

HONOLULU FIRE DEPARTMENT

E 'ŌHANA Hou

STRATEGIC PLAN 2022-2027



► INVOCATION

As our Honolulu Fire Department (HFD) ‘ohana continues to progress and enhance the capabilities of the Department, we look inward to rediscover our cultural roots. In this ever-changing world, we must look at the past in order to properly navigate our future and realign ourselves with tradition in order to see with clarity the path that is pono (righteousness). One such tradition is the revival of pule (prayer).

In the past, it was protocol for Hawaiians to pule before every endeavor, and all types of pule were used in many ways for different reasons. For us, the purpose of pule is simple—it is to stop, reflect, prepare, and reaffirm our intentions for the task(s) at hand. Although it may seem like a small gesture, the effects can truly be profound. As we begin our new journey, it is fitting to introduce our Strategic Plan 2022-2027 E ‘Ohana Hou with a pule. A mele (song) was specifically written for the HFD and its members. Inspired by the original legislation that founded the HFD in 1851, this mele carries with it the bones that have given life to this Department. It is a reflection of the past and an acknowledgement of our accomplishments so far.

The Mele Mana‘o Kohu expresses the meaning and overall intention of this mele in a simple way. However, there are multiple layers of kaona, or concealed meanings, hidden deep below the surface. When we give voice to the words of this mele, we are simultaneously painting pictures of the past, present, and future.

As for the kaona pertaining to the present and the future, these words portray our own journeys from our time as recruits to where we are now in our careers. This mele speaks of coming together as individuals from different places with many different life experiences. We are given the knowledge and training needed to prepare us for the

perilous journeys we may face as fire fighters (FF). We were accepted into the HFD ‘ohana and entrusted with serving the community. Everyday, we embrace our kuleana by not only giving our all, but going above and beyond just being FFs.

The title of this mele expresses an idea of the alignment of thought. Although it is evident that the main purpose of this mele is to align the hearts and minds of separate individuals, the kaona here is to align our own thoughts within ourselves. We have chosen to follow in the footsteps of those brave heroes of the past and carry the torch of caring for our community and home. Yet none of us would be here without those who have nurtured us

to become the respectful, compassionate individuals we are today. As such, we remember our ancestors and the values they instilled in us and are encouraged to uphold those values in our actions. We remember that before being FFs, we are sons, daughters, fathers, mothers, and grandparents. We are just as much a part of this community as everyone else and beyond by helping others. Our kuleana is to stay humble, spread aloha, and have empathy for those we encounter.

The hope is that each member can connect to this mele in a special way; whether it teaches you a lesson or carries a special meaning or even brings back fond memories from your time with the HFD. We encourage members to use the pule in anyway they feel is appropriate. It can be used by any member at any time the HFD is asked to come together to accomplish a goal. For instance, at the beginning of meetings, training sessions, or even HFD community events. If nothing else, it can just be a little something we tuck deeply in our hearts as we go through our day. May it contribute and assist you in some way as we continue our journey as part of this HFD ‘ohana. E mālama pono, a hui hou.

Let's ready ourselves...

*We are gathered here in the presence of
our founder Kawikeyaouli*

With love in our hearts and careful consideration

*We are grateful for this gathering
to collect ideas and knowledge*

*To properly direct our journey upon the path
made safe by our efforts*

*Let us answer the call of the community
and fulfill the needs of our organization*

*By delivering delicious waters
to quench their great thirst*



E ho‘omalu kākou...

Ke ‘ākoakoa mai nei kākou i ka maluhia o ka luna nui

Me ke aloha o ka na‘au a me ka no‘ono‘o pono

Mahalo i kēia hui ‘ana e hō‘ulu‘ulu ai i ka mana‘o a me ka ‘ike

I kuhikuhi ai i ka huaka‘i ma ke alahaka a mānalo

E ho‘okō i ke kāhea a ke kaiaulu a me ka pono o ka ‘ahahui

Ma o ka halihali ‘ana i ka wai ‘ono e kinai i ka ‘a‘ā o ka pu‘u

Ua lele wale



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► INTRODUCTION



As we move forward and plan for the next five years, the HFD's administration presents this strategic plan to all HFD members. It is important to note that the primary audience is the HFD, as all members hold an integral role in accomplishing the strategic goals set forth herein.

By engaging our membership, we create clear lines of communication, elicit a collaborative effort to accomplish our goals, and lay the foundation for our future. We are humbled to present the HFD's Strategic Plan 2022-2027 E 'Ohana Hou.

E ‘Ohana Hou

With new leadership comes new changes

and an opportunity to develop a new strategic plan. As we forge ahead, it is important to explore our *mo‘olelo* (history, stories) to learn from the people and events that shaped who we are as an HFD family. By doing so, we strengthen our future by employing and practicing the humble, yet effective, ways of our *kūpuna* (ancestors). We also delve deeper into our *mo‘o kū‘auhau* (genealogy) to honor those who navigated this journey to where we are today so that we may continue to ‘auamo kuleana (carry this right/responsibility/privilege) for the generations to come.

Our leaders carefully and thoughtfully established our priorities and goals to take us into the next five years and beyond. Our *kuleana* (responsibility) is to continue to give of ourselves, share compassion and kindness, and make the quality of life better for our communities. E ‘Ohana Hou is to continuously bestow grace upon each other and our ‘āina (land) and leave this place better than we found it, and it will manifest through our daily tasks as we stand ready to serve our communities.

▶ ACCOMPLISHMENTS

2019

- » Conducted active threat response training for 820 personnel
- » Assisted with instructing an All-Hazards Incident Management Team (IMT) introduction class for the Kauai Emergency Management Agency
- » Reduced the HFD's vacancies by 31 percent from fiscal year 2018 and filled approximately 91 percent of the Department's positions
- » Secured a master agreement to procure turnout gear procurement
- » Procured seven new pumper apparatuses
- » Upgraded the computer-aided dispatch system and mobile data terminals to accommodate the NextGen software
- » Procured essential medical, rescue, and hazardous materials (HM) equipment through progressive grant funding

2020

- » Coordinated surge testing for O'ahu residents. The HFD's IMT assisted in administering over 62,000 tests in a span of 20 days at approximately 100 different testing sites
- » Expanded our helicopter program by acquiring three additional helicopters and three new pilots
- » Transitioned communications by reprogramming the old radio system to the new Motorola Project 25 radios
- » Relocated the Fire Communication Center from the Frank F. Fasi Municipal Building to the Joint Traffic Management Center thereby improving our ability to communicate, plan, and disseminate information to better serve the public

2021

- » Implemented and supported 2019 Novel Coronavirus (COVID-19) pandemic surge testing and vaccination sites throughout O‘ahu in coordination with supporting agencies, including the State Department of Health, the Hawaii National Guard, the Honolulu Police Department (HPD), the Honolulu Emergency Services Department (EMS), and the Department of Emergency Management (DEM)
- » Completed the renovation of the Kalihi Kai Fire Station, including extensive improvements to the plumbing and ventilation systems
- » Received our 5th reaccreditation from the Commission on Fire Accreditation International



