



IMPROVING OUR PREPAREDNESS

Since the World Trade Center attacks, this Fire Department has not wavered from its commitment to prepare all members for the full spectrum of threats and risks now directed at our city. New York City is and will continue to be a target for terrorists. It remains our responsibility to do everything we can to prepare ourselves for the possibility of another attack or catastrophe. Our latest major preparedness initiative involves formal training in the Incident Command System. By using a standard set of organizational and management procedures, the Incident Command System provides a framework to handle any incident, regardless of size, scope or type. This means that if you are the first arriving officer at the scene, you must know how to lay the groundwork for the rest of the incident's response and management, including appropriate measures to ensure the safety of members. Originally developed during the 1970s in response to a series of major wildfires that raged through southern California, we have already operated under about two-thirds of the system. Now we want to fully implement our ICS training initiatives. Using money received from the U.S. Department of Homeland Security, training begins this month for all officers in Fire Operations and EMS Command. We believe in ICS. We are going to live by it. We think it's the best way to respond to any major catastrophe.

Yet the ICS program is merely the latest among several new and significant training initiatives in the FDNY. Recently, our two Incident Management Teams completed field training out west with the U.S. Forest Service, following weeks of classroom training and simulated exercises designed to prepare them for managing large-scale incidents. (The IMT training program for our personnel was tailored specifically for operations in an urban environment.) We have also provided advanced Haz Mat training to 21 ladder companies so that they will be able to support our dedicated Haz Mat companies and other SOC units. In addition, we will soon train four engine companies to the level

of Haz Mat Technician, with 80 hours of training equal to what our Squad and Rescue members have. Our staff chiefs continue to apply the lessons they learned at our FDNY Officers Management Institute, which we developed with Columbia University's School of International and Public Affairs (a second group of deputy fire chiefs and EMS chiefs are now enrolled in this ongoing program). We are also beginning a partnership with West Point's Combating Terrorism Center (see more regarding this on page 4 of this issue).

As the largest and most respected firefighting organization in the world, it's sometimes easy to assume we have a monopoly on expertise. Unfortunately, we don't. It's important that we continue opening our eyes and ears to the experiences of those around us. In that vein, we recently welcomed Russian President Vladimir Putin to Randall's Island, where he watched some training drills we held with Russian firefighters. Putin speaks little English and I speak even less Russian, but he was able to convey the great respect that his country has for what we do. In fact, we hope to send some of our members to Russia for a reciprocal visit and training session. We have also been holding discussions with Israeli emergency responders, who respond to suicide bombings and other major emergencies on an almost daily basis. These opportunities for training and information sharing are vital to better understanding the new and potentially dangerous situations our members must prepare for.

So far, the equipment, procedures and initiatives adopted since 9/11 have improved our ability to respond more effectively and more safely. Our new radio communications system clearly is a vast improvement; radiation detectors on every apparatus provide for safer operations; more members trained to handle Haz Mat incidents expands our capability in this critical area; a new recall plan is in effect; and a decentralized Borough Command system gives us more senior chief officers available on a daily basis to manage field operations and respond in the event of a major incident or multiple incidents.

Recent major incidents have put to the test some of the changes we've implemented since 9/11. Specifically, the August blackout required a coordinated and effective response beginning with management at the top. Chief of Operations



**Commissioner's
Message**

IN THIS ISSUE

- Q&A with the Fire Commissioner
- More on FDNY Terrorism Preparedness
- FDNY*EMS Stroke Center Program
- Grants Help FDNY Rebuild



*Michael R. Bloomberg, Mayor, City of New York
Nicholas Scoppetta, NYC Fire Commissioner*

(CONTINUED ON BACK PAGE)

Q & A with The Commissioner *The Budget, Funding, Terrorism Preparedness,*

Q. How prepared is the FDNY for another terrorist attack?

A. Since the unprecedented and horrific attack on the World Trade Center this Department has focused on rebuilding and preparing for the possibility of another catastrophic incident. We've introduced a new radio communications system and enhanced Haz Mat capabilities by giving additional training to 625 firefighters in 21 ladder companies. We have trained 70 senior officers to operate as part of two Incident Management Teams, with expertise in managing a large-scale incident of significant duration. Beginning this month, we will begin training all fire and EMS officers in the Incident Command System. This training program (16 hours for lieutenants, 40 hours for captains and chief officers) is designed to help them protect their members and begin management of a large scale incident should they be first responders to a potential terror attack or other large emergency. Funding for this program—about \$10 million—is provided by the federal Department of Homeland Security.

