning Commission – Island WUI Code – 6/9

Council / Mayor

- 2/2 Updates with Council Members – 6/1
- Mayor / Monthly Meeting – 6/2
- Council / AFG Applications – 6/17
- CM Holland 2/2 Visit

ADMINISTRATIVE BUREAU

FIRE DEPARTMENT FINANCIAL STATEMENT for JUNE 2026

Description	Budget	YTD Expenses	Expended	FY24-25	Variance
Payroll Admin	\$ 2,593,715.00	\$ 2,508,146.69	97%	\$ 2,100,313.74	19.42%
Payroll Fire Ops	\$ 27,647,278.00	\$ 23,140,600.59	84%	\$ 19,537,712.80	18.44%
Payroll Prevention	\$ 1,108,492.00	\$ 666,227.85	60%	\$ 582,204.20	14.43%
Payroll Training	\$ 1,296,533.00	\$ 1,146,332.25	88%	\$ 961,179.58	19.26%
Payroll OSB	\$ 7,789,050.00	\$ 6,771,830.65	87%	\$ 6,608,968.49	2.46%
PAYROLLSUBTOTAL	\$ 40,435,068.00	\$ 34,233,138.03	85%	\$ 29,790,378.81	14.91%
Operating Admin	\$ 897,562.00	\$ 198,687.39	22%	\$ 141,763.65	40.15%
Operating Fire Ops	\$ 11,064,325.00	\$ 10,696,416.06	97%	\$ 6,053,632.39	76.69%
Operating Prevention	\$ 64,129.00	\$ 31,485.09	49%	\$ 10,766.19	192.44%
Operating Training	\$ 306,303.00	\$ 209,239.70	68%	\$ 150,639.59	38.90%
Operating OSB	\$ 781,534.00	\$ 695,886.36	89%	\$ 494,983.75	40.59%
OPERATINGSUBTOTAL	\$ 13,113,853.00	\$ 11,831,714.60	90%	\$ 6,851,785.57	72.68%
GRANDTOTAL	\$ 53,548,921.00	\$ 46,064,852.63	86%	\$ 36,642,164.38	25.72%

OVERTIMEREPORT

OVERTIME TYPE	Monthly Cost	YTD Cost	FY234-25YTD Cost	Cost % Variance
Regular	\$ 164,125.05	\$ 1,544,868.91	\$ 1,615,448.13	-4.37%
Rank for Rank	\$ 74,270.00	\$ 297,201.93	\$ 990,795.14	-70.00%
Scheduled	\$ 25,815.60	\$ 297,201.93	\$ 294,870.82	0.79%
Training	\$ 31,371.86	\$ 327,187.63	\$ 325,610.52	0.48%
TOTAL	\$ 295,582.51	\$ 2,466,460.40	\$ 3,226,724.61	-23.56%

STAFFING

Description	Vacancies	Total Authorized	Notes
Administration	0	13	
Operations	8	132	8 Retirements
Prevention	0	4	
Training	0	3	
Ocean Safety FT	1	67	
Ocean Safety ST	1	6	
TOTAL	10	225	

FACILITIES

Description	Exceptions
Fire Stations	Kapa'a Rebuild - ppd
Administration	Need new floor covering – Prep
Training	Need - FTC
Air Operations	Architects design/plans/permitting
Towers	4 ARRIVED
Utility	Fire Mechanics/Repair Facility Needed

FLEET UPDATE

Description	Notes
Engines	All Mission Capable+2 Reserve Engines (down1)
Trucks	All Mission Capable+2 Reserve Trucks(down1)
Watercraft	All Mission Capable
Admin/Staff	All Mission capable

