



## FIRE COMMISSION

**GARY PACHECO**, CHAIR  
**TREVOR FORD**, VICE CHAIR

**LORI ALMARZA**, COMMISSIONER  
**JEFF MURRAY**, COMMISSIONER  
**RODNEY YAMA**, COMMISSIONER  
**VACANT**, COMMISSIONER  
**VACANT**, COMMISSIONER

**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.

**Public Comments and Testimony:**

- **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](mailto: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](mailto: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](mailto: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 August 19, 2025

2:00 p.m. or shortly thereafter

Lihu'e Civic Center, Moikeha Building Meeting Room 2A-2B

4444 Rice Street, Lihu'e, Kaua'i, Hawai'i

**MEETING CALLED TO ORDER**

25 AUG 12 A7:54

**ROLL CALL TO ASCERTAIN QUORUM**

**APPROVAL OF AGENDA**

**CHAIR'S ANNOUNCEMENT**

- Next Regular Monthly Meeting: 2:00 p.m., Tuesday, September 16, 2025, at the Lihu'e Civic Center, Moikeha Building 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 17, 2025, Open Session Meeting Minutes

**FIRST RESPONDER RECOGNITION**

**CHIEF'S MONTHLY JULY 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 2025-2026

**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 KAUAI**Minutes of Meeting  
OPEN SESSION

Board/Commission:		<b>Kaua'i Fire Commission</b>	Meeting Date:	<b>June 17, 2025</b>
Location	Lihu'e Civic Center, Moikeha Building Meeting Room 2A-2B 4444 Rice Street, Lihu'e, Kaua'i, Hawai'i		Start of Meeting: 2:03 p.m.	End of Meeting: 2:18 p.m.
Present	Chair Gary Pacheco (arrived for meeting at 2:03 p.m.), Commissioners: Lori Almarza, Jeff Murray and 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			
Excused	Vice Chair Trevor Ford			
Absent				

SUBJECT	DISCUSSION	ACTION
Meeting Called to Order/Roll Call to ascertain quorum	Chair Pacheco called the Fire Commission May 20, 2025, meeting to order at 2:03 p.m. A roll call ensued that quorum was established, four (4) Commissioners were present to conduct business.	Quorum was established with four (4) Commissioners present.
Approval of Agenda	Chair Pacheco called for a motion to approve the agenda as circulated.	Commissioner Almarza moved to approve the June 17, 2025, agenda. Commissioner Murray seconded the motion. Hearing no objections, motion carried 4:0.
Chair's Announcements	Next Regular Monthly Meeting will be 2:00 p.m., Tuesday, June 17, 2025, at the: Lihu'e Civic Center, Moikeha Building Meeting Room 2A-2B 4444 Rice Street, Lihu'e, Kaua'i, Hawai'i 96766	
Public Testimony	Chair Pacheco called for public testimony. No public testimony was received. Ms. Ching stated for the record that there is no one in the audience therefore it would not be necessary for Chair Pacheco to call for public testimony on each agenda item.	

KFC Open Session Minutes  
Of June 17, 2025, Meeting

SUBJECT	DISCUSSION	ACTION
Approval of Minutes	Chair Pacheco called for a motion to amend or approve the minutes of the May 20, 2025, meeting.	Commissioner Almarza moved to approve the minutes of the May 20, 2025, meeting minutes as circulated. Commissioner Yama seconded the motion. Hearing no objections, motion carried. 4:0.
Chief's Monthly Bureau Reports and Updates for MAY 2025	<p>a) Update on Kaua'i Fire and Ocean Safety, including updates on Partnerships, Resources Highlights, and Wildfire/Council</p> <p>b) Administrative Bureau Update, including updates on the budget, staffing, overtime report, facilities, and fleet</p> <p>c) Fire Operations Bureau Update, including statistics on calls for service and brief description of some of the incidents responded to</p> <p>d) Fire Prevention Bureau Update, including monthly statistics</p> <p>e) Fire Training Bureau Update, including monthly statistics</p> <p>f) Ocean Safety Bureau Update, including monthly statistics and bureau highlights</p> <p>g) Update on Fire Chief Gibson's progress regarding the Goals and Objectives for FY 2024-2025</p> <p>Deputy Fire Chief Roger Mills filling in for Fire Chief Michael Gibson.</p> <p><b><u>Fire and Ocean Safety</u></b></p> <p>2 residential structure fires, one in Princeville and one in Hanamā'ulu. Both appeared to be incendiary. One suspect was arrested in connection with the Princeville fire incident. The Hanamā'ulu structure fire is still being investigated by KPD. Two brush fires, one in Koke'e and one at Ninini Point by the airport.</p>	Commissioner Yama moved to receive the Chief's Monthly Reports. Commissioner Murray seconded the motion. Hearing no objections, motion passes. 4:0.

KFC Open Session Minutes  
Of June 17, 2025, Meeting

SUBJECT	DISCUSSION	ACTION
BUSINESS	<u>KFC 2025-3</u> Discussion and decision making on Fire Chief Michael Gibson's Fiscal Year Performance Evaluation Report for the period of July 1, 2024 – June 30, 2025.	No action taken
ADJOURNMENT	Chair Pacheco called for a motion to adjourn the meeting.	Commissioner Almarza moved to adjourn. Commissioner Murray seconded the motion. Hearing no objections, the meeting was adjourned at 2:18 p.m. 4:0.

