

FDNY STRATEGIC PLAN 2015-2017



FDNY

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Bill de Blasio, Mayor
Daniel A. Nigro, Fire Commissioner
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Leadership

LETTER FROM THE FIRE COMMISSIONER

Following our busiest year ever in 2014, when FDNY members responded to more than 1.6 million emergencies, the critical role we play for the citizens of New York has never been more apparent. To continue our success as an agency, we must plan accordingly. The FDNY 2015-2017 Strategic Plan detailed in these pages provides all of us—in every bureau and every rank – the blueprint we need to meet the challenges we face day after day. The chief goals of this plan are vital not only for our members, but for the more than eight million people we serve as well.

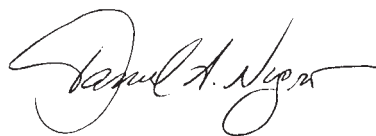
Safety of our members and the public is—and always will be—our top priority. To improve safety, we will increase our training, leverage new and emerging technology, and acquire state-of-the-art equipment and apparatus that will keep our field units prepared for the daily challenges they face. We also will work closely with community stakeholders, nonprofits and businesses to further expand the reach of our extremely successful fire and life safety education and prevention efforts.

We will work diligently toward further integrating our Firefighter and EMS resources. Therefore, we must strive to reduce response times, improve and streamline our dispatch capabilities and further improve upon the busiest—and best— all-hazard emergency response agency in the world.

As we work toward each of these goals, we will ensure that every voice is heard and each community in our diverse City is represented. By fostering a culture of inclusion within our Department and making certain that everyone has a seat at the table, we build a stronger future.

Finally, we must continue to positively engage with the people we serve. Each day, there are literally thousands of interactions between our members and New Yorkers, but all too often, those meetings come at the most difficult times. Through a renewed focus on community engagement, we will demonstrate to all those we keep safe that we truly are *their* Fire Department. By doing so, we will strengthen the important bonds between our members and those they protect; and we also will show young men and women in our City why a career in the FDNY is like no other.

This is my first Strategic Plan as your Fire Commissioner. In the first year of my administration, I have seen firsthand the outstanding progress that has been made since September 11th to rebuild a deeply wounded Department. While we now stand more prepared than ever before for the many unique challenges and threats that come our way, there is always more work to be done. Throughout our 150-year history of brave service, each generation has improved upon the FDNY's extensive capabilities, quick response and high standards. Now it is our turn. We owe it not only to the heroes who came before us, but to the future members of our Department as well. Together, we will continue to build on the great successes of all those who have come before us.



Daniel A. Nigro
Commissioner



LETTER FROM THE CHIEF OF DEPARTMENT

The cornerstone of every successful mission is a strong plan. Along with Commissioner Nigro, it is my honor to present the FDNY 2015-2017 Strategic Plan.

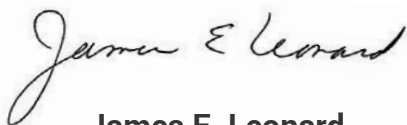
For 150 years, brave members of our Department have served the City of New York, honoring sworn oaths and always delivering on the FDNY's promise to do all we can and overcome any obstacle to protect life and property in our City. Since 1865, the men and women of the FDNY have responded to countless calls for help. The Department's unmatched reputation has been well-earned by accomplishing our lifesaving mission every day.

I take tremendous pride in the fact that as the 35th Chief of Department, I have the opportunity to lead a group of uniformed men and women like no other. The work of our members is revered throughout the world and we set the standard for firefighting and emergency medical response. Despite that unmatched success, we all know that each day is a chance to learn more, to train harder and to be more effective than we were just the day before.

Proper planning is the key to all we do. Our Firefighters, EMTs and Paramedics train meticulously in the academy to earn the right to wear the FDNY uniform. Once assigned to the field, their education continues as they follow the more senior members of their commands. On every call, each responding member has a clear role and an important task to accomplish. This individual commitment at every level of the Department is what enables our success.

That success is measured daily in lives impacted. New Yorkers rescued from a fire and critically ill patients provided second chances at life not only are the result of the outstanding work of our members; those lives saved are also thanks to careful planning across many bureaus in our Department. When the Ebola virus reached our City and gas explosions rocked East Harlem and the East Village, we knew that our members were prepared to respond because we have trained them for the most difficult situations.

The FDNY is built on the seven core values of service, bravery, safety, honor, dedication, equity and preparedness. Each of these values is woven into the very fabric of our Department, but one—preparedness—is what keeps us at a constant state of readiness. Preparedness means we are always ready and ever adapting to the difficult and dangerous work that comes our way. I know the goals detailed in the pages of this Strategic Plan will make us a stronger Department today and for generations to come.



James E. Leonard
Chief of Department



Mission & Values



As first responders to fires, public safety and medical emergencies, disasters and terrorist acts, 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

We strive to keep our citizens 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.

EQUITY

The Department is committed to equitable recruiting and service delivery. The Department fosters a diverse workforce of qualified individuals from all communities, who are proud to maintain its long tradition of responding to all who request assistance, without consideration to race, creed, nationality or religion.

PREPAREDNESS

By combining all of the components of our core values, the FDNY will maintain its constant state of readiness to meet all threats and challenges, traditional and new.

FDNY Strategic Goals & Objectives

Executive Summary

Goal 1

Safety: The Public, Firefighters and EMTs and Paramedics

Objective 1.1

The FDNY will increase the awareness of and participation in all the fire and life safety resources the Fire Department provides to the community by reaching out to community stakeholders, working with other City agencies to reach groups in neighborhoods or communities at higher risk and partnering with the private and nonprofit sectors for specific initiatives, such as providing and installing smoke alarms.

Objective 1.2

The FDNY will track and report on injury trends across its entire workforce more effectively and create a more robust and comprehensive reporting system by upgrading and integrating the various technology systems that record injury reporting data from the field, medical records, the WTC Medical Monitoring and Treatment Program, members' personnel files, workers' compensation reports and disability pension data.

Objective 1.3

The FDNY will improve fire safety for small businesses and services by upgrading its customer service, and will establish a new inspectional unit focusing on day care facilities.

Objective 1.4

The FDNY will perform structural firefighting, pre-hospital emergency medical care and rescue operations more safely by acquiring and deploying new apparatus, monitoring and metering devices, personal protective equipment and thermal imaging cameras.

