

# HONOLULU FIRE DEPARTMENT

## MASTER STRATEGIC PLAN



**This Dynamic Document Represents the Department's Goals and Objectives**

**February 2008**

**Honolulu Fire Department  
636 South Street  
Honolulu, Hawaii  
96813-5007**

## Executive Summary

The Honolulu Fire Department's (HFD) Master Strategic Plan (MSP) is a result of the commitment and input from all levels throughout the Department and input from entities outside of the Department.

The Administration, under the direction of Fire Chief Kenneth G. Silva and Deputy Chief Alvin K. Tomita, developed a process to review "how the HFD does business." The overarching goal was to develop a comprehensive strategic plan that would establish a path for the HFD into the future.

Input for the MSP was a critical element, and the following methods were used:

- **Executive Staff Retreat:** The Executive Staff meets semiannually to create a vision and a game plan for the future of the HFD. Various input components are discussed, and the assignments of program managers (PM) are finalized.
- **Battalion Chief (BC) Workshop:** An annual workshop is held with the Executive Staff and the HFD BCs. These periodic workshops are necessary to ensure that Chief Officers are current on Department programs and activities. It is a great opportunity to solicit input and ensure Chief Officers are on the "same page." Chief Officers from the BC level to the Fire Chief are the senior managers of the Department. Ensuring that everyone has input into the development of the MSP helps with its acceptance.
- **Hawaii Fire Fighters Association (HFFA) Meeting:** The Executive Staff meets with HFFA representatives to solicit input for the MSP. The goal is to find common ground on issues and programs that are important to both sides. The success of the HFD is due in large part to the ongoing positive relationship between management and labor.

The MSP is also discussed with our fire fighters (FF) through their BCs and Fire Captains. Bureau personnel are also given the opportunity to provide input.

The MSP is revised biannually, PMs are assigned to the identified goals, and action plans are created to accomplish our goals.

The MSP is a dynamic document that is reviewed semiannually to ensure that the needs of the Department and the community are met.

### **Mission Statement**

The mission of the HFD is to respond to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea to save lives, property, and the environment. We accomplish this mission by:

- Promoting safety and maintaining a well equipped, highly trained, and motivated force of professional FFs and rescue personnel.
- Promoting fire prevention and other public safety education programs.

### **Vision Statement**

The HFD will continuously strive to meet the changing needs of our community by providing a modern and technologically advanced Department. We will do this by maintaining a high level of readiness and by focusing on the professional development and training of our personnel.

### **Motto**

Pride, Service, Dedication

### **Core Values**

Safety, Teamwork, Integrity, Competence, Commitment

### **Alignment with City and County of Honolulu (City) Goals**

The HFD reviewed its alignment with the City's goals and is working as a vital link of the City administration. We recognize that it has a direct influence to help the City achieve its goals.

The HFD built an effective response delivery system and developed prevention programs to meet the needs of the residents and visitors to the City. It constantly strives to enhance and improve the services being provided. It has built an effective management structure that incorporates the input of internal and external stakeholders to enhance City government and community involvement.

### **Significant Trends, Challenges, and Key Initiatives**

The HFD identified the following significant trends and challenges that will impact the Department during the next five years:

- Improving its safety record.
- Maintaining daily staffing levels to respond to emergencies.
- Upgrading and maintaining living conditions and the quality of life at the fire stations.
- Improving and maintaining good working relations with City, state of Hawaii (State), federal, and private agencies.
- Dealing with increased salary demands and financial requirements.
- Developing enhanced voice and data interoperability with City, state, and federal public safety agencies.
- Complying with the Fair Labor Standards Act (FLSA).
- Improving response times.
- Enhancing and sustaining its technological capabilities.
- Managing or responding to anticipated manmade and environmental threats.
- Projecting for increasing demands of services provided.
- Striving to achieve nationally recognized training and safety standards.
- Initiating innovative programs to address the loss of experienced personnel through attrition.
- Managing change in the workplace.
- Maintaining accreditation.
- Continuing certification.

