



STRATEGIC PLAN 2004 - 2005

FIRST YEAR SCORECARD

JUNE, 2005



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. The Strategic Plan was built upon the recommendations in the McKinsey Report and serves as the Department's roadmap – providing us with a critical tool to guide our objectives and measure our progress.

Today, we are pleased to present to the FDNY Field Units and Bureaus the "First Year Scorecard." The scorecard charts the current status of 35 objectives, representing 100 different projects Department-wide. As the report indicates, there has been substantial progress made on a majority of these projects and with your help, the Department will continue to move forward toward completion of all of the Plan's objectives.

Some of the accomplishments highlighted in the report card include:

- Expansion of the Incident Command System (ICS) training to include all Fire/EMS Chiefs, Captains, Lieutenants, Firefighters, Paramedics and EMTs
- Finalized operational plans, trained and placed 25 SOC Support Ladder Companies and three HazTech Engine Companies into service
- Increased Haz-Tac ambulance capabilities by 12 Units for a total of 22 Units in-service
- Purchased and placed into service two new 27 foot Boston Whaler fireboats
- The purchase and integration of new driving simulators into chauffeur training and the EVOC course at the Fire Academy and EMS Academy
- Designed and purchased two Mobile Command Center Vehicles
- 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

These are just a few of the many accomplishments highlighted in this report, and the Strategic Plan itself reflects only a portion of the Department's overall activities. Outlining our goals and objectives in this manner ensures that the Department remains prepared to meet all of the challenges facing our City, now and in the years to come.

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

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

Nicholas Scoppetta
Fire Commissioner

A handwritten signature in black ink, reading "Peter Hayden".

Peter E. Hayden
Chief of Department



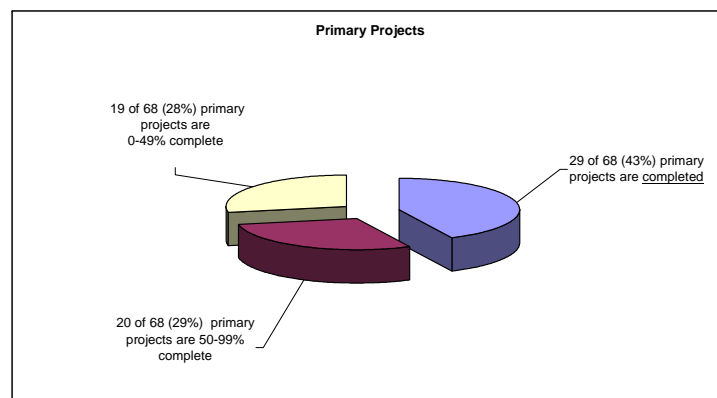
This mid-plan report presents the current status of all initiatives identified in the FDNY Strategic Plan 2004-2005. We are pleased to report that substantial progress has been made on the vast majority of initiatives. As you know, the Strategic Plan contains six goals: emergency response operations; health and safety; management and organizational development; diversity; fire prevention and safety education; and technology. Within these key goals there are 20 Primary Objectives and 15 Secondary Objectives, which represent a total of 100 projects department-wide.

Attached is a “First Year Scorecard” which provides a list highlighting key accomplishments, summarizes the status and accomplishments for all projects and includes a check-list “report card” for initiatives tracked monthly on behalf of the Planning Oversight Committee (POC).

We look forward to ensuring continued progress toward the completion of all existing Strategic Plan objectives and to formulating the next Strategic Plan for 2006-2007 later this year.

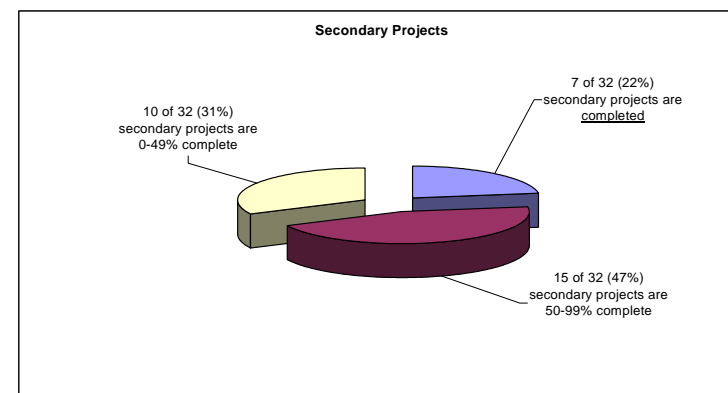
Status of Primary Objective projects:

- 43% of the projects have been completed
- 29% of the projects are 50-99% complete
- 28% of the projects are <50% complete



Status of Secondary Objective projects:

- 22% of the projects have been completed
- 47% of the projects are 50-99% complete
- 31% of the projects are <50% complete.



**OPERATIONS****Special Operations Command**

- Finalized operational plans and placed 25 SOC Support Ladders and three HazTech Engine Companies into service
- Increased Haz-Tac Ambulance capabilities by 12 Units for a total of 22 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 a new state-of-the-art 130 foot fireboat

Emergency Operations/Technology/Communications and Preparedness

- Expanded ICS Training for all Fire/EMS Chiefs, Captains, Lieutenants, Firefighters, Paramedics and EMTs
- 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 Citywide channel to enhance overall response to Multiple Casualty Incidents (MCI)
- Designed and purchased two (2) state-of-the-art Mobile Command Vehicles (MCVs)
- Finalized All Hazards Emergency Response Plans, including: Biological, Chemical-Subway, and Hazardous Materials Plans
- Developed a risk assessment internal web-site for the first 65 designated priority locations
- Enhanced current information/intelligence network capabilities within the Bureau of Fire Investigation
- 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 Statewide EMS Mobilization Plan with NYS Department of Health (SDOH)

HEALTH AND SAFETY**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 citywide
- Developed and implemented a new procedure for investigating firefighter fatalities and/or serious injuries
- Developed an Annual Risk Management Plan

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

ADMINISTRATION**Organizational Development**

- 39 Fire and EMS Officers completed the FDNY Officers Management Institute (FOMI) Course in collaboration with Columbia University and General Electric
- 61 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, private, and non-profit organizations


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
- Finalized proposed rule 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 Teams	<ul style="list-style-type: none"> • Trained full duty Officers, Firefighters, Paramedics, EMTs • Incident Management Teams (IMTs) trained • Purchase IMT Planning Vehicle • After Action Report guidelines finalized 	✓ ✓ ✓	✓
	1.2 Further develop and automate the Department's comprehensive recall program	<ul style="list-style-type: none"> • Recall automated & procedures updated • Recall tests conducted weekly 	✓ ✓	
	1.3 Enhance the Department's mutual-aid program	<ul style="list-style-type: none"> • Fire - New York State & Nassau County Mutual Aid Agreements finalized • EMS - New York State and New Jersey Mutual Aid Agreements finalized • Nassau, Suffolk and Westchester Counties drafted 	✓ ✓	✓ ✓
	1.4 Enhance capabilities of Special Operations Command	<ul style="list-style-type: none"> • 25 Support Ladder Companies in service • 3 HazTech Engine Companies in service • 22 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 • Specifications drafted to design and purchase 130 foot fireboat 	✓ ✓	
	1.6 Enhance preparedness planning	<ul style="list-style-type: none"> • Terrorism Center established at Ft. Totten • All Hazards Bio, Chem-Subway, HazMat Plans finalized • Develop Terrorism Strategy and other Emergency Response Plans • Risk Assessment of 1st 65 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 BCs 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 	✓ ✓ ✓ ✓	✓
	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 at the Fire Academy and training has begun Fire apparatus accident reduction program piloted/evaluated in selected Battalion Units Fire apparatus accident reduction program expanded Citywide Driving simulators installed and operational at Fire and EMS Academy 	✓ ✓ ✓	✓
	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 - Reinstate a team of Field Training Officers Fire - Performance standards/ competencies and training curricula/ scenarios developed EMS - Paramedic/EMT mentorship proposal drafted and under review 		✓ ✓ ✓




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 Complete preliminary report/recommendations by February 05 Submit final report by March 05 		✓ ✓ ✓
	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"> 39 Officers participated in the Fire Officers Management Institute Course (FOMI sessions 1 and 2) 16 additional Officers attending 3rd FOMI Course 62 Officers participated in the FDNY/United States Military Academy Terrorism Preparedness Course (USMA sessions 1 and 2) 	✓ ✓	✓
	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 Develop secondary FICC back-up site at Fort Totten Building 401 	✓ ✓ ✓	✓





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 Academic Research Projects Phase I and Phase II findings submitted to 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"> Expand the Explorer Program and develop 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 Bureau of Fire Prevention hired a Civil Engineer and established a mechanism within FDNY to review evacuation plans submitted Bureau of Legal Affairs submitted proposed rule for review to NYC Law Department containing new requirements 	✓ ✓	 ✓
	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 Expand Operation Sidewalk and finalize AUC 281 implementation procedures 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 in Washington Heights, Manhattan 	✓ ✓ ✓	 ✓ ✓




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"> Development of specifications for architectural services completed Development of specifications for technological services under review 		✓
				✓
	6.2 Develop electronic wireless command post boards	<ul style="list-style-type: none"> Obtained funding to pilot 4 DC and 4 BC units Review specifications and implement pilot program 	✓	✓
	6.3 Obtain a computerized unit deployment and tracking model program for Fire and EMS resources	<ul style="list-style-type: none"> Technical proposals reviewed and rated Vendors provided demonstrations of computer software models Review Committee selects contractor 	✓ ✓	✓
	6.4 Implement a second EMS Citywide 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 Procedures issues and staff trained 	✓ ✓ ✓ ✓	





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"> Training area needs identified to improve staff dispatcher skills using new computer software programs 		✓
	S 1.2 Continue specialized and advanced training in intelligence capabilities to improve terrorism preparedness	<ul style="list-style-type: none"> BFI Liaison to RNC Intelligence Committee formalized 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"> 3 separate RFIs issued for PPE apparel, boots and gloves EMS test group of 30 members selected and fitted 		✓ ✓
	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 PSAC funding obtained to secure Communications Offices Security survey conducted at Fort Totten and Fleet Services 		✓ ✓ ✓
	Purchase tamper-resistant employee ID cards	<ul style="list-style-type: none"> Vendor selected 		✓



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" website developed • Communication briefs for Chiefs drafted • Pilot communication daily/weekly BC briefings in Staten Island & Manhattan 	✓	✓ ✓
	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 	✓ ✓	✓
	S 3.3 Design and administer a new initiatives employee suggestion program	<ul style="list-style-type: none"> • System designed and tested • Drafting FDNY employee awards plan and communication plan 		✓ ✓
4.0 INCREASE DIVERSITY	S 4.1 Develop Phase II of the FDNY Diversity Report	<ul style="list-style-type: none"> • Review Phase III of Columbia University Academic Research Project 		✓
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 and Master List reconciliation to DEP hazmat database initiated • DOE data file received to automate list of school accounts for BFP District Offices • Centralization of property ownership verifications doubled the Department's lien recoupment capabilities 		✓ ✓ ✓
	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 \$589K for 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 Boro Commands have high speed broad band 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 		✓
	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 E93/L45 3rd MCV-IMT/Planning vehicle specifications developed 	✓ ✓	✓
	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"> Piloted in EMS 1st Division Bronx and Citywide expansion scheduled 	✓	✓
	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"> \$500K grant received to assign consultant to develop MCI Patient Tracking Project 		✓
	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 	✓	