FIRE OPERATIONS CALLS FOR SERVICE

Description	2026 June	2025 June	Variance	2026 YTD Total	2025 YTDTotal	Variance
Brush Fire	30	28	7.14%	105	172	-38.95%
Crop Fire	1	0	100.00%	8	2	300.00%
Electrical Rescue	0	0	0.00%	0	0	0.00%
EMS	375	368	1.90%	2405	2401	0.17%
Extrication Rescue	1	1	0.00%	8	9	-11.11%
False Call	17	19	-10.53%	112	104	7.69%
Good Intent	103	85	21.18%	588	604	-2.65%
Hazardous Condition	5	7	-28.57%	26	35	-25.71%
Other	0	0	0.00%	1	0	100.00%
Rescue/EMS Standby	3	8	-62.50%	21	27	-22.22%
Ruptures/Explosion	1	0	100.00%	2	0	100.00%
Search for Lost Person	6	9	-33.33%	34	38	-10.53%
Service Call	48	32	50.00%	251	188	33.51%
Severe Weather	0	0	0.00%	1	0	100.00%
Structure Fire	10	7	42.86%	48	33	45.45%
Type Not Specified	5	6	-16.67%	31	18	72.22%
Vehicle Fire	8	6	33.33%	34	35	-2.86%
Water Rescue	5	1	400.00%	20	16	25.00%
Totals	618	577	7.11%	3695	3682	0.35%

OPERATIONS HIGHLIGHTS

Fires:

- #3286: ‘Anini – E1/T1, E8/T8, E2/T2, R3, BC, Prev. – 2 story residential structure fire extinguished by fire personnel.
- #3299: Kapahi – E8/T8, E2/T2, E3, R3, BC, Prev. – Single story residential structure fire extinguished by fire personnel.
- #3444: Aliomanu – E8/T8, E2/T2, E3, BC – 2 story residential fire (confined to lanai area) extinguished by fire personnel.
- #3406: Līhu‘e – E3, R3, Tanker3/5, ARFF, E5/T5, BC, Air1, E2/T2 – Large metal scrap yard fire extinguished by fire personnel.

Rescues – Trails:

- #3165: Kokee – E7/QRV7, R3, Air1 – 45 y/o male resident (lost/disoriented) airlifted out of trail.
- #3538: Kokee – E7/T7, R3, Air1 – 47 y/o female visitor (ankle injury) airlifted to awaiting medics.
- #3602: Waipoo Falls – E7/T7, R3, Air1 – 53 y/o female (ankle injury) airlifted to awaiting medics.

Rescues – Water:

- #3276: Kalapakī Beach – E3, R3 – 2 teenage male visitors rescued and assisted to shore by fire personnel.
- #3694: Port Allen – E6/T6 – 15 y/o female resident (swimmer in distress) rescued and brought to shore by fire personnel.

FIRE PREVENTION BUREAU

PREVENTIONBUREAU STATISTICS

Description	Month Total	FY25 Month	% Variance	Current YTD	FY25 YTD	% Variance
Fire Investigation	5	3	67%	22	21	5%
ADU Permit Applications	18	23	-22%	206	81	154%
Building Permit Plan Review	459	146	214%	2252	2006	12%
Planning Dept Review	19	14	36%	185	195	-5%
Certificate of Occupancy Inspection	15	3	400%	73	276	-74%
Business Occupancy Inspection	4	12	-67%	95	173	-45%
Witness Acceptance Tests	9	4	125%	59	34	74%
Fire Extinguisher Training	2	4	-50%	40	49	-18%
Fire Safety Presentation	3	2	50%	151	128	18%
Telephone/Email Inquiries	915	621	47%	8878	7510	18%
Complaint Investigations	2	1	100%	23	19	21%
Sparky Presentation	1	1	0%	10	20	-50%
Fireworks Displays & Inspections	9	12	0%	29	27	7%
TOTAL	1461	846	73%	4902	4128	19%

Public Education & Outreach:

- Junior Lifeguard Water Safety support
- Wildfire LOOKOUT! Campaign Partner Information Session
- Corteva Safety Day participation
- Summer Fun Orientation Safety presentation for County of Kaua'i
- Touch-A-Truck community outreach event
- Home Assessment Program rollout planning meeting
- 4th of July Concert in the Sky planning and site inspections

Inspections & Code Enforcement:

- Haleilio Road inspections
- Residential sprinkler Water Acceptance Test (Kīlauea)
- Kōloa Village buildings F & G final inspection
- Namahana School inspection
- Starbucks Kapa'a inspection
- Wailua Bake Shop inspection
- Westin Princeville final inspection
- Isla Manila inspection (Līhu'e)

Key Meetings:

- Council meetings and Fire Prevention Trailer grant coordination
- Council meetings regarding wildfire and environment policies
- Wildfire and Home Assessment Program planning meetings
- Interagency planning for wildfire, public events, and emergency preparedness
- J & M fireworks coordination meeting

Training:

- Air Operations Planning Meeting
- Hawai'i Fire Weather Forecast & Products Update
- NFPA Conference participation (Las Vegas, NV)

FIRE TRAINING BUREAU

2026 TRAINING PLAN

Keystone Objective	• Trimester1Keystone–USLA • Trimester2Keystone–High Angle Ropes • Trimester3Keystone–Pump Relay Ops
Task Performances	• Don Structure Gear • Don SCBA go on air • Restricted Egress with SCBA • Forcible Entry Door • District Familiarization
Certification Professional Development Train the Trainer (TtT)	• Fire Ground Command officer training • FGO Cadre training
EMS Training	• Vector Solutions

TRAINING STATISTICS

Description	June Hours	2026 YTD Total
Task Performances	150	731
Refresher/Recerts/Prof. Develop.	144	3188
Individual Crew Training	569	3856
Recruit Class Training (4 FFTs)	704	3808
TOTAL	1567	11,583

June KFD Training

- RC35 DOFAW Wildland Firefighting training
- FGO Cadre Live Fire Training 6/12
- Fire Ground Command new officer training
- RC35 EMT Testing
- RC35 FGO Training
- CST Planning meetings

Upcoming July KFD Training

- HELI Ops Training
- GRIN Peer Support Training
- 93rd CST Multi Agency Training Week
- RC35 FGS Testing
- RC35 FGO Training
- RC35 HAZTECH Training

Training Bureau

- FirstDue Training module implementation
- FSI I and II Tentative plan for September w/HFD
- RC36 Planning and Prep

