

GEN.02.CD	CHIEFS DIRECTIVE: FOUNDATIONAL & OTHER KEY DOCUMENTS	
<i>This directive expires when replaced with a newer version, or upon the removal or retirement of Fire Chief Todd. This document is to further elaborate on commander's intent, and give specifics expectations for staff on who, what, when, where, and why, specific policies, procedures, guidelines, etc should be implemented, and the manner that said instructions should be carried out.</i>		
Applicable Staff this Directive Applies to: All staff that have input into the departmental planning process		
Major policy affecting employee relations: No		Union(s) to consult: (N/A)
Responsible for Updating: Fire Chief		

I. PURPOSE

The purpose of this directive is to identify and explain the core planning and key documents that guide the Hawaii Fire Department's (HFD) strategic, operational, and fiscal decisions. These foundational documents serve as the backbone of our department's planning, resource alignment, and accountability.

Each document plays a specific role in helping the department answer three critical questions:

1. What risks do we face?
2. What capabilities do we need to meet those risks?
3. How do we align our resources and actions to close the gap?

By establishing a shared understanding of the purpose, function, development process, and update cycle for each document, this directive provides clarity to all HFD staff on how the department moves forward in a coordinated, transparent, and mission-driven manner.

Ultimately, these foundational documents allow us to:

- Anticipate and respond to community needs based on real data and risk trends
- Justify decisions around staffing, equipment, and infrastructure
- Demonstrate accountability to the public and decision-makers
- Ensure our efforts remain aligned with HFD's mission, vision, and strategic goals

This directive also defines how each document is created, when it should be updated, and how it ties into HFD's meeting cadence and reporting responsibilities.

II. APPLICABILITY

This directive applies to all Chief Officers, Branch Leads, Section Leaders, and personnel involved in the development, implementation, and reporting of departmental initiatives, programs, and resource requests.

The foundational documents identified in this directive serve as the guiding framework for:

- Strategic planning and goal setting
- Risk-informed operational decisions
- Budget development and justification
- Capital improvement prioritization



- Internal and external reporting
- Interagency coordination and legislative support

All personnel tasked with drafting, updating, or reporting on programs, policies, grants, capital projects, staffing, or equipment shall ensure their work is aligned with the contents and intent of these documents. Additionally, any new initiative, major procurement, or departmental change must reference or support the department's established planning framework.

Each Chief Officer is responsible for ensuring their assigned sections contribute meaningfully to the development and maintenance of these documents and for educating their staff on their relevance and application.

III. HFD FOUNDATIONAL DOCUMENTS

The Hawaii Fire Department relies on a core set of planning documents to guide its long-term vision, daily operations, and resource allocation. These foundational documents form an integrated framework that ensures HFD's actions are grounded in risk assessment, aligned with strategic goals, and accountable to both the public and our internal standards of performance.

Rather than existing in isolation, each document builds upon the others—starting with an understanding of community risks and culminating in the programs, budgets, and reports that shape how we serve our island. Together, they answer key questions: *What threats do we face? What capabilities do we need? How should we prioritize and invest?* These documents are not only essential to managing today's challenges but also to anticipating tomorrow's needs.

This section provides a plain-language overview of each foundational document, including its purpose, development process, update frequency, and how it supports and interacts with the other documents in the planning cycle.

1. Community Risk Assessment (CRA)

Purpose:

The Community Risk Assessment (CRA) is the foundation of all fire department planning. It identifies and analyzes the hazards, vulnerabilities, and risk factors that exist across the County of Hawai'i. This includes natural disasters (e.g., wildfires, tsunamis, hurricanes), human-caused events (e.g., structure fires, hazardous materials incidents), and community characteristics such as population density, demographics, geography, and access to emergency services.

**Why It Matters:**

The CRA helps the department make risk-informed decisions. It provides the "why" behind our strategies. Why certain areas may need faster response times, why we invest in certain programs, and why we advocate for additional resources. Without an accurate understanding of the risks facing our communities, the department cannot responsibly plan, prioritize, or protect.

How It's Developed:

The CRA is created using a mix of internal incident data, census and geographic information, land use and development trends, critical infrastructure mapping, and input from community stakeholders. This process may involve GIS analysis, wildfire modeling, historical data review, and cross-agency coordination.