We also have spent a lot of time consulting with other experts and agencies. We have been training with CBIRF, the Marine Corps' elite unit for handling chemical and biological incidents. Our anti-terrorism taskforce, which is headed by former CIA Director Jim Woolsey, believes we are making significant progress and are on the right track in our pursuit of improved technology such as wireless command boards, live video feeds via helicopter to our Fire Operations Center, and tracking technology for members.

We recently met with Israeli fire and EMS officials who confront suicide attacks and other calamities on an almost daily basis. It was clear from these discussions that in terms of preparedness with respect to other first responders throughout the world, we continue to be the best and most prepared to deal with any emergency, regardless of size or magnitude. But we must do more. We need to further improve our technology and equipment and provide the training that our firefighters and EMS personnel need to stay safe with all the new threats they face. By seeking new funding and developing

new training initiatives, the Department is committed to doing everything we can to make certain you receive the best protection against these new threats.

Q. Why don't we have a second Haz Mat unit? Didn't the McKinsey Report recommend the FDNY create another HM unit?

A. Actually, McKinsey's recommendation states: "...that the FDNY expand its hazmat capabilities ...," and creating a second Haz Mat unit was one of several alternatives suggested. Would we like to create a second Haz Mat unit? Yes, but there are several significant obstacles - most importantly, the necessary funding. It would cost about \$5 million to create another unit, and about \$1.5 million in annual costs going forward - this at a time when we've been forced to close six engine companies due to the city's budget problems. Another problem has been the lack of interest on the part of firefighters to volunteer for assignment as Haz Mat Specialists. However, while the federal government won't pay for creating and staffing a second Haz Mat unit, they will pay for advanced Haz Mat training. We used those funds to train 625 firefighters in 21 ladder companies throughout the city to augment our Haz Mat, Rescue and Squad units. (In addition to 40 hours of Haz Mat training, they also received 40 hours of rescue support training focusing on search, rescue and victim removal from collapsed structures and confined spaces.) We now have more than 1,000 firefighters with advanced Haz Mat expertise. We believe it's better to decentralize our training and educate more members rather than have such a concentrated base of knowledge. We are now more flexible. We can respond quicker to incidents across the city and we can even respond to incidents simultaneously. What we've done is what McKinsey recommended: expand and enhance our Haz Mat capability. We've started this process and will continue to try and expand our capability. What's next? We plan to have four engine companies trained as Haz Mat Techs (equivalent to the training level now held by all our Rescue and Squad members) in the very near future.

Q. Is the Department punishing members because of excessive LOD medical leave?

A. We are not punishing them. We have been monitoring a number of members who have a history of excessive medical leave, and recently we detailed 24 of these members from busy companies to slower ones or from ladder to engine companies. (These two dozen members were selected from an original group of about 250 who had more than 40 days of line-of-duty ML for each of the last three years.) Not only did their prolonged absences strain our staffing in those busy neighborhoods, their injuries were probably exacerbated by the high activity at those companies. It is anticipated that the change to a lower level of activity/branch of service and supervision will positively affect their health and safety. While we realize there is a passionate bond between a firefighter and his/her company, the reassignments were intended to improve the quality of protection in those busy neighborhoods as well as our efficiency throughout the entire department.

Medical leave is directly related to staffing levels and overtime. Due to recent high levels of ML—as well as the high number of retirements that have left the Department understaffed—we have exceeded our budgeted overtime levels by tens of millions of dollars. The collective bargaining agreement between the UFA and the city stipulates a reduction in the number of five-firefighter units to 11 if the annualized ML exceeds 7.5%. (Currently, it's at 8.04%.) Earlier this year, the city and the UFA reached a negotiated agreement setting new targets for ML levels so that we can both continue to provide five-firefighter manning on engine companies (now at 40), while working to bring ML averages back to their pre-9/11 numbers (around 6.5% annually). I believe the new agreement and some of the initiatives we've taken have been effective and I'm confident that we will reach the targets set and get back the full complement of 60 five-firefighter engine companies by July of next year.

