



E PŪPŪKAHI

HONOLULU FIRE DEPARTMENT
STRATEGIC PLAN 2019-2024

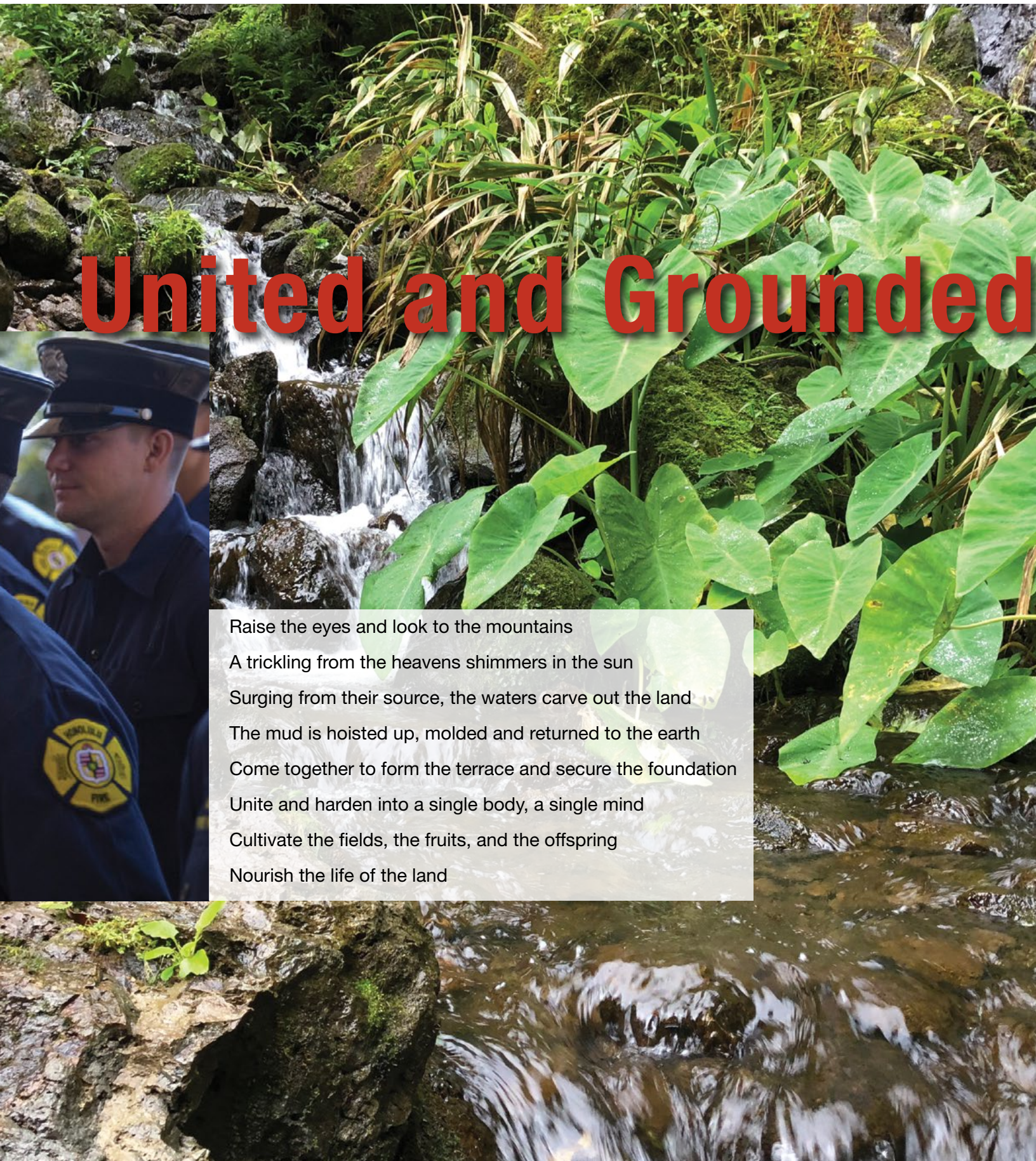
E Pūpūkahi A Pa‘a I Ka Lepo



Aea nā maka a kau i uka
Kulu mai ka lani, e alohi ana ka ua i ka lā
Hū a'e ka māno, a kahe 'ia nā moku
Hāpai ka lepo, ho'omo'omo a huli nā lima
E pūpūkahi a pili ke kuāuna, a pa'a ke kahua
E pūpūkahi a pa'a ke kinō, a kahi ka na'au
Mahi nā māla, nā hua, nā keiki
Hānai ke ola o ka 'āina

Composed by FF1 Kyle Lindsey

United and Grounded



Raise the eyes and look to the mountains
A trickling from the heavens shimmers in the sun
Surging from their source, the waters carve out the land
The mud is hoisted up, molded and returned to the earth
Come together to form the terrace and secure the foundation
Unite and harden into a single body, a single mind
Cultivate the fields, the fruits, and the offspring
Nourish the life of the land



Photo credit: Matthew Ursua

HONOLULU FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

- 6 Introduction
- 8 Message from the Fire Chief
- 8 Mission and Vision Statements
- 10 Initiative Benchmarks
- 12 HFD at Work
- 14 Executive Summary
- 16 History - HFD & WWII
- 18 Honolulu - The City We Serve
- 21 City Government
- 22 Organization
- 28 Guiding Principles
- 30 Core Values
- 31 Strategic Planning Process
- 32 Strategic Initiatives
- 32 Initiative 1: Enhance Prevention and Community Risk Reduction
- 35 Initiative 2: Improve Preparedness, Communication, and Technologies
- 42 Initiative 3: Provide Exceptional All-Hazards Emergency Response
- 46 Initiative 4: Foster and Achieve a Healthy Work Force and Environment
- 52 Acknowledgments

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INTRODUCTION

The Honolulu Fire Department (HFD) is built on a rich history of pride, service, and dedication. In the late 1800s, the Department provided fire suppression services from a horse-drawn apparatus. Over time, the HFD evolved from one downtown fire station into a well-organized municipal Department and is a recognized leader in advancing public safety. The modern-day HFD serves communities through public education, risk reduction, fire suppression, hazardous materials mitigation, technical rescue, and emergency medical services programs.

As the HFD has learned from its past to create a better tomorrow, its theme for the HFD Strategic Plan 2019-2024 builds on that concept. “*E pūpūkahi*”¹ means “be of the same clump - be united in thought.” This simple term reflects the traditional values of unity and cooperation.

¹ ʻŌlelo Noʻeau - Hawaiian Proverbs and Poetical Sayings, No. 376



The HFD seeks unity and community partnering with stakeholders to create a safer City and County of Honolulu (City) for po'e kama'āina (residents) and po'e malihini (visitors) alike.



The Department has many sections and programs that work to fulfill our mission of safeguarding communities through prevention, preparedness, and effective emergency response. In the spirit of *pūpūkahi*, we recognize that our combined efforts are central to accomplishing this mission.

The HFD seeks unity and community partnering with stakeholders to create a safer City and County of Honolulu (City) for *po'e kama'āina* (residents) and *po'e malihini* (visitors) alike. The HFD recognizes that we are not alone in keeping communities safe. It is the collective mindset of all entities that come together to *mālama kekahi i kekahi* (take care of each other).

It is with this approach that we present the HFD Strategic Plan 2019-2024. The HFD is committed to excellence as we serve in partnership with our communities to make the City the safest and healthiest place to live.





MESSAGE FROM THE FIRE CHIEF

Our world and communities are under a constant state of transformation that impact every aspect of our lives. As such, residents, visitors, businesses, industries, organizations, and government must adapt.

The HFD recognizes that with this continual transformation, we must take a broader perspective to prepare ourselves to meet the ever-changing needs of the communities we serve. With this in mind, I am proud to present the HFD Strategic Plan 2019-2024 which will guide the HFD's decisions and actions through fiscal year 2024.

This plan provides a framework to align our efforts with our core values, guiding principles, mission, and vision.

The areas of focus will be:

1. **Enhancing Prevention and Community Risk Reduction**
2. **Improving Preparedness and Communication**
3. **Providing Exceptional All-Hazards Emergency Response**
4. **Fostering and Achieving a Healthy Work Force and Environment**

I am extremely grateful to the HFD members and everyone who contributed to this strategic planning process and their continued support of our communities and this great organization. Together, we embrace the need for change and the challenges associated with the future. We look forward to continuing to serve each day with pride, service, and dedication.

Manuel P. Neves
Fire Chief



MISSION STATEMENT

The HFD shall provide for a safer community through prevention, preparedness, and effective emergency response.

VISION STATEMENT

The HFD is a recognized leader as we partner with our communities to promote and maintain a culture of safety and service.

As we work toward our vision, we pledge to:

- Dedicate ourselves to community risk reduction and provide the highest level of service based on changing demographics and community needs. We will work in partnership throughout our communities to deepen connections and promote fire and life safety issues.
- Promote safety as our number one priority throughout all levels of our organization. We are strengthening communication and relationships throughout the Department to continuously improve the professionalism of our workforce. We hire and train exceptional people and integrate health and wellness into our core values and daily operations.
- Continuously increase our effectiveness through self-assessment, emerging technologies, new equipment and training, and improved processes and procedures.