## 2008-2012 MSP: Goals and Objectives

The 2008-2012 MSP goals are grouped into ten strategic priorities that are in alignment with the Center for Public Safety Excellence (CPSE) [formerly known as the Commission on Fire Accreditation International] categories. These goals and objectives are further divided into short-, medium-, and long-term goals. The highlighted sections are identified priority goals as determined by input from previously-mentioned sources.

### Section I Governance

#### Short-Term: Accomplish Within 1 to 1½ Years

1. Reviewed and revised the Department's manuals and Standard Operating Guidelines (SOG) as needed.
  - a. Priority item #1: HFD Policy and Procedures manual.  
*This was completed in September 2007.*
  - b. Priority item #2: HFD Records Manual.  
*A Special Notice (SN) was issued in December 2007 to announce that the document was updated and available on the City's DocuShare system.*
  - c. Priority item #3: HFD Rules and Regulations.  
*The final version was sent to the HFFA for review in December 2007.*
2. Legislation Efforts
  - a. Work with the State Legislature and the Honolulu City Council to pass legislation outlawing consumer fireworks.
  - b. Work with the Hawaii State Fire Council to support federal legislation requiring fire-safe cigarettes to safeguard the community against fires.
  - c. Work with the Honolulu City Council towards the adoption of a bill requiring all residential high-rise buildings to be retrofitted with automatic fire sprinkler systems.
  - d. Initiate legislation that imposes penalties to assist the enforcement component of the Fire Inspection Program.

3. FLSA Issues

- a. Identify and address FLSA issues.
- b. Implement changes in policies and procedures to address FLSA issues.
- c. Enforce FLSA policies and procedures issues.
- d. Continue with a committee to oversee the laws and requirements that affect the HFD in a negative way and develop steps to combat negative-impact laws. The committee should include representatives from the Department of the Corporation Counsel (COR), Department of Human Resources (DHR), and HFFA.

Medium-Term: Accomplish Within 1½ to 4 Years

4. Review and assess the Department's organizational structure and the roles and responsibilities of the various sections to meet the established missions and goals.

**Section II Assessment and Planning**

Short-Term: Accomplish Within 1 to 1½ Years

1. Enhance data collection and analyses to provide timely information for the Executive Staff.
  - a. Continue to identify and evaluate the data collected and analyzed.

*The Records Management System (RMS) was acquired by a new vendor, Zoll Data Systems, in July 2007.*
  - b. Identify base data collection and analysis on HFD core values and statutory requirements.
  - c. Continue to work with the Department of Information Technology (DIT), COR, DHR, and other City agencies to determine relevant data needs.
2. Implement the FireView software program and develop and design the necessary layers to assist personnel in accessing quality preincident information.
  - a. Work with the DIT and the Department of Planning and Permitting to fully utilize the software.
  - b. Develop and train a Department support team in FireView application and report functions.

3. Improve the Department's response times in rural, suburban, and urban areas to meet deployment benchmarks and the reliability factor from 80% to 85%.
  - a. Improve call-taking time to 60 seconds at an 80% fractile. We are currently at 51 seconds 80% of the time. The new goal is 60 seconds 85% of the time.
  - b. Improve turnout time to 1 minute 45 seconds at an 80% fractile. We are currently at 2 minutes.
  - c. Identify engineering or educational roadblocks to achieve response time goals.

Medium-Term: Accomplish Within 1½ to 4 Years

4. Evaluate enhancements for the Honolulu Online System for Emergency Services (HOSES) to simplify accessing database information.
  - a. Continue to enhance the output features of HOSES.
  - b. Implement the electronic preplan phase of HOSES to the mobile client to allow access by companies in the field.

*This was completed in November 2007.*
  - c. Update premises (common locations) in the system.
5. Conduct a Risk Management Analysis
  - a. Review and analyze workers' compensation claims in order to make recommendations and provide corrective actions and training to minimize injuries.
  - b. Work with the Training and Research Bureau (TRB) to review automobile accidents in order to develop a loss prevention program.

*Repair cost data from the Mechanic Shop will be incorporated.*
  - c. Review the Site Safety Program for improvements.
  - d. Explore revisions to HFD software programs for data collection and analysis of workers' compensation claims to tie the various risk management and personnel safety programs together.

