



FDNY STRATEGIC PLAN 2009-2010

Michael R. Bloomberg, Mayor

Nicholas Scoppetta, Commissioner

Salvatore J. Cassano, Chief of Department



**FDNY
STRATEGIC PLAN
2009-2010**



FIRE DEPARTMENT OF THE CITY OF NEW YORK

FDNY MISSION STATEMENT

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

CORE VALUES 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

Our citizens must be 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

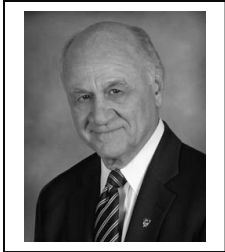
A commitment to the objectives of our mission is an essential part of our code of conduct. The faithful observance of duty calls for us to fulfill our obligations professionally and honestly.

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.



MESSAGE FROM THE FIRE COMMISSIONER



I am pleased to present the New York City Fire Department's 2009-2010 Strategic Plan. Since launching our first strategic plan in 2004, the Department has made great strides in improving operational effectiveness, using state-of-the-art information technology, best practices in performance management and enhancements to an already extensive training curriculum. Strategic planning also has helped us continue to build a culture of safety, enhance fire prevention initiatives and recruit a more diverse work force.

Building on the foundation set in previous plans, our five goal areas remain: emergency response, health and safety, management and organizational development, diversity and fire prevention and safety education. This Strategic Plan includes a list of critical initiatives necessary to achieve our five goals. We gathered input from throughout the Department in preparing this plan, realizing a truly inclusive and collaborative approach is the best way to achieve success.

The FDNY is one of the finest first-responder organizations in the world. Strategic planning guides this Department effectively in rapidly changing times. Better management means better, faster services for those in danger. In 2008, for example, we achieved the second-fastest response time to structural fires in our recorded history. We also saw the lowest number of civilian fire fatalities for any seven-year period in our history, as well as a record number of restored pulses in cardiac arrest patients.

The greatest asset of the FDNY remains our Firefighters, EMS personnel and civilian employees. Strategic planning has enhanced that asset by allowing us to recruit the most diverse probationary Firefighter class in our history last year. This new Strategic Plan will help us strengthen what is already an exemplary Fire Department.

A handwritten signature in black ink that reads "Nicholas Scoppetta".

Nicholas Scoppetta



MESSAGE FROM THE CHIEF OF DEPARTMENT



The Department has made great strides since our first Strategic Plan in 2004. The Department can be justifiably proud of the progress we have made on numerous Strategic Plan initiatives. As Chief of Department, I am particularly gratified by the initiatives that directly contributed to improved services to the public—our fastest response times to structural fires since 1994; the fewest civilian fire fatalities for any comparable period in our history; and a record number of restored pulses in cardiac arrest patients. Equally important are the initiatives to advance a culture of safety, thereby better protecting the lives and health of our members. For example, our new Performance and Safety Accountability System promotes the best safety and accident prevention practices throughout the Department.

The 2009-2010 Strategic Plan is even bolder than past plans. By reaching out to the entire Department for ideas, we were able to create a diverse and exciting mix of new initiatives, still inspired and organized around the same five critical goals of improving emergency responses, enhancing health and safety, strengthening management and organization, increasing diversity and expanding fire prevention/safety education. The plan includes innovative firefighting techniques and programs to improve cardiac survivability and the survivability of fire victims.

Every member of the FDNY is sworn to protect the lives and property of the people of the City of New York. Implementation of this Strategic Plan will help us do an even better job of keeping them safe.

A handwritten signature in cursive script that reads "Salvatore J. Cassano".

Salvatore J. Cassano



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OVERVIEW

BACKGROUND

The FDNY Strategic Plan for 2009-2010 summarizes the New York City Fire Department's key goals and objectives for the next two years. Publication of this Strategic Plan, the Department's third, is an important next step in solidifying strategic planning as part of the FDNY culture. Department executive staff undertake a detailed assessment of the Department's short- and long-term goals and objectives every two years. This year, an agency-wide outreach for proposals was initiated and 38 responses from all levels of the organization—including a large number from Battalions—were received. Many brainstorming sessions were held and, ultimately, the Fire Commissioner and Chief of Department chose the initiatives. To monitor the implementation of these top initiatives, quarterly progress reports will be presented to the Department's Accountability Group (AG), chaired by the Fire Commissioner and Chief of Department. Additionally, the Performance Safety and Accountability System will ensure that these new initiatives have a measurable, positive impact on FDNY's customers, services and stakeholders.

Within the framework of the prior 2007-2008 planning cycle, the Department's Bureau of Operations launched its own strategic planning process for the Borough Commands and Special Operations Command. To date, the Bureau of Operations has published two borough-wide strategic plans; namely, the Bronx Borough Command Plan and Manhattan Borough Command Plan. Each of these plans adheres to the Department's overall goals, but also delineates the particular priorities and objectives that are unique to meeting the needs of that borough. A three-year Strategic Plan for the Department's Special Operations Command (SOC) will be finalized shortly and reflect those critical priorities identified for its Hazardous Materials (Haz-Mat), Rescue and Marine Operations. Strategic Plans for the remaining Borough Commands, representing the Brooklyn, Queens and Staten Island Divisions, Battalions and individual Companies, will be completed within the first year as part of the implementation of the Strategic Plan for 2009-2010.

