



Re-Accreditation Report

Honolulu Fire Department
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Honolulu, HI 96813-5007
USA

This report was prepared on June 19, 2010
by the
Commission on Fire Accreditation International
for the
Honolulu Fire Department

This report represents the findings
of the peer assessment team that visited the
Honolulu Fire Department
on May 9-13, 2010

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INTRODUCTION

The Honolulu Fire Department first received accredited agency status in August, 2000. This is their second re-accreditation report.

The Honolulu Fire Department recently received accreditation candidate status. On January 27, 2010 the department asked the CFAI for a site visit to determine if they could be recommended for accreditation. On February 8, 2010, the CFAI appointed a Peer Assessment Team. The Peer Team Leader approved the documents for site visit on March 2, 2010. The Peer Assessment Team conducted an on-site visit of the Honolulu Fire Department between May 9-13, 2009

In preparation for the on site visit, each team member was provided access and reviewed the Honolulu Fire Department's Self-Assessment Manual on the CPSE SharePoint Site. This manual produced by the Honolulu Fire Department represented a significant effort by the staff of the department and other community agencies. The department did not use any consultant to assist them with completing any documents required for Accreditation.

The Honolulu Fire Department was established by the Laws of His Majesty King Kamehameha III on January 11, 1851. It is the only fire department in the United States established by a ruling monarch. When Hawaii became a state in 1959, each political county had the power to adopt a charter for its own self-government. The island of Oahu is the city and county of Honolulu and served by the Honolulu Fire Department.

Composition

The City and County of Honolulu is the entire island of Oahu. Oahu has a land area of 600.1 square miles. The island is separated by two mountain ranges (the highest peak is at an elevation of 4,000 feet), is 44 miles long, 30 miles wide, and has 112 miles of coast line. The average temperature ranges from 70 to 84 degrees Fahrenheit with an average humidity of 68 percent. The annual rainfall averages 22 inches.

Oahu has three-fourths of the state of Hawaii's population, which is estimated at 914,017. The island of Oahu receives over five million tourists annually. Tourism is the primary industry. The island is a mixture of new high-rise buildings and aging single-family homes. A wide variety of commercial occupancies support the City and County's economic base and large tracts of open land in rural areas are used for agriculture. Four major freeways and three highways connect flowing road traffic throughout the urban, suburban, and rural areas.

Government

Mayor/Council

Nine elected council members representing different districts.

Fire Chief reports to Managing Director and a Board of Commissioners

Fire Department

42 Fire Stations

1090 Uniformed personnel

61 Non-uniformed personnel

42 engine companies (minimum staffing of four)

7 ladder companies (minimum staffing of four)

6 quint companies (minimum staffing of four)

2 towers (minimum staffing of four)

1 aircraft fuel tender (minimum staffing of one)

5 water tankers (minimum staffing of one)

2 heavy rescue units (minimum staffing of five)

2 hazmat units (minimum staffing of five)

1 110' fireboat (minimum staffing of four)

2 helicopters (1 helicopter staffed with 1 pilot 24/7)

8 3-passenger jet-skis equipped with sleds

4 ATV's

2 22' rescue boats towed by heavy rescues

1 Mobile Command Center staffed with existing personnel on as needed basis

EXECUTIVE SUMMARY

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Honolulu Fire Department based upon the 7th Edition of the Fire and Emergency Services Self Assessment Manual. The Commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The assessment team's objectives were to validate the department's self study accreditation manual, identify and make recommendations for improvement, issue a report of findings and conclude if the department is eligible for an award of accreditation.

The Honolulu Fire Department is to be commended for its participation in this very comprehensive and detailed accreditation process. All members of the department and city staff were very open, responsive, and candid. This approach greatly aided the team in its limited four-day site visit. The benefits obtained will improve the quality of the fire service delivery system and the community's emergency services.

The Honolulu Fire Department is a very dynamic and progressive agency. Their emergency service area has expanded considerably in recent years. The department has managed to keep pace with the growth and at the same time add resources that not only serve the growth area but also provide improved in-depth emergency resources to the existing community.

The Honolulu Fire Department's accreditation self study reflected a genuine appraisal of current performance and improvement needs. This study represents a very time consuming detailed analysis of the department and their personnel are to be commended for their efforts.

The summaries of findings by the Peer Assessment Team are as follows:

Core Competencies and Criteria

The department met all core competencies and criteria.

Standard of Cover

The Department's Community Risk Analysis and Standard of Cover document is comprehensive and contained all necessary data by which to validate. The document is available via the agency website and in hard copy at all stations. The following time and performance objectives for emergency response has been approved and adopted by fire department management.

Benchmark Fire Suppression Objectives

Honolulu Fire Department benchmark service level objectives are established and based on existing standards, particularly NFPA 1710, 1720, and 1221. The following are benchmarks established by the department and include call processing time, dispatch time, turnout time, and travel times:

DISTRIBUTION

For 90% of fire responses in URBAN communities, the first arriving apparatus shall arrive within six minutes and twenty seconds total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures.

For 90% of fire responses in SUBURBAN communities, the first arriving apparatus shall arrive within seven minutes and twenty seconds total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures.

For 90% of fire responses in RURAL communities, the first arriving apparatus shall arrive within twelve minutes and twenty seconds total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fireground operations in accordance with department policy and procedures.

CONCENTRATION

For 90% of fire responses in URBAN communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within ten minutes and twenty seconds total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures.

For 90% of fire responses in SUBURBAN communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within twelve minutes and twenty seconds total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures.

For 90% of fire responses in RURAL communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within sixteen minutes and twenty seconds total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures.

Baseline Fire Suppression Objectives

The department met its stated standard of cover response objectives as follows:

DISTRIBUTION

For 80% of fire responses in URBAN communities, the first arriving apparatus shall arrive within seven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures.

For 80% of fire responses in SUBURBAN communities, the first arriving apparatus shall arrive within nine minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures.

For 80% of fire responses in RURAL communities, the first arriving apparatus shall arrive within eleven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures.

CONCENTRATION

For 80% of fire responses in URBAN communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within thirteen minutes total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures.

For 80% of fire responses in SUBURBAN communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within twenty minutes total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures.

For 80% of fire responses in RURAL communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within thirty-five minutes total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures.

Benchmark EMS Objectives

Honolulu Fire Department benchmark service level objectives are established and based on existing standards, particularly NFPA 1710, 1720, and 1221. The following are benchmarks established by the department and include call processing time, dispatch time, turnout time, and travel times:

For 90% of EMS responses in URBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within six minutes total response time and be able to provide basic life support and treatment for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines.

For 90% of EMS responses in SUBURBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within seven minutes total response time and be able to provide basic life support for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines.

For 90% of EMS responses in RURAL communities, the first-due company staffed with a minimum of four personnel shall arrive within 12 minutes total response time and be able to provide basic life support for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines.

Baseline EMS Objectives

The department met its stated standard of cover response objectives as follows:

For 80% of EMS responses in URBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within seven minutes total response time and be able to provide basic life support and treatment for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines responders.

For 80% of EMS responses in SUBURBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within nine minutes total response time and be able to provide basic life support for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines.

For 80% of EMS responses in RURAL communities, the first-due company staffed with a minimum of four personnel shall arrive within 11 minutes total response time and be able to provide basic life support for a one or two patient medical incident

while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines.

