



FDNY Strategic Plan

2007-2008

Appendix A

Goals and Objectives



GOAL	OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS</p>  	<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
<p>2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS</p> 	<p>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</p>	<p>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</p>	<p>Health Services Counseling Services Unit</p>
	<p>2.2 Enhance Operational Safety Management and Behavior</p>	<p>Develop a longer-range safety practice strategy and implement a vigilant safety management program Department-wide</p>	<p>Safety Command Fire Operations EMS Command Training</p>
	<p>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</p>	<p>Develop new standard operating firefighting guidelines, procedures and safety protocols</p>	<p>Safety Command Fire Operations EMS Command Training</p>



GOAL	OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT</p> 	<p>3.1 Implement an Enhanced Performance Management System for mission-critical functions</p>	<p>Enhance organizational effectiveness through improved information-gathering and analysis</p>	<p>Intergovernmental Affairs Fire Operations EMS Command Technology Support Services Training</p>
	<p>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.</p> <p>Create a Deputy Chief Development Program to further strengthen the leadership qualities at this rank and strengthen the Borough Command structure</p>	<p>Expand Officer training to further support staff development and leadership capabilities</p>	<p>Training</p>
	<p>3.3 Continue to develop a Department-wide internal communication strategy and programs through restructuring and utilizing new technologies</p>	<p>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</p>	<p>Public Information Fire Operations EMS Command Technology</p>



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



GOAL	OBJECTIVES	BENEFITS	LEAD BUREAU
<p>5.0 IMPROVE FIRE PREVENTION AND SAFETY EDUCATION</p> 	<p>5.1 Continue to implement new safety requirements and evacuation plan procedures for commercial high-rise buildings</p>	<p>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</p>	<p>Fire Prevention Legal Affairs</p>
	<p>5.2 Continue to integrate fire prevention with community safety education programs and expand the message to include other relevant safety topics</p>	<p>Develop creative approaches and bring the message of fire safety to targeted communities in each borough</p>	<p>Fire Prevention Training Fire Operations</p>



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



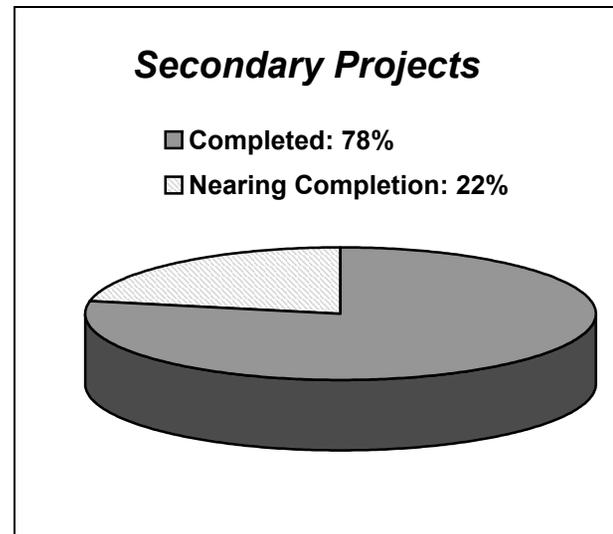
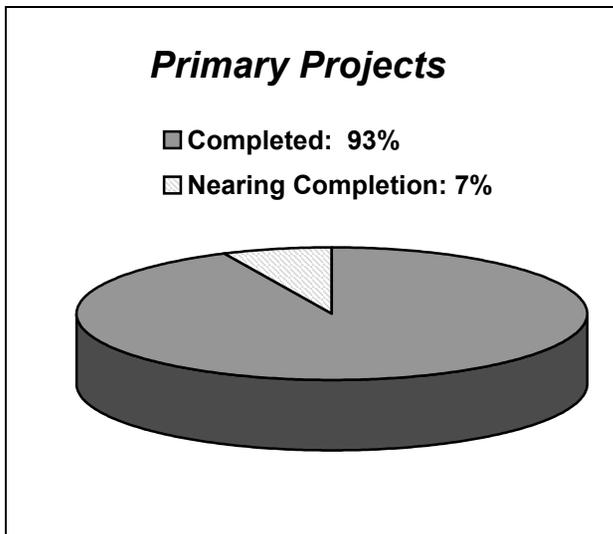
The FDNY Strategic Plan 2004-2005 contained six goals: emergency response operations; health and safety; management and organizational development; diversity; fire prevention and safety education; and technology. Within these key goals, there were 20 Primary Objectives and 15 Secondary Objectives, which 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





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
<p>1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS</p>  	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 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
	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 	<p>✓</p> <p>✓</p> <p>✓</p>	
	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 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
	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 	<p>✓</p> <p>✓</p> <p>✓</p>	
	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 	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
	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 	<p>✓</p> <p>✓</p> <p>✓</p>	



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 -- Reinstate 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 Purchase tamper-resistant employee ID cards	<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 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.