The Department has a long-standing and proud tradition of serving the citizens and visitors of the City of New York. Through the development and publication of its Strategic Plan documents and scorecards, the Department is committed to providing all members of the FDNY, as well as oversight bodies and the public, with essential information and a clear understanding of the Department's priorities, accomplishments and future direction.



KEY GOALS AND OBJECTIVES FOR 2009-2010

The FDNY Strategic Plan for 2009-2010 reaffirms five broad goals:

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

The Department developed a list of 19 critical initiatives necessary to achieve the five goals. These key objectives are summarized below and detailed in this Plan.

1.0 IMPROVE EMERGENCY RESPONSE OPERATIONS

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

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

- Expand the use of innovative firefighting techniques
- Advance the development of an on-scene electronic Firefighter Locator System
- Improve on-scene handie-talkie *mayday* tracking of Firefighters and Officers
- Expand Marine Operations' capacity for emergency response
- Improve the survivability of cardiac patients through the development of a service continuum
- Improve the survivability of fire victims suffering from the effects of smoke inhalation

To improve its response operations, the Department will:

1.1 Continue to research, pilot and expand the use of new and innovative firefighting techniques to enhance operational tactics, response and Incident Command.

These initiatives include:

- Continue to pilot and evaluate positive pressure ventilation (PPV) strategies and tactics through the use of specialized PPV fans deployed during initial operations by designated high-rise engine and back-up units when responding to fires in high-rise fireproof multiple dwellings.
- Continue to pilot and evaluate the use and benefits of wind-control devices, such as the fire window blanket for initial operational tactics by high-rise engines and back-up units at fires in high-rise fireproof multiple dwellings.



- Continue to train designated engine companies and Chief Officers on the potential benefits of stairwell pressurization through deployment of PPV fans and the use of new equipment/tools during a response to high-rise residential fires.
- Continue to train designated ladder companies and Chief Officers in the potential benefits of deploying fire window blankets as part of the overall tactical response to a high-rise fireproof multiple dwelling fire.
- Train and establish a Ventilation Group to be deployed under the supervision of a newly designated Officer who serves as the Ventilation Group Supervisor.
- Ensure a coordinated response through the deployment and use of the Department's new high-rise nozzle, together with other new tactical tools/equipment to be used at high-rise residential fires.

1.2 Advance the development of an electronic Firefighter Locator System as a component of a comprehensive Electronic Incident Management System.

- Continue to partner with the military and private firms to research emerging technologies to develop an on-scene electronic Firefighter Locator System that will further safeguard the lives of FDNY members.

1.3 Improve on-scene handie-talkie *mayday* tracking.

- Research the capacity of current technologies to retrieve voice data and member emergency identification numbers from the FDNY Battalion Recorder devices.
- Improve command, control and lifesaving rescue efforts by simultaneously extracting each member's emergency identification number and monitoring all on-scene *mayday* transmissions via the City Net wireless network and submit these data to the Incident Commander and Fire Department Operations Center (FDOC).

1.4 Expand the Marine Operations' capacity for emergency response utilizing grant funds to:

- Acquire seven Rapid Response Boats (33 feet) to complement FDNY's larger boats and further enhance response capabilities to emergencies.
- Acquire three Medical Response Boats (31 feet) to ensure that a marine resource is dedicated to patient triage and care to enable the Department to treat and rapidly transport patients in need of medical attention.
- Pilot the use of smaller watercraft, such as specially equipped jet skis and inflatable pontoons, to provide more rapid search and rescue of victims in shallow waters near floating docks, beaches, streams and marshland.
- Continue to advance training for Marine Operations and further develop a multi-layered training curriculum for safe shipboard response.

1.5 Improve the survivability of cardiac patients through the development of a public service preparedness continuum.

FDNY Community cardiopulmonary resuscitation (CPR) Program

- Fully implement the FDNY Community CPR Program by obtaining grant funding to meet staffing, supplies, vehicle and CPR equipment needs of the program.



- Partner with the American Heart Association to modify and expand the FDNY Community CPR Program to more effectively target public/volunteer CPR training and purchase/install CPR equipment on-site at high-density residential and commercial buildings Citywide.
- Enhance the effectiveness of CPR interventions through the procurement and pilot of “auto CPR devices” that provide biofeedback on the patient’s condition in response to the EMS and Fire CFR-D members who are administering CPR to the patient.

Initiate FDNY New York City Project Hypothermia

Phase I

- Partner with oversight bodies and the healthcare sector NYC 9-1-1 receiving hospitals to increase the number of hospitals designated as Specialized Resuscitative Referral Centers, capable of providing therapeutic hypothermia and necessary patient care resources 24 hours a day, seven days per week.
- Modify NYC EMS 9-1-1 system ambulance transport protocols to transport out-of-hospital, non-traumatic, cardiopulmonary arrest patients, who achieve return of spontaneous circulation (ROSC) to the nearest 9-1-1-designated Specialized Resuscitative Referral Center.
- Develop a comprehensive Quality Assurance Program for the New York City Project Hypothermia Initiative to ensure data-sharing among medical providers, which will facilitate the evaluation of patient outcomes and the efficacy of the project.

