



Center for
Public Safety
Excellence

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November 20, 2007

Honolulu Fire Department
Fire Chief Kenneth Silva
636 South Street
Honolulu, HI 96813-5007

Dear Chief Silva,

The Statement of Findings on your Annual Compliance Report was reviewed at the semi-annual commission teleconference on October 30, 2007.

It is my pleasure to inform you that the commission voted unanimously to accept your report. You are congratulated on your efforts and those of the personnel in your department. Your continued dedication to the self assessment process will certainly result in the continued professional development of your organization.

Once again, congratulations.

Sincerely,

Paul D. Brooks
CFAI Chairman

cc: Chief Eric Adams Jr., Accreditation Manager

Enclosure: 2007 Statement of Findings and Annual Compliance Report



Commission on
Fire Accreditation
International



Commission on
Professional
Credentialing



Chief Fire Officer



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STATEMENT OF FINDINGS

TO: Commission on Fire Accreditation International

FROM: Rick Black, CFAI Program Manager

DATE: October 16, 2007

SUBJECT: Review of the annual compliance report for **Honolulu Fire Department, Hawaii**

INTRODUCTION

As the designated representative for the Center for Public Safety Excellence, Inc., I reviewed the second (2nd) annual compliance report for the Honolulu Fire Department. The purpose was to review this Annual Compliance Report for disposition of Strategic and Specific Recommendations made by the Peer Assessment Team and to verify that all applicable Core Competencies remain in compliance in accordance with the 6th Edition of the Fire and Emergency Services Manual (FESSAM).

FINDINGS

Agency Information

The information presented is well prepared and complete. Chief Eric Adams Jr. is the Accreditation Manager for the Honolulu Fire Department. There is no indication of outside preparation by consultants in this Annual Compliance Report.



Commission on
Fire Accreditation
International



Commission on
Professional
Credentialing



Chief Fire Officer

Agency / Jurisdiction Description

44 fire stations containing 1,247 personnel, serving a jurisdiction of 604 square miles, populated by 910,000 residents.

Agency Environmental Changes

The agency implemented a new planning mechanism for updating their current strategic plan and developing a master plan.

Agency policies and report forms were updated as a result of a FLSA class action lawsuit.

Changes in Compliance with Legal Requirements in Federal, State, and Local Government(s)

The agency indicates compliance with all applicable standards.

Changes in Compliance with Adopted Community / Agency Standards

The agency indicates compliance with all community/agency standards.

Performance and Compliance with Core Competencies

The agency completed this section fully and disclosed all relevant information.

Core Competency and Performance Indicator Change Form

Agency indicates it is in compliance with all applicable Core Competencies and Performance Indicators, as required by the **6th** Edition FESSAM.

Strategic and Specific Recommendations.

The sixteen (16) Strategic Recommendations are being addressed by the Agency with some progress being made on most of them. The agency has elected to not accept one of the Strategic Recommendations. Of the thirty-five (35) Specific Recommendations, all are being addressed to varying levels of completion. The agency has elected to not accept one of the Specific Recommendations.

Other Information

No other information was provided.

Exhibit List

All appropriate exhibits were listed and provided.

Verification

Fire Chief Kenneth G. Silva signed the annual compliance report.

CONCLUSION

The for Honolulu Fire Department has demonstrated that they are in compliance with all stated benchmarks, government standards, local standards, core competencies, and performance indicators. The department is also working toward meeting all applicable core competencies as stated in the seventh edition of the FESSAM.

RECOMMENDATIONS

I recommend that the Commission on Fire Accreditation International accept the Honolulu Fire Department annual compliance report and that the Honolulu Fire Department retain their accredited agency status.



Commission on
Fire Accreditation
International

Annual Compliance Report 6th Edition

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



This Report Prepared On June 26, 2007
By
Eric L. Adams Jr., Assistant Chief
For The
Commission On Fire Accreditation International, Inc.

This Report Represents The Agency's Status
As It Relates To Its Accreditation Report
Dated June 25, 2005

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI), Inc. enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to keep the commission staff informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission that establishes your agency's benchmarks. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward completing all strategic and specific recommendations.

Each section must be completed if there is any activity to report. An activity is any rate of change, direction of change, nature of change or amount of change. Appropriate documentation must accompany this report to demonstrate that official action occurred that resulted in a change to the agency's benchmarks or progress/completion of the strategic and specific recommendations. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Manager](#).

Agency Information

Agency Name: Honolulu Fire Department

Agency Address: 636 South Street
Honolulu, Hawaii
96813-5007

Agency Website: <http://www.honolulu.gov/hfd/>

Agency Head: Fire Chief Kenneth G. Silva

Agency Head E-Mail: ksilva@honolulu.gov

Agency Head Phone: 808-723-7101

Accreditation Mgr: Assistant Chief Eric L. Adams Jr.

Accred. Mgr. E-Mail: eadams@honolulu.gov

Accred. Mgr. Phone: 808-723-7106

Date of most recent
Award of Accreditation: June 25, 2005

Annual Compliance
Report due date: July 15, 2007

Annual Compliance
Report Number (1-4): 2

Agency/Jurisdiction Description

The Honolulu Fire Department (HFD) serves the City and County of Honolulu (City), which encompasses the entire island of Oahu. To perform its services, the Department:

- ❖ Is staffed with 1,185 full-time career fire fighters, 57 civilian support staff, and 5 contract employees;
- ❖ Has 44 stations and 4 bureaus;
- ❖ Has the following first-line fire apparatuses: 42 engines, 8 ladders, 5 quints, 2 towers, 1 aircraft tender, and 5 water tankers;
- ❖ Operates two hazmat units;
- ❖ Operates two heavy rescue units for mountain, ocean, and other types of rescues;
- ❖ Operates a 110-foot fireboat in Honolulu Harbor;
- ❖ Operates two helicopters to assist with rescues, fire fighting, and reconnaissance.

The Department conducts its field operations by dividing the island into five battalions, each of which is managed by a Battalion Chief. Three other divisions support the Department's field operations: Administrative Services Bureau, Planning and Development, and Support Services. The Support Services division includes the Training and Research Bureau, Fire Prevention Bureau, and Fire Communication Center.

The City and County of Honolulu

The City includes the entire island of Oahu, an area of 604 square miles. It has a population of approximately 910,000 residents, a diversified economic base, and is a strategic location in the Pacific for the military and international business. One of its essential economic industries is tourism, and Waikiki, in the center of the City of Honolulu, is the state's primary visitor destination.

The City, like many established communities, is a mixture of old and new. New high-rise buildings blend in with aging single-family homes. A wide variety of commercial occupancies support the city's economic base. Large tracts of open land in the center of the island are used for agriculture and lush valleys and tropical beaches provide breathtaking recreational opportunities. The HFD's task is to provide quality, professional fire and nonfire emergency services that are efficient and effective to the entire island.