Governor's Island, WTC Memorial, Firehouse Closings, WTC Memorial

Q. Is the FDNY skewing response times for the neighborhoods where six companies closed this year?

A. Last month I testified about response times before the City Council. The testimony was prompted by the media, which asked for an update on how response times had been affected by the fire company closings. While I have always believed in the necessity of an open government, I was wary of releasing those numbers so soon. It is just too premature to draw any conclusions from two or three months of data. (See accompanying chart with the data we released.) It should be pointed out

The following data compares the change in response times in the areas where six engine companies were closed on May 25, 2003.

Unit	June-Aug. 2003	June-Aug. '00-'02	+/-
Engine 36	4:43	4:00	+ :43
Engine 204	5:26	4:33	+ :53
Engine 209	4:27	3:59	+ :28
Engine 212	4:29	4:09	+ :20
Engine 261	5:24	4:54	+ :30
Engine 278	4:31	4:08	+ :23

that four of the six areas continue to have response times that are below the city-wide average (4:48).

The fundamental disagreement with the unions centers on how we calculate these response times. Since the engine company closings, the unions now say that we should change the way we calculate response times. Like every other emergency agency in the country, the FDNY has always measured response times by the first unit that arrives at an incident. Response times, like all statistics, are used to measure and compare. Changing the way we compute these statistics will instantly strip them of their relevancy and meaning. If we suddenly decide to measure response times the way the unions suggest, we won't be able to see how our service differs from that of two years ago, and we won't be able to compare our performance to other agencies across the country.

A second issue raised by the unions involved the use of *estimated* response times in our computer analysis. In order to project what the impact would be, we

used computer-generated data. To be fair and consistent, we compared apples and apples—computer data both for *estimated* response times with and without the six fire companies. The purpose was to project what the impact of those closings would be. The unions argued that we should have used actual statistics along with computer-generated projections. While the unions would be happier with this because it would show an impact greater than what really was, it would be unfair and even duplicitous to mix, as it were, apples and oranges.

We used the technology available to us to predict what the impact would be, and thus far, what we've seen is about what we predicted.

(Actually, the increase in response times are – on average – less than what the computer projections were.) But there are no computers responding to these emergency calls. It is the work of members in the adjoining fire companies that are picking up the work-

load and continuing to protect the people and property in those six communities. I commend the effective job they have been doing these past five months.

Q. Is the City going to close more fire companies?

A. Despite requests for city agencies to participate in another round of budget reductions (about \$30 million for FDNY), there are no plans to close more units.

Q. Why is the FDNY providing fire protection to Governors Island when firehouses are being closed in more populated areas?

A. After more than 200 years as a base for both the U.S. Army and the U.S. Coast Guard, Governors Island was recently returned to the possession of New York City. Now that the city has taken control of the island, it also needs to provide basic services such as fire protection. The island might be relatively uninhabited, but it does contain numerous structures and the responsibility of the FDNY includes not only the protection of

lives, but also the protection of city property. Plans include the further development of the island – and I expect we will continue to provide an adequate level of protection for the people who work and/or live there.

Q. Is Project Liberty money going to run out at the end of the year?

A. In the aftermath of the WTC attacks, funding from Project Liberty allowed the Department to dramatically increase the number of counselors and programs available to our members and their families. Our Bureau of Health Services, under Chief Medical Officer Kerry Kelly and Director of Counseling Services Malachy Corrigan, lobbied vigorously for a continuation of these vitally needed funds – which were scheduled to run out at the end of this year. Thanks to our lobbying efforts and the key assistance of U.S. Senator Hillary Clinton, funds have been secured at least through June 2004. We strongly believe that we will need to continue funding mental health services for some years to come, and we'll continue seeking federal assistance for our enhanced counseling services through Project Liberty.

