



STRATEGIC PLAN

2007-2008

FIRE DEPARTMENT CITY OF NEW YORK

Michael R. Bloomberg, Mayor

Nicholas Scoppetta, Fire Commissioner

Salvatore J. Cassano, Chief of Department



FDNY STRATEGIC PLAN 2007-2008

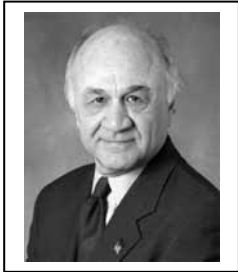


FIRE DEPARTMENT OF THE CITY OF NEW YORK

Mission Statement, Core Values and Responsibilities

Mission Statement: As first responders to fires, medical and other emergencies, disasters and terrorist acts, the FDNY protects the lives and property of New York City residents and visitors. The Department advances public safety through its fire prevention, investigation and education programs. The timely delivery of these services enables the FDNY to make significant contributions to the safety of New York City and homeland security efforts.

Core Values: Service, Bravery, Safety, Honor, Dedication and Preparedness.

**MESSAGE FROM THE FIRE COMMISSIONER**

I am pleased to present the New York City Fire Department's 2007-2008 Strategic Plan. The successes and lessons learned from our first Strategic Plan, implemented in 2004-2005, are its foundation. The past two years are proof that strategic management has a tremendously positive impact on both our operational and organizational development. And, strategic management has permitted us to address the urgent need to improve our operational preparedness dictated by the World Trade Center attacks on September 11, 2001.

We continue to operate in a rapidly evolving world. The Department has made great strides in the past two years to enhance its preparedness and effectiveness: Incident Command System training has been delivered to all Fire and EMS members of every rank, a new state-of-the-art Fire Department Operations Center has been developed and a permanently staffed Recruitment Unit now is recruiting aggressively. These are only a few of our accomplishments and there is much more to do.

Building on the foundation of the first Strategic Plan in the history of the FDNY, we have refined our focus. Our five key goal areas continue to be emergency response operations, health and safety, management and organizational development, diversity and fire prevention and safety education. The need to advance technology has been integrated into each of these five goals. This Strategic Plan enumerates, within each of the five goal areas, a list of critical initiatives necessary to achieve the goal. These initiatives include both short- and long-term priorities.

The single greatest asset of the New York City Fire Department continues to be its uncommonly dedicated men and women, both uniformed and civilian. This Strategic Plan will guide us in strengthening what is already an extraordinary Fire Department.

Thank you for the terrific work done to date.

A handwritten signature in black ink, reading "Nicholas Scoppetta".

Hon. Nicholas Scoppetta

Fire Commissioner

**MESSAGE FROM THE CHIEF OF DEPARTMENT**

Large urban fire departments typically measure the duration of major events in hours, sometimes overnight, less frequently a day. It is unusual to be at the scene of an incident for a week or more. However, the September 11th, 2001, attacks on the World Trade Center brought home the need for the New York City Fire Department to be better prepared for large-scale and terrorist events. The 2004-2005 Strategic Plan put us on that path. The 2007-2008 Strategic Plan will continue to guide us.

In the past two years, our operations have improved measurably. In great part due to the 2004-2005 Strategic Plan, we now understand the benefits that an organized, coordinated approach to planning brings. Setting goals and developing strategies to meet them during a 24-month period has helped us rapidly advance key projects as diverse as creating the FDNY Officers Management Institute and increasing our Marine Units' capabilities.

The next two years will bring continued operational improvement. A more fully integrated EMS, significant technology enhancements and development of a Continuity of Operations Plan will strengthen our emergency response. The core values of the Department – service, bravery, safety, honor, dedication and preparedness – will always be the framework of our initiatives.

The successful implementation of these goals is the responsibility of every civilian and uniformed member of the Department. For 141 years, the Department has kept step with changes in its operating environment to better serve the people we are sworn to protect. It is now up to us to continue that tradition and this Strategic Plan will help us remain focused on our next steps toward that worthy goal.

Salvatore J. Cassano
Chief of Department

The FDNY Strategic Plan for 2007-2008 identifies the New York City Fire Department's key goals and objectives during the next two years. This is the Department's second Strategic Plan and directly builds upon the successful development and implementation of the Department's first Plan, issued for 2004-2005. The FDNY's first Strategic Plan was an extremely ambitious undertaking that identified 20 primary and 15 secondary objectives, representing 100 separate and distinct projects. Nearly 90 percent of these objectives were accomplished within the two-year implementation cycle. Others required an extended implementation schedule, given the scope and complexity of the projects, as well as the need for additional funding. These ongoing initiatives are included and summarized in the 2007-2008 Strategic Plan and will be monitored carefully until each project is completed successfully.

The Department has benefited from the institutionalization of its strategic planning process, which requires executive staff to conduct a detailed assessment of the Department's short- and long-term goals and objectives every two years. These priorities then are set forth in the Department's Strategic Plan. The status and progress of these key objectives, together with implementation time frames, are regularly reported to the Planning Oversight Committee (POC), chaired by the Fire Commissioner and Chief of Department.

The Department has an historic commitment to fulfill its duty to serve the citizens and visitors of the City of New York, a commitment that is especially vital in these increasingly complex and challenging times. By publishing this Strategic Plan, Department leadership continues to ensure that all members of the FDNY, as well as oversight bodies and the public, have a clear understanding of the Department's priorities.

FDNY STRATEGIC PLAN

Key Goals and Objectives

The FDNY Strategic Plan for 2007-2008 retains the main goals that previously were established in the Department's Strategic Plan for 2004-2005. The one exception is that the goal to advance technology now is included within the other five goals. The five key goal areas are:

- 1. Improve Emergency Response Operations*
- 2. Enhance the Health and Safety of FDNY Members*
- 3. Strengthen Management and Organizational Development*
- 4. Increase Diversity*
- 5. Improve Fire Prevention and Safety Education*

The Department developed a list of 16 critical initiatives necessary to achieve the five goals. These key objectives are summarized immediately below and detailed in this Plan.

1. Improve Emergency Response Operations

Enhance the Department's preparedness to respond to fires, emergencies, disasters and acts of terrorism.

The Department's highest priority continues to be to enhance its operational capacity to respond to fires, pre-hospital care emergencies, building collapses and hazardous materials incidents, as well as disasters, terrorist acts and other emergencies. To further increase operational preparedness, the Department will:

- Enhance the delivery of pre-hospital care
- Continue to enhance voice, data, video and telecommunication networks to improve on-scene operations
- Expand and enhance the training provided to Probationary Firefighters
- Ensure that our first responders' core and newly acquired specialized competencies and skills are maintained and sustained
- Ensure the continuity of operations through the development of action plans in the event of a City-wide disaster

To improve its response operations, the Department will:

- **Implement initiatives recommended by the Fire/EMS Integration Plan Task Force to enhance coordination of operations and the deployment of resources that will improve overall system performance and service delivery of pre-hospital medical care.**

These initiatives are:

- Improve the quality of pre-hospital medical care through increased field supervision and explore a new requirement that EMS Officers obtain Paramedic certification.
- Improve the coordination of the response to potentially life-threatening medical emergencies by evaluating the development of new Advanced Life Support First Responder (ALS-FR) units and a hybrid deployment model to include cross street, firehouse and EMS station deployment tailored to individual borough and neighborhood characteristics.
- Enhance preparedness for disasters and terrorist events that may result in multiple-casualty incidents by evaluating the feasibility of developing a mechanism to provide EMT and Paramedic certification to Firefighters and Officers. Evaluate restructuring the response matrix to include new types of response units to augment the existing tiered response model.
- **Develop a Network Centric Command to provide Incident Commanders with on-scene critical information, enhance emergency response and provide a safer operational environment.**
 - Integrate voice, data and video information through state-of-the-art technology, aimed at assisting the Incident Commander in decision-making during an incident.
 - Assign a Director of the Fire Department Operations Center (FDOC), staffed by a team of Operations personnel, to ensure the optimum functionality of the FDOC. Support personnel will ensure the seamless integration of current and future FDNY data-communications equipment and systems.
 - Support information-sharing among City, State and Federal agencies to improve situational awareness and provide a common operational picture at major incidents.
- **Extend and enhance training provided to Probationary Firefighters.**
 - Significantly extend the period Probationary Firefighters spend at the FDNY Training Academy.
 - Significantly enhance training by expanding modules covering ladder and engine operations, building inspection and fire prevention and other key areas, while increasing physical fitness training.
- **Develop training initiatives to ensure the maintenance and sustainability of core competencies and newly acquired specialized competencies and skills for all first responders.**
 - Enhance the Department's overall training capacity, including targeted training for Special Operations Units and Chief Officers.
 - Continue to increase the Department's capability to respond to the heightened terrorist threat and natural disasters in New York City's harbors, ports, infrastructure and vessels.
 - Provide support for equipment, facilities and infrastructure to ensure the maintenance and sustainability of newly acquired specialized competencies and skills.

- **Develop an FDNY Continuity of Operations Plan (COOP) that in the event of an emergency or threat of an emergency, ensures the continuation and uninterrupted delivery of critical services to the public and other agencies.**
 - Utilizing survey instruments, identify essential Department functions, develop plans, alternate facilities and alternate interoperable communications and data support systems that must operate properly in the event of a natural, technological and accidental or attack-related emergency that may disrupt normal operations.
 - Design and implement back-up and disaster recovery procedures and mechanisms to ensure the continuity of operations.
 - Provide comprehensive training, orientation and drills for all Department personnel to maintain a level of readiness for activation of the COOP.

2. Enhance Health and Safety of FDNY Members

Enhance and expand programs to monitor and improve the health and safety of members.

The Department is committed to maintaining the safety and well-being of all FDNY personnel and has made a special commitment to those members who responded to and participated in the rescue and recovery at the World Trade Center (WTC) site. As part of this ongoing commitment, the Department was successful in obtaining Federal grants to extend and enhance its World Trade Center Medical Monitoring Program, resulting in expanded service capacity to continue to monitor and improve the physical and mental health of its members. To date, the FDNY Bureau of Health Services has screened approximately 13,700 FDNY personnel who participated in the rescue and recovery effort.

- **Provide WTC health monitoring of active and retired members.**
 - Conduct three medical examinations of each member during a five-year period.
 - Develop treatment plans for members with WTC-related illnesses.
 - Ensure members' access to specialized services, such as new medications, tests and medical procedures.
 - Expand mental health services, as needed, and provide additional follow-up, monitoring and support.

As part of its commitment to promote overall safety practices, the Department's Safety Command has successfully researched and now publishes an annual FDNY Risk Management Plan. In addition, the Safety Command has distributed to the field numerous documents related to safety, including Safety Command Reviews, authored articles for the FDNY training publication *WNYF* on the most salient on-the-job safety issues and successfully implemented a vehicle accident reduction program for all field units City-wide. Ongoing efforts in the area of safety practice include the development of a longer range strategy of vigilant safety management. The aim is to identify and transform the fundamental beliefs and day-to-day behaviors of both managers and staff so that they can further embrace the principles of safety at all times.

- **Enhance operational safety management and behavior.**
 - Develop management strategies that will significantly enhance effective safety management and behavioral safety through heightened hazard-risk awareness, a renewed emphasis on injury prevention and intensely promoting among all members the importance of safety in carrying out their duties.
 - Develop new short- and long-term safety programs aimed at improving the organization's safety management and hazard-risk reduction functions by transforming both manager and staff beliefs and behaviors.

FDNY has partnered with Consolidated Edison Company to research and develop new standards of addressing emergency incidents involving gas and electrical equipment fires that impact the public.

- **Develop operational procedures for applying water to live electricity at Consolidated Edison facilities to minimize the amount of collateral damage and disruption of electrical service to larger geographical areas.**
 - Develop new standard operating firefighting procedures and safety protocols for the application of water streams on exposed, energized or unprotected equipment at Con Ed facilities or substations during firefighting operations.
 - Enhance FDNY training for gas and electric emergency operations via co-produced videos and hands-on training at Con Ed training facilities.

3. Strengthen Management and Organizational Development

Promote organizational effectiveness and develop leadership capabilities.

During the past two years, the Department has strengthened its management capabilities by providing its most senior Fire and EMS Officers with additional training in management and leadership principles and skills. By fostering the utilization of these new skills, the Department seeks to enhance its managerial effectiveness through an analysis of mission-critical functions, improved information-sharing, data review and analysis, the continuation of its Executive Management initiative and improved internal communication Department-wide. To continue strengthening management and organizational development, the Department will:

- **Implement an enhanced Performance Management System for mission-critical functions.**
 - Provide managers and supervisors with the management tools that will allow them to better evaluate processes, progress and overall performance of mission-critical activities.
 - Develop standards and adopt best practices to facilitate improvements in both direct and indirect support activities of the organization's mission-critical functions.
 - Develop and provide comprehensive reports to bureau managers and Officers.

- **Develop a Battalion Chief Training Day program and a Deputy Chief Development Program to augment the Department's Executive Management initiative.**
 - Develop a Battalion Chief Training Day program to enhance the tactical skills and knowledge of tenured Chief Officers and strengthen Battalion-based capabilities City-wide.
 - Provide a Deputy Chief Development Program to further strengthen leadership qualities at this rank and strengthen the Borough Command structure.
- **Develop a Department-wide internal communication strategy and programs through restructuring and utilizing new technologies.**
 - Further improve internal communications by dedicating more staff to Department-wide communication issues and create an internal communications team with representatives from key bureaus and the Office of Public Information to disseminate key information.
 - Research and implement technologies that will provide new communication mechanisms aimed at reaching all field personnel and staff not located at headquarters.

4. Increase Diversity

Improve significantly the diversity of the uniformed fire service by enhancing recruitment for test administration.