KFC Open Session Minutes  
Of June 17, 2025, Meeting

Submitted by: Lisa Oyama  
Lisa Oyama, Commission Support Clerk

Reviewed and Approved by: \_\_\_\_\_  
Gary Pacheco, Chair

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



# FIRE CHIEF REPORT to the FIRE COMMISSION



Reporting Month: July 2025

Submitted by  
Office of the Fire Chief





# KAUAIFIREAND OCEANSAFETY

KAUA’IFIREDEPARTMENT CREATESASAFERCOMMUNITYBYCONTINUALLYSTRIVINGFOR EXCELLENCEIN PREVENTION & EMERGENCYRESPONSE

## VISION

## MISSION

TO PRESERVE AND PROTECT LIFE, PROPERTY, AND THE ENVIRONMENT OF KAUA’I COUNTY FROM ALL HAZARDS AND EMERGENCIES

Fire and Ocean Safety		Partnerships	Resource Updates
<ul style="list-style-type: none"><li>Significant Incidents</li><li>Meeting / Adjutant General Logan 7/9</li><li>Cadre Director Meetings</li><li>Captain Tim Terrazas retirement 7/31</li><li>Fire RMS Software Demos</li><li>Civil Support Team (CST) – Hazmat X 7/25</li><li>Recruit Class 34 – Graduation Aug 22<sup>nd</sup></li></ul>		<ul style="list-style-type: none"><li>Chaplain – Pastor Zach Sui - 7/2</li><li>Status of Community Emergency Response Team (CERT)</li><li>Kaua’i Community Alliance 7/10</li><li>Hanamaulu – Hehi Road Site Visit 7/17</li><li>HFFA – Monthly Meeting 7/25</li><li>AMR – Meet with Leadership 7/25</li><li>Koloa Plantation Days – 7/26</li></ul>	<ul style="list-style-type: none"><li>Pending Delivery:<ul style="list-style-type: none"><li>(2) Fire Engines: April 2026</li><li>(3) Brush Trucks: February 2026</li><li>(2) Water Tenders: 2025, and 2026</li><li>(3) Type V Brush Trucks: Late ‘26</li><li>(1) rescue Vehicle: Late ‘26</li><li>(1) Highwater Rescue Vehicle: Feb ‘26</li></ul></li></ul>
Wildfire / Weather		Council	
<ul style="list-style-type: none"><li>Kaumakani Outreach “Ready, Set, Go” – 7/14</li><li>Monthly WFLC-West Strategy Zoom Meeting – 7/16</li><li>Kaelia Kai – Owners Association / Meet with KFD 7/24</li><li>Fire Weather Watch – 7/31 +</li></ul>		<ul style="list-style-type: none"><li>Governor Signing of HB 1064 (State Fire Marshal) - 7/8</li><li>Mayor’s Luncheon / Kaua’i Chamber 7/10</li><li>Approval - Shipping Container Donation for OSB 7/16</li></ul>	

# ADMINISTRATIVE BUREAU

## FIRE DEPARTMENT FINANCIAL STATEMENT for JULY 2025

Description	Budget	YTD Expenses	Expended	FY23-24	Variance
Payroll Admin	\$ 2,577,396.00	\$ 2,619,035.90	102%	\$ 2,422,205.74	8.13%
Payroll Fire Ops	\$ 25,761,673.00	\$ 25,062,650.67	97%	\$ 22,244,303.83	12.67%
Payroll Prevention	\$ 1,091,197.00	\$ 726,309.30	67%	\$ 753,651.38	-3.63%
Payroll Training	\$ 1,186,254.00	\$ 1,226,185.13	103%	\$ 893,324.46	37.26%
Payroll OSB	\$ 7,405,965.00	\$ 8,327,937.75	112%	\$ 6,267,354.76	32.88%
PAYROLLSUBTOTAL	\$ 38,022,485.00	\$ 37,962,118.75	100%	\$ 32,580,840.17	16.52%
Operating Admin	\$ 373,740.00	\$ 351,603.54	94%	\$ 281,848.10	24.75%
Operating Fire Ops	\$ 5,920,357.00	\$ 6,397,866.86	108%	\$ 5,215,203.79	22.68%
Operating Prevention	\$ 63,663.00	\$ 25,154.61	40%	\$ 30,386.98	-17.22%
Operating Training	\$ 263,527.00	\$ 175,770.52	67%	\$ 175,770.52	0.00%
Operating OSB	\$ 696,937.00	\$ 540,990.73	78%	\$ 283,723.87	90.68%
OPERATINGSUBTOTAL	\$ 7,318,224.00	\$ 7,491,386.26	102%	\$ 5,986,933.26	25.12%
GRANDTOTAL	\$ 45,340,709.00	\$ 01	100%	\$ 38,567,773.43	17.85%

## OVERTIMEREPORT

OVERTIMETYPE	Monthly Cost	YTD Cost	FY23-24 YTD Cost	Cost % Variance
Regular	\$ 125,033.03	\$ 1,771,366.25	\$ 1,556,684.22	13.79%
Rank for Rank	\$ 83,886.13	\$ 1,070,864.12	\$ 1,012,843.72	5.73%
Scheduled	\$ 27,677.74	\$ 320,376.63	\$ 313,095.17	2.33%
Training	\$ 16,777.21	\$ 355,983.27	\$ 244,429.20	45.64%
TOTAL	\$ 253,374.11	\$ 3,518,590.27	\$ 3,127,052.31	12.52%

## STAFFING

Description	Vacancies	Total Authorized	Notes
Administration	0	13	Senior Clerk started 7/1
Operations	4	132	FF Terrazas 7/31
Prevention	0	4	
Training	0	3	
Ocean Safety FT	0	67	
Ocean Safety ST	1	6	Open Recruitment
TOTAL	5	225	

## FACILITIES

Description	Exceptions
Fire Stations	Kapa'a Rebuild
Administration	Need new floor covering - FY26 Approved
Training	Class A Burn Containers
Air Operations	Architect is design/plans/permitting 12/25 Comp.
Towers	4 Towers on Order
Utility	Fire Mechanics/ Repair Facility Needed

## FLEET UPDATE

Description	Notes
Engines	All Mission Capable + 2 Reserve Engines (down 1)
Trucks	All Mission Capable + 1 Reserve Trucks (down 2)
Watercraft	All Mission Capable
Admin/Staff	All Mission Capable