Q. Is the FDNY's leadership in favor of a separate memorial at the WTC site dedicated to our fire-fighters?

A. Absolutely. I have always believed that any memorial at the WTC site should appropriately reflect the sacrifice our members made on that tragic day. As thousands of office workers fled the towers and the fire, our members ran towards the destruction. They didn't lose their lives; they gave them. Failing to recognize this selfless act would neglect an important chapter in the story of September 11. The memorial would solely be about victimization, which was not what all of September 11 was about. Although the FDNY suffered tragically that morning, it also helped orchestrate the most successful rescue operation in the history of this city, helping more than 25,000 people escape the carnage. We in the FDNY will always remember the sacrifice our members made. The memorial should ensure that the rest of the world never forgets!

Staten Island Terrorism Drill Leads to Real Incident

By Dr. Kerry Kelly,
Chief Medical Officer

As part of the FDNY's continuing preparation for a potential bioterror attack, the Department held Operation BIO POD on Wednesday, October 15 in Staten Island. During the daylong exercise, all on-duty firefighters, officers and EMS personnel stationed in that borough convened for a vaccination at a single point of distribution (POD) at EMS Battalion 22. This exercise was an outgrowth of the BioTerrorism Committee guided by the Chief of Planning, Joseph Pfeiffer, and Bureau of Health Services Drs. Kerry Kelly and David Prezant.

FDNY is the first city department to run a bioterrorism exercise using a vaccination. During this drill members were offered the flu (influenza) vaccine. Although the decision to receive the inoculation was voluntary, each member had to participate so that the flow of the operation could be evaluated. Throughout the drill BHS nurses and medical officers at the POD provided medical information, reviewed consent forms and immunized members. Department of Health and OEM representatives remained at the POD site to observe the operation. Data processing at the site ensured that the activities of the day were immediately recorded – each immunization or declination was entered in real time giving supervisors an instant snapshot of the operation flow.

The flow of vaccination went well. During the peak of distribution, about 60 members were vaccinated an hour. About 50 percent of the participants actually accepted vaccination. By 4 p.m., all of the day tour had been vaccinated.

At FDNY headquarters, the Incident Management Team (IMT), under the direction of Incident Commander Chief Thomas Haring, monitored the operation. This team was activated to coordinate the logistics, staffing, supplies and the movement of members. Companies from Battalions 20, 21 and 22 were dispatched in rotation to ensure that fire suppression protection was maintained. The IMT staff during the day worked on the coordination of this movement. The evening IMT group was charged with the task of expanding this program to the remaining boroughs in a future event.

But the evening plans were cut short after a Staten Island commuter ferry crashed into a pier. In a matter of moments a routine ferry ride became a disaster scene with multiple fatalities and significant casualties. The rest of the drill was canceled as Staten Island FIRE and EMS response teams were put into action. The responding companies, under the direction of the Staten Island Borough Commander, Chief John Casey, removed victims, helped evacuate the boat and shored up the collapse region. EMS units, using mass casualty protocols, triaged, treated and transported civilian patients to

nearby hospitals. Despite 10 fatalities, many severely injured patients survived thanks to the rapid and effective intervention of our FDNY members.

Operation BIO POD was part of preparing for the unexpected. The Staten Island Ferry accident highlights the fact that the unexpected is part of our daily lives. The members of the FDNY respond every day to runs and calls for help. The response to the ferry accident was handled with the professional skills of FDNY members working in a coordinated manner with other City agencies. Should an act of bioterrorism occur, FDNY would respond in similar coordination to protect our members and our citizens.

The lessons learned from Operation BIO POD will be used to improve our FDNY strategic planning for terrorism in cooperation with other City partners. The FDNY response to calls is swift and effective whether it's putting out a fire or caring for the injured. The support services that help maintain this effective response are an important part of this coordinated effort: Fire/EMS Operations, Fire Investigation, Information and Technical Support, Health Services, Communications and Support Services were integral parts of this exercise and remain essential to the day-to-day operations of this Department. Whether dealing with a crisis at hand or planning for future threats, the FDNY is the sum of its many parts, all working together to get the job done.