Update Schedule:

- Full Review and Update: Every 10 years
- Mid-Cycle Validation: At the 5-year mark or after any major hazard event (e.g., eruption, large-scale fire, hurricane)
- Lead Responsibility: Chief's Office

How It's Used:

The CRA is the first step in the planning chain. It directly informs the following:

- Standards of Cover (SOC): By identifying where risks exist and how quickly we must respond
- Strategic Plan and Master Plan: By highlighting where growth or gaps exist in community protection
- Grant Justifications and Legislative Requests: By providing data that supports funding needs
- Public Education and Mitigation Efforts: By focusing programs where risk is highest

2. Standards of Cover (SOC)**Purpose:**

The Standards of Cover (SOC) document evaluates the Hawaii Fire Department's ability to respond to emergencies across the island. It defines what "acceptable" emergency service looks like - how fast we need to get there, with how many people, and with what resources - based on the risks identified in the Community Risk Assessment (CRA).

Why It Matters:

The SOC sets the performance benchmarks for the department. It helps answer the question: *Are we responding fast enough, and with the right resources, to meet community expectations*



and national standards? The SOC also identifies service gaps, response delays, and staffing deficiencies that may compromise public safety.

How It's Developed:

The SOC combines historical response data, incident mapping, unit travel times, staffing models, and service demand analysis. It considers different zones (urban, suburban, rural, wilderness), call types, and hazard classifications. The process follows industry best practices outlined by the Center for Public Safety Excellence (CPSE) and is typically conducted in partnership with internal analysts or external consultants.

Update Schedule:

- Full SOC Study: Every 10 years, ideally in parallel with or immediately following the CRA
- Annual Performance Check-In: Key response metrics and gaps should be reviewed annually
- Lead Responsibility: Strategic Planning or Data Analysis team or contractor
- Coordination With: Dispatch/Comms Center, Prevention, and Civil Defense for regional risk overlays

How It's Used:

- Strategic and Master Planning: To justify station placement, unit staffing, and apparatus needs
- Program Budget: To support personnel requests, equipment replacement, and overtime analysis
- Fire Commission and Public Reporting: To track progress against service goals
- Accreditation and Policy Development: To meet national standards and refine deployment strategies

3. Master Plan

Purpose:

The Master Plan outlines the long-term infrastructure, capital improvement, and service expansion goals of the Hawaii Fire Department. It looks 10–20 years into the future and identifies how HFD will adapt to community growth, emerging risks, and the evolving needs of our residents and visitors. The Master Plan addresses what facilities, apparatus, and logistical systems we will need—and when we'll need them—to keep pace with the island's development.

Why It Matters:

The Master Plan is HFD's roadmap for major investment. It ensures that fire stations, vehicles, and equipment are upgraded or expanded before they become obsolete or



overwhelmed. It also positions the department to compete effectively for capital improvement funding by demonstrating foresight, equity, and planning discipline. Without a clear Master Plan, infrastructure decisions become reactive, fragmented, and potentially inequitable.

How It's Developed:

The Master Plan integrates risk data (from the CRA), response performance (from the SOC), population growth forecasts, zoning and development projections, facility condition assessments, and apparatus lifecycle timelines. It includes facility capacity modeling, GIS overlays, and stakeholder input. The process requires coordination with County Planning, Finance, and Public Works, and may involve external planning or architectural consultants.

Update Schedule:

- Comprehensive Plan Revision: Every 10 years
- Interim Review and Update: Every 5 years or as directed by new data, major shifts in risk, or CIP cycles
- Lead Responsibility: Chief's Office in coordination with Fleet, Facilities, and Planning Staff
- Coordination With: County CIP process, Planning Department, and Finance

How It's Used:

- CIP and Legislative Budget Requests: To justify new stations, renovations, land acquisitions, and fleet expansion
- Strategic Plan Alignment: To set long-term goals and align staffing and training needs
- Fleet and Equipment Planning: To align infrastructure capabilities with apparatus strategy
- Public Transparency: To communicate infrastructure needs and investments clearly to the community and decision-makers

4. Strategic Plan

Purpose:

The Strategic Plan defines the mission, vision, values, and long-term goals of the Hawaii Fire Department. It outlines the department's top priorities and identifies measurable objectives that guide our work across all divisions. While the CRA, SOC, and Master Plan describe what we face and what we need, the Strategic Plan answers the question: *What are we going to do about it—and how will we know we've succeeded?*

Why It Matters:

The Strategic Plan provides alignment and direction across the entire organization. It ensures that every program, initiative, and budget request is tied to a shared set of priorities. It also gives our personnel, the public, and policymakers a clear understanding of where HFD is



going and how we plan to get there. When developed and followed properly, it fosters transparency, consistency, and unity of purpose.