MOTTO

Pride, Service, Dedication

2014-2019

INITIATIVE BENCHMARKS

EVENTS AND ACCOMPLISHMENTS THAT DEFINED THE LAST FIVE YEARS

2014

- PURCHASED NATIONAL FIRE PROTECTION ASSOCIATION-APPROVED SELF-CONTAINED BREATHING APPARATUSES SYSTEM FOR SUPPRESSION PERSONNEL
- CONDUCTED FIRE GROUND SURVIVAL TRAINING FOR 60 TRAINERS AND 845 SUPPRESSION PERSONNEL
- SURFACE PRO DEPARTMENTWIDE ROLLOUT
- HFD RENEWED AS CERTIFYING ENTITY FOR THE INTERNATIONAL FIRE SERVICE ACCREDITATION CONGRESS

2015

- IMPLEMENTED TARGET SOLUTIONS SOFTWARE FOR WEB-BASED TRAINING
- RESPONDED TO THE OSPREY CRASH AT BELLOWS AIR FORCE STATION
1 DECEASED, 21 INJURED
- LAUNCHED THE TURNOUT TIME IMPROVEMENT PROGRAM
- PLACED 1 AERIAL AND 5 ENGINE APPARATUSES IN SERVICE
- INITIATED THE UNMANNED AIRCRAFT SYSTEMS PROGRAM
- LAUNCHED THE HFD'S OFFICIAL FACEBOOK PAGE
- RECEIVED ACCREDITATION FOR FIVE YEARS BY THE CENTER FOR PUBLIC SAFETY EXCELLENCE

2016

- RESPONDED TO A HEAVY EQUIPMENT FIRE ON PIER 40 AT YOUNG BROTHERS (5,500-GALLON INTERMODAL PROPANE TANK)
- MOBILIZED THE HFD INCIDENT MANAGEMENT TEAM FOR THE INTERNATIONAL UNION FOR CONSERVATION OF NATURE CONGRESS WHERE OVER 8,000 INTERNATIONAL DIGNITARIES AND CONFERENCE MEMBERS ATTENDED
- CONDUCTED ACTIVE SHOOTER EXERCISES WITH MULTIPLE AGENCIES AT THE HONOLULU INTERNATIONAL AIRPORT
- PURCHASED AIR 3
- CONDUCTED RAPID INTERVENTION TEAM TRAINING FOR 900 PERSONNEL
- RESPONDED TO THE COLLISION OF TWO SUPER STALLION HELICOPTERS OFF SHORE OF HALEIWA DURING NIGHT TRAINING
12 MARINES DECEASED

2017

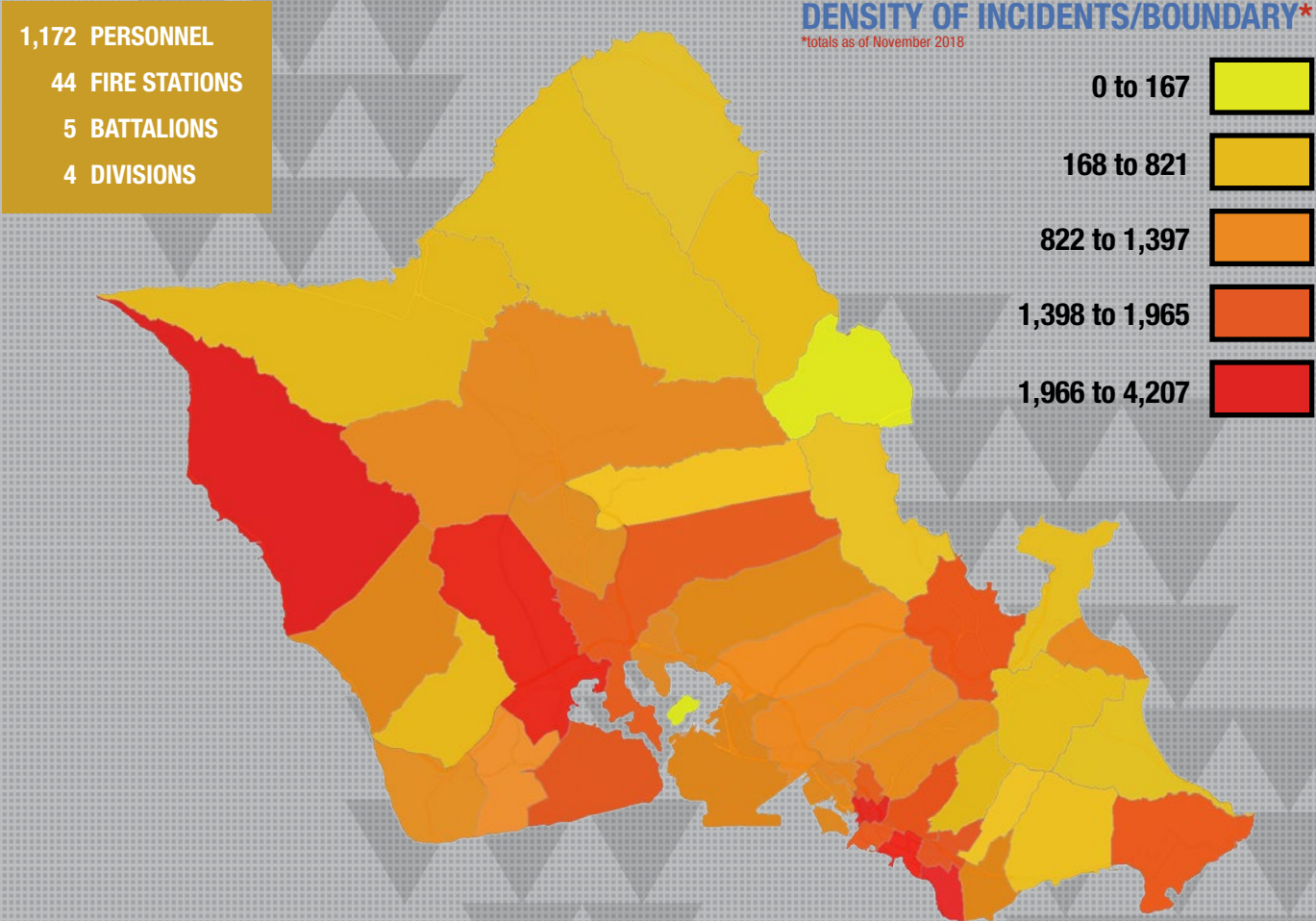
- COMMENCED BLUE CARD COMMAND TRAINING
- PROVIDED FIRE SERVICE INSTRUCTORS TO ASSIST THE KAUAI FIRE DEPARTMENT
- INITIATED THE LIVE MOVE-UP MODULE TO ASSIST COMPUTER-AIDED DISPATCH SYSTEM WITH COVERAGE GAPS
- RESPONDED TO THE MARCO POLO HIGH-RISE FIRE, A 7-ALARM FIRE WITH FOUR FATALITIES
- IMPLEMENTED THE RAPID RESPONSE VEHICLE PILOT PROGRAM

2018

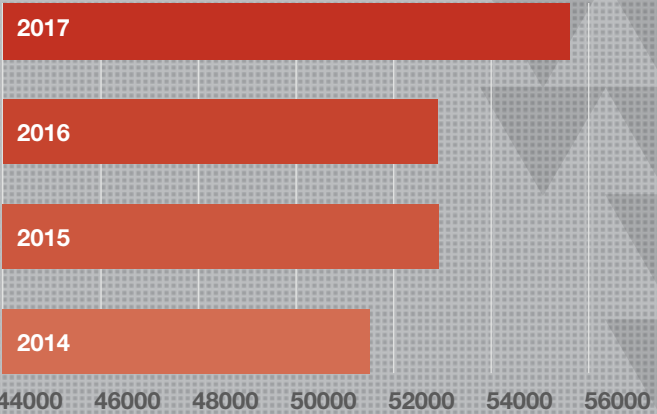
- DEPLOYED THE ALL-HAZARDS INCIDENT MANAGEMENT TEAM (AHIMT) TO ASSIST IN THE KAUAI FLOODING
- DEPLOYED THE AHIMT TO THE BIG ISLAND TO ASSIST IN THE VOLCANIC ERUPTION
- RESPONDED TO BRUSH FIRES ON THE LEEWARD COAST
- PURCHASED 10 NEW APPARATUSES
- ADOPTED CITY ORDINANCE 18-14 WHICH STATES THAT RESIDENTIAL HIGH-RISE BUILDINGS MUST COMPLY WITH ENHANCED FIRE SAFETY STANDARDS
- HELD A GROUNDBREAKING CEREMONY FOR THE HAUULA FIRE STATION
- CONDUCTED ACTIVE THREAT DEPARTMENTWIDE TRAINING

HFD AT WORK

CALL VOLUME PER ADMINISTRATIVE AREA: 2018



ANNUAL INCIDENT VOLUME



PROPERTY SAVED 2018

TOTAL FIRES: 116

PROPERTY VALUE: \$105,907,932
PROPERTY LOSS: \$22,698,400

TOTAL PROPERTY SAVED: \$83,209,532

PROPERTY CONTENT VALUE: \$12,445,600
PROPERTY CONTENT LOSS: \$4,443,600

TOTAL PROPERTY CONTENT SAVED: \$8,002,000

TOTAL PROPERTY/CONTENT SAVED: \$91,211,532

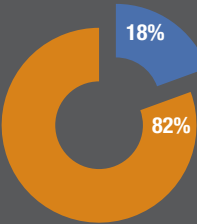
HIGH-PERFORMANCE CARDIOPULMONARY RESUSCITATION (CPR) WITH AUTOMATED EXTERNAL DEFIBRILLATOR (AED)*