Benchmark Hazardous Materials Objectives

Honolulu Fire Department benchmark service level objectives are established and based on existing standards, particularly NFPA 1710, 1720, and 1221. The following are benchmarks established by the department and include call processing time, dispatch time, turnout time, and travel times:

DISTRIBUTION

For 90% of hazardous materials responses in URBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within eight minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 90% of hazardous materials responses in SUBURBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within ten minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 90% of hazardous materials responses in RURAL communities, the first-due company staffed with a minimum of four personnel shall arrive within twelve minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

CONCENTRATION

For 90% of hazardous materials responses in URBAN communities, an initial effective response force consisting of a minimum of eleven firefighters and officers shall arrive within thirty minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 90% of hazardous materials responses in SUBURBAN communities, an initial effective response force consisting of a minimum of eleven firefighters and officers shall arrive within forty-five minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the

safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 90% of fire responses in RURAL communities, an initial effective response force consisting of a minimum of eleven firefighters and officers shall arrive within sixty minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

HAZARDOUS MATERIALS UNIT

For 90% of hazardous materials responses in URBAN communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within twenty-five minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 90% of hazardous materials responses in SUBURBAN communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within thirty minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 90% of hazardous materials responses in RURAL communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within forty minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

Baseline Hazardous Materials Objectives

The department met its stated standard of cover response objectives as follows:

DISTRIBUTION

For 80% of hazardous materials responses in URBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within ten minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 80% of hazardous materials responses in SUBURBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within fifteen minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

For 80% of hazardous materials responses in RURAL communities, the first-due company staffed with a minimum of four personnel shall arrive within twenty minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

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For 80% of hazardous materials responses in RURAL communities, an initial effective response force consisting of a minimum of eleven firefighters and officers shall arrive within sixty minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

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For 80% of hazardous materials responses in RURAL communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within forty-five minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines.

Benchmark Technical Rescue Objectives

Honolulu Fire Department benchmark service level objectives are established and based on existing standards, particularly NFPA 1710, 1720, and 1221. The following are benchmarks established by the department and include call processing time, dispatch time, turnout time, and travel times:

DISTRIBUTION

For 90% of moderate-risk technical rescue responses in URBAN communities, the first arriving apparatus shall arrive within six minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in URBAN communities, the first arriving apparatus shall arrive within eight minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 90% of moderate-risk technical rescue responses in SUBURBAN communities, the first arriving apparatus shall arrive within seven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in SUBURBAN communities, the first arriving apparatus shall arrive within ten minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 90% of moderate-risk technical rescue responses in RURAL communities, the first arriving apparatus shall arrive within twelve minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command

and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in RURAL communities, the first arriving apparatus shall arrive within twelve minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

CONCENTRATION

For 90% of moderate-risk technical rescue responses in URBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within ten minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in URBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within thirty-five minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures.

For 90% of moderate-risk technical rescue responses in SUBURBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within twelve minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in SUBURBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within forty-five minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures.

For 90% of moderate-risk technical rescue responses in RURAL communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within sixteen minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in RURAL communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within sixty minutes total response time. The response assignment shall be capable of implementing operation and

technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures.

TECHNICAL RESCUE UNIT

For 90% of high-risk technical rescue responses in URBAN communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within twenty-five minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in SUBURBAN communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within thirty minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures.

For 90% of high-risk technical rescue responses in RURAL communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within forty minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures.

Baseline Technical Rescue Objectives

The department met its stated standard of cover response objectives as follows:

DISTRIBUTION

For 80% of moderate-risk technical rescue responses in URBAN communities, the first arriving apparatus shall arrive within seven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in URBAN communities, the first arriving apparatus shall arrive within ten minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 80% of moderate-risk technical rescue responses in SUBURBAN communities, the first arriving apparatus shall arrive within nine minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in SUBURBAN communities, the first arriving apparatus shall arrive within fifteen minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 80% of moderate-risk technical rescue responses in RURAL communities, the first arriving apparatus shall arrive within eleven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in RURAL communities, the first arriving apparatus shall arrive within twenty minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures.

CONCENTRATION

For 80% of moderate-risk technical rescue responses in URBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within ten minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in URBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within thirty-five minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures.

For 80% of moderate-risk technical rescue responses in SUBURBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within eighteen minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in SUBURBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within forty-five minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures.

For 80% of moderate-risk technical rescue responses in RURAL communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within sixteen minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in RURAL communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within sixty minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures.

TECHNICAL RESCUE UNIT

For 80% of high-risk technical rescue responses in URBAN communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within thirty minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in SUBURBAN communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within thirty-five minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures.

For 80% of high-risk technical rescue responses in RURAL communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within forty-five minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures.

Benchmark Marine and Shipboard Rescue and Firefighting Services Objective

For 90% of fireboat responses, the fireboat consisting of a minimum of four personnel shall arrive within thirty minutes total response time. The fireboat shall be able to provide initial incident command and initiate critical tasks for operation-level responses in accordance with department policy and procedures.

Baseline Marine and Shipboard Rescue and Firefighting Services Objective

The department met its stated standard of cover response objective as follows:

For 80% of fireboat responses, the fireboat consisting of a minimum of four personnel shall arrive within thirty-five minutes total response time. The fireboat shall be able to provide

initial incident command and initiate critical tasks for operation-level responses in accordance with department policy and procedures.

CONCLUSIONS

The self-study manual produced by the Honolulu Fire Department was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Honolulu Fire Department has demonstrated that all core competencies have been met and received a credible rating.
- The Honolulu Fire Department has demonstrated that all applicable criteria have been met and received a credible rating.
- The Peer Assessment Team recommends Re-Accredited Agency Status for the Honolulu Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The Peer Assessment Team conducted an exit interview with the agency consisting of the Deputy Mayor, the Fire Chief and most of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the on-site assessment visit and the evaluation of the criteria and core competencies.

1. Standard Operating Guidelines should be developed and adopted to capture what protocols and methods are to be followed by personnel when conducting investigations on fire scenes. Procedures where portions of a NFPA standard are used as a guidelines the specific standard sections should be identified and captured in adopted SOG's,
2. Formal methods for evaluating the effectiveness of the fire cause investigation should be established for the investigation program as well as establishment of a review schedule. This should also incorporate the investigations and data resulting from incident command officers who close investigations, not just those closed by investigations personnel.
3. The department should establish a more reliable periodic appraisal to determine the effectiveness of public education programs.
4. The department should work with the State of Hawaii Department of Transportation Harbors Division to better define the roles, responsibilities and expectations of both agencies. Included in this effort should be a better definition of where the jurisdiction boundaries lie.
5. The department should add language to the existing MOU for EMS dispatching to include performance objectives that assist the department in meeting and/or improving total response initiatives. An improved measure of control over services provided to and for the agency will assist the agency in a higher quality service delivery model and more accurate measurement of that performance.
6. The department is currently in the early stages of a potential consolidation of EMS and Fire services for the city and county of Honolulu. It is recommended that the department study and implement service enhancements to the EMS delivery system provided by HFD in preparation of said consolidation. Potential changes may provide more valuable data concerning the impact of changes to the current delivery model prior to full implementation.
7. The department is in the process of developing hazard specific SOGs to mirror the specific hazards outlined in the emergency operation's plan (EOP). Although the EOP annexes are currently serving the agency well, it is recommended that the department complete SOGs as desired to improve operational efficiency.
8. With the significant positive impact and usage of helicopter operations island-wide, the department should establish formal program goals, objectives and detailed program evaluation regarding current and future air operations supporting rescue, fire suppression, aerial

reconnaissance and other fire department operational support. This will provide for an evaluation of current air apparatus capability, air apparatus equipment (given the specific operational support necessary), navigation and avionics capability (given the complexities of the island day and night), and the necessary distribution of aircraft bases relative to the demand for operations island-wide.