## FIRE OPERATIONS CALLS FOR SERVICE

Description	2025 July	2024 July	Variance	2025 YTD Total	2024 YTD Total	Variance
Brush Fire	30	49	-38.78%	202	187	8.02%
Crop Fire	4	1	300.00%	6	8	-25.00%
Electrical Rescue	0	0	0.00%	0	0	0.00%
EMS	407	410	-0.73%	2809	2956	-4.97%
Extrication Rescue	2	4	-50.00%	11	22	-50.00%
False Call	17	17	0.00%	121	111	9.01%
Good Intent	83	123	-32.52%	687	608	12.99%
Hazardous Condition	5	2	150.00%	40	25	60.00%
Other	0	0	0.00%	0	1	-100.00%
Rescue/EMS Standby	4	4	0.00%	31	23	34.78%
Ruptures/Explosion	0	0	0.00%	0	3	-100.00%
Search for Lost Person	12	6	100.00%	50	42	19.05%
Service Call	36	63	-42.86%	224	370	-39.46%
Severe Weather	1	0	100.00%	1	4	-75.00%
Structure Fire	10	17	-41.18%	43	62	-30.65%
Type Not Specified	8	1	700.00%	26	21	23.81%
Vehicle Fire	4	6	-33.33%	39	36	8.33%
Water Rescue	3	5	-40.00%	19	27	-29.63%
<b>Totals</b>	<b>626</b>	<b>708</b>	<b>-11.58%</b>	<b>4309</b>	<b>4506</b>	<b>-4.37%</b>

## OPERATIONS HIGHLIGHTS

### Fires:

- #3693: Waipouli – E2/T2, E8/T8, E3, T1, BC, Prev. – Single story residential structure fire extinguished by fire personnel.
- #3932: Anahola – E8/T8, E2/T2, E3, R3, T3, BC – 2 residential structure fires (2 story/Single story structures) on the same property extinguished by fire personnel.

### Rescues–Trails:

- # 3770: Kalalau Beach – E1/T1, R3, Air1 – 38 y/o female visitor (ankle injury) airlifted to Princeville airport.
- #3984: Kalalau Trail – E1/T1, R3, Air1 – 27 y/o female visitor (ankle injury) airlifted to Princeville airport.
- #4005: Hanakāpī'ai – E1/T1, R3, Air1 – 53 y/o male visitor (cardiac issue) airlifted to Princeville airport.
- #4069: Kalalau – E1/T1, R3, Air1 – 27 y/o male visitor (knee injury) airlifted to Princeville airport.
- #4186: Kalalau - E1/T1, R3, Air1 – 41/43 y/o visiting couple (ankle/dehydration) airlifted to Princeville airport.
- #4252: Hanakāpī'ai - E1/T1, R3, Air1 – 41 y/o female visitor (ankle injury) airlifted to Princeville airport.

### Rescues– Water

- #3688: Larsen's Beach – E1/T1, E8/T8, BC, R3, DOCARE, Coast Guard – 22 y/o male resident (drowning) retrieved from water by Coast Guard and transported to Hanalei pier.

# FIRE PREVENTION BUREAU

## PREVENTION BUREAU STATISTICS

Description	Month Total	FY24 Month	% Variance	Current YTD	FY24 YTD	% Variance
Fire Investigation	3	5	-40%	3	5	-40%
ADU Permit Applications	15	2	650%	15	2	650%
Building Permit Plan Review	132	168	-21%	132	168	-21%
Planning Dept Review	11	19	-42%	11	19	-42%
Certificate of Occupancy Inspection	2	0	0%	2	0	0%
Business Occupancy Inspection	13	5	160%	13	5	160%
Witness Acceptance Tests	5	4	25%	5	4	25%
Fire Extinguisher Training	1	0	0%	1	0	0%
Fire Safety Presentation	2	5	-60%	2	5	-60%
Telephone/Email Inquiries	589	507	16%	589	507	16%
Complaint Investigations	3	3	0%	3	3	0%
Sparky Presentation	0	2	-100%	0	2	-100%
Fireworks Displays & Inspections	0	1	-100%	0	1	-100%
<b>TOTAL</b>	<b>776</b>	<b>721</b>	<b>0%</b>	<b>776</b>	<b>721</b>	<b>0%</b>

### Accomplishments/Events:

- Kōloa Plantation Days

### Extinguisher Training:

- Waiohai Beach Club

### Inspections:

- Makahuena, Hanalei Colony Resort, Keālia Road, Kamokila Village; Oki's, Līhu'e Gardens, Kiahuna Plantation, Hanapēpē Health Center (alarm), Kōloa Thai Bistro; Po'ipū Plantation, Sandpiper
- Schools: Līhu'e Headstart
- Vegetation: Po'ipū, Mahaleupu

### Key Meetings:

- Drought Committee Meeting
- Neil Biggerstaff (Private Fire Investigator): joint examination follow-up on structure fire in Kapa'a
- Coco Palms access road
- Keālia Kai: potential Firewise Community
- State Prevention Committee: final edits for 2024 State Amendments for 24 NFPA1 edition
- KFD Wildfire Coordination Group: KEMA-Firewise Communities

# FIRE TRAINING BUREAU

## 2025 TRAINING PLAN

<b>Keystone Objective</b>	<ul style="list-style-type: none"> <li>• Trimester 1 Keystone—USLA</li> <li>• Trimester 2 Keystone—High Angle Ropes</li> <li>• Trimester 3 Keystone—Pump Relay Ops</li> </ul>
<b>Task Performances</b>	<ul style="list-style-type: none"> <li>• Don Structure Gear</li> <li>• Don SCBA goonair</li> <li>• Restricted Egress with SCBA</li> <li>• Forcible Entry Door</li> <li>• District Familiarization</li> </ul>
<b>Certification Professional Development Train the Trainer</b>	<ul style="list-style-type: none"> <li>• Fire Service Instructor 1 Certification</li> <li>• RC34 NREMT</li> </ul>
<b>EMS Training</b>	<ul style="list-style-type: none"> <li>• Vector Solutions</li> <li>• In Station year around refresher</li> </ul>

## TRAINING STATISTICS

Description	July Hours	2025 YTD Total
Task Performances	150	1101
Refresher/Recerts/Prof. Develop.	120	4995
Individual Crew Training	359	4684
Recruit Class Training (3 FFTs)	528	4072
<b>TOTAL</b>	<b>1157</b>	<b>14,852</b>

### July KFD Training

- RC34 DOFAW
- RC 34 FGO/FGS
- DOH Tactical Chemistry Class @KEMA
- PEER/GRIN Training
- CST Exercise

### Upcoming August KFD Training

- RC34 HAZMAT TECH Class
- RC34 ASHER
- Department Extrication Refresher
- Department USLA Refresher

### Training Bureau

- RC34 Graduation August 22
- RMS Training Software Assessment
- IAFF RTI Procurement FY25
- Vector Solutions Procurement
- HSGP Burn Container Procurement
- Blue Card Train-the-Trainer on Maui