Agency Environmental Changes

- During March and April of 2006, we experienced approximately 40 straight days of rain. Although this weather event taxed our resources in responding to flooded conditions, our concern is that it also increased the growth of fuel beds in the western portion of the island. We are also experiencing El Nino conditions, which have contributed to 50% of normal rainfall for 2007. Due to the combination of these events, we are predicting a busier than usual wildland fire season for the summer.
- On October 15, 2006, the State of Hawai'i suffered a 6.7 magnitude earthquake off the coast of the island of Hawai'i. This event led to an islandwide power outage that taxed the resources of the Department and the entire state. Because the Board of Water Supply has a limited number of mobile generators for its pumping stations, Department resources, such as water tankers, were redistributed to urban areas as a preventive measure. A need for closer relationships with the utility companies was identified and implemented.
- Upon the retirements of Assistant Chiefs Wayne Nojiri and Charles Wassman at the end of 2006, Battalion Chiefs Eric L. Adams Jr. and Rolland J. Harvest were promoted to Assistant Chief positions effective December 1, 2006. The Assistant Chiefs supervise the following divisions:
 - Assistant Chief Rolland J. Harvest, Fire Operations
 - Assistant Chief Thomas K. Perkins, Administrative Services Bureau
 - Assistant Chief Manuel P. Neves, Support Services
 - Assistant Chief Eric L. Adams Jr., Planning and Development
- The Honolulu Fire Commission had several personnel changes since the re-accreditation site visit in June 2005. The current Honolulu Fire Commissioners are:
 - Elizabeth Ho, Chair
 - Michael Yamaguchi, Vice Chair
 - Quentin K. Kawananakoa
 - Jacob Ng
 - Sylvia Waiwaiiole-Hopfe
- One of Fire Chief Kenneth G. Silva's first major initiatives was the development of a 100-day plan. The plan would be the basis for the development and continuing evaluation of the Department's Strategic and Long-Term Master Plan. Revisions would be based on outcomes of:
 - Executive Chief Meetings
 - Battalion Chief Workshops
 - Management and Hawaii Fire Fighters Association Retreats
 - Company Officer Workshops

- Revisions and reformatting to the existing 2006-2010 Strategic and Long-Term Master Plan by the Strategic Planning Committee, chaired by Assistant Chief Eric Adams
- A draft of the 2006-2010 Strategic and Long-Term Master Plan was presented to the Department personnel, Fire Commission, and City Administration. Each stakeholder was strongly encouraged to submit recommendations to improve the document. Based upon their feedback, the 2007-2011 Master Strategic Plan (MSP) is being finalized. Some of the major formatting changes were:
 - Identification of major issues that are positively or may negatively impact the Department
 - The need for the Plan to be aligned with City policy and directives
 - Including the ten major categories in the CFAI Self-Assessment Manual and listing appropriate objectives in respective categories to ensure the Department was also in alignment with the CFAI accreditation process
 - Including action and investment plans to each objective
- The HFD entered into an arbitrated award to address a Fair Labor Standards Act class action lawsuit regarding overtime payment for personnel. The award currently requires the Department to review its internal procedures and processing to address legal counsel's recommendations to minimize similar lawsuits in the future. Changes that were implemented are:
 - Policy and procedure revision
 - Implementation of Trade Time for early relief
 - Personal attendance report form under review for future implementation
- Since August 2006, the Department has received seven new apparatuses. Four pumpers were acquired via capital improvement project funds, one pumper via Community Development Block Grant funds, and two heavy rescue trucks via Office of Domestic Preparedness funds.
- The Department was the lead agency in conducting a major multiagency, multi-jurisdictional, functional exercise to validate the City's Tactical Interoperable Communication Plan. The exercise, named "Poi Bowl," was designed around three separate incidents occurring almost simultaneously at the Aloha Stadium. The exercise also demonstrated that joint planning and training is beneficial for City response agencies.
- The Department is continuing to exercise the City's Tactical Interoperable Communication Plan with quarterly multiagency communication exercises. We are also assisting with the development of the State Tactical Interoperable Communication Plan. This process has been the catalyst to develop interoperable communication solutions among local, state, and federal response agencies.

- The fourth phase of the Honolulu Online System for Emergency Services project was funded and implemented. This phase will provide electronic preplan diagrams that can be accessed via Department desktops, along with Tier II information.
- The Public One Stop Service project began planning efforts in August 2004. The project, which included wireless data entry of fire prevention inspections, was implemented in October 2005. Due to numerous issues, including connectivity, the project was terminated in January 2006 and is being replaced by an in-house developed database which is scheduled to be implemented in June 2007.
- The Mobile Data Terminal project has been finalized with all Department apparatuses using the basic layers of the Mobile Data Terminal. This project will provide data communications and access to specified geographic information system layers to our response personnel. The Department is currently evaluating wireless technology upgrades for increased coverage and speed.
- The Department upgraded its Records Management System and is operating the vendor's newest version. The Department is continuing its evaluation of the Record Management System as to vendor support and data needs.
- The Department has embarked on a Recruit Training program in which successive recruit classes will overlap each other by three months. In April 2007, 27 recruits of the 90th Fire Fighter Recruit class graduated after six months of training. In July 2007, 24 recruits of the 91st Fire Fighter Recruit class are on schedule to graduate. In November 2007, 24 recruits of the 92nd Fire Fighter Recruit class will graduate.
- The City went through a review and update process of its Emergency Operating Procedures with input from all City agencies. Revised copies were distributed throughout the City in June 2007.
- In November, the Department received a check for \$115,000 from the Firemen's Fund Insurance Company to fund a fire safety trailer and fire safety educational materials. In April, Firemen's Fund donated an additional \$30,000 towards the purchase of two hydraulic rescue tools.

Changes in Compliance With Legal Requirements in Federal, State and Local Government(s)

1. Is your agency in compliance with all standards applicable to the agency at its most recent accreditation, or last annual compliance report, whichever is the most recent? Examples of standards are ADA, OSHA, Fair Labor Standards Act., etc.

Yes

2. If no, list the standard(s) not in compliance. Briefly describe the reason for non-compliance, what actions need to be taken to regain compliance with each listed standard, and what impact will it have on your agency.

Changes in Compliance With Adopted Community/Agency Standards

1. Is your agency in compliance with all community/agency standards at its most recent accreditation, or last annual compliance report, whichever is the most recent? Examples of community/agency standards are: established response time, minimum staffing, any NFPA standard adopted or used that is not mandated by the Federal or State governments, labor contracts, etc.

Yes

2. If no, list the community/agency standard(s) not in compliance. Briefly describe the reason for non-compliance, what actions need to be taken to regain compliance with each listed standard, and what impact will it have on your agency.

Changes in Compliance With Self-Assessment Core Competencies

1. Is your agency in compliance with all self-assessment core competencies since its most recent accreditation, or last annual compliance report, whichever is the most recent?

Yes

2. If no, list core competencies not in compliance. Briefly describe the reason for non-compliance, what actions need to be taken to regain compliance with each listed standard, and what impact will it have on your agency.