9. The department training and drill facility is in need of upgrade and expansion to effectively meet the department and bureau needs which have significantly increased since the original training facility's inception. The upgrade and expansion should address not only agency needs today, but also projected needs for the future.
10. A second Battalion Chief position in the Fire Prevention Bureau to allow for increased bureau productivity was approved by the City and County of Honolulu, but has not been filled. The department should continue to pursue ways of filling of this position.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category V Programs

Criterion 5C: Public Education Program

Performance Indicator

5C.3 There are adequate equipment and supplies allocated to the public education program.

- The department should look into printing browsers in other languages that are representative of the community it serves.
- The department should update the Departments website to add public education messages, scheduling requests and other pertinent information.

Criterion 5D: Fire Investigation Program

Performance Indicator

5D.5 There is an information system in place to document fire investigation activities and to provide data for analyzing program results.

- The current system does allow for limited analysis of data but does not reflect data that is specific to events occurring in the local area. A program software should be considered that captures additional information from events so analysis can be conducted that is specific to the City and County of Honolulu.

Category VI Physical Resources

Criterion 6A: Fixed Facilities

Performance Indicator

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

- The department takes pride in their facilities; personnel maintain the facilities to the best of their abilities but due to limiting factors or authorities, some facility maintenance is backlogged for long periods of time. The department should work with external agencies to address maintenance issues and expectations through Memorandums of Understanding or alternate means to resolve delays.

Criterion 6C: Apparatus Maintenance

Performance Indicator

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

- There are methods in place to ensure that new hires are certified to meet the needs of the department but once they are in the position; there is no requirement to maintain certifications or required checks to ensure or promote certification.

Criterion 6E: Safety Equipment

Performance Indicator

6E.4 Maintenance on all safety equipment is conducted by qualified personnel and appropriate records are kept.

- The department's SCBA technician is currently the only qualified and certified person to fix and repair equipment for the department. Further discussions indicate he may be the only person on the island. There is a potential that if the technician is unable to execute responsibilities, the department would be put at risk. The department should set a minimum number of personnel who are qualified, who would be able to support that position or establish a contingency plan in the case of emergency.

Category VII Human Resources

Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicator

7B.10 Exit interviews or periodic employee surveys are conducted to acquire feedback and to assist in improving agency policies and procedures. There is a planned and proactive program to retain members who can assist the agency.

- The department should continue with exceptional work done with employee and customer surveys and continue to implement departmental changes based on those surveys' findings.

Category VIII Training and Competency

Criterion 8B: Training and Education Performance

Performance Indicators

8B.1 There is a process to ensure that personnel are properly trained.

- The department should implement some type of certification process or formal training program for the inspections, plans review and public education staff.

8B.5 There is a training record system that provides for analysis of training needs.

- The department should consider upgrading its records management system to improve extracting training documents for analysis of the department's training needs.

Category IX Essential Resources

Criterion 9A: Water Supply

Performance Indicator

9A.4 There is regular contact with the managers of public and private water systems to keep the fire agency informed about all sources of water available for fire fighting.

- The department has a great relationship with the Water Supply Board and there is significant documentation and sharing of information regarding hydrant location, flow and status but there is very little information regarding the water supply for private hydrants which are located throughout the island. The department should work towards the identification and mapping (so it is available on the Mobile Data Terminals) and developing information sharing with private water supply managers such as those in the North Shore.

Criterion 9B: Communications Systems

Performance Indicator

9B.4 The uninterrupted electrical power supply for the communications center is reliable and has automatic backup capability.

- The department conducts regular tests to ensure power supply and communication fluency between agencies but because of logistical limitations, there currently is no way to test the backup power supply in a full power outage. Generators are tested monthly but due to the location of the FCC, power cannot be cut to the facility to verify that the generator back-up system is automatic. The department should look at arranging a scheduled test of the complete system.

OBSERVATIONS

Category I — Governance and Administration

His Majesty King Kamehameha III established a fire department on the island of Oahu on January 11, 1851. Subsequently, when Hawaii became a state on August 21, 1959, the Constitution of the State of Hawaii, Article VIII - Local Government, Local Self Government; Charter, Section 2 authorized each political subdivision the power to frame and adopt a charter for its own self-government within such limits and under such procedures as may be provided by general law.

The governing authorities having jurisdiction over the department are the Mayor, the Honolulu City Council, and the Honolulu Fire Commission. The Mayor and his administrative staff have discretionary authority to expend and reallocate funds approved by the Honolulu City Council for department programs and activities.

The Honolulu Fire Commission, the Mayor, and the Honolulu City Council review the department's annual budget submittals. The Honolulu Fire Commission is authorized to make recommendations for the department's annual budget submittal. The Mayor and his administrative staff review the department's budget submittal and make revisions based on revenue projections and priority of programs. The Honolulu Fire Commission appoints the Fire Chief. The administrative structure of the department, in the form of an organizational chart, is submitted annually to the City and County of Honolulu's Managing Director and the Director of the Department of Budget and Fiscal Services for review during the annual budget cycle. The Mayor is responsible to review and approve the administrative structure of the department. The Honolulu City Council is the legal entity that adopts the creation or deletion of positions within the department's administrative structure through their authority to adopt the department's annual budget request submittal.

The Fire Chief and Deputy Fire Chief meet weekly with the Mayor. Meetings are held as necessary with the Mayor, Managing Director, and other Mayor's Cabinet members. The Fire Chief gives monthly presentations to the Honolulu Fire Commission and submits an Annual Executive Report. The Fire Chief updates the Honolulu City Council on the services provided annually or as requested.

The Executive Staff is comprised of the Fire Chief, Deputy Fire Chief, and four Assistant Chiefs. The Assistant Chief of Operations supervises Fire Operations, including Special Operations personnel; the Assistant Chief of the Administrative Services Bureau supervises Administrative Services Bureau personnel, including the Occupational Safety and Health Office and Mechanic Shop; the Assistant Chief of Support Services supervises support functions, including the Training and Research Bureau and Fire Prevention Bureau; and the Assistant Chief of Planning and Development supervises Planning and Development personnel, including the Fire Communication Center and Radio Shop.

Category II — Assessment and Planning

The Honolulu Fire Department provides a very detailed assessment of the island's unique fire and non-fire hazards and risks, event history over the past three years, and performance relative to emergency event demand in a very comprehensive Standards of Cover (SOC) document. The department's SOC document illustrates forty-two planning/demand zones to effectively break down its hazards and risks, and utilizes this data combined with event type and demand data effectively to drive its current and future emergency response resource distribution and concentration. Performance data and analysis is also provided by emergency response type within each planning/demand zone, and by each specific company within each zone.

The department illustrated a history of on-going modifications to demand/planning zone geographical areas based upon the analysis of changes and trends in their risk and demands. This is a very proactive use of the information gathered in on-going analysis of the Honolulu Fire Department SOC, and illustrates a best practice of utilizing the document as a "work in progress" process rather than as a "once every so many years" project.

One area where the department could make a program improvement relative to the SOC is with its air suppression and rescue operations. This is a very important program with necessary and unique contribution to very serious events on and around the island, and with potentially extremely positive outcomes, but because it has not ever been included in the SOC as a formal program of its own, there are no program goals, objectives, or analysis included. This leaves the air operations program's effectiveness as an intuitive fact rather than as a quantifiable fact, and further does not provide the detailed analysis to allow for proactive air operations. The addition of this program in the SOC will potentially allow for a more effective and efficient air operations, will allow for the program's continuous improvement, and will also validate the program's necessity in the accomplishment of the department's mission.

The department has continued to maintain on-going active strategic plans. The current plan is a comprehensive Master Strategic Plan which was established in 2009 and includes goals and objectives through year 2013. The Master Strategic Plan includes short-term and medium term goals and objectives tied to each of the ten CFAI FESSAM Categories.

