

**APPENDICES****Appendix A*****McKinsey & Company Report Recommendations*****I. INCREASE OPERATIONAL PREPAREDNESS**

- 1) *Expand use of the Incident Command System.*
- 2) *Further develop the Fire Department Operations Center (FDOC).*
- 3) *Create Incident Management Teams.*
- 4) *Deploy a flexible recall procedure.*
- 5) *Seek formal mutual-aid agreements for fire operations.*
- 6) *Modify and enforce fire staging protocols.*
- 7) *Expand haz-mat capabilities and re-evaluate other Special Operations capabilities.*

II. IMPROVE PLANNING AND MANAGEMENT

- 1) *Enhance the Department's planning and management processes.*
- 2) *Expand and reorganize the Operational Planning Unit.*

III. IMPROVE COMMUNICATIONS AND TECHNOLOGY CAPABILITIES

- 1) *Revamp the communications and technology management process.*
- 2) *Immediately address urgent needs:*
 - 2.1: *Improve communications capabilities.*
 - 2.2: *Improve the Department's ability to receive and disseminate critical information about incidents.*
 - 2.3: *Give Chief Officers at incident scenes better ways to manage information and track personnel.*
 - 2.4: *Improve EMS' ability to track patients during incidents.*

IV. ENHANCE THE SYSTEM TO PROVIDE FAMILY AND MEMBER SUPPORT SERVICES



Appendix B

FDNY Planning Oversight Committee

Fire Commissioner
Deputy Fire Commissioner for Intergovernmental Affairs
Deputy Fire Commissioner for Public Information
Deputy Fire Commissioner for Legal Affairs
Deputy Fire Commissioner for Support Services
Deputy Fire Commissioner for Administration
Assistant Commissioner for Budget and Finance

Chief of Department
Chief of Operations (Fire)
Chief of Operations (EMS)
Assistant Chief of Operations
Chief of Planning and Strategy

Director of Strategic Planning
Director of Management Analysis and Planning





Appendix C

FDNY Strategic Plan
Primary Objectives



GOAL	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS</p>  	<p>1.1 Continue the integration of the Incident Command System (ICS) and the Department's Incident Management Teams</p>	<p>To deploy specialized personnel thoroughly trained in ICS principles and functions</p>	<p>Fire Operations EMS Operations</p>
	<p>1.2 Further develop and automate the Department's comprehensive recall program</p>	<p>Efficiently mobilize all or part of FDNY Firefighters and EMS personnel to respond to a large-scale emergency</p>	<p>Fire Operations EMS Operations Communications</p>
	<p>1.3 Enhance the Department's mutual-aid program</p>	<p>Increase the resource pool available through mutual-aid agreements to mobilize a significant amount of resources in a short time</p>	<p>Fire Operations EMS Operations Legal Affairs</p>
	<p>1.4 Enhance capabilities of Special Operations Command</p>	<p>Ensure FDNY can respond to CBRNE terrorist acts or natural disasters</p>	<p>Fire Operations Special Operations Command</p>
	<p>1.5 Increase Marine capabilities</p>	<p>Ensure adequate FDNY Marine Division response</p>	<p>Fire Operations SOC Marine Division</p>
	<p>1.6 Enhance preparedness planning</p>	<p>Ensure FDNY preparedness by developing Emergency Response Plans for WMD; design and conduct tabletops and exercises; conduct site-specific vulnerability risk assessments</p>	<p>Fire Operations Planning and Strategy Unit</p>



GOAL	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS</p> 	<p>2.1 Develop an improved Firefighter/EMS injury and fatality prevention and investigation program</p>	<p>Ensure safety of Fire/EMS staff</p>	<p>Safety/Inspection Service Command</p>
	<p>2.2 Develop an enhanced apparatus vehicle accident prevention and reduction program for both Fire and EMS</p>	<p>Ensure safety of Fire/EMS staff and the public</p>	<p>Safety/Inspection Service Command Training</p>
	<p>2.3 Develop performance standards to address the training needs of Firefighters, EMTs/Paramedics, Fire and EMS Officers</p>	<p>Ensure safety of FDNY members by enhancing the knowledge and skills in the field and certifying competencies</p>	<p>Fire Operations EMS Operations Training</p>

GOAL	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT</p> 	<p>3.1 Determine how EMS and Fire Operations' functions can be more efficiently managed to improve overall system performance and service delivery</p>	<p>Further enhance the delivery of public services by FDNY emergency responders</p>	<p>Chief of Department Fire Operations EMS Operations</p>
	<p>3.2 Increase the managerial capabilities and expertise of Fire and EMS personnel by providing enhanced opportunities for advanced leadership development</p>	<p>Strengthen management and planning capabilities by additional training in management principles and knowledge to understand and combat terrorism</p>	<p>Fire Operations EMS Operations Intergovernmental Affairs</p>
	<p>3.3 Provide more comprehensive support services to FDNY families and members</p>	<p>Ensure FDNY is well prepared to care for and support its members and their families</p>	<p>Intergovernmental Affairs Family Assistance Unit</p>