6. Explore and analyze improvements to the Department's RMS.
  - a. Work with the City planners of software data collection and/or data analysis systems.
  - b. Work closely with the DIT, DHR, and COR to identify information that is confidential according to Health Insurance Portability and Accountability Act requirements.
  - c. Work closely with the City's Enterprise Resource Planning program to develop the necessary data collection and analytical tools.

### **Section III Goals and Objectives**

#### Short-Term: Accomplish Within 1 to 1½ Years

1. Provide access, input, and feedback into the Department's goals and objectives through various means.

*Gathering of data and input, refining the MSP, and communicating changes are ongoing.*

2. Seek opportunities to share the MSP updates to all stakeholders.

*The MSP is available to all personnel via the HFD intranet.*

- a. Develop a customer satisfaction survey to solicit input from external stakeholders regarding services provided.
3. Review and update the MSP annually through the use of:
    - a. Executive Retreats.
    - b. HFFA Retreats.
    - c. BC Workshop.
    - d. Captains Workshop.
    - e. Open Forums.

4. Continue to support the Subject, Objective, Problem, Proposal, Advantages, Disadvantages, and Actions (SOPPADA) initiative to process suggestions from personnel.

In 2007, 47 SOPPADAs were submitted.

## **Section IV Financial Resources**

### Short-Term: Accomplish Within 1 to 1½ Years

1. Pursue federal, state, and local grants to assist in supplementing the Department's operating and capital improvement budgets for fiscal years (FY) 2008 and 2009.

*In FY 2007, \$1,490,000 in grant funds was received.*

- a. Continue to meet with grant providers to find solutions for the coordination of matching funds, budgets, and grant and FY deadlines.
  - b. Continue to work with government and elected officials to identify solutions for providing funds for the continued maintenance of grant provisions after grant requirements and deadlines have been met.
  - c. Coordinate HFD and City grant projects so as not to cause conflicts in the projects and work schedules.
  - d. Identify programs and equipment needs based on a risk assessment approach to quantify gaps to be targeted through grant submittal and acquisition.
2. Identify equipment needs for different sections of the Department based on national standards when applicable.
    - a. Acquisition of American National Standards Institute traffic vests to utilize at highway responses as required by the State Department of Transportation (DOT).
    - b. Plan and identify funding for a Departmentwide accessibility system in conjunction with a Personnel Accountability System. Conduct product research for a Smart Card identification system.
  3. Continue the ongoing Fleet Management Program and evaluate it for improvements and enhancements.

4. Maintain a collaborative working relationship with the Department of Budget and Fiscal Services (BFS).

*This is ongoing.*

Medium-Term: Accomplish Within 1½ to 4 Years

5. Review and revise the internal budget submittal process in conjunction with the City's plan.
  - a. Evaluate Departmental budget forms.
6. Identify funding source(s) to upgrade the Department's training facility. Projects may include short-, medium-, and long-term time frames. An alternative is a possible new site at a future residential development project.

Long-Term: Accomplish Within 5 or More Years

7. **Develop projections for expanding community fire protection programs.**
  - a. **Continue participation in the refinery fire fighting program with private industry partners.**
  - b. **Develop an elevated platform rescue and rapid transit response program.**
  - c. **Continue supporting the creation of the Oahu Wildland Coordinating Group.**
  - d. **Develop a Shipboard Fire Fighting Program, which is dependent on the State's intention for the Fireboat's future.**

**Section V Programs (Includes Fire and Nonfire-Related Programs)**

Short-Term: Accomplish Within 1 to 1½ Years

1. Develop and implement a plan for minimum staffing of operational units to ensure deployment and concentration of resources to support the Department's operational objectives.
  - a. Review dispatch assignments.
2. Establish a Seat Belt Safety Program to minimize response injuries and deaths.
3. Work with the State DOT, Harbors Division to formalize the expectations for marine and shipboard fire fighting and rescue programs.

4. Review the State's Urban Search and Rescue Team.

*The Department of Emergency Management (DEM) is the City's lead agency.*

- a. Develop protocols for HFD deployment to the team.
  - 1) Activation.
  - 2) Deactivation.
  - 3) Demobilization.
- b. Develop agreements with the State Civil Defense Agency for reimbursement of costs associated with deployment of HFD personnel.
- c. Review and amend the current Memorandum of Agreement (MOA).