Category III — Goals and Objectives

The Honolulu Fire Department has established and implemented active goals and objectives for department and program continuous improvement. The department goals and objectives are formulated in the department's Master Strategic Plan, and specific program service level objectives are identified in the department's SOC. It was verified and validated that the Master Strategic Plan includes the department's mission, vision, motto and core values, and was developed with input from the department's executive staff, battalion chiefs, fire captains, bureau personnel and Hawaii Fire Fighter's Association representatives.

A very comprehensive Master Plan Matrix is utilized as an instrument to assist in the management of Master Strategic Plan progress, and to document plan activity. The matrix includes each goal and objective initiative, expected timelines, responsibility that is assigned,

status updates, action plan summaries and investment plans. The Master Strategic Plan is accessible to departmental personnel electronically by way of the department's web portal. Hard copies of the plan are distributed to the Honolulu Fire Commission and the City and County of Honolulu's Mayor and Managing Director.

All program service level baseline objectives identified in the department's SOC were verified and validated as credible, and is reported on further in each appropriate Criterion in this report. As evident from both the department's Master Strategic Plan and SOC documents, the department is consistently pressing for continuous improvement as both of these planning and performance documents are reviewed regularly.

Category IV — Financial Resources

The City and County of Honolulu, Budget and Fiscal Services Policies and Procedures Manual provide accounting and financial reporting guidance to the department. The Department of Budget and Fiscal Services also issues directives and/or memorandums which guide the department in developing its operating and capital budgets. The City/County prioritizes the budget with health and safety issues as one of the top priorities.

The budget process involves input from all ranks of the department. Through the budget process, the department's long and short range objectives are both addressed. Due to the state of the economy, not all objectives are fulfilled within the desired timeframe.

The department adheres to generally accepted accounting practices, is accredited by the Government Finance Officers Association (GFOA) and has earned the GFOA Distinguished Budget Presentation Award in fiscal year 2009.

Periodic financial reports are prepared by the Department of Budget and Fiscal Services monthly and quarterly. The reports are distributed and reviewed by the department's division heads. Three internal audits have been conducted in the last few years on fire apparatus, SCBA, and hose acquisitions. No large scale issues were discovered in the audits, but small improvement processes were recommended and implemented.

The department's future maintenance costs are projected and funded. Some facility maintenance projects are budgeted by the department but the facilities are owned by the City/County and maintained by the Department of Facility Maintenance. Due to a staffing shortfall there are sometimes problems with inadequately maintained facilities.

Category V — Programs

Criterion 5A – Fire Suppression

The Honolulu Fire Department response and deployment standards are based upon the population density and fire demand of the community. Forty-two fire stations provide city and island-wide coverage and departmental staffing is based upon station location, incident type and frequency. Apparatus are assigned to meet anticipated fire demand and complement island-wide service demand objectives. National standards, as well as department directives and other policies provide direction for the program. The department has adopted the National Incident Management System (NIMS) and uses an incident management system

(IMS). The department maintains a records management information system as its fire reporting system and submits all reports to NFIRS.

The department measures its effective response force by documenting when the ladder company gets on scene. It was found that although this gives an accurate account of meeting the minimum staffing for a structure fire, there are many times that there are sixteen personnel on scene a considerable amount of time before the ladder company. It is recommended that the department try to extract their data based on numbers of personnel on the scene and not specific companies. When the rural response for effective response force was analyzed more closely, it was shown that they exceeded their baseline time objective.

The department's baseline service level objectives are as follows:

DISTRIBUTION:

For 80% of fire responses in URBAN communities, the first arriving apparatus shall arrive within seven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures. The department's performance at 80% was six minutes and fifty-eight seconds.

For 80% of fire responses in SUBURBAN communities, the first arriving apparatus shall arrive within nine minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures. The department's performance at 80% was eight minutes and thirty-six seconds.

For 80% of fire responses in RURAL communities, the first arriving apparatus shall arrive within eleven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initial actions for fire ground operations in accordance with department policy and procedures. The department's performance at 80% was seven minutes and thirty-nine seconds.

CONCENTRATION

For 80% of fire responses in URBAN communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within thirteen minutes total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures. The department's performance at 80% was twelve minutes and twenty-six seconds.

For 80% of fire responses in SUBURBAN communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within twenty minutes total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures. The department's performance at 80% was nineteen minutes and four seconds.

For 80% of fire responses in RURAL communities, the initial effective response force consisting of a minimum of 16 personnel shall arrive within thirty-five minutes total response time. The response assignment shall be capable of implementing command and control firefighting operations to include establishing water supply, 2 in and 2 out, search and rescue, fire attack, and ventilation while providing for the safety of responders in accordance with department policies and procedures. The department's performance at 80% was thirty-six minutes and ten seconds. This was based on only two calls and looking at the data from previous years in addition to analyzing these calls based on number of personnel on scene and not when the ladder arrived on scene, the department meets this performance objective.

It was demonstrated that Honolulu Fire Department met all baseline service level objectives in years 2007, 2008, and 2009.

The Fire Chief appoints members to an Apparatus Committee who in conjunction with the Fire Equipment Repair Supervisor construct the specifications for all apparatus. Front line apparatus are on a replacement schedule and replaced in a timely manner. All apparatus are in good shape and the equipment on them meets the needs of the department. The department equips the fire apparatus per the HFD Policy and Procedures Manual, Par. 4-02.03.400 Apparatus Equipment Inventory.

Current departmental operating policies, procedures and guidelines are identified in the HFD Policy and Procedures. Every member receives a hard copy. Special Notices are distributed by the Fire Chief when an amendment needs to occur. There is also an electronic copy of the manual available to members.

Criterion 5B – Fire Prevention / Life Safety Program

The Fire Prevention Bureau administers the fire prevention program for the City and County of Honolulu; plans and develops rules, regulations, and procedures for the adopted fire code enforcement; assists in adopting and amending the State Fire Code; and conducts building plan reviews, fire investigations, fire inspections, community relations activities, and educational programs. Fire Prevention Bureau is staffed with 39 funded positions and managed by a Battalion Chief. A second Battalion Chief position in the Fire Prevention Bureau to allow for increased bureau productivity was approved by the City and County of Honolulu, but has not been filled. The department should continue to pursue ways of filling of this position.

Hawaii Statute mandates the State Fire Council, which is comprised of the four county fire chiefs, adopt a model State Fire Code. The State Fire Code sets the minimum requirements relative to the protection of people and property from fire loss. The model State Fire Code becomes enforceable by each county once it is adopted via each county's ordinance process. The State Fire Code with local amendments was adopted in December 2009.

Inspection efforts by the Fire Prevention Bureau are concentrated on maximum risk occupancies, while occupancies with lower risks are inspected by fire suppression personnel. The Fire Prevention Bureau Procedures Manual provides detailed guidelines and descriptions for each section. A Company Inspection Program Manual is issued to uniformed department personnel. There is also an online tutorial of standard procedures for data entry into the Fire Inspection Database.

Criterion 5C – Public Education Program

The Fire Prevention Bureau's Community Relations/Education section administers the public education program. This section presents its programs for individual, business, and community participation to school-aged children, senior citizens, homeowners, disabled individuals, business and professional associations, hospitals and nursing homes, churches and church groups, service and civic organizations, and other government agencies.

The public education program addresses home and workplace, school and dorm, youth, and senior fire safety; juvenile fire setter and wildfire prevention and safety; evacuation planning; residential smoke alarms; fire extinguisher use; fireworks safety; fire injury prevention; senior fall injury prevention; and underage drinking prevention.

The section is staffed with two fire captains, four firefighter IIIs and a public information officer. In addition, the department periodically solicits requests from uniformed personnel to work in the Community Relations/Education Section as a Professional Development Opportunity.