Objective 1.5

The FDNY will increase Fire and EMS safety by expanding its executive education and master's degree program, updating its ability to issue college-equivalent credits for "in-house" training and education at its Fire and EMS Academies, and building additional joint programs with academic partners to promote educational achievement.

Objective 1.6

The FDNY will collect and analyze data to improve Firefighter and EMS safety by establishing a Risk Management Group within the Department, including Fire Operations, Bureau of EMS, Bureau of Training, the Safety Command, Bureau of Fire Prevention, Bureau of Health Services, Management Analysis and Planning and the Bureau of Technology Development and Systems.

Goal 2

Integrating Fire and EMS to Enhance the FDNY's Ability to Deliver Emergency Medical Service

Objective 2.1

The FDNY will increase the number of EMS tours in the areas of the City with the longest response times to life-threatening emergencies, improve working conditions in the field, add Officers to more effectively manage EMS field personnel and facilitate the integration of Fire and EMS operations at incidents.

Objective 2.2

The FDNY will integrate Fire and EMS dispatching by automating the notification processes, creating an EMS “decision dispatcher” position and co-locating Fire and EMS dispatchers at the borough level.

Objective 2.3

The FDNY aims to reduce response times to potentially life-threatening emergencies by expanding the role and availability of fire companies as “first responders” to medical emergencies.

Objective 2.4

The FDNY will provide its expertise and develop state-of-the-art communications support for its mission-critical Fire and EMS dispatching system through its collaboration with the Department of Information Technology and Telecommunications (DoITT) to complete the City's new 9-1-1 Computer-Aided Dispatch (CAD) system and fully integrate Fire and EMS dispatching at the two Public Safety Answering Centers (PSACs).

Objective 2.5

The FDNY will develop public/private partnerships that will improve access to primary health care for all New Yorkers by providing options for medical assistance when individuals contact FDNY for conditions that are determined to be non-life-threatening and are not medical emergencies.



Goal 3

Diversity and Inclusion

Objective 3.1

The FDNY will provide additional opportunities to increase diversity by instituting an enhanced FDNY Cadet Program and offering more mentorship programs for candidates.

Objective 3.2

The FDNY will continue to promote a climate of inclusion for its workforce by enlisting experts to train all staff on issues of inclusion and diversity to continue to promote cultural sensitivity and the value of a diverse workforce.

Objective 3.3

The FDNY will increase the ranks of women, people of color and veterans in the Fire Department by identifying additional recruitment sources, especially for those seeking careers as Firefighters and emergency responders.

Objective 3.4

The FDNY will demonstrate the importance of diversity throughout its ranks and increase diversity in its upper ranks and management by developing mentorship and leadership programs, expanding opportunities to pursue higher education, increasing in-house educational opportunities through additional detail assignments and creating a “talent pipeline” to promote diversity at all ranks and management/supervisory positions.

Objective 3.5

The FDNY will monitor the success rate and effectiveness of its recruitment efforts by using objective metrics to define the current state of diversity within the FDNY and set expectations to meet future goals.

Goal 4

Improving Service Delivery

Objective 4.1

The FDNY will enhance the effectiveness of command and control at major incidents by updating guidelines and expanding incident command training for Fire and EMS Chief and company Officers and Battalion and Division staff; expanding its existing mentoring program for EMS Lieutenants, Captains and Chiefs; and providing additional professional development opportunities for all field supervisors.

Objective 4.2

The FDNY will enhance field operations and field-based training by expanding the use of mobile technology to support data entry, collection and analysis and computer-based training and using its advanced modeling capabilities to reassess how the Department is deploying its resources to maximize effectiveness.

Objective 4.3

The FDNY will enhance fire prevention efforts by providing on-line links for customers seeking to access Bureau of Fire Prevention materials and building automated processes for accessing fire prevention plans, payments and permits and sharing inspection information across the entire Fire Department.

Objective 4.4

The Fire Department will conduct effective special operations across all five boroughs by expanding its technical rescue capabilities and providing advanced training in response to new challenges (e.g., gas responses, residential “mega” high-rises, harbor, waterways and potential terrorism threats).

Goal 5

Community Engagement

Objective 5.1

The FDNY will more effectively educate the public about fire and life safety by creating opportunities for firehouses and EMS stations to open their doors to the community more frequently.

Objective 5.2

The FDNY will improve community ties and strengthen communication between the Fire Department and the diverse populations it serves throughout the five boroughs by building a robust Community Affairs Team comprised of uniformed and civilian members.

Objective 5.3

The FDNY will encourage residents, workers and students to learn CPR and first aid and help them take better care of their health, prevent emergencies and help each other when an emergency strikes by expanding public education programs and moving them to a community-based focus.

Objective 5.4

The FDNY will measure the impact of its community outreach programs, so that resources can be dispatched to areas where they can have the greatest proven impact on fire and life safety.

FDNY Strategic Goals & Objectives

The Plan

Goal 1



Safety: The Public, Firefighters and EMTs and Paramedics

Short-term

Objective 1.1

The FDNY will increase the awareness of and participation in all the fire and life safety resources the Fire Department provides to the community by reaching out to community stakeholders, working with other City agencies to reach groups in neighborhoods or communities at higher risk and partnering with the private and non-profit sectors for specific initiatives, such as providing and installing smoke alarms.

The Department will improve the safety of the public from fires and sudden medical emergencies by conducting broad public outreach as part of its broader community engagement goal. Safety outreach efforts will include communication with elected officials and community stakeholders about incidents as well as fire and life safety education programs. As part of this ef-

fort, the FDNY will leverage the latest technology tools, such as the ability to send follow-up text reminders when public contacts are made.

The public safety outreach program will be guided by use of objective data on the top causes of fires (e.g., smoking, electrical and cooking) and on indicators that identify the communities that are more vulnerable to fires and emergencies (e.g., children, the elderly and diverse immigrant communities). The outreach program also will provide an EMS component using technology to inform targeted elected officials, community boards and officials at other levels of government about health and medical issues (e.g., environmental alerts for asthma, heat stroke, hydration, etc.).

Likely City partners include the New York City Department for the Aging, the Department of Health and Mental Hygiene, the Mayor's Office of Immigrant Affairs and the Mayor's Office for People with Disabilities. Outside

partnerships can include groups such as the American Red Cross and other non-profit service agencies.

Objective 1.2

The FDNY will track and report on injury trends across its entire workforce more effectively and create a more robust and comprehensive reporting system by upgrading and integrating the various technology systems that record injury reporting data from the field, medical records, the WTC Medical Monitoring and Treatment Program, members' personnel files, workers' compensation reports and disability pension data.