Changes in Compliance with Core Competencies Within the Self-Assessment Process

In Compliance	No Longer In Compliance	Core Competency		
		No.	Partial Description	Change in Performance Measure/Benchmark
X		1 A.1	Agency has been legally established	
X		1 B.1	there exists an administrative structure	The promotion of 2 new Assistant Chiefs in December 2006
X		1 B.3	compliance with legal requirements	
X		1 B.4	personnel organizational chart	
X		2 A.1	geographical boundaries are identified	
X		2 A.2	organized into geographic planning zones	
X		2 A.5	regulations used in the planning process	
X		2 A.6	data recorded	Response times reviewed and evaluated by Executive Chiefs
X		2 A.7	water supply included in the planning effort	Conducting meetings with the Board of Water Supply to identify and address issues
X		2 A.8	fire protection suppression systems identified	
X		2 B.1	each planning zone is analyzed and evaluated	
X		2 B.3	"standard of response coverage" has been established	Call processing time has been reduced from 1:45 to 0:59. Turnout time identified at 2:14 and improvement strategy being formulated
X		2 C.1	each planning zone is analyzed and evaluated	
X		2 C.4	"standard of cover" strategy has been established	Currently reviewing appropriateness of stated standards as well as evaluating resource deployment
X		2 D.1	agency has a "master or strategic plan"	MSP annually updated through internal process
X		3 A.1	goals have been adopted	The 2007-2011 MSP has been finalized and disseminated
X		3 A.2	specific objectives have been adopted	MSP and Standards of Response Coverage analysis and updates provide objectives
X		3 B.1	management process identified	Battalion Chief and Captain workshops included in process
X		3 B.2	program should support the agency's goals	
X		3 B.3	goals and objectives are approved	Established in 2007-2011 MSP
X		3 D.1	objectives are reviewed annually	Executive Chiefs review and conduct participatory interventions on an annual basis through quarterly updates and biannual Executive Retreats. Input from Battalion Chiefs also helps to set priorities
X		4 A.2	process for developing the annual budget	
X		4 B.4	periodic financial reports are reviewed	
X		4 B.5	financial audits are conducted	
X		4 B.7	fund raising activities are governed by agency policy	
X		4 C.1	programs based on anticipated revenues	
X		5 A.1	agency meets their deployment objectives	Exceeded objective by 5%
X		5 A.2	adequate staffing to meet the objectives	Graduated 27 recruits in April 2007 with 48 more due to graduate in 2007
X		5 A.5	current standard operating policy manual	All manuals have been updated
X		5 A.6	incident command/management system	
X		5 A.7	information system allows for analysis	Record Management System using vendor's April 2007 upgrade
X		5 A.8	periodic appraisal of the emergency response program	
X		5 B.1	adopted fire prevention code	
X		5 B.2	compliance with applicable fire protection law	
X		5 B.3	adequate staffing	
X		5 B.4	plan check system in place	
X		5 B.6	standard operating procedures/general operating	
X		5 B.7	information system in place	Departmentwide database being developed
X		5 C.4	public education programs are targeted	
X		5 C.5	information system allows for analysis	
X		5 D.1	methods and procedures in place	
X		5 D.2	adequate staffing	
X		5 D.3	equipment and supplies	

In Compliance	No Longer In Compliance	Core Competency		
		No.	Partial Description	Change in Performance Measure/Benchmark
X		5 D.4	agreement and support from other agencies	
X		5 D.5	information system in place	
X		5 D.6	standard operating procedures/general operating guidelines	
X		5 E.1	agency meets emergency deployment objectives	
X		5 E.2	adequate staffing to meet agency objectives	
X		5 E.5	standard operating procedures/general operating	
X		5 F.1	agency meets emergency deployment objective	
X		5 F.2	adequate staffing to meet agency objectives	
X		5 G.1	agency meets deployment objectives	
X		5 G.2	adequate staffing	
X		5 G.5	standard operating procedures, standing orders	
X		5 G.7	patient care record maintained for each patient	
X		5 H.1	there is a published disaster plan	A revised City Emergency Operation Plan was distributed by the Department of Emergency Management in June 2007
X		5 H.6	the disaster plan is operationally tested	
X		5 I.1	the agency meets their response time and deployment objectives	
X		5 I.2	adequate staffing to meet the objectives	
X		5 I.5	current standard operating procedure is in place	
X		5 I.8	periodic appraisal made of the program	
X		5 J.1	the agency meets their response time and deployment objectives	
X		5 J.2	adequate staffing to meet the objectives	
X		5 J.5	current standard operating procedure in place	
X		5 K.1	the agency meets their response time and deployment objectives	
X		5 K.2	adequate staffing to meet the objectives	
X		5 K.5	current standard operating procedure in place	Meetings being held with State Harbors Division to define scope of responsibility
X		6 A.3	physical facilities adequate	
X		6 A.4	facilities are in compliance with regulations	
X		6 B.1	apparatus is located to accomplish the stated Standards of Response Coverage	
X		6 C.1	maintenance program has been established	
X		6 C.5	standards procedures and methods	
X		6 D.3	maintenance on equipment conducted by qualified	
X		6 E.1	safety equipment has been identified and distributed	Heads up display and upgrade of Personal Alert System (ICM-TX) for self-contained breathing apparatus installation scheduled for summer of 2007
X		6 F.2	there is involvement with the governing body, administration, and staff in the planning for physical facilities	
X		7 A.1	designated personnel manager	
X		7 A.2	staffing to accomplish agency mission	
X		7 B.3	recruiting, selection and promoting process complies	
X		7 B.4	new personnel meet stated qualifications	
X		7 B.8	position classification system	
X		7 C.1	organizational mission, goals and objectives are distributed	2007-2011 MSP distributed to all personnel via Department Intranet
X		7 C.2	personnel rules are communicated	
X		7 C.3	disciplinary system in place	
X		7 C.4	agency policy defining and prohibiting harassment	
X		7 C.6	internal ethics and conflict of interest policy	
X		7 C.7	published and adopted grievance procedure	
X		7 D.1	written job descriptions	
X		7 D.2	process by which jobs are audited and modified	
X		7 E.1	rates of pay and compensation are published	
X		7 E.2	benefits are defined, published and distributed	
X		7 F.2	System for identifying hazards	

In Compliance	No Longer In Compliance	Core Competency		
		No.	Partial Description	Change in Performance Measure/Benchmark
X		7 F.4	there is an occupational health and safety training program	
X		8 A.1	process in place to identify training needs	
X		8 B.4	evaluation through the use of performance based	
X		8 C.1	training facilities and apparatus are provided	Upgrade and expansion of Training facility presently in design phase
X		8 D.2	training materials are evaluated on a continuing basis	
X		9 A.1	establish minimum fire flow requirements	Electronic preplans available on Mobile Data Terminals with fire flow information
X		9 A.2	adequate and reliable water supply	
X		9 A.9	plans for alternative sources of water supply	
X		9 A.10	standard operating procedure outlining utilization	
X		9 B.1	system of ensuring communication in the field	Issuance of portable radios for all positions on an apparatus in final procedural review and distribution strategy
X		9 B.2	capable of receiving automatic and manual emergency	
X		9 B.4	uninterrupted electrical power supply	
X		9 B.5	standard operating procedures and methods	
X		9 C.2	the management process including organizational and procedure analysis is adequate and effective	
X		9 D.2	information system supports the needs of the agency	Implemented current upgrade of Record Management System. Continuous evaluation ongoing.
X		10 A.1	strategic plan defines the relationships and strategies	
X		10 A.3	functional activity descriptions that define role of system	
X		10 B.1	agreements are identified, current and support	Inventory review process implemented for consistency, validity, legality, and termination clauses.

Strategic and Specific Recommendations

Strategic Recommendations

1. Engage in a program to verify fire flow availability, while recognizing water use limitations, by conducting random testing of selected hydrants, hydrants that are returning to service and hydrants in new construction areas or changes in occupancies. The data should be used to establish benchmarks for expected flows in all parts of the jurisdiction. Fire flows should be made part of the plans review and code enforcement bureau's responsibilities

2006 Update

The HFD implemented the first three phases of its Honolulu Online System for Emergency Services project to identify hydrants out-of-service, which will provide this information to station personnel electronically through one entry point. Future phases of this project will address providing that information and fire flow information to each response apparatuses' mobile data terminals. Currently, hydrants out-of-service alerts are available on Department desktop computers.