*Total data for 2018 unavailable at time of publication

2018 CPR + AED

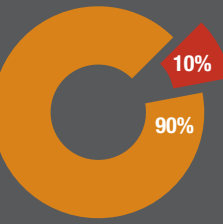
CPR + AED WITH SHOCKABLE RHYTHM

Nonshockable Rhythm
Shockable Rhythm



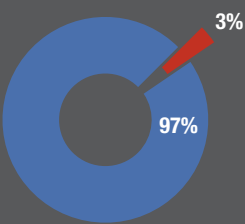
SHOCKABLE RHYTHM SAVES

Saves
Shockable Rhythm



NONSHOCKABLE RHYTHM SAVES

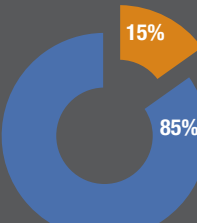
Saves
Nonshockable Rhythm



2017 CPR + AED

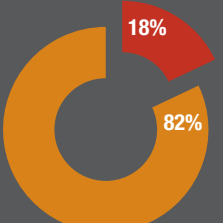
CPR + AED WITH SHOCKABLE RHYTHM

Nonshockable Rhythm
Shockable Rhythm



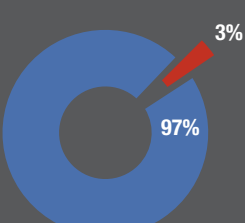
SHOCKABLE RHYTHM SAVES

Saves
Shockable Rhythm



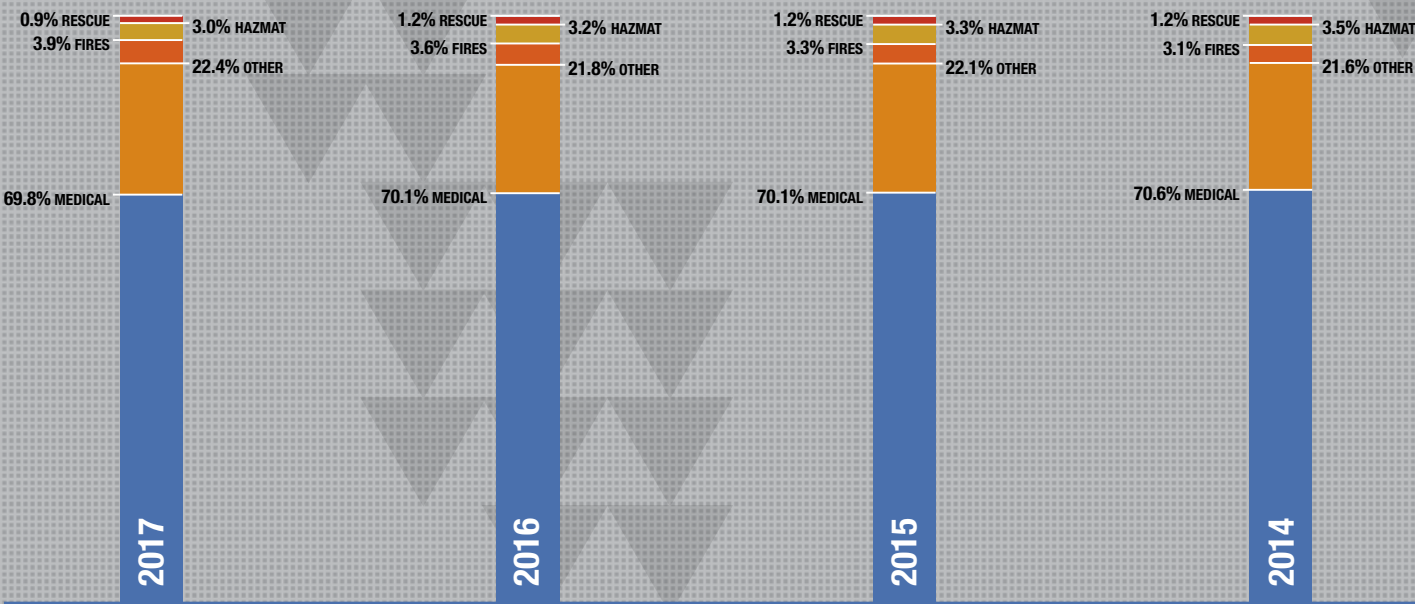
NONSHOCKABLE RHYTHM SAVES

Saves
Nonshockable Rhythm



INCIDENTS BY CATEGORY/YEAR*

*Total data for 2018 unavailable at time of publication



EXECUTIVE SUMMARY

UNITED IN THOUGHT AND EFFORT

The HFD values the residents and visitors of the communities it serves and utilizes a progressive strategic planning process to identify and prepare for the communities' emerging and future needs. By ensuring the HFD Strategic Plan 2019-2024 is widely disseminated and thoroughly understood by key stakeholders, the HFD expects to achieve a level of service excellence that exceeds the communities' expectations.



This strategic plan ensures that the HFD provides the highest quality of service and preparation to anticipate and plan for changes in our communities. This plan is designed to work in conjunction with the HFD's Standards of Cover and Self-Assessment programs, as designed by the Commission on Fire Accreditation International to establish a sustainable business plan that will reliably guide the Department's relationship with stakeholders.

The strategic plan is a result of collective input from all levels throughout the HFD and its external stakeholders. By using a community-based planning process, we are able to identify opportunities for organizational advancement and productivity. This strategic plan is a living document, designed to be reviewed regularly and modified as needed to address community needs.

This strategic plan aligns with the City's mission and guidelines for action. We recognize that the HFD is an integral component of the City's ohana (team) to achieve its goals by focusing on fiscal restraint, maintaining core services and infrastructure, investing in new technology and personnel, providing transparency in operation, and providing quality customer service to the people of Honolulu.

The goals of the HFD Strategic Plan 2019-2024 are grouped into four strategic initiatives that support the HFD's vision and mission and the Center for Public Safety Excellence's recommended strategic planning process.

These initiatives are complemented by objectives and action plans that allow the HFD to implement and execute set goals with uninterrupted delivery of essential services and to serve as a platform for expansion and continuous improvement. The HFD embraces future challenges as we move toward 2024 by building upon the skills and talents of our diverse workforce in order to remain a national leader in all-hazards emergency response and fire prevention services.

HISTORY HFD & WWII

The HFD was established on December 27, 1850, by an ordinance signed by King Kamehameha III. This ordinance was enacted into law by the Hawaiian Legislature in 1851. The HFD became the first department in the Hawaiian Islands and is recognized today as the only fire department in the U.S. that was established by order of a ruling monarch.

The HFD's first Fire Chief was William Cooper Parke who was later replaced by Alexander Joy Cartwright Jr. Under the leadership of Chief Cartwright, the Department grew, and new hand-drawn engines were added along with a hook and ladder.

Two of the Department's most well-known fires occurred in downtown Chinatown on April 18, 1886, and January 20, 1900. Both fires leveled the entire Chinatown community with damages estimated to exceed one million dollars.

No event, however, would prove more significant than the attack on Pearl Harbor on December 7, 1941. Three engine companies, Engines 1, 4, and 6, responded to the Hickam Air Force Base to fight fires caused by enemy attack. Companies arrived on scene to find that Hickam's fire station had already succumbed to enemy bombing. Fire Captains Thomas Macy and John Carreira along with Hoseman Harry Tuck Lee Pang made the ultimate sacrifice on that fateful day. Six other fire fighters were injured in the bombings. In all, these nine fire fighters were awarded the Order of the Purple Heart and became the only civilian fire fighters in the U.S. to have ever received this honor.

After attaining statehood in 1959, Honolulu quickly modernized through a construction boom and a rapidly growing tourism economy. The Constitution of the State of Hawaii was adopted and allowed for the creation of counties and provided them power to adopt a charter for self-government. The City was politically defined in this constitution and the Honolulu City Council was recognized as the unicameral legislative body. The Revised Charter of the City 1973 (2017 Edition) legally established the HFD.

These nine fire fighters were awarded the Order of the Purple Heart and became the only civilian fire fighters in the United States to have ever received this honor.



Today, led by Fire Chief Manuel P. Neves and Deputy Fire Chief Lionel Camara Jr. the HFD leads the way in providing quality service to the people of Honolulu. Staffed with 1,172 civilian and uniformed employees, the HFD has grown into one of the largest metropolitan fire departments in the nation. The HFD has come a long way from bucket brigades and horse-driven engines to a Department currently managed by four divisions: Administrative Services Bureau, Fire Operations, Planning and Development, and Support Services.