The Fire Department is committed to ensuring the safety of its members when performing their lifesaving duties. There are currently several protocols and databases that are used to report, identify and record injuries to Firefighters, EMS personnel and the civilian workforce. For example, the Computerized Information Reporting System (CIRS) data are used by the Bureau of Health Services and serves as the repository of all injuries and exposures that occur during a Firefighter's career. In addition, CIRS data serve as the basis for determining medical leave and "days lost," full or light-duty status, reasonable accommodation, retirements and disability claims for every Firefighter and Fire Officer. The FDNY will upgrade and expand CIRS' capacity to accommodate all medical information, including recording (both) an initial preliminary diagnosis, as well as a final definitive diagnosis that may require specialized treatment, additional therapy or rehabilitation and longer approved medical leave (time-lost). When the upgrades are completed, CIRS will be able to identify and track the member's time lost for each type of injury when more than one injury has occurred at an incident.

In order to accomplish this, the Bureau of Health Services will work with the Bureau of Technology Development and Systems (BTDS) to redesign the electronic medical record (MD-206) and online CD-72 report. This initiative will augment and refine the documentation to identify and track days lost by body part and injury and determine and record the most serious injury that occurred at a single incident. This information will subsequently be used for the approved duration of medical leave, pension and disability databases.

Currently, the Bureau of EMS uses a separate, paper-based injury reporting procedure for its EMTs, Paramedics and Officers. The Department will use the redesigned and upgraded BHS electronic medical record system for EMS personnel and incorporate EMS injuries in an expanded CIRS



Goal 1

database. This enhancement will ensure that injury data, reports and medical records are standardized and automated and used for the approved duration of line-of-duty leave, Worker's Compensation and disability data and pension systems.

In addition, the new, automated electronic medical records software for CIRS will interface with the Department's 9-1-1 Computer-Aided Dispatch (CAD) system so that multiple databases can interact with records of fire activity and pre-hospital patient care incidents in "real-time." The result will be a refinement of reporting indicators, such as burns, strains and sprains and provide a more comprehensive picture of injury trends and exposures. This interface will enable the Department to track each injury and diagnosis against an exact time-frame for a specific incident; produce dashboard reports and give supervising Officers the ability to query ad hoc reports.

Finally, it will enable managers from Fire Operations, EMS, Safety Command, Training, Health Services and the Department's WTC Medical Monitoring and Treatment Program to access and share data. This computerization also will enhance the information flow to the Fire and EMS Officers' Quarterly Division Safety Committees and assist and inform the Department's risk management initiatives to develop targeted preventive strategies and interventions to further FDNY's efforts to keep members safe.

Objective 1.3

The FDNY will improve fire safety for small businesses and services by upgrading its customer service, and will establish a new inspectional unit focusing on day care facilities.

The FDNY is partnering with the NYC Department of Small Business Services to publish the City's various complex regulations in a simpler format using language that is easily understandable for individuals at all educational levels. This collaboration will facilitate the establishment of small businesses essential to the growth of neighborhoods, such as restaurants, hardware stores, auto repair shops, dry cleaners, beauty and nail salons, general goods stores and day care centers. This community-based program also will help ensure

business owners' knowledge and understanding and improve compliance with fire code regulations, permits and certificates of fitness.

The Bureau of Fire Prevention inspectors will provide publications and educational materials to small businesses when performing their daily inspectional duties and distribute them at neighborhood street fairs, local community events, at FDNY 150-year anniversary celebrations and during Fire Prevention Week.

The Department will increase efficiencies and its interface with the City's business community through several technological enhancements. The FDNY will update and redesign its website to enhance its customer service orientation to be more user friendly, particularly for small businesses. For example, FDNY will develop a process whereby hearings can be conducted remotely using web-based/audio-visual technology (as an alternative to requiring business owners to attend hearings in person) to rectify violations and NOV's and measurably streamline enforcement efforts.

The FDNY is developing self-payment kiosks at its MetroTech public area to streamline the payment and processing of all fees for examinations, permits, violations, etc., and improve efficiency for individuals seeking specific certifications and credentials, as well as assist owners of small businesses.

Additionally, inspectors will use smart phones to increase direct communication from the field with their supervisors and managers at headquarters to expeditiously handle and resolve issues on-site. The use of smart phones also will provide direct access to the Language-Line, which will vastly assist business owners located in various ethnic neighborhoods to immediately communicate with field inspectors when English is not the primary language. The Bureau of Fire Prevention also is developing a new training curriculum that is focused on fostering excellent customer service skills and techniques for all field inspectors and supervisors.

The FDNY will host a Department of Small Business Services employee, co-located in its Fire Prevention Bureau, who will serve as a client manager/liaison to address and resolve issues on behalf of small businesses that involve complying with the regulations required by



both City agencies.

The FDNY is also establishing a new inspectional unit that is dedicated exclusively to day care inspections and inspectors will receive specialized training on child safety regulations. As a component of this important day care initiative, the Bureau of Fire Prevention will be issuing official permits that all day care center operators will be required to post in a prominent location on the premises. This permit will provide parents and guardians the assurance that the center meets the City's safety standards.

Intermediate

Objective 1.4

The FDNY will perform structural firefighting, pre-hospital emergency medical care and rescue operations more safely by acquiring and deploying new apparatus, monitoring and metering devices, personal protective equipment and thermal imaging cameras.

The FDNY strives to fulfill its mission to protect life and property and simultaneously fulfill its pledge to safe-

guard its members from harm. This dual responsibility is achieved through the research and acquisition of new tools, procurement of specialized apparatus, adopting innovations in personal protective equipment (PPE), deployment of state-of-the-art technology and adapting training and operational procedures to meet the increasing demands that come up from a changing urban environment.

To keep pace with the architectural trends of "mega" high-rise residential buildings throughout New York City, the FDNY will enhance its capabilities to perform structural firefighting and rescue operations at buildings of structural heights that currently are inaccessible. The FDNY will explore new tools and technology, additional training, deployment models, revisions of strategy and tactics and be prepared for the changing landscape of the City.

Through collaboration with local utility companies, the FDNY will provide all engine companies citywide with the most current combustible gas and oxygen metering devices, to respond to the substantial increase in 9-1-1 calls regarding potential gas leaks.