GOAL	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>4.0 INCREASE DIVERSITY</p> 	<p>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</p>	<p>Ensure FDNY represents the communities served</p>	<p>Administration Recruitment Unit</p>
	<p>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</p>	<p>Enhance community relations with minorities and non-profit organizations to diversify the uniformed work force</p>	<p>Administration Recruitment Unit</p>

GOAL	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>5.0 IMPROVE FIRE PREVENTION AND FIRE SAFETY EDUCATION</p> 	<p>5.1 Develop 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 Integrate fire prevention and fire safety education projects to ensure that educational messages reach communities most at risk</p>	<p>Make the public and FDNY members safer</p>	<p>Fire Prevention Training</p>



GOAL	PRIMARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>6.0 ADVANCE TECHNOLOGY</p> 	<p>6.1 Complete upgrade of Fire Department Operations Command Center (FDOC)</p>	<p>Transform the FDOC into a multi-functional emergency operations center</p>	<p>Technology and Development Operations</p>
	<p>6.2 Develop electronic wireless command post boards</p>	<p>Portable PC-based electronic command boards will assist the FDNY Incident Commander with Firefighter tracking, communications and tactical coordination tasks</p>	<p>Technology and Development Operations</p>
	<p>6.3 Obtain a computerized unit deployment and tracking model program for Fire and EMS resources</p>	<p>Improve FDNY efficiencies and productivity through the use of new technologies that assist with deployment</p>	<p>Management Analysis and Planning</p>
	<p>6.4 Implement a second EMS Citywide channel</p>	<p>To support EMS radio channel deployment in the event of another potential Multiple-Casualty Incident (MCI)</p>	<p>Technology and Development Communications</p>



Appendix D

FDNY Strategic Plan

Secondary Objectives



GOAL	SECONDARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS</p> 	<p>S 1.1 Implement a refresher training program for Fire and EMS Dispatch Operations</p>	<p>Improve staff dispatcher skills using new computer software programs</p>	<p>Communications</p>
	<p>S 1.2 Continue specialized and advanced training in intelligence capabilities to improve terrorism preparedness</p>	<p>Enhance FDNY's intelligence capabilities</p>	<p>Fire Investigation</p>

GOAL	SECONDARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>2.0 ENHANCE HEALTH AND SAFETY OF FDNY MEMBERS</p> 	<p>S 2.1 Obtain new Personal Protective Equipment (PPE) for EMS personnel</p>	<p>Ensure safety of EMS staff through purchase of an improved protective clothing ensemble for skin protection and respirators</p>	<p>EMS Operations</p>
	<p>S 2.2 Provide additional security through target hardening (surveillance and barriers) of FDNY facilities and purchase tamper-resistant employee ID cards</p>	<p>Ensure safety of FDNY members and property at Headquarters, communications offices, training academies and fleet locations</p>	<p>Fire Investigation</p>



GOAL	SECONDARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT</p> 	<p>S 3.1 Develop a Department-wide communication strategy through restructuring, adding personnel and utilizing new technologies</p>	<p>Effectively disseminate information to members in the field, Headquarters, EMS personnel and civilian staff, in addition to the public</p>	<p>Public Information</p>
	<p>S 3.2 Ensure that each Bureau has access to reliable data and reports pertaining to its operations on a timely basis</p>	<p>Ensure data integrity and accessibility to facilitate a Department-wide effort of data sharing</p>	<p>Technology and Development Management Analysis and Planning</p>
	<p>S 3.3 Design and administer a new initiatives employee suggestion program</p>	<p>Solicit new and innovative ideas from uniformed members and civilian staff to improve service delivery through new tools and new methods</p>	<p>Management Analysis and Planning</p>

GOAL	SECONDARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>4.0 INCREASE DIVERSITY</p>	<p>S 4.1 Develop Phase II of the FDNY Diversity Report</p>	<p>Advance the diversity goals of the Department</p>	<p>Administration Recruitment Unit</p>