5. Continue to work with City, state, and federal agencies to develop homeland security and natural disaster response plans. Integrate and align with the City's Emergency Operating Plan (EOP).

- a. Develop EOPs.
  - 1) Natural disasters.
    - a) Hurricanes.
    - b) Tsunamis.
    - c) Earthquakes.
    - d) Flooding.
  - 2) Terrorism.
    - a) Active Shooter.
  - 3) Chemical Biological Radiation Nuclear and Explosive (CBRNE).
    - a) Radiation/Nuclear.
    - b) Chemical/Biological.
    - c) Explosives.

4) Pandemic.

5) Avian flu.

6. Participate in periodic multiagency exercises to refine emergency operations and evaluate the Department's emergency response protocols to weapons of mass destruction (WMD) and manmade and natural disaster incidents.
7. Implement a plan to meet the two-year cycle of fire inspection requirements for identified properties as mandated by the Hawaii Revised Statutes, Sections 132-5 and 132-6.

*The Fire Inspection Database (FID), located in the HFD intranet, has been implemented to address this.*

- a. Work with City and state agencies to quantify the number of buildings requiring inspection by the Fire Prevention Bureau.
8. Implement a Rapid Intervention Team (RIT) Program to enhance FF safety.
    - a. Heads-Up Display (HUD) retrofits to commence upon completion of awareness training.

*As of December 2007, the project was 90% complete.*

Medium-Term: Accomplish Within 1½ to 4 Years

9. Create and train command teams to assist with the management of large-scale incidents.
10. Create "Safety Officer" positions to be dispatched as part of first-alarm assignments of predetermined emergencies versus utilizing Company Officers from responding apparatuses.
  - a. Consider filling new positions.
  - b. Prevent the use of current field personnel.
  - c. Develop a Safety Officer Training Program to include certified courses by the International Fire Service Accreditation Congress.

11. Continue the Emergency Medical Technician-Basic (EMT-B) Program to enhance the quality of services at medical emergency responses and evaluate the process for maintaining existing certification.

*As of August 2007, 42% of personnel were at or above the EMT-B level.*

12. Coordinate and expedite the upgrading of self-contained breathing apparatus (SCBA) units to include Clear Command, HUD capabilities, and RIT devices.
13. Develop an emergency "alpha/bravo" manning program for significant disasters/events.

#### Long-Term: Accomplish Within 5 or More Years

14. Review the applicability of an HFD and Honolulu Emergency Services Department merger.
15. Develop a mandatory recall program for staffing needs.
16. Establish performance goals for each program and measure the outcomes rather than the outputs.

### **Section VI Physical Resources**

#### Short-Term: Accomplish Within 1 to 1½ Years

1. Complete work on the HFD Museum.
  - a. Continue to work with the contractor to complete exhibits by the end of the contract.
  - b. Americans with Disabilities Act issues must be resolved before opening the museum.
  - c. Staffing issues and janitorial services must be addressed.
2. Require equipment maintenance personnel to become certified to meet the objectives of the established programs.
  - a. SCBA Facility: Hawaii Drivers License; Fork Lift Operator Certification; Mine Safety Appliances (MSA) Certified Air Mask Repair Education Certification; MSA Mask Mounted Regulator Certification; Professional Scuba Inspector (PSI) SCBA Certification; and PSI SCBA Cylinder Inspection Certification.

- b. Mechanic Shop: State DOT Inspectors License; City Vehicle Safety Inspectors License; Commercial Drivers License types A, P, and T; Fork Lift Operator License; and Respirator Certification.
3. Continue to work with the Department of Facility Maintenance (DFM) and the Department of Design and Construction to aggressively pursue the backlog of maintenance projects.
4. Establish and maintain a priority list for capital improvement project (CIP) submittals for new and major renovations of the Department's physical facilities.  
*This is ongoing.*

Medium-Term: Accomplish Within 1½ to 4 Years

5. Install automatic apparatus bay door operators at all fire stations.  
*The projected completion timeline is 2010.*
6. Upgrade first-line apparatuses with a viable replacement program to ensure the oldest first-line apparatus is in service no longer than 15 years. Work towards the guidelines established under National Fire Protection Association (NFPA) 1901.
7. Pursue funding to design, procure, and complete the critical infrastructure upgrade for the Waipahu Maintenance Facility to include the installation of modern security systems.
8. Evaluate transferring the responsibility of periodic site safety inspections from the BC to the Company Officer with oversight by the BC and Safety Officer.
  - a. The present system is one company per battalion, per year and the entire Department every three years.