Goal 1

The FDNY also will conduct a pilot program to procure the most current thermal imaging technology and expand the availability of thermal imaging cameras in the field to all engine companies citywide. With regard to training, the FDNY will create a Division-based *mayday* training program that will provide a standardized training exercise for Firefighters and Officers in the field and reinforce the proper use of communication equipment, protocols and incorporate “SEARCH” training exercises. The Department also will expand the Officer Safety Training program provided to Fire Battalion Chiefs and initiate training EMS Chiefs and Captains as nationally recognized/certified Incident Safety Officers to further promote the Department’s “culture of safety” for emergency responders. Safety Command has begun to conduct quarterly Safety Committee meetings with EMS, a model that is replicated from the Quarterly Safety Committee meetings that have been conducted with Fire Operations over the years.

The Department continuously evaluates the latest generation of manufacturers’ design and textile materials and will purchase new PPE (e.g., turnout gear, head gear/helmets, gloves, boots, masks, etc.) and accessories for Firefighters, EMTs and Paramedics that will seek to maximize comfort and provide greater dexterity and flexibility to allow members to more effectively perform in the field.

The Department also will evaluate the latest manufacturers’/marketplace products for reflective gear, safety vests and apparel to find and select products that provide EMS personnel with maximum safety when providing patient care under hazardous weather and nighttime conditions; are compliant with Federal regulations and also provide maximum comfort and flexibility. FDNY continues to seek grant funds to provide for a second complete suite of next-generation PPE to address the ongoing need for a spare set of gear in the event of contamination in the field, resulting from patient care duties and hazardous environmental exposures. Lastly, the Department will evaluate new work-duty uniforms for Firefighters, EMTs and Paramedics in order to provide members with the best quality, professional work-wear available.

Objective 1.5

The FDNY will increase Fire and EMS safety by expanding its executive education and master’s degree program, updating its ability to issue college-equivalent credits for “in-house” training and education at its Fire and EMS Academies, and building additional joint programs with academic partners to promote educational achievement.

The Fire Department has been making steady progress on expanding its executive education programs. The FDNY Officers Management Institute (FOMI), funded by the FDNY Foundation, established in 2002 in partnership with Columbia University, provides senior Fire and EMS Chiefs with customized training in strategic management, leadership and critical decision-making. The Advanced Leadership Course (ALC) provides uniformed and civilian leaders with a week-long customized leadership and management education program. The FDNY Foundation, in partnership with John Jay College, awards college scholarships to Firefighters who are earning college credits. Similar scholarship programs have been established through the Thomas Brick Scholarship Program and the New York State Honorary Fire Chiefs Association. Finally, the FDNY nominates candidates for the 18-month Master’s Degree Program operated by the Naval Postgraduate School’s Center for Homeland Defense and Security.

The Fire Department will continue to support its successful Counterterrorism Leadership Program, to prepare its leaders for the continuous and dynamic threat of terrorism.

The FDNY will develop a comprehensive Learning Management System (LMS) that will record and track the educational achievements and credentials of its employees, both uniformed and civilian. This LMS tool will help identify specific professional development needs of the entire workforce (e.g., front-line emergency responders, administrative and technical support, supervisors and managers) and facilitate the design and implementation of new educational opportunities going forward. The Department’s professional development initiative will also fully support FDNY’s diversity efforts through



the expansion of joint programs with external partners to develop leadership and management skills that address the needs of a diverse workforce.

Long-term

Objective 1.6

The FDNY will collect and analyze data to improve Firefighter and EMS safety by establishing a Risk Management Group within the Department, including Fire Operations, Bureau of EMS, Bureau of Training, the Safety Command, Bureau of Fire Prevention, Bureau of Health Services, Management Analysis and Planning and the Bureau of Technology Development and Systems.

In recognition of the dangers that the FDNY's emergency responders and field inspectors encounter when performing their responsibilities each day, the Department is establishing a Risk Manage-

ment Group represented by experts from several Bureaus. The Risk Management Group will focus exclusively on collecting and analyzing agency-wide data from various sources, identifying trends and producing reports to promote new and innovative safety initiatives for all Department personnel.

Additionally, this forum will provide more opportunities for collaboration among Training, Fire Operations, EMS and Safety Command to conduct reviews and critiques of tactical and command operations at specific incidents that have resulted in injuries. These efforts will assist in the identification of lessons learned that subsequently can be shared with field units and increase situational awareness, prevent or minimize the risk of future injuries and update standard operating procedures and guidelines accordingly.

Goal 2



Integrating FIRE and EMS to Enhance the FDNY's Ability to Deliver Emergency Medical Service

Short-term

Objective 2.1

The FDNY will increase the number of EMS tours in the areas of the City with the longest response times to life-threatening emergencies, improve working conditions in the field, add Officers to more effectively manage EMS field personnel and facilitate the integration of Fire and EMS operations at incidents.

The Fire Department has been granted funding by the Mayor and City Council to add 45 additional eight-hour EMS tours daily to address longer average response times caused by the steadily increasing number of calls for emergency medical service annually. Additional tours will be established in all five boroughs of which

the majority will be added in the Bronx, Queens and Staten Island. By April 2015, eight tours were added in the Bronx (the borough with the longest average response time) and 15 tours were added in Queens, with the balance added in the summer of 2015. These additional tours should reduce response time overall.

EMS is adding EMS station Officers in FY 2015 to eliminate the last five Battalion stations, where a single Officer is responsible for managing both the station and overseeing ambulance crews in the field. Instead, for the first time, all 37 EMS stations will have a first-line supervisor (Lieutenant or Captain) on duty in the station on every shift, as well as a Lieutenant dedicated solely to supervising ambulance crews in the field.

The Department also will evaluate a realignment of EMS Divisions with the Fire Operations field structure to improve Fire/EMS integration at the field level. Increasing the number of EMS Divisions and adding Deputy Assistant Chiefs and Division Commanders would provide increased oversight and re-establish the critical role of EMS Captains in the field. The Department is increasing the number of EMS Lieutenants to further reduce the geographic area of responsibility for emergency response and supervisory tasks, which will enhance its Officers' overall capacity in the field.

To enhance dispatch and on-scene communication between Fire and EMS units, the Department is installing Fire borough dispatch frequencies and handie-talkie radios in all ambulances, installing the Fire Tactical frequencies in EMS ambulance crews' portable radios, and installing EMS borough and citywide radio frequencies in all fire apparatus and Fire Chiefs' vehicles. The Department also is installing an EMS Computer-Aided Dispatch (CAD) monitor at each of the five Fire Borough Command offices to enhance integration efforts.