An internal database records information to describe the public education activities and allows documentation and analysis of the public education activities. The number and type of public education activities performed are reported in the monthly Department Staff Meeting Report. The department should establish a more reliable periodic appraisal to determine the effectiveness of public education programs.

Criterion 5D – Fire Investigation Program

The Honolulu Fire Department's fire investigation program falls under the Fire Prevention Bureau. The Fire Investigations Branch investigates fire cause and origin and may request Honolulu Police Department for suspected arsons or the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives. The department has two staffing levels to investigate the cause and origin of fires, depending on the circumstances and/or fire's complexity. The incident commander is responsible for the initial fire investigation. The investigation is assigned to a fire investigator if the incident commander is unable to determine the cause and origin of the fire or if the circumstance requires a fire investigator. The department's fire investigators do not have police authority.

The Investigations Section consists of two Fire Captains and four Firefighter III's. The Fire Investigations Section has two response vans. These vans carry equipment necessary to conduct fire-scene investigations. Each fire investigator is assigned hand tools and personal protective equipment to conduct fire scene investigations. Fire investigators are also assigned cellular telephones, pack radios, laptop computers for field use, and required office equipment and supplies.

The department uses a records management system, RescueNet FireRMS 4.4, to compile its data as well as an internal database for specific data analysis. The internal program is used to enter the status of fire investigations, analyze local trends, and track the progress of completing entries into fire reports. Fire investigation reports were integrated into the National Fire Incident Reporting System 5.0 in 2001.

Criterion 5E – Technical Rescue

The Honolulu Fire Department has two heavy rescue companies strategically located to provide technical rescue services to the island of Oahu. The department has identified moderate risk rescues as pin-in/extrication calls and high risk rescues as high-angle rope, water, confined space, and wilderness rescues. To mitigate moderate risk calls, hydraulic extrication tools are placed on various companies throughout the island and dispatched accordingly. The department has very unique rescue risks with both shoreline and water rescue risks as well as heavy wilderness and mountain-based risks.

The department's baseline service level objectives are as follows:

DISTRIBUTION

For 80% of moderate-risk technical rescue responses in URBAN communities, the first arriving apparatus shall arrive within seven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures. The department's performance at 80% was six minutes and eighteen seconds.

For 80% of high-risk technical rescue responses in URBAN communities, the first arriving apparatus shall arrive within ten minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures. The department's performance at 80% was nine minutes and thirty seconds.

For 80% of moderate-risk technical rescue responses in SUBURBAN communities, the first arriving apparatus shall arrive within nine minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures. The department's performance at 80% was eight minutes and forty-five seconds.

For 80% of high-risk technical rescue responses in SUBURBAN communities, the first arriving apparatus shall arrive within fifteen minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures. The department's performance at 80% was thirteen minutes and thirty-four seconds.

For 80% of moderate-risk technical rescue responses in RURAL communities, the first arriving apparatus shall arrive within eleven minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures. The department's performance at 80% was ten minutes and twenty seconds.

For 80% of high-risk technical rescue responses in RURAL communities, the first arriving apparatus shall arrive within twenty minutes total response time. The first arriving unit shall be staffed with four personnel and be capable of providing initial incident command and initiating critical tasks for operation-level rescue response in accordance with department policy and procedures. The department's performance at 80% was nineteen minutes and five seconds.

CONCENTRATION

For 80% of moderate-risk technical rescue responses in URBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within ten minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was nine minutes and eleven seconds.

For 80% of high-risk technical rescue responses in URBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within thirty-five minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was thirty minutes and forty-three seconds.

For 80% of moderate-risk technical rescue responses in SUBURBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall

arrive within eighteen minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was seventeen minutes and thirteen seconds.

For 80% of high-risk technical rescue responses in SUBURBAN communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within forty-five minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was forty minutes and twenty-two seconds.

For 80% of moderate-risk technical rescue responses in RURAL communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within sixteen minutes total response time. The response assignment shall be capable of implementing operation-level rescue operations to include command and control, patient assessment and treatment, and patient extrication while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was fourteen minutes and forty-five seconds.

For 80% of high-risk technical rescue responses in RURAL communities, the initial effective response force consisting of a minimum of thirteen personnel shall arrive within sixty minutes total response time. The response assignment shall be capable of implementing operation and technical-level rescue operations to include command and control, systematic search, victim extraction, patient assessment, treatment, and packaging while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was forty-nine minutes and forty-six seconds.

TECHNICAL RESCUE UNIT

For 80% of high-risk technical rescue responses in URBAN communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within thirty minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was fifteen minutes and twenty-four seconds.

For 80% of high-risk technical rescue responses in SUBURBAN communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within thirty-five minutes total response time. The technical rescue unit shall be capable of

initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was twenty-seven minutes and nine seconds.

For 80% of high-risk technical rescue responses in RURAL communities, the technical rescue unit consisting of a minimum of five personnel shall arrive within forty-five minutes total response time. The technical rescue unit shall be capable of initiating critical tasks for technical-level rescue response while providing for the safety of responders in accordance with department policy and procedures. The department's performance at 80% was forty-one minutes and forty-four seconds.

It was demonstrated that Honolulu Fire Department met all baseline service level objectives in years 2007, 2008, and 2009.

There is adequate equipment, supplies, and materials to meet the needs of the technical rescue program. Each heavy rescue unit is able to pull a 22' rescue boat on needed water rescue calls. There are 8 jet-skis strategically located around the shoreline to mitigate rescue incidents. There is a helicopter available to assist with needed rescue calls.

There are HFD Technical Rescue Standard Operating Guidelines available to all personnel and the Honolulu Online System for Emergency Services is also utilized to aid in pre-planning on target hazards.

Criterion 5F – Hazardous Materials

The hazardous materials team is well-developed and supported. The team has state of the art equipment and apparatus that assists the team in accomplishing team and department response goals. The team is strategically located within the city based on risk.

The Honolulu Fire Department has significant potential for hazardous materials events with large natural gas lines, shipping, and industry. All personnel are required to hold the operations level training while many team members are trained to the technician level. The team supports and demands advanced training that exceeds traditional department delivered training.

Consistent with the technical rescue team, the hazardous materials team utilizes a tiered response system that expands with the incident. It is evident that the program is meeting organizational needs at this time. The department's baseline service level objectives for Tier 1 responses are as follows:

For 80% of hazardous materials responses in URBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within ten minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was nine minutes thirty-five seconds.

For 80% of hazardous materials responses in SUBURBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within fifteen minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was nine minutes twenty-nine seconds.

For 80% of hazardous materials responses in RURAL communities, the first-due company staffed with a minimum of four personnel shall arrive within twenty minutes total response time and be able to initiate critical tasks for operation-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was seven minutes thirty six seconds.

The department's baseline service level objectives for Tier 2 responses are as follows:

For 80% of hazardous materials responses in URBAN communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within thirty minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was twenty minutes fifty-one seconds.

For 80% of hazardous materials responses in SUBURBAN communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within thirty-five minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was eighteen minutes fifty-one seconds.

For 80% of hazardous materials responses in RURAL communities, a hazardous materials company staffed with a minimum of five personnel shall arrive within forty-five minutes total response time and be able to initiate critical tasks for technical-level hazardous materials response while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was thirty-seven minutes and twenty-nine seconds.

The department's baseline service level objectives for Tier 3 responses are as follows:

For 80% of hazardous materials responses in URBAN communities, an initial effective response force consisting of a minimum of eleven firefighters and

officers shall arrive within thirty minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was nineteen minutes fifty-four seconds.

For 80% of hazardous materials responses in SUBURBAN communities, an initial effective response force consisting of a minimum of eleven firefighters and officers shall arrive within forty-five minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was twenty-eight minutes forty-three seconds.