At the scene of the St. George Ferry Terminal accident in Staten Island, EMS medics and firefighters tend to the seriously injured in a triage area. Afterwards, Mayor Michael R. Bloomberg is joined by (left to right) Commissioner Nicholas Scoppetta, Chief of Department Frank Cruthers, NYPD Commissioner Ray Kelly, MTA New York City Transit President Larry Reuter and Chief of Operations Sal Cassano.

TERRORISM PREPAREDNESS

FDNY Develops Counter-Terrorism Initiative with West Point

By Assistant Chief Peter Hayden

In our continuing effort to build a strategic base to bring this department into the 21st century, we have started a training initiative that will partner FDNY with the United States Military Academy (USMA) at West Point. A group of senior operations and management staff, led by Commissioner Scoppetta, recently visited the West Point campus and met with the heads of the Academy's counter-terrorism program to begin developing this initiative.

The initiative will bring together our best and brightest members with those of USMA for a series of seminars conducted here at FDNY Headquarters on the current state of terrorism – both worldwide and domestic. The seminars will also focus on alternatives to respond to and manage such events.

We will be recruiting captains and battalion chiefs to become part of this exciting new team, which will be central in developing strategies in training, planning, vulnerabilities assessments

and exercises development.

The course is scheduled to begin in January 2004. It will include several three-hour seminars, which convene once a week and are attended by experts in the field of terrorism, most notably Maj. Reid Sawyer, a career Military Intelligence officer and instructor of political science and director of terrorism studies at USMA. He is also the co-editor, along with Col. Russ Howard, of the premier text on the subject, *Terrorism and Counterterrorism: Understanding the New Security Environment*.

Information on this course and how to schedule an interview to be part of



Col. Russ Howard briefs Chief of Department Frank Cruthers, Chief of Operations Salvatore Cassano, and Chief of SOC Michael Weinlein on the terrorism and terrorism training protocols that will be established between the USMA and FDNY.

this team was published in Department Order #103 on November 13. We encourage those who wish to be part of the future of FDNY to consider taking a place at this esteemed table.

Terrorism Preparedness Drill: Operation SafeROCK II



On the day following the briefing of senior Staff Chiefs at West Point, FDNY members participate in an interagency terrorism response drill at Randall's Island between FDNY and CBIRF (Chemical, Biological Incident Response Team), the US Marine Corps' elite unit for handling chemical and biological incidents.



FDNY*EMS Seeks to Improve NYC Stroke Patient Care

By Asst. Commissioner John Clair,
Office of Medical Affairs

This past spring, FDNY initiated a new transport protocol for the treatment and transport of acute stroke patients in cooperation with the NYS Department of Health. The NYS-DOH has developed a patient health care initiative to determine if the early recognition of an acute stroke and the subsequent transport to a hospital designated as a stroke specialty center makes a difference in the patient's outcome.

NYSDOH surveyed all of the hospitals in Brooklyn and Queens and, as a result, designated 14 hospitals to participate in the project. The FDNY's Office of Medical Affairs developed the assessment, treatment and transport protocols for the pre-hospital sector. All ambulance services in the two boroughs are participating in the project and are using the FDNY Stroke Patient protocols. NYSDOH will be responsible for collecting and analyzing the data to determine the effectiveness of the program.

FDNY*EMS units play a major role in the continuity of care in this project. The accurate assessment of a possible stroke patient using the Pre-hospital Stroke Scale and the determination of the time-lapse since the onset of symptoms are keys to making the transport decision, giving the patient the broadest opportunity for specialized interventions to improve patient outcome.



BACKGROUND

Nationally, there are 700,000 new or recurrent strokes annually. Stroke or Cerebral Vascular Accident (CVA) is the second leading cause of disability in the United States, with someone suffering a stroke every 45 seconds. In New York State, males account for 44% of stroke victims and females 56% with 28% of these victims being under the age of 65. Locally, 20% of victims treated for strokes occur in Brooklyn and Queens. In New York State, treatment for stroke victims has been inconsistent, so something had to be done to increase medical and public awareness of this increasing problem.

BENEFITS

Expected benefits of primary stroke centers include:

- Improved efficiency in patient care.
- Fewer post-stroke complications.
- Increased use of acute stroke therapies.
- Reduced morbidity and mortality rates.
- Improved long term outcomes (2nd leading cause of disability).
- Increased patient satisfaction.
- Reducing cost to health care system.