Lastly, the Department is expanding training in the Incident Command System (ICS)—initial and refresher—for all Officers, with a focus on the roles and responsibilities of the EMS field Officers who serve as the Medical Branch Officer.

Objective 2.2

The FDNY will integrate Fire and EMS dispatching by automating the notification processes, creating an EMS "Decision Dispatcher" position and co-locating Fire and EMS dispatchers at the borough level.

The Department has successfully automated the notification process to EMS for confirmed structural fires (10-75s), to ensure that EMS responds expeditiously to structural fires. The Department also received funding to increase EMS dispatch staffing and add positions at Emergency Medical Dispatch (EMD). The Department will establish an EMS Decision Dispatcher position within the City's Public Safety Answering Center 1 (PSAC1). This new position is modeled on the long-standing Fire use of a Decision Dispatcher, whereby a single dispatcher at the borough level will be assigned to monitor and identify incidents that may require special attention or could experience delays and to work with each borough's Fire Decision Dispatcher to make sure that the entire combined resources of the Department are available for any emergency. In addition, EMS will restore staffing for the second radio position at all 11 of its dispatch frequencies. This will allow the Radio Dispatcher for each channel to concentrate on communicating urgent information to and from the ambulances operating on that channel, while their Radio Assist partner does the follow-up work on queries from the field.



Goal 2

The Department also is working with DoITT to “co-locate” each borough’s Fire and EMS dispatchers. This will maximize the ability of Department dispatchers to integrate their responses, especially for those large, complicated emergencies that require the deployment of both Fire and EMS resources and necessitate coordinated effort by both teams of dispatchers to manage most effectively.

Intermediate

Objective 2.3

The FDNY aims to reduce response times to potentially life-threatening emergencies by expanding the role and availability of fire companies as “first responders” to medical emergencies.

The Department will review the number of 9-1-1 call types that “certified first responder” (CFR) engine companies are assigned to respond. The Department also will study the expansion of the successful CFR program to the Department’s 143 truck companies, which could add more responses by fire companies to potentially life-threatening medical emergencies.

The Department also will begin a longer-term effort to assess whether to upgrade its “first responder” engines to the Emergency Medical Technician (EMT) level, so they can provide additional care for patients with potentially life-threatening medical emergencies. This can include administering aspirin to heart attack victims, albuterol for patients suffering an asthma attack (especially children), epinephrine for allergic reactions, glucose for patients with diabetes and intranasal Naloxone for drug overdoses. In addition, Firefighters certified to the EMT level can take “refusals of medical aid” (RMA) instructions from patients when they do not need to be transported (under current medical protocols, first responders are considered to have insufficient training to accept RMAs). Enabling a first-arriving fire company to accept the RMA frees up the responding 9-1-1 ambulance from needing to continue to respond in.

Objective 2.4

The FDNY will provide its expertise and develop state-of-the-art communications support for its mission-critical Fire and EMS dispatching system through its collaboration with the Department of Information Technology and Telecommunications (DoITT) to complete the City’s new 9-1-1 Computer-Aided Dispatch (CAD) system and fully integrate Fire and EMS dispatching at the two Public Safety Answering Centers (PSACs).

The Department is working in close collaboration with DoITT to complete the design, installation and training on the new Fire Department 9-1-1 call-processing computer software, the FDCAD system, for fire dispatch. DoITT and the FDNY plan to successfully complete the cut-over from the Department’s legacy “Starfire” software system to the new FDCAD (Fire) system by Fall 2016.

The Fire Department, with DoITT, then will complete the design, installation and training on the new FDCAD system for EMS dispatch and successfully complete the cut-over from its legacy EMS CAD software to the new FDCAD (EMS) system by May 2017. Finally, the Department will work with DoITT to complete the project to finish construction of PSAC2 in the Bronx and move its dispatchers from three boroughs to co-located positions in this new, state-of-the-art dispatch center by Summer 2017.

Long-term

Objective 2.5

The FDNY will develop public/private partnerships that will improve access to primary health care for all New Yorkers by providing options for medical assistance when individuals contact FDNY for conditions that are determined to be non-life-threatening and are not medical emergencies.

The Department is working closely with the Mayor’s Office to review community-based options for medical



care. This review will look into addressing the increasing demands and utilization of the 9-1-1-call system by providing other options for individuals who contact 9-1-1 for medical conditions that are not time-sensitive emergencies. This effort, over a period of time, may slow the ever-increasing reliance on 9-1-1 for conditions

that can be better treated in a more appropriate treatment setting.



Goal 3



Diversity and Inclusion

Short-term

Objective 3.1

The FDNY will provide additional opportunities to increase diversity by instituting an enhanced FDNY Cadet Program and offering more mentorship programs for candidates.

The FDNY continues to expand its targeted recruitment initiatives by reviving its Cadet Program that will serve as an additional promotional opportunity to become a Firefighter. In collaboration with the NYC Department of Citywide Administrative Services (DCAS) and other stakeholders, the Department is modifying the Cadet model to more closely align with its overall recruitment programs to promote diversity. Uniformed members assigned to units under the FDNY Chief Diversity and

Inclusion Officer will focus their recruitment agenda by attending City University of New York (CUNY) College job fairs and conducting outreach to students of the FDNY High School in Brooklyn, as well as the Explorers Program, employing social media, radio and television public service announcements.

Eligibility for the redesigned Cadet Program is targeted to high school graduates (including GED), aged 18 to 27 years of age, who reside within New York City. The Cadets will work part-time as paid per diem employees (up to 20 hours weekly), participate in the Cadet hands-on training, maintain physical fitness and achieve passing grades for educational coursework as required. Mentors, Peer Advisors and the FDNY Diversity Advocate will all share oversight responsibility and provide additional support to the Cadets. Upon successful completion (two years), the Cadets will be provided with study

materials and offered tutorials so that they can prepare to take the next upcoming promotional civil service exam to become a Firefighter.

The Department will work closely with DCAS and the Mayor's Office to obtain approval from the NYS Civil Service Commission to implement the new Fire Cadet title and initiate the Cadet program.

Objective 3.2

The FDNY will continue to promote a climate of inclusion for its workforce by enlisting experts to train all staff on issues of inclusion and diversity to continue to promote cultural sensitivity and the value of a diverse workforce.