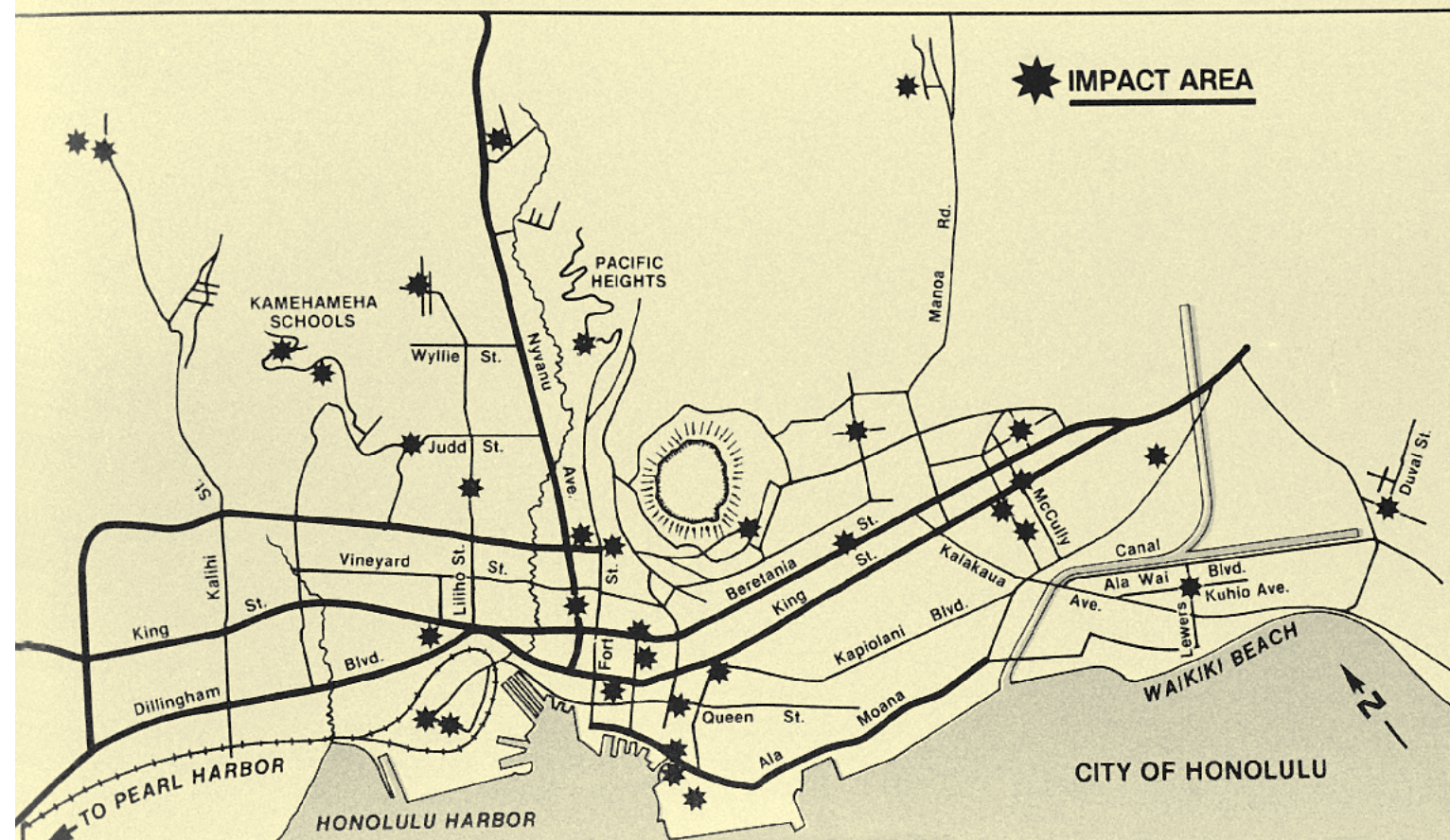
Fire Operations consists of 44 fire stations, which include 43 engine, 8 quint, 6 ladder, 2 heavy rescue, 2 hazardous materials, and 2 aerial platform (tower) apparatuses. In addition, other supporting resources include 5 water tankers, 1 helicopter fuel tanker, 3 helicopters, two command vehicles, 1 tractor, 2 brush trucks, and 5 rapid response vehicles. All of these resources are divided geographically into five battalions. Each battalion is staffed by a platoon of fire fighters and is lead by one Battalion Chief.

The HFD's commitment to saving lives and protecting property dates back to the 1850s. Today, the HFD remains dedicated to that cause and continues to provide the finest fire protection, rescue, community risk reduction, and emergency medical services for the City. The Department is nationally accredited and one of the top metropolitan-sized fire departments in the nation.

The Laws of His Majesty King Kamehameha III established the HFD on Oahu on January 11, 1851. It was the first fire department in the Hawaiian Islands and is the only fire department in the United States (U.S.) established by a ruling monarch. Subsequently, when Hawaii became a state on August 21, 1959, the Constitution of the State of Hawaii (State) authorized each political county the power to adopt a charter for its own self-government. The City is one of the political counties defined in the State Constitution.

The Revised Charter of Honolulu 2000 Edition (Charter), Article VI Executive Branch - Managing Director and Agencies Directly Under the Managing Director, Chapter 10 Fire Department, Section 6-1001. Organization and Section 6-1002. Statement of Policy legally establishes the Department.

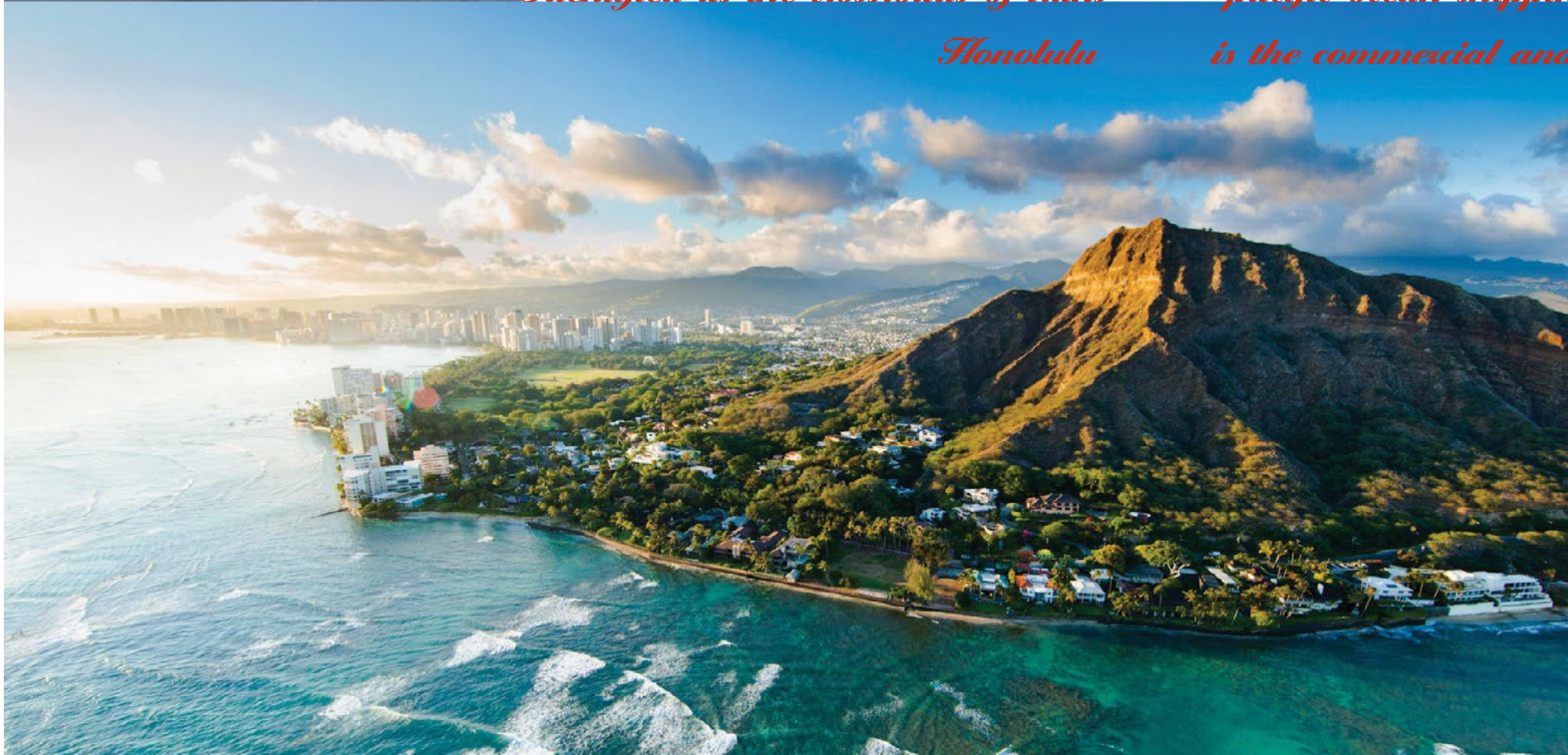
DAMAGE IN HONOLULU AREA DECEMBER 7, 1941



HONOLULU

THE CITY WE SERVE

Identified as the crossroads of transpacific ocean shipping and air routes, Honolulu is the commercial and industrial center of the Hawaiian Islands.



Identified as the crossroads of transpacific shipping and air routes, Honolulu is the commercial and industrial center of the Hawaiian Islands. An economic and tourism boom following statehood brought rapid economic growth to Honolulu. Waikiki became the choice of the tourism industry for the City and welcomes nearly 5.5 million visitors per year. Tourism accounts for a quarter of the state's economy, and about one-third of local jobs. In 2017, visitor expenditures exceeded \$16 billion. Other elements of the City's economic base include military defense, research and development, manufacturing, technological enterprises, and agricultural development.

New developments are changing the face of the City. Construction across urban Honolulu is shifting the skyline and promising change. Housing developments across Oahu are also increasing. In effect, these developments are expanding the Ewa Plains, Central Oahu, the North Shore, and East Kapolei, forming an urban interface in areas that were once designated rural. These expansions will bring a mix of sprawling new communities and extensions of existing neighborhoods that will boost the stock of single-family homes and duplexes. At our urban core, Kakaako is taking shape with the development of new high-rise buildings, posh townhomes, lofts, and live-work spaces. Kakaako is quickly emerging as the City's retail, entertainment, and residential hub.