2022

- » Held a blessing and naming ceremony for nine new apparatuses that were each given a Hawaiian name in connection with the community it serves, bringing the total number of HFD apparatuses that have been named to 24
- » Conducted a site visit to Mauna ‘Ala to learn about the significant cultural aspects of the Department and recognize and honor its founding members
- » Commenced revising its employee evaluation tools and processes to improve performance and efficiency in the workforce. The tools and processes will move to an online process for implementation in 2023
- » Upgraded hydraulic-powered equipment to battery-powered equipment on apparatuses that are assigned extrication tools. Battery-powered extrication tools save time at emergencies and provide a safer working environment
- » Conducted a Departmentwide Captain’s Workshop over several days with 230 attendees
- » Interviewed 42 BC candidates for 9 positions. These BCs were promoted to various positions in Fire Operations and the bureaus
- » Created a Program Management Office (PMO) in the Planning and Development Division to track the progress of all Department programs and enforce project management methodologies and principles
- » Established a Universal Training Calendar to coordinate and schedule all training programs and activities

AT A GLANCE

HFD

PERSONNEL

1,120 Uniformed Personnel
69 Civilian Personnel

ORGANIZATION

4 Divisions
3 Bureaus
5 Battalions
44 Stations

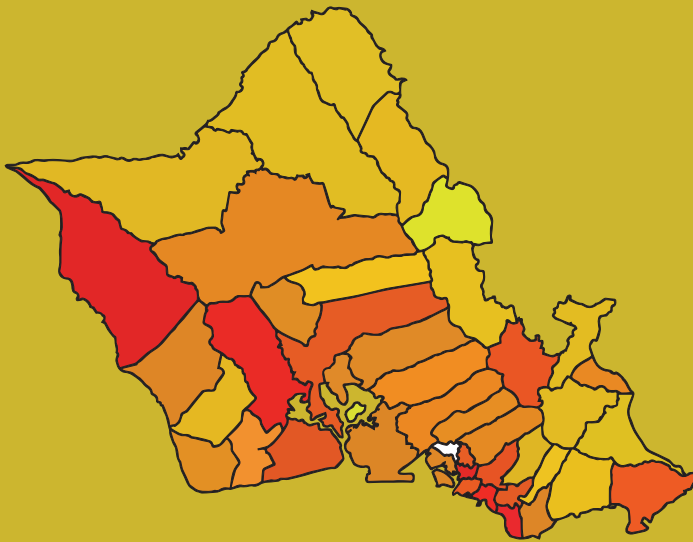
APPARATUS

43 Engines
7 Tankers
6 Tillered Ladder
8 Quints
2 Aerial Tower
16 Rapid Response Vehicles
2 Rescue Squad Apparatuses
4 Rescue Squad Watercraft
2 HM Squad Apparatuses
4 NOTAR Helicopters
1 Helicopter Tender



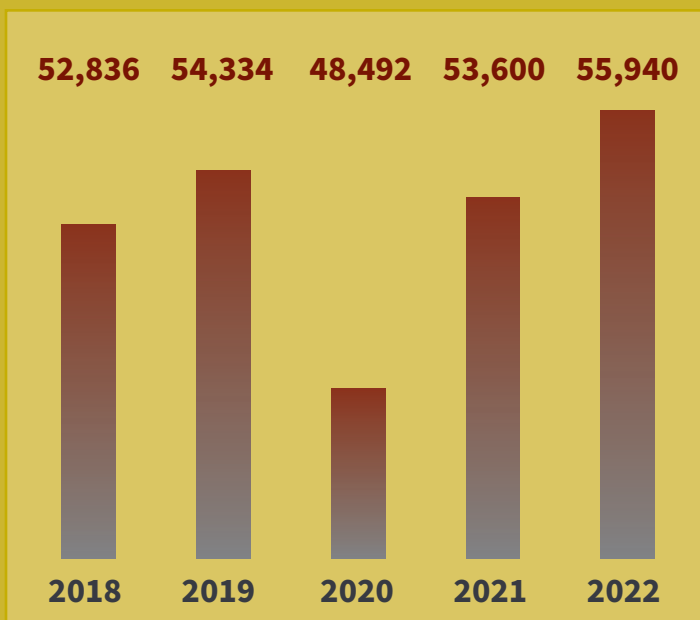
INCIDENTS

RED INDICATES BUSIEST GEOGRAPHIC AREAS FOR THE LAST 5 YEARS



NUMBER OF INCIDENTS

YEARS 2018 - 2022



BUSIEST STATIONS ON ISLAND

2018

Pawa'a (Station 2)	3896
Waianae (Station 26)	2991
Central (Station 1)	2571
Waikiki (Station 7)	2435
Waipahu (Station 12)	2383

2019

Pawa'a (Station 2)	3941
Waianae (Station 26)	3344
Central (Station 1)	2690
Waikiki (Station 7)	2539
Waipahu (Station 12)	2366

2020

Waianae (Station 26)	3258
Pawa'a (Station 2)	3178
Waipahu (Station 12)	2419
Central (Station 1)	2191
Waikiki (Station 7)	1829

2021

Pawa'a (Station 2)	3948
Waianae (Station 26)	3255
Waikiki (Station 7)	2611
Central (Station 1)	2439
Waipahu (Station 12)	2378

2022

Pawa'a (Station 2)	4294
Waianae (Station 26)	3231
Waikiki (Station 7)	2756
Waipahu (Station 12)	2553
Central (Station 1)	2412





Aloha HFD ‘Ohana,

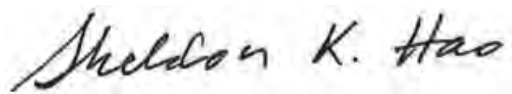
Today, we are honored to share our new strategic plan, which embodies our commitment to leave our Department better than we found it and accept our kuleana (responsibility) towards one another and our community.

Throughout our journey, we have upheld a legacy of *Pride, Service, Dedication* to the people we are privileged to protect. Now we have an opportunity to elevate our mission even further. Our new strategic plan is built on fostering growth, unity, and unwavering commitment.

We recognize that our Department is a reflection of our collective efforts. Our strategic plan challenges us to critically assess our operations, processes, and culture. We will continue to identify areas for improvement, celebrate our successes, and learn from our mistakes. By nurturing a culture of continuous growth, collaboration, and open communication, we will leave a department that is stronger, more resilient, and better prepared to face the evolving challenges that lie ahead.