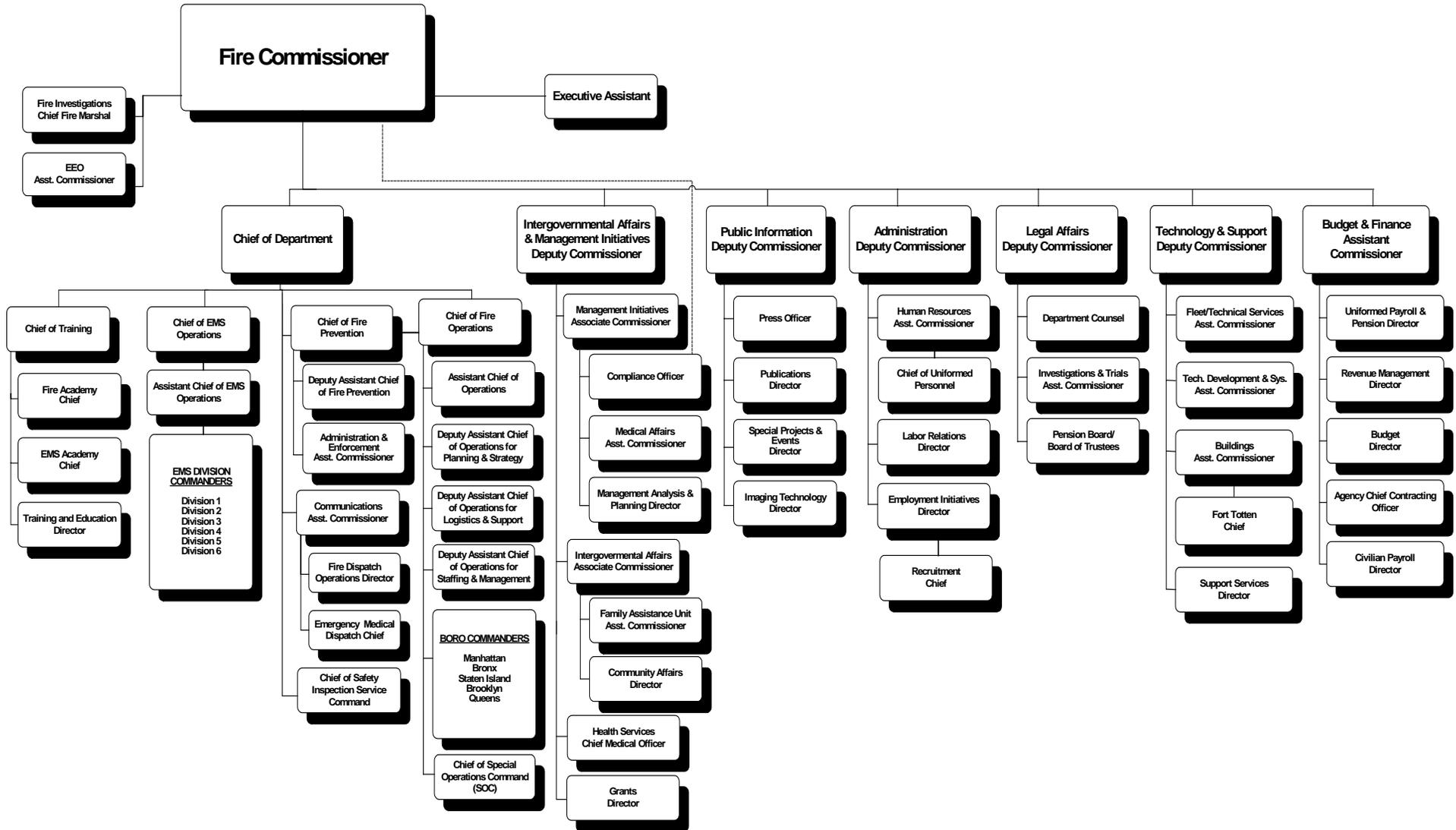
GOAL	SECONDARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>5.0 IMPROVE FIRE PREVENTION AND FIRE SAFETY EDUCATION</p>	<p>S 5.1 Establish an Account Analysis Unit, a Plan Review Unit and a Customer Service Unit in the Bureau of Fire Prevention</p>	<p>Improve efficiencies in handling public and private sector safety and code issues</p>	<p>Fire Prevention</p>



GOAL	SECONDARY OBJECTIVES	BENEFITS	LEAD BUREAUS
<p>6.0 ADVANCE TECHNOLOGY</p>  	<p>S 6.1 Install broadband access in Fire Operations Borough Commands to enhance access to the Department's Intranet</p>	<p>Upgrade technology equipment and connectivity with Headquarters to improve efficiency of communications</p>	<p>Technology and Development</p>
	<p>S 6.2 Provide Dispatch Operations Intranet capabilities for easy access to Department databases, protocols, procedures and inventories</p>	<p>Upgrade technology equipment and connectivity with Headquarters to improve efficiency of communications</p>	<p>Technology and Development</p>
	<p>S 6.3 Develop a Mobile Command Vehicle</p>	<p>Improve on-scene command and communications using state-of-the-art technology</p>	<p>Technology and Development Operations</p>
	<p>S 6.4 Automate a new Ambulance Call Report (ACR) form, along with the installation of a scanning system in each EMS Battalion</p>	<p>Improve productivity and efficiencies by automating the ACR</p>	<p>Technology and Development EMS Operations</p>
	<p>S 6.5 Develop an electronic patient-tracking device and system to provide patient tracking/triage at unusual and/or multiple-casualty incidents</p>	<p>Improve coordination among EMS, other first responders and hospital personnel to identify patients, perform triage and provide transportation</p>	<p>Technology and Development EMS Operations</p>
	<p>S 6.6 Develop and implement an automated medical leave reporting system through the use of an interactive voice response system</p>	<p>Improve efficiencies through new technologies, such as voice-activated software, to accept sick calls from field personnel</p>	<p>Technology and Development</p>



NEW YORK CITY FIRE DEPARTMENT





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