Aptly named "The Gathering Place," Oahu is the hub of the Hawaiian Islands. In 1845, King Kamehameha III officially made Honolulu the permanent capital of the Hawaiian Kingdom when he moved it from Lahaina, Maui. Located on Oahu's southeastern shore, Honolulu is nestled between the Koolau mountain range, which parallels the eastern shoreline, and the Waianae mountain range, which extends along the western shoreline. Spanning approximately 30 miles wide and 44 miles long, Oahu's land area covers about 600 square miles. The highest peak is Mount Kaala, which is located in the Waianae mountain range and rises to 4,003 feet above sea level. With 112 miles of coastline, Oahu's beaches provide enjoyment to residents and visitors alike.

Honolulu's importance was first established in the 1800s when it flourished as a base for sandalwood traders and whalers. Fast forward nearly 150 years to the attack on Pearl Harbor in 1941, turned Honolulu into a major military staging area for World War II. This event would forever alter the character of Honolulu. The rich history of this city turned it into one of the most ethnically diverse cities in the U.S. It is the westernmost and southernmost major U.S. city and is home to nearly three-fourths of the State's population. At an estimated 988,000 residents and a population density of 1,586 persons per square mile, Honolulu is ranked among the most populated cities in the U.S.





The most significant development on Oahu in recent years has been the initiation of the Honolulu Authority for Rapid Transportation's Honolulu Rail Transit Project. This mass transit line is designed to connect Honolulu's urban center with East Kapolei. The first phase of the project will link East Kapolei with the Aloha Stadium. Ground breaking for phase one occurred in 2011 and is slated for completion in 2020. Phase two will continue from the Aloha Stadium to Ala Moana Center. With final completion scheduled for 2025, the rail project hopes to alleviate traffic congestion between urban and west Oahu.

One addition to Honolulu that has stayed true to itself since its establishment in 2006 is Hale Kinai Ahi, the HFD's Headquarters located in the heart of Kakaako. Hale Kinai Ahi is home to the Office of the Fire Chief and his executive staff, the Administrative Services Bureau, the Fire Operations administrative staff, Planning and Development division, and the Support Services division. Also located on the 1.6-acre lot is the Kakaako Fire Station, which houses an engine, an aerial tower platform, and the Honolulu Fire Museum and Education Center.

One addition to Honolulu that has stayed true to itself since its establishment in 2006 is Hale Kinai Ahi, the HFD Headquarters that remains nestled in the heart of Kakaako.



CITY GOVERNMENT



Honorable Mayor Kirk Caldwell was elected on November 6, 2012, as the City's 14th Mayor. The City is administered under a Mayor-Council system of governance overseeing all municipal services.

Chief Neves became the HFD's 34th Fire Chief on February 16, 2013.

The Honolulu Fire Commission is comprised of seven Fire Commissioners and is assisted by the Department of the Corporation Counsel and a part-time secretary. The Honolulu Fire Commission meets with the Fire Chief, Deputy Fire Chief, and/or members of the Fire Chief's executive staff monthly. The Fire Commissioners are appointed by the Mayor, confirmed by the Honolulu City Council, and receive no compensation for their services.

Duties of the Honolulu Fire Commission include the following mandated responsibilities:

- Reviews the annual budget prepared by the Fire Chief and provides recommendations thereon to the Mayor and the Honolulu City Council
- Reviews the Department's operations, as deemed necessary, for the purpose of recommending improvements to the Fire Chief
- Reviews personnel actions within the Department for conformance with the policies under Section 6-1002 of the Revised Charter of Honolulu
- Hears complaints of citizens concerning the Department or its personnel and, if deemed necessary, provides recommendations to the Fire Chief on appropriate corrective actions

ORGANIZATION

POWERS, DUTIES, AND FUNCTIONS



The Revised Charter of Honolulu designates the HFD as the fire protection agency for the City. The HFD is responsible for providing fire fighting, rescue, emergency medical, and hazardous materials response. These duties are performed in diverse terrains that include steep mountain ranges, wildlands, agricultural fields, and structures which comprise a modern metropolitan city, industrial complexes, business centers, government complexes, high-rise resorts, condominiums, high-density urban residential dwellings, and the ocean.

The Fire Chief is the administrative head of the HFD and is appointed by the Honolulu Fire Commission. Fire Chief Manuel P. Neves is responsible for appointing a Deputy Fire Chief and both private secretaries.



The HFD consists of 1,172 uniformed and civilian personnel and is organized into four divisions.



The Fire Chief ensures that the HFD provides the following services:

- Respond to all emergencies and hazardous materials incidents on land and sea
- Train, equip, maintain, and supervise fire fighters and rescue personnel
- Monitor building construction and occupancy standards for the purpose of fire prevention
- Provide medical care and educational programs related to fire prevention to the public
- Investigate fires and explosions for cause of origin
- Perform other duties as required by law



Administrative Services Bureau

The Administrative Services Bureau provides administrative, personnel, logistical, and maintenance support for the fire suppression force. The Administrative Services Bureau Assistant Chief is assisted by a Secretary III, two Battalion Chiefs, 4 Fire Captains, an Administrative Services Officer, and a pool of clerical support staff. The Administrative Services Bureau oversees the HFD’s operating budget, property and inventory, personnel, and safety and health-related programs, such as the Drug and Alcohol and Infectious Disease programs, and serves as a liaison between other City departments, government agencies, and private organizations.



The Administrative Services Bureau oversees the HFD’s operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs

The HFD’s Capital Improvement Program and Community Development Block Grant funds are under the purview of the Administrative Services Bureau.

The Administrative Services Bureau Assistant Chief oversees the Budget/Procurement, the Mechanic Shop, the Safety and Health, the Self-Contained Breathing Apparatus Shop, and the Storeroom.

Mechanic Shop

The Mechanic Shop repairs and maintains the HFD's fleet of fire fighting apparatuses and approximately 80 auxiliary vehicles. The Mechanic Shop repairs and maintains over 30,000 pieces of fire fighting equipment and tools from rescue power tools and fire hoses to hand-held lights. Other types of critical services provided by the Mechanic Shop include specialty design and fabrication of custom accessories for fire fighting equipment; supporting apparatuses; annual pump, aerial ladder, and ground ladder testing for fire fighting apparatuses; and refueling at emergency incidents.

Safety and Health

The Occupational Safety and Health Office is responsible for the HFD’s safety and health programs. It is committed to ensuring personnel have a safe working environment by providing the highest standards of safety through education, engineering, and enforcing the Hawaii Occupational Safety and Health Division and the Occupational Safety and Health Administration laws. The Occupational Safety and Health Office is also tasked with maintaining a comprehensive infectious disease prevention and mitigation program.

Self-Contained Breathing Apparatus Shop

The Self-Contained Breathing Apparatus Shop personnel inspect, repair, and maintain the HFD's emergency breathing apparatus equipment and conduct annual fit and flow testing of facemasks and respirator units; maintain and upkeep air compressors that are used to fill self-contained breathing apparatus cylinder bottles; test the air quality and condition of units and cylinders; conduct hydrostatic testing; and maintain the HFD's inventory of self-contained breathing apparatus equipment.

Storeroom

The Storeroom is the Department's central warehouse where equipment and supplies are received, stored, and distributed. In addition to purchasing, recording, and warehousing, Storeroom personnel ensure that equipment and supplies are issued to suppression forces in a timely manner and replacement equipment is available for emergencies.



Fire Operations is divided, geographically, into five battalions, and members in each battalion work on a three-platoon system.

Fire Operations

Fire Operations is responsible for emergency responses which include fires, medical emergencies, mountain and ocean rescues, hazardous materials, and homeland security incidents. In addition, Fire Operations conducts commercial occupancy inspections; prepares industrial and commercial fire preplans; participates in community relation events; attends training classes, drills and exercises; keeps abreast of trends in fire fighting techniques, emergency medical services, fire prevention, public education, and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

The Fire Operations Assistant Chief supervises the Department’s fire suppression force and is supported by two Battalion Chiefs and, two Fire Captains that assist with daily and Special Operations activities. Fire Operations is divided geographically into five battalions, and members in each battalion work on a three-platoon system. Identified numerically, each individual battalion on each platoon is supervised by a Battalion Chief. On average, each battalion is comprised of approximately 12 to 14 companies. The majority of fire suppression personnel are assigned in Fire Operations.



Planning and Development

The Planning and Development division is directed by an Assistant Chief who is supported by a Secretary III, a Battalion Chief, a Fire Captain, a Management Analyst, and a Planner V. This section provides organizational research and planning systems for management, administration, and emergency operations. The Planning and Development Assistant Chief oversees the Fire Communication Center, which is managed by a Battalion Chief, and the HFD Radio Shop, which is managed by the Departmental Radio Communications Coordinator.

The Planning and Development division prepares and submits annual compliance reports to the Center for Public Safety Excellence, Commission on Fire Accreditation International; develops and maintains critical Department models, including the Standards of Cover and other risk-identification and mitigation strategies; reviews, researches, and monitors emerging legislation, regulations, trends, events, and past Department performance to establish goals and objectives necessary to fulfill the Department's mission; coordinates the grant management process, which includes applications, budgets, procurements, and reports; and manages the Department's web portal and Internet sites.

The Planning and Development division researches and develops new programs and evaluates existing programs and services to enhance the Department's efficiency and effectiveness. Programs include interoperable voice and data

communications, records management system upgrades, and a geographical information system.

The Planning and Development Assistant Chief serves as the HFD's Inspector General who conducts sensitive internal investigations that require confidentiality.