2007 Update

For Honolulu's large water system, with over 20,000 fire hydrants, it is unreasonable to conduct empirical testing on each and every fire hydrant. In accordance with the Hawaii State Water System Standards, all fire hydrants and the accompanying water mains in the City meet rigorous standards established on a statewide basis. Where there is a compliance question, the Board of Water Supply will run a model test or an actual live check of that system.

The Department is fully confident that the Board of Water Supply's current method of providing adequate fire flow throughout the island is sufficient. Hydrant data from the Honolulu Online System Emergency Services will be available to all apparatuses' Mobile Data Terminal by the summer of 2007.

2. Integrate the Strategic Plan Goals with the accomplishments and plans that have been submitted as the Strategic and Long-Term Master Plan 2006-2010 into a unified and complete "master" or strategic plan for the Department and distribute this to the entire department membership.

2006 Update

The revisions of the 2005-2006 Strategic and Long-Term Master Plan are being finalized. The revisions were based on internal and external audits, and the plan will include action plans for each objective and investment plans where applicable. The Plan's format changed to include the ten major CFAI Self Assessment Manual's categories to assist with sustaining the accreditation process.

2007 Update

The 2005-2006 Strategic and Long-Term Master Plan revisions have been finalized into the 2007-2011 MSP. The revisions were based on Executive Staff retreats, a Management and Hawaii Fire Fighters Association retreat, input from a Battalion Chief Workshop, and input from a Company Officer Workshop. The MSP will include action and investment plans for each objective and initiative where applicable. The plan is available to all personnel on the Department's Intranet and was distributed to the Honolulu Fire Commission and Mayor.

3. The Department should establish performance goals for each program and measure outcomes rather than outputs.

2006 Update

The Department agrees with this recommendation and in the 2006-2010 Strategic and Long-Term Master Plan, an action plan will be documented to address performance standards to evaluate its effectiveness.

2007 Update

The Department agrees with this recommendation and in the 2007-2011 MSP, an action plan will be documented to address performance standards to evaluate its effectiveness.

4. Continue the night exercise program. The opportunity to consider holistic combinations of individual skill sets amalgamated into a company and multiple company exercise is laudable

2006 Update

The Department discontinued the night exercise program. Fire Operations is coordinating plans to reinstitute the program later in 2006, but not necessarily during evening hours.

2007 Update

After a brief period of non activity, the Department reinstated the night exercise program with a few changes. Discretion for scheduling multicompany drills, whether during day or night hours, rests with Fire Operations. Drills are conducted monthly with the Battalion Chiefs of an assigned platoon planning, coordinating, conducting, and evaluating the personnel of another platoon. Weaknesses and strengths are identified, and the respective Battalion Chiefs can design training programs to address identified concerns.

5. The Department should formally document an apparatus replacement program detailing life cycles for each specific apparatus type. Such a program would enhance fiscal prudence and provide accurate capital outlay for advanced planning and funding needs.

2006 Update

One of the action items is the establishment of an official apparatus replacement program and the priority list of apparatuses that will be replaced and when. The HFD intends to make that priority list available and accessible to its personnel to ensure the system is perceived as an open and fair process. The apparatus replacement program should include: Engines, aerials, special operation apparatus, helicopters, marine apparatus, detail trucks (pick-up and stake), and mechanic/repair trucks.

2007 Update

The Department's Fleet Management Program is in place, and the program is dependent on input from Fire Operations, the Mechanic Shop, the Apparatus

Committee, and the Administrative Services Bureau. Replacement criteria include frequency of repair, mileage, age, location (rural, suburban, and urban areas), as well as geographic considerations. All Department vehicles are considered in the Fleet Management Program when forecasting replacement.

6. The Department should continue its efforts to review and update all job descriptions

2006 Update

This is an on going project that is being coordinated by the Administrative Services Bureau.

2007 Update

A project manager has been identified and has started the review of position descriptions. Fire Fighter Hazmat and Fire Fighter Rescue positions are near completion. We will be working on the following positions in this order: Fire Fighter I, Fire Fighter II, Fire Fighter Recruit, Fire Fighter III, and Captain.

7. Considerable improvement is being made to the buildings that house Department functions. These improvements include three new fire stations and a new administrative building that is currently under construction. The Department should continue to encourage the Department of Facilities Maintenance to complete a backlog of maintenance projects and install remote controlled automatic door openers/closers on all stations

2006 Update

One of Fire Chief Kenneth G. Silva's initiatives for 2006 is to collaborate with City Administrators to address the need to maintain and repair the fire stations housing its personnel. The Department will include a six-year Capital Improvements Program request in the Fiscal Year 2007 budget submittal. The high priorities will be the McCully, Hauula, Ewa Beach, and Waialua fire station replacement projects.

2007 Update

The Department will include a six-year Capital Improvements Program request in the Fiscal Year 2008 budget submittal. The high priorities will be the McCully, Hauula, Ewa Beach, and Waialua fire station replacement projects. The Department is also incorporating a new fire station design. The design will define clean areas, which will be separate from areas considered unsanitary (ex. Decontamination room, washer extractor, storage etc). We are focused on working with the Department of Design and Construction in acceptance of the new design.

8. Loss data indicates that the Fire Department is one of the largest of the city's units and has a very low claim history and experience. However, there exists no management system to analyze the connections between workmen's compensation losses and the city's property/casualty losses. The team concurs with the Department's plan to tie the various risk management and personnel safety programs together and purchase a Records Management System.

2006 Update

Electronic databases have been created, and the HFD's Occupational Safety and Health Office maintains these injury and safety databases and provides periodic analytical reports to the Executive Chiefs.

2007 Update

The Occupational Safety and Health Office is analyzing past data and will produce a report correlating loss and injury data.

9. The State of Hawaii Revised Statutes Sections 132-5 and 132.6 requires Fire Inspections of certain occupancies on a two-year cycle. The Department should implement its new plan to ensure the Department's ability to meet the mandated inspections.

2006 Update

The implementation of the Public One Stop Service Program will eventually develop a complete database describing the various types and quantities of

occupancies within the City. The Department's Fiscal Year 2007 budget request included the request for additional Fire Inspectors.

2007 Update

The Fire Prevention Bureau conducts weekly meetings specifically to develop and implement a strategic plan to address this issue. One component that will provide more documentation and better accountability is the implementation of a Departmentwide database that will eventually result in a complete inventory describing the various types and quantities of occupancies within the City. This is the first step towards ensuring the meeting of this mandate. The Department's Fiscal Year 2008 budget request for additional Fire Inspectors was denied.

10. The Department should pursue combining the EMS transport system with the Fire Department.

2006 Update

The merging of the Honolulu Emergency Services Department with the HFD was part of an amendment proposal of the Charter Commission. Neither agency supported this proposal. This recommendation will not be pursued.

2007 Update

No further action. This recommendation will not be pursued.

11. The Department should work with the State to implement a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) formalizing the expectations of both entities in dealing with all aspects of the operations, funding, types of activities at which the Fire Boat is involved.

2006 Update

Discussion between Fire Operations and the State Harbors Division has taken place to address this recommendation. No Memorandum of Agreement has been drafted or finalized.

2007 Update

The State is reviewing the future of the Fireboat and considering a modified response with a smaller and flexible watercraft. The HFD's role if these changes are implemented are unknown at this time. It would be premature to draft an MOA until a decision is made regarding the status of the Fireboat.