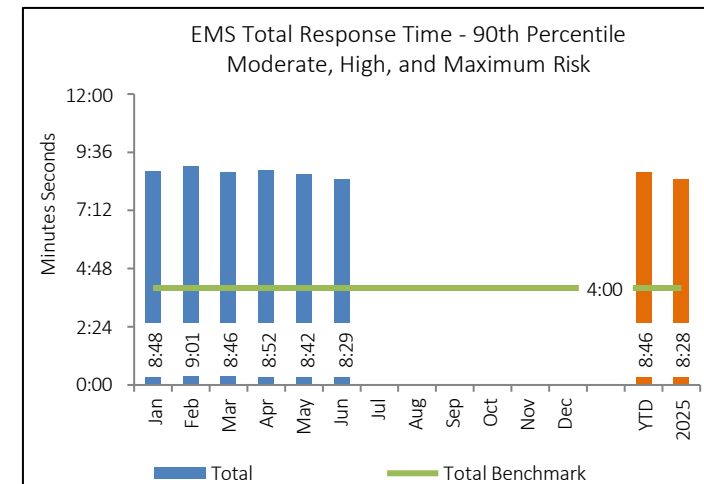
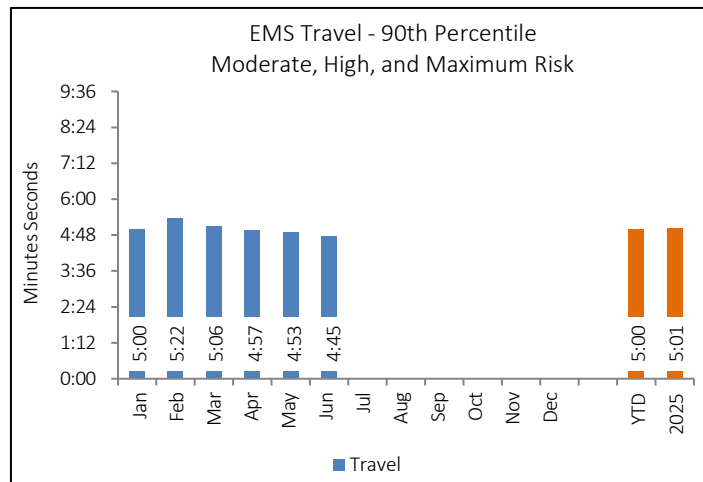
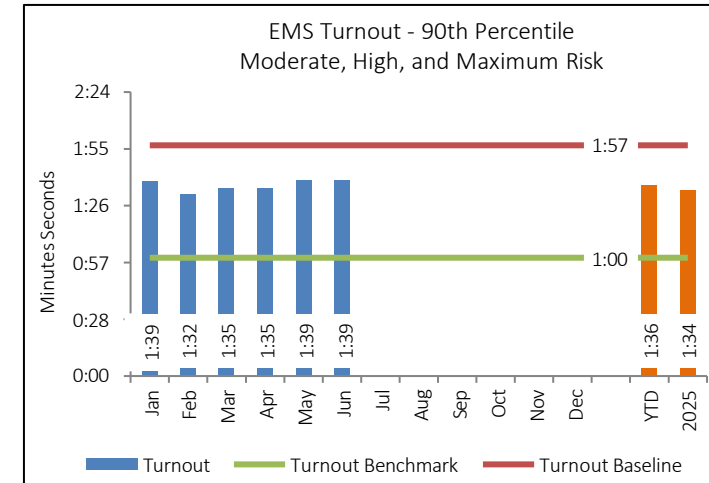
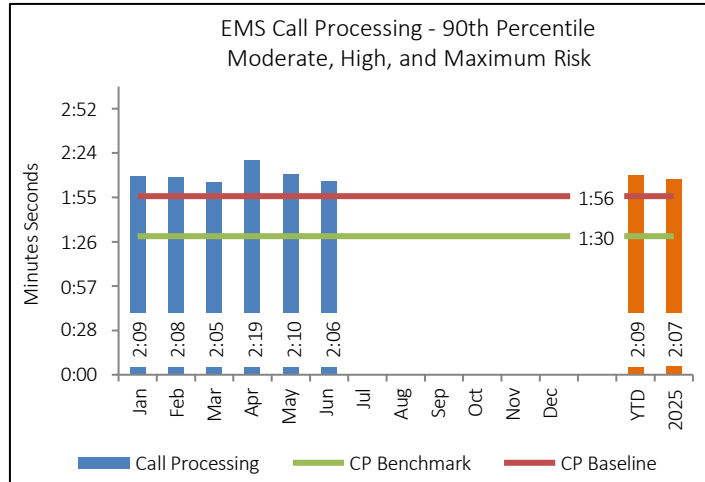
OCEAN SAFETY BUREAU

OCEAN SAFETY BUREAU						
TOWERS						
Description	June Total	FY 24-25 Month Total	% Variance	Current Year to Date Total	FY 24-25 Yr.to Date Total	% Variance
Rescue	58	10	480%	427	506	-16%
Jet Ski Rescue	29	1	2800%	129	153	-16%
Preventive Actions	22,199	12,083	84%	241,925	161,211	50%
1 st Aid	385	223	73%	6,421	5,228	23%
Public Contact	14,683	13,333	10%	254,878	158,684	61%
Beach Attendance	259,883	179,011	45%	2,468,162	2,653,836	-7%
ROVING PATROL						
Rescue	35	1	3400%	208	205	1%
Jet Ski Rescue	17	1	1600%	117	139	-16%
Preventive Actions	10,529	455	2214%	62,121	30,290	105%
1 st Aid	58	2	2800%	1,021	1,979	-48%
Public Contact	11,580	300	3760%	70,055	48,762	44%
Beach Attendance	53,610	7,300	634%	450,464	238,730	89%
DROWNING						
Statistics	0	2	-1%	9	22	3.5%
TRAINING / COMMUNITY SERVICE						
Training	40	24	67%	1,240	728	70%
Community Service	16	20	-20%	270	166	63%
Jr. Lifeguard	300	120	150%	1,454	970	50%