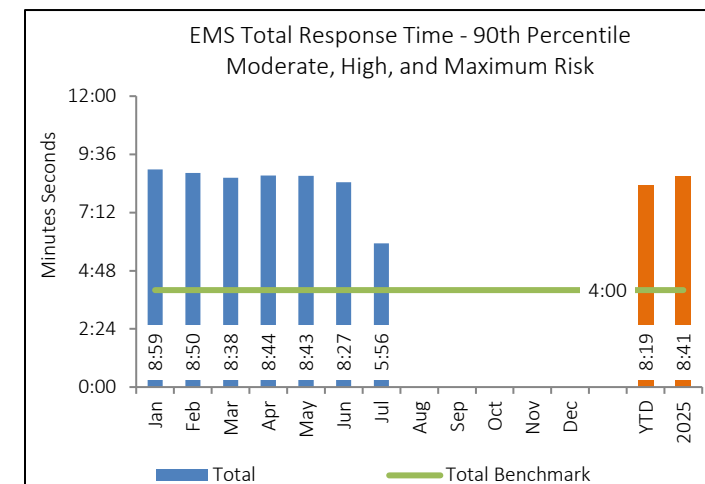
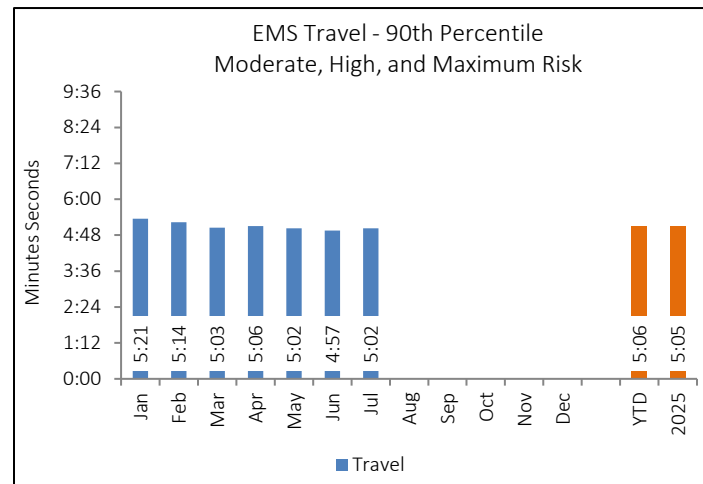
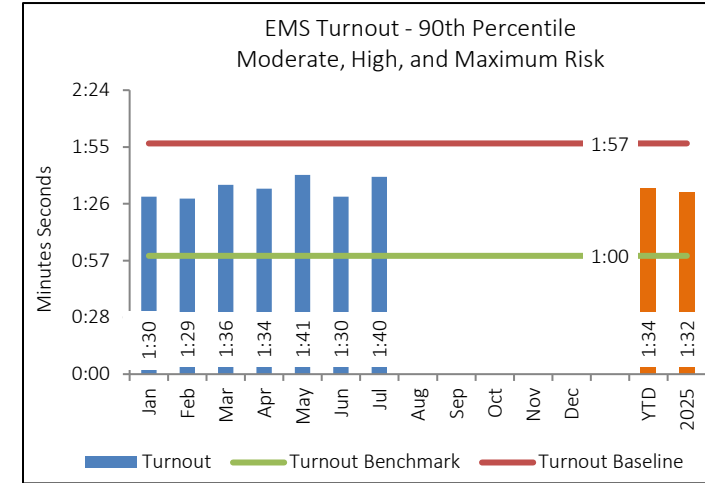
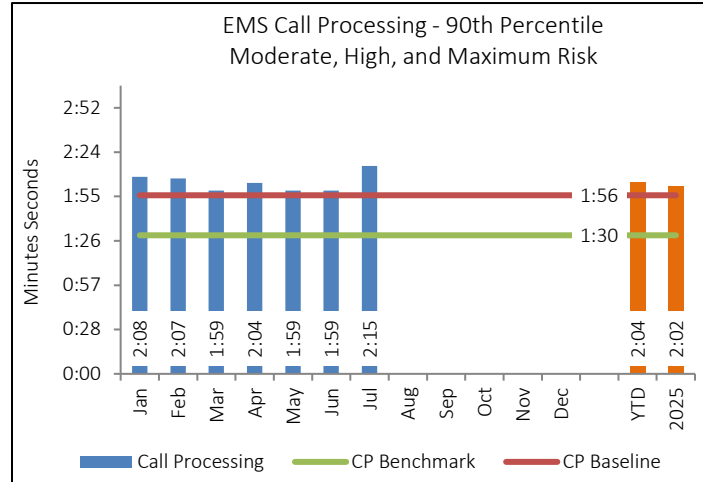
# OCEAN SAFETY BUREAU

OCEAN SAFETY BUREAU						
TOWERS						
Description	July Total	FY 24-25 Month Total	% Variance	Current Year to Date Total	FY 24-25 Yr. to Date Total	% Variance
Rescue	27	24	13%	27	24	13%
Jet Ski Rescue	8	19	-58%	8	19	-58%
Preventive Actions	8,632	8,995	-4%	8,632	8,995	-4%
1 <sup>st</sup> Aid	584	463	26%	584	463	26%
Public Contact	11,559	14,136	-18%	11,559	14,136	-18%
Beach Attendance	118,027	208,544	-43%	118,027	208,544	-43%
ROVING PATROL						
Rescue	15	14	7%	15	14	7%
Jet Ski Rescue	8	5	60%	8	5	60%
Preventive Actions	648	2,885	-78%	648	2,885	-78%
1 <sup>st</sup> Aid	16	301	-95%	16	301	-95%
Public Contact	1,082	8,075	-87%	1,082	8,075	-87%
Beach Attendance	8,950	26,685	-66%	8,950	26,685	-66%
DROWNING						
Statistics	2	0	#DIV/0!	4	3	#DIV/0!
TRAINING / COMMUNITY SERVICE						
Training	24	20	20%	24	20	20%
Community Service	32	10	220%	32	10	220%
Jr. Lifeguard	450	300	50%	450	300	50%