12. Develop and implement a plan regarding minimum staffing of operational units to assure deployment and concentration of resources to support the Department's operational objectives. This would better support dispatch decision-making and reducing the operational commander's workload.

2006 Update

The Department is reviewing its options and considering minimum staffing and constant staffing alternatives. No final decision has been made regarding this recommendation.

2007 Update

The HFD has initiated an aggressive recruiting curriculum to staff all vacancies and requested additional positions within support and administrative areas. The Department anticipates 95% + staffing to be filled by the end of 2007. There are also two recall programs in effect to keep manning levels at four per company. This level is not defined as minimum staffing but acceptable staffing. If any of these programs change, a minimum staffing plan may need to be addressed.

13. The Department should expedite the design, procurement, and installation of a computer aided dispatch system that would fully automate the dispatch process and establish a goal of 50 seconds for processing an emergency call. Consideration for a consolidated center between all of the public safety agencies within a common center should be explored

2006 Update

The current 80% fractile for call processing and dispatch is 1:05 from 1:45. Monthly response time reports generated by Planning and Development are distributed to all sections of the Department. Fire Operations and Support

Services have taken an active role in ensuring response times meet or exceed the existing deployment statements established in the HFD's Standard of Response Coverage document.

2007 Update

A fully automated dispatch system which includes automated verbalization of alarms to the fire stations has been discussed and deferred. The HFD will continue to monitor new technologies that could enhance the current system.

The CFAI has revised its call processing/dispatch fractile goal to 60 seconds, 80% of the time. The Department is currently at 0:59, 80% of the time. This is down from 1:45 just one year ago. To seek opportunities for further improvement, daily call processing and dispatch time reports are generated by Planning and Development.

The State of Hawaii and City have partnered to design and build a Joint Traffic/Communication Center that will consolidate police, fire, emergency medical services, and traffic dispatch centers into one facility. Completion of this facility is scheduled for 2008-2009.

14. The Department should conduct a needs assessment to determine staffing levels, both uniformed and civilian, for their administrative support and the planning and development sections. The demands of the Department have far exceeded the efficient capacity of the current staffs, especially the planning and development section.

2006 Update

Support Services is pursuing a realignment of its three bureaus to include the filling of two additional Battalion Chiefs and a civilian Public and Community Specialist. The Administrative Services Bureau conducted an internal audit and is awaiting the results to determine the next step the Department will take to address this recommendation.

2007 Update

Support Services is pursuing a realignment of its Training and Research Bureau and Fire Prevention Bureau. Various new positions (two additional Battalion Chiefs, several Captains and Fire Fighter IIIs, and a civilian Public and Community Specialist) are being planned. Planning and Development has received funding approval to hire an interim Grant Manager for a 6-month period

starting in January 2008. The Administrative Services Bureau conducted an internal audit and is awaiting the results to determine the next step the Department will take to address this recommendation.

15. The Department should create “Safety Officer” positions within the Operations Division that would be dispatched as part of first alarm assignments of pre-determined emergencies versus utilizing company officers from responding apparatus.

2006 Update

No action has been taken on this recommendation.

2007 Update

The Administrative Services Bureau has allowed the Occupational Safety and Health Office Battalion Chief to respond to significant events, and he has been utilized as the incident Safety Officer.

16. The size, scope of events and complexity related to safely combating shipboard firefighting suggest that additional focused training should be included in the fire department training programs and coordinated efforts.

2006 Update

No action has been taken on this recommendation.

2007 Update

The HFD is seeking information from other jurisdictions that operate fireboats and service harbors and waterways. Some jurisdictions are not involved with shipboard firefighting but assist with evacuation and isolation needs. More research must be conducted to formulate what type of response package to provide.

Specific Recommendations

Category I Governance and Administration

1A.3 There is a method that utilizes qualifications and credentials to select the agency's Chief Fire Officer

The Department should establish a more detailed list of minimum qualifications for the position of Fire Chief to assure that future vacancies are filled with qualified candidates. The list should include tenure in prior related positions, types of prior work experience, and minimum levels of education the candidate has achieved.

2006 Update

This will require a Charter Amendment, and amendments to revise the Fire Chief's qualifications did not receive approval.

2007 Update

The Fire Chief is selected by the Honolulu Fire Commission.

1A.4 The governing body approves the administration structure that carries out the agency's mission.

The Department should refine the system for creating and filling new and vacant positions to insure vacancies are filled in a timely manner in order to prevent programs being jeopardized or implementation, being delayed.

2006 Update

The current City personnel system has not changed. Department managers have taken every opportunity to revise the system so that once a position becomes vacant, it can be filled in a timely manner. Internally, the Department is reducing its recruit training from 8½ months to 6 months to assist in filling vacancies quicker. The Department will continue to work with the City Department of Budget and Fiscal Services analyst assigned to the Department to be a part of this extensive process.

2007 Update

In November 2006, the HFD overlapped its recruit training program by having the next class start three months after the previous class's start date. The Department will continue to work with its budget analyst to be a part of this extensive process.

1B.1 There exists an administrative structure, which reflects the agency's mission, goals, objectives, size and complexity.

The Department should continue to conduct periodic reviews of the organizational structure, mission, goals and objectives to assure efforts are being directed to meet the established mission and goals.

2006 Update

Fire Chief Kenneth G. Silva instituted internal and external audits to gather stakeholder input regarding the Department's delivery of its services. Internal interventions have also been conducted to assist with the development of a revised 2006-2010 Strategic and Long-Term Master Plan. That plan is being finalized after being reviewed and commented on by Department personnel, the Hawaii Fire Fighters Association, Fire Commissioners, and City Administration.

2007 Update

The Department conducts Executive Staff retreats and weekly meetings to address the recommendations. Union and management retreats, Battalion Chief workshops, and Company Officer workshops also provide input into the process. Internal interventions have also been conducted to assist with the development of a revised 2007-2011 MSP. The MSP is being finalized after being reviewed and commented on by Department personnel, the Hawaii Fire Fighters Association, Fire Commissioners, and City Administration.

1B.3 The agency administration demonstrates compliance with legal requirements of local state and federal governments.

The Department is encouraged to continue the review of the safety issues and compliance with nationally recognized safety standards. In addition the Department should follow through with its plan to complete the biannual fire inspections of all specified structures.

2006 Update

No action has been taken on the biannual fire inspection recommendation.

2007 Update

The Fire Prevention Bureau conducts weekly meetings specifically to develop and implement a strategic plan to address the biannual fire inspections. One component that will provide more documentation and better accountability is the implementation of a departmentwide database that will eventually result in a complete inventory describing the various types and quantities of occupancies within the City. This is the first step towards ensuring the meeting of this mandate. The Department's Fiscal Year 2008 budget request included the request for additional Fire Inspectors.

1B.4 Personnel Functions, roles and responsibilities are defined in writing and a current organization chart exists.

The Department should conduct a periodic job audit to ensure all job functions; roles and job assignments are current and accurate.

2006 Update

An internal audit conducted by the Administrative Services Bureau confirms the need to constantly upgrade job descriptions. No formal process has been finalized.

2007 Update

The Administrative Services Bureau has completed the internal audit and is in the process of proposing some organizational changes to the Fire Chief. A formal process to maintain current job descriptions has yet to be created.

Category II Assessment and Planning

2A.7 Water supply included in the planning effort.