Phase II

- Implement new protocols for EMS provider agencies participating in the NYC 9-1-1 system, which would require them to initiate therapeutic hypothermia (cold saline) during out-of-hospital resuscitation of non-traumatic cardiac arrest patients. If ROSC is achieved, then the patients are transported to the nearest 9-1-1-designated therapeutic hypothermia center.
- Improve patient assessment and treatment during transport by using existing voice communications (cell phone, ambulance microphone/radio) and CityNet wireless technology to transmit the patient’s electrocardiogram (EKG) test results from the Advanced Life Support (ALS) ambulance directly to the 9-1-1 receiving hospital emergency room and the FDNY Telemetry Office physician.
- Modify current protocols to further reduce response times for ALS ambulance units dispatched to a potential ST Elevation Myocardial Infarction (STEMI) patient and further reduce the patient’s transport time to a designated Percutaneous Catheterization Intervention (PCI) receiving hospital’s emergency department.
- Partner with oversight bodies and the PCI hospitals to further reduce triage time and transfer of the STEMI patient from the emergency room to the hospital’s catheterization unit.

1.6 Improve the survivability of fire victims suffering from carbon monoxide and cyanide toxicity due to smoke inhalation.

FDNY Non-Invasive Carbon Monoxide Monitoring Program

- Continue to pilot and assess the utility of on-scene, non-invasive carboxyhemoglobin measurements for patients and others who may have been exposed to toxins at fires or potential haz-mat incidents where high carbon monoxide (CO) levels are detected by environmental monitoring devices.
- Partner with the City hospital sector to identify additional Specialty Care Centers (SCC) to expand the availability of hyperbaric medical therapy treatment Citywide for patients



suffering from smoke inhalation, carbon monoxide or cyanide poisoning, as well as decompression sickness, and modify the FDNY 9-1-1 ambulance transport protocols accordingly.

- Expand utilization of the Masimo Rad-57 Pulse CO-oximeter that will enable EMS field personnel to accurately assess a patient's blood, determine toxicity levels and dispense high flow (100%) oxygen to commence initial treatment of CO patients.
- Expand the FDNY CO Initiative pilot program to assess Fire and EMS personnel operating on the scene of second-alarm fires and greater, Mass Casualty Incidents and a haz-mat response, to include those members who are asymptomatic, assess carboxyhemoglobin levels for potential elevated CO levels, dispense high flow (100%) oxygen and provide hospital transport to an SCC if required.

Improve EMS response to patients suffering from cyanide toxicity.

- Train EMS personnel to rapidly identify those patients at a fire scene who may be experiencing the most severe symptoms of cyanide poisoning.
- Develop protocols for EMS personnel to provide the latest FDA-approved medications to these identified patients.
- Design and conduct tabletop exercises and functional, full-scale and multi-unit drills that include a cyanide poisoning scenario to further prepare FDNY units to respond to a potential terrorism incident, a criminal act or industrial accident that involves a Mass Casualty Incident.



2.0 ENHANCE THE HEALTH AND SAFETY OF FDNY MEMBERS

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

The Department is committed to improving the safety and well-being of all FDNY emergency responders. FDNY has emphasized a renewed effort to improve operational safety management and behavior through heightened hazard-risk awareness, an emphasis on injury prevention and by intensely promoting among all members the importance of safety each and every day to prevent injuries or fatalities.

The FDNY, through its Safety and Inspection Services Command, is in the process of designing, piloting and implementing various projects to meet the needs of the Fire and EMS workforce. For example, the Department, together with the National Fallen Firefighters Foundation, the International Association of Fire Chiefs and other partners and stakeholders, already have implemented a multi-layered safety management program to targeted audiences, from top-to-bottom, so that "Everyone Goes Home."

The most recent of these collaborative efforts is with Oklahoma State University's Department of Political Science. The FDNY will join several other participating fire departments from across the nation and launch a three-year safety performance improvement initiative using potential grant funding from the U.S. Department of Homeland Security/Federal Emergency Management Agency.

The goal of the program is to improve the way in which safety is managed within the fire service and direct management efforts at critical safety-related behaviors, resulting in a change in members' attitudes, values and beliefs about safety. Adding a research component to the Department's current organizational safety management initiatives will help evaluate the effectiveness of the Department's ongoing program to successfully change the safety culture of the organization in the short and long term and significantly reduce Firefighter injuries and deaths. This project, if funded, will be the next step in the development of new, short- and long-term safety programs aimed at improving the organization's safety management and hazard risk-reduction functions by transforming both manager and staff beliefs and behaviors.

In February 2008, after the completion of a successful pilot program in Staten Island and important feedback from Officers in the field, the FDNY Computerized Injury Reduction System (CIRS) became fully operational as the Department's new automated injury reporting system for Firefighters. The injury form, known as the CD