For 80% of hazardous materials responses in RURAL communities, an initial effective response force consisting of a minimum of eleven firefighters and officers shall arrive within 60 minutes total response time and be able to implement operation and technical-level hazardous materials operations to include command and control, establishing isolation zones, and product identification while providing for the safety of responders in accordance with HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. The department's performance at 80% was fifty-four minutes and fifty seconds.

It was demonstrated that Honolulu Fire Department met all baseline service level objectives in years 2007, 2008 and 2009.

The department has purchased a wide range of supplies and equipment for mitigation and response to Haz Mat/WMD incidents. A combination of local, state, and grant funding provide ongoing equipment and apparatus replacement as needed. The department's levels of response are identified in HFD Policy and Procedures Chapter 5, Article 9 Hazardous Materials Standard Operating Guidelines. This directive incorporates both strategic and tactical decision making along with the technical aspects of response, mitigation, and recovery. Team administration, training, and operations are also addressed in Standard Operating Procedures format.

Criterion 5G – Emergency Medical Services

The department provides Basic Life Support (BLS) response to all life threatening emergencies. All new department personnel are trained at the minimum to the BLS level EMT-Basic (EMT-B). Nearly 50% of the organization's personnel are trained to the EMT-B level. The department's first due apparatus, usually the ladder, dispatched to EMS calls based upon dispatch algorithms incorporated within the CADS (computer aided dispatch system). These response plans are outlined by dispatch policy and fire department guidelines in

cooperation with the Emergency Services department. The deployment strategy of “closest available unit” is utilized, thus providing adequate first on-scene coverage for emergency medical calls. EMS responses compose the vast majority of incidents mitigated by the fire department.

The department’s baseline service level objectives are as follows:

For 80% of EMS responses in URBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within seven minutes total response time and be able to provide basic life support and treatment for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines responders. The department’s performance at 80% was six minutes sixteen seconds.

For 80% of EMS responses in SUBURBAN communities, the first-due company staffed with a minimum of four personnel shall arrive within nine minutes total response time and be able to provide basic life support for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines. The department’s performance at 80% was seven minutes twenty-eight seconds.

For 80% of EMS responses in RURAL communities, the first-due company staffed with a minimum of four personnel shall arrive within eleven minutes total response time and be able to provide basic life support for a one or two patient medical incident while providing for the safety of victims and responders in accordance with HFD Policy and Procedures Chapter 5, Article 2 Emergency Medical Standard Operating Guidelines. The department’s performance at 80% was seven minutes fifty-eight seconds.

It was demonstrated that the department met all baseline service level objectives in years 2007, 2008 and 2009.

The department currently operates a first responder program at the BLS level that assists the Honolulu Emergency Services Department (EMS). The department responds to all life threatening calls for service to assist the EMS agency. Lastly, the Emergency Services and the Honolulu Fire Department’s are in the preliminary stages of potentially consolidating the departments in HFD. A Request for Proposal (RFP) has been produced for a consultant’s assistance with the merger.

Criterion 5H – Domestic Preparedness Planning and Response

The Office of Emergency Management developed the city’s Emergency Operations Plan (EOP) with assistance from the Honolulu Fire Department. The department utilizes the Emergency Operations Plan (EOP) which was adopted by City Council on September 26, 2006. The plan is a city and countywide response to an all hazard approach to widespread

disasters and emergencies that exceed the capacity of any one city county department. The EOP serves as a directive for activating the Operations Center (EOC), as well as general instructions for participating City departments' responsibilities.

The department has conducted an All Hazard Vulnerability Assessment study in preparation of the development of the EOP. Studies were divided into natural hazards and man-made hazards. The natural disasters include hazards such as earthquake, tsunami, hurricane (cyclone), and wildfire.

The City's EOP describes the organization for the management of a large-scale emergency. This plan is a functionally based Emergency Operations Center (EOC) structure and the incident command system is advocated. The department is developing specific SOG's to supplement the EOP annexes that currently direct the department during major emergencies.

Criterion 5I – Aviation Rescue and Fire Fighting Services

The department does not have the responsibility for providing fire protection to the airports and airfields on Oahu. The department may be called in for mutual aid on an as needed basis. These incidents will fall under firefighting and other standard objectives.

Criterion 5J – Marine and Shipboard Rescue and Fire Fighting Services

The State of Hawaii Department of Transportation is responsible for the harbors of Oahu. The state does not have a marine firefighting unit so the department is contracted to staff the state's fireboat. The main coverage area is Honolulu Harbor.

The department's baseline service level objectives are as follows:

For 80% of fireboat responses, the fireboat consisting of a minimum of four personnel shall arrive within thirty-five minutes total response time. The fireboat shall be able to provide initial incident command and initiate critical tasks for operation-level responses in accordance with department policy and procedures. The department's performance at 80% was thirty-four minutes and forty-eight seconds.

It was demonstrated that Honolulu Fire Department met all baseline service level objectives in years 2007, 2008, and 2009.

There is adequate equipment to meet the department's stated level of response. There is a forty-hour week head engineer who ensures that maintenance and repair to the boat occur in a timely and adequate manner. There are tools and space on site to make repairs and house spare equipment needed.

Supplies and materials are provided via the same format as other stations and are adequate to support the department's mission. The department has standard operating procedures in place appraisals of the program are made periodically with the Special Operations Battalion Chief.

The memorandum of understanding between the state and the department is in need of improvement. Expectations and responsibilities of both parties need to be better defined. This will also aid in the department being able to accomplish the mission of this program.

Category VI — Physical Resources

The Honolulu Fire Department maintains 42 fire stations and four support facilities. The fire stations are located based upon service demand and response time. All stations undergo a quarterly inspection conducted by battalion chiefs.

The department operates a 25 year old training facility which includes the propane burn facility, training tower, driving simulator, extrication pad, draft pit and four classrooms situated on a five acre site. The department training and drill facility is in need of upgrade and expansion to effectively meet the department and bureau needs which have significantly increased since the original training facility's inception. The upgrade and expansion should address not only agency needs today, but also projected needs for the future.

The department headquarters includes the offices of the Fire Chief, Deputy Fire Chief, Administrative Services Bureau, Fire Operations, Planning and Development, Support Services, and Fire Prevention Bureau offices. The Fire Communication Center and Fire Prevention Bureau's Plans Checking Section is located in another city facility.

The department operates a multi-function maintenance facility that houses the mechanic shop, radio shop, central storeroom, small equipment repair shop and SCBA servicing shop. The storeroom is well managed and stocked to assure that any and all items required by the department are readily available. There are certified small equipment and SCBA/ scuba gear maintenance sections to extend the service life of protective gear and equipment. There is a need to assure that all hard copied records are transferred to electronic files to ensure the computerized planning and tracking programs are providing up to date and relevant information. The storeroom is capable of providing additional supplies, tools and equipment for all long term incidents.

The department possesses a wide range of apparatus and vehicles, including pumpers, compressed air foam system pumpers, tillered ladders, quints, elevated towers, water tankers, a brush truck, rescue apparatus, hazardous materials apparatus, a mobile command center, helicopters, a helicopter tender, a fireboat, rescue watercrafts, sedans, sport utility vehicles, utility trucks, vans, and buses. The department mechanic shop is responsible for all repair and maintenance of apparatus, support and auxiliary vehicles, excluding the helicopters. Twelve apparatus technicians are Automotive Service Excellence Certified (ASE) and one factory certified mechanic manages repair and maintenance of tools and equipment. The city also utilizes outside certified vendors for maintenance and testing services if needed.