Once the stroke study data analysis is completed in May 2004, treatment and transport protocols will be implemented statewide. The New York State Stroke Study will serve as the national model for the pre-hospital treatment and transport of stroke victims.

USING THE PRE-HOSPITAL STROKE SCALE ANY ABNORMAL FINDING SUGGESTS A PRESUMPTIVE DIAGNOSIS OF STROKE.

1. Facial Droop The patient shows teeth or smiles.



Normal

Both sides of face move equally.



Abnormal

One side of the face does not move as well as the other.

2. Arm Drift The patient closes their eyes and extends both arms straight out for 10 seconds.



Normal

Both arms move the same, or both arms do not move at all.



Abnormal

One arm either does not move, or drifts down compared to the other.

3. Speech Ask the patient to say: "You can't teach an old dog new tricks."

Normal

The patient says the correct words with no slurring of words.

Abnormal

The patient slurs words, says the wrong words, or is unable to speak.

4. Time Elapsed (from onset of symptoms)

Determine the time from the onset of symptoms to EMS arrival by asking the following questions:

To bystanders or family members:

"What time was _____ (the patient) last seen (in his/her usual state of health) before he/she became weak, paralyzed or unable to speak clearly.

To patients: "When was the last time you remember being in your usual state of health— in other words before you first noticed that you had become weak, paralyzed or unable to speak clearly".



If TIME elapsed is 2 hours or less patient is transported to nearest stroke center

This Pre-Hospital Stroke Scale (PSS) was issued to all EMTs and Medics in Brooklyn and Queens as part of the newly created Stroke Patient Protocols.

Financing FDNY's Preparedness Needs

*By Dep. Comm. Daniel Shacknai,
Intergovernmental Affairs and
Management Initiatives*

The task of training and equipping the FDNY for the challenges of the post-9/11 world is a lengthy, complex process. But thanks to the steadfast support of those in both the public and private sectors—and thanks also to those within the Department who have translated grants and donations into tangible results—the FDNY is training and equipping its members to increase preparedness for large-scale incidents.

Here is some of the funding the FDNY has received recently and how it will be spent:

Since 9/11, the **Department of Justice** has allocated more than \$10 million to the FDNY. Some of this funding replaced apparatus that had to be decommissioned after service at the World Trade Center. The remainder – more than \$7 million – paid for the training of more than 600 firefighters and officers to become members of Special Operations Command Ladder Support Companies. The Department of Justice also has been instrumental in helping craft the curriculum for our Terrorism Awareness training program, which is given to each probationary firefighter at the Academy.

The FDNY has received \$22.6 million in grants from the **Department of Homeland Security**. This funding will be used for a wide range of equipment and training, such as increased Haz-Mat capabilities, exercises, Incident Command training, collapse equipment and personal protective gear. This allocation represents more than 40% of Homeland Security funding given to New York City's first responders. Homeland Security Funding is an ongoing process that began just this year, and we expect approval for another \$23 million before the end of the year.

Another federal appropriation – the **Port Security Grant from the Federal Transportation Security Administration** – has allowed the FDNY to increase Haz Mat training and response capabilities in its Marine Division.

The FDNY recently secured an \$880,000 grant from the **New York State Department of Health** to train FDNY EMTs to become Paramedics. The grant, which is officially called the Health Workforce Retraining Grant, will help alleviate a shortage in Paramedics and make it easier for EMTs to reach the next level in their training. The new grant money will cover the EMTs' salaries while they undergo the training, as well as pay for the overtime expenses required to cover their absences.

Through collaborative lobbying efforts with **Sen. Hillary Rodham Clinton**, the FDNY recently received \$25 million from the federal government for the medical monitoring of active and retired members. This grant accounts for more than one quarter of the \$90 million in post-9/11 health monitoring funding recently awarded to New York City. In addition, the Department recently obtained grant funds to sustain its enhanced counseling service levels through June 2004.

