FIRE CHIEF REPORT
to the
FIRE COMMISSION

Reporting Month: March 2022

Submitted by
Office of the Fire Chief
## Vision

KAUAI FIRE AND OCEAN SAFETY

KAU'A’I FIRE DEPARTMENT creates a safer community by continually striving for excellence in prevention & emergency response.

TO PRESERVE AND PROTECT LIFE, PROPERTY, AND THE ENVIRONMENT OF KAUA’I COUNTY FROM ALL HAZARDS AND EMERGENCIES.

## Strategic Priorities:

<table>
<thead>
<tr>
<th>Service Delivery</th>
<th>Professional Standards</th>
<th>Training/Career Development</th>
</tr>
</thead>
</table>

### Fire and Ocean Safety
- Fire Captains Meetings Budget Proposals submitted
- Ocean Safety Staff Supervisors Meetings
- Council Budget Hearings CIP and Ops
- County CERT Team Revitalization
- Tracking legislation: lifeguard protection, fireworks, EMT licensure

### Partnerships
- Hanalei to Hā‘ena Community Association Meeting
- Department of Water to address fire flow challenges
- Workday – Payroll Management System w/ TCP Humanity Scheduler
- Hawai‘i Wildfire Management Organization

### COVID 19
- All State and County rules have expired
- Second Booster now available
- New Cases: 7-day average = 4
- Test Positivity Kaua‘i = 3.4%
- Vaccination Rate State (Kaua‘i)
  - 77% Fully Vaccinated (72%)
  - 84.2% Initiated (78%)
  - 38.6% Booster (39%)

### Resource Update
- Recruit Class 31 in progress – on track for graduation May
- Fire Fighter Trainee transfers started on 3/16
- BU-11 contract arbitration ruling finalized
- BU-15 Contract in arbitration
- Assistant Chief remains vacant
- Truck 6, Radon OOS (Procurements pending)
- Budget Request for Engine 6, BC SUV, Service Truck approved
- Helicopter hangar project notice to proceed issued
- Resiliency Center Equipment in procurement (State Grant)
- Exhaust Emissions filtration system project completed
## FIRE DEPARTMENT FINANCIAL STATEMENT

### Description | Budget | YTD Expenses | Expended | FY 20-21 | Variance |
--- | --- | --- | --- | --- | --- |
Payroll Admin | $2,407,025.00 | $1,583,391.65 | 66% | $1,709,857.96 | -7.40%
Payroll Fire Ops | $22,643,225.00 | $13,764,861.07 | 61% | $14,746,554.00 | -6.66%
Payroll Prevention | $924,290.00 | $537,268.66 | 58% | $556,640.79 | -3.48%
Payroll Training | $1,139,472.00 | $450,266.22 | 40% | $540,373.15 | -16.67%
Payroll OSB | $5,615,552.00 | $3,745,309.92 | 67% | $3,899,039.45 | -3.94%
PAYROLL SUBTOTAL | $32,729,564.00 | $20,081,097.52 | 61% | $21,452,465.35 | -6.39%
Operating Admin | $215,882.00 | $111,778.14 | 52% | $239,204.77 | -53.27%
Operating Fire Ops | $2,554,754.00 | $1,598,748.64 | 63% | $1,586,655.94 | 0.76%
Operating Prevention | $29,645.00 | $7,059.63 | 24% | $13,570.58 | -47.98%
Operating Training | $188,869.00 | $78,288.01 | 41% | $71,620.52 | 9.31%
Operating OSB | $271,574.00 | $141,585.34 | 52% | $173,704.23 | -18.49%
OPERATING SUBTOTAL | $3,260,724.00 | $1,937,459.76 | 59% | $2,084,756.04 | -7.07%
GRAND TOTAL | $35,990,288.00 | $22,018,557.28 | 61% | $23,537,221.39 | -6.45%

### OVERTIME REPORT

| OVERTIME TYPE | Monthly Cost | YTD Cost | FY20-21 YTD Cost | Cost % Variance |
--- | --- | --- | --- | --- |
Regular | $102,385.19 | $864,038.32 | $826,240.70 | 4.57%
Rank for Rank | $86,691.18 | $672,570.28 | $666,050.03 | 0.98%
Scheduled | $22,954.64 | $185,363.62 | $195,201.71 | -5.04%
Training | $11,826.83 | $77,014.92 | $105,605.59 | -27.07%
TOTAL | $223,857.84 | $1,798,987.14 | $1,793,098.03 | 0.33%

## STAFFING

| Description | Vacancies | Total Authorized | NOTES |
--- | --- | --- | --- |
Administration | 1 | 13 | Asst Chief |
Operations | 3 | 132 | 3 FTT (12 FTT in Training) |
Prevention | 1 | 5 | Fire Inspector II |
Training | 0 | 3 | |
Ocean Safety FT | 1 | 54 | OSO II |
Ocean Safety ST | 0 | 6 | |
TOTAL | 10 | 213 | |

## FACILITIES

| Description | Exceptions |
--- | --- |
Fire Stations | Floors at 5,7; Generator at S2, App Door frame at S2 |
Administration | |
Training | |
Air Operations | Building is not adequate for Air1 |
Towers | Floors at Hanalei Pavilion, Salt Pond, Hā’ena |

## FLEET UPDATE

| Description | NOTES |
--- | --- |
Engines | All mission capable |
Trucks | Truck 6 OOS, Truck 8, Truck 7, Reserve Truck 1 |
Watercraft | Radon – OOS |
Staff | BC Vehicle, Mechanic vehicle at EOSL – Budget Request approved |
### OPERATIONS HIGHLIGHTS

**Fires:**
- Incident #1406: Response for residential fire on Akemama Rd in Lāwa‘i. No injuries reported.
- Incident #1775: Response for residential structure fire on ‘Anini Rd. Crews controlled and extinguished the fire containing it to the building of origin. No injuries reported.

**Rescues:**
- Incident #1213: Missing swimmer at Lumaha‘i Beach. Coordinated multi-agency search effort, not located.
- Incident #1261: Missing swimmer at Rock Quarry. Coordinated multi-agency search effort, not located.
- Incident #1344: Missing swimmer at Keālia, man missing from Mahelona Hospital. Coordinated multi-agency search effort. Patient located and rescued.
- Incident #1436: Response for missing man on a jet ski out of Port Allen. Coordinated multi-agency search effort, missing man was not located.
- Incident #1512: Response for injured hiker at Waipoo Falls. Airlifted male with lower leg injury.

**Other:**
- Incident #1392: Response for vehicle accident with car overturned in the stream on Kamalu Rd.
- Incident #1516: Response for aircraft accident below Kalalau Lookout. Wreckage located, no survivors.

### FIRE OPERATIONS CALLS FOR SERVICE

<table>
<thead>
<tr>
<th>Description</th>
<th>2022 March</th>
<th>2021 March</th>
<th>Variance</th>
<th>Current YTD Total</th>
<th>FY 20-21 YTD Total</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brush Fire</td>
<td>25</td>
<td>10</td>
<td>150.00%</td>
<td>70</td>
<td>36</td>
<td>94.44%</td>
</tr>
<tr>
<td>Crop Fire</td>
<td>2</td>
<td>3</td>
<td>-33.33%</td>
<td>3</td>
<td>3</td>
<td>0.00%</td>
</tr>
<tr>
<td>EMS</td>
<td>399</td>
<td>361</td>
<td>10.53%</td>
<td>1,152</td>
<td>1,009</td>
<td>14.17%</td>
</tr>
<tr>
<td>Extrication Rescue</td>
<td>2</td>
<td>0</td>
<td>100.00%</td>
<td>5</td>
<td>3</td>
<td>66.67%</td>
</tr>
<tr>
<td>False Call</td>
<td>10</td>
<td>19</td>
<td>-47.37%</td>
<td>29</td>
<td>48</td>
<td>-39.58%</td>
</tr>
<tr>
<td>Good Intent</td>
<td>58</td>
<td>62</td>
<td>-6.45%</td>
<td>199</td>
<td>143</td>
<td>39.16%</td>
</tr>
<tr>
<td>Hazardous Condition</td>
<td>0</td>
<td>2</td>
<td>-100.00%</td>
<td>15</td>
<td>6</td>
<td>150.00%</td>
</tr>
<tr>
<td>Rescue/EMS Standby</td>
<td>2</td>
<td>0</td>
<td>100.00%</td>
<td>10</td>
<td>2</td>
<td>400.00%</td>
</tr>
<tr>
<td>Ruptures/Explosion</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Search for Lost Person</td>
<td>14</td>
<td>2</td>
<td>600.00%</td>
<td>27</td>
<td>5</td>
<td>440.00%</td>
</tr>
<tr>
<td>Service Call</td>
<td>42</td>
<td>48</td>
<td>-12.50%</td>
<td>135</td>
<td>136</td>
<td>-0.74%</td>
</tr>
<tr>
<td>Severe Weather</td>
<td>0</td>
<td>5</td>
<td>-100.00%</td>
<td>0</td>
<td>8</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Structure Fire</td>
<td>9</td>
<td>1</td>
<td>800.00%</td>
<td>24</td>
<td>13</td>
<td>84.62%</td>
</tr>
<tr>
<td>Vehicle Fire</td>
<td>6</td>
<td>4</td>
<td>50.00%</td>
<td>15</td>
<td>7</td>
<td>114.29%</td>
</tr>
<tr>
<td>Water Rescue</td>
<td>1</td>
<td>4</td>
<td>-75.00%</td>
<td>6</td>
<td>6</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>570</strong></td>
<td><strong>521</strong></td>
<td><strong>9.40%</strong></td>
<td><strong>1,690</strong></td>
<td><strong>1,425</strong></td>
<td><strong>18.60%</strong></td>
</tr>
</tbody>
</table>
To increase FPB efficiency staff evaluated and improved processes for:
- Inspection violation coordination with Planning and Building Division
- Enforcement of violations
- Automation of Certified Mail issuance

To enhance skills and knowledge Inspectors to courses on:
- Incident Command Training
- Residential Water Supply
- Modern sprinkler design and installation techniques

Items of interest under development:
- Media Team – Commercial Kitchen Inspection Tips
- Media Team – Residential Plan Review...Updated water requirements
- Online payment system with web search by permit number

Key Meetings:
- DHHL Commission approved control of Anahola Coastline to Captain Makepa non-profit Aina Alliance. Security and fire control measures to be continued
- Continue: IT/NIC Hawai‘i for automation of permit invoicing
- Continue: IT for Land Management records integration
- Joint violations meetings with Planning and Buildings
- Finance for County online payment deposit structuring

### FIRE PREVENTION BUREAU STATISTICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Month Total</th>
<th>FY21-22 Month</th>
<th>% Variance</th>
<th>Current YTD</th>
<th>FY20-21 YTD</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Investigation</td>
<td>4</td>
<td>1</td>
<td>300%</td>
<td>17</td>
<td>18</td>
<td>-6%</td>
</tr>
<tr>
<td>ADU Permit Applications</td>
<td>3</td>
<td>2</td>
<td>50%</td>
<td>32</td>
<td>46</td>
<td>-30%</td>
</tr>
<tr>
<td>Bldg Permit Plan Review</td>
<td>138</td>
<td>83</td>
<td>66%</td>
<td>786</td>
<td>523</td>
<td>50%</td>
</tr>
<tr>
<td>Planning Dept Review</td>
<td>3</td>
<td>5</td>
<td>-40%</td>
<td>68</td>
<td>28</td>
<td>143%</td>
</tr>
<tr>
<td>Cert. of Occupancy Inspection</td>
<td>47</td>
<td>3</td>
<td>1467%</td>
<td>259</td>
<td>46</td>
<td>463%</td>
</tr>
<tr>
<td>Business Occupancy Inspection</td>
<td>25</td>
<td>6</td>
<td>317%</td>
<td>100</td>
<td>47</td>
<td>113%</td>
</tr>
<tr>
<td>Witness Acceptance Tests</td>
<td>9</td>
<td>2</td>
<td>350%</td>
<td>65</td>
<td>25</td>
<td>160%</td>
</tr>
<tr>
<td>Fire Extinguisher Training</td>
<td>0</td>
<td>2</td>
<td>-100%</td>
<td>6</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>Fire Safety Presentation</td>
<td>3</td>
<td>1</td>
<td>200%</td>
<td>6</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Telephone/Email Queries</td>
<td>348</td>
<td>52</td>
<td>569%</td>
<td>2761</td>
<td>836</td>
<td>230%</td>
</tr>
<tr>
<td>Complaint Investigations</td>
<td>0</td>
<td>1</td>
<td>-100%</td>
<td>6</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>Sparky Presentation</td>
<td>0</td>
<td>0</td>
<td>#DIV/0!</td>
<td>1</td>
<td>6</td>
<td>-83%</td>
</tr>
<tr>
<td>Fireworks Displays &amp; Inspections</td>
<td>0</td>
<td>0</td>
<td>#DIV/0!</td>
<td>21</td>
<td>33</td>
<td>-36%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>580</td>
<td>158</td>
<td>267%</td>
<td>4128</td>
<td>1621</td>
<td>155%</td>
</tr>
</tbody>
</table>
## 2022 Training Plan Q1

<table>
<thead>
<tr>
<th>Keystone Objective</th>
<th>• Offensive Fire Attack</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Standards</td>
<td>2022 Q1</td>
</tr>
<tr>
<td></td>
<td>• Tank water to hydrant attack</td>
</tr>
<tr>
<td></td>
<td>• Hose Deployments</td>
</tr>
<tr>
<td></td>
<td>• SCBA and PPE Donning</td>
</tr>
<tr>
<td>Sets and Reps</td>
<td>• Defensive Fire Attack</td>
</tr>
<tr>
<td>Opportunity/Additional Plan</td>
<td>• Heavy Duty Strut Training</td>
</tr>
<tr>
<td>EMS Training</td>
<td>• Vector Solutions</td>
</tr>
<tr>
<td></td>
<td>• NREMT Renewal, CPR feedback manikin</td>
</tr>
</tbody>
</table>

### Training Statistics

<table>
<thead>
<tr>
<th>Description</th>
<th>March Hours</th>
<th>Current Year-to-Date Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Performances</td>
<td>27</td>
<td>169</td>
</tr>
<tr>
<td>Sets and Reps</td>
<td>26</td>
<td>94.5</td>
</tr>
<tr>
<td>Keystone</td>
<td>55</td>
<td>212</td>
</tr>
<tr>
<td>Opportunity/Additional Plan</td>
<td>204</td>
<td>578</td>
</tr>
<tr>
<td>Plan Hours</td>
<td>357</td>
<td>1056</td>
</tr>
<tr>
<td>Additional Hours</td>
<td>445</td>
<td>1340</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>802</strong></td>
<td><strong>2396</strong></td>
</tr>
</tbody>
</table>

- Recruit Training: Alpha and Bravo
- Task Performances 1 – 4
- NREMT Annual Refresher
- Heavy Duty Strut Training, Grant funded
- Keystone Evolution: Offensive Fire Attack

**YTD Extra Plan Hours:** These include Tasks Performances and Keystones from previous quarters.

**Additional Hours:** Crews are training on firefighting disciplines above and beyond the Training Plan.

**Total Plan Hours:** Includes crews executing Task Performances that are part of the 2022 Training Plan but not assigned in Q1.
Ocean Safety Bureau:

- Search and Rescue at Lumaha‘i Beach
- Search and Rescue at Rock Quarry
- Search and Rescue at Port Allen
- OSO1 Open Recruitments
- Ocean Safety Presentation at the Kaua‘i Resort
- Ocean Safety Day with Anahola School at Lydgate
- Rescue Craft Cross Training with PMRF Fire
- OSB / KLA assist with Food Drive on Westside
- Shark sighting at Hanalei Bay
## GOALS

**Goal #1 – Develop standard of response coverage for the County of Kaua‘i Fire Department**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Success Measurements</th>
<th>Desired Outcome</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>G1A.</strong> Complete a community risk assessment</td>
<td>1. Define the threats, hazards, and vulnerabilities inherent in this environment.</td>
<td>Kaua‘i Fire Department has established service delivery goals that meet the expectations of the community. Service delivery goals to drive resource needs, are well documented, and clearly communicated.</td>
<td><strong>G1A: On Track</strong></td>
</tr>
<tr>
<td><strong>G1B:</strong> Complete a resource utilization study to understand the “as-is” status</td>
<td>2. Documented “as-is” status of KFD service delivery</td>
<td></td>
<td><strong>G1B: COMPLETE</strong></td>
</tr>
<tr>
<td><strong>G1C:</strong> Develop response/deployment plan to address identified risk</td>
<td>3. Documented response and deployment goals, performance metrics and resource needs</td>
<td></td>
<td><strong>G1C: On Track</strong></td>
</tr>
</tbody>
</table>

**G1B: COMPLETE**
- Utilization study conducted to identify as-is baselines: Final report received, presented to Fire Commission at December meeting.

**G1C:** On Track
- Establish baseline performance and critical task capability - COMPLETE
- Training and evaluation developed for tactical deployment scenarios; benchmarks developed – COMPLETE
- Establish training and performance evaluation criteria to support operations - COMPLETE
- Next Steps:
  - Incorporate risk identification to standard deployment methods
## Goal #2 – Develop a policy management process for the County of Kaua‘i Fire Department.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Success Measurements</th>
<th>Desired Outcome</th>
<th>Status</th>
</tr>
</thead>
</table>
| **G2A. Identify and create a working group to review revise and implement policies and procedures.** | 1. Working group established comprised of broad cross section of personnel to review and implement policies and procedures.  
2. Revised and/or new policies as implemented as needed.  
3. Revised and/or new policies are successfully communicated to KFD personnel. | Policies reflect best industry practices and meet the legal/operational needs of the Fire Department. Policies are regularly reviewed and amended to meet evolving circumstances and are successfully communicated to KFD personnel. | **G2A: On Track**  
- Invitations for policy and procedures committee have been sent.  
- Next steps to coordinate kick-off meeting and establish charter. |
| **G2B. Identify any KFD policies that should be revised and any gaps in existing policies.** |                                                                                       |                                                                                                                                                                                                             | **G2B: On Track**  
- Established “single source of truth” for written guidelines. Identified PowerDMS as the record repository.  
- **Rules and Regulations draft complete, out for external review.**  
- Next steps:  
  - Draft to HR for review and feedback by April 15.  
  - Draft to Supervisors for review and feedback by April 30  
  - Submit for HFFA consultation |
| **G2C. Institutionalize policies and procedures through communication of performance expectations, and promotional processes. Implement revised and/or new policies as deemed necessary to include a communications action plan.** |                                                                                       |                                                                                                                                                                                                             | **G2C: COMPLETE**  
- Implemented training task standards with references to applicable policies and procedures  
- Identified key policies and procedures for promotional exam testing this cycle.  
- Utilize PowerDMS to track review and acknowledgement of policies and procedures by individual. |
### Goal #3 – Identify career development pathway for County of Kaua‘i Fire Department

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Success Measurements</th>
<th>Desired Outcome</th>
<th>Status</th>
</tr>
</thead>
</table>
| **G3A.** Work with HR Department, staff, and labor groups to refine promotional processes to aid in career growth pathways | 1. Personnel know and understand essential elements of career advancement and role expectations.  
2. Consistency and transparency in promotional process | Personnel are better prepared to progress within the department improving morale, retention, and preserving institutional knowledge. | **G3A: COMPLETE**  
Convened stakeholder committee to review promotional processes and implemented recommendations for 2021 promotion process. NOTE: This group will continue to meet to refine the process on an ongoing basis. |
| **G3B.** Work with HR, staff, and labor groups to develop a career path plan to aid in career development for KFD personnel. |                                                                       |                                                                                 | **G3B: COMPLETE**  
Promotional written test materials identified and communicated. |