Fire Communication Center

The Fire Communication Center is the vital link between the public and the fire suppression force. Through a modern communication equipment system and a computer-aided dispatch system, the Fire Communication Center receives fire, rescue, and emergency medical calls and efficiently and rapidly dispatches the appropriate companies to any location on Oahu. The Fire Communication Center maintains direct contact with other emergency organizations, such as the Honolulu Board of Water Supply, the Department of Emergency Management, the Honolulu Emergency Services Department, the Honolulu Police Department, the Honolulu International Airport Control, the State Honolulu Harbor, the Federal Fire Department, the U.S. Coast Guard, the Hawaiian Electric Company, and central alarm companies.

Radio Shop

The Radio Shop provides maintenance and repair services for the HFD's radio communication system and the City's 800 megahertz trunking radio system which allows fire fighters in fire suppression to be equipped with a portable radio. The Radio Shop also services light bars, sirens, Opticom units, microphones, and public address amplifiers.



Support Services

The Support Services division is administered by an Assistant Chief who oversees the operations of two bureaus, the Fire Prevention Bureau and the Training and Research Bureau. The Fire Prevention Bureau is managed by two Battalion Chiefs and the Training and Research Bureau is managed by one Battalion Chief.

Fire Prevention Bureau

The Fire Prevention Bureau's mission is to effectively promote fire and life safety programs that assist the HFD in accomplishing its mission of preventing loss of life, property, and damage to the environment. The Fire Prevention Bureau accomplishes this mission by conducting fire code compliance inspections; investigating fires to determine its origin and cause; providing fire safety education to the community; reviewing and adopting fire codes; and reviewing building construction fire plans. The Fire Prevention Bureau is staffed with 36 uniformed and three civilian employees. The Fire Prevention Bureau's most recent addition is Kukui, the first arson canine for the City and soon to be the only arson canine in the State.

The Fire Prevention Bureau is organized into the following sections: Fire Investigations; Fire Safety, Education, Public Information, and Community Relations; Code Enforcement; Plans Checking; and Administrative and Technical Support Services. The Fire Prevention Bureau also oversees the Community Online Data for Emergency Services.



Training and Research Bureau

The Training and Research Bureau conducts new and continuous training in incident management, fire fighting, rescue, apparatus operation, emergency medical response, and hazardous materials. The Training and Research Bureau is responsible for training Fire Fighter Recruits and coordinating cardiopulmonary resuscitation training and safety courses for City employees and the public. The Training and Research Bureau is located at the Charles H. Thurston Fire Training Center and assists with the overall planning, coordination, and evaluation of the HFD's training activities. Always striving to maintain a high-level of performance, the Training and Research Bureau continuously researches new technology that impacts the fire service. These programs ensure that responses to emergencies and public assistance are performed in a safe, efficient, and professional manner.

To assist in accomplishing their mission, the Training and Research Bureau is organized into the following branches: Administrative, Apparatus Operation, Medical, Fire and Special Operations, and Career Development, of which each is supervised by a Fire Captain.

GUIDING PRINCIPLES
OUR BASE FOR SUCCESS

The HFD will continue to emphasize its mission critical guiding principles to remain relevant as we move forward towards 2024. These principles are an important component of our success during this time of change. Principles provide the foundation for the HFD to embrace adversity, identify obstacles, and adapt to accomplish our mission. Always striving to advance our proficiency and effectiveness, we align ourselves with these guiding principles to enhance our capabilities, performance, and services.



FISCAL RESPONSIBILITY

The HFD utilizes existing funding sources and pursues other avenues of fiscal support from supplemental grants, prudent budget development, effective procurement processes, good accounting practices, consistent project management, and long-term planning.

**EMERGING TECHNOLOGY
AND INNOVATION**

The needs of our communities are constantly changing and evolving. We will continually seek and employ new innovative solutions to keep pace with the latest in emergency response, fire prevention, and community-based nonemergency services.

**GROWING INFRASTRUCTURE AND
RESIDENTIAL DEVELOPMENT**

We are adapting our fire protection coverage and emergency services for developing communities, rail transit, increasing high-rise urban density, and the growing wildland urban interface.

DIVERSE COMMUNITIES

The duty to serve the City's diverse communities requires a balance of compassion, understanding, and respect. As the homeless and aging population increases and tourism rises, we are assessing our interaction with the community for better outcomes. It is our kuleana (responsibility) to identify and implement the industry's best practices to provide prevention awareness, fire safety planning, and emergency services to all those in need.

SUSTAINABLE PRACTICES

Identify and implement sustainable practices, including green building design, conservation of resources, energy efficiency, and protection of the environment.

CORE VALUES

WHO WE ARE

The HFD’s core values represent our ideals as we fulfill our mission to achieve excellence. These core values set standards and expectations of ourselves as an individual, a crew, a battalion or bureau, and a Department. We continuously strive to remain accountable as we practice these values on and off duty every day.



Safety (Palekana)

Safety is at the forefront of everything we do. Although the inherent nature of fire fighting involves facing dangerous situations, embracing safety allows us to continue our duty and be protectors of Honolulu's citizens.

Teamwork (Laulima)

Teamwork is the manner in which we do our job. We work together to accomplish great tasks. It is said, “a`ohe hana nui ke alu ia,” no task is too great when done together by all. Teamwork promotes excellence.

Integrity (Lōkahi)

Integrity is the moral uprightness that we possess to hold ourselves to our values and keep us dedicated to the people that we serve. It means being whole and that our values are in alignment with our actions.

Competency (Mākaukau)

Competency means that we possess the required skills to do our job. Coupled with integrity, we go above and beyond what is expected of ourselves to provide the best service possible to our communities and each other.

Commitment (Pa`ahana)

Commitment means we dedicate ourselves to our profession and our cause. We vow to put our best efforts toward accomplishing our mission.

STRATEGIC PLANNING PROCESS

THE HOW

Strategic Planning Process

Phase 1: Conduct Internal and External Surveys to Define the HFD Strategic Plan 2019-2024

- Develop and distribute questionnaires
- Communicate current issues and mission goals to stakeholders
- Understand stakeholder expectations and HFD perceptions
- Gather input from stakeholders
- Identify strategic issues that must be assessed
- Narrow identified issues to the four most important strategic planning issues

During this initial phase, the HFD sent surveys to counterparts, stakeholders, and ranking Chief Officers. Challenges and trends that were identified included exercising ongoing fiscal restraints, maintaining good working relationships with counterparts, and adopting enhanced communication technologies for greater interoperability. Ideas also encompassed responding to a changing workforce and maintaining safe and comfortable working conditions at our fire stations.

Phase 2: Study Issues, Formulate Strategies, and Draft a Plan

- Identify and revise the mission, vision, and guiding principles
- Formulate strategies according to our mission, vision and guiding principles
- Draft strategic goals and objectives plan
- Plan framework

In Phase 2, the Strategic Planning Working Group compiled initial feedback and presented information to the Executive staff for consideration. Issues recognized included maintaining adequate personnel levels and response times, responding to changing social and economic demographics, and utilizing innovative training programs to maintain a professional workforce.

Phase 3: Draft Plan Review and Comment - Completion of Final Draft

- Solicit input from internal stakeholders for review and comment
- Refine and finalize the HFD Strategic Plan 2019-2024



STRATEGIC INITIATIVES
INITIATIVE 1



Initiative 1: Enhance Prevention and Community Risk Reduction

Community Risk Reduction

The HFD will continually promote an effective community risk reduction plan through ongoing data analyses that integrates emergency response, fire code enforcement, fire and life safety education, public information, and risk-related economic initiatives. The foundation to this effort is to expand community risk reduction efforts through improved public education and interaction with the community.

Our prevention efforts will focus on continuous improvement through community engagement. The HFD will pursue new codes and ordinances based on the community risk reduction analyses, the industry’s best practices, and consensus standards.

Projected Timeline: 2 to 5 years

Public Education Program

The HFD will ensure diverse delivery of public education programs, including individual, business, and community audiences. We will provide additional opportunities for the community to access educational materials and expand our community presence through the Fire Fighter’s Safety Guide, the HFD website, and social media.

We will continue to create new programs for specific target populations based on unique socio-economic demographics, including seniors, youth, and the homeless population; business owners and high-rise apartment owners; and residents/ property owners in areas of wildland/urban interface.

Projected Timeline: 1 to 3 years




We will increase awareness and manage the implementation processes of recently adopted ordinances.

Fire Investigation, Origin, and Cause Program

The HFD will utilize the latest techniques and scientific methods for the investigation and prevention of fire-related risks. Fire Investigators will utilize the latest National Fire Protection Association standards and fire code legislation to guide their daily responsibilities and quantify origin and cause determination information to employ in community risk reduction.

The HFD will advocate for the adoption of updated fire and building codes by the City. We will increase awareness and manage the implementation processes of recently adopted ordinances. These ordinances relate to building and life safety evaluation by licensed professionals, a building's ongoing compliance with evaluations, and the implementation of automatic fire sprinkler protection.

Projected Timeline: 2 to 5 years



CITY COUNCIL

CITY AND COUNTY OF HONOLULU

HONOLULU, HAWAII

ORDINANCE

18-14

BILL

69 (2017), C02, FD2

A BILL FOR AN ORDINANCE

RELATING TO FIRE SAFETY.

BE IT ORDAINED by the People of the City and County of Honolulu:

SECTION 1. The purpose of this ordinance is to address fire safety. More specifically, this ordinance requires existing high-rise residential buildings to retrofit when necessary to comply with specified fire safety standards. This ordinance also promotes fire safety improvements in existing high-rise residential buildings through the amendment of the Fire Code of the City and County of Honolulu, and establishes a fire and life safety evaluation process to help building and unit owners address costs associated with implementing fire safety improvements.