A top priority of the Department is to expand its recent successful efforts to diversify its uniformed work force through its expanded Recruitment Unit. The percentage of young men and women of diverse backgrounds entering the Fire Academy has been increasing steadily from 6.6 percent in 2001, to 17.4 percent in 2005. The Department's 2006 recruitment campaign was tremendously successful, with minorities representing more than 40 percent of those who filed for the upcoming 2007 Firefighter exam. The recruitment, retention and promotion of young men and women of diverse backgrounds into the uniformed work force are immediate and long-term objectives. To achieve these important objectives, the Department will:

- **Continue targeted recruitment for future Firefighter civil service examinations that focuses on recruiting young men and women of diverse backgrounds.**
 - Develop comprehensive marketing, advertising and public relations strategies.
 - Collaborate with external on-line, non-profit and military organizations to assist with recruitment.
 - Establish tutorial opportunities for potential applicants.
- **Develop and implement an ongoing targeted recruitment campaign for EMS that effectively maintains and increases the number of young men and women of diverse backgrounds.**
 - Develop strategies to maintain and continue to increase the diversity of EMS personnel.

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- **Expand outreach and mentoring efforts in diverse communities throughout the City and increase the visibility of the FDNY career opportunities in firefighting and EMS.**
 - Continue to expand the Exploring Program to reach local youths and promote the FDNY High School as a means of getting young people interested in first responder careers.

5. Improve Fire Prevention and Safety Education

Enhance and develop additional fire prevention and educational outreach programs to make communities safer.

Fire prevention and safety education are essential components of the Department's mission. The FDNY ensures fire protection of residential and commercial occupancies City-wide through inspections and enforcement of local laws and regulations. The Department's safety education unit provides programs to educate the public about safeguarding one's home, property, family, friends and neighbors from fire and other hazards. The Fire Department will continue to develop fire prevention and educational programs to make communities safer and expand its efforts to:

- **Implement new safety requirements and evacuation plan procedures for commercial high-rise buildings.**
 - Review and monitor compliance by commercial building owner/management agents with the City's new high-rise evacuation laws and regulations.
 - Evaluate the need to develop new legislation for residential high-rise buildings, as well as other occupancies, and pursue legislation as warranted.
- **Integrate fire prevention with community safety education programs and expand the message to include other relevant safety topics.**
 - Provide local fire companies with fire safety education presentation kits to be used in the surrounding neighborhoods.
 - Collaborate with the City Department of Education to conduct all-day fire safety presentations in every public school every year.
 - Determine the feasibility of EMS partnering with the City Department of Health and Mental Hygiene to develop an educational component with a focus on salient public health issues.
 - Expand the FDNY citizen CPR training program to enhance the public's ability to assist victims before the arrival of 911 EMS resources.
 - Evaluate the feasibility of developing a safety educational component that focuses on terrorism awareness training for the public and develop a pilot program.

Strategic Plan for 2004-2005 – Status/Progress

In addition to the new objectives outlined in the FDNY's Strategic Plan for 2007-2008, the Department's Planning Oversight Committee will continue to monitor the progress and completion of those key objectives previously identified in the Strategic Plan for 2004-2005 that are in various phases of implementation.

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Conclusion

The FDNY's Strategic Plan for 2007-2008 outlines the major priorities of the Department, highlights recent significant accomplishments and outlines how the Department intends to achieve its key goals in the future. This Strategic Plan builds directly on the foundation established by the Department in its initial strategic planning endeavors. The Department has derived great benefit from a regular and ongoing internal review of its operational preparedness and has embraced the concept of strategic management to enhance both operations and organizational development. Clearly, many initiatives contained in this Plan will require consultation with the relevant unions and municipal entities.

Summary charts of the five principal goals and 16 priority objectives contained in FDNY's Strategic Plan for 2007-2008 are attached as Appendix A. The Final Scorecard, indicating the status, progress and accomplishments of the initiatives contained in the Strategic Plan for 2004-2005 is attached as Appendix B.

The Department is committed to providing excellent service to the City of New York. This Strategic Plan is part of that commitment, reflecting the Department's ability to provide outstanding core services as emergency first responders each day, while simultaneously planning to adapt and respond to future challenges.



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**FDNY MISSION STATEMENT**

As first responders to fires, medical and other emergencies, disasters and terrorist acts, FDNY protects the lives and property of New York City residents and visitors. The Department advances public safety through its fire prevention, investigation and education programs. The timely delivery of these services enables the FDNY to make significant contributions to the safety of New York City and homeland security efforts.

CORE VALUES OF THE DEPARTMENT**SERVICE**

The Department continues its unwavering call to protect and serve.

BRAVERY

Bravery is the ability to overcome fear through fortitude, instinct, compassion for others and training.

SAFETY

We strive to keep our citizens free from danger, especially deliberate, harmful acts. With the best equipment and training, the Department can reduce the risk to the public and its members at fires, emergencies and medical incidents.

HONOR

The enormous commitment necessary to perform the Department's tasks requires excellence of character. We inspire each other through pride in our Department, which is a belief that every action reflects on all the members of the Department, both past and present.

DEDICATION

A commitment to the objectives of our mission is an essential part of our code of conduct. The faithful observance of duty calls for us to fulfill our obligations professionally and honestly.

PREPAREDNESS

By combining all of the components of our core values, the FDNY will maintain its constant state of readiness to meet all threats and challenges, traditional and new.



FDNY SCOPE OF RESPONSIBILITIES

The Department's responsibilities include traditional firefighting and providing pre-hospital care, as well as handling all types of public safety emergencies, such as hazardous materials incidents, building collapses, transportation accidents, utility-related emergencies, natural disasters and acts of terrorism in New York City.

Our critical responsibilities include:

- **Fires – structural and non-structural**

Traditional structural firefighting, car fires, brush fires and rescues related to these fires.

- **Medical Emergencies – natural or terrorist-induced**

With the merger of EMS into the fire service in 1996, the Department increased its response to medical emergencies—arising from natural or deliberate acts--and now provides a complete package of pre-hospital care, mass-casualty trauma care, decontamination and hospital transport. The Department is also responsible for the provision and coordination of emergency medical services throughout the City.

- **Utility Emergencies Disruption – gas, electric, steam, water, sewer**

Utility emergencies involving gas, electric, steam, water and sewer prompt the Department to interact with many utility agencies, both public and private.

- **Terrorist Acts – chemical, biological, radiological, nuclear, incendiary and explosive**

Homeland security issues now necessitate that FDNY members have the ability to respond to and mitigate all acts of terrorism—chemical, biological, incendiary, radiological, nuclear or explosive. The FDNY has focused on “consequence management” through continuous training and simulation exercises.

- **Fire Prevention – inspection, education, enforcement, evacuation**

Fire Prevention activities have continued to emphasize the inspection/enforcement role, but now will include a more proactive fire safety education program for the City.

- **Fire Investigation – arson, cause/origin, intelligence, law enforcement, site security**

The fire investigation arm of the FDNY traditionally dealt with arson investigation and the cause and origin of fires. These duties have been expanded to include law enforcement agency interaction, intelligence-sharing and site security due to the increase in terrorist threats.

- **Structural Collapse – search, rescue and recovery**

Enhanced training and equipment enables all members to safely operate at building collapses. Specially trained units and units from the Special Operations Command (SOC) perform scene surveys and high-angle and confined space rescues at life-threatening incidents involving structural collapse. Enhanced training of EMS members allows delivery of ALS level care to victims injured in these incidents.



- **Hazardous Materials – incident response and planning**

The FDNY HazMat Group works with all City agencies to provide comprehensive hazardous materials response capability to the City. The Department has combined the highly specialized FDNY Hazardous Materials Company #1, which works with 12 Hazardous Materials Technician Companies, into a comprehensive “HazMat Group,” in order to respond to and mitigate hazardous materials incidents of all levels. EMS units provide medical decontamination, patient management and medical support for HazMat units. A total of 130 other fire and medical units are trained in specific missions for large hazardous materials events, including Weapons of Mass Destruction (WMD) attacks. These missions include rescue, detection, identification, control, medical intervention, mitigation and decontamination. The threat of biological, chemical and radiological terrorism demands that the FDNY maintain its preparedness role for the protection of New York City.

- **Transportation Incidents – land, air, rail, water**

Working in partnership with the Port Authority of New York and New Jersey, the New York City Department of Transportation (DOT) and the many subway and railroad authorities in New York City, the FDNY responds to emergencies involving all modes of transportation.

- **Catastrophic Weather Events – hurricanes, storms, earthquakes, snow, heat**

The Department assists the community in all weather emergencies and natural disasters, including storms, floods, blizzards and heat waves. Both Fire and EMS Operations play a critical role during these events by protecting life and property.

- **Special Event and Dignitary Protection – planning and response**

Special event protection now includes planning for and response to events, including the World Series, New Year’s Eve and United Nations functions. With the added threat of terrorism, these events take on a whole new dimension and no longer are routine.



AGENCY HIGHLIGHTS

*Personnel FY 2006 **

11,346	Uniformed Firefighters and Fire Officers
2626	EMTs, Paramedics and EMS Officers
102	Fire Marshals
241	Fire Inspectors
435	Dispatchers
462	Administrative Personnel (Technologists, Professionals, etc.)
400	Trades Persons (Mechanics, Carpenters, etc.)

Services Provided to New Yorkers and Visitors FY 2006

1,009,789	Fire Apparatus Responses
229,692	Non-Fire and Non-Medical Emergencies
50,586	Extinguished Fires
1,322,206	EMS Unit Responses
1,152,109	Medical Emergencies
6190	Fire Investigated for Potential Arson/Cause and Origin
232,237	Fire Inspections (Fire Code Regulatory and Field Force Inspections)
4027	Fire Safety Events

* - Source: FDNY Annual Report 2006 (Covering July 1, 2005 through June 30, 2006)



FDNY STRATEGIC PLAN: INTRODUCTION

Background of the FDNY Strategic Planning Process

Planning Oversight Committee

In December 2002, as part of its initial planning approach, the Department established a senior level Planning Oversight Committee (POC), chaired by the Fire Commissioner and Chief of Department. The POC members include the Chief of Fire Operations, Chief of EMS Command and Deputy Commissioners. Bureau Managers also participate in the monthly POC meetings. The POC continues to be responsible for establishing overall goals and objectives for the Department, allocating resources, overseeing the implementation of the Department's Strategic Plans and evaluating and prioritizing new initiatives.

Planning Work Group

At the same time, a Planning Work Group, consisting of civilian and uniformed managers from Fire Operations, EMS Command and Intergovernmental Affairs, was established and continues to be responsible for supporting the activities of the POC. The major responsibilities of the Planning Work Group are to serve as the Department's steering committee for the strategic planning process, perform as liaison to Department bureaus and provide guidance to the POC in executing its duties.

FDNY Key Goals and Objectives for 2007-2008

For each of the five key goal areas, the Strategic Plan for 2007-2008 maps out the specific objectives for achieving that goal. This section describes why each objective is of the highest priority and what the FDNY will accomplish during the next two years. It is anticipated that the majority of these objectives can be accomplished during this planning implementation cycle.

In keeping with the format of the first Plan, each objective includes a "Background" section that describes the context and critical need the objective seeks to address; an "Accomplishments" section that describes the work already completed to meet the objective; and a "Next Steps and Time Frame" section that describes the vision and specific work required during the next two years to complete each objective. All identified next steps will be completed by December 31, 2008, unless otherwise indicated. Finally, a "Lead Bureau" section identifies the bureaus responsible for each objective related to the five major goals.

**GOAL 1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS**

Enhance the Department's preparedness to respond to fires, emergencies, disasters and acts of terrorism.

Overview

The Department's highest priority is to enhance its ability to respond to fires, hazardous materials incidents and emergencies that require pre-hospital care or search and rescue, as well as disasters and terrorist acts. The FDNY Strategic Plan for 2004-2005 was enormously successful in furthering the Department's emergency response and preparedness capabilities. Specific achievements include training and operational initiatives, such as Incident Command System training for all Fire and EMS members of every rank; training and placing into service 25 Special Operations Command (SOC) Support Ladder Companies; adding three HazTech Engine Companies; and increasing the agency's Hazardous Tactical (HazTac) ambulance capabilities from 10 to 35 units. The Department also completed the design and purchase of two state-of-the-art Mobile Command Vehicles and procured two new 27-foot Boston Whaler fireboats to cover Staten Island and Manhattan waterways.

In addition, the Department automated its FDNY member recall process with enhanced capabilities that enables the agency to target its recall of members from a specific unit, Battalion, Division or rank; implemented an additional communications channel between on-scene CFR-D Engine companies and EMS Command; and simultaneously implemented a second EMS City-wide channel to enhance overall response to a potential multiple-casualty incident in the City.

To increase overall response capacity, the Department successfully negotiated and finalized mutual-aid agreements with New York State and Nassau County to provide fire service mutual aid. FDNY also finalized agreements with New York City Regional Emergency Medical Services Council (REMSCO) for mutual aid within the City and a State-wide EMS Mobilization Plan with the State Department of Health, as well as with New Jersey. Lastly, the Department finalized all-hazards emergency response plans that address biological, chemical, radiological, nuclear and improvised explosive response, developed a risk assessment internal web site of designated priority locations and established an FDNY Center for Terrorism and Disaster Preparedness.

In this section of the Strategic Plan for 2007-2008, FDNY identifies new initiatives that are vital to Fire and EMS operations in terms of both day-to-day operations and responses to disasters or terrorist acts. The Department's strategy to increase operational preparedness includes: 1) improving the delivery of pre-hospital care capabilities by more fully integrating EMS and the fire services; 2) significant technology enhancements of voice, data, telecommunication and video networks to improve on-scene response operations and further development of a Network Centric Command to provide critical information to the Incident Commander; 3) expanding and enhancing training for Probationary Firefighters; 4) training initiatives to ensure the maintenance and sustainability of core competencies and specialized skills; and 5) in the event of a City-wide disaster, to ensure continuity of Department operations through the development of business recovery action plans.



Objective 1.1 Implement initiatives recommended by the Fire/EMS Integration Plan Task Force to enhance coordination of operations and the deployment of resources that will improve overall system performance and service delivery of pre-hospital medical care.