How It's Developed:

The Strategic Plan is developed through internal workshops, community engagement, and staff input across all levels of the department. It builds directly on the CRA, SOC, and Master Plan, distilling their findings into focused departmental goals. The plan typically includes strategic themes (e.g., workforce development, resilience, innovation), specific objectives under each theme, and key performance indicators (KPIs) to track progress.

Update Schedule:

- Full Rewrite: Every 5 years
- Annual Status Review: Conducted each July during the Quarterly Chief Officer Meeting to assess progress and reset milestones
- Lead Responsibility: Fire Chief or designee, with cross-sectional planning team
- Coordination With: All Bureaus, Branches, and Administrative Sections

How It's Used:

- Program Development and Evaluation: To ensure that projects, initiatives, and resource requests support defined goals
- Budget Prioritization: To justify new or sustained funding based on strategic objectives
- Staff Engagement and Accountability: To guide leadership messaging, performance management, and internal alignment
- Public and Council Reporting: To demonstrate progress toward department-wide commitments

5. Program Budget

Purpose:

The Program Budget is HFD's financial plan for how we allocate resources to meet operational needs and strategic objectives. Rather than a generic line-item budget, the Program Budget ties expenditures directly to services, projects, and goals—showing how taxpayer dollars are used to support the department's mission.

Why It Matters:

The Program Budget translates planning into action. It ensures that staffing, equipment, training, and programs are not just well-intentioned, but properly funded and implemented. It allows the department to advocate for resources with clear justification, and to monitor whether our investments are achieving the desired outcomes.

**How It's Developed:**

Each section, bureau, or program area participates in the project budget which is tied to operational needs and strategic goals. These proposals are informed by the CRA, SOC, Master Plan, and Strategic Plan. Fiscal staff compile, evaluate, and adjust the budget in collaboration with the Chief's Office. The budget then undergoes internal review, Council approval, and public scrutiny.

Update Schedule:

- Initial Development: August–October annually, aligned with County's September 15 – November 15 submission window
- Finalization and Submission: February–March for Council adoption
- Mid-Year Review: October (as part of the Quarterly Chief Officer Meeting)
- Year-End Closeout: July (following fiscal year end)
- Lead Responsibility: Fiscal Section with input from Chief Officers and Section Leads
- Coordination With: County Finance, Mayor's Office, and Legislative Budget Process

How It's Used:

- Performance Accountability: To evaluate whether budgeted programs achieved their intended impact
- Monthly and Annual Reports: To track expenditures and support reporting to the Fire Commission and public

6. Monthly Fire Commission Report**Purpose:**

The Monthly Fire Commission Report provides a regular update to the Hawai'i County Fire Commission on the department's performance, activities, and financial status. It serves as a summary of how HFD is executing its responsibilities and advancing its strategic priorities. The report also supports transparency with the public and accountability to our oversight bodies.

Why It Matters:

This report ensures that HFD leadership and governance remain aligned. It allows the Fire Commission to monitor trends, identify challenges, and support the department's resource and policy needs. Internally, it creates a monthly rhythm of performance evaluation, helping leaders understand whether we're making meaningful progress—or where adjustments may be needed.

How It's Developed:

Each month, Battalion Chiefs section and program leads submit updates to the Chief's Office summarizing activities, accomplishments, and any significant concerns. Fiscal data, call



volume, staffing levels, training updates, and project milestones are compiled by staff and incorporated into a unified report, reviewed by the Fire Chief before being presented to the Commission.

Update Schedule:

- Submission: Monthly, one week after end of month.
- Review and Approval: Chief's Office prior to dissemination
- Lead Responsibility: Chief's Office with contributions from ACs, Section Leads, and Fiscal
- Coordination With: Fire Commission Secretary and administrative support staff

How It's Used:

- Governance Oversight: To inform the Fire Commission of HFD's progress, needs, and concerns
- Strategic Monitoring: To track movement toward goals set in the Strategic Plan and Program Budget
- Public Transparency: To provide documentation of HFD activity for community stakeholders
- Annual and Quarterly Reports: To support higher-level summaries by drawing from consistent, month-to-month inputs
- Internal Review: To help section leaders self-assess and report on their areas of responsibility



IV. OTHER KEY DOCUMENTS

1. Fleet Replacement Plan

Purpose:

The Fleet Replacement Plan outlines HFD's annual purchasing plan and long-range strategy for replacing fire apparatus, ambulances, support vehicles, and specialty units. It establishes anticipated service life, replacement intervals, and projected costs based on unit type, usage, and maintenance history. The goal is to ensure our emergency vehicle fleet remains safe, reliable, and mission-capable.

Why It Matters:

Fire apparatus and EMS vehicles are some of the most critical—and costly—assets in the department. Delaying replacements can lead to mechanical failures, service disruptions, increased maintenance costs, and risk to personnel and public safety. The Fleet Replacement Plan allows the department to anticipate needs, avoid reactive spending, and make the case for predictable, budgeted investment over time.

How It's Developed:

The plan is built using lifecycle benchmarks (e.g., NFPA recommendations), manufacturer service data, and actual HFD repair and downtime records. Each vehicle is assessed based on age, mileage/hours, maintenance cost trends, parts availability, and operational role. The list is prioritized annually by Chief Officers, the Chief Mechanic, and the Fire Fleet and Facilities Manager with recommended replacement years and estimated costs projected over a 5–10 year horizon.

Update Schedule:

- Comprehensive Update: Annually each April during the Strategic Planning Quarterly Chiefs Meeting.
- Lead Responsibility: Fire Fleet and Facilities Manager in coordination with Chief Mechanic and Fiscal.
- Coordination With: Master Plan, Program Budget.

How It's Used:

- Operational Readiness: To ensure stations have safe and effective apparatus for current response needs
- Cross Department Advocacy: To demonstrate cost planning and deferred replacement risks to County decision-makers
- Public Assurance: To maintain community trust in the reliability and professionalism of the department



2. Facilities Maintenance and Fire Department CIP Plan

Purpose:

The Facilities Maintenance and Capital Improvement Plan (CIP) provides a structured approach for maintaining, repairing, and modernizing HFD's 38 fire stations, administrative facilities, training centers, and lifeguard towers. It identifies both short-term repair needs and long-term capital projects, prioritizing facility investments based on safety, service delivery, resiliency, and operational growth.

Why It Matters:

Facilities directly affect the health, morale, and performance of our personnel. A station that is structurally unsound, lacks ventilation, or does not accommodate modern apparatus compromises not only working conditions but response readiness. This plan ensures HFD maintains safe, functional, and future-ready facilities while supporting equitable service across the island.

How It's Developed:

The plan includes annual facility condition assessments, work order tracking, risk and code compliance reviews, and coordination with County Department of Public Works and CIP staff. Projects are ranked based on urgency (e.g., life safety, ADA/code compliance), cost, impact to operations, and alignment with the department's Master Plan and Strategic Plan.

Maintenance is categorized as:

- Minor Repairs: Managed in-house or coordinated through County maintenance systems (Fire Fleet and Facilities Manager, BC FASO, Fire Maintenance Worker)
- Major Repairs & Capital Projects: Tracked and submitted through CIP process (Fire Fleet and Facilities Manager & AC2), including roof replacements, structural upgrades, energy efficiency retrofits, and resiliency projects

Update Schedule:

- Annual Condition Review: February–March by Battalion Chiefs and Administrative Chiefs
- CIP Submission Timeline: April–June for integration into County's annual CIP request cycle
- Lead Responsibility: Fire Fleet and Facilities Manager
- Coordination With: County DPW, CIP Division, Risk Management, and Master Plan goals

How It's Used:



- CIP Budget Requests: To justify major infrastructure investments at the County and legislative levels
- Wind Retrofit, Power, & Resilience Projects: To target stations exposed to climate and environmental risks
- Operational Planning: To guide temporary relocations, facility closures, or rebuilds
- Facility Lifecycle Tracking: To manage long-term financial planning and prioritize limited capital funds
- Public and Stakeholder Assurance: To demonstrate fiscal responsibility and strategic foresight in maintaining public assets

3. Training and Professional Development Plan

Purpose:

The Training and Professional Development Plan outlines how the Hawaii Fire Department develops, maintains, and advances the knowledge, skills, and abilities of its personnel. It provides a structured framework for onboarding, certifications, continuing education, officer development, promotional readiness, and special operations proficiency across all branches of service.

Why It Matters:

Training is not simply a regulatory requirement, it is a cornerstone of operational excellence and public trust. A well-trained workforce reduces risk, improves outcomes, and reinforces our mission to save lives and serve with aloha. The Training Plan ensures that every firefighter, paramedic, ocean safety officer, and support staff member has a clear path to proficiency, promotion, and leadership.

How It's Developed:

The plan is developed collaboratively between the Training Bureau and operational branches, based on federal and state mandates (NFPA, OSHA, EMS, DOH), HFD's own response profile, and alignment with strategic goals. It also integrates lessons learned from incidents, after-action reports, and feedback from the field. The plan includes core training blocks, rotational courses, credential tracking, and opportunities for external education.

Update Schedule:

- Annual Training Calendar: Released each January for the upcoming calendar year
- Quarterly Progress Reviews: Conducted during Quarterly Chief Officer Meetings
- Curriculum Review Cycle: Every 3 years or upon major NFPA/EMS/OSHA guideline updates
- Lead Responsibility: Training Bureau under direction of Assistant Chief of Operations
- Coordination With: Strategic Plan, Program Budget, Risk Management, and Accreditation (if applicable)

**How It's Used:**

- Onboarding and Probation: Establishes baseline requirements for new recruits and EMS hires
- Recurrent Training: Tracks compliance with mandatory refreshers (fire suppression, ocean safety, EMS, hazmat, etc.)
- Leadership Development: Identifies training needed for officer advancement, staff readiness, and promotional eligibility
- Special Operations: Maintains skill competency for rope rescue, air ops, dive rescue, and other technical teams
- Grant Justification: Supports applications for AFG, SAFER, and VFA grants through structured training programs
- Organizational Learning: Embeds continuous improvement and after-action learning into department culture

4. Continuity of Operations Plan (COOP)**Purpose:**

The Continuity of Operations Plan (COOP) outlines how the Hawaii Fire Department will maintain essential functions during and after a significant disruption to normal operations. Whether due to a natural disaster, infrastructure failure, cyber incident, or other crisis, the COOP ensures HFD can continue to provide critical emergency services, maintain command and control, and support the County's overall response and recovery.

Why It Matters:

As the primary emergency response agency for Hawai'i Island, HFD must remain functional during the very events that disrupt government operations. The COOP ensures that essential services—such as dispatch coordination, emergency medical response, command structure, and public communications—remain operational even when primary facilities, personnel, or systems are compromised. It also ensures that our administrative functions (e.g., payroll, incident documentation, resource tracking) are protected and recoverable.

How It's Developed:

The COOP is developed and maintained by the department's Safety Specialist, in collaboration with the Chief's Office and County Civil Defense. It is based on federal COOP guidance (FEMA CPG 101/201), local hazard assessments, and internal operational priorities. The plan includes identification of essential functions, lines of succession, backup locations, IT system redundancies, and evacuation/relocation protocols for administrative staff.

Update Schedule:



- Full Review and Update: Every 2 years, or following any real-world activation
- Biannual Exercise: Conducted every 6 months, involving partial or full activation of the plan (e.g., evacuation of Fire Admin)
- After-Action Reports (AARs): Required following any COOP exercise or real activation
- Lead Responsibility: Safety Specialist
- Coordination With: Chief's Office, Fiscal, HR, Civil Defense, and County IT/Facilities

How It's Used:

- Emergency Preparedness: Ensures seamless transition to alternate operations during disruptions
- Staff Safety and Accountability: Provides procedures for protecting personnel and accounting for staff
- Information Continuity: Preserves access to mission-critical data and systems
- Resource and Facility Planning: Aligns with facility upgrades and fleet deployment priorities
- Interagency Support: Aligns with County COOP plans to support unified continuity across departments