The vehicle maintenance division is adequate and well managed with clean work areas and a capable records management system tracking every vehicle in the fleet. There is direct communication to and from the section to schedule service work based upon preventive maintenance schedules. Work flow is tracked in a combination hard copy and electronic system from arrival to return to service. Department personnel perform routine maintenance. Mechanics are certified for the work they perform. There is a well stocked parts supply area that is well managed to control loss.

Support vehicles are provided to address wildfire and command responsibilities. The department also has specialized vehicles to support operational areas of hazardous materials and technical rescue response.

The department has created a Fleet Management Program that outlines the apparatus replacement schedule. The Fleet Management Program was revised in 2003 and 2006. Fire apparatus replacements are based on age. Each auxiliary vehicle's assignment, maintenance history, mileage, and age are factors in determining the auxiliary vehicle's replacement. The department projects fire apparatus to remain in front-line service for 10 to 15 years. A formula has been created recommending replacement of three to four pumpers per year; an aerial apparatus every one to two years; and a rescue, tanker, hazardous material, or other specialized apparatus every one to two years.

The department's apparatus committee writes and edits specifications for new apparatus purchases per the HFD Apparatus Committee policies, guidelines, and bylaws. The Fire Chief designates the apparatus committee members. The Fire Equipment Repair Supervisor sits on the committee provides technical input, while committee members from fire operations provide input from the end-user perspective. The Department of Budget and Fiscal Services, Purchasing Division reviews apparatus specifications and finalizes the requisitions. The Fire Chief determines which of the purchasing options to use: open bid or requisition for purchase.

Safety equipment is provided to offer protection during structural and wildland fire fighting and medical, hazardous materials, and rescue responses that may occur on Oahu. Safety equipment include individual structural and wildland coats, pants, helmets, gloves, and boots; medical jackets; traffic vests; fully-encapsulated chemical vapor suits; self-contained breathing apparatus; portable radios; and personal alert safety system devices. NFPA Standards and Occupational Health and Safety regulations are used to determine safety requirements and specifications. Specialized safety equipment is issued to personnel assigned to specialty positions based upon their scope of operations.

Category VII — Human Resources

The department has a designated human resources manager, which is the Administrative Services Bureau's Assistant Chief. The section is staffed with nine full time civilian positions which perform both personnel and payroll functions. The Administrative Services Bureau will continue to conduct periodic workflow analyses to determine if staffing is adequate to address its personnel section's workload requirements. The City and County's Department of Human Resources is the primary agency responsible for formulating and implementing countywide administrative policies and practices based on county, state, and federal requirements. All screening or qualifying devices are administered or overseen by the City/County HR Department.

Entry level positions are announced in the local newspaper and on the department's website. The hiring application process is conducted about every three years and the department receives around 4,000 applications over a five day period. City/County HR is responsible to confirm that the application and employment process is in compliance with county, state, and federal laws and coordinate and administer candidate physical ability tests, physical exams, psychological examinations, background checks, and other screening/qualifying devices. The Department annually averages 22 retirements and resignations, which is approximately 2% of the workforce. A large percentage of those hired remain employed until retirement.

Promotions are announced in house and minimum requirements have been established for taking promotional examinations, including time in-service at a particular level and additional certifications required for specialized positions.

In 2002, the department initiated a project to attract female applicants to the department. The department assisted the Department of Human Resources with a workshop for women seeking a firefighting career. The department continued this effort and conducted workshops prior to application announcements in 2005 and 2009. Although the department has an overall low percentage of females, this process has increased the female firefighters by over 100%.

As part of the Captain's 2008 Annual Workshop, a survey was conducted to seek input to identify issues affecting Company Officers and Bureau Captains. The Fire Captains' input revealed issues and processes they considered satisfactory, areas in need of improvement, and what types of training would improve their abilities. The results of this survey have changed the captains' training program. An employee climate survey was recently conducted and the results are currently being analyzed.

The department's personnel policies and rules are communicated to all personnel via the Rules and Regulations Governing the Department and the Department's Policy and Procedures Manuals and the Hawaii Fire Fighters Association, Local 1463 Collective Bargaining Agreement Handbook. Each member is issued a copy of the above-mentioned resources, which are also available online. All members of the department receive ethics and sexual harassment training. Updated policies are communicated through special notices which are posted on the intranet for all employees to review. Station captains also print them, review with their crew and have all personnel sign.

The department has a risk management program designed to protect the personnel from injuries. Workplace hazards are identified and reported and looked into in a timely manner by the department's Occupational Safety and Health Office. There is a health/physical fitness program in place. Annual medical health evaluations are conducted and members who fail are placed on leave. Annual SCBA evaluations are conducted and noncompliant employees are removed from fire suppression until requirements are met. A physical fitness program is established but the program is voluntary at this time.

Category VIII — Training and Competency

The Honolulu Fire Department is the State of Hawaii's accreditation agency for the International Fire Service Accreditation Congress (IFSAC) and has twelve approved training certification programs. The department provides IFSAC accredited training classes, competency and performance based training, and topic specific instruction for all dimensions of the organization.

The training and research bureau has an authorized staff of 24 uniformed and non-uniformed personnel. The bureau provides physical and intellectual resources that are current and necessary to maintain a progressive fire department. The bureau is currently re-vamping the department's job performance evaluations. These evaluations include basic firefighter skills, individual company and multi-company skills. Specialized operations training is provided, and there are currently eight programs at various stages of improvement, development or implementation. These programs include Firefighter II, Fire Service Instructor I, Fire Service

Instructor II, Driver Operator Aerial, Driver Operator Tiller, Fire Officer I, Fire Officer II and Surf Rescue I. The bureau also provides and maintains the department's "Video on Demand" and computer-based interactive training programs for access by operational personnel via computer from their stations.

The training bureau's training records are documented in the departmental record management system, RescueNet Fire RMS 4.4, but the system has limited ability to extract training information for analytical purposes. Improvement in the RMS capabilities would be of great benefit to the training and competency program.

The training and research bureau operates the Charles H. Thurston Training Center, a 25 year old training facility which includes a propane burn facility, training tower, driving simulator, vehicle apparatus maneuvering pad, extrication pad, drafting pit and four classrooms situated on a five acre site. This facility is in need of upgrade and expansion to effectively meet the department and bureau needs which have significantly increased since the facility's inception.

Category IX — Essential Resources

Criterion 9A – Water Supply

The Honolulu Fire Department has an adequate and reliable water supply for firefighting purposes. The majority of the island's populated areas are served by the domestic water supply and hydrant system. Private hydrants exist throughout the island but require compliance with adopted fire codes. Required testing and maintenance and upkeep for private fire hydrant systems are the responsibility of the managers of private water supply distribution systems. The Water Supply Board keeps water main and hydrant maps in a GIS-based system. The location and identification of all public fire hydrants, in addition to identifying water main sizes on the public system can be accessed via the intranet based mapping program and is accessible on apparatus mobile data terminals. The department should work towards the identification and mapping (so it is available on the Mobile Data Terminals) and developing information sharing with private water supply managers such as those in the North Shore.

Honolulu's public water supply system has over 21,000 hydrants which serves many areas of the island. The Water Supply Board performs hydrant flow-testing and routine maintenance on all public hydrants. The Fire Prevention Bureau Plans Checking Fire Inspectors work with the Board of Water Supply to address fire flow requirements for new and existing developments. Similar fire flow requirements are also used for fire hydrants that are located on private facilities and roadways. The Plans Checking Section maintains an internal database noting the new private fire hydrant installations and locations as plans are received and reviewed prior to building permit issuance. Private owners are responsible to maintain their fire hydrants and provide documentation verifying that service was conducted when requested.