The FDNY will initiate training for uniformed Officers, managers and supervisors by enlisting subject matter experts to provide a comprehensive in-house training program. This training will include an overview of federal, state and local Equal Employment Opportunity laws and regulations, conflict resolution skills and also proven methods that help managers and supervisors to foster an environment that supports and values diversity in the work place. The training will be rolled out Department-wide to staff of all ranks and civilian titles and revised based on feedback and evaluation by attendees.

The Department's Chief Diversity and Inclusion Officer also will restructure the EEO Unit and update internal procedures to increase efficiencies in the investigation and completion of its caseload. As a companion to the EEO Unit, a mediation component and/or sub-unit will be established using designated attorney staff who are specially trained to resolve interpersonal disputes among co-workers and/or supervisors, that do not meet strict EEO legal standards, but require expert intervention. These initiatives will result in a streamlined investigation of complaints, a speedier complaint decision-making process and thorough vetting of alternative and successful dispute resolutions through mediation.

Intermediate

Objective 3.3

The FDNY will increase the ranks of women, people of

color and veterans in the Fire Department by identifying additional recruitment sources, especially for those seeking careers as Firefighters and emergency responders.

In preparation for the next Firefighter exam, scheduled to be given in 2017, the FDNY recruitment efforts will continue to focus on under-represented groups. A top priority of the Department is to continue to refine its recruitment strategies to engage a greater number of women to join the Department as EMTs and Firefighters. To support this initiative, the FDNY will create a new position, a Women's Outreach Coordinator, who will be responsible for the development and implementation of specific recruitment efforts targeting women.

Another priority is to develop new strategies to engage veterans to consider a career with the FDNY. A Veterans' Outreach Coordinator position will be established to design specific recruitment programs to engage veterans from all branches of the military to consider joining the ranks of FDNY. FDNY members who are either active or inactive military personnel will be identified and also can participate and have a direct role in the recruitment of veterans.



Goal 3



The Department will develop new informational tools and devise new communication methods, including current media and technologies, to inform potential candidates with regard to the application and hiring process, civil service examination schedules and timeframes, physical fitness requirements and personnel screening processes. The FDNY will adopt targeted attrition mitigation tools to keep candidates engaged throughout the recruitment process.

The FDNY also will expand its overall outreach and mentoring capacity to maintain contact with and provide assistance to candidates as potential applicants through each step of the recruitment and hiring process. The

outreach and mentoring efforts will emphasize physical fitness and preparedness to ensure that the candidate possesses the knowledge and skills needed to succeed at becoming a member of the FDNY.

Objective 3.4

The FDNY will demonstrate the importance of diversity throughout its ranks and increase diversity in its upper ranks and management by developing mentorship and leadership programs, expanding opportunities to pursue higher education, increasing in-house educational opportunities through additional detail assignments and creating a “talent pipeline” to promote diversity at

all ranks and management/supervisory positions.

In collaboration with select institutions of higher education, the FDNY will design a “High-Potential Program” to create innovative opportunities for members to obtain a college degree. This collaboration also will provide the necessary pathway for promotion to higher ranks and managerial positions for its increasingly diverse workforce.

The Department will provide additional in-house educational opportunities by expanding the awareness of and availability for a member to request a transfer to the various specialized Bureaus and Units throughout the Department, to serve in a short-term detail assignment or on a “rotational basis” and learn about and participate in important pilot programs or other priority projects.

Long-term

Objective 3.5

The FDNY will monitor the success rate and effectiveness of its recruitment efforts by using objective metrics to define the current state of diversity within the FDNY and set expectations to meet future goals.

The Department’s Chief Diversity and Inclusion Officer will work with Management Analysis and Planning to establish metrics and program evaluation criteria to monitor progress and outcomes for all FDNY recruitment activities. The Bureau of Technology Development and Systems will enhance system applications, automate processes, devise new computer programming and reports and deploy state-of-the-art tablet technology for field recruiters to ensure that robust and comprehensive metrics are recorded to represent the status for every outreach contact, potential applicant and candidate throughout the recruitment process.



Goal 4



Improving Service Delivery

Short-term

Objective 4.1

The FDNY will enhance the effectiveness of command and control at major incidents by updating guidelines and expanding incident command training for Fire and EMS Chief and company Officers and Battalion and Division staff; expanding its existing mentoring program for EMS Lieutenants, Captains and Chiefs, and providing additional professional development opportunities for all field supervisors.

The Department will be implementing enhanced command and control procedures and expand training for Chief Officers that focuses on best practices for operating on the fireground. This training will ensure effective communications, optimize the use of current technology, increase accountability and promote the safety of FDNY members and the public.

The FDNY has established an “Integration Unit” comprised of two Fire Officers and two EMS Officers, at the rank of Captain, who are assigned to the Bureau of Training. Together, these Officers will be responsible for managing this new, collaborative training program and serve as “co-unit heads.” They are tasked with the design and implementation of joint training exercises/drills in the field with local Fire and EMS units, as well as those to be conducted at the Fire Academy. The Integration Unit will be staffed by three teams of Fire and EMS Lieutenants to create mobile teams that will visit local firehouses and their companion EMS stations. The focus of this joint field training is to build relationships among personnel, establish a forum for familiarization and provide a clear understanding of the shared and different skill sets, roles and responsibilities of these members. These integrated mobile teams will conduct local, in-service functional drills and Multi-Unit Drills (MUDs) on topics such as tourniquets, skeds, transfer of vic-

tims/patient care, communications and CFRD skills.

The Fire-EMS Integration Unit Officers will develop and conduct a series of new functional exercises. Additional joint training will be conducted at the Fire Academy for Fire and EMS members and their Officers from the same Battalion geographic response area to enhance the management of field operations for the following topics: MOADs (“Mother of All Drills”), Firefighter *may-day* training and tracking, Emergency Response Plan (ERP) incidents, pre-hospital patient care and triage at Multiple Casualty Incidents (MCIs), vehicle extrications, subway emergencies and collapse/confined space and high angle rescue incidents. Each of these topics will incorporate specific EMS scenarios, so that Fire and EMS members can practice working closely under these complex situations. As a component of this initiative, the FDNY will establish an “Instructor Exchange” for Fire and EMS training at all ranks.

In recognition of the importance of expanding educational and training opportunities, the Department will replicate other existing mentorship programs and institute a mentorship program for EMS Chief Officers. This mentorship program will allow EMS Chief Officers to participate, as a one-year rotational detail assignment, in various FDNY operational, tactical and support bureaus, such as the Office of Medical Affairs, 9-1-1 Emergency Medical Dispatch, Bureau of Training, Fire Department Operations Center (FDOC) and Safety Command and then return to their field assignment armed with new insights and knowledge. The FDNY also will provide additional internal and external educational opportunities for field staff to facilitate the advancement in rank and management skills.