Our kuleana extends beyond our commitment to the community; it also encompasses our responsibility to one another as members of this *‘ohana* (family). Our strategic plan emphasizes fostering a supportive and inclusive environment where each member is valued, respected, and empowered. We will foster a culture of compassion, empathy, and unity and promote mental and emotional well-being within our ranks. We will also deepen our connection with the community by listening attentively, responding humbly, and working tirelessly to ensure their safety and peace of mind.

Mahalo for your dedication, selflessness, and contributions. Through our commitment and service, we will achieve our goal of leaving our beloved Department better than we found it.



Kalani Hao
Fire Chief



Photo: Capt. W. Iseke



Message from our Deputy Fire Chief

In 2011, I was privileged and honored to have had the opportunity to work with then Fire Captain Sheldon K. Hao in Fire Operations. We were both young Captains at the time, passionate about our Department and, like you, eager to make a positive difference.

We were and still are blessed to have had opportunities to work with amazing people throughout our careers from Fire Fighter Recruits (FFR) to our current positions. It is heartwarming to reminisce about the “old days,” the good alarms, the bad alarms, the close calls, and the unique experiences that come with this career. It’s the people we work with, grow with, cry with, and laugh with that makes this career so rewarding. When we say we want to do better for the Department, we are saying we want to do better for you. In some ways, our strategic plan is a reflection of our past, present, and future experiences and how we intend to pave a concrete path for you to create your own individual experiences.

Chief Hao and I wanted goals that aligned with yours and to recognize the initiatives that have already been started. Our goals are not mind-blowing or revolutionary and probably common among many organizations. However, we recognize that the value of a goal is not the goal itself, but how we, as a workforce, can grow closer by executing it. A safer community, one that we are part of, is the culmination of the goal’s outputs and deliverables.

As we move to execute our five-year strategic plan, former Los Angeles Fire Department Fire Chief Ralph Terrazas stated it best by saying, “Excellence occurs when an individual recognizes an opportunity and pursues it with a passion.” It is our job to create those opportunities for you. Together we will achieve excellence as we strive to meet our mission and goal to leave the Department a better place than we found it. Mahalo for embarking on this journey with us.



Jason Samala
Deputy Fire Chief

▶ MONARCHY TO MODERNIZATION



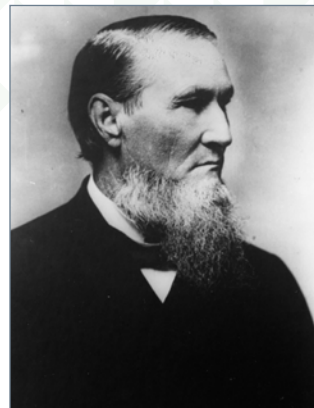
The HFD's history and lineage spans over a century beginning in the late 1800s. The HFD was established on December 27, 1850, by an ordinance signed by *Mō'i* (King) Kamehameha III Kauikeaouli Kaleiopapa Kuakamanolani Mahinalani Kalaninuiwaiakua Keaweawe'ulaokalani. This ordinance was enacted into law by the Hawaiian Legislature in 1851 and created the first fire department in Hawai'i and the only department established by order of a ruling monarch.

As a direct descendant of King Kamehameha III, the HFD prides itself as a leader in the arena of fire and public safety. In his era, Kamehameha III was a visionary, a true king and leader that put the people's needs first, one that focused on building relationships intended to strengthen and improve the livelihood of his people. During that time, Hawai'i was experiencing immense change and tragedy affecting the health and well-being of its people—the declining population due to disease and the declining health and safety of the people. These were important factors driving the need for professionals to serve the needs of the community. Other *ali'i* (chief) that followed in service to the people of Hawai'i was HFD member, *Mō'i* David La'amea Kamananakapu Mahinulani Naloiaehuokalani Lumialani Kalākaua, and honorary HFD

member, Prince Albert Edward Kauikeaouli Kaleiopapa a Kamehameha "Ka Haku o Hawai'i," both of whom served on Engine 4.

The HFD's first Fire Chief was William Cooper Parke, who was later succeeded by Alexander Joy Cartwright, a trusted advisor for many of Hawai'i's *ali'i*. In the early years, the Department and its resources increased and replaced horse-drawn apparatuses with new hand-drawn engines and a hook and ladder. The HFD's most well-known fire incidents occurred in downtown Chinatown

on April 18, 1866, and January 20, 1900. Both fires leveled the entire Chinatown community with damages estimated to exceed \$1 million. However, no event would prove more significant and transformative than the attack on Pearl Harbor on December 7, 1941. Engine companies 1, 4, and 6 responded to the Hickam Air Force Base to fight fires caused by enemy attack.





Companies arrived on scene to find Hickam's fire station had already succumbed to enemy bombing. Captains Thomas Macy and John Carreira and Hoseman Harry Tuck Lee Pang made the ultimate sacrifice on that fateful day. Six other FFs were injured in the bombings: Fred Kealoha, Moses Kalilikane, John A. Gilman, Solomon H. Na'auao, Patrick J. McCabe, and George Correa. These nine FFs were awarded the Order of the Purple Heart and became the only civilian FFs to have ever received this honor.

that stem from our founding ali'i. These values embody the HFD's rich character, provide the framework for our strategic plan, and inspire our strategic pillars: Workforce ('Ohana); Equipment (Mea Pa'ahana/Kuleana Lako); Facilities (Hale/Pono Lako); and Communication, Systems, and Processes (Lōkahi).

The inspiration is to leave our Department better than we found it. In doing so, we need to acknowledge the service and sacrifice of those that came before us. The HFD accomplishes this through regular visits to



Now, over a 170 years since its founding, the HFD has diversified its resources and capabilities to evolve and keep pace with the communities it serves. Honolulu's rapid expansion and modernization moved the HFD to become a progressive and innovative Department with strategies, technology, training, and applications. Although we continue to work towards improving our service, we remain grounded in our history and beginnings. The HFD's history is rooted in cultural values

Mauna 'Ala (Royal Mausoleum), cultural practices, such as naming our apparatus, and 'ohana (family) activities aimed to reinforce our bond. Our strength comes from within our membership and how we value each other, our responsibilities (kuleana), and our community. This is not just a career, but a lifestyle of well-being, professionalism, and servitude. The HFD has been and will always be a family-oriented institution, which is forever committed to each other and the communities we serve.

▶ OUR CITY

The HFD serves the City and County of Honolulu (City), the governing municipal body that encompasses the entire island of O‘ahu. Appropriately nicknamed “the Gathering Place,” O‘ahu is the hub of the Hawaiian Islands in which the capitol of Honolulu is situated. It has a land area of approximately 600 square miles with 130 miles of coastline. Mount Ka‘ala, O‘ahu’s highest mountain peak, rises 4,003 feet about sea level and is located in the Wai‘anae mountain range.