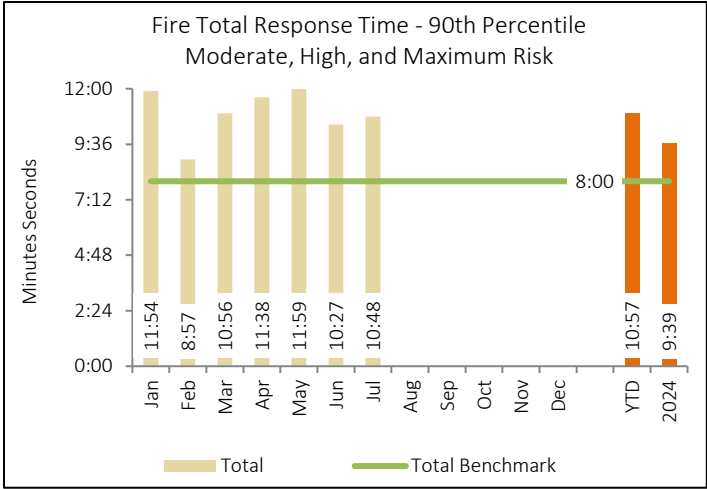
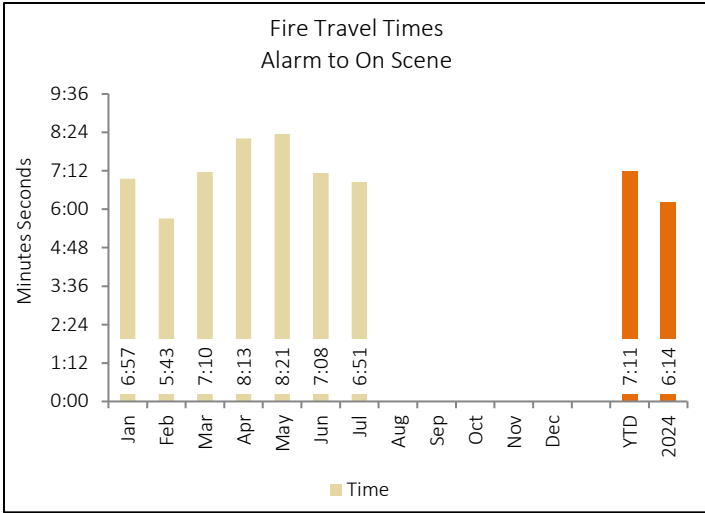
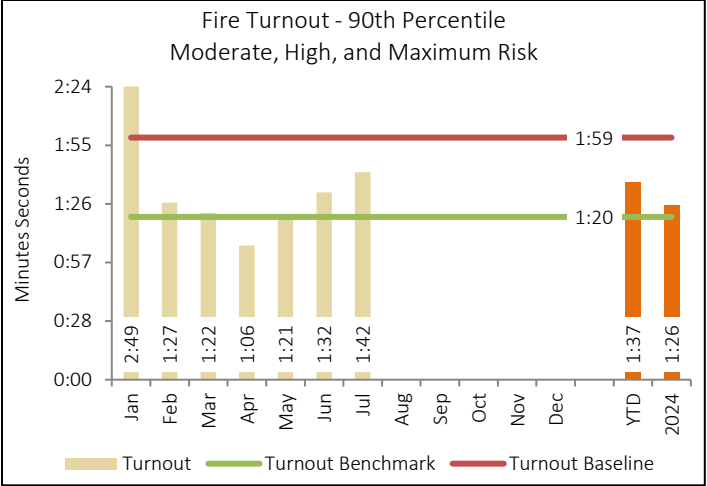
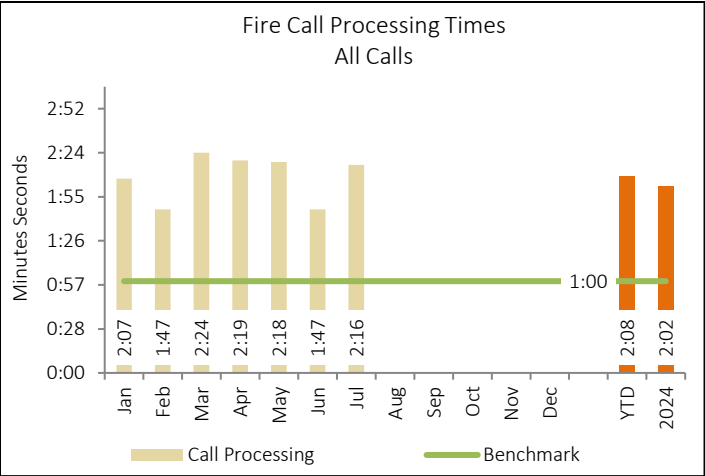
## Ocean Safety Bureau:

- State Capital – Bill Signing Ceremony “Sharkey’s Law”
- Junior Lifeguards at Salt Pond, Hanalei, and Kalapakī Beach
- Council approved 40’ donated storage container
- Community Service: Kamalii Challenge Youth Fishing Tournament @ Port Allen Harbor
- OSO 1 Interviews for Short-term OSO 1 positions
- Hanalei swimming event