The Department appears to have no method in place to use empirical testing to verify the Board of Water Supply's reports regarding fire flow capacity that the board calculates by formula rather than regular flow testing and reporting

2006 Update

No action has been taken on this recommendation.

2007 Update

For Honolulu's large water system, with over 20,000 fire hydrants, it is unreasonable to conduct empirical testing on each and every fire hydrant. In accordance with the Hawaii State Water System Standards, all fire hydrants and the accompanying water mains in the City meet rigorous standards established on a statewide basis. Where there is a compliance question, the Board of Water Supply will run a model test or an actual live check of that system.

The HFD is fully confident that the Board of Water Supply's current method of providing adequate fire flow throughout the island is sufficient.

2B.3 Standard of response coverage has been established

The Department has provided a well-conceived, rational fire response policy for fire attendance by staffing and apparatus that meets or exceeds national standards. Their performance has been on target during 2000-2003 and only missed their 2004 urban zone response parameters by 2%. The Department meets or exceeds their fire response goals in all suburban and rural response zones by significant percentages for all four years. The Department also meets the urban response criteria in all the other years as well. The urban zone fractal percentage of 78% may be an anomaly and the Department should monitor this trend and adjust resources and applications thereof or reconsider the standards of cover

2006 Update

The Department provides monthly response time data for review and action to all of its Executive Chiefs.

2007 Update

The Department provides monthly response time data for review and action to all of its Executive Chiefs. Data is further broken down into call processing and turnout times so that responsible sections can identify trends and look for solutions for improvement. The Standards of Response Coverage manual is being updated with data from 2002 through 2006.

2D.1 Agency has master or strategic plan.

The Department's master plan should include the Strategic Planning Goals and desired or expected outcomes.

2006 Update

The 2006-2010 Strategic and Long-Term Master Plan will adequately address this recommendation.

2007 Update

The 2007-2011 MSP will adequately address this recommendation.

Category III Goals and Objectives

3D.2 The department has a method for assessing achievement

The Department captures most of the discrete data elements involved in emergency dispatch and response and has set appropriate goals and objectives. Some of the data elements i.e. dispatch and turnout times exceed the Departments targeted times, by almost 50%. These excessive times are cumulative and adversely affect total response time. Efforts should be made to determine methods to improve call processing and turnout times.

2006 Update

Based on the Department's monthly response data review, the call processing and dispatch time has reduced from an 80% fractile of 1:45 to 1:05. All of the overall deployment statements for response times are reviewed monthly to constantly encourage faster responses without compromising safety.

2007 Update

Based on the Department's monthly response data review, total response times are meeting established benchmarks; 80% fractile for seven minute urban response, 85% fractile for nine minute suburban response, and 86% fractile for eleven minute rural response. The call processing element has reduced from an 80% fractile of 1:45 to 0:59. The turnout time element has been undergoing review to seek methods for further improvement. Presently, the 80% fractile is at 2:14. All of the overall deployment statements for response times are reviewed to constantly encourage faster responses without compromising safety.

Category V Programs

5B.2 There is adequate staffing to meet agency objectives

1. The Department has documented the need in the fire prevention bureau for an additional full time Battalion Chief position. The city's budget clerk has held up filling the position even though the position has been created and funded. It is recommended the department take whatever actions are available to lobby the Clerk's office to authorize the position to be filled at the earliest possible date so the department may improve the supervision for all programs in the bureau

2006 Update

Support Services is pursuing a realignment of its three bureaus to include the filling of an additional Battalion Chief and a civilian Public and Community Specialist for the Fire Prevention Bureau.

2007 Update

Support Services is pursuing a realignment of its Training and Research Bureau and its Fire Prevention Bureau. Various new positions, including two additional Battalion Chiefs, several Captains and Fire Fighter IIIs, and a civilian Public and Community Specialist are being planned.

2. There appears to be contradictory language in the state laws dealing with the fire inspection of state owned or managed property at the Honolulu airport. The Department should work with the State Fire Council to get a clarification and possible changes to the current inspection requirements.

2006 Update

The 2006 legislative session resulted in a Senate Resolution that directed the HFD and the State of Hawaii Airports Division to collaborate and develop a resolution to this issue. A recommendation for the hiring of two full-time State Inspectors is forthcoming.

2007 Update

The 2007 legislative session resulted in a reassignment of the responsibility for fire prevention inspections of all airport facilities to the State of Hawaii Airports Division, thus relieving the HFD from this requirement.

3. The Department is unsure how many properties within the jurisdiction require periodic fire inspections. The Department should research the data through other departments such as, building department, property appraiser, tax collector etc. This data is needed to determine the workload requirements for the fire prevention division to meet the state requirement for biannual fire inspection of certain property types.

2006 Update

The implementation of the Public One Stop Service project will eventually develop a complete database describing the various types and quantities of occupancies within the City.

2007 Update

The Fire Prevention Bureau conducts weekly meetings specifically to develop and implement a strategic plan to address the biannual fire inspections. One component that will provide more documentation and better accountability is the implementation of a departmentwide database that will eventually result in a complete inventory describing the various types and quantities of occupancies within the City. This is the first step towards ensuring the meeting of this mandate. The Department's Fiscal Year 2008 budget request for additional Fire Inspectors was denied.

5C.5 The agency's information system allows for documentation and analysis of its public education system.

The Department has an evaluation form completed for each educational presentation; however, it is only reviewed by the instructor. The material should be returned to the Captain in charge of Public Education for a periodic review of the course material for any necessary updating and instructor evaluation.

2006 Update

The Fire Prevention Bureau has implemented a process to ensure the planning cycle, inclusive of the evaluation forms, is used to continually strive for self-improvement of the fire education program. The Captain of Public Education now reviews all course materials.

2007 Update

The 2006 update concluded this recommendation.

5D.2 The agency has adequate staffing to accomplish its stated objectives.

The Department needs to strive to have four full-time equivalent Fire Investigation positions at all times and continue to rotate newly promoted personnel through investigations to acclimate them to the needs and importance of the investigation division.

2006 Update

All vacancies in the Fire Investigations section have been filled, including a new Captain. The planned realignment of the Fire Prevention Bureau will address the continuity of this section and strive towards the retention of qualified and experienced Investigators.

2007 Update

The 2006 update concluded this recommendation.

5D.4 There is agreement and support from other agencies to aid the agency to accomplishing its goal and objectives.

1. The Department has MOUs with several support agencies and these have been in place for several years. A process should be implemented for a periodic review and updated as may be needed.

2006 Update

MOUs relative to arson/fire and shipboard fire investigations have been drafted and are being reviewed by the respective support agencies.

2007 Update

MOUs relative to arson/fire investigations are in place and current. Agreements with the Honolulu Police Department and the Bureau of Alcohol, Tobacco and Firearms are being reviewed through periodic meetings with these agencies. MOUs relative to arson/fire investigations are reviewed on an annual basis and revised as necessary.

The MOU with the U.S. Coast Guard concerning shipboard fire investigations was executed in 2000 and revised in October 2006.

2. The Department should take the lead in putting together a fire/arson investigation task force, which would be available to coordinate the investigation activities and make available data from all agencies in the county and state. The task force should meet regularly to discuss the fire/investigation issues facing them and updates on outstanding cases.

2006 Update

Collaborative efforts are being made to form a joint task force with other fire service agencies in conducting wildland interface fire investigations. This collaborative effort will be beneficial in future investigative needs of the Department.