**Section VII Human Resources**

Short-Term: Accomplish Within 1 to 1½ Years

1. Work with the DHR, the Department of Community Services, Oahu WorkLinks, and the Equal Opportunity Office to implement the female recruiting program, "Can You Take the Heat?" in preparation for the next Civil Service Fire Fighter Recruit (FFR) examination.
  - a. Explore additional incentives to draw the interest of women toward the HFD.

- b. Promote additional educational opportunities for candidates by informing them of training programs.
2. Research alternative funding for education and training for Incident Response to Terrorist Bombings; Preventing and Responding to Suicide Bombing Incidents; CBRNE; and other programs sponsored by the U.S. Department of Homeland Security (DHS).

Medium-Term: Accomplish Within 1½ to 4 Years

3. Review and update job descriptions.

*The Administrative Services Bureau (ASB) has been identified as the PM.*

- a. Determine the accuracy of duties and responsibilities.
- b. Revise duties and responsibilities to reflect current job requirements.
- c. Conduct a needs assessment to determine adequate and efficient staffing levels of all sections.

4. Plan and implement the Wellness/Fitness Program.

*The Occupational Safety and Health Office has been identified as the PM.*

- a. Short-Term: Recertify Peer Fitness Trainers for program development.
- b. Medium-Term: Initiate fitness assessment and secure a program physician and coordinator.
- c. Long-Term: Adopt the International Association of Fire Fighters and International Association of Fire Chiefs Fire Fighter Wellness Program.

Long-Term: Accomplish Within 5 or More Years

5. Plan for the development of a Western Fire Academy of the Pacific.
  - a. Provide certification training for Pacific Rim countries.

## Section VIII Training and Competency

### Short-Term: Accomplish Within 1 to 1½ Years

1. Provide and support professional development and leadership training.
  - a. Apparatus Operator Program.
  - b. Company Officer Program.
  - c. Chief Officer Program.
  - d. Leadership Programs.
  - e. National Fire Academy (NFA) and other federal, state, local, and Department initiatives.
2. Continue the HFD Scholarship Program.
3. Meet federal requirements for National Incident Management System (NIMS) compliance.

*All personnel have attained current NIMS certification, and we will continue to monitor mandated requirements.*

4. Adopt NFPA standards where appropriate.
5. Revise, update, and enhance training resources, techniques, and delivery systems.
  - a. Identify and seek alternate funding sources to enhance training.

*A Driver Training Simulator is being purchased through grant funds and is in the procurement process.*
  - b. Explore online distance learning programs and techniques.

### Medium-Term: Accomplish Within 1½ to 4 Years

6. Plan, coordinate, and implement a Department credentialing system to meet DHS directives.

Long-Term: Accomplish Within 5 or More Years

7. Continue to develop the Certification Program to include all levels of the Department.

*The resource typing was developed and sent to the DEM.*

**Section IX Essential Resources (Communications, Water Supply, and Computer Technology)**

Short-Term: Accomplish Within 1 to 1½ Years

1. Monitor and evaluate enhancements to the wireless Mobile Data Terminal (MDT) project.

*We will continue to evaluate power and charging issues.*

2. Consolidate and standardize the Department's preplans and provide desktop and mobile connectivity for response personnel.

*This project was completed in December 2007. We will continue to monitor for compliance and will update preplan information.*

3. Provide timely Hazardous Chemical Inventory Report (also known as TIER II) information for response personnel through hard copy and electronic depository within HOSES.

a. Distribute hard copies to first-in companies and Hazmat 1 and 2.