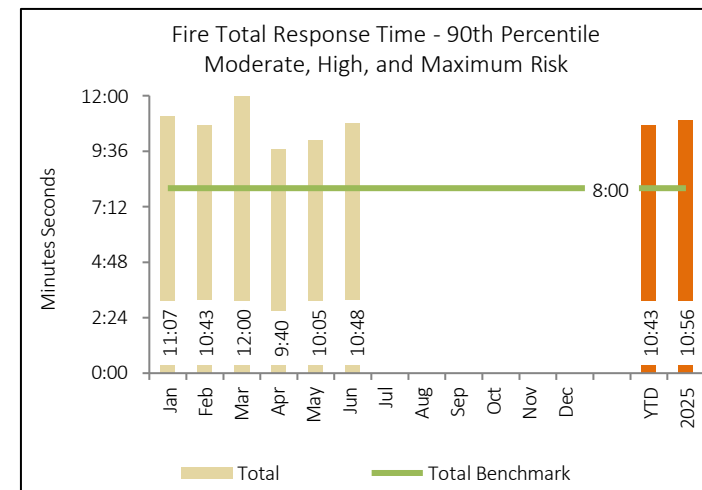
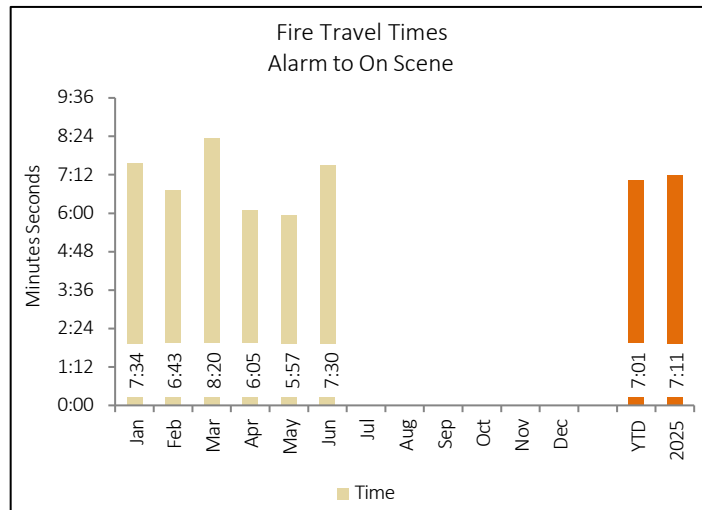
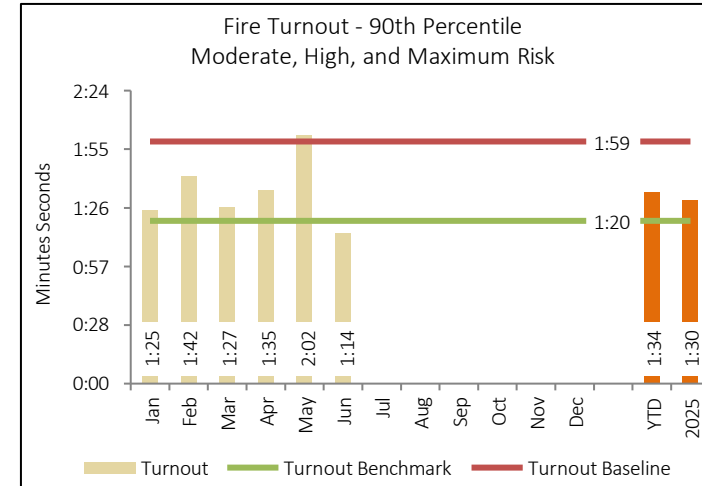
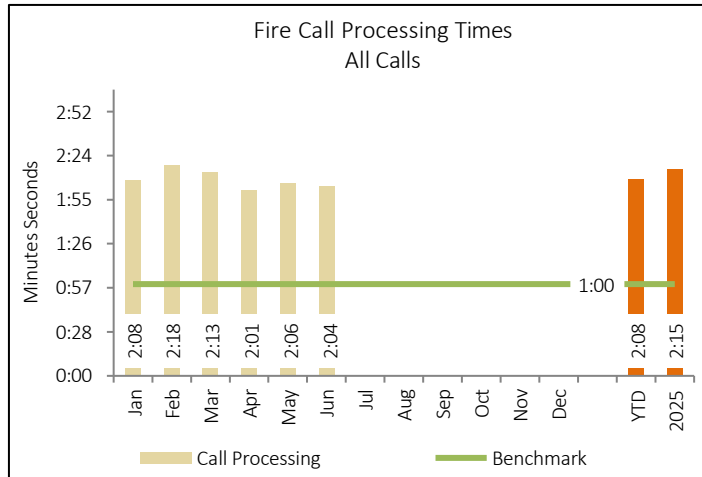
Ocean Safety Bureau:

- Conducted agility exam for Temporary Ocean Safety Officer (OSO) positions
- Held Supervisors' Teams Meeting for all district Captains, Lieutenants and personnel serving in temporary assignments
- Launched Keiki & Junior Lifeguard programs during second week of June, both programs running for 3 weeks
- Completed 1-week training program for newly hired Temporary Ocean Safety Officer
- Loaded shipping container with lifeguard tower parts delivered to us in error and coordinated transfer to Hawai'i Island
- Participated in the Touch-A-Truck Community Event

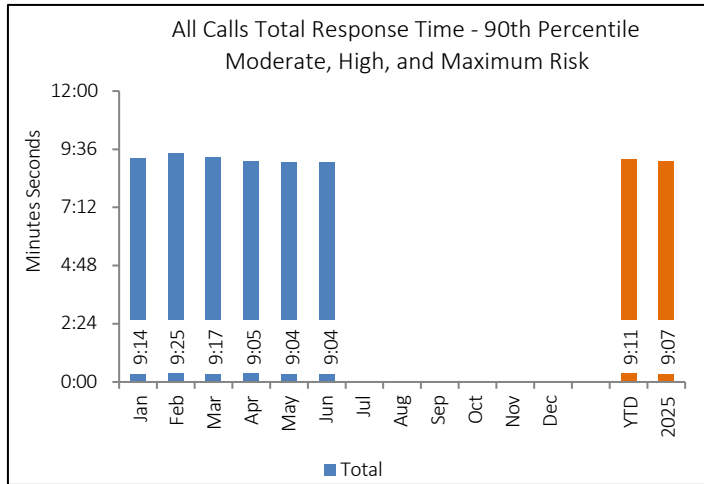
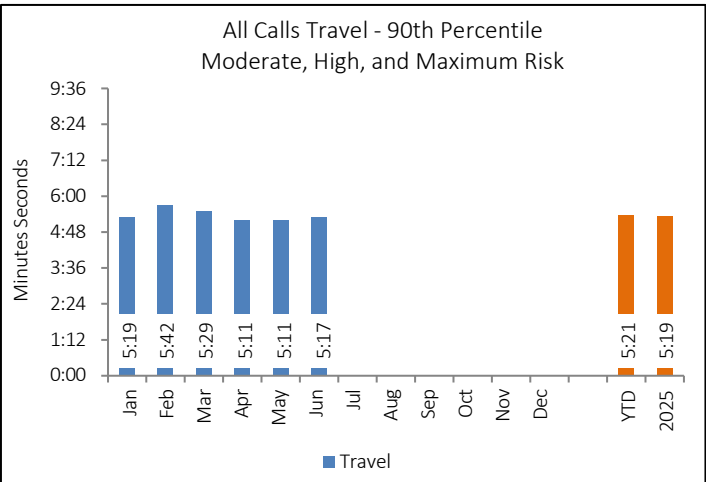
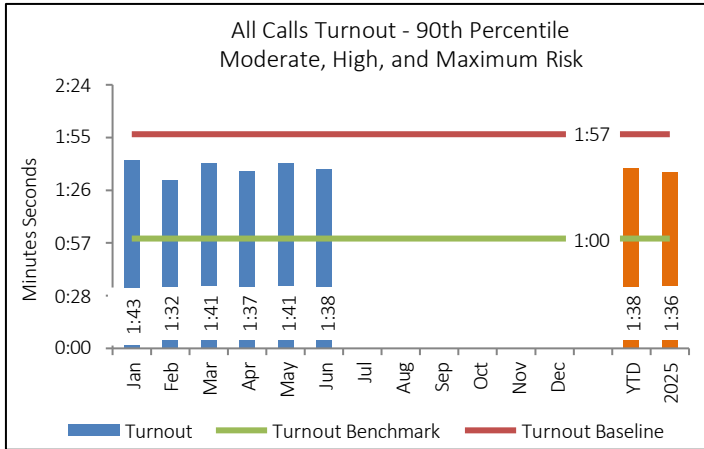
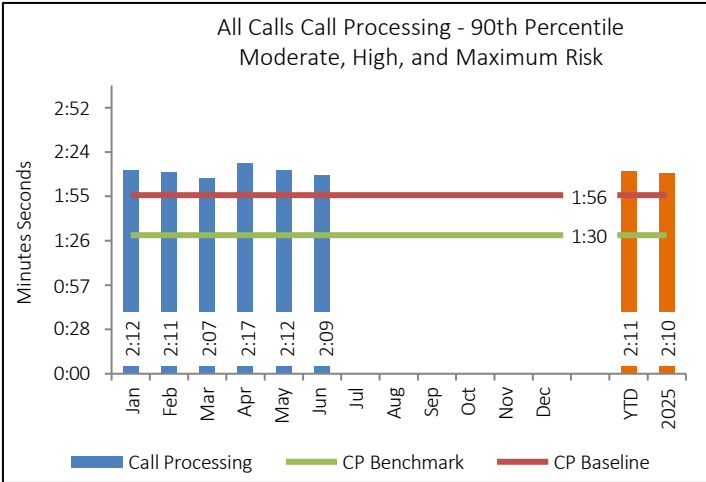
June 2026 – EMS Incidents



June 2026 – Fire Incidents



June 2026 –All Incidents



Goals and Objectives Report – COK Fire Commission

Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

Goal #1 – Finalize and Implement the Standards of Cover (SOC) and Community Risk Reduction (CRR) Plan

Objectives	Success Measurements	Desired Outcome	Status
G1A: Complete the Standards of Cover (SOC) and Community Risk Reduction (CRR) Plan in partnership with FACETS Consulting. G1B: Begin implementation of SOC and CRR recommendations by incorporating priorities into departmental planning, budgeting, deployment strategies, and operational decision-making. G1C: Educate County leadership, the incoming Mayor's Administration, and County Council on the findings and recommendations of the SOC and CRR process.	1: SOC and CRR documents completed, reviewed, and formally adopted by the Department. 2: Priority recommendations identified, implementation plan developed, and incorporated into FY28 work plans, budget requests, and strategic initiatives. 3: Conduct presentations and briefings to County leadership, Fire Commission, Mayor's Administration, and County Council.	Establish comprehensive, data-driven planning documents that guide the future of the Kaua'i Fire Department. Align staffing, deployment, facilities, apparatus replacement, training, and community risk reduction initiatives with identified community risks and service demands. Improve understanding of community risk, strengthen support for future public safety investments, and ensure long-term, data-driven decision-making that enhances firefighter safety, emergency response capabilities, community resilience, and responsible stewardship of public resources.	