SECTION 2. Section 20-1.1, Revised Ordinances of Honolulu 1990 ("Fire Code of the City and County of Honolulu"), is amended to read as follows:

"Sec. 20-1.1 Fire Code of the City and County of Honolulu.

The State Fire Code, as adopted by the State of Hawaii on August 15, 2014, pursuant to Chapter 132 of the Hawaii Revised Statutes (HRS), which adopts, with modifications, the 2012 National Fire Protection Association (NFPA) 1 Fire Code, published and copyrighted by the NFPA, is adopted by reference and made a part hereof, subject to the following amendments which, unless stated otherwise, are in the form of amendments to NFPA 1:

(1) Amending Section 1.1.2. Section 1.1.2 is amended to read:

1.1.2 Title. This code shall be known and cited as the "Fire Code of the City and County of Honolulu" and will be referred to herein as "this code."

(2) Amending Section 1.10. Section 1.10 is amended to read:

1.10 Board of Appeals. See Chapter 16 (Building Code), Article 1, ROH.

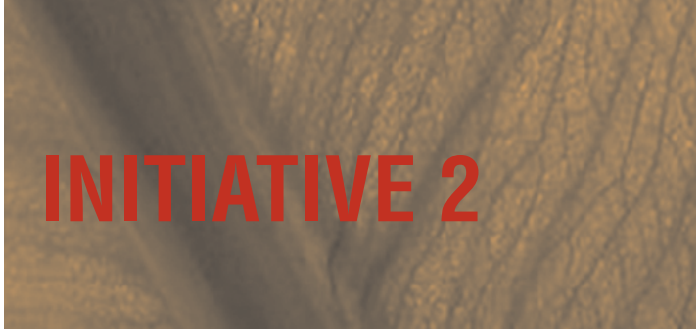
(3) Amending Section 1.12.8. Section 1.12.8 is amended to read:

1.12.8 Permits, Licenses, and Fees. A permit or license shall be obtained from the Honolulu Fire Department's (HFD) Fire Prevention Bureau or designated agency prior to engaging in the following activities, operations, practices, or functions:

OCS2018-0397/4/19/2018 10:49 AM

1

18-14



'O KE KAHUA MA MUA, A LAILA KE KUKULU*
THE SITE FIRST, AND THEN THE BUILDING
learn what is necessary, then practice

Initiative 2: Improve Preparedness and Communication

The HFD can continue to provide the highest level of service through professional development. Keeping pace with the latest in education, training, and technology is a high-priority for the HFD. We will stimulate growth, promote expertise, and foster an unrelenting learning culture through continuous development of these initiatives.

Communication remains a critical part of the organization's success. The ability to effectively communicate within our Department and among its external stakeholders is vital in maintaining awareness and transparency. The HFD constantly explores new innovation, systems, and techniques to improve its capabilities.

Professional Development

Innovative Training and Educational Programs

The HFD strives to remain on the leading edge with industry standards in order to train and educate our highly proficient workforce. By strategically utilizing our training facility, we will refine our recruit training program, facilitate better training opportunities with external agencies, and coordinate a comprehensive training schedule for HFD members.

Projected Timeline: 2 to 5 years

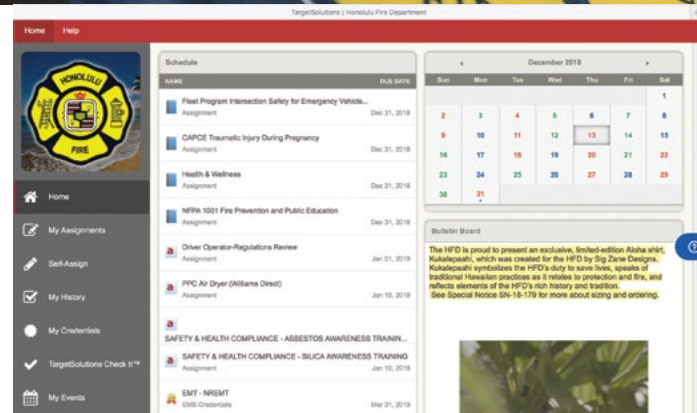
*('ōlelo no'eau # 2459)



Develop and Maintain Career Path Programs and Opportunities

To better promote an effective leadership program, the HFD will create specialized curriculums to provide career path development for all ranks. The HFD is creating professional development and career path tracks by offering innovative classes, drills, and exercise methodologies that include high-level certifications. The HFD will incorporate new technology in training opportunities and is enhancing its documentation to validate the career path initiatives.

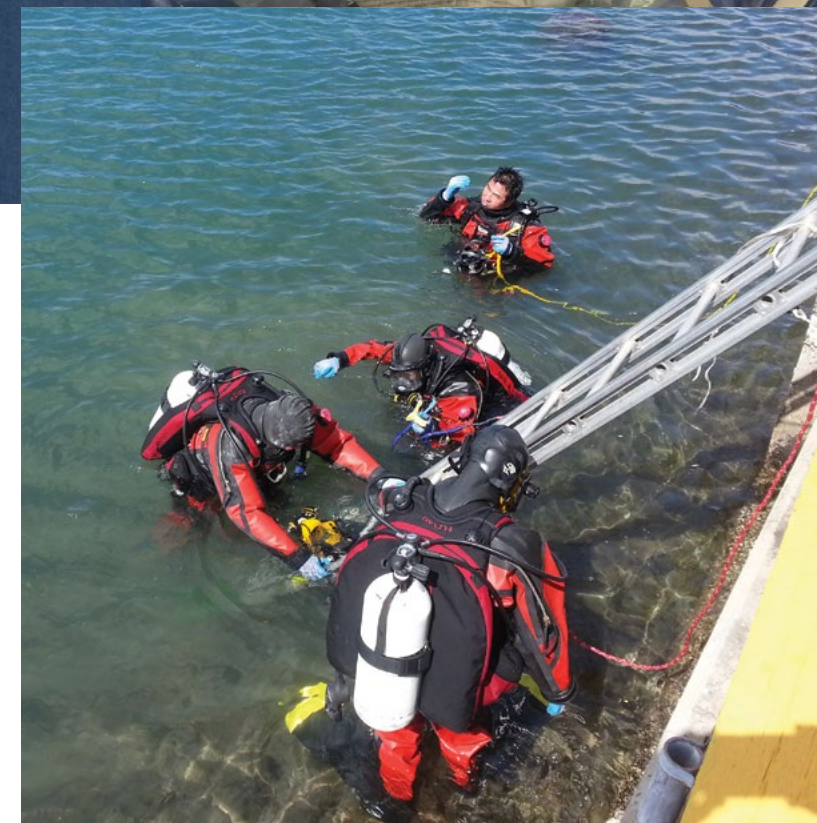
Projected Timeline: 2 to 5 years



Incorporate New Technology to Enhance Training and Documentation

Through a collaborative partnership with the City's Department of Information Technology, the HFD strives to identify future trends in software, audio-visual equipment, and online database-delivery systems to enhance our training, critical analysis, documentation, and certification process. We will also work towards the development of an improved documentation system. This will allow for the creation of an expanded and improved instructor cadre and enhance the online accessibility of HFD training materials.

Projected Timeline: 2 to 5 years





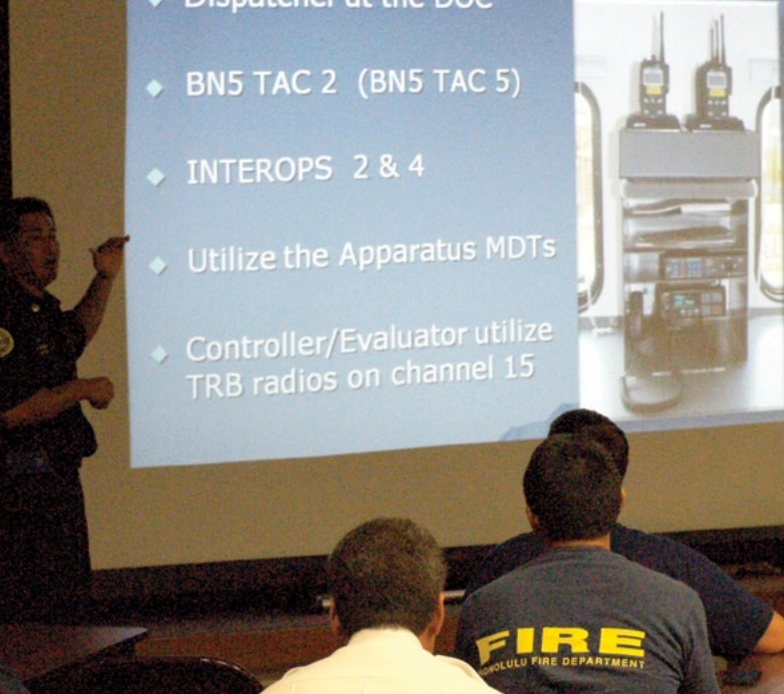
High-Level Certification, Training, and Education

The HFD will refine and deliver Departmentwide core curriculum with annual refreshers to maintain proficiency in the expected skillsets of fire department personnel. We will evaluate supplemental and specialized training based on career tracks, national trends, and individual goals. The HFD will supplement current resources and personnel to expand the training and education opportunities for its staff.

The HFD will research innovative strategic, tactical, and task-level practices based on current research and national statistics. This will include establishing academic ties with educational institutions, government educational resources, and private partnerships. We will also explore cross-training opportunities with external partners, such as the State Aircraft Rescue and Fire Fighting, the Federal Fire Department, and the Honolulu Emergency Services Department's Ocean Safety and Lifeguard Services and Emergency Medical Services Divisions.