4. Enhance interoperable communications with responders in the City and support the Public Safety Oversight Committee and Honolulu Urban Area Working Group.

*A training video for all first responder agencies is in production. The completion timeline is set for April 2008.*

5. Maintain and update the Department's Intelligent Interconnect System (ACU-1000), which is located in the Mobile Command Center (MCC).

*Explore funding to upgrade current radios to be P25-compliant.*

6. Update and maintain the Department's internet website.

*This is ongoing.*

7. Review and revise the MCC's Operational Communication procedures as needed.
  - a. Seek certified Communication Leader (COML) training programs to increase the number of qualified personnel.

*An SN seeking qualified COMLs and Communication Technicians was issued to meet the workload of the Department.*

8. Continue to work with the Navy's Regional Dispatch Center to develop an alternate center for the Fire Communication Center (FCC).

Medium-Term: Accomplish Within 1½ to 4 Years

9. Enhance the Department's Emergency Operations Center, which is located in the Headquarters.
  - a. Identify equipment needs.
  - b. Seek funding for implementation of equipment and training.
  - c. Develop procedures.
10. Work with the Board of Water Supply (BWS) to develop and participate in a program which recognizes water use limitations via existing water main grid and hydrant maintenance data. This information will also assist with determining and verifying fire flows and establishing benchmarks.
  - a. Explore visible means to indicate low pressure hydrants.
  - b. Meet with the BWS on issues pertaining to private hydrants.
11. Continue efforts to modernize the FCC, with a focus on technological improvements and call processing.

*This is ongoing.*

12. Evaluate staff allotments and certification of personnel assigned to the FCC.
  - a. Review the current on-duty manpower, schedules, and position types (uniform versus nonuniform).
13. Seek funding for a Communication Vehicle or viable alternative and provide training for its use.

14. Explore the acquisition of additional specialized personnel for Planning and Development (P&D) and the ASB.
  - a. Conduct a needs assessment and identify additional uniform and civilian positions.
  - b. Review the Professional Development Program to determine if it is achieving the desired results in providing additional manpower to support functions and attaining mentorship goals.

Long-Term: Accomplish Within 5 or More Years

15. Continue to evaluate emerging technology to see how it can benefit the Department's operations.

*This is ongoing.*

16. Review and continue to participate in the City's Joint Traffic Management Center project and provide input for the HFD Dispatch Center requirements.

*The groundbreaking is scheduled for 2010.*

**Section X External Systems**

Short-Term: Accomplish Within 1 to 1½ Years

1. Coordinate periodic meetings with the HFFA to enhance the working relationship between management and labor.

Medium-Term: Accomplish Within 1½ to 4 Years

2. **Manage the Department's MOAs and Memorandums of Understanding (MOU).**
  - a. **Update and create MOAs or MOUs between the Department and other agencies as necessary.**
  - b. **Create a formal process and format for MOAs and MOUs. Hard copies shall be forwarded to P&D for scanning and inclusion into DocuShare.**
  - c. **Create an inventory of MOAs and MOUs. Electronic copies are stored in DocuShare.**
  - d. **Implement a periodic review process to ensure consistency, validity, legality, and proper termination clauses.**

3. Conduct an internal and external management audit every three years.
  - a. Support Services will conduct an external audit in 2008.
  - b. The ASB will conduct an internal audit in 2008.

## **Accomplishments**

### **Governance**

*In September 2007, the HFD Policy and Procedures and SOGs were updated and placed in DocuShare. In December 2007, the HFD Records Manual was updated and placed in DocuShare. The final version of the HFD Rules and Regulations is being reviewed by the HFFA.*

### **Assessment and Planning**

*The Department met its goal of call processing time in 60 seconds or less at an 80% fractile. The new goal is 85% fractile.*

*Electronic preplans are accessible via MDTs.*

*The Standards of Response Coverage Manual was updated to include 2006 data.*

*Two personnel attended an RMS user conference.*

### **Goals and Objectives**

*The BC Workshop was held in March 2007, and the Captains Workshop was held in June 2007. For 2008, the BC Workshop will be held in March, and the Captains Workshop will be held in July.*