Background

At the time of the EMS/FDNY merger in 1996, the FDNY was the largest fire department in the country. After the merger, it became the largest fire department-based emergency medical service and the primary provider of pre-hospital emergency care in the country. Many significant improvements in pre-hospital medical care were achieved during the early years of the merger, including decreased response times and an enhanced quality of care. For example, implementation of the Certified First Responder-Defibrillator (CFR-D) program has helped create a three-tiered emergency response system in New York City. CFR-D is the first and most basic level of training, followed by Basic Life Support (BLS) Emergency Medical Technicians (EMTs) and Advanced Life Support (ALS) Paramedics. The merger has made this tiered response more effective, generating shorter response times and saving the lives of countless New Yorkers every year.

On the 10-year anniversary of the EMS merger into the FDNY, the Department has redoubled its efforts to improve the overall effectiveness of the delivery of pre-hospital emergency medical care in New York City and further integrate EMS into the Department. As part of its key management and organizational development goals, the FDNY established an Executive Task Force, chaired by the Chief of Department, charged with conducting a comprehensive review of the status and progress made in the delivery of pre-hospital care during the past decade. The Task Force recommended several key objectives. These objectives are to further: 1) improve the quality of pre-hospital medical care delivery in New York City; 2) improve the coordination of the FDNY's overall response to potentially life-threatening medical emergencies; and 3) enhance FDNY preparedness for disasters and terrorist events that may result in multiple-casualty incidents.

Accomplishments

Among the accomplishments from 1996 to 2006 was the decrease in response times to the most serious medical emergencies from an average of eight minutes, 31 seconds, to its current six minutes and 40 seconds. When FDNY CFR-D engines are factored in, the average response time is further reduced to four minutes, 25 seconds, to priority life-threatening calls. The Department increased the number of ALS tours provided by FDNY EMS from 126 to 158, purchased two state-of-the-art Mobile Emergency Response Vehicles (MERVs) to provide on-scene triage and treatment facilities and one Mobile Respiratory Treatment Unit (MRTU) and dramatically increased the number of ambulance stations from 16 to 31. The EMS Command restructured its field organization so that five Divisions now are aligned with the FDNY Borough Command structure to optimize integration of the two field service arms of the Department. Additionally, EMS provided new portable radios to its supervisors to address the issue of interoperability with the police department and continued to enhance field supervision to address its Officers' command and control issues. Most recently, with inter-agency support, a GPS-based ambulance Automated Vehicle Locator (AVL) project has been implemented successfully in all five boroughs. AVL is further reducing response times by greatly enhancing EMS' capacity to maximize unit assignments and creating dispatching efficiencies.

*Next Steps and Time Frame*

To accomplish these goals, the FDNY seeks to develop a multi-system approach to increase capabilities, capacity and proficiency of pre-hospital care through the careful design, study and pilot implementation of a number of initiatives. These include:

- **Develop new Advanced Life Support First Responder (ALS-FR) Units**
In 2005, both the New York City REMSCO and the New York State Emergency Medical Advisory Committee (SEMAC) approved the FDNY's application to allow the Department to staff non-transport ALS units with one NYS/REMAC-certified EMT-Paramedic and one NYS-certified EMT. The FDNY recently obtained the New York State Department of Health's approval for this initiative.

The FDNY Strategic Plan for 2007-2008 proposes a study and careful evaluation of newly developed ALS-FR units. If the evaluation produces the anticipated benefits, this implementation period will permit the FDNY to expand ALS-FR non-transport ALS first responder units City-wide. These ALS-FR units will function in a defined response area as an initial responder when they are the closest unit to an incident or as a supplemental responder. The ALS-FR units will augment the NYC 911 System's medical response to life-threatening medical emergencies and provide additional mass-casualty incident responses.

The anticipated benefits of this ALS-FR model are to increase the capacity for the Department to provide an ALS resource at all types of incidents, improve the overall quality of ALS services delivered to the public, decrease ALS response times and provide an efficient and cost-effective use of current Fire Department resources. The Department will consider the feasibility of piloting two types of ALS-FR units:

- Paramedic Response Unit (PRU) would increase daily EMS field supervision and enhance the mentorship and training of new EMTs and Paramedics in the field. The PRU would be staffed by a Paramedic-certified EMS Officer and an EMT and would be fully equipped as a non-transport unit to respond with a BLS ambulance or supplement an ALS ambulance response.
- Paramedic Rescue Engine (PRE) is a five-Firefighter Engine Company, which would be staffed with a Firefighter/Paramedic and a Firefighter/EMT. The Firefighter/Paramedic would be able to operate in contaminated and dangerous environments to perform lifesaving advanced medical care and rescue. PREs would respond to life-threatening medical emergencies, similar to CFR-D, but would have the additional benefit of providing a higher level of pre-hospital care.
- Develop, review, study and evaluate the efficacy of a hybrid deployment model to include cross street, firehouse and EMS station deployment, tailored to individual borough and neighborhood characteristics. The FDNY anticipates that the piloted implementation of a hybrid deployment model will have multiple benefits, namely to maximize utilization of existing facilities and resources, increase ambulance unit in-service time and availability within an assigned response community, increase response capacity, increase EMS field supervision and ultimately strengthen the relationship between Fire and EMS personnel in the performance of their overlapping medical duties.



- Consider developing stronger supervision and new career development pathways for each rank within EMS to change promotion lines from EMT to Paramedic and then Paramedic to Lieutenant. Consider changing the requirement of EMS Lieutenant to require EMT-Paramedic/REMAC certification and subsequently require EMT/Paramedic certification for promotion to EMS Captain and/or Chief and require that Paramedic certification be maintained for the tenure of the position.
- Evaluate the feasibility of changing the Firefighter open competitive examination to require EMT certification as an entry requirement for the position. Consider bonus points for candidates who are Paramedics.
- Consider a change in the Firefighter promotional requirement from EMS to require maintenance of the EMT and Paramedic certification.
- Evaluate the feasibility of developing a mechanism to provide EMT and Paramedic certification and recertification to Firefighters and Officers.
- As a component of the proposed studies and pilot programs described above, Fire Operations will evaluate restructuring the administrative roles of Fire and EMS Officers to allow Fire Company Officers to assume a portion of EMS Officers' daily administrative responsibilities. This would permit the Department to deploy EMS Officers to assume additional field responsibilities, including direct medical service response and enhanced field supervision.
- The Department will design a series of studies and pilot programs for the new response units and models and is working to identify areas of the City with different neighborhood characteristics in which to pilot the proposed new service models.
- The Department will identify key indicators and measurements from which to evaluate the proposed service models and will work in collaboration with oversight agencies, labor unions, the voluntary EMS providers and hospital sectors throughout the development, implementation and evaluation of these studies.

Lead Bureaus

- Fire Operations
- EMS Command

Objective 1.2 Develop a Network Centric Command to provide Incident Commanders with on-scene critical information, enhance emergency response and provide a safer operational environment.

Background

As part of commitments made in FDNY's Strategic Plan for 2004-2005, the Department has made significant strides in upgrading current systems and identifying future communication and technology requirements that will enhance FDNY's emergency response. Because the Department's needs are evolving constantly, close coordination is required among FDNY uniformed Officers and the Department's communications and technology managers.



Effective strategic and tactical decision-making at major incidents requires that Commanders exchange timely and accurate information. To facilitate the management and exchange of information, the Department continues to develop a Network Centric Command system. Network Centric Command, the integration of voice, data and video information through state-of-the-art technology, will assist the Incident Commander in decision-making during an incident. Essential technological components, such as the Fire Department Operations Center, Electronic Command Board, Field Communication System, Risk Assessment Target Hazard Program, Helicopter Video and Geographical Information Systems (GIS) Imaging, establish a robust network for information-sharing to improve on-scene situational awareness. During an incident, Network Centric Command supports information-sharing among City, State and Federal agencies to provide a common operational picture. This integration will result in enhanced collaboration and synchronization of information to maximize an effective command.

In the aftermath of the WTC attack, the Department made the redesign of its communications systems a top priority. The Fire Department recognized that this effort required a high level of analytic and technical expertise, as well as staffing that went beyond the current capacity of the Department's support services personnel. FDNY contracted with a consultant to perform a detailed analysis of the Department's on-scene tactical communications. This contract includes extensive in-building testing with the goal of developing system models that will allow for the implementation of various communications components to provide more reliable and effective in-building communications. FDNY will ensure that the system design meets emergency operations communications requirements; provides Firefighters, EMTs and other first responders with voice communications to and from all types of structures (both below-ground and high-rise buildings); and provides sufficient redundancy to allow continued operation even if components of the infrastructure are not functioning. The system also will allow for interoperable communications between FDNY and other agencies involved in emergency operations and be flexible enough to incorporate new technologies as they emerge. The design also will take into account the needs of the Fire Department during large-scale or multiple incidents.

Accomplishments

- During the past two years, the Department has successfully developed key projects that are in various phases of implementation. Among the FDNY's highest priority technology initiatives is the successful transformation of the FDOC that possesses new state-of-the-art capabilities to function as an off-site command post. Among the FDOC's capabilities is video teleconferencing and on-scene video footage from media and police helicopters. The FDOC also has additional mapping capabilities and the ability to generate site-specific historical and hazard data from Department databases. The Department also is developing the capacity to gather critical data from multiple sources simultaneously, including information from the three new mobile command vehicles, to best support command and control at any major incident in the City. Additional achievements will include real-time, GIS-based unit deployment and tracking model program customized to meet commanding Officers' needs to assess unit deployment. The development and roll-out installation of an Automated Vehicle Locator system in 388 FDNY EMS and 288 voluntary ambulances also was completed in August 2006. The installation of the AVL system for fire apparatus was completed in August 2006 and the integrated mapping display of all units was completed in October 2006. Field testing of the prototype of portable PC-based Electronic Command



Boards also is underway and will be completed in 2007. In addition, the Department appointed a Staff Chief to manage the Bureau of Communications. He is working with the Department's technology experts and other support staff, to ensure that voice, data and video information-gathering activities will be integrated to provide Incident Commanders with critical on-scene information.

Next Steps and Time Frame

As highlighted above, a number of technology projects have significantly advanced the capabilities of the Department to respond to everyday emergencies and critical incidents. In light of this success, the Department must further develop the organizational and management structure necessary to sustain this technological evolution.

- FDOC plays a vital role in the network centric command system by supporting information-sharing within the Department and among City, State and Federal agencies to improve situational awareness. To fulfill this responsibility, the Department will create a director's position, under the Chief of Communications, to manage information-sharing and implement the new functions of the Fire Department Operations Center.
- Uniformed members will be assigned to the Chief of Logistics to perform research and development, field input and testing, project prioritization and implementation and evaluation of new technologies.
- The Department will research the technological feasibility of developing a Member on Duty System (MODS). MODS will validate and confirm personnel responding on apparatus to emergency incidents utilizing radio frequency identification data. The aim is to provide more accurate information to Incident Commanders with up-to-date, real-time information on those members actually responding to an incident on Department apparatus. The Department will provide a multi-phase pilot program and purchase the system during 2007.
- The Department will research the technological feasibility for developing 3-D in-building firefighting tracking. A personnel tracking system will permit on-scene wireless tracking of FDNY personnel as they move throughout high-rise buildings and assist in locating Firefighters who may become disabled and/or unable to request assistance or in the event of a large-scale building collapse.
- The Department's communications consultant will develop a comprehensive analysis of options and recommendations for the complete redesign of the FDNY's operational voice communications system. The final report of the Department's Radio Infrastructure Study will be completed by 2007.
- Operations personnel will work with Fire Prevention to incorporate fire prevention databases into a risk assessment-based system with essential information and data readily accessible to field units and Incident Commanders.

*Lead Bureaus*

- Bureau of Operations
- Bureau of Technology and Development Services
- Communications
- Fire Prevention

Objective 1.3 Extend and enhance training provided to Probationary Firefighters.*Background*

The Department's outstanding Fire Academy on Randall's Island currently provides 13 weeks of training to FDNY's Probationary Firefighters. For the 2007 Firefighters' examination, certain background requirements were altered, including a reduction in the number of college credits required to become a Firefighter. The FDNY immediately sought to increase the training period for new Firefighters to ensure that their knowledge base and skill level are as high as possible.

Accomplishments

The Department has drafted a proposed curriculum for the expanded training and begun planning regarding how to implement the program.

Next Steps and Time Frame

The Department will undertake all necessary efforts to:

- Significantly extend the period Probationary Firefighters spend at the FDNY Training Academy.
- Significantly enhance training by expanding modules covering ladder and engine operations, building inspection and fire prevention and other key areas, while increasing physical fitness training.

The expanded training program will be implemented in January 2008.

Lead Bureau

- Training

Objective 1.4 Develop training initiatives to ensure the maintenance and sustainability of core competencies and newly acquired specialized competencies and skills for all first responders.*Background*

The Department's Bureau of Training has dramatically increased the knowledge, capabilities and skills of the Department's current uniformed firefighting and EMS members with support from the U.S. Department of Homeland Security (DHS) grants. Key core and specialized competency



areas include Incident Command, Technical Rescue, Hazardous Materials, Harbor Response and WMD. The next challenge is to develop short- and long-term initiatives that will ensure the Department maintains this new level of competency and skills in the future. This objective will require a renewed commitment of grant funding, as well as creative internal training programs that will enable the FDNY work force to remain confident and in a state of readiness to use their newly acquired knowledge and skills.

Accomplishments

During the past two years, the Department has conducted ongoing training at the Fire and EMS Academies for Probationary Firefighters, new Fire Lieutenants and Captains. In addition, the Academies have provided Personal Safety System and EMT and Paramedic upgrade training, as well as safety apparatus driving courses. The Bureau of Training also targeted new training to increase the skills of Incident Commanders and the Special Operations Command. All 14,500 Fire and EMS personnel were trained and became familiar with the principles of the National Incident Management System (NIMS). SOC capabilities were substantially increased when 25 new SOC Support Ladder Companies and 25 Decontamination Engine Companies were trained and equipped, along with their associated Battalion Chiefs. These new units are grouped into Technical Decontamination Task Forces for response to potential WMD events and other disasters. Additionally, four new Hazardous Materials Technician Engines, 29 Chemical Protective Clothing (CPC) Ladder Companies, three Marine Companies and 35 Hazardous Tactical (HazTac) ambulances also have been designated and outfitted for hazardous materials response. More than 117 new units, coupled with the 13 existing units in Rescue Operations and Hazardous Materials groups, provide the Department with broad capability and flexibility for dealing with large-scale or multiple events, such as explosions, collapses and/or chemical attacks. The remaining 330 Engine and Ladder units also have been trained in operational response to WMD attacks and outfitted with radiological detection devices and dosimeters to be assigned as Mass Gross Decontamination Task Forces for WMD or other incidents. The Harbor Response Training program expanded the marine firefighting response capabilities to 185 companies that are located in all five boroughs, representing nine Divisions, 25 Battalions, 79 Engine Companies, 56 Ladder Companies and 16 SOC units. This critical training enables Department personnel to better respond to a natural or terrorist incident in and around the City's harbors and ports.

Next Steps and Time Frame

As outlined above, the Department has focused heavily on the expansion of its training programs. The primary training and operational priority is to maintain the readiness of all units and personnel and ensure that the specialized disaster response equipment remains serviceable and "state-of-the-art." Among the initiatives to continue this essential level of skill and capabilities are:

Training Support:

- Develop a permanently funded, formal training unit assigned to conduct specialized technical training to the SOC Support Ladder, CPC, Decon Engines and Battalions, HazMat Technician Units and HazMat Company 1.



- Enhance the Basic Skills Refresher Training for all newly developed Special Operations units and explore training 25 additional Engine Companies and Battalions to Technical Decontamination status. Expand the current competency training teams to one per Division to maintain the skill levels of these specialized companies.
- Establish a position in the rank of Battalion Chief to coordinate, conduct and evaluate the effectiveness of Department-wide haz-mat training.
- Continue to increase the Department's capability to respond to the heightened terrorist threat and natural disasters in New York City's harbors, ports, infrastructure and vessels.
- Increase Incident Command System training programs to include the National Response Plan and meet the changing standards developed by DHS. In order to qualify for DHS funds, all members required training to the IC-700 level and Chief Officers required training to the IC-800 level by October 2006.
- Develop a yearly refresher training program for Engine Company Chauffeurs to develop skills for maintaining water supplies at catastrophic events and to develop alternate water supplies in the event of failure of the City's main hydrant water system.

Equipment, Facilities and Infrastructure Support:

- Identify funding for the ongoing costs associated with maintaining specialized equipment, including meters, chemical protective clothing and response vehicles, and establish an appropriate equipment replacement cycle.
- Research and identify expansion of facilities to adequately store and secure all new equipment and vehicles that have been obtained using DHS and other grant-funding sources. For example, the new collapse units, collapse shoring PODs, Purple-K dry chemical trucks, Rapid Response Vehicles, Large Capacity Water Delivery Systems, Rebreather apparatus and Decontamination Units require proper storage. Additionally, specific sensitive equipment requires climate-controlled conditions. The Department anticipates needing approximately 10,000 to 13,000 square feet per borough of additional storage capacity, decentralized to include facilities in every borough.
- New York Harbor remains vulnerable to both terrorism and natural disasters. The aging fleet of the Fire Department's Marine Division is in need of continuing support. Although two new 140-foot fireboats are under design and construction, the remaining vessels are in need of maintenance and replacement. Replacements for the current two 52-foot fireboats is needed, as well as procurement of a marine travel lift to facilitate removing the most vulnerable, newly acquired, 27-foot boats from the water during the approach of a tropical storm or hurricane. These smaller boats then can be returned to the water as quickly as possible and placed into service as soon as the storm passes to begin search, rescue and firefighting functions. Funding will be sought to address these needs and also provide water-protective clothing, as well as additional small boat and motor capacity to field Battalions throughout the City. These small boats can further assist in evacuation, rescue and firefighting in potential flooded areas.

*Lead Bureaus*

- Training
- Fire Operations
- EMS Command
- Support Services

Objective 1.5 Develop an FDNY Continuity of Operations Plan (COOP) that in the event of an emergency or threat of an emergency, ensures the continuation and uninterrupted delivery of critical services to the public and other agencies.

Background

In accordance with requirements of the Federal Preparedness Circular 65, issued by the Federal Emergency Management Agency (FEMA), FDNY is undertaking a comprehensive review of its essential operations and support functions and will develop a Continuity of Operations Plan (COOP) for the entire Department. A COOP is defined as a process whereby government agencies and private organizations identify key functions and develop plans that will enable them to continue to perform essential functions in response to all hazards and a full spectrum of threats, including natural, manmade, technological and accidental or attack-related national security emergencies. A COOP provides protocols for re-establishing essential administrative, communication and support services should primary facilities become disabled or untenable. Formulating a COOP is an important part of good business planning.

Accomplishments

The Department established a COOP Project Team charged with developing an in-depth, agency-wide plan. The COOP Team members attended a COOP exercise with the District of Columbia Emergency Management Agency, which was sponsored by the General Services Administration/FEMA. The COOP Team members attended a COOP Train-the-Trainer session and completed the COOP on-line training program sponsored by FEMA. The COOP Project Team's first concrete task was to expeditiously develop an information-gathering phase of this multi-dimensional project. Phase I of the initiative required the Team to develop a comprehensive survey instrument to be disseminated to all Bureau Managers, Executive Staff and Staff Chiefs. The questionnaire required that each Bureau, Division, Command and sub-unit conduct a complete review of its essential functions, personnel, procedures, facilities, transportation and resources, as well as data and telecommunication systems. The survey instrument also required each Bureau, Division, Command and sub-unit to summarize existing back-up and recovery procedures and mechanisms. Lastly, the questionnaire required that each manager articulate the need for additional back-up and recovery procedures, mechanisms and new resources that will ensure the continuity of each operation and function in the event of a future system-wide disruption or emergency.

*Next Steps and Time Frame*

- The COOP Project Team is in the process of analyzing the data, identifying gaps and will develop a preliminary Department profile by December 2006.
- The Team will draft a COOP document and identify the tasks and resources needed for its implementation, such as space requirements, alternate facilities, additional communications and technological systems, orders of succession, COOP Site Support officials, COOP Relocation Teams, Crisis Management Teams, etc., by July 2007.
- The Team will be responsible for the development of training exercises on each component of the Plan and test the Plan by December 2007.
- The Bureau of Operations will be responsible for obtaining final approval, maintaining the COOP and revising/updating the Plan as needed.

Lead Bureaus

- Fire Operations
- Support Services

**GOAL 2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS**

Enhance and expand programs to monitor and improve the health and safety of members.

Overview

The job of the emergency responder is inherently dangerous. As part of FDNY's commitment to its workers, all Bureaus and every member of the Department must be made keenly aware of the risks and actively seek to attain the highest levels of safety while performing his/her duties. The Department has developed and successfully implemented several key projects that focus on the identification, prevention and mitigation of injuries and illness that impact its work force. As part of the commitments made in the FDNY Strategic Plan for 2004-2005, several initiatives were undertaken to further safeguard the health and well-being of members, including the identification, tracking and monitoring of members on medical leave; the identification of types of injuries and illnesses; an evaluation of training and on-the-job performance of core competencies; and an expansion of the functions of the Bureau of Health Services (BHS).

Among its highlighted initiatives, the Department successfully developed an apparatus vehicle accident prevention and reduction program. The Department's Safety and Inspectional Services Command also developed the agency's first-ever Risk Management Plan that identifies and summarizes broad risks in areas such as administrative facilities, training, vehicle operations, personal protective clothing and equipment. Additional accident investigators were trained to expedite investigation and recommendations to prevent the injuries or fatalities from reoccurring based on similar circumstances. The Department procured new Firefighter bunker gear and EMS Personal Protective Equipment (PPE) for its members. The Bureaus of Operations and Training developed performance standards and an ongoing formal evaluation program to assess core competencies in the field. The Department also developed a database that electronically collects injury information from the CD72/73 documents. In addition, the BHS has received substantial grant funding to provide additional medical screenings and follow-up examinations, to monitor and treat eligible members and retirees who participated in rescue and recovery efforts at the World Trade Center.

Objective 2.1 Expand and enhance the physical and mental health monitoring of the work force in recognition of members' response to the World Trade Center on September 11th, 2001.

Background

The Department is committed to maintaining the safety and well-being of all personnel, but has made a special commitment to those members who responded to the World Trade Center on September 11th, 2001, and participated in the rescue and recovery thereafter. Virtually the entire FDNY work force participated in some role during this tragic period in the Department and City's history. The FDNY, through the BHS and its Counseling Service Unit (CSU), developed specific programs tailored to the medical and mental health needs of these members. As part of this ongoing commitment, the Department was successful in obtaining Federal grant funds to extend and enhance its World Trade Center Medical Monitoring Program, resulting in additional service capacity to continue to monitor and improve the physical and mental health of its members through 2009.



Accomplishments

FDNY's World Trade Center Medical Monitoring Program, with support from federal partners, initiated medical screening of FDNY members in October 2001. BHS has provided medical screening to approximately 13,700 individuals since that time. The results revealed a significant increase in pulmonary disease. Since September 11th, more than 600 members have retired earlier than anticipated due to pulmonary disease, representing a nearly four-fold increase in retirements due to lung disabilities among FDNY members. Additionally, more than 12,000 members have sought mental health services through the Department's expanded CSU. Approximately 20 members per year (approximately 150-180 members overall since 2001) have retired and suffer from post-traumatic stress and other mental health disorders. CSU currently serves 260 new clients each month at its six locations. In contrast, prior to September 11th, CSU served an average of 50 clients each month.

BHS also has updated its record-keeping systems. Specifically, a computer system has been developed to track members who are deployed on special operations assignments and facilitate the validation of immunization histories and medical information. These automated systems have been used effectively during the Department's urgent deployment to Louisiana and Mississippi in the aftermath of Hurricanes Katrina and Rita.

Next Steps and Time Frame

- Due to increasing demands for its services, BHS has expanded and renovated its facilities to improve the efficient movement of patients during the necessary testing and examination process. These renovations will be completed by January 2007.
- To further address the outstanding mental health needs of members, BHS is developing a follow-up self-administered questionnaire that was made available to members on-line in September 2006. The results of this questionnaire will assist BHS to more effectively identify and refer individuals to appropriate specialists and specialized services.
- Utilizing \$25 million in Federal grants, BHS will continue health monitoring of active and retired members through July 2009. Specifically, the goal of this expanded program is to conduct three medical examinations per member over five years. The Department will complete 13,700 secondary screening examinations by July 2007.
- Utilizing additional grant funds, BHS will develop treatment plans for members with WTC-related illnesses and also provide additional financing for specialized services, such as new medications, tests and medical procedures.
- Mental health monitoring will be expanded to active members during their required annual medical examination scheduled every 18 months. This additional service was initiated in September 2006.
- By July 2007, the Department will complete the computerization of several injury and illness reporting forms, which will provide critical information regarding work-related injuries. BHS then will work with the Bureaus of Safety Command, Operations and Training to address injury or illness patterns that may emerge.

*Lead Bureaus*

- Health Services
- Counseling Services Unit

Objective 2.2 Enhance operational safety management and behavior.*Background*

More than eight FDNY members per year died in the line of duty from 1960 through 1980. In the past 25 years, two FDNY members per year, on average, have died in the line of duty. The Division of Safety was re-established in 1981 due to the deaths of two Firefighters, which occurred when a roof rope failed during a rescue operation. Since that time, Safety Command has conducted more than 55 investigations into serious injuries and deaths of members. These investigations have resulted in the identification of common causes of past serious injuries and deaths, whereby hundreds of written recommendations and operational procedures and guidelines have been enacted to increase the safety of on-duty members.

Accomplishments

Based on the FDNY Strategic Plan for 2004-2005, the Department's Safety and Inspectional Services Command successfully researched and compiled an FDNY Risk Management Plan. In addition, the Safety and Inspectional Services Command has distributed numerous documents related to various aspects of safety, including Safety Command Reviews, authored articles for the FDNY training publication *WNYF* on the most salient on-the-job safety issues and successfully implemented a vehicle accident-reduction program for all field units City-wide.

Next Steps and Time Frame

Building on these initiatives, Safety and Inspectional Services Command's ongoing efforts in the area of safety practice include the development of a longer range strategy of developing a vigilant safety management program Department-wide. The aim is to identify and transform the fundamental beliefs and day-to-day behaviors of both managers and staff so that together, they can further embrace the principles of vigilant safety practice at all times. These initiatives include:

- Develop management strategies that will significantly enhance effective safety management and behavioral safety through heightened hazard-risk awareness, a renewed emphasis on injury prevention and an intense promotion of safety performance of all members in carrying out their duties.
- Develop new short- and long-term safety programs aimed at improving the organization's safety management and hazard-risk-reduction functions by transforming both manager and worker beliefs and behaviors.
- Engage safety professional consultants in other fields, such as private manufacturing, utility, industrial, chemical, petroleum, construction and mining fields, to consult on evaluating and modifying safety practices and behaviors of FDNY members.



- Implement weekly Staff Chief Safety Forums to be presented by Staff Chiefs to Deputy and Battalion Chiefs on select safety practice topics based on the FDNY Annual Risk Management Plan. These forums initially will include discussions on stairway management and emergency *mayday* handie-talkie transmissions.

Lead Bureaus

- Safety and Inspectional Services Command
- Training
- Fire Operations
- EMS Command

Objective 2.3 Develop operational procedures for applying water to live electricity at Consolidated Edison facilities to minimize the amount of collateral damage and disruption of electrical service to larger geographical areas.

Background

The FDNY was approached by the Consolidated Edison Company of New York (Con Ed) to consider using water to contain fires that may occur at Con Ed facilities and substations involving energized electrical equipment. Decades of global firefighting experience indicate that there are significant risks associated with using water on energized electrical equipment. The scope of the project is to validate that water streams can be applied safely and establish a safe protocol for the application of water streams on exposed energized or unprotected substation equipment during firefighting operations. The purpose of applying water streams to live electrical components is not to extinguish the fire, but rather to minimize the amount of damage incurred to components in the immediate and adjacent areas. This damage can lead to electric service disruption to a larger geographical area due to collateral damage from the originally affected equipment. The subsequent time and repairs necessary to return the Con Ed facility to an operational mode is minimized and Con Ed would experience a potential minimum disruption to their customers' electrical service.

Accomplishments

The Safety and Inspectional Services Command, in conjunction with Con Ed, has conducted extensive joint testing on the use of water on live electrical equipment. The tests consisted of applying a variety of water streams and different type nozzles to live energized electrical equipment. Testing conditions were designed as worst-case situations, whereby all stray current was read by measuring devices attached to the nozzle. The test data were evaluated and stand-off distances established. As a result of these tests, the Safety Command concluded that water can be applied safely at proper stand-off distances. The application of water streams to live electrical components usually will not be undertaken as an initial strategy by responding units. This decision typically will be made by Chief Officers of the rank of Deputy Chief and higher after consultation with and approval by the Con Ed "White Hat" managerial representative at the scene, who is knowledgeable about the maximum voltage potential at a specific site. Common terminology was defined with recommendations to modify Fire Department and Con Ed procedures accordingly. The FDNY and Con Ed have proposed a joint operational plan to modify standard operating guidelines and procedures involving fires and live electrical equipment.

*Next Steps and Time Frame*

- Pilot-test and develop new standard operating firefighting guidelines, procedures and safety protocols for the application of water streams on exposed energized or unprotected Con Ed facilities or substation equipment during firefighting operations.
- Develop a draft procedure and present pilot findings to senior Staff Chiefs for discussion, review and approval.
- Partner with Con Ed to jointly develop a training video that will be used as a training and teaching tool for FDNY firefighting operations involving energized electrical equipment.
- Safety Command and Con Ed will jointly present training sessions to senior Staff Chiefs and Deputy Chiefs to introduce this new concept and address concerns.
- Con Ed will continue to review and update the Department's Critical Information Dispatch System (CIDS) cards for their facilities to include the maximum potential voltage that possibly could be encountered at a particular site. Con Ed also is creating CIDS cards for other facilities, such as unit substations, that FDNY currently does not have included in the CIDS program.

Lead Bureaus

- Safety and Inspectional Services Command
- Fire Operations
- Training

**GOAL 3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT*****Promote organizational effectiveness and develop leadership capabilities.******Overview***

The Department seeks to provide supervisors and managers with the skills and tools necessary to lead their bureaus and units and facilitate the completion of assigned projects and tasks. Since 2002, the Department has provided the most senior Fire and EMS Chiefs with significant leadership and management training through the FDNY Officers Management Institute (FOMI). The FOMI curriculum was developed and is taught by graduate school professors from Columbia University's School of International and Public Affairs, in conjunction with senior FDNY personnel. The program is administered off-site at General Electric's Jack Welch Training Center in Westchester. The Department also has furnished Fire and EMS Chiefs and Captains with a counter-terrorism leadership course developed and taught by the United States Military Academy at West Point, in conjunction with FDNY leaders. Additionally, each year FDNY Officers participate in the United States Fire Academy Executive Fire Officers Management Program and others are selected to attend the Naval Post Graduate Academy to obtain a Master's Degree in Homeland Security studies.

A key ongoing Department priority is the further development of internal communication strategies. Enhancing internal communications will assist the FDNY in providing accurate and timely information to its work force with an emphasis on improving its message to field supervisors, commanding Officers and managers. Together, Department personnel can promote goal-setting, enhance performance and contribute to overall Department achievements. The Department's Strategic Plan for 2007-2008 will build on its initial successful management development and communication projects and expand its methods and strategies through additional educational opportunities and technological solutions.

Objective 3.1 Implement an enhanced Performance Management System for mission-critical functions.***Background***

The FDNY seeks to enhance organizational effectiveness through improved information-gathering, quantitative and qualitative analysis and a system-wide review, which will result in an enhanced Performance-Based Management System. The aim is to provide FDNY managers and uniformed Officers with the management and analytic tools they need to better evaluate how the employees under their supervision perform their job responsibilities, especially mission-critical functions. The Department's current management systems are useful and, in recent years, the Department has increased its focus on organizational development through its management training opportunities. The Department now plans to implement a more comprehensive, internal evaluation process to measure overall agency performance.



Accomplishments

The Department has implemented two initiatives internally to improve management of the agency. First, the FDNY improved its management reporting to produce data on a variety of key performance indicators. This information then is provided to the relevant bureaus throughout the agency. The Department also instituted regular executive staff meetings to discuss the Department's performance, review current standards and expectations and determine necessary actions. The outcome is often a decision to add resources, enhance training or address internal and external factors that may impact the Department's mission and function.

Next Steps and Time Frame

The first phase of this objective includes:

- Delineate and define the Department's mission-critical functions and desired outcomes.
- Identify those direct and indirect supporting tasks necessary to achieve each mission-critical function.
- Establish work groups consisting of operational and support bureaus and units assigned to identify, review and evaluate current processes, performance standards and existing time frames.
- Work groups will recommend modifications to such processes, performance standards and time frames with the aim of improving the effectiveness and efficiency of the delivery of the Department's mission-critical functions.
- The Department will enhance its review and monitoring capabilities through the development of new reporting systems, analysis and improved information-sharing and communication mechanisms.

Lead Bureaus

- Intergovernmental Affairs/Management Initiatives
- Fire Operations
- Technology
- Support Services
- Training
- EMS Command



Objective 3.2 Develop a Battalion Chief Training Day Program to enhance the tactical skills and knowledge of tenured Chief Officers and strengthen Battalion-based capabilities. Create a Deputy Chief Development Program to further strengthen the leadership qualities at this rank and strengthen the Borough Command structure.

Background

The Department's promotional process for Officers routinely includes fundamental training for first-line supervising Lieutenants, Captains and Chiefs. For example, Lieutenants attend a five-week training course that deals with both tactical and administrative responsibilities; Captains participate in a one-week Captains' course; and Battalion Chiefs also are afforded a five-week course. Beyond that, the Department offers no other formal training program for Chief Officers. The Bureau of Training seeks to incrementally expand Officer training to further support professional development for Captains, Battalion Chiefs and Deputy Chiefs. This additional training is designed to improve Officers' performance and leadership skills when responding to an emergency, coordinating with other government or private agencies and in dealing with the public.

Accomplishments

Through recent partnerships with Columbia University, the General Electric Company and U.S. Military Academy, the Department has successfully implemented the FDNY Officers Management Institute and a terrorism awareness training program. Since 2002, 87 Officers have attended FOMI and 123 have benefited from participation in the West Point program. There is keen competition among Officers to be accepted into these two elite training programs. The Bureau of Training recognizes the immediate and ongoing need to expand training opportunities to Officers to further develop supervisory and leadership capabilities Department-wide.

Next Steps and Time Frame

- Develop a Battalion Chief Training Day program to enhance the tactical skills and knowledge of tenured Chief Officers and strengthen Battalion-based capabilities City-wide. This program will enhance skills and knowledge in the following areas: new building construction and anticipated fire problems, anticipating and handling building collapse operations, handling *mayday* transmissions from trapped Firefighters, increasing the training in FAST unit operations and the removal of downed Firefighters, solving common problems on the fireground and transitioning to multiple alarms.
- Provide a Deputy Chief Development Program aimed at enhancing leadership capabilities and strengthening the Department's Borough Command structure. This program will enhance skills and knowledge on the following topics: project management, utilization of performance standards, computer proficiencies, public speaking and vigilant safety management, as well as handling community and local political issues.

Lead Bureau

- Training



Objective 3.3 Continue to develop a Department-wide internal communication strategy and programs through restructuring and utilizing new technologies.

Background

An organization as large as the FDNY can face extraordinary challenges in trying to develop effective internal and external communications. This is especially true, considering the Department has almost 16,000 employees spread throughout the five boroughs and operates in a City of more than 8.1 million people. The primary mission of the FDNY Office of Public Information (OPI) is to provide information to external entities, including the press and other media. But OPI also concerns itself with developing effective internal communication with the FDNY work force. As a result of the 2004-2005 Strategic Plan, OPI has made improvements in carrying out both of these important functions.

In recognition of the importance of effective communication with a work force of nearly 16,000, OPI has focused on developing a Department-wide internal communication strategy that takes into account the different roles and responsibilities of various bureaus, units and locations that include both uniformed and civilian personnel. The Department has initiated some modest restructuring, added personnel and devoted new technologies to improve both external and internal communications. It is anticipated that further enhancing internal communications will benefit the Department in numerous ways. The delivery of timely, quality and accurate information to all FDNY personnel on the status of specific initiatives and the repeated emphasis of an overall vision of the Department's direction, priorities and accomplishments will further strengthen the organization. A coherent message is extremely important to the continued success of the organization.

As highlighted below, the Department has undertaken a number of initiatives that have improved communications within the Department. The Department will strengthen its efforts to implement additional communication strategies, including using new technologies, enlisting the assistance of field Officers to relay accurate information to subordinates, identifying internal communication liaisons from various Bureaus to OPI and considering augmenting OPI staffing to establish a unit devoted exclusively to internal communications.

Accomplishments

During the past two years, OPI has utilized three electronic media resources that are in various phases of implementation: the public City government web site, the FDNY Intranet and the new FDNY Insider web site. The City government FDNY web site is used primarily by the public as an informational tool. It provides basic information about the FDNY, such as recent events, recent rescues, fire safety tips, press releases and contact information. Among the Department's chief accomplishments is the successful development of its newest web site, "Inside the FDNY" (www.nyc.gov/fdnyregister) which is targeted specifically to active and retired members who register on-line to receive this service. This is a more exclusive web site and is designed to be the "inside track" for information about the FDNY. It includes advisories on upcoming events, information on issues that directly affect Department members, WNYF on-line (With New York Firefighters – the FDNY official training publication) and current action photos from the FDNY audio-visual/photo units. Access to the Intranet is available to all FDNY members--both uniformed and civilian--and



every Bureau of the Department can post information here. OPI staff regularly posts news on upcoming events and the daily digital news digest. OPI reconfigured its staffing and assignments and appointed liaisons to a new technology group to monitor the Department's electronic sites and post information on a regular basis.

In recent years, OPI has enhanced both its personnel and capabilities with the addition of writers, photographers and video specialists to expand communications within headquarters and with the field. The Department revamped the Fire Commissioner's monthly newsletter, expanding it to cover high-profile topics of interest to all FDNY personnel. Most recently, OPI purchased and implemented "blast fax" capabilities and disseminated to the field monthly, current-event DVD news and training packages.

The Department also initiated Division Conferences with the Commissioner, Chief of Department and Chief of Operations and, in collaboration with the Bureau of Communications, has acquired three 1-800 hot lines to report future activities and information of interest to the field.

Next Steps and Time Frame

The Department will:

- Continue to utilize all three web sites to improve communication with the public and active and retired members by posting daily fire activity, special events and activities.
- OPI will work with the Department's web team to improve posting content on the web by creating a self-publishing application.
- Expand communication with FDNY members via postcards, blast faxes, e-mail blasts and newsletters.
- Further improve internal communications with more staff dedicated to Department-wide communication issues and creating an internal communications work group with representatives from key Bureaus.
- Continue to research and implement new technologies aimed at reaching all field personnel and those Bureau/Unit staff not located at headquarters.
- Expand the development of special DVD training packages and highlight high-profile projects and FDNY achievements.
- Collaborate with the City's Department of Information Technology and Telecommunications (DOITT) to explore additional options using cable TV, including NYCTV and NY1.
- All Bureaus will provide a liaison to OPI to assist in developing relevant information on a daily basis to be distributed to the field.

Lead Bureaus

- Public Information
- Fire Operations
- EMS Command
- Technology

**GOAL 4.0 INCREASE DIVERSITY**

Improve significantly the diversity of the uniformed fire service by enhancing recruitment for test administration.

Overview

The Department continues to strive to diversify its uniformed work force through the successful recruitment, retention and promotion of young men and women of diverse backgrounds. Increasing the number of young men and women of diverse backgrounds who take the open competitive Firefighter examination is the most direct and effective way of increasing the overall diversity of the uniformed fire service. An effective recruitment campaign has proven essential to increasing the number of applicants from diverse backgrounds. Mayor Bloomberg approved \$1.4 million for adding permanent staff and made one million dollars available for marketing and advertising the FDNY recruitment campaign. The Department worked closely with the private sector through the Arnell Group, a national branding and marketing firm, to assist with FDNY's marketing plan.

The Department has a full-time Director of Recruitment and Diversity, an Officer-in-charge and has permanently staffed its Recruitment Unit. The main focus of the Recruitment and Diversity Unit is to work with members of several FDNY membership organizations to develop new strategies to reach out to and educate diverse communities about career opportunities in fire and pre-hospital emergency medical services.

Objective 4.1 Continue targeted recruitment for future Firefighter civil service examinations that focuses on recruiting young men and women of diverse backgrounds.

Background

Prior FDNY recruitment campaigns have been effective and the Department aims to build on the success of those campaigns. The percentage of minorities entering the Fire Academy has been increasing steadily since 2001. Between 1990 and 2001, just 6.6 percent of Probationary Firefighters were minorities. By contrast, in 2002, the number rose to 10.8 percent and by 2005, the number jumped to 17.4 percent.

Accomplishments

The Department developed and implemented an extremely successful recruitment campaign leading to the Firefighters examination in January 2007. Unprecedented resources were utilized to ensure success. Mayor Bloomberg allocated a base lined \$1.4 million to the Department's Recruitment budget for staff and overtime for personnel working recruitment events and made available an additional \$1 million for the Department's marketing and promotion of this campaign. The Arnell Group contributed \$2 million worth of creative, marketing and promotional services toward the development of a first-rate marketing campaign.



The FDNY's massive grassroots campaign involved recruiters attending nearly 2600 events at schools, sporting events, shopping centers and cultural festivals throughout the City. In the 2002 recruitment campaign, staff attended only 278 events. From this extraordinary outreach, FDNY amassed a database of nearly 41,500 interested applicants for the Firefighter exam. This compares to 23,000 in the database at the conclusion of the 2002 campaign. More than 67 percent of those in the current database of interested young people are minorities or women.

Virtually all of the 41,500 interested applicants in the database were contacted by FDNY recruitment staff to encourage them to file for the exam. The final results reported by the New York City Department of Citywide Administrative Services are enormously encouraging. More than 29,500 people filed for the exam and more than 40 percent are minorities. That translates to 11,918 minority applicants who took that critical next step toward a firefighting career. Of that number, 19.3 percent are African-American, 19.2 percent are Hispanic and 2.2 percent are Asian. More than 1400 filers are women as compared to fewer than 800 in 2002.

These numbers compare very favorably with FDNY's campaign prior to the 2002 Firefighter exam. Today, more than 40 percent of filers are minorities; in 2002, 23 percent of filers were minorities. This year, 19.3 percent of filers are African-American, as compared to nine percent in 2002. FDNY has made substantial progress and the Department will continue its work to ensure that minority and female applicants take the written and physical exams and succeed on both.

In addition, in partnership with academic institutions, the Recruitment and Diversity Unit researched and studied the complex issues regarding diversifying the work force, created a comprehensive written plan and initiated a Department-wide training program. Ten members of the fire service and EMS successfully completed the Enhancing Professionalism in the Workplace train-the-trainer program and were certified as Department instructors. This diversity awareness training program's curriculum was developed and customized to the unique needs of the FDNY. The training first was piloted to all upper-level managers. All Fire and EMS field personnel will receive this training. Thus far, approximately 1850 Firefighters, 1340 EMS personnel and 390 managers and other staff have received this training. The FDNY also has increased the frequency of the EMT to Firefighter promotional examination, which now is offered every 18 months. The unit also has increased and enhanced the training and evaluation of the recruiters selected to conduct outreach in the field.

Next Steps and Time Frame

In anticipation of the next Firefighter examination in January 2007, the Department will:

- Offer free tutorial courses to help prepare applicants for the January written exam. The seven-week program will be offered at 15 locations in neighborhoods throughout the five boroughs. The Department will train almost 100 FDNY Firefighters and Fire Officers to teach these courses. Among the locations for tutorials are the George Washington Educational Campus in Washington Heights and the FDNY High School in East New York.
- Continue to partner with John Jay College, which is providing a number of services for the Recruitment Unit and test applicants.
- Conduct phone and mail outreach to advise applicants about the tutorial sessions. The Department also will explore offering study materials on-line and on DVD.



- Partner with New York Sports Club, which once again has offered free, six-month memberships to its gyms for all exam applicants.
- Continue collaboration with membership organizations, including the Vulcan Society, Hispanic Society and United Women Firefighters, to assist the Department with its recruitment and retention efforts.

Lead Bureaus

- Administration
- Recruitment Unit

Objective 4.2 Develop and implement an ongoing, targeted recruitment campaign that effectively maintains staffing levels and diversity of minority and female EMS personnel.

Background

Historically, the Department has been successful in recruiting and retaining minorities and women in EMS. The EMS work force – 2800 strong – is approximately 24 percent African-American, 25 percent Hispanic, 2.5 percent Asian, 0.25 percent Native American and 25 percent female.

Accomplishments

The Department currently recruits for EMTs and Paramedics on an as-needed basis to fill vacant positions. For those EMS personnel who are interested in pursuing a career as a Firefighter, the Department encourages EMTs and Paramedics to take the promotional examination to Firefighter. The Recruitment Unit provides outreach to EMS personnel and preparation and study groups, as well as physical training for the promotional examination. An important benefit of the promotional examination from EMS to Firefighter is that it allows the Department to promote from within, retain valuable personnel and assist in promoting diversity in the fire service. However, this promotional opportunity also impacts the EMS work force, which loses skilled EMTs and Paramedics with seniority. To address this issue, the Recruitment Unit plans to commence a year-round recruiting program and will be expanding outreach through new initiatives.

Next Steps and Time Frame

- Expand outreach for EMS recruitment, starting January 2007.
- Initiate new EMS recruitment marketing strategies, starting March 2007.
- Initiate a year-round recruitment program for EMS personnel by March 2007.

Lead Bureaus

- Administration
- Recruitment Unit



Objective 4.3 Continue to expand outreach and mentoring efforts in diverse communities throughout the City and increase the visibility of FDNY career opportunities in firefighting and emergency medical services.

Background

In order to promote and increase the visibility of the FDNY in diverse communities across the City, the Department must increase its participation in local youth activities and reach out to young men and women of diverse backgrounds. This effort will enable the Department to increase the potential number of diverse applicants from the five boroughs who have an understanding of the benefits of a firefighting career and make the FDNY more representative of the population and communities it serves.

Accomplishments

Since July 2005, the Recruitment Unit participated in nearly 300 grassroots events, including visits to local schools and community events throughout the five boroughs. The Department initiated and expanded the Exploring program, a career education program for high-school-aged young men and women. The number of Exploring posts increased to 11, with approximately 120 students participating in each of the five boroughs. The Exploring Program introduces young people to Fire Department careers by teaching them skills and responsibility and providing information on fire safety and educational requirements to become EMTs, Paramedics and Firefighters. In 2004, the FDNY established a special high school within Thomas Jefferson High School in Brooklyn. The Recruitment Unit has assigned a staff member to work at the school three days each week during the academic year. Each year, a new freshman class is added and the school will have full enrollment of approximately 400 students by the beginning of the 2007 school year.

Next Steps and Time Frame

- Establish a standardized formal curriculum for the Exploring program to include hands-on training in fire service procedures and regular visits to the Fire Academy, Randall's Island, and the EMS Academy, Fort Totten, Queens.
- Continue Saturday education program at Fort Totten for FDNY High School students and implement improved recruiting program for new students.

Lead Bureaus

- Administration
- Recruitment Unit

**GOAL 5.0 IMPROVE FIRE PREVENTION AND SAFETY EDUCATION**

Enhance and develop additional fire prevention and education outreach programs to make communities safer.

Overview

Fire prevention and public safety education are essential elements of the Department's mission. The Bureau of Fire Prevention ensures fire protection of residential and commercial occupancies City-wide through direct inspections of locations and enforcement of local laws and regulations. The Bureau of Fire Prevention supports the Department's Bureau of Operations through the exchange of essential information on locations, buildings and special events. The Department's safety education unit provides programs to educate the public about safeguarding one's home, property, family, friends and neighbors from fire and other hazards. The Department's fire safety education program has received additional financial support from a series of private and public partnerships that have broadened the scope and frequency of its educational programming.

Objective 5.1 Continue to implement new safety requirements and evacuation plan procedures for commercial high-rise buildings.

Background

The events of 9/11 focused attention on the needs for high-rise safety and to provide greater life and property protection in high-rise buildings. Because of their height and occupancy, high-rises present a unique demand on the Fire Department and building employees and occupants for both fire and non-fire-related emergencies. After September 11th, 2001, the Mayor directed the Department of Buildings (DOB) to establish a Task Force to examine the World Trade Center disaster and current Building Code provisions as they relate to high-rise buildings. FDNY representatives from the Bureaus of Fire Prevention and Fire Operations participated. The Task Force developed a series of recommendations to enhance safety in commercial high-rise buildings. One recommendation called for the City to enact a new law requiring an emergency evacuation plan, in addition to a fire safety plan, for non-fire emergencies in high-rise buildings.

Accomplishments

The Department drafted a high-rise building emergency action plan that details new requirements and guidelines under the new law. The Department worked collaboratively with the Department of Buildings and engaged the private real estate sector in a dialogue during the development of these requirements, which went into effect in August 2006 for all commercial buildings higher than 20 stories. The Department has developed a formal process for submission to and review by the Bureau of Fire Prevention of these evacuation plans. The new law also requires building owners and management agents to educate the occupants of these commercial high-rise buildings and provide and test evacuation procedures with these occupants.

*Next Steps and Time Frame*

The Department will:

- Establish a mechanism to review and monitor compliance by commercial building owner/management agents with the City's new high-rise evacuation laws and regulations and create an oversight mechanism for drills and record-keeping.
- Evaluate the need to develop new legislation for other types of occupancies.

Lead Bureaus

- Fire Prevention
- Legal Affairs

Objective 5.2 Continue to integrate fire prevention with community safety education programs and expand the message to include other relevant safety topics.

Background

Fire prevention and safety education efforts are closely and inextricably linked in the fire service. As the number of fires remains at its lowest level in decades, the FDNY recognizes the increasing importance of providing essential fire prevention and safety education to children, families, senior citizens, disabled individuals and the non-English-speaking public. Given the size and complexity of the City, to best meet this challenge, the Department partnered with the FDNY Foundation (formerly known as the FDNY Fire Safety Education Fund) to develop creative approaches and bring the message of fire safety to these targeted communities in each borough.

Accomplishments

The FDNY Bureau of Fire Investigation assesses fire fatalities and injuries and identifies the highest-risk communities. The FDNY Foundation helped expand the FDNY education efforts to communities at greatest risk by recruiting additional safety educators to reach out to targeted areas, especially immediately following a serious fire in a particular neighborhood. The "FDNY Fire Zone on the Road" program's community "blitz" to those perceived at highest risk has been well-received. Fire Safety Teams are dispatched immediately to any community that has experienced a fire fatality.

The FDNY and its Foundation received grant funding from FEMA that allowed for the development of printed materials on fire safety and other educational subjects to be translated from English into Spanish, Chinese, Korean, Polish, Arabic, Hebrew and Urdu. This unique project enabled the Department to successfully reach these new audiences.

Fire companies face competing demands to participate in increased tactical training, inter-agency exercises and drills, conduct more inspections, attend specialized training and participate in new safety initiatives. Despite these demands, the local fire companies welcome the opportunity to directly serve the public through the Department's "Operation Sidewalk." This program entails the firehouse members providing fire safety education presentations at local schools, senior centers, festivals, health fairs and other community events. Operation Sidewalk enhances and expands the local fire companies' fire safety role in the communities they serve.



Taken together, these initiatives have allowed the Department to increase its fire safety education events by 83 percent from 2004 to 2005. Lastly, in collaboration with the American Heart Association, the FDNY established a citizen CPR training program to enhance the public's ability to assist victims before the arrival of 911 EMS resources. The Department already has trained more than 12,000 citizens, including high school students.

Next Steps and Time Frame

- Provide local fire companies with fire safety education presentation kits to be used in their surrounding neighborhood.
- Collaborate with the City's Department of Education to conduct all-day fire safety presentations in every public school, every year.
- Continue to expand the FDNY citizen cardio-pulmonary resuscitation (CPR) program to train more at-risk neighborhoods and communities in the principles and skills of CPR, so that they can act as the first link in the chain of survival for heart attack victims.
- Explore the feasibility of FDNY-EMS Command partnering with the City Department of Health and Mental Hygiene to develop an educational component with a focus on salient public health issues.
- Explore the feasibility of developing an educational component with a focus on training the public on the topic of terrorism awareness.

Lead Bureaus

- Fire Prevention
- Training
- Fire Operations





FDNY Strategic Plan

2007-2008


Appendix A

Goals and Objectives




GOAL	OBJECTIVES	BENEFITS	LEAD BUREAUS
1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS  	<p>1.1 Implement initiatives recommended by the Fire/EMS Integration Plan Task Force to enhance coordination of operations and the deployment of resources that will improve overall system performance and service delivery of pre-hospital medical care.</p>	<p>Improve the overall effectiveness of the delivery of pre-hospital emergency medical care in New York City</p>	<p>Fire Operations EMS Command</p>
	<p>1.2 Develop a Network Centric Command to provide Incident Commanders with on-scene critical information, enhance emergency response and provide a safer operational environment</p>	<p>Upgrade current systems and identify future communication, information-sharing and technology requirements that will enhance FDNY's emergency response</p>	<p>Fire Operations Technology Communications Fire Prevention</p>
	<p>1.3 Extend and enhance training provided to Probationary Firefighters</p>	<p>Increase the training period for new Firefighters to ensure that their knowledge base and skill level are as high as possible</p>	<p>Training</p>
	<p>1.4 Develop training initiatives to ensure the maintenance and sustainability of core competencies and newly acquired specialized competencies and skills for all first responders</p>	<p>Increase the knowledge, capabilities and skills of FDNY's uniformed firefighting and emergency medical service members and develop initiatives to maintain this new level of competency and skills</p>	<p>Training Fire Operations EMS Command Support Services</p>
	<p>1.5 Develop an FDNY Continuity of Operations Plan (COOP) that in the event of an emergency or threat of an emergency, ensures the continuation and uninterrupted delivery of critical services to the public and other agencies</p>	<p>Enable the Department to continue to perform essential functions in response to all hazards and a full spectrum of threats, including natural, manmade, technological and accidental or attack-related national security emergencies</p>	<p>Fire Operations Support Services</p>




GOAL	OBJECTIVES	BENEFITS	LEAD BUREAUS
2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS 	2.1 Expand and enhance the physical and mental health monitoring of the work force in recognition of members' response to the World Trade Center on September 11 th , 2001	Maintain the safety and well-being of all personnel, with a special commitment to those members who responded to the World Trade Center and participated in the rescue and recovery	Health Services Counseling Services Unit
	2.2 Enhance Operational Safety Management and Behavior	Develop a longer-range safety practice strategy and implement a vigilant safety management program Department-wide	Safety Command Fire Operations EMS Command Training
	2.3 Develop operational procedures for applying water to live electricity at Consolidated Edison facilities to minimize the amount of collateral damage and disruption of electrical service to larger geographical areas	Develop new standard operating firefighting guidelines, procedures and safety protocols	Safety Command Fire Operations EMS Command Training




GOAL	OBJECTIVES	BENEFITS	LEAD BUREAUS
3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT 	3.1 Implement an Enhanced Performance Management System for mission-critical functions	Enhance organizational effectiveness through improved information-gathering and analysis	Intergovernmental Affairs Fire Operations EMS Command Technology Support Services Training
	3.2 Develop a Battalion Chief Training Day Program to enhance the tactical skills and knowledge of tenured Chief Officers and strengthen Battalion-based capabilities. Create a Deputy Chief Development Program to further strengthen the leadership qualities at this rank and strengthen the Borough Command structure	Expand Officer training to further support staff development and leadership capabilities	Training
	3.3 Continue to develop a Department-wide internal communication strategy and programs through restructuring and utilizing new technologies	Strengthen the Department through the delivery of timely, quality and accurate information to members and civilian personnel on the status of specific initiatives, vision and priorities	Public Information Fire Operations EMS Command Technology



GOAL	OBJECTIVES	BENEFITS	LEAD BUREAU
4.0 INCREASE DIVERSITY 	4.1 Continue targeted recruitment for future Firefighter civil service examinations that focuses on recruiting young men and women of diverse backgrounds	Ensure FDNY represents the communities served	Administration Recruitment Unit
	4.2 Develop and implement an ongoing, targeted recruitment campaign that effectively maintains staffing levels and diversity of minority and female EMS personnel	Commence a year-round recruiting program and expand outreach efforts	Administration Recruitment Unit
	4.3 Continue to expand outreach and mentoring efforts in diverse communities throughout the City and increase the visibility of FDNY career opportunities in firefighting and emergency medical services	Increase the potential number of diverse applicants to a firefighting career and make the FDNY more representative of the population and communities it serves	Administration Recruitment Unit



GOAL	OBJECTIVES	BENEFITS	LEAD BUREAU
5.0 IMPROVE FIRE PREVENTION AND SAFETY EDUCATION 	5.1 Continue to implement new safety requirements and evacuation plan procedures for commercial high-rise buildings	Ensure the public's and members' safety by requiring a planned and organized response in the event of non-fire emergencies in high-rise buildings	Fire Prevention Legal Affairs
	5.2 Continue to integrate fire prevention with community safety education programs and expand the message to include other relevant safety topics	Develop creative approaches and bring the message of fire safety to targeted communities in each borough	Fire Prevention Training Fire Operations



FDNY Strategic Plan

2004-2005

Appendix B

Final Scorecard



FIRE DEPARTMENT

9 METROTECH CENTER

BROOKLYN, N.Y. 11201-3857



In March 2004, the Department released a Strategic Plan for 2004-2005, the first of its kind ever to be published by the Department in its history. The FDNY's first Strategic Plan was an extremely ambitious undertaking that identified 20 primary and 15 secondary objectives, representing 100 separate and distinct projects. Overall, the Department achieved 88 percent of these objectives. The remaining objectives required a multi-year implementation schedule, given the scope and complexity of the projects, as well as the need for additional funding. The FDNY Strategic Plan for Fiscal Years 2007-2008 is the Department's second Strategic Plan and directly builds upon the successful development and implementation of the Department's first Plan. The ongoing initiatives from the first Plan are included and summarized in the 2007-2008 Strategic Plan and will be carefully monitored until each project is completed successfully.

We are pleased to present to the FDNY Field Units and Bureaus the Strategic Plan 2004-2005 Final Scorecard. Some of the accomplishments highlighted in the report card include:

- Expanded Incident Command System (ICS) training to all Fire/EMS Chiefs, Captains, Lieutenants, Firefighters, Paramedics and EMTs
- Finalized operational plans, trained and placed 25 SOC Support Ladder Companies and four HazTech Engine Companies into service
- Increased Haz-Tac ambulance capabilities to 35 units in service
- Purchased and placed into service two new 27-foot Boston Whaler fireboats and initiated the design and purchase of two 140-foot fireboats
- Integrated new driving simulators into chauffeur training and the EVOC course at the Fire and EMS Academies
- Designed and purchased two Mobile Command Center Vehicles and an IMT/Planning Vehicle
- Finalized agreements with New York State and Nassau County to provide fire service mutual aid
- Finalized agreements with the State of New Jersey and the NYC Regional EMS Council for medical service mutual aid
- Obtained and provided PPE to the EMS work force
- Trained FDNY Incident Management Team and received Federal Type 2 certification and NYS Type I certification
- Developed a state-of-the-art, technologically equipped Fire Department Operations Center
- Conducted harbor response training for all units adjacent to waterfront areas City-wide
- Expanded Fire Safety Education programs in high fire-risk neighborhoods in each borough

To view or download the Strategic Plan First Year Report Card in full, please visit www.nyc.gov/fdny.

Nicholas Scoppetta
Fire Commissioner

Salvatore J. Cassano
Chief of Department



The FDNY Strategic Plan 2004-2005 contained six goals: emergency response operations; health and safety; management and organizational development; diversity; fire prevention and safety education; and technology. Within these key goals, there were 20 Primary Objectives and 15 Secondary Objectives, which represent a total of 100 projects Department-wide. Overall, the Department achieved 88 percent of these objectives. Attached is the "Final Scorecard," which provides a list highlighting key accomplishments and summarizes the status for all projects that are tracked monthly on behalf of the Planning Oversight Committee (POC).

Status of Primary Objective projects:

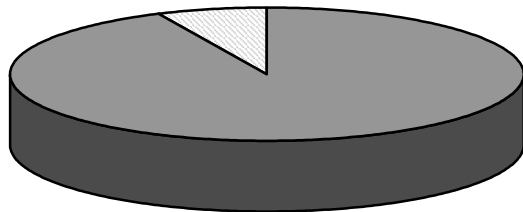
- 93 percent of the projects (63 of 68) have been completed
- 7 percent of the projects (5 of 68) are 50-99 percent complete

Status of Secondary Objective projects:

- 78 percent of the projects (25 of 32) have been completed
- 22 percent of the projects (7 of 32) are 50-99 percent complete

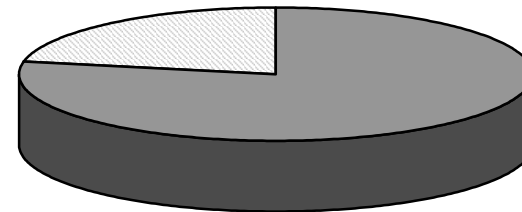
Primary Projects

- Completed: 93%
- Nearing Completion: 7%



Secondary Projects

- Completed: 78%
- Nearing Completion: 22%





OPERATIONS

Special Operations Command

- Finalized operational plans and placed 25 SOC Support Ladders and four HazTech Engine Companies into service
- Increased Haz-Tac Ambulance capabilities to 35 units in service
- Purchased and placed into service two new 27-foot Boston Whaler fireboats at Marine 1 and 9 to cover Staten Island and Manhattan
- Hired a marine engineering firm to develop specifications to purchase two new state-of-the-art, 140-foot fireboats

Emergency Operations/Technology/Communications and Preparedness

- Expanded ICS Training for all Fire/EMS Chiefs, Captains, Lieutenants, Firefighters, Paramedics and EMTs
- Developed a fully staffed Incident Management Team with each member nationally recognized as a Type 2 resource
- Automated the FDNY member recall process with enhanced capabilities to target a specific unit, Battalion, Division and rank
- Implemented an additional communications channel between on-scene CFR-D Engine companies and EMS Command
- Implemented a second EMS City-wide channel to enhance overall response to Multiple-Casualty Incidents (MCI)
- Designed and purchased two state-of-the-art Mobile Command Vehicles (MCVs) and an IMT/Planning Vehicle
- Finalized All Hazards Emergency Response Plans, including: Biological, Chemical-Subway, Hazardous Materials, Incendiary Explosive Devices
- Developed a risk assessment internal web site for 65 designated priority locations
- Enhanced current Fire Investigation intelligence network capabilities
- Established a Center for Terrorism and Disaster Preparedness at Fort Totten

Mutual-Aid Partners

- Finalized agreements with New York State and Nassau County to provide fire-service mutual aid
- Finalized agreements with NYC REMSCO (Regional Emergency Medical Services Council) for medical-service mutual aid within the City
- Finalized an agreement with the State of New Jersey for medical-service mutual aid and a State-wide EMS Mobilization Plan with NYS Department of Health

Safety

- Provided all Safety Battalion staff additional training in evaluation and investigative practices and trained 32 Battalion Chiefs and 15 Firefighters as Accident Investigators
- Fire apparatus accident reduction program was successfully piloted in designated Battalion units and expanded City-wide

HEALTH AND SAFETY

- Developed and implemented a new procedure for investigating Firefighter fatalities and/or serious injuries
- Developed an Annual Risk Management Plan
- Outfitted EMS work force with new Personal Protective Equipment

Training

- Purchased and integrated driving simulators into chauffeur training program at the Fire Academy and EVOC training (Emergency Vehicle Operator Course) at the EMS Academy
- Established a chauffeur training refresher course
- Reinstated field-training Officers for Fire companies
- Conducted harbor response training for 57 units adjacent to waterfront areas City-wide
- Developed performance standards and competency training for Firefighters and a mentorship program for EMTs and Paramedics

ADMINISTRATION

Organizational Development

- 87 Fire and EMS Officers participated in the FDNY Officers Management Institute (FOMI) Course in collaboration with Columbia University and General Electric
- 130 Fire and EMS Officers completed the United States Military Academy (USMA) Terrorism Preparedness Course

Diversity



- Partnered with Columbia University and developed a comprehensive written plan to enhance member diversity
- Developed mentoring programs to enlist and retain female and minority candidates and collaborated with the United Women Firefighters, FDNY fraternal organizations and private and non-profit organizations
- Increased the percentage of minorities entering the Fire Academy from 6.6 percent in 2001 to 17.4 percent in 2005

FIRE PREVENTION AND SAFETY EDUCATION


Public Safety

- The Mayor and City Council approved legislation to grant the Fire Commissioner the legal authority to require emergency action plans for commercial high-rise buildings
- Enacted legislation containing new emergency action plan requirements for commercial high-rise buildings
- Assessed fire fatalities and injuries in high fire-risk neighborhoods, established a pilot program in each borough and expanded the Fire Zone on the Road fire-safety educational program




GOAL	PRIMARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS  	1.1 Continue the integration of the Incident Command System (ICS) and the Department's Incident Management Team	<ul style="list-style-type: none"> • Trained Officers, Firefighters, Paramedics, EMTs in ICS • Type 2 Incident Management Team (IMT) trained and activated • Designed and purchased the IMT Planning Vehicle • After Action Report guidelines finalized and implemented 	✓ ✓ ✓ ✓	
	1.2 Further develop and automate the Department's comprehensive recall program	<ul style="list-style-type: none"> • Recall automated and procedures updated • Recall tests conducted regularly • Obtained three toll-free virtual mailbox telephone numbers 	✓ ✓ ✓	
	1.3 Enhance the Department's mutual-aid program	<ul style="list-style-type: none"> • Fire -- New York State and Nassau County mutual-aid agreements finalized and executed -- New Jersey mutual-aid agreement drafted • EMS -- New York State and New Jersey mutual-aid agreements finalized and executed -- Nassau County and Suffolk County mutual-aid agreements finalized and executed -- Westchester County mutual-aid agreement drafted • Mutual-aid radio communications work group reviews incompatible radio frequency channels 	✓ ✓ ✓	✓ ✓ ✓
	1.4 Enhance capabilities of Special Operations Command	<ul style="list-style-type: none"> • 25 Support Ladder Companies in service • 4 HazTech Engine Companies in service • 35 HazTac ambulances in service 	✓ ✓ ✓	
	1.5 Increase Marine capabilities	<ul style="list-style-type: none"> • Two Boston Whaler fireboats in service at Marine 1 and 9 to cover Staten Island and Manhattan • Design finalized to purchase two 140-foot fireboats • Harbor response training conducted for 57 units City-wide adjacent to waterfront areas • Relocate Marine 9 from Staten Island Homeport 	✓ ✓	✓ ✓
	1.6 Enhance preparedness planning	<ul style="list-style-type: none"> • Terrorism Center established at Ft. Totten • Developed Emergency Response Plans -- All Hazards Bio, Chem-Subway, Haz-Mat, Improvised Explosive Device • Risk Assessment for 65 priority sites finalized 	✓ ✓ ✓	




GOAL	PRIMARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS 	2.1 Develop an improved Firefighter/EMS injury and fatality prevention and investigation program	<ul style="list-style-type: none"> All Safety Battalion staff trained in evaluations and investigative practices 32 Battalion Chiefs and 15 Firefighters trained as Accident Investigators Developed and implemented a new procedure for investigating Firefighter fatalities and/or serious injuries Developed an Annual Risk Management Plan Conduct a pilot program to review/evaluate Firefighter bunker gear and improve PPE, based on new NFPA standards 	✓ ✓ ✓ ✓	✓
	2.2 Develop an enhanced apparatus vehicle accident prevention and reduction program for both Fire and EMS	<ul style="list-style-type: none"> Chauffeur refresher training course developed and implemented at the Fire Academy Fire apparatus accident-reduction program piloted/evaluated in selected Battalion units and implemented City-wide Driving simulators installed and operational at Fire and EMS Academies 	✓ ✓ ✓	
	2.3 Develop performance standards to address the training needs of Firefighters, EMTs/Paramedics, Fire and EMS Officers	<ul style="list-style-type: none"> Fire -- Reinstated a team of Field Training Officers Fire -- Performance standards/competencies and training curricula/scenarios developed and implemented EMS -- Paramedic/EMT mentorship program developed and implemented for 75 BLS and 50 ALS units 	✓ ✓ ✓	



GOAL	PRIMARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT 	3.1 Determine how EMS and Fire Operations' functions can be more efficiently managed to improve overall system performance and service delivery	<ul style="list-style-type: none"> Chief of Department conducts EMS Strategy Workgroup EMS Strategy Workgroup recommendations adopted into FDNY Strategic Plan 2006-2007 	✓ ✓	
	3.2 Increase the managerial capabilities and expertise of Fire and EMS personnel by providing enhanced opportunities for advanced leadership development	<ul style="list-style-type: none"> 87 Officers participated in the Fire Officers Management Institute Course 130 Officers participated in the FDNY/United States Military Academy Terrorism Preparedness Course 	✓ ✓	
	3.3 Provide more comprehensive support services to FDNY families and members	<ul style="list-style-type: none"> Family Assistance Unit established Family Information Call Center (FICC) established Initial FICC volunteers identified and trained Developed secondary FICC backup site at Fort Totten 	✓ ✓ ✓ ✓	




GOAL	PRIMARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
4.0 INCREASE DIVERSITY 	4.1 Develop a comprehensive written plan that incorporates the Department's ongoing and new recruitment initiatives to diversify the uniformed work force of the FDNY	<ul style="list-style-type: none"> FDNY partnered with Columbia University to study diversity issues and academic research project findings submitted to FDNY FDNY developed a comprehensive written plan FDNY partnered with Cornell University to provide a train-the-trainer program to implement diversity training Department-wide 	✓ ✓ ✓	
	4.2 Develop and expand outreach and mentorship programs to engage minority young adults and women to become interested in firefighting and emergency medical service career opportunities	<ul style="list-style-type: none"> Expanded the Explorer Program and developed Post at FDNY Fire and Life Safety High School FDNY Recruitment Unit collaborates with minority and women organizations and conducts outreach to non-profit organizations 	✓ ✓	





GOAL	PRIMARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
5.0 IMPROVE FIRE PREVENTION AND FIRE SAFETY EDUCATION 	5.1 Develop new safety requirements and evacuation plan procedures for commercial high-rise buildings	<ul style="list-style-type: none"> • Mayor and City Council approved legislation to grant the Fire Commissioner the legal authority to require emergency action plans • Final rule approved and enacted into law • Bureau of Fire Prevention hired a Civil Engineer and established a mechanism within FDNY to review evacuation plans submitted by owners of commercial buildings 	✓ ✓ ✓	
	5.2 Integrate fire prevention and fire safety education projects to ensure that educational messages reach communities most at risk	<ul style="list-style-type: none"> • Bureau of Training has assessed educational activities of field units • Established a Fire and Life Safety High School • Assessed fire fatalities and injuries in high fire-risk neighborhoods and began a pilot program in each borough • Conducted the Fire Zone on the Road program City-wide 	✓ ✓ ✓ ✓	




GOAL	PRIMARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
6.0 ADVANCE TECHNOLOGY 	6.1 Complete upgrade of Fire Department Operations Command Center (FDOC)	<ul style="list-style-type: none"> Developed technological state-of-the-art Operations Center 	✓	
	6.2 Develop electronic wireless command post boards	<ul style="list-style-type: none"> Phase I Pilot testing of four Deputy Chief and four Battalion Chief units in the field Additional funding needed for Phase II implementation 	✓	✓
	6.3 Obtain a computerized unit deployment and tracking model program for Fire and EMS resources	<ul style="list-style-type: none"> Computer modules and deployment simulation tested and implemented 	✓	
	6.4 Implement a second EMS City-wide channel	<ul style="list-style-type: none"> Second channel in service All EMS/FDNY and voluntary ambulance portable radios reprogrammed Communication channel (Channel 10) in service between on-scene CFR-D Companies and EMS 	✓ ✓ ✓	





GOAL	SECONDARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS 	S 1.1 Implement a refresher training program for Fire and EMS Dispatch Operations	<ul style="list-style-type: none"> Anti-Terrorism Awareness Training conducted for dispatchers Additional funding needed for ongoing refresher courses 	✓	✓
	S 1.2 Continue specialized and advanced training in intelligence capabilities to improve terrorism preparedness	<ul style="list-style-type: none"> BFI member of Joint Terrorism Task Force (JTTF) BFI Liaison to multi-agency Anti-Terrorism Work Group (ATWG) formalized Obtain top security clearances for designated Chiefs 	✓ ✓ ✓	
2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS 	S 2.1 Obtain new Personal Protective Equipment (PPE) for EMS personnel	<ul style="list-style-type: none"> EMS work force outfitted with new Personal Protective Equipment (PPE) 	✓	
	S 2.2 Provide additional security through target hardening (surveillance and barriers) of FDNY facilities	<ul style="list-style-type: none"> DHS funding obtained to secure Fire Academy and site hardened PSAC funding obtained to secure Communications Offices Security survey conducted at Fort Totten and target hardened designated buildings/locations 	✓ ✓	✓ ✓
	Purchase tamper-resistant employee ID cards	<ul style="list-style-type: none"> Fleet services awaiting implementation Vendor selected and new FDNY ID cards procured 	✓	



GOAL	SECONDARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT 	S 3.1 Develop a Department-wide communication strategy through restructuring, adding personnel and utilizing new technologies	<ul style="list-style-type: none"> • “Inside the FDNY” web site developed and updated with news and events • Videos developed and distributed to field • Blast fax capabilities purchased and implemented 	✓ ✓ ✓	
	S 3.2 Ensure that each Bureau has access to reliable data and reports pertaining to its operations on a timely basis	<ul style="list-style-type: none"> • Computer-based testing for Certificate of Fitness automated • Disability Pension Tracking and Management System automated • Automate CD72 and initiate pilot 	✓ ✓	✓
	S 3.3 Design and administer a new initiatives employee suggestion program	<ul style="list-style-type: none"> • System designed and tested and FDNY employee awards plan drafted • Implement employee suggestion program 	✓	✓
4.0 INCREASE DIVERSITY	S 4.1 Develop Phase II of the FDNY Diversity Report	<ul style="list-style-type: none"> • FDNY Diversity Report completed 	✓	
5.0 IMPROVE FIRE PREVENTION AND FIRE SAFETY EDUCATION	S 5.1 Establish an Account Analysis Unit in the Bureau of Fire Prevention	<ul style="list-style-type: none"> • DEP data exchange approved to reconcile Master List to DEP haz-mat database • DOE data file received to automate list of school accounts for BFP District Offices • Implement new Document Management System 	✓ ✓	✓
	Establish a Customer Service/Plan Intake Window Establish a Plan Review Unit Automate Field Activity Routing and Reporting	<ul style="list-style-type: none"> • Staff hired and trained • Unit staff hired and trained • Obtained funds to test and pilot hand-held devices 	✓ ✓	✓



GOAL	SECONDARY OBJECTIVES	KEY ACCOMPLISHMENTS	STATUS	
			Completed	Ongoing
6.0 ADVANCE TECHNOLOGY  	S 6.1 Install broadband access in Fire Operations Borough Commands to enhance access to the Department's Intranet	<ul style="list-style-type: none"> All Borough Commands have high-speed broadband capability 	✓	
	S 6.2 Provide Dispatch Operations Intranet capabilities for easy access to Department databases, protocols, procedures and inventories	<ul style="list-style-type: none"> Equipment installed and Intranet capabilities implemented 	✓	
	S 6.3 Develop a Mobile Command Vehicle (MCV)	<ul style="list-style-type: none"> 1st MCV delivered and in service for RNC 2nd MCV delivered and in service at E-93/L-45 3rd MCV-IMT/Planning vehicle delivered 	✓ ✓ ✓	
	S 6.4 Automate a new Ambulance Call Report (ACR) form, along with the installation of a scanning system in each EMS Battalion	<ul style="list-style-type: none"> Implemented City-wide 	✓	
	S 6.5 Develop an electronic patient-tracking device and system to provide patient tracking/triage at unusual and/or multiple-casualty incidents	<ul style="list-style-type: none"> Grant funding received to assign consultant to develop MCI Patient-Tracking Project Vendor identified and selected 		✓ ✓
	S 6.6 Develop and implement an automated medical leave reporting system through the use of an interactive voice response system (IVRS)	<ul style="list-style-type: none"> IVRS implemented 	✓	

**FDNY Strategic Plan 2004-2005 Continuation Projects*****1. Improve Emergency Response Operations***

- **Continue to enhance the Department's mutual-aid program to more efficiently access resources beyond those the FDNY has available.**
 - Finalize Fire response mutual-aid agreements with New Jersey and Suffolk County and EMS response mutual-aid agreement with Westchester County that will formalize legal and operational relationships to large-scale incidents.
 - Address the ongoing issues of incompatibility of radio frequency channels and communications equipment with all mutual-aid partners and continue to conduct meetings and training exercises with these partners.
- **Increase marine capabilities to respond to the heightened threat environment in New York City's harbor and the increase in water-borne traffic.**
 - Continue to renovate the pier and firehouse for Marine 1 quarters and collaborate with other City agencies to relocate Marine 9 from Homeport, Staten Island, to Pier 17.
 - Continue the procurement of two state-of-the-art, 140-foot fireboats.
- **Implement a refresher training program for Fire Dispatch Operations.**
 - Continue to develop and implement a refresher training curriculum for Fire Dispatchers.

2. Enhance Health and Safety of FDNY Members

- **Develop an improved Firefighter/EMS injury and fatality prevention and investigation program.**
 - Conduct a pilot program to review/evaluate Firefighter bunker gear and improved Personal Protective Equipment (PPE).
 - Continue to implement additional security through enhanced target hardening, including surveillance and barriers at designated FDNY facilities.

3. Strengthen Management and Organizational Development

- **Ensure that each Bureau has timely access to reliable data and reports pertaining to its operations.**
 - Complete the pilot program and roll-out of the automated CD 72 injury form to assist the Department in identifying safety issues.
 - Complete and implement a new automated employee suggestion program Department-wide.

4. Increase Diversity

- **Incorporate the Department's ongoing recruitment initiatives to diversify the uniformed work force.**
 - Continue to develop mentoring programs to enlist and retain female and minority candidates for the Fire service.

5. Improve Fire Prevention and Fire Safety Education

- **Continue to implement data-exchange programs with designated government agencies to obtain information on structures and licenses City-wide.**
 - Continue to pilot and implement an automated Field Activity Routing and Reporting System for Fire Prevention inspection personnel and implement a new Document Management System.

6. Advance Technology

- **Continue to develop and implement technological initiatives.**
 - Continue to develop and pilot the electronic command boards (ECBs) for on-scene management.
 - Continue to research and develop an electronic patient-tracking device and system to provide patient tracking/triage at unusual or multiple-casualty incidents.



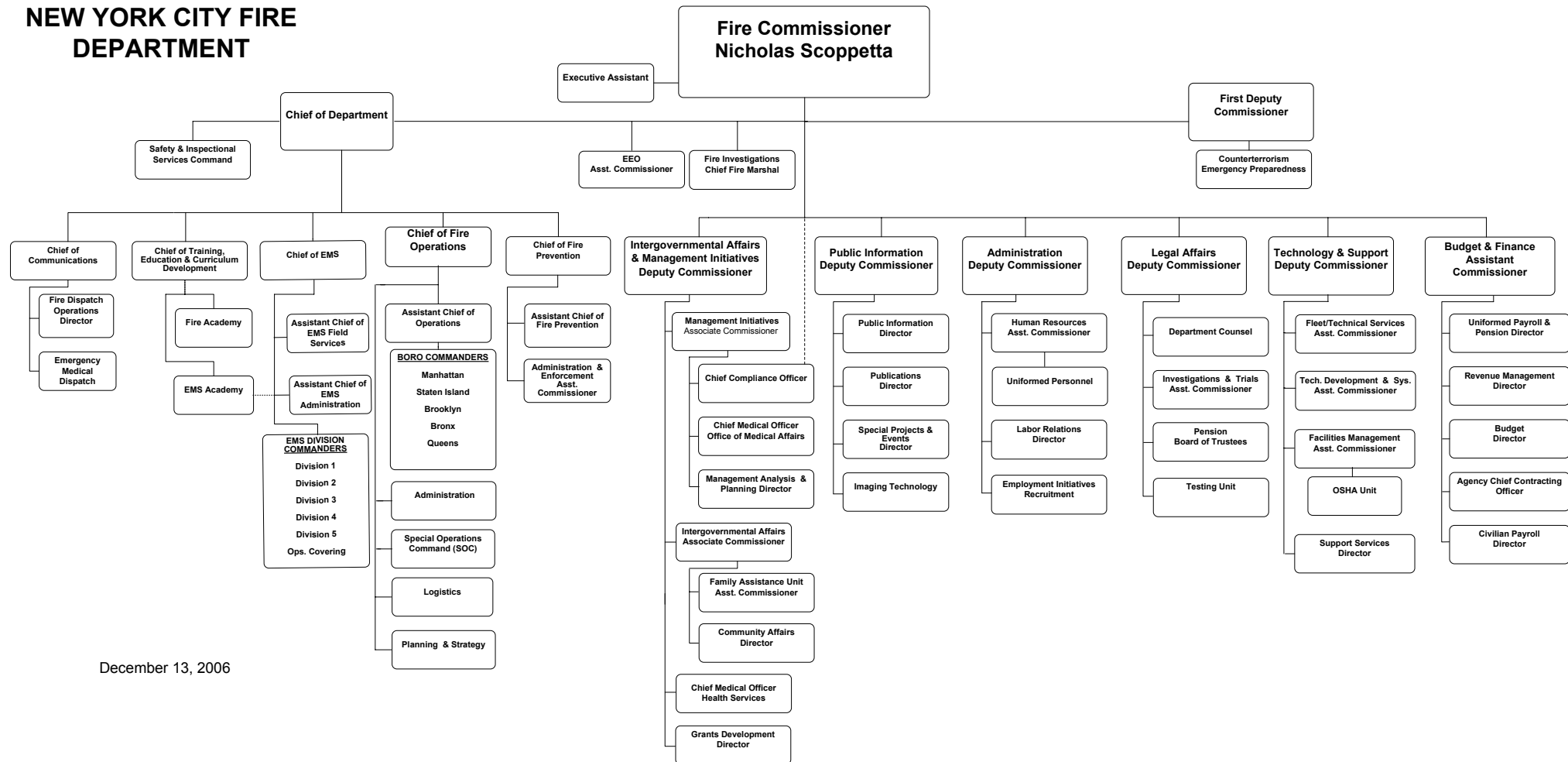
FDNY Strategic Plan

2007-2008

Appendix C

Organization Chart

NEW YORK CITY FIRE DEPARTMENT



December 13, 2006

STRATEGIC PLANNING WORK GROUP

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Counterterrorism and Emergency Preparedness

Co-Chair

Daniel Shacknai, Deputy Fire Commissioner
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