2007 Update

Meetings with our fire service partners as well as the Honolulu Police Department are ongoing and progressing. These agencies are in agreement that such a task force would be beneficial to all involved. Policies and procedures for this joint task force are being developed.

5G.5 There are standard operating procedures, standing orders, protocols, and methods in place to meet the stated response.

The Department should work with the Medical Director to produce common EMS Protocols so services are provided the same throughout the city/county.

2006 Update

Periodic Medical Committee meetings between the HFD and Honolulu Emergency Services Department are conducted to address emergency medical procedures and protocols. Each agency's medical director is included in these meetings, and emergency medical services protocols are common to participating agencies.

2007 Update

The 2006 update concluded this recommendation.

5K.7 There is a periodic appraisal made of the marine and shipboard fire-fighting and rescue program.

The Department should work with the State to implement a MOU or MOA formalizing the expectations of both entities.

2006 Update

Initial meetings have occurred, but no draft or formal Memorandum of Agreement has been agreed upon by all parties.

2007 Update

The State's plan for the Fireboat must be determined before agreements or understandings are formalized. Without this resource, the HFD's response would be limited to provide assistance only while vessels are moored within the jurisdiction.

Category VI Physical Resources

6A.2 Buildings and grounds are clean and in good repair. Maintenance is conducted in a systematic and planned function.

The Department should work with the governing body to improve the existing program or pursue the resources and conduct its own facility repair and maintenance program

2006 Update

This is a major initiative that Fire Chief Kenneth G. Silva is championing. He is collaborating with City Administrators to improve the living conditions of our personnel in the fire stations.

2007 Update

This continues to be a major initiative. The Fire Chief and his staff continue to collaborate with City administrators to improve the living conditions of our personnel in the fire stations. We have secured funds in the 2008 budget specifically for fire station improvements.

6A.4 Facilities are in compliance with federal, state and local regulations.

The Department should consider transferring responsibility of periodic facility safety inspections from the Battalion Chiefs to the Company Officers, with oversight by the Battalion Chiefs and the Safety Officer. The program should be expanded to include more frequent, focused inspections for life safety issues.

2006 Update

The Department does not agree with this recommendation. The Occupational Safety and Health Office continues to conduct annual station inspections and generates a station status report. This report is the basic document that provides the necessary justification for repair to the Department's stations. It is our perspective that a standardized approach of conducting an objective inspection will be much more beneficial in getting appropriated funds to repair the stations.

2007 Update

The 2006 update concluded this recommendation.

6C.4 There are an adequate number of trained and certified maintenance personnel available to meet the objectives of the established program.

The Department should include the requirement for certification in the mechanic's job descriptions and consider upgrading the requirement to "Emergency Vehicle Technician".

2006 Update

The report of certification is an internal requirement, and the job description will be revised by the Administrative Services Bureau to address this issue.

2007 Update

Job descriptions are being reviewed by the Administrative Services Bureau. The hiring of three additional mechanics has been approved in the 2008 budget. We are reviewing the Emergency Vehicle Technician certification program.

6C.5 There are standard procedures and methods in place for the apparatus maintenance program.

The Department should revise their maintenance procedures to include a quality control step to reduce the probability of human/machine error. The city's "Risk Management" section should review apparatus accidents and then forward the results to the Department's Safety Officer for analysis and corrective action, such as specialized driving classes or safety stand-downs.

2006 Update

No action has been taken on this recommendation.

2007 Update

We are working with the Mechanic Shop to incorporate quality control steps on various processes. The City also has a process in place where serious accidents are reviewed by the City Risk Manager and the Vehicle Accident Review Committee. We are considering having our Safety Specialist review accidents.

Category VII Human Resources

7D.6 The department has a health/physical fitness program and provisions for non-compliance by employees/members are written and understood.

The total Fire Fighter Fitness and Wellness Program should be implemented. Station visits showed that work out areas have been provided in each location and they appear to be used by staff. Consideration should be given to adopting the IAFF/IAFC Fire Fighter Wellness Program

2006 Update

No action has been taken on this recommendation.

2007 Update

Preliminary steps have been taken to develop a Wellness Fitness initiative. The Department will be assigning project management to the Occupational Safety and Health Office that, along with a committee, will develop a project scope and timelines. Issues must be identified along with immediate needs. Individual plans have been encouraged and are being implemented. A formal plan must be adopted so that protocols and evaluations can be adopted.

Category IX Essential Resources

9A.1 The fire agency should establish minimum fire flow requirements and total water supply needed for existing representative structures and other anticipated fire locations. This information should also be included in the fire risk evaluation and pre-planning process.

The Department should review the "Water System and Fire Flow Requirements" standards and update them as necessary.

2006 Update

No action has been taken on this recommendation.

2007 Update

As a long-term objective, the Department will eventually include the calculation of the fire flow requirements into its prefire planning process to which dispatch protocols can be based.

9A.5 The fire agency should maintain current water supply and hydrant maps for its respective response areas.

Until the Department's mobile data terminal and geographical information systems come on line, the Department should place computer generated "section" maps, which are available, from the Board of Water Supply's City View program on all apparatus.

2006 Update

The hydrant location geographical information systems layer will be accessible and available on each apparatus' mobile data terminal.

2007 Update

The hydrant location geographical information systems layer is accessible and available on each apparatus' mobile data terminal. This concludes this recommendation.

9A.7 The fire hydrants should be easily located, maintained, and tested so that each hydrant is visible and accessible at all times.

The Department should implement a program, external of the Board of Water Supply, to flow test the fire hydrants in accordance with a nationally recognized standard. The hydrants should be color coded in accordance with the same standard and in conjunction with the testing program test results.

2006 Update

The Department does not agree with this recommendation and will not be pursuing it.

2007 Update

The Department is working with the Board of Water Supply in identifying the status of hydrants. The Board of Water Supply also provides the Department with an accessible database of their system with grid capabilities. Maintenance of the system is provided by the Board of Water Supply.

9.A.8 The fire agency should periodically evaluate the maintenance, inspection, and testing to ensure the adequacy and availability of public and private water fire protection.

The Department should periodically review the maintenance records of the both private and public fire hydrants.

2006 Update

No action has been taken on this recommendation.

2007 Update

The HFD plays an integral part in the maintenance, inspection, and testing of all fire hydrants throughout the City through its HFD-01 form. This form is a component of a larger Citywide "E-form" system that allows for timely interchange of information relating to fire hydrants.

These records are available to all users of the system, including the HFD, and are reviewed as needed. Currently, no records of private systems are being kept.

9A.10 The fire department should have standard operating procedures outlining utilization of available water supply.

The Department should enhance the standard operating procedures manual, to include specific processes to be used by fire companies in the selection and use of water sources.

2006 Update

No action has been taken on this recommendation.

2007 Update

Before procedures can be adopted, the database provided by the Board of Water Supply must highlight the capacity of hydrants. This information can then be provided on the mobile data terminals. Preplans can then define recommendations based on hydrant capacity.

9B.3 The agency's communications center is adequately equipped and designed, i.e. telephones, radios, equipment status, alarm devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays, etc.

The Department should continue the current efforts to modernize the Fire Communication Center, with focus on technological improvements and call processing capability.

2006 Update

Call processing and dispatch times have been reduced from 1:45 80% fractile time to 1:05. New equipment has been purchased and installed to effectively administer the 800 MHz EDACS radio system the Department is currently using.