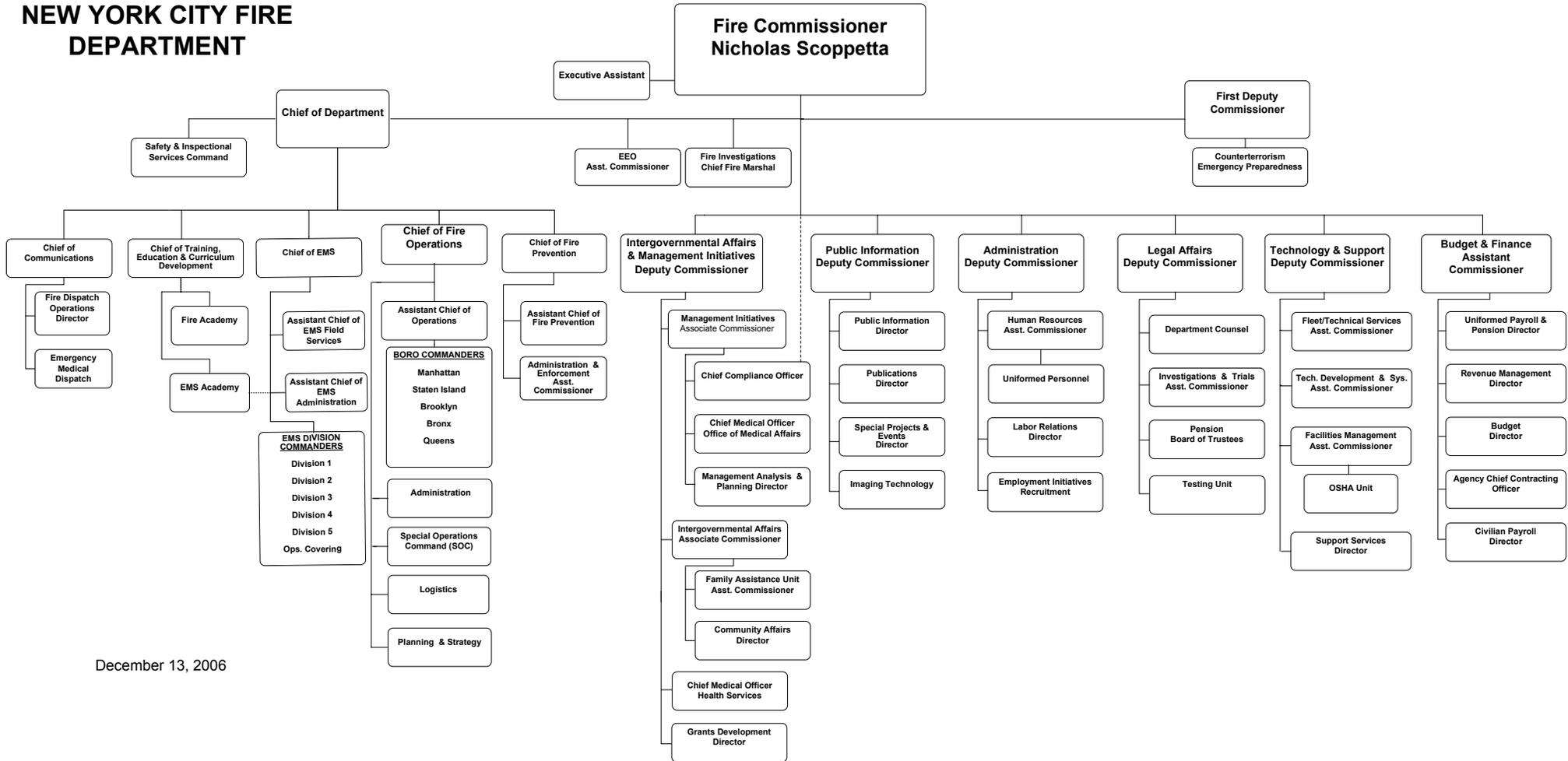
FDNY Strategic Plan

2007-2008

Appendix C

Organization Chart

NEW YORK CITY FIRE DEPARTMENT



December 13, 2006

STRATEGIC PLANNING WORK GROUP

Chair

Joseph W. Pfeifer, Deputy Assistant Chief
Counterterrorism and Emergency Preparedness

Co-Chair

Daniel Shacknai, Deputy Fire Commissioner
Intergovernmental Affairs and Management Initiatives

Andrea Allocca, Director

Management Analysis and Planning

James Esposito, Assistant Chief

Bronx Borough Command, Bureau of Operations

Edward S. Kilduff, Assistant Chief

Brooklyn Borough Command, Bureau of Operations

Caroline Kretz, Associate Commissioner

Intergovernmental Affairs

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Planning and Strategy Unit, Bureau of Operations

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