Honolulu has become one of the most ethnically diverse cities in the U.S. O‘ahu’s population is comprised of approximately 54% Asian, 19% two or more ethnicities, 17% white, 8% Native Hawaiian, and 2% African American. With an estimated 1,016,508 residents and an increasing population density of 1,692 persons per square mile, Honolulu is ranked 56th among the largest cities in the U.S. While the population of the urban core now exceeds 400,000, notably, the U.S. Census Bureau reports that approximately 10% of O‘ahu residents live below the poverty line.

O‘ahu’s favorable tropical climate and natural abundance make it a global destination and welcomes over 5.5 million visitors per year. Tourism contributes to one-half of the State of Hawaii’s (State) income. However, it also contributes to a high-volume of ocean-related rescues and high-angle rescues on O‘ahu’s numerous hiking trails. The HFD continually uses public service announcements, news releases, social media, and FF presentations to publicize various safety tips for safe hiking and outdoor recreation practices.

As new developments change the face of the City, homelessness, affordable housing, and traffic congestion have been some of the City’s top priorities. With the development of Skyline, Honolulu’s new transit system, Honolulu hopes to alleviate commuter traffic from West O‘ahu.



O'ahu's favorable tropical climate and natural abundance make it a global destination and welcomes over 5.5 million visitors per year.

O'ahu is also being shaped by the State's goal to achieve 100% clean energy by the year 2045. Notwithstanding the high-number of electric vehicles (EV) already on the road, the Hawaiian Electric Company projects there will be 630,000 EVs on the road by 2025. In addition, for the third consecutive year, Honolulu has topped a national survey for solar energy production per person. In fact, it is estimated that O'ahu has an average of three solar panels for each resident.

The growing presence of photovoltaic panels, industrial-scale battery storage, and EVs promises to be a factor in defining Honolulu and its future. These factors will have an impact on the HFD's incident response. As such, the HFD is increasing its training on EV and electricity-related incidents.

In the midst of all this activity, O'ahu and the HFD endured unique and challenging circumstances due to the COVID-19 pandemic. From the inception of Hawaii's COVID-19 emergency response, FFs were on the front lines mobilizing and implementing numerous COVID-19 testing and vaccination sites throughout O'ahu. In coordination with the DEM and other agencies, the HFD delivered over 175,000 vaccinations and administered almost 200,000 COVID-19 tests.

Honolulu remains one of the safest cities in the nation. Home to America's only royal palace, Honolulu's unique character is embraced by all who reside and visit. The HFD is a mainstay of the City's history. With over 175 years of commitment, the HFD continues to provide the best emergency services to kama'āina and malihini (visitor) alike.





HONOLULU FIRE DEPARTMENT
PRIDE SERVICE DEDICATION

HONOLULU
FIRE DEPARTMENT
HEADQUARTERS
THE CAPSTONE
DEDICATED JANUARY 15, 2004
TO HONOR HONOLULU FIRE DEPARTMENT
THE HONOLULU FIRE DEPARTMENT
RECEIVED THE HONOLULU FIRE DEPARTMENT
FIRE CHIEF OFFICER'S MEDAL
CONTRIBUTION TO THE CITY OF HONOLULU
AND THE HONOLULU FIRE DEPARTMENT
ON THE 15TH ANNIVERSARY OF
THE HONOLULU FIRE DEPARTMENT
JANUARY 15, 2004

LEADERSHIP

Chief Hao was appointed as the HFD's 35th Fire Chief on December 31, 2021. Prior to his appointment, he served as Acting Deputy Fire Chief from March 1 to December 30, 2021. He is a seasoned leader with 27 years of experience in the fire service industry. He has a diverse managerial profile and proven track record.

Chief Hao appointed Assistant Chief Jason Samala as Deputy Fire Chief effective December 31, 2021. Chief Samala is a 25-year, second generation FF whose father is a retired HFD Fire Captain. Chief Samala served in various positions and at different levels in the HFD; his latest assignment being the Assistant Chief of the Support Services (SS) division.



POWERS AND DUTIES

The Revised Charter of the City 1973 (2017 Edition) designates the HFD as the fire protection agency for the City. The HFD's responsibilities are to provide fire fighting, rescue, emergency medical, and HM response. These duties are performed in a wide variety of terrain that includes steep mountain ranges, wildlands, and agricultural fields; structures that comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings; and the ocean surrounding the island.

Since 2000, the HFD recognized accreditation as a tool to continue a path of excellence and the pursuit of self-improvement. There are nearly 30,000 fire departments nationwide and only 301 having achieved accreditation. The HFD is one of the largest accredited fire departments in the country and one of only 28 worldwide to have been accredited five times.

Annually, the HFD measures its emergency response performances against benchmarks aligned with the industry's best practices. Accreditation validates the HFD's commitment under its current administrative structure to achieve excellence through self-assessment in providing continuous service to the community.



► ORGANIZATION

The HFD consists of 1,120 uniformed and 69 civilian personnel totaling 1,189 employees. Personnel are organized into four divisions:

- Fire Operations
- Administrative Services Bureau
- Support Services
- Planning and Development

Each division is managed by an Assistant Chief who is responsible for the daily operations of the division and providing executive support to the Fire Chief and the Deputy Fire Chief.

FIRE OPERATIONS (OPS)

The OPS division is responsible for emergency responses, including fires, medical emergencies, mountain and ocean rescues, HM, and homeland security incidents. In addition, the OPS division 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 medicals services, fire prevention, public education, and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

The OPS division 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 (BC). On average, each battalion is comprised of approximately 12 to 14 companies. The OPS division is comprised of a majority of field personnel.

ADMINISTRATIVE SERVICES BUREAU (ASB)

The ASB is responsible for the HFD's operating budget and procurement-related programs, such as the Peer Support Program, the Drug and Alcohol Program, the Infectious Disease Program, and the National Pollutant Discharge Elimination System Program. The HFD's Capital Improvement Program and Community Development Block Grant funds are also under the purview of this division.

The ASB also oversees the operations of the Personnel section, Budget and Procurement section, Mechanic Shop, the Occupational Safety and Health Office, the Self-Contained Breathing Apparatus Shop, and the Storeroom.



SUPPORT SERVICES (SS)

The SS manages and coordinates the operations of the Fire Prevention Bureau (FPB) and the Training and Research Bureau (TRB), each of which is managed by a BC.

FPB

The FPB is tasked with effectively promoting 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 FPB accomplishes this mission by conducting fire code compliance inspections, investigating fires to determine origin and cause, providing fire safety education to the community, reviewing and adopting fire codes, and reviewing building construction fire plans.

TRB

The TRB conducts new and continuous training in incident management, fire fighting, rescue, apparatus operation, emergency medical response, cardiopulmonary resuscitation training, and other safety courses for City employees and the public. They also research new technology that impacts the fire service, such as electric and hybrid vehicles, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

One of the TRB's primary functions is to train new FFRs. Several months of an intensive training curriculum prepares FFRs to safely and competently respond to a wide range of emergencies for which the HFD responds. Proficiency levels for FFs are maintained and enhanced through recurrent training and continuing education courses.