# July 2025 – EMS Incidents

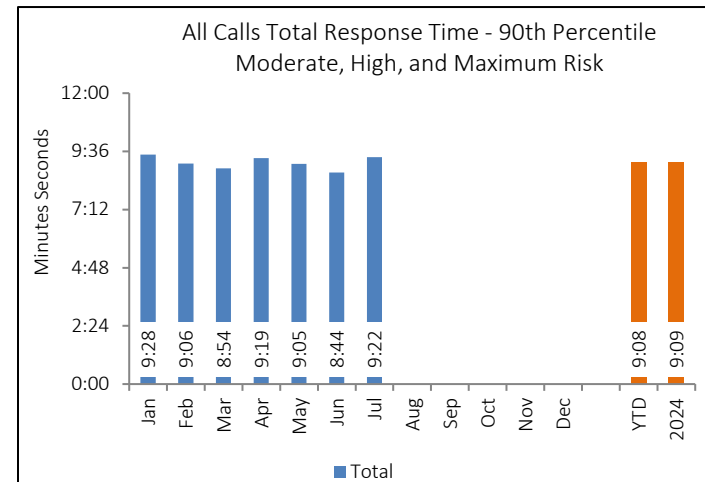
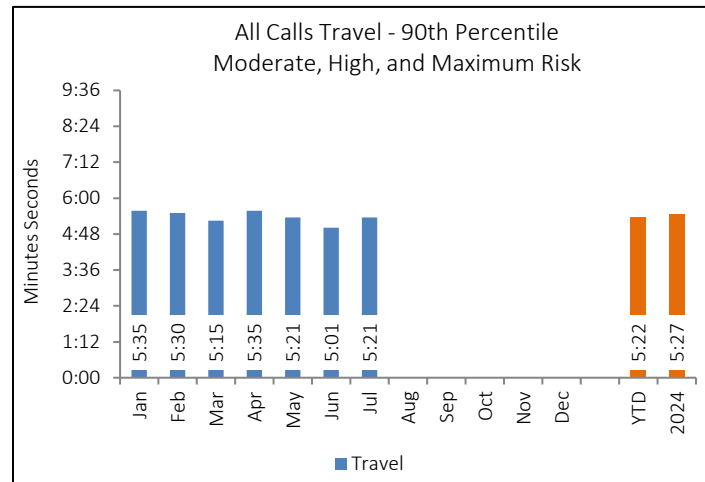
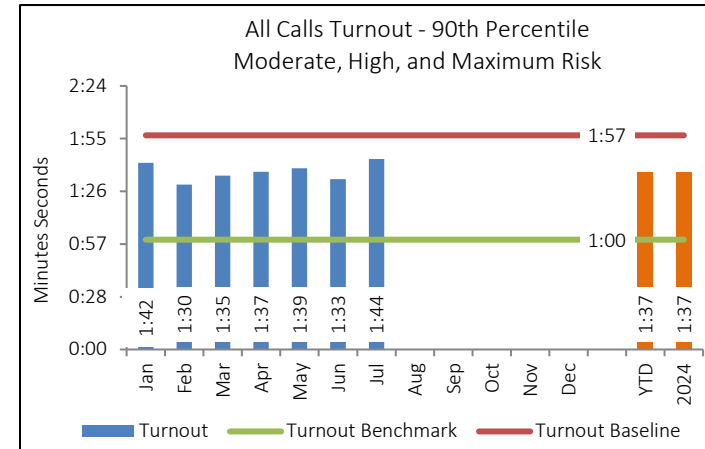
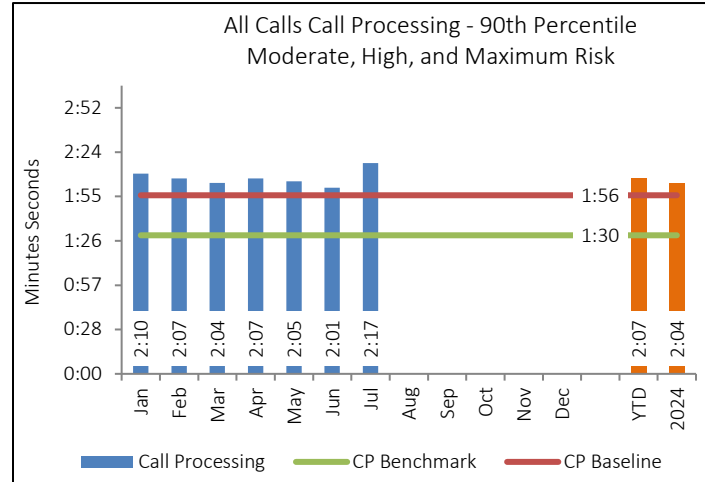


# July 2025 – Fire Incidents





# July 2025 – All Incidents



## Goal#1 – Improve Fire Department Response Times (continuing)

Objectives	Success Measurements	Desired Outcome	Status
<p><b>Goal 1A.</b> Reinforce/revise training and performance:</p> <ul style="list-style-type: none"> <li>Reinforce directives and training focused on improving turnout times.</li> </ul> <p><b>Goal 1B.</b> Implement performance metrics and feedback systems to track and improve individual crew and team performance.</p> <p>Note: Continuing this goal, formerly FY 23-24, 1B)</p> <p><b>Goal 1C.</b> – Provide “Total response time metrics for complete picture</p> <p>Note: Call Processing Times (CP), the time measured from when the call is answered at PSAP by the dispatcher until the selected fire crew is aware of the call.</p> <p><b>Goal 1D.</b> Utilize complete “Total Response Time” to show gaps in coverage and need for “Fire Station #9”, somewhere between Hanalei &amp; Kaiākea.</p>	<p>Measuring performance against the NFPA1710 standard; turnout time: 60 seconds for EMS, 80 seconds for fire responses.</p> <ol style="list-style-type: none"> <li>Redistribute Turnout Times SOG (Standard Operating Guidelines)/ annual revision process. (1A)</li> <li>Provide each station shift / crew with individualized crew performance reports so that their Battalion Chiefs can review them. (3 shifts x 9 members = 27 reports) (1B)</li> </ol> <p>Note: Call processing time + Turnout Time + Travel Time = Total Response Time</p> <ol style="list-style-type: none"> <li>Identify areas that have a delayed response time and cannot meet NFPA 1710 for “effective response force”. (1B)</li> <li>Establish benchmark data for each fire station. (1B)           <ul style="list-style-type: none"> <li>Track and provide KFD’s Total Response Time data per district (each fire station)</li> </ul> </li> <li>Implement continuous monitoring and feedback to all members. (1A-B)</li> <li>Work with KPD dispatch to review/assist with staff shortages and/or implementation of software that can automate the call taking/dispatch process. (1B)           <ul style="list-style-type: none"> <li>Track and report Call processing times and review monthly with KPD Dispatch</li> </ul> </li> </ol>	<p>To develop a continuous improvement process to increase our effectiveness in emergency situations and increase the level of service provided to our community.</p> <p>Note: Maintaining the same outcome.</p> <p>Gain COK Leadership and Elected Officials support to consider an additional Fire Station for Community Response and Firefighter safety. (1D)</p>	<p><b>G1A:</b> July 22, 23, 26 Reviewed NFPA 1710 Response time standards, KFD SOG, and KFD performance expectations and why this is important.</p> <p><b>G1B:</b> July 31, Discussed expanded metrics needs with Data and Analytics (DA) project team. Will seek to acquire additional expertise our software to address.</p> <p><b>G1B &amp; G1C:</b> 9/9/24 DA Team collaborated with COK GIS to develop program utilizing ESRI to feed Fire RMS incident data to provide turnout time and total response time metrics for each of the 3 platoons at all 8 fire stations. Currently working on presentation format.</p> <p>12/23, Update - Continuing to format data presentation for each station and crew. Project manager to update following Jan 18/19.</p>

**Goal #1 – Improve Fire Department Response Times (*Continuing*)**

**Objective:** Establish data-driven systems to improve turnout and total response times; utilize metrics to support coverage enhancements.