For areas without adequate volumes of water, the department is prepared to draft from numerous sources of water to include, but not limited to; water tankers, fireboat, water relay operations, drafting, helicopter water drops, and memorandums of agreement with other agencies.

The department plans and conducts pre-plans for high risk structures within each station area.

Criterion 9B – Communication Systems

The City and County of Honolulu's Emergency Communication System is a combination of digital telephones, 800 MHz Enhanced Digital Access Communication System trunking radios, and microwave technology. The public initiates emergency services through an Enhanced 911 system, which provides Automatic Number Indicator/Automatic Location Indicator data for landline phone calls, cell phone tower location and/or global positioning system data for wireless phone calls, and Automatic Location Indicator for Voice over Internet Protocol calls. Emergency 911 screeners transfer calls for fire assistance to the Fire Communication Center, where phone calls are processed into the computer-aided dispatch system and dispatchers notify and send the appropriate fire resources by radio.

The department's radio system includes: base radios in all fire stations, the department headquarters, and emergency operating center; apparatus' mobile radios; and handheld radios for all positions. Mountaintop repeaters at 16 sites are linked by microwave to provide island-wide radio coverage. The department's 800 MHz Enhanced Digital Access Communication System trunking radio system provides interoperability communications with other emergency responders through four interoperable talk groups. These agencies include the City and County of Honolulu's Department of Emergency Management; Honolulu Emergency Services Department's Emergency Medical Services and Ocean Safety and Lifeguard Services Divisions; and Honolulu Police Department; Oahu Transit Services; the Federal Fire Department; and United States Coast Guard.

In the event of an electrical power failure, the Fire Communication Center is equipped with an adequate and reliable uninterrupted electrical power supply to power the essential electrical powered equipment for up to 15-30 minutes. The uninterrupted electrical power supply will automatically power electrical equipment until the building's two 300-kilowatt diesel backup generators automatically activate. The generators are fueled by diesel from an underground 12,000-gallon supply tank, which can provide up to 14 days of normal operation. An alternate communication center is located within five minutes walking distance of the Fire Communication Center and is fully functional, operational, and tested monthly. The department conducts regular tests to ensure power supply and communication fluency between agencies but because of logistical limitations, there currently is no way to test the backup power supply in a full power outage. Generators are tested monthly but due to the location of the FCC, power cannot be cut to the facility to verify that the generator back-up system is automatic. The department should look at arranging a scheduled test of the complete system.

The City and County of Honolulu has an Emergency Operations Plan, which provides predetermined responsibilities for identified City and County of Honolulu agencies in the event of threat or disaster. The lead agency, the City and County of Honolulu's Department of Emergency Management, will receive advance notification of a pending situation from the National Oceanic and Atmospheric Administration's National Weather Service or another agency and will contact the Fire Communication Center through a direct telephone line or face-to-face notification. As the situation progresses, the Department of Emergency Management will call the Fire Communication Center and apprise the Officer-in-Charge of the situation and the potential to activate to a higher level of preparedness.

Uniformed personnel staff the department's Fire Communication Center. There are four shifts, each of which consists of a Fire Captain, a Firefighter III, and four Firefighter IIs. Newly-assigned personnel to the HFD's Fire Communication Center receive an eight-hour HFD Fire Communication Center Basics Training course prior to starting their assigned shift. Periodic training for the Fire Communication Center personnel on the computer-aided dispatch system is provided by the vendor. Shift supervisors are also responsible for ensuring that each of their personnel are trained and certified as a Public Safety Telecommunicator I via the Association of Public-Safety Communications Officials International, Inc. Training Program.

The hardware/software components of the Fire Communication Center include three Enhanced 911 computer-based Public Safety Answering Point phones with 19" LCD monitors; Meridian and Voice over Internet Protocol business phones; six TriTech computer-aided dispatch workstations, each of which has two or three 21" LCD monitors; six Geo-Lynx wireless phase I and II mapping consoles with 23" LCD monitors; wired and wireless headsets; four M/A-Com 800 MHz Maestro radio consoles with 21" LCD monitors; four Catalyst Communications Radio over Internet Protocol backup radio consoles with 15" LCD monitors; EXACOM Logger Recorder for phone and radio calls; EXACOM four-channel Instant Recall Recorder; Master Street Address Guide computer; two 50" plasma displays for projecting the computer-aided dispatch information on large-scale incidents; five Windows-based computers for interdepartmental communication, including e-mail; four printers, one of which has fax capabilities; two Nextel cellular phones, one of which is a Blackberry device for texting; two 800 MHz portable radios; three current-year map books; and a City and County of Honolulu, Department of Transportation Services traffic camera monitor with joystick and keypad, which allows visual access to the City and County of Honolulu's traffic cameras system.

Criterion 9C & D – Administrative Support Services & Office Systems

The department's Administrative Services Bureau is responsible for the department's administrative support functions, including: financial and resource management, information processing, organizational infrastructure maintenance and development. The bureau is under an Assistant Chief's direction and is supported by two Battalion Chiefs and other uniformed and civilian staff. It is organized into four sections: Administrative Services, Information Technology, Occupational Safety and Health, and Personnel. Research and planning is performed by the Planning and Development Section but can be supplemented by the Administrative Services Bureau as specific needs arise.

The Administrative Services Bureau's Personnel Section provides personnel administrative services for the department and liaisons with county, state, and federal departments and private organizations. The Personnel Section prepares regular and special reports; plans, directs, and coordinates departmental services; and coordinates programs on personnel management and general administration. This section is responsible for class specifications, position descriptions, collective bargaining, recruitment, hiring, firing, probations, promotions, drug testing, annual physicals, payroll, fringe benefits, policies and procedures, records and forms, and contract services.

The Administrative Services Bureau's management process includes providing executive assistance to the Fire Chief and the Deputy Fire Chief; administering personnel management and safety and health programs; initiating and coordinating budget development, review, and control; effecting liaisons with county, state, and federal departments and private organizations; and planning, directing, and coordinating Capital Improvement Program projects, building and equipment maintenance, and repair, property, and supply. The Assistant Chief meets regularly with his staff and weekly with the Executive Staff to analyze organizational procedures that affect the administrative support process.

Category X — External Systems Relationships

The City, County and State of Hawaii operate closely together to provide services as necessary for Honolulu, and also utilize close alignment with the U.S. Coast Guard, all branches of the Department of Defense, and the U.S. Department of Homeland Security on a consistent basis. Multiple agency assets work closely together under active memorandum of agreements (MOAs) and memorandum of understandings (MOUs) to provide the necessary support and services for the effective and efficient delivery of the Honolulu Fire Department Mission. Support and services to the Honolulu Fire Department come in the form of funding, response compliment and supplement, and also with interagency training.

The Honolulu Fire Department utilizes its Master Strategic Plan to address the department's alignment with external agencies, and to enhance and improve its operational effectiveness and efficiencies in accomplishing the department's mission. Because the City and County of Honolulu is located on the free standing island of Oahu in the Pacific, and because of the island's unique historical, contemporary, strategic, cultural and economic value, the Honolulu Fire Department operates with numerous local, state, federal and Department of Defense agencies in an effort to accomplish their mission. The department utilizes departmental Memorandum of Agreement (MOA) and Memorandum of Understanding (MOU) Management Policy and Procedure 2-01.03.700 to manage and maintain its agreements with external agencies. It has been recommended that the department work with the State of Hawaii Department of Transportation Harbors Division to better define the roles, responsibilities and expectations of both agencies. Included in this effort should be a better definition of where the jurisdiction boundaries lie.

The department utilizes the Planning and Development Assistant Chief as the program manager responsible for agreement management, review and revision. This program manager works directly with external agency in the management of agreements. It was verified and validated that departmental policies and procedures are utilized and followed in establishing, maintaining and updating external agency agreements.