Projected Timeline: 1 to 3 years

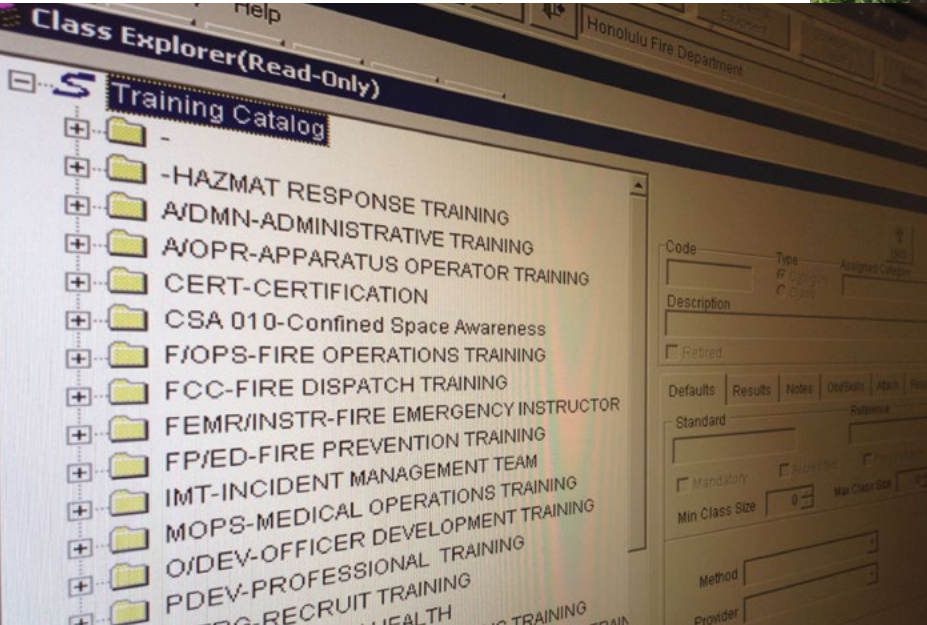




Expand Communication Capabilities with External Stakeholders

We will continue to steward ongoing efforts to enhance our relationship with other agencies and the public by upgrading the computer-aided dispatching system and promoting training and communication through the Joint Traffic Management Center. The HFD will expand its communication capabilities with external stakeholders, which includes facilitating joint communication with other City agencies, improving the reliability of its communication systems through a robust integration of resources, and increasing the HFD's social media engagement with the public.

Projected Timeline: 2 to 5 years



Enhance Internal Communications

The HFD is enhancing its internal communications to better support day-to-day operations. Through standardization and refinement of our internal information systems, we are improving transparency and minimizing redundancy. The HFD will redefine administrative roles, review and revise procedural manuals, expand the usage of e-forms, and work with the Department of Information Technology to create and deploy a universal calendar.

Projected Timeline: 1 to 3 years



Emergency Communications

Improve Emergency Communications Systems and Infrastructure

The HFD is improving the reliability of its communication systems through a hardy integration of resources and communication systems and infrastructure. In order to improve emergency communications, the HFD will replace aging inventories, upgrade systems, and evaluate and adapt new emergency communication systems to support operations, thereby enabling better interoperability with other agencies.

Projected Timeline: 2 to 5 years

Technological Advancements Utilizing Emerging Technologies

The HFD utilizes emerging technologies to improve services. This includes developing and deploying an unmanned aircraft systems program and exploring the latest trends in technological advancement to support operational and investigative functions.

Projected Timeline: 1 to 2 years

INITIATIVE 3



Initiative 3: Provide Exceptional All-Hazards Emergency Response

The HFD continually strives to provide exceptional emergency services. In addition to fire protection, our all-hazards response includes rescues, hazardous materials, emergency medical, and all-hazards incident management. Through continuous improvement, we will enhance our customer service delivery by implementing management principles, engaging innovative technology, and augmenting response programs.

The HFD will provide an exceptional all-hazards preparedness program that includes a coordinated multiagency response plan designed to protect the community from large-scale weather events, major disasters, terrorist threats or attacks, and other large-scale emergencies occurring at or in the immediate area.



Improve Fire Suppression Capabilities and Equipment

The Department will utilize modern training techniques and resources to enhance the capabilities of personnel and keep current with the latest developments in fire fighting equipment, strategies, and tactics. We will also broaden the development and usage of auxiliary vehicles and equipment to support large and complex incidents, including wildland fires.

Projected Timeline: 1 to 2 years





Advance the Emergency Medical Response Program to Meet Future Community Needs

The HFD will expand its delivery of emergency medical training, explore the use of new technology to improve medical documentation and interagency information sharing, and evaluate the use of alternative vehicles for delivery of emergency medical care.

Projected Timeline: 1 to 3 years

Broaden our Special Operation Response Capabilities

The Department will continuously identify, update, and elevate its capabilities in the hazardous materials, technical rescue, aviation, marine, and wildland fire disciplines. The HFD will assist in the development of a deployable City urban search and rescue element and cross-train with outside agencies to support the City's needs in large-scale natural or manmade disasters. We will continue to develop and enhance operations partnerships with emergency response agencies and public and private stakeholders.

Projected Timeline: 1 to 3 years

Enhance the Capabilities of our All-Hazards Incident Management Team (AHIMT)

The HFD will continue to develop the HFD All-Hazards Incident Management Team by fulfilling roles, positions, and responsibilities in managing large-scale, multioperational period events. The HFD will continue ongoing work with the City's Department of Emergency Management in developing the Honolulu All-Hazards Incident Management Team as a deployable asset.

Projected Timeline: 1 to 3 years



INITIATIVE 4

UA OLA LOKO I KE ALOHA* LOVE GIVES LIFE WITHIN

Aloha is imperative to one's physical and mental welfare



*('ōlelo no'ēau #2836)

Initiative 4: Foster and Achieve a Healthy Work Force and Environment

Enhance Our Work Force

The HFD is enhancing its processes to ensure a healthy, safe, and proficient workforce and workplace. The HFD is focusing on employee wellness and fitness sustainment from recruitment and throughout employment by enhancing the wellness/fitness program and improving safety awareness through training programs.

The HFD is improving its systems for recruitment and selection, training, promotion, and retention of qualified candidates by following recognized rules and regulations. The HFD continues to attract and maintain a workforce that is reflective of its community and adequate to fill Departmental needs. The HFD will effectively utilize its policies and procedures to maintain the highest standards of behavior and integrity in the implementation of these processes.

Projected Timeline: 1 to 2 years



Maintain and Upgrade Facilities

The HFD will design, maintain, and manage its fixed facility resources to meet its stated goals and objectives. This includes fire stations, training and maintenance facilities, and fire apparatuses. The HFD is documenting its methodology for the placement of fire stations and ensuring each HFD function or program has adequate facilities and storage space.

The HFD is striving to ensure maintenance is conducted in a systematic and planned manner. All HFD apparatuses are inspected, tested, maintained, and safe to operate. The HFD continues to obtain safety equipment that is adequate and designed to meet the agency’s goals and objectives.

The HFD is pursuing a new training facility with adequate space to conduct complex, multicompany drills that address comprehensive participation in strategic, tactical, and task-level functions. The HFD is identifying and implementing sustainable practices to include conservation of resources, promotion of energy efficiency, and lessening its environmental effect.

Projected Timeline: 1 to 3 years





Photo credit: Matthew Ursua

Ensure Responsibility of Financial Resources

The HFD will fund operational priorities and is developing a viable plan to meet its commitments and provide long-range quality of service in a dynamic and adverse fiscal environment. The HFD utilizes its budget as the financial expression for agency programs and priorities. The HFD will continue to develop its budget through appropriate consultation with the City administration, the Honolulu City Council, and HFD stakeholders.

The HFD will make efficient use of funding sources and seek other avenues of fiscal support from supplemental grants. The HFD will also utilize prudent budget development, effective procurement processes, good accounting practices, consistent project management, and long-term planning. The HFD will ensure its acquisition and allocation of resources are consistent with its goals, objectives, and stated priorities.

Projected Timeline: 1 to 3 years



Photo credit: Matthew Ursua

Sustain and Support Essential Resources

The HFD ensures that it has an administrative infrastructure that meets the current and future agency needs and adequately support its programs and services. The HFD will seek further opportunities to encourage conservation of resources, promote energy efficiency, and lessen its environmental impact.

Projected Timeline: 2 to 5 years



Photo credit: Matthew Ursua

ACKNOWLEDGMENTS

Assistant Chief Socrates Bratakos
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Assistant Chief Nathan Ramos Jr.

Battalion Chief Alan Carvalho
Battalion Chief Paul Fukuda
Battalion Chief Lance-Ray Gaspar
Battalion Chief Jeffrey Hooker
Battalion Chief Damien Kahaulelio
Battalion Chief Joseph Kostiha
Battalion Chief Wayne Masuda
Battalion Chief Paul Miguel
Battalion Chief Jason Samala
Battalion Chief Keith Yasui

Fire Captain Ethan Aea
Fire Captain Keith Marrero
Fire Captain Jason Mejia
Fire Captain Timothy Rapoza
Fire Captain Blake Takahashi

Fire Fighter II Brent Dillabaugh
Fire Fighter II Eric Papayoanou
Fire Fighter I Kyle Lindsey
Fire Fighter I Blake McElheny
Fire Fighter I Reid Uyetake

Glenn Hamamura



E ALOHA, E `OHANA HOU

*Continue to give of ourselves, to show compassion and kindness that
we may help to make better the lives of our community*