**Status:**

- Turnout Time SOG reviewed and redistributed; performance standards reviewed with all platoons (July 2024).
- In collaboration with COK GIS and Data & Analytics teams to develop a dashboard using ESRI and Fire RMS to measure Turnout Times and Total Response Time for each fire station and crew.
- Ongoing formatting and review of individual station data for Battalion Chiefs and shift-specific feedback.
- In collaboration with KPD Dispatch, tracking and review of Call Processing Times have begun to evaluate communication delays.
- Preliminary data supports the operational case for a future Fire Station (#9) to improve coverage between Hanalei and Kaiākea.

**When Implemented (New RMS Software)**

- Finalize and present Turnout Times and Total Response Time dashboard to internal leadership and Fire Commission - TBD
- Complete individual crew performance reports.
- Continue engagement with COK leadership on future station planning.

## Goal #2 – Implement a continual improvement process to review, revise, and implement workplace operations: Standard Operating Guidelines (SOGs), Rules & Regulations (R&R) (continuing)

Objectives	Success Measurements	Desired Outcome	Status
<p><b>Goal 2A.</b> Develop an effective review process:</p> <ul style="list-style-type: none"> <li>Define criteria and annual timeline for SOGs/R&amp;Rs to be reviewed or revised.</li> <li>Implement a mechanism for soliciting input and feedback from all stakeholders.</li> </ul> <p>Note: Continuing this goal, formerly FY 23- 24, 2D however R&amp;R added)</p> <p><b>Goal 2B.</b> Promote Collaboration &amp; Communication:</p> <ul style="list-style-type: none"> <li>Foster a culture of collaboration and inclusivity within the committee to encourage diverse perspectives and ensure a comprehensive review of the SOGs/R&amp;R.</li> <li>Establish clear lines of communication between the committee and KFD leadership, ensuring accountability and transparency.</li> <li>Regularly communicate updates and changes to the SOGs/R&amp;R to all dept. members, providing training and support as necessary.</li> </ul> <p>Note: Continuing this goal, formerly FY 23- 24, 2E however R&amp;R added)</p>	<p>Revise KFD's Rules &amp; Regulations (R&amp;R) document.</p> <ul style="list-style-type: none"> <li>Working group recruited and orientation meeting to draft R&amp;R review change management process.</li> <li>Written process plan developed includes input from all employees and all ranks to participate in change management process.</li> <li>Committee reviews full R&amp;R library and assigns specific R&amp;R to subject matter experts with review submission deadline.</li> <li>The committee receives revisions, makes corrections, and sends drafts to the line for feedback.</li> <li>All SOGs will be classified by subject matter and sent to each Subject Matter Expert (SME) for review – SME's will have 30 days to review and provide needed edits – will send back to Admin Group</li> <li>Admin Group will finalize edits and will publish a final revision to Power DMS.</li> <li>Final corrections made to SOGs/R&amp;R and final version published with effective date and previous document is archived.</li> <li>SOGs/R&amp;R uploaded to Power DMS by January 1<sup>st</sup> (to coincide with promotional testing)</li> <li>KFD Admin group will obtain a Computer Science Intern to establish a new electronic library and index system.</li> </ul>	<p>Establish a culture of continuous improvement and ensure that our organization's operations align with the best practices and evolving industry standards to enhance the department's efficiency, safety, and overall effectiveness in serving our community.</p> <p>Note: Continuing this Outcome from FY 23-24</p> <p>KFD Employees will be familiar with the location of and how to quickly access Rules &amp; Regulations and all Standard Operating Guidelines by subject or topic.              One Stop Shop" Library (PowerDMS) created to access all documents:</p> <ul style="list-style-type: none"> <li>SOG's,</li> <li>Memos,</li> <li>Training Manuals,</li> <li>Power Points,</li> <li>Educational and Study Guides,</li> <li>Wellness Resources</li> </ul>	<p><b>G2A:</b> 8/27 - Met with Admin BC to set dates for: Committee drafts with change requests due by 9/1</p> <p><b>a.):</b> SOG committee meets and reviews all change requests 9/30</p> <p><b>b):</b> SOG committee distributes drafts to line for feedback</p> <p><b>c):</b> SOG committee reviews feedback on 12/1</p> <p>Dec Update - Utilizing Limited Duty Staffing to upload all SOG's into PowerDMS, document management system</p>

**Goal #2 – SOGs & Rules and Regulations Review and Implementation**

**Objective:** Formalize an annual process for updating and training on SOGs and R&Rs through inclusive, department-wide input.

**Status:**

- Committee formed and engaged in full review process; change requests collected and distributed for feedback
- Finalized documents uploaded into PowerDMS.
- SOG and Rules/Regs revisions follow a transparent process of review, draft distribution, final editing, and storage.
- Resource library on PowerDMS now includes SOGs, memos, training manuals, and wellness resources.
- Continuing: Working with HFFA on Rules/Regs language and establish an annual review calendar (still at HFFA)

