



STRATEGIC PLAN

2007-2008

FIRE DEPARTMENT CITY OF NEW YORK

Michael R. Bloomberg, Mayor

Nicholas Scoppetta, Fire Commissioner

Salvatore J. Cassano, Chief of Department



FDNY
STRATEGIC PLAN
2007-2008

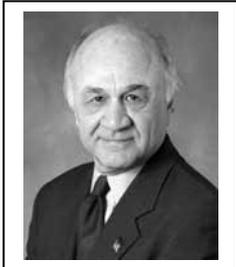


FIRE DEPARTMENT OF THE CITY OF NEW YORK

Mission Statement, Core Values and Responsibilities

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

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

**MESSAGE FROM THE FIRE COMMISSIONER**

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

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

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

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

Thank you for the terrific work done to date.

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

Hon. Nicholas Scoppetta

Fire Commissioner



MESSAGE FROM THE CHIEF OF DEPARTMENT



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

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

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

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

A handwritten signature in black ink that reads "Salvatore J. Cassano".

Salvatore J. Cassano
Chief of Department

FDNY STRATEGIC PLAN

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

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

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

FDNY STRATEGIC PLAN

Key Goals and Objectives

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

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

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

1. Improve Emergency Response Operations

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

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

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

To improve its response operations, the Department will:

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

FDNY STRATEGIC PLAN

These initiatives are:

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

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

2. Enhance Health and Safety of FDNY Members

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

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

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

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

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

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

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

3. Strengthen Management and Organizational Development

Promote organizational effectiveness and develop leadership capabilities.

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

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

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

4. Increase Diversity

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

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

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

FDNY STRATEGIC PLAN

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

5. Improve Fire Prevention and Safety Education

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

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

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

Strategic Plan for 2004-2005 – Status/Progress

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

FDNY STRATEGIC PLAN

Conclusion

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

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

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