Locally elected New York City officials have also been instrumental in securing important funding for the Fire Department. **Councilwoman Madeline Provenzano** helped set aside more than \$400,000 in New York City's 2004 budget for a mobile command center and needed house watch renovations. **Staten Island Borough President James P. Molinaro** helped secure an additional \$450,000 for all-terrain rescue vehicles and a Staten Island-based rapid response boat and dock, which will help expand rescue capabilities at any incident, large or small.

Private individuals and organizations have also helped contribute to the budget for training and equipment. The **Leary Firefighters Foundation** is underwriting a Mobile Command Center. And since 9/11, the **FDNY Fire Safety Education Fund (FSEF)** has collected mil-

lions of dollars in donations from the private sector. In turn, the Fund has allocated more than \$1.3 million for essential rescue, communications and other preparedness equipment. Included in this list of new equipment are 45 post radios and 45 cross-band repeaters, nearly 400 dosimeters and chargers, and Marine Navigating Software. In addition, these funds will equip our two new mobile command centers with advanced communication capabilities. FSEF funds also will be utilized to create tabletop exercises for terrorism training and underwrite the second year of the FDNY Fire Officer's Management Institute.

The FDNY's fundraising achievements so far have been impressive, but they are far from complete. The leadership of the Fire Department is committed to securing every available resource through the ongoing process of grant writing and fundraising. Fortunately, even during this difficult economic period, private donors and elected officials still value the lifesaving work of the FDNY. The Department hopes to build on its successes and obtain maximum funding for preparedness training and equipment in the months and years to come. The members of the Fire Department – and the residents of New York City – deserve nothing less.

**Proposed FDNY
Mobile Command Center**



IMPROVING OUR PREPAREDNESS

(CONTINUED FROM PAGE 1)

Sal Cassano ran citywide operations from our Fire Operations Center at HQ, with the assistance from Borough Commanders who supervised and monitored situations in their respective areas. This was a perfect example of implementing a new strategy developed after September 11, i.e., managing a large incident or multiple incidents from FOC. Chief Cassano first ramped up levels of manpower and equipment to handle a possible increase in activity levels - both for Fire and EMS. This decision proved critical. In the 24-hour period that followed, EMS handled roughly double the number of calls and the number of structural fires was more than four times the norm. With an NYPD liaison present at FOC, Chief Cassano was quickly able to inquire - and get answers - regarding the possibility of fire activity due to possible civil unrest. (It turned out there was little looting, but having the answers allowed him to manage resources accordingly.) As a result, we were able to demonstrate a high level of interagency coordination between the

FDNY and NYPD. Ultimately, the men and women in the field - treating patients and responding to dozens of structural fires, elevator emergencies, etc. - were the real heroes who performed admirably and went above and beyond in many other ways.

A terrific job was done by everyone, and in terms of managing the incident we were aided greatly by the changes we have advanced in the last two years. We will continue to seek better equipment, training and procedures that will allow you to be better prepared - and better protected - as you perform the selfless and dedicated work of making this city a safer place for all who live and work here.



FDNY HONORS ITS FALLEN

After a two-year absence, the FDNY gathered October 12 at the Firemen's Monument on 100th Street and Riverside Drive to honor the members who had died within the past year. More than 6,000 members of the Department attended the solemn ceremony, which also recognized all 1,126 members during the history of the FDNY who have given their lives protecting New York City. Mayor Michael R. Bloomberg, Commissioner Scoppetta and Chief of Department Frank Cruthers addressed the crowd, thanking the active members for their selfless service and remembering those who made the Supreme Sacrifice.



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JAMES O'SHEA, of Ladder 127, suffered a fatal heart attack September 27 after fighting a fire in Kew Gardens Hills. The fire was later deemed incendiary and an arrest has been made. Firefighter O'Shea's death was the first line-of-duty death since September 11, 2001. He spent the past 17 years in the Department working at busy houses in Brooklyn and Queens. He was known for taking rookie firefighters under his wing, for learning the techniques of his trade and then passing that knowledge on to others. At a time when we value experience in our department, the loss of a veteran is especially profound.





VIEW

POINT
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NEWSLETTER OF THE NYC FIRE COMMISSIONER

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FDNY:

A 137 YEAR HISTORY

OF COMMITMENT,

COURAGE

&

COMPASSION