Goal#3 – Prioritize Department Improvements			
Objectives	Success Measurements	Desired Outcome	Status
<p><b>Goal 3A.</b> Obtain necessary resources (funding for software and personnel) to generate data, information, and reports for Department wide improvement.</p> <ul style="list-style-type: none"> <li>Review Department priorities for resource development i.e. to benchmark station response time, standardize fillable report writing (Fire/EMS incident narratives), daily inspections of vehicles and equipment etc.</li> </ul> <p><b>Goal 3B.</b> Collaborate with County IT and KPD on the Future Implementation of a new Fire Records Management System / Platform                      *This will be a 2-to-3-year process</p> <p><b>Goal 3C.</b> Assess, evaluate, and create a process to ensure the identification of the best potential future leaders:</p> <ul style="list-style-type: none"> <li>Review selection process for Captains and Fire Fighter III for HazMat and Rescue Teams</li> <li>Seek input from personnel at all levels and other stakeholders (HR Goal #3 – Prioritize Department Improvements etc.) to gather feedback on the process.</li> </ul>	<p>3A:</p> <ol style="list-style-type: none"> <li>Working group/IT Specialist/Support recruited orientation meeting to identify Department priorities.</li> <li>Committee solicits input from all personnel.</li> <li>Strategic plan is drafted that identifies resources and prioritizes needs.</li> <li>Draft is finalized.</li> <li>Plan is implemented.</li> </ol> <p>3B:</p> <ol style="list-style-type: none"> <li>Gain COK leadership support to obtain “Request for Proposal” of a new Fire Records Management System</li> </ol> <p>3C:</p> <ol style="list-style-type: none"> <li>Working group recruited and orientation meeting to draft selection process changes.</li> <li>Committee completes drafts, distributes, and solicits feedback.</li> <li>Draft is finalized with effective date and previous process is archived.</li> <li>Approval and endorsement by KFD leadership.</li> <li>Collaborate and seek support with bargaining unit (HFFA) and COK Human Resources</li> <li>Establish, publish, and distribute selection process documents to all KFD personnel</li> </ol>	<p>Strategic changes and investments to result in the overall improvement of the Department.</p> <p>KFD employees use cloud-based software to complete daily vehicle checks, request vehicle and station maintenance needs, and inventory requests.</p> <p>Enhanced selection process for Specialty assignments to place the most qualified person versus with the most seniority. (3B)</p>	<p><b>G3C: 7/31,</b> Submitted written plan document “Specialty Team Selection” to COK Human Resources for initial review of draft document.</p> <p><b>NERIS Update / Fire RMS</b>  <b>Goal 3C</b> – Working group collaborated and developed a draft plan / process to select Fire Captain and Firefighter III personnel seeking to fill vacancies on Rescue 3 and Hazmat 8.</p> <p>Draft was submitted to COK Human Resources for guidance and returned to us.</p> <p>The draft has been converted to align with other KFD SOG’s and has been submitted to the HFFA Bargaining Unit leadership for their consideration and mutual agreement.</p> <p>Next Update: April</p>

### **Goal #3 – Prioritize Department Improvements**

**Objective:** Secure resources, enhance systems, and improve personnel selection processes for long-term departmental advancement.

**Updates:**

- IT and operational working groups established to prioritize cloud-based tools for vehicle checks, maintenance, and inventory.
- Specialty Team Selection Process (Captains and FF3 for Rescue and HazMat) drafted, reviewed by HR, and submitted to HFFA for concurrence.
- Ongoing planning for a multi-year transition to a new Fire Records Management System (NERIS) in partnership with County IT and KPD. National Emergency Response Information System.
- Present final Specialty Team Selection Process to department and begin implementation HFFA.
- Collaborate with IT and County leadership for Fire RMS replacement (NERIS Compliance).
- Pilot electronic daily vehicle checks and inspections

Goal#4 – Review, revise, and implement plans for wildfire mitigation to increase community resilience.			
Objectives	Success Measurements	Desired Outcome	Status
<p><b>Goal 4A.</b> Review the Maui County After Action Report and the Attorney General’s Report as it becomes available.</p> <p><b>Goal 4B.</b> Create a strategic plan that prioritizes mitigation actions for implementation.</p> <p><b>Goal 4C.</b> Seek partners, and grant writers for wildfire defense grants.</p> <p><b>Goal 4D.</b> Solicit community engagement in Wildfire awareness and prevention.</p>	<p>4A/B/D:</p> <ol style="list-style-type: none"> <li>1. Working group recruited and orientation meeting to review reports and draft a plan.</li> <li>2. Written plan is developed.</li> <li>3. Plan circulated for input.</li> <li>4. Committee reviews input creates a final draft and circulates feedback.</li> <li>5. Plan is finalized, distributed for implementation.</li> <li>6. Seek partnerships and locate resources.</li> <li>7. Fire resistant materials and mitigation measures will be integrated into County rules and regulations (Fire Adapted Communities).</li> </ol> <p>4D:</p> <ol style="list-style-type: none"> <li>8. Community educated in Defensible spaces and home hardening.</li> </ol>	<p>The Department will have adequate resources to fulfill its mission during a wildfire event.</p> <p>Partnerships will be established with Hawaii Wildfire Management Organization, DLNR, Dept of Forestry, United States Fire Administration.</p> <p>Community Engagement will result in “neighborhood associations” to engage their neighbors on home fire prevention measures (Firewise Communities).</p> <p>Mission Statement:                      “To preserve and protect life, property, and the environment of the Kauai County from all hazards and emergencies”</p> <p>Vision Statement:                      “Kauai Fire Department creates a safer community by continually striving for excellence in prevention and emergency response”</p>	<p><b>G4C:</b> 7/31, Meeting with KEMA Leadership for collaboration on submitting NOI for FEMA Hazard Mitigation Assistance Grant Program – FMAG – Fire Management Assistance Grant; DC Mills, ABC Pablo coordinators for this program.</p> <p>Goal 4A/B/D – Wildfire Workgroup and FY26 Budget request to implement; “Community Risk Assessment”, “Community Risk Reduction” Plan, “Standards of Cover” Document.</p>



#### **Goal #4 – Wildfire Mitigation & Community Resilience**

**Objective:** Strengthen KFD’s preparedness, planning, and mitigation efforts in response to growing wildfire threats.

**Updates:**

- KFD Wildfire Workgroup established; meetings held with KEMA and County agencies to coordinate planning.
- FACETS Consulting Group contracted by State AG for a “Community Risk Assessment,” “Community Risk Reduction” Plan, and “Standards of Cover” document.
- Submitted FY26 budget requests to support wildfire mitigation priorities.
- Outreach initiated with potential partners including HWMO, DLNR, and USFA.
- Finalize strategic wildfire mitigation plan with stakeholder feedback.
- Expand public outreach and neighborhood engagement in Firewise and defensible space initiatives.
- Continue pursuit of alignment with County planning and zoning on fire-adapted community standards.