



FDNY STRATEGIC PLAN 2011-2013

Michael R. Bloomberg, Mayor

Salvatore J. Cassano, Fire Commissioner

Edward S. Kilduff, Chief of Department

FIRE DEPARTMENT • CITY OF NEW YORK
9 METROTECH CENTER • BROOKLYN, NEW YORK 11201

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FDNY STRATEGIC PLAN 2011-2013

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LETTER FROM THE FIRE COMMISSIONER

I am pleased to present the New York City Fire Department's 2011-2013 Strategic Plan. I have proudly served the New York City Fire Department for more than 41 years at every rank. This is my first Strategic Plan as Fire Commissioner. Since the Department issued its first Strategic Plan in 2004, we have focused on improving key areas, such as operations, safety, infrastructure, equipment and rebuilding the ranks through tactical and leadership training. As we approach the 10th anniversary of September 11, 2001, we can take pride in the successful rebuilding efforts during the past decade. Enormous credit is due to our uniformed and civilian personnel, who have worked diligently to increase our operational capabilities and preparedness and placed renewed focus on fire prevention and pre-hospital patient care strategies and programs.



Our impressive accomplishments are reflected in faster response times to fire and medical emergencies. And, fire fatalities are at an all-time low since we began tracking fire deaths in 1916. In 2010, 62 people died in fires, 11 fewer than the previous low of 73 deaths in 2009. In addition, EMS has dramatically improved care provided to patients and achieved the highest number of lives saved following cardiac and respiratory arrest. The Department also implemented a new Fire Code, the first major revision since 1913. With this revision, we have updated essential fire-safety requirements and simultaneously revamped inspectional and enforcement activities to better ensure the safety of the public and our members.

This Strategic Plan, the Department's fourth, builds on the Department's many successes during the past 10 years. Like the others, this Plan captures the Department's priorities and will guide our efforts during the next three years to further transform and modernize the FDNY.

This Strategic Plan sets forth the key technology projects that will advance our mission to improve public safety. They include our new Coordinated Building Inspection and Data Analysis System (CBIDAS), which will help identify high-risk buildings, prioritize inspections and expedite code enforcement; our Electronic Fireground Accountability System, which will improve the safety of our members; and our Electronic Patient Care Report and Patient Tracking System, which will electronically record and track patient data in the field and ultimately transmit medical data to hospitals. These and other technology projects will provide the foundation for FDNY to produce a long-range Technology Strategic Plan to meet future needs.

This Plan includes initiatives to further integrate Fire and EMS functions to better serve the public and ensure the safety of our first responders as they perform their hazardous work saving lives and property.

Diversifying our ranks continues to be a top priority for our Department. While litigation involving past Firefighter exams has proved to be a challenge, this Plan emphasizes that we will continue to do everything possible to recruit men and women of diverse backgrounds to join our ranks as Firefighters and EMTs.

The initiatives in this Strategic Plan will keep us strong as we face new challenges in the coming decade. The publication of our FDNY Strategic Plan is just one way in which we are making sure that we remain the best trained, best prepared and best equipped fire department in the world.

A handwritten signature in blue ink, reading "Salvatore J. Cassano".

SALVATORE J. CASSANO
FIRE COMMISSIONER



LETTER FROM THE CHIEF OF DEPARTMENT

With great pride, Commissioner Cassano and I introduce the FDNY Strategic Plan for 2011-2013. Our core values of service, bravery, safety, honor, dedication and preparedness represent our rich history and lifesaving tradition that spans 145 years. Simultaneously, the Department's Strategic Plan provides us with the opportunity to articulate our vision as we continue to adapt to meet the current and future needs posed by our modern 21st century society.



As the Department's 34th Chief of Department, I am especially proud of the remarkable achievements that have consistently resulted in the rapid, comprehensive response to fires and life-threatening emergencies and the extraordinary pre-hospital medical care administered every day to individuals in our communities. This past year, we had an average Citywide response time of 4:01 minutes to structural fires—the fastest in New York City history. We also responded to a record number of fire and EMS calls, totaling more than 500,000 and 1.26 million incidents, respectively.

This Strategic Plan includes initiatives that will further strengthen the Department and keep us focused on our mission to protect the lives and property of all New Yorkers. We are utilizing new technologies to monitor the safety and location of members at the scene of an incident and developing electronic medical records to keep pace with the quickly changing technological requirements within the field of emergency medicine. We are launching a new risk-based building inspection program and have partnered with other City agencies to share critical data on infrastructure, inspections and code enforcement. And, we have significantly expanded the capacity of our Special Operations Command—including Rescue, Haz-Mat and Marine Operations—with new equipment, specialized training and a multi-tiered marine response, featuring our two new, 140-foot, state-of-the-art fireboats, along with several other new rapid response boats.