The Department has begun a unique partnership with the U.S. Army, whereby the Army’s Training Unit was invited to select members of their elite drill sergeants to be embedded with FDNY drill instructors at the Fire Academy. The Army’s drill sergeants were able to “shadow and observe” the Department’s drill instructors during the most recent probationary Firefighter classes, known as “Probie School.” In summer 2015, the FDNY will send its own elite drill instructors to attend the Army’s Drill Sergeant Academy to learn new training techniques and become certified “Master Instructors.” The Department subsequently will build a cadre of certified drill instruc-

tors and, with this in-house capacity, be able to offer such classes and training to other fire departments’ instructors, so they, too, can become certified Master Instructors. This initiative will allow the FDNY, through its Fire Academy, to establish a potential new revenue stream by providing a unique opportunity to fire departments across the metropolitan region and nationwide.

Intermediate

Objective 4.2

The FDNY will enhance field operations and field-based training by expanding the use of mobile technology to support data entry, collection and analysis and computer-based training and using its advanced modeling capabilities to reassess how the Department is deploying its resources to maximize effectiveness.

Technology is an increasingly essential tool that impacts the ability of each and every unit to meet its core mission and achieve its goals. The FDNY is in the process of evaluating and upgrading its mobile technology to streamline the collection and analysis of information. Specifically, the Department will adopt state-of-the-art technology that will promote “near-real-time” data-sharing among operational, tactical, inspectional and management functions, including the Risk Based Inspection System (RBIS), Fire Inspection Record Enhancement System (FIRE), the Site Modeling software program, the Management Information Reporting System (MIRS), Pre-Incident Guidelines for specific/unique building structures, DEP hydrant records that identify disabled hydrants, commercial building floor plans/digital blueprints and CRIMS GIS data.

The Department also will upgrade its mobile tablet technology and provide EMS field personnel with the capability to access the FDNY DiamondPlate, the intra-agency website, the online interactive training modules, training videos of drills and exercises and seamlessly use one device for recording and transmitting electronic patient care reports (ePCRs) to efficiently execute all field tasks.

The FDNY will provide mobile tablet technology with geo-referencing/GPS capabilities for Officers assigned to Safety Command in each Battalion so that they can



Goal 4



more effectively perform their duties to conduct and document vehicle and apparatus accident investigations, expeditiously record member injuries on-scene, map hydrants in disrepair or frozen and readily upload data from the field.

Objective 4.3

The FDNY will enhance fire prevention efforts by providing online links for customers seeking to access Bureau of Fire Prevention materials and implementing automated processes for accessing fire prevention plans, payments and permits and sharing inspection information across the entire Fire Department.

The FDNY is strongly committed to excellent customer service and client satisfaction. To achieve additional efficiencies, the Department's Bureau of Fire Prevention is developing an advanced queuing system technology that is web-based and will allow for online appointments and scheduling for examinations, provide confirmation to the customer's smartphone, streamline processes and reduce customers' wait time.

Additionally, the Department is developing self-payment kiosks at its MetroTech public receiving area to streamline and expedite the payment and processing of all fees for examinations, permits and violations, to further improve efficiencies and customer satisfaction.

The Department will implement the purchase and deployment of handheld tablet technology in the field that will enable Fire Alarm Inspectors to immediately upload data and inspection records and also download an approval letter on-site. This information can be shared with customers/businesses on the same day so that they can submit the required documents and expedite obtaining a final sign-off from the City Department of Buildings.

The FDNY is developing a Fire Inspection Revenue Enforcement System (FIRES), the next generation of a comprehensive database and software program, which will provide access to critical data on commercial buildings, owners and tenant businesses Citywide, for all field unit personnel who perform inspectional functions, fire suppression, Haz-Mat/Special Operations Command and fire investigation, as well as safety units.

Long-term

Objective 4.4

The Fire Department will conduct effective special operations across all five boroughs by expanding its technical rescue capabilities and providing advanced training in response to new challenges (e.g., gas responses, residential "mega" high-rises, harbor, waterways and potential terrorism threats).

The FDNY aims to keep pace with the increasing demands on its services, due to the ongoing economic transformation and growth of the City's various neigh-

borhoods. To accomplish this objective, the Department will assess the need for additional special operations capabilities to ensure public safety, especially during complex multi-hour/multi-day or simultaneous incidents, such as a building collapse, high-rise fire, MCI, brush fire, train/subway derailment, airplane or ship accident, during natural disasters, severe storms and potential terrorism threats.

The FDNY will establish significantly enhanced rescue capabilities. This enhancement will represent an integrated team configuration to provide for the deployment of mask-trained/equipped HazTac Paramedics as members of the Department's Special Operations Command. These specially trained Medics will operate on-scene under the direction of a Fire Chief as the Incident Commander. Medics will provide critical patient care within a contaminated hazardous materials environment, until such time as the environment is deemed safe for the patient's removal and transport to a critical care hospital.

Similarly, to better protect the public and commercial interests, the Department will evaluate deploying specially trained and equipped Rescue Medics on designated Marine Operations fireboats. This integrated team configuration will expand FDNY's response and lifesaving capacity by utilizing these NYS-certified ambulance personnel for this purpose, especially during the Marine Operations' Summer Boat Program when the City's harbor, waterways, piers and nearby parks experience a significant increase in tourism and recreational activities.

To ensure that the FDNY keeps pace with the continued evolution, rapid growth and complexities posed by New York City's ongoing neighborhood transformation, the FDNY will develop new operating procedures, update training curricula and establish pre-incident guidelines for specific/unique building structures to meet the new public safety challenges.



Goal 5



Community Engagement

Short-term

Objective 5.1

The FDNY will more effectively educate the public about fire and life safety by creating opportunities for firehouses and EMS stations to open their doors to the community more frequently.

The FDNY will launch a large-scale, multi-year, fire safety education effort targeting neighborhoods at higher risk for injuries and death due to fire incidents. Through a partnership with the American Red Cross, the Department will educate volunteers to provide FDNY fire safety education literature to the public and train these volunteers to properly install smoke and carbon monoxide alarms in individual homes and apartments Citywide.