Goals and Objectives Report – COK Fire Commission

Fire Chief Michael Gibson – Period July 1, 2026 to June 30, 2027

Goal #2 – Continue Modernization and Implementation of Fire Records Management and Operational Data Systems			
Objectives	Success Measurements	Desired Outcome	Status
G2A: Complete implementation of the new Fire Records Management System (RMS) and associated operational data platforms throughout the Department. G2B: Integrate operational workflows and improve data quality to support daily operations and executive decision-making. G2C: Ensure compliance with national reporting requirements while strengthening organizational accountability and performance measurement.	1: RMS successfully deployed; personnel trained; core modules operational, including incident reporting, training records, apparatus maintenance, PPE/assets, staffing, pre-plans, and analytics. 2: Successful integration of operational processes, refinement of workflows, increased data accuracy, and development of management dashboards and performance reports. 3: Achieve compliance with NERIS and other applicable reporting requirements; implement standardized reporting and performance metrics across the Department.	Establish a modern, integrated records management system that enhances operational efficiency, accountability, and regulatory compliance. Provide leadership with timely, accurate, and actionable information to support resource allocation, operational readiness, strategic planning, and continuous improvement. Improve organizational transparency, strengthen data-driven decision-making, enhance service delivery, and provide reliable information to support future planning, budgeting, and community expectations.	

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Goal #3 – Advance Wildfire Mitigation, Preparedness, and Community Resilience Initiatives			
Objectives	Success Measurements	Desired Outcome	Status
G3A: Continue implementation of the County's Wildland-Urban Interface (WUI) Code while advancing wildfire mitigation, preparedness, and community resilience initiatives. G3B: Expand collaborative wildfire planning, operational preparedness, and interagency coordination with local, state, and community partners. G4C: Enhance operational readiness and community risk reduction through training, public education, and resource preparedness.	1: Support implementation of the WUI Code through interdepartmental coordination, community outreach, stakeholder engagement, and development of implementation guidance. Consistency and transparency in promotional process 2: Participate in Community Wildfire Protection Plan (CWPP) updates, conduct interagency planning meetings and exercises, strengthen partnerships with HWMO, DOFAW, Planning, Emergency Management, landowners, and community organizations. 3: Expand wildfire training opportunities, improve reserve apparatus readiness and staffing plans, increase public education efforts, conduct home wildfire assessments, and enhance Red Flag Warning response protocols.	Strengthening wildfire-resistant development practices, reduce community vulnerability, and improve long-term public safety and resilience. Improve island-wide coordination, preparedness, and unified response capabilities before, during, and after significant wildfire events. Increase firefighter preparedness, reduce wildfire risk, improve community awareness, and build a safer, more resilient Kaua'i through prevention, mitigation, and coordinated emergency response.	

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Goal #4 – Strengthen Emergency Response Readiness, Safety, and Specialty Program Development

Objectives	Success Measurements	Desired Outcome	Status
G4A: Enhance emergency response readiness through strategic apparatus replacement planning, equipment modernization, specialty program development, and operational preparedness initiatives. G4B: Strengthen firefighter health, safety, and risk reduction through occupational exposure initiatives and continuous improvement of operational policies and procedures. G4C: Foster leadership development, workforce sustainability, and organizational excellence throughout all divisions and specialty programs.	1: Progress apparatus and equipment replacement plans; improve reserve apparatus readiness; expand specialty team training; evaluate Battalion Chief Aide/Shift Safety Officer program; enhance emergency communications and accountability systems. 2: Implement occupational exposure reduction strategies; review and update departmental policies, SOGs, and operational procedures; incorporate lessons learned and best practices into training and operations. 3: Expand leadership development and mentoring opportunities; support succession planning; improve operational consistency; strengthen specialty program coordination and workforce development initiatives.	Improve emergency response capabilities, operational readiness, firefighter safety, and the Department's ability to effectively respond to complex emergencies. Reduce occupational risk, improve firefighter health and safety, promote operational consistency, and ensure compliance with current industry standards and best practices. Develop the next generation of fire service leaders, enhance organizational resilience, improve employee engagement, and ensure the long-term sustainability of the Kaua'i Fire Department.	