One of the goals of the Department is to reach out beyond our borders to share our strengths and capabilities to help others in need. For example, in the aftermath of the devastating earthquake in Haiti, the Department committed members of the New York City Urban Search and Rescue Task Force to respond and assist in the search and rescue mission, resulting in six lives saved. Additionally, one Lieutenant and five Creole-speaking Firefighters were sent to Haiti to assist with Community Emergency Response Team (CERT) training for the Haitian people.

This year, we will reach a significant milestone for the FDNY with the 10th anniversary of September 11, 2001. Through the resolve and commitment of our members, we have made a remarkable recovery, but it remains vital that we expand our awareness and preparedness levels to react to an increasingly dynamic threat environment. Using the 2011-2013 Strategic Plan as a road map, we will continue moving forward by partnering with government and the private sector to provide the best training, leadership and technology for each member. We will honor the memory of our 343 members by preserving the safety and well-being of our members and the public we serve.

A handwritten signature in black ink that reads "Edward S. Kilduff".

EDWARD S. KILDUFF
CHIEF OF DEPARTMENT



FDNY MISSION STATEMENT

As first responders to fires, public safety and medical 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 OF THE DEPARTMENT

SERVICE *The Department continues its unwavering call to protect and serve.*

BRAVERY *Courage is the foundation of our character. Bravery is the ability to overcome fear through fortitude, instinct, compassion for others and training.*

SAFETY *Our citizens must be reasonably 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 unit, which is a belief that every action reflects on all the members of the unit, 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 the components of our core values, the FDNY will maintain its constant state of readiness to meet all threats and challenges, traditional and new.*



**A 145-Year History of
Courage, Compassion & Commitment**



FDNY Fire Operations improved its performance across several critical indices in 2010. New York City witnessed the fewest fire fatalities reported in 95 years and the ninth consecutive year of historically low civilian fire deaths. Response times to fires and other emergencies were the fastest ever recorded. Fire Safety Education programs were expanded Citywide, focusing on children, seniors and the disabled.



In 2010, FDNY EMS responded to 1.4 million calls, the most in its history. EMS expanded its medical response protocols to include innovative approaches that will save lives at the most serious life-threatening emergencies, such as cardiac arrest, unconscious patients, burn victims and choking incidents.



FDNY STRATEGIC GOALS & OBJECTIVES

GOAL 1.0 **IMPROVE EMERGENCY RESPONSE OPERATIONS**

- Objective 1.1 *Complete key technology projects and expand network operations to enhance emergency preparedness and provide a safer operational environment.*
- Objective 1.2 *Develop a Five-Year Strategic Plan for the Department's Bureau of Communications.*
- Objective 1.3 *Increase FDNY representation at the regional, national and international levels.*
- Objective 1.4 *Continue to implement the FDNY EMS 2010 Strategic Plan.*
- Objective 1.5 *Expand terrorism and disaster preparedness training through intra- and inter-agency exercises to further enhance the Department's all-hazard response protocols.*

GOAL 2.0 **ENHANCE THE HEALTH & SAFETY OF MEMBERS**

- Objective 2.1 *Promote the FDNY "culture of safety" to reduce accidents and injuries.*
- Objective 2.2 *Continue the World Trade Center Medical Monitoring and Treatment Program.*
- Objective 2.3 *Improve members' physical health and develop a wellness and prevention program to prevent illness.*



FDNY STRATEGIC GOALS & OBJECTIVES

GOAL 3.0 **STRENGTHEN MANAGEMENT & ORGANIZATIONAL DEVELOPMENT**

- Objective 3.1 *Further develop the Department's leadership capabilities through management training opportunities, such as the FDNY Officers Management Institute (FOMI), Advanced Leadership Course and counter-terrorism and homeland security studies.*
- Objective 3.2 *Enhance leadership training for EMS Deputy Chiefs, supervisory training for EMS Officers, in-service field training at EMS stations and joint training with Fire and EMS personnel to improve communication and coordination at medical incidents.*
- Objective 3.3 *Develop a Technology Strategic Plan to improve technology management within the Department and prioritize current needs and anticipate future demands.*

GOAL 4.0 **INCREASE DIVERSITY**

- Objective 4.1 *Continue to advance and support initiatives in the recruitment, retention and promotional advancement of men and women of diverse backgrounds in the fire suppression and emergency medical services.*

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

- Objective 5.1 *Expand the Department's fire safety program to increase safety among special populations, including the disabled.*
- Objective 5.2 *Improve customer service in the Bureau of Fire Prevention.*



Goal 1.0 **IMPROVE EMERGENCY RESPONSE OPERATIONS**

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



Objective 1.1

Complete key technology projects and expand network operations to enhance emergency preparedness and provide a safer operational environment.

The Fire Department's primary responsibilities are emergency response and public safety. The rapid evolution of new technologies necessitates that FDNY adopt and utilize the most current technologies available. The Department has successfully launched several critical technology projects that will enhance communications, operational capacity, data-sharing and, ultimately, the safety of FDNY members and the public it serves.