*In 2007, 47 SOPPADAs were processed.*

*The MSP was updated in October 2007 and made accessible to personnel via the intranet. The MSP was included in the Annual Compliance Report to the CPSE, which is a part of the Department's reaccreditation process. Personnel were queried on the MSP in promotional exams and interviews.*

*In January 2008, an Executive Retreat was held to review and update the MSP.*

### **Financial Resources**

*The HFD received \$1,490,000 in various federal and state grants. We also received \$62,665 in gifts from Fireman's Fund Insurance Companies.*

### **Programs (Includes Fire and Nonfire-Related Programs)**

*Participated in nine multiagency drills and exercises.*

*Participated in six training classes sponsored by the Division of Forestry and Wildlife and purchased \$60,000 of wildland fire fighting equipment.*

*Implemented the FID to track inspection requirements.*

*In April 2007, the State Airports Division assumed inspectional responsibilities for properties owned or managed around the Honolulu International Airport.*

*The HFD increased the number of EMT-B trained personnel from 36% to 42%.*

*Coordinated and expedited the upgrade for SCBA units to include Clear Command and installed RIT devices. HUDs will be installed upon completion of the 2007 SCBA Fit Testing.*

### **Physical Resources**

*Completed work on the HFD Headquarters in February 2007.*

*Completed work on the Kakaako Fire Station in February 2007.*

*We purchased 3 engines, 1 quint, 1 fuel tender, 1 tanker, and 3 battalion response vehicles.*

*The CIP included repainting 8 fire stations, roofing repairs for 4 fire stations, renovations to 2 fire stations, and driveway reconstruction for 1 fire station.*

*The Department's automatic external defibrillators were replaced with newer models.*

### **Human Resources**

*We filled two Captain positions in the WMD section of the TRB.*

*During 2007, the Department conducted 3 FFR classes, which added 70 new personnel.*

*A Radio Technician and a Senior Clerk-Typist position at the Radio Shop were filled.*

*Reviews and updates for Captains and FF I job descriptions are complete.*

### **Training and Competency**

*We met the federal requirements for the NIMS in May 2007.*

*The TRB acquired a Video Specialist to assist with developing and delivering the Video on Demand (VOD) program to accomplish decentralized training. There were 18 VOD classes conducted.*

*We hosted five NFA courses.*

### **Essential Resources (Communications, Water Supply, and Computer Technology)**

*The Department's internet website was updated in March 2007.*

*The Department's prefire plans were validated, and connectivity was provided to MDTs for response personnel in June 2007.*

*An Interoperable Communication training video is in production.*

### **External Systems**

*MOAs and MOUs were placed in DocuShare.*

## **Ongoing**

### **Governance**

Continue to work with the City and state to enact legislation beneficial to the Department.

Implement, enforce, and monitor FLSA issues.

Review and assess the Department's organizational structure.

### **Assessment and Planning**

Continue to evaluate the RMS and HOSES for enhancements and improvements.

Continue the Risk Management Analysis Program and provide corrective actions and training.

### **Goals and Objectives**

Continue Departmental retreats and workshops to solicit input.

Continue to support the SOPPADA initiative.

### **Financial Resources**

Continue to pursue federal, state, and local grant opportunities.

Maintain a collaborative working relationship with the BFS.

### **Programs (Includes Fire and Nonfire-Related Programs)**

Continue to participate in periodic multiagency exercises.

Update EOPs.

Review manpower requirements, dispatch assignments, and apparatus placement.

Continue the Fleet Management Program to facilitate the Apparatus Replacement Program.

### **Physical Resources**

Continue to work with the DFM regarding station repairs, renovations, and construction.

### **Human Resources**

Implement an enhanced Wellness/Fitness program.

Continue needs assessment of staffing levels and requirements for all sections.

### **Training and Competency**

Continue to provide and support professional development.

Adopt NFPA standards where appropriate.

Continue to develop the Certification Program.

### **Essential Resources (Communications, Water Supply, and Computer Technology)**

Continue to evaluate communication needs, equipment, and procedures.

Continue to evaluate emerging technology and its applicability with HFD needs.

### **External Systems**

Continue needs assessment for internal and external stakeholders.

Continue labor and management meetings to address identified issues.