2007 Update

New equipment has been purchased and installed to effectively administer the 800 MHz EDACS radio system the Department is currently using. A joint Traffic/Communication center is in the design phase that will consolidate police, fire, emergency medical services, and traffic dispatch centers into one facility. Completion is scheduled for 2008-2009.

9B.4 The uninterruptible power supply for the communication center is reliable and has automatic backup capability.

The Department should evaluate and update as needed the Fire Communication Center's "Uninterruptible Power Supply and Battery Systems" and remote repeater sites. This will assure the capabilities to allow sufficient time to move operations from the current site to the alternate communications center should the normal and generated power supply fail.

2006 Update

An assessment of the Fire Communication Center's Uninterruptible Power Supply and Battery Systems was conducted, and the resulting determination was that there is sufficient backup power to assure the relocation of dispatch operations to the alternate Fire Communication Center with minimal disruption. The continuous power supply to the remote repeater sites is still being researched.

2007 Update

Continuous power supply to the Fire Communication Center is adequate. Repeater sites have back up generation and batteries to provide sufficient backup power. This concludes this recommendation.

9B.6 There is adequate numbers of fire or emergency dispatchers on duty to handle the anticipated call volume.

The Department should evaluate staffing assignments and allocations for the communications center. The evaluation of the staffing status should include work schedules and the possible conversion of positions to non-uniformed personnel.

2006 Update

A new schedule, which will include fewer hours per week and more dispatch personnel, is being evaluated. Converting to nonuniform personnel has not been determined to be feasible at this time.

2007 Update

The 2008 budget has provisions for four additional dispatchers/call takers. A new schedule, which will include fewer hours per week, is being evaluated. Converting to nonuniform personnel has not been determined to be feasible at this time.

9B.9 There is a communications-training program that assures an adequate and reliable emergency response.

Since the Department has recently achieved International Fire Service Accreditation Congress certification capability for many of their training programs to meet the NFPA Professional Qualification Standards, the department should seek to certify the dispatch personnel to the "Telecommunicator I and II" levels.

2006 Update

The Department's three-year certification plan includes the application to the International Fire Service Accreditation Congress for Telecommunicator I and II certification. Until this becomes a reality, the continuation of Association of Public Safety Communications Officials International Certification will be adhered to.

2007 Update

The Department's three-year plan has been reevaluated to reset the timeline to a five-year plan for application to the International Fire Service Accreditation Congress for Telecommunicator I and II certification.

9.C.3 The management support service system is adequate and responsive to the process and agency needs defined in Category VII.

The Department should continue its efforts to fill the vacant Personnel Management Specialist IV position and any additional positions, which might be revealed after completion of a needs assessment study in this area.

2006 Update

No action has been taken on this recommendation.

2007 Update

The Administrative Services Bureau has filled its Personnel Management Specialist IV position with a Human Resource Specialist II. We also filled a vacant Clerk position and have received approval for a new Clerk and Radio Technician for the Radio Shop.

9.C.4 The administrative functions and activities are adequately staffed and managed

With the increasing demands of analysis and development of programs, acquiring specialized personnel for the "Planning and Program Development" section of the Department should be explored. The Department may be negatively affected by lack of appropriate staff.

2006 Update

No action has been taken on this recommendation.

2007 Update

Planning and Development has received funding approval to hire an interim Grant Manager for a 6-month period starting in January 2008.

9.D.2 The management information system supports the needs of the agency.

While many technology advances are being studied, planned or recently implemented, the current fragmented systems are seriously impacting the overall performance of the Department. Because of the impacts, all of these programs should be expedited to completion.

2006 Update

The Department upgraded its Records Management System and dedicated a Planning and Development staff member to ensure the program glitches are identified and addressed with the vendor's technical support staff in a timely manner.

2007 Update

The Department has implemented the current upgraded version to its Records Management System and dedicated a Planning and Development staff member to ensure the program glitches are identified and addressed with the vendor's technical support staff in a timely manner. Continuous evaluation is being conducted to determine if the present system, along with vendor support, is meeting the Department's needs.

Category X External Systems Relations

10A.2 There is a process for interagency policy development, revision, and the implementation of agreements.

The Department should establish a formal process for the development of memos of agreement and understanding. Having a standard format will assure all issues are addressed and in the necessary legal format to protect all parties concerned. Every attempt should be made to insure all parties of the document understand their responsibilities and duties to fulfill the agreements.

2006 Update

No action has been taken on this recommendation.

2007 Update

No action has been taken on this recommendation.

10A.4 A conflict resolution policy exist between the organization and external agencies with which it has a defined relation.

The Department should establish a process to review the conflict resolution statements in all existing agreements to verify the documents are consistent, appropriate, and meet the City and State criteria for such policies

2006 Update

No action has been taken on this recommendation.

2007 Update

An inventory, consolidation, and review process of all MOUs and MOAs has been instituted.

10B:1 External Agency agreements are identified, current and support organizational objectives. The agreements have been incorporated into operational practices and documentation.

The Department should implement a process to establish an inventory of all MOAs, MOUs, automatic and mutual aid and any other agreements that are used to manage and provide services to the community, and associated agencies. The agreements should be reviewed to assure consistency in form, provide appropriate legal protection for all parties, and have an appropriate termination clause and other items as may be determined by city administration.

2006 Update

MOUs relative to arson/fire and shipboard fire investigations have been drafted and are being reviewed by the respective support agencies. In addition, the MOU relating to the Fire Communication Center's shift schedule is being redone to reflect a potential change in schedule.

2007 Update

An inventory is being conducted of all MOUs and MOAs to ensure all sections have common copies and versions. A periodic review process will be developed to assure consistency, validity, legality, and proper termination clauses.

Working Towards 7th Edition FESSAM

Upon reviewing the differences between the 6th and 7th editions of the Fire and Emergency Service Self-Assessment Manual, it seems that emphasis is being placed on having standard operating procedures and general operating guidelines for all activities and response roles that an all-hazard fire department undertakes. Along with these published procedures, there should also be periodic appraisals to determine effectiveness.

The HFD has made this a priority goal in its recent update to its MSP. The Department has recently converted its Policy and Procedure Manual, along with its Standard Operating Guidelines, into a new electronic software program, DocuShare, which will allow for timely updates and distribution to personnel. Currently, there are nine Standard Operating Guidelines and a few more under draft review.

The Department is also a leader among response agencies in the City in implementing, training, and usage of interoperable communication solutions. Along with daily operations, the Department participates in quarterly multiagency and multijurisdictional communication drills and exercises.

In the training arena, the Department has also moved towards utilization of modern training delivery systems such as Video On Demand, in which personnel can receive training via computers for quarterly training requirements and preclass instruction. The Department is also looking into video conferencing systems for a more interactive approach to training. These types of training systems allow response units to remain in their first-in areas, thus decreasing response times within the communities they serve.

These are just some of the improvements and focus areas that the HFD is embarking on to strive for excellence and to meet the compliance requirements of the 7th edition of the Fire and Emergency Service Self-Assessment Manual.

Other Information

Exhibit List

- Exhibit #1 Updated Master Strategic Plan (MSP)
- Exhibit #2 Updated MSP Matrix
- Exhibit #3 House Bill #1138 – Fire Inspections of Airports
- Exhibit #4 Response Data
- Exhibit #5 Standard Operating Guidelines; List of Articles

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.



Signature of Agency Head

Fire Chief
Title

JUN 20 2007

Date