PLANNING AND DEVELOPMENT (P&D)

The P&D division prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical Department models, including the Community Risk Assessment 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 P&D division also researches and develops new programs and evaluates existing programs and services to improve the Department's efficiency and effectiveness. These programs include interoperable voice and data communications, records management system upgrades, and a geographical information system.



► STRATEGIC MISSION AND VISION

In January 2022, Chiefs Hao and Samala commenced developing a strategic plan for the next five years with an emphasis on the HFD's most important asset, its personnel. By focusing on their safety and well-being and striving to provide the necessary resources and training to complete tasks safely, effectively, and efficiently, this would reinforce the HFD's commitment to serving the community and each other.

In 2023, their plan is to transition the HFD from the previous administration's strategic plan, E Pūpūkahi, to a five-year plan that will include the following new mission and vision.



MISSION STATEMENT

The Community we serve and protect are our families, friends, visitors, and each other. Our mission is to provide for their safety through prevention, preparedness, and effective emergency response.

VISION STATEMENT

The Honolulu Fire Department (HFD) is a family working together to provide exceptional emergency and nonemergency service to the community. The HFD's strength comes from a foundation of members who are part of the Department's rich history, value each other, embrace their roles in the Department, and provide the same level of care and attention to the community as they would want to receive. The HFD is not a career, it's a lifestyle which promotes, safety, well-being, professionalism, and a duty to act.



▶ GUIDING PRINCIPLES

These guiding principles set standards and expectations that we have of ourselves as individuals, as a Department, and as a family. Our strength comes from within our membership and how we value each other, our responsibilities, and our community. We remain accountable by practicing these values in our day-to-day duties. A lifestyle of commitment, these values are a maxim that allows us to embody the true meaning of servitude, professionalism, and well-being.

Ho‘iho‘i Hou

GIVE BACK

In everything we do, give our best and give back. This is a principle of E ‘Ohana Hou, to give of ourselves so we can help to make the lives of our community better. In this, we find deeper purpose in what we do and a great reward in the health and well-being of those around us.

‘Auamo Kuleana

CARRY OUR RESPONSIBILITY

Carry our responsibilities with pride, and acknowledge we are blessed and privileged to have this kuleana (responsibility) bestowed upon us. Remain proficient in our ways, and do things with integrity, diligence, and safety so we can put forth our best to serve.

A photograph of three firefighters in dark uniforms working with a large, coiled fire hose. One firefighter is in the background, facing away from the camera, while two others are in the foreground, leaning over the hose. The scene is set in front of a building with large windows. The image has a halftone or dithered texture.

Laulima WORK TOGETHER


When we work, we do it as a team of like-minded individuals with a common purpose, who are on the same page to accomplish the same mission:

‘A‘ohe hana nui ke alu ‘ia
No task is too great when done by all

► CORE VALUES



Photo: Honolulu Star Advertiser, Dennis Oda



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 everyday.

Palekana

SAFETY

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.

Laulima

TEAMWORK

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.

Lōkahi

INTEGRITY

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

Mākaukau

COMPETENCY

Competency means 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.

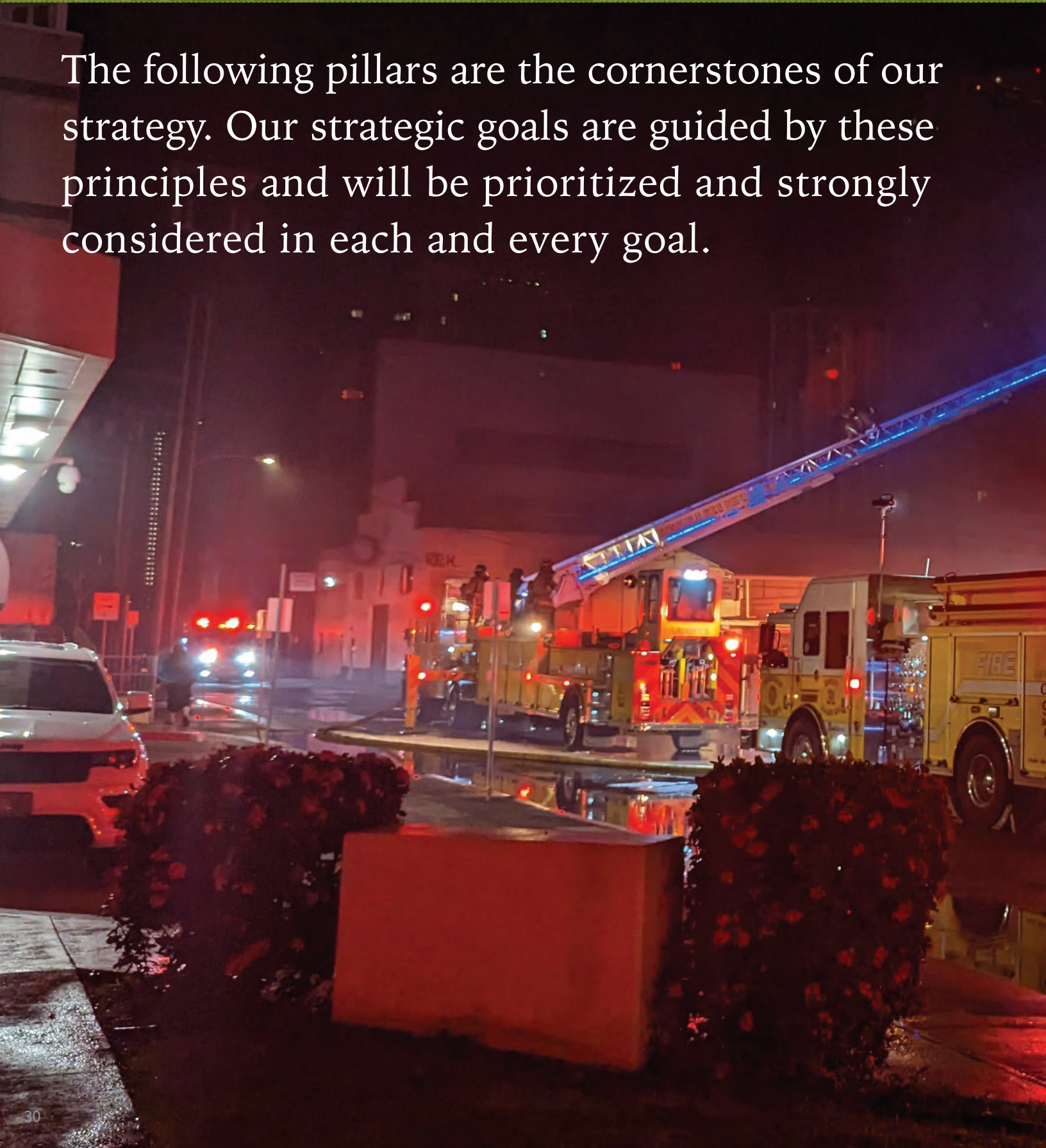
Pa‘ahana

COMMITMENT

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

▶ STRATEGIC PILLARS

The following pillars are the cornerstones of our strategy. Our strategic goals are guided by these principles and will be prioritized and strongly considered in each and every goal.



ʻOhana WORKFORCE

Our workforce is our number one priority. The success of our Department depends on the wellness, preparedness, and morale of each and every member. Our administration is committed to edifying, developing, and nourishing our workforce physically, mentally, spiritually, and emotionally. This also includes fostering relationships internally and with external stakeholders.

Mea Paʻahana (Kuleana Iako) EQUIPMENT

Providing our workforce with the best and most appropriate tools and equipment to effectively accomplish our mission is important. Along with this comes the proper training for the safety, care, and application of these tools and equipment packages. This administration will promote and support research to accomplish this.

Hale (Pono Iako) FACILITIES

Our facilities provide a space for training, response, rest, and fellowship. The administration is committed to providing the best facilities to enhance the living and working conditions of our personnel so they are prepared to carry out the mission and respond efficiently to any incident. We also want to provide adequate facilities to accommodate the increasing needs of all sections in gathering, training, and recovery.

Lōkahi SYSTEMS, COMMUNICATION, PROCESSES, AND DOCUMENTATION

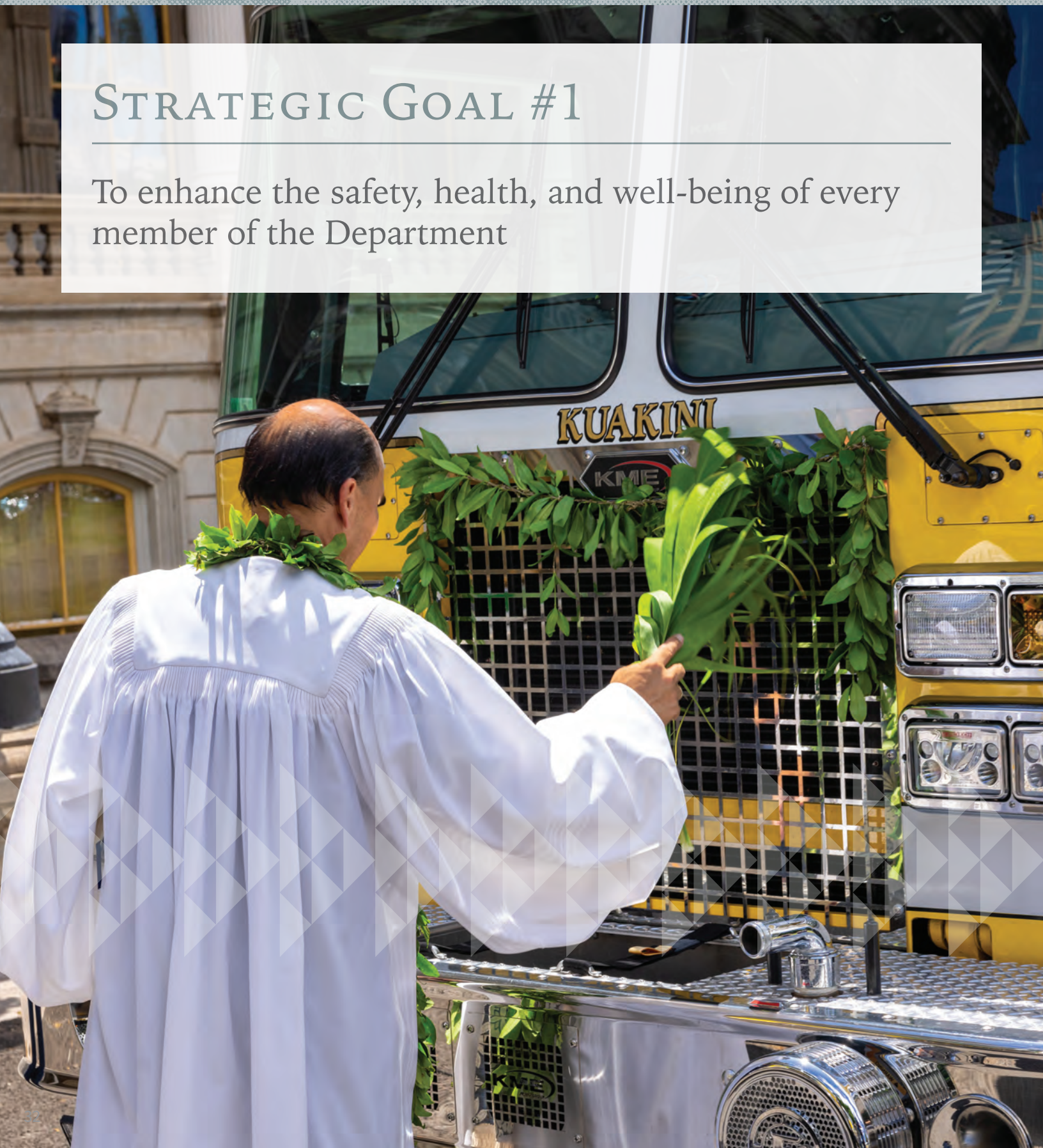
In order to maintain connection and harmony, systems, communication, processes, and documentation must be present in all aspects of this plan. This principle promotes a systems approach and allows for lōkahi (connectivity and integrity).



► STRATEGIC GOAL #1

STRATEGIC GOAL #1

To enhance the safety, health, and well-being of every member of the Department



STRATEGY #1:

Support team-building and bonding events and activities.

Objective #1

Establish a Moral, Wellness, and Recreation Program to support and assist event planners.

STRATEGY #2

Provide opportunities to monitor and improve physical health.

Objective #1

Establish voluntary health screenings.

Objective #2

Update the physical fitness program.

STRATEGY #3

Maintain a harmonious working environment.

Objective #1

Supplement the PEER Support Program with a Ho'oponopono Support Group.



STRATEGY #4

Share information about the Department's personnel.

Objective #1

Restart the Hale Ahi Newsletter.

STRATEGY #5

Enhance our hale to provide a protective home away from home that is energy-efficient.

Objective #1

Continue with planned improvements and address growth needed for future facilities.

STRATEGY #6

Address current inventory system/processes to streamline workforce Personal Protective Equipment/ Storeroom / station interface.

Objective #1

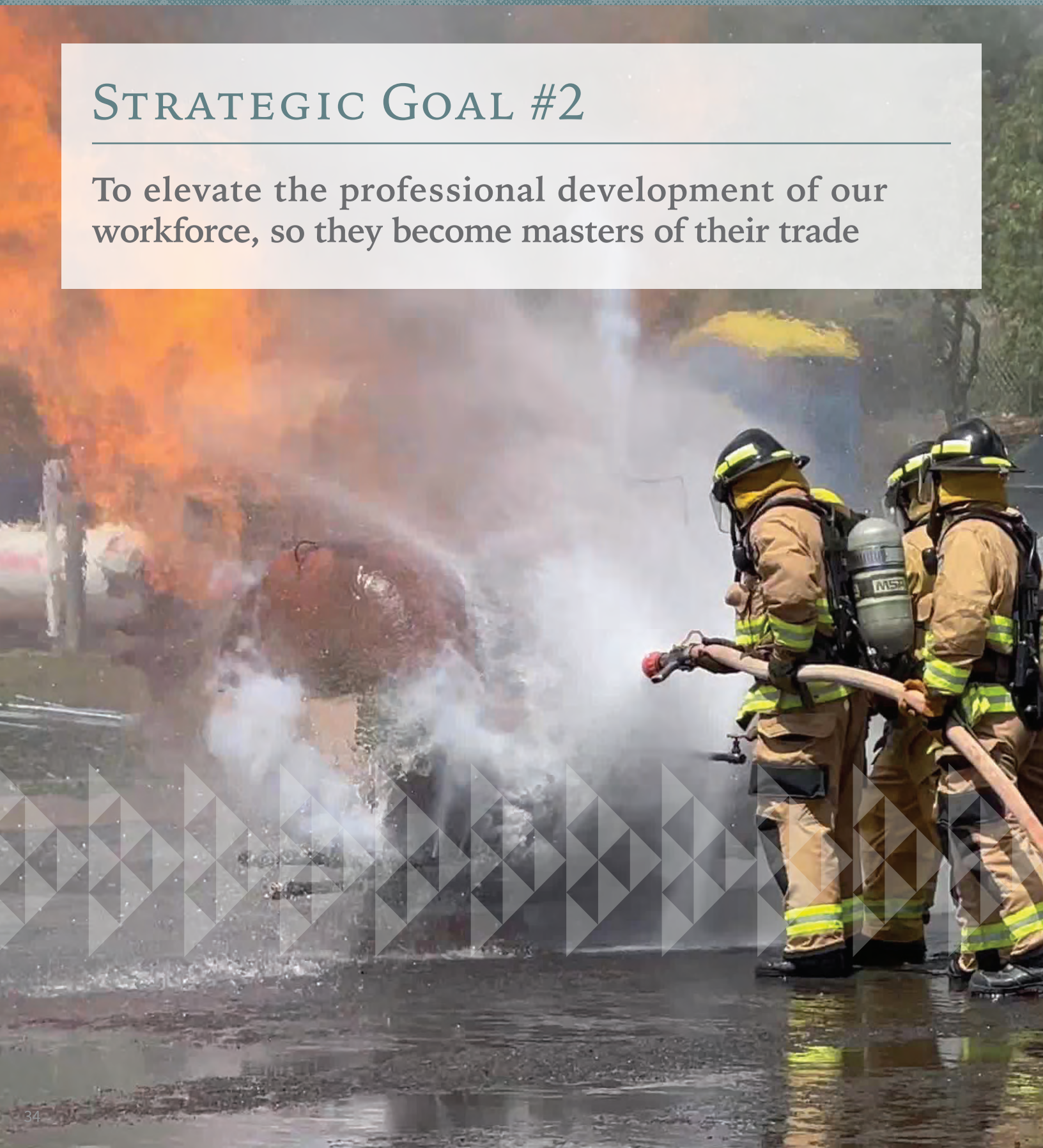
Evaluate current processes/software to identify a road map for fiscal integrity regarding Department assets



► STRATEGIC GOAL #2

STRATEGIC GOAL #2

To elevate the professional development of our workforce, so they become masters of their trade





STRATEGY #1

Conduct strategies, tactics, and tasks training.

Objective #1

Create a training road map.

Objective #2

Conduct live fire training.

Objective #3

Explore, discover, evaluate, and evolve our strategies, tactics, and tasks to include as the world around us evolves.

STRATEGY #2

Develop future leaders of the Department.

Objective #1

Ensure succession through leadership programs and events.

Objective #2

Leverage the passion, desire, and unique talents and skill sets of the members through employee engagement opportunities.

STRATEGY #3

Enhance the recruitment and promotional processes.

Objective #1

Stabilize and bring consistency to recruitment and promotional activities with timelines.

Objective #2

Create efficient recruitment and promotional processes.

Objective #3

Utilize a combination of measured factors, such as education and experience, written examinations, practical assessments, and interviews, to evaluate promotional candidates.

▶ STRATEGIC GOAL #3

STRATEGIC GOAL #3

To enhance our relationship with the union, first responder partners, government agencies, and the community to prevent, prepare, and respond to emergencies





STRATEGY #1

Reaffirm our commitment to work together with our stakeholders.

Objective #1

Schedule and conduct routine meetings with our stakeholders to share ideas, collaborate, and develop solutions to issues.

Objective #2

Streamline processes with the DEM, the Hawaii Emergency Management Agency, the Federal Emergency Management Agency, and other emergency response agencies to efficiently and effectively respond to large, man-made, and natural disasters.



STRATEGY #2

Create mechanisms to share resources and provide assistance.

Objective #1

Update old memorandum of agreement/memorandum of understanding (MOU) and create new ones to address future needs.



STRATEGY #3

Effectively communicate with the members and the community using the same communication platforms they do.

Objective #1

Utilize social media and other communication platforms to communicate with the community.

Objective #2

Utilize the HFD website to communicate with the community.





STRATEGIC GOAL #4

To utilize technology to create, collect, and maintain relevant data and information banks for sound decision-making

STRATEGY #1

Utilize software applications to manage work, collect data, and perform analysis.

Objective #1

Acquire and/or develop software applications to enhance the day-to-day operations.

Objective #2

Electronically transmit documents.

STRATEGY #2

Organize and manage documents.

Objective #1

Records management and documentation

STRATEGY #3

Eliminate and prevent information redundancy and conflicts.

Objective #1

Create a process from content development to publishing.

STRATEGY #4

Create historical references.

Objective #1

Create case studies.

STRATEGY #5

Enhance the web portal to create a “one-stop shop” to access information.

Objective #1

Create an HFD search engine that finds information specific to HFD policies, procedures, standard operating guidelines, MOUs, etc.

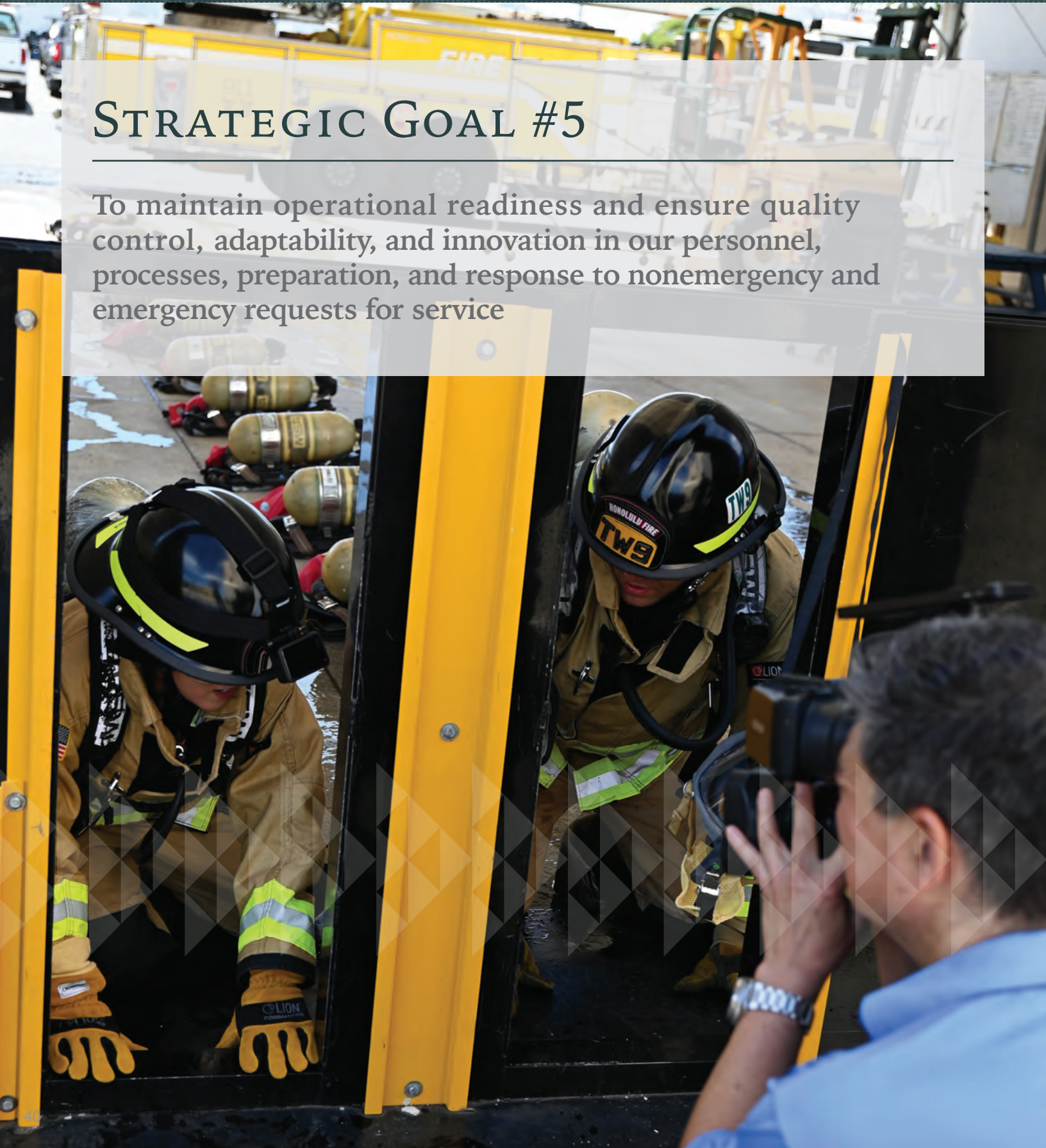
Objective #2

Create web portal custom views based on login with reminders, alerts, etc. based on employee positions i.e., Chief Officer, Supervisors, etc.

▶ STRATEGIC GOAL #5

STRATEGIC GOAL #5

To maintain operational readiness and ensure quality control, adaptability, and innovation in our personnel, processes, preparation, and response to nonemergency and emergency requests for service



STRATEGY #1

Create a quality assurance (QA) program for our people.

Objective #1

Enhance the performance evaluation program.

STRATEGY #2

Create a QA program for our internal processes.

Objective #1

Create and control work processes to ensure stakeholder involvement.

STRATEGY #3

Create a QA program for our internal and external services.

Objective #1

Monitor and measure program, projects, and operational (day-to-day) outputs

STRATEGY #4

Provide governance over existing and new programs and projects and ensure existing programs maintain relevance and keep pace with the ever-changing world.

Objective #1

Create a Program Management Office (PMO).

Objective #2

Leadership provides clear direction and objectives to Program Managers. Conduct training for Program/Project Managers.

Objective #3

Implement program/project management methodologies to document, track, and measure deliverables and outcomes. Maintain close relationships between Program Sponsors and Program Managers.

STRATEGY #5

Identify and initiate new programs and/or projects to address newly arising challenges, opportunities, and identified needs and areas of improvement.

Objective #1

Utilize the HFD 074A form (Subject, Objective, Problem, Proposal, Advantage, Disadvantage, Action [SOPPADA]) to obtain suggestions from Department members.

Objective #2

Utilize existing City processes to receive feedback from the community.

Objective #3

Ensure new programs and projects are launched through the PMO and program/project methodologies are followed.



▶ ACKNOWLEDGMENTS


STRATEGIC PLANNING COMMITTEE

Assistant Chief Kevin Mokulehua	Fire Captain Barney Hanson
Assistant Chief Joseph Kostiha	FF III Reid Uyetake
Assistant Chief Craig Uchimura	FF III Eric Papayoanou
Assistant Chief Reid Yoshida	FF III Lono Kane
Battalion Chief Matthew Nakapuahi	FF II Kaipo Lindsey
Battalion Chief Brett Mau	FF II Scott Matsumoto
Battalion Chief Ethan Aea	FF I Jeffry Wallace - Retired
Fire Captain Jason Mejia	FF I Blake Mc Elheny
Fire Captain Brent Dillabaugh	

FOLLOW US ON THE WEB AND SOCIAL MEDIA



WHEN WE SPEAK OF THE PAST, WE IMAGINE THOSE
THAT INSPIRED THE CREATION OF THIS DEPARTMENT
AND THOSE BRAVE FEW WHO TOOK UP THE CALL:



*Bold fire fighters gathering together
under the watchful eyes of their chief,
illuminated by flashes of orange and red,
as a giant blaze claws its way through the shadows of the night.
Steady and focused, they line up shoulder to shoulder transporting
buckets of water from one pair of blistered hands to the next,
until little by little the flames are quenched
by the waters that were cradled within.
Heavy wooden ladders are heaved up to the open
windows of the structures ablaze.
Up go the fearless, one rung at a time,
disappearing into the heavy blackness.
Down they come, faces smeared with soot and ash,
precious bundles wrapped tightly in their arms.
After the flames have gone and the scene lay in smoky silence,
they gather together once again to collect their buckets
and to prepare for the next conflagration.*