In celebration of the Department's 150th Anniversary, the FDNY kicked off this initiative by hosting "Open

Houses" at more than 200 firehouses and EMS stations on May 2, 2015. The open houses are being used as a community-based venue to promote fire and life safety practices and healthy living; provide tips and literature in several key languages; provide free smoke and carbon monoxide alarms; offer to register individuals to schedule appointments with Red Cross volunteers to install smoke and carbon monoxide alarms at a person's home. By opening firehouse and EMS station doors to the community, open houses also are intended as a means to provide recruitment information for career opportunities in the Fire Department to become a Firefighter, EMT, Fire Inspector or fill a civilian position. The FDNY will continue to capitalize on the success of these open houses by setting up a schedule to host future community "Open Door" events annually.

In addition, throughout 2015, to further commemorate the Department's 150th Anniversary, the FDNY will attend neighborhood block parties, street fairs, walk-a-



thons and other community-based venues and continue to promote its fire and life safety efforts; emphasize that smoke and carbon monoxide alarms are critical lifesaving tools; support healthy lifestyles and provide ongoing recruitment activities to educate local residents about the FDNY's honorable history and public safety mission.

Fire safety education will be expanded to include community-based presentations and outreach for areas with high instances of fire injury and death. Fire companies will be selected to begin a pilot program and conduct

fire safety education efforts for high-risk communities around the City. Home visits and fire risk assessments and smoke and carbon monoxide alarm installations will be provided for communities that have experienced the highest incidence of fire fatalities, injuries and fires, with the goal of reducing adverse impacts in these neighborhoods.

In addition, the Department will use technology to disseminate fire and life safety education outreach efforts including the Department's public website, the FDNY



Goal 5



Foundation-funded website FDNY Smart, the Department's social media channels (e.g., Facebook, Twitter and Instagram), and the social media platforms and fire and life safety blog established for FDNY mascots, Hot Dog and Siren. Translation services will be employed to reach non-English-speaking communities in more than 90 languages.

Intermediate

Objective 5.2

The FDNY will improve community ties and strengthen communication between the Fire Department and the diverse populations it serves throughout the five bor-

oughs by building a robust Community Affairs Team comprised of uniformed and civilian members.

The Department will seek to dedicate a Firefighter and EMT as representatives in each borough to act as Community Affairs Unit liaisons and lead the effort to strengthen communications with the diverse communities throughout the City. By building solid relationships among the local Fire and EMS Divisions and Battalions, with elected and other prominent community leaders, awareness of any significant events or incidents that may occur at the community level and the Department's actions and service will be increased. Community leaders will be informed about the important role of the FDNY during critical incidents and a line of communica-



tion and formal partnerships will help grow a network of contacts, including local clergy and youth programs, within key communities across the City. These community networks will be called upon as a resource for the FDNY in the event of an emerging crisis or complex incident. Together, these enhanced relationships will serve as a means to advance the FDNY's recruitment efforts with under-represented groups, while also enhancing fire and life safety education and community engagement.

Objective 5.3

The FDNY will encourage residents, workers and students to learn CPR and first aid and take better care of

their health, prevent emergencies and help each other when an emergency strikes by expanding public education programs and moving them to a community-based focus.

The FDNY Mobile Cardiopulmonary Resuscitation (CPR) training unit has trained more than 100,000 New Yorkers to date, with the support from the FDNY Foundation and NYC Service. The mobile CPR unit also includes an initiative called "Be 911: Teens Take Heart," targeted to the City's high school youth. The program is conducted in partnership with the NYC Department of Education and is a school-based initiative that combines hands-on training in "compression-only" CPR and includes a "healthy heart" educational module. The module em-



Goal 5

phasizes cardiovascular health, promoting a healthy heart and leading a healthy lifestyle. In the 12-month period ending June 30, 2015, the FDNY trained 5,000 high school students throughout the City. The Department's goal is to double this number to 10,000 high school students trained each year. Program success will be used to guide a longer term effort that supports state legislation to require all students in New York City to participate in CPR training as a prerequisite for their high school graduation.

In an effort to train and equip a greater number of community residents, the Department will pilot a neighborhood-based "Life Safety Campaign" at FDNY and EMS facilities Citywide, as well as other locations. By using analytics to identify and best meet the needs of various communities, the FDNY, in partnership with the New York City Department of Health and Mental Hygiene, will provide training in basic first aid and CPR, information to help prevent medical emergencies, nutritional guidelines, disease and injury prevention and health screenings for the most common chronic conditions, including hypertension (high blood pressure), asthma, diabetes, respiratory problems and life-threatening allergic reactions. Through this initiative, community residents will possess basic first aid and CPR training and be equipped with the knowledge and basic skill level to assist the Department whenever needed.

Long-term

Objective 5.4

The FDNY will measure the impact of its community outreach programs, so that resources can be dispatched to areas where they can have the greatest proven impact on fire and life safety.

By adopting "evidence-based" practices, the FDNY will conduct analysis of community outreach initiatives in order to gauge its effectiveness and target efforts more appropriately. Metrics, accountability and follow-up communications will be the overall aim of these initiatives to ensure successful implementation and outcomes. Researching these programs will enable the Department to provide the basis to receive an increase in funding support from the City and obtain additional

grants from private sector philanthropists and benefactors by proving these initiatives have a direct contribution in saving lives.



FDNY Strategic Goals & Objectives

Information

Performance Statistics

**New York City Total Citywide
Fire Fatalities 40-Year Trend**



During the past five years, FDNY reported the lowest number of fire fatalities in New York City history.

Personnel Fiscal Year 2015

10,686	Firefighters and Fire Officers
2,957	EMTs, Paramedics and EMS Officers
102	Fire Marshals
362	Fire Inspectors
615	Dispatchers
440	Trades Persons
747	Administrative Support Personnel
15,909	Total

Services Provided Calendar Year 2015

1,088,295	Fire Apparatus Responses
42,043	Fires Extinguished
246,633	Non-Fire and Non-Medical Emergencies
231,122	Medical Emergencies (CFRD)
1,530,647	EMS Unit Responses
1,352,766	Medical Emergencies
7,743	Fires Investigated for Potential Arson
195,571	Fire Inspections (Fire Code Regulatory)
48,594	Mandatory Inspections Field
40,831	Risk-based Inspections Field
8,895	Fire Safety Events

Source: FDNY FY 2015 Adopted Budget; CY 2014 Vital Statistics Report



Credits



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FDNY Strategic Plan 2015-2017 and previously issued FDNY Strategic Plans are available online.

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