These initiatives are in various stages of research, development and implementation. The Department's Fire and EMS Operations utilize numerous information technology components, including voice, data, digital, geo-spatial and video. The Fire Department Operations Center (FDOC) capitalizes on all of these through a robust network that can simultaneously provide comprehensive information to on-scene Commanders and field units and to the Commissioner and Chief of Department at Headquarters. The FDOC also can provide access, using secure, wide-area network technology, to other City agencies.



The most important technology initiatives that support the Department's network operations are:

- Coordinated Building Inspection and Data Analysis System (CBIDAS): Currently, the FDNY schedules building inspections on a cyclical schedule, not based on the potential fire or life-safety risk posed by the buildings. Historically, this has meant some less risky buildings are inspected too often and those with a higher level of risk are not inspected often enough. In addition, the Department has traditionally stored its building information in various computer and paper "silos."

The FDNY is creating a central database for all building inspection and safety information. This database will be linked to other City agencies' databases—initially, the Department of Buildings and the Department of Environmental Protection—and will allow the FDNY to make better use of other agencies' building information to help improve public safety.

Phase 1 of the CBIDAS project, which involves scheduling inspections based on risk, is well underway. Field testing has been valuable. In response to feedback from the companies in the pilot, the application design has been refined and modified. In 2011, the pilot will be expanded to fire companies with unique or complex inspection areas, such as midtown Manhattan.

Once Phase 1 of the CBIDAS project is fully implemented, Fire Operations' field units will be able to focus their inspections on the highest risk buildings and management will be able to monitor the timeliness and effectiveness of these inspections.

The Department also has launched the second phase of CBIDAS. Phase 2 entails a business analysis of Fire Prevention's inspectional units, an evaluation of the Fire Prevention Information Management System and, ultimately the development of a new, consolidated inspection tracking application. CBIDAS' additional features will include direct access to and integration of data from other City agencies, use of handheld wireless devices for inspectors and improved capability to monitor compliance with FDNY-issued violations and summonses.

- Electronic Riding List: This past year, the Department developed and successfully implemented an electronic system for tracking fire company "riding lists," which indicate each member's position for that tour. This system enables company Officers to electronically submit their company riding lists for access by on-scene Commanders and the FDOC. In the near future, the Electronic Riding List can be utilized to conduct an Electronic Roll Call, which is being piloted, together with the Electronic Fireground Accountability System.



- Electronic Fireground Accountability System (EFAS): In December 2010, the FDNY launched a pilot to improve the accountability of members at fires and other emergencies, including large-scale high-rise or subway incidents. The EFAS, a program that can be installed on a Fire Officer's laptop, identifies all members by fire company and assigned position. The Department has field tested the program in two Queens units (Division 13 and Battalion 51) and two Bronx units (Division 7 and Battalion 19). Currently, the Department is expanding the EFAS pilot at designated Divisions and Battalions Citywide. When fully integrated, EFAS will monitor handie-talkie transmissions and *mayday* alerts and allow the Incident Commander (IC) to perform an Electronic Roll Call (ERC). With ERC, all on-scene Firefighters and Officers are automatically listed as "Unaccounted For." Once the Incident Commander instructs members to key their mics, those members who can do so then are listed as "Accounted For." Together with the ERC, EFAS will allow the IC to rapidly identify members in distress or unaccounted for and dispatch the Firefighter Assist and Search Team (FAST Unit) to the member's last known location.
- Electronic Command Board (ECB): The Department is developing a PC-based, wireless incident accountability system for use at incident scenes. The ECB, a portable, 32-inch plasma screen to be used at multiple-alarm fires and other large incidents, and the Command Pad, a 10-inch tablet computer, will provide on-scene Chief Officers with access to several essential Departmental databases and direct communication with the FDOC. It can be deployed at incidents to account for units and monitor handie-talkie alerts.

Initially, the ECB will serve as the platform for EFAS and ERC. The Department will expand its capabilities to receive Computer Aided Dispatch (CAD) data, building inspection profiles and digital blueprints, as well as geographic spatial data. The Department has completed extensive research, development and testing of the prototype. The Department will pilot the ECB in May 2011 in two Divisions and four Battalions in Manhattan. A final product is anticipated in late 2011.

- Electronic Patient Care Report (ePCR): The Department is developing an electronic Patient Care Report to replace the written documents currently in use by EMS and Certified First Responder personnel. So far, FDNY has successfully developed a scannable record that can be transmitted at the end of a tour from the EMS station or firehouse to FDNY Headquarters.

In the next phase, the Department plans to develop a handheld electronic device for entering patient medical data in the field in real time. These devices will allow users to upload and



transmit data from the field directly to FDNY's Office of Medical Affairs and EMS Command to strengthen oversight of patient care. Most importantly, this will enable EMS to integrate these electronic medical records with its existing data sources (CAD, automated external defibrillators, computerized telemetry) to create a complete pre-hospital medical record. Ultimately, this pre-hospital medical data will be transmitted to the receiving hospitals before EMS units arrive. This will ensure the complete integration of patient information, thereby improving continuity of care and patient outcomes.

- Patient Tracking System: EMS is developing a computerized system to electronically track the location and movement of patients from initial contact with FDNY personnel to transport and admission to the hospital. This portable device will electronically transfer patient data to the FDOC, OMA and EMS Command and be linked to the ePCR database. Given the increasing threat of terrorism and ever-present threat of natural disasters, this is an essential tool for managing multiple-casualty incidents.

Objective 1.2

Develop a Five-Year Strategic Plan for the Department's Bureau of Communications.

During the past several years, the FDNY worked very closely with the Mayor's Office, the NYPD and DoITT to undertake a comprehensive review and redesign of the City's 911 operations in an initiative called the Emergency Communications Transformation Program (ECTP). Among other objectives, ECTP seeks to modernize and strengthen the 911 network, improve data-sharing among agencies and better coordinate resources directed to the scenes of emergencies.

ECTP also includes the design, renovation and implementation of the first consolidated Public Safety Answering Center (PSAC 1) in Downtown Brooklyn, staffed by NYPD and FDNY Fire and EMS personnel. PSAC 1 is expected to be completed in 2011 and the City will have a second PSAC in the Bronx when this initiative is fully implemented.

FDNY Communications is developing a five-year Strategic Plan to help the Department prepare for future generations of public safety emergency communications and more effectively conduct lifesaving triage operations. This will entail a re-evaluation of Communications' current structure, functions, resources, training, knowledge, expertise and personnel. The main objective is to align Communications' operations and procedures with City policy and procedural changes, standardize and consolidate dispatch functions, identify new tasks, enhance training and skill sets and modernize dispatch operations.



Objective 1.3

Increase FDNY Representation at the regional, national and international levels.

FDNY members participate in numerous national and international organizations relating to the fire service, emergency pre-hospital medical care, homeland security and disaster preparedness. The FDNY intends to formalize and increase its participation in these various forums by supporting, expanding and centralizing the Department's liaison functions. The purpose is to share expertise and best practices with regional, national and international partners. In addition, the FDNY seeks to enhance participation in the development of national Fire and EMS service standards and guidelines, assist in the testing and evaluation of new equipment and technologies and more effectively exchange information based on the Department's unique urban experience.

Objective 1.4

Continue to implement the FDNY EMS 2010 Strategic Plan.

Each year, 911 receives approximately 1.2 million calls requiring pre-hospital interventions. Of these, approximately 400,000 are for life-threatening emergencies. Currently, every medical call to 911 receives an ambulance response, putting a strain on limited EMS resources.

In 2010, the Fire Commissioner established an EMS Task Force to consider new strategies to meet the ever-increasing demands on the EMS pre-hospital care system. The Task Force completed a multi-year EMS Strategic Plan with a central goal of further reducing response times to the most critical, life-threatening incidents. To accomplish this, the Department will reallocate ambulance resources to respond even faster to these critical emergencies, specifically cardiac arrest and trauma victims. The Department is seeking to achieve this by modifying dispatch procedures/phone triage; improving training and quality assurance; and implementing new technologies and state-of-the-art medical protocols in the field.

Objective 1.5

Expand terrorism and disaster preparedness training through intra- and inter-agency exercises to further enhance the Department's all-hazard response protocols.

The FDNY Center for Terrorism and Disaster Preparedness (CTDP) assists in preparing the Department to respond to the full range of possible threats to the City and the metropolitan area. CTDP's Exercise Design Team creates and conducts tabletop, functional and full-scale exercises, based on identified risks and requests from FDNY Officers, other governmental agencies and the private sector.



In 2010, in collaboration with the Mayor's Office of Emergency Management, the CTDP coordinated the following intra- and inter-agency drills and exercises: 15 tabletops, seven functional exercises, nine full-scale exercises, 11 drills, two supervised multi-unit drills, five workshops and two seminars. The exercises covered scenarios such as high-rise fires, bus bombings, transit incidents, hospital fires and evacuations and the Department's Continuity of Operations Plan disaster response and resilience.

Recognizing the benefits derived thus far, the CTDP Exercise Design Team now will provide even more extensive training annually, with approximately half to be conducted in the field. For example, all Divisions, fire companies and EMS units and the Special Operations Command will be expected to conduct two exercises per year on terrorism preparedness, all-hazard response protocols and natural hazards. The CTDP also will enhance the design of public-private exercise scenarios. These include hospital-based Incident Command System training for local hospitals and responding FDNY resources and multi-jurisdictional tabletop and functional exercises with the FDNY Incident Management Team, utility companies, transit authorities and local military representatives. In addition, CTDP will continue to expand the Department's relationships and information exchange capabilities with the intelligence community.



Goal 2.0 **ENHANCE THE HEALTH & SAFETY OF MEMBERS**

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



Objective 2.1

Promote the FDNY "culture of safety" to reduce accidents and injuries.

The FDNY Safety Command (Safety) has formulated a comprehensive program to promote on-the-job safety and improve risk management. In 2011, working in collaboration with the National Board on Fire Service Professional Qualifications, the Department will require all Safety Chiefs and Safety Technician Firefighters to achieve certification as an Incident Safety Officer under the National Fire Department Safety Officers Association. This unique certification will provide these FDNY members with nationally recognized peer-developed credentials as safety professionals and foster the credibility of the Department's health and safety program. Continuing its successful collaboration with the National Fallen Firefighters Foundation, Safety will customize its 16-point Life Safety Project and expand its injury and accident reduction programs by creating a train-the-trainer safety program to reach every member in the field.

To capitalize on the significant advancements in the safety and functionality of bunker gear since the FDNY last updated its gear in 1994, the Department will fully explore options for replacing its Firefighter bunker gear and station uniforms. Safety will research available products that meet NFPA standards and develop specifications for procurement of new gear and uniforms that meet FDNY safety



and performance criteria. Safety also is researching and field-testing fire apparatus seat belts to determine which designs will best safeguard personnel.

Additionally, Fire Operations is promoting a culture of safety by focusing on safe and effective behaviors. Specifically, Fire Operations plans to address several safety topics, including street management, fireground communication, Incident Command System (ICS) span of control and required use of personal protective equipment (PPE). In 2011, based on the internationally recognized principle of "high-reliability organizations," Fire Operations will develop a methodology to measure the impact of its safety initiatives, e.g., are these initiatives increasing members' awareness of and improving their performance with respect to risk and safety?

Objective 2.2

Continue the World Trade Center Medical Monitoring and Treatment Program.

The Department's nationally renowned World Trade Center (WTC) Medical Monitoring and Treatment Program continues its work with the Department's active and retired members who participated in the rescue and recovery efforts following the attacks on September 11, 2001. With annual federal funding from the National Institute for Occupational Safety and Health, the Department has expanded its screening and treatment services during the years to meet the increasingly complex health care needs of this population. Recent grant funding has enabled the Department to digitally scan WTC medical records and implement an x-ray digitalization program.

As of December 31, 2010, FDNY has provided at least one WTC monitoring exam to 15,416 of the WTC-exposed rescue and recovery workers. That is 98 percent of the approximately 15,700 active and retired Firefighters and EMS personnel who are eligible for monitoring in the program. The Department also has provided more than 10,000 monitoring exams in each of the past four years to WTC-exposed active and retired Fire and EMS personnel. More than 94 percent have received a second exam; 88 percent of those received a third exam; and more than 79 percent received a fourth exam.

The FDNY program is integral to the well-being of active and retired members and contributes to the wealth of data collected on the health impacts affecting WTC rescue workers. The Department will continue to advocate for sustained federal funding to ensure this program meets the changing health needs of members and retirees.



Objective 2.3

Improve members' physical health and develop a wellness and prevention program to prevent illness.

The Department's Bureau of Health Services (BHS) has developed a holistic strategy to better meet the health care needs of members. BHS has begun providing enhanced screening for coronary artery disease during Annual Medical Day and implemented a cardiac prevention program. In addition, BHS plans to provide members with information about smoking cessation, cardiovascular screening and PSA testing to reinforce a healthy lifestyle and positively influence personal decision-making. BHS and the Department's Safety Command also will launch several joint initiatives to help prevent and reduce eye injuries, biological exposures and dehydration/heat exhaustion.



Goal 3.0 **STRENGTHEN MANAGEMENT & ORGANIZATIONAL DEVELOPMENT**

Promote organizational effectiveness and develop leadership capabilities.



Objective 3.1

Further develop the Department's leadership capabilities through management training opportunities, such as the FDNY Officers Management Institute, Advanced Leadership Course and counter-terrorism and homeland security studies.

The Department established the FDNY Officers Management Institute in 2002 to provide senior Fire and EMS Officers with the managerial skills they need to lead the Department. The FDNY partnered with Columbia University to develop a curriculum that provides a solid foundation in strategic management and leadership. In partnership with General Electric (GE), the program is administered at GE's John F. Welch Leadership Center in Ossining, New York. Students benefit from Columbia faculty-led courses and presentations by senior FDNY managers, other New York City government officials and senior GE executives. The Ash Institute at the Harvard Kennedy School of Government selected FOMI as one of the Top 50 "Innovations in Government" in 2008 and 2009. FDNY will continue to improve its FOMI program with new speakers and course modules. In addition, the Department has developed a post-FOMI Advanced Leadership Course (ALC) that provides a forum for FOMI alumni and other selected members to continue to learn new leadership and management strategies. The Department will improve and expand ALC to meet the needs of the Department's leaders.

The FDNY also has partnered with the United States Military Academy at West Point to conduct a counter-terrorism curriculum and terrorism preparedness course for the Department's most senior Fire



and EMS Officers. These Officers share a keen interest in positioning the Department as the best prepared fire service in the country to respond to the ongoing threat of terrorism. Each year, the FDNY also selects Officers to attend the Naval Post Graduate Academy in Monterey, California, to complete a Master's Degree in Homeland Security. These programs are essential components of the Department's training and educational achievements.

The Bureau of Fire Prevention is developing a technical training program to promote core competencies and skills for inspectors, examiners and first-line supervisors through its newly established Fire Prevention Institute. The Institute also has partnered with the National Safety Council to obtain certification and provide a defensive driving course for the FDNY work force, to heighten awareness and safety while performing their duties.

Objective 3.2

Enhance leadership training for EMS Deputy Chiefs, supervisory training for EMS Officers, in-service field training at EMS stations and joint training with Fire and EMS personnel to improve communication and coordination at medical incidents.

The Department is responding to the increased need for management training for its EMS Officers by creating a formal leadership training curriculum for newly appointed EMS Deputy Chiefs. This training will enhance competency in areas such as on-scene command and control, management of multiple-casualty incidents, performance as a Medical Branch Officer, administrative tasks and communication skills. This training will equip these Officers with the leadership skills and management expertise to successfully perform their duties.

Similarly, the transition from a direct patient-care provider (EMT and Paramedic) to the rank of EMS Officer (Lieutenant and Captain) requires development of new skills in the areas of supervision, interpersonal communication, adherence to procedures/protocols and team building. FDNY recognizes the need for training to help improve decision-making under stressful conditions. The Department also is facilitating in-service training for EMTs and Paramedics, on-site at EMS stations, using state-of-the-art videos, training materials and subject matter experts.

In addition to conducting joint Fire and EMS training to improve integration of Fire and EMS operations, the Department will design specific courses, workshops and exercises to further develop members' communication, coordination, teamwork and understanding of Fire and EMS members' respective roles and responsibilities.



Objective 3.3

Develop a Technology Strategic Plan to improve technology management within the Department and prioritize current needs and anticipate future demands.

The Bureau of Technology and Development Systems (BTDS) will create a Strategic Plan to guide the future development of the Department's information technology systems, equipment and infrastructure. BTDS intends to involve all FDNY Bureaus in the development of this Strategic Plan to help it define how technology can assist in furthering the Department's mission. The Technology Strategic Plan also will focus on the FDNY Continuity of Operations Plan (COOP) to help ensure rapid disaster response, data and telecommunication recovery and operational resilience in the event the Department needs to activate the COOP.



Goal 4.0 **INCREASE DIVERSITY**

Better diversify the FDNY work force.



Objective 4.1

Continue to advance and support initiatives in the recruitment, retention and promotional advancement of men and women of diverse backgrounds in the fire suppression and emergency medical services.

A top priority of the Department is to continue to expand its successful efforts to diversify its uniformed work force. The percentage of young men and women of diverse backgrounds entering the Fire Academy has been increasing steadily. The most recent probationary Firefighter class was the most diverse in Department history: 35 percent of the graduates were young men and women of color.

Building upon the achievements of the 2006 Recruitment Campaign and in anticipation of a 2011 Open Competitive Firefighter Examination, the Office of Recruitment and Diversity (ORD) is conducting another aggressive outreach campaign. In 2010, ORD conducted 5,000 recruitment events, which surpassed 2010 goals by 67 percent. This also surpassed by 92 percent the number of recruitment events ORD attended during the 2006 recruitment campaign. Through these efforts, FDNY collected a total of 134,470 "expression of interest" (EOI) forms, 111,445 of which were for the position of Firefighter. This surpassed 2010 EOI goals by 49 percent and 2006 EOI totals by 118 percent.

In this latest campaign, the Department has recorded 90,479 Firefighter EOI forms in its database as of January 1, 2011. Of those potential candidates, 34.93 percent identified themselves as black, 28.37



percent as Hispanic, 9.79 percent as white, 2.17 percent as Asian and 0.07 percent as Native American. (The remaining 24.67 percent responded by checking "other" or left that question blank.) Almost 22 percent of potential candidates identified themselves as female on the EOI forms in 2010. In addition, FDNY collected 1,829 EOI forms from certified EMTs/Paramedics and 3,575 EOI forms for Fire Protection Inspector in 2010.

As part of its targeted recruitment for the upcoming Firefighter Exam, the FDNY will conduct an advertising campaign that uses social media and traditional media outlets catering to populations underrepresented in the Department, including African-Americans, Latinos/Hispanics, Asian-Americans, women and members of the lesbian and gay community. ORD also will replicate the 12-session physical preparation program for the Candidate Physical Ability Test.

In addition, the Department believes that outreach to young men and women who are not yet age-eligible for careers in Fire and EMS is essential to FDNY's diversity goals. To that end, the Department will continue its efforts to engage young people during their school years through the FDNY Fire and Life Safety High School and FDNY Fire and Emergency Medical Services Exploring Program. Since 2007, four former Explorers have become Department employees: three as EMTs and one as a Fire Protection Inspector. And since first graduating students from the FDNY High School in 2008, eight graduates have joined the FDNY as EMTs.



Goal 5.0 IMPROVE FIRE PREVENTION & SAFETY EDUCATION

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



Objective 5.1

Expand the Department's fire safety program to increase safety among special populations, including the disabled.

The Department continues to expand its fire safety education programs and now offers its materials in 10 languages to reach the City's numerous non-English-speaking communities. In collaboration with the Mayor's Office for People with Disabilities, other City agencies and non-profit organizations, the FDNY Fire Safety Education Unit is expanding outreach to the disabled and their caregivers. FDNY also will expand the distribution of fire safety information by using other City agencies' newsletters and including this information in outreach efforts at properties owned by the New York City Housing Authority and the Department of Housing Preservation and Development.

Objective 5.2

Improve customer service in the Bureau of Fire Prevention.

FDNY continues to improve customer service as the Bureau of Fire Prevention implements several new initiatives to ease public access to routine business processes. In recognition of these achievements, the Department received the Mayor's 2009 Excellence in Customer Service Award for the Department's Flatbush Avenue Walk-In Center.



Specifically, Fire Prevention is transforming how it interacts with the public, vendors, architects, trade organizations and numerous business communities. Fire Prevention has improved its service to the public at the Walk-in Center and is providing more on-line services, such as e-pay, inspection scheduling and Certificate of Fitness (COF) renewals.

Fire Prevention is developing study and test materials for licensing exams for Construction Site Fire Safety Manager and Fire Safety Director for Hotels and other tests now required under the City's Administrative Code. In collaboration with the Department of Small Business Services and BTDS, the Bureau also will develop an application to allow test-takers to make credit card payments for COF exams and submit other required information in advance of coming to FDNY Headquarters to take the test. This will reduce the time test-takers need to spend at MetroTech Center. Furthermore, the new application will enable users to search and verify all COFs issued and entered into the Department's database.

The Department is working with the Mayor's Office and DoITT to equip 311 to handle requests from the public for FDNY inspections. This innovation will enable the public to submit requests and track the status of the request and the date and time of the appointment.

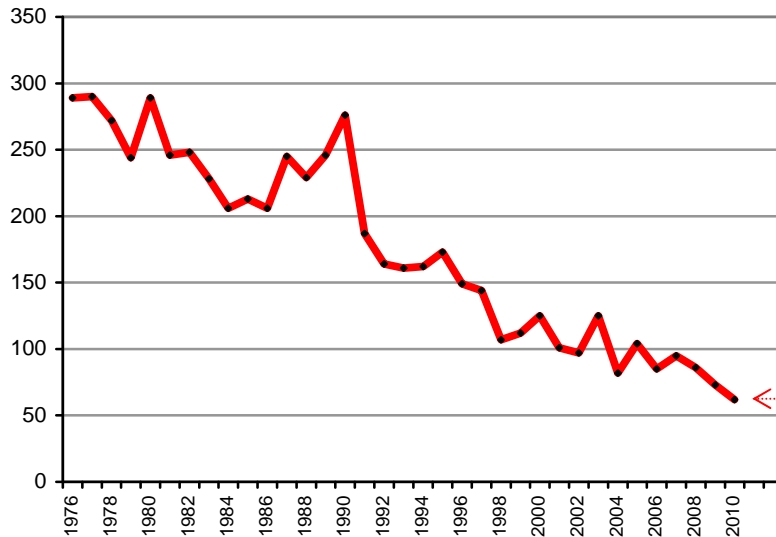
Lastly, the Department is taking part in a comprehensive review of the restaurant industry to determine how to improve the internal business and work flow processes to better address the inspectional needs of restaurant customers.



FDNY Key Performance Statistics 2010

New York City Fire Fatalities: 35-Year Trend

TOTAL CITYWIDE



In 2010, FDNY reported the fewest number of annual fire fatalities ever recorded in New York City. (These statistics have been recorded since 1916.)

The 62 fatalities in 2010 represent a significant decline from the previous record low of 73 in 2009.

FDNY VITAL STATISTICS*

Personnel FY 2011

10,786	Firefighters and Fire Officers
3,184	EMTs, Paramedics and EMS Officers
120	Fire Marshals
379	Fire Inspectors
183	Dispatchers
630	Administrative Personnel (Technologists, Professionals, etc.)
437	Trades Persons (Mechanics, Carpenters, etc.)

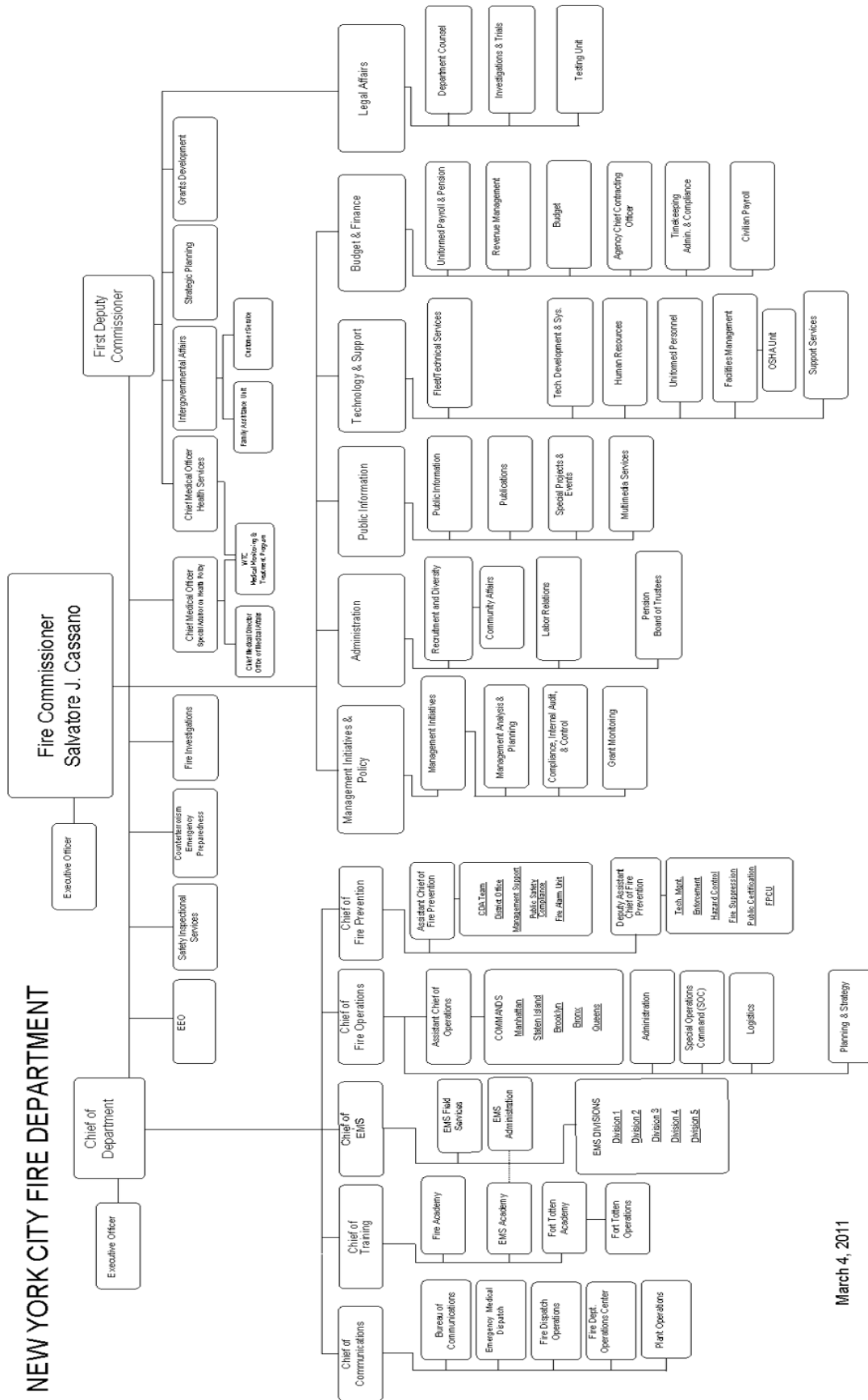
Services Provided to New Yorkers and Visitors CY 2010

1,029,819	Fire Apparatus Responses
507,430	Total Fires and Emergencies
217,411	Non-Fire and Non-Medical Emergencies
45,212	Fires Extinguished
1,448,515	EMS Unit Responses
1,261,993	Medical Emergencies
6,623	Fires Investigated for Potential Arson/Cause and Origin
287,224	Fire Inspections (Fire Code Regulatory and Field Force Inspections)
7,124	Fire Safety Events

*Source: FDNY FY 2011 Adopted Budget; CY 2010 FDNY Vital Statistics Report

FDNY Organization Chart

NEW YORK CITY FIRE DEPARTMENT



March 4, 2011



FDNY Strategic Plan 2011-2013

Prepared by

Office of the First Deputy Commissioner

**Daniel Shacknai, First Deputy Commissioner
Meta B. Ribowsky, M.P.H., Director of Strategic Planning**

And

Office of Public Information

**Francis X. Gribbon, Deputy Commissioner for Public Information
Stephen Paul Antonelli, Director of Publications
Janet Kimmerly, Editor
FDNY Photo Unit**

*FDNY Strategic Plan 2011-2013 is available on-line.
Previously issued FDNY Strategic Plans are also available:*

www.nyc.gov/fdny



*FDNY Fireboat Three Forty Three
was commissioned into service on May 26th, 2010.
She is proudly named in commemoration of the
343 FDNY members who made the Supreme Sacrifice
at the World Trade Center on September 11, 2001.*



*FDNY Fireboat Fire Fighter II
was commissioned into service on December 7th, 2010.
She is proudly named in commemoration of the
1141 FDNY members who made the Supreme Sacrifice
since the FDNY began serving the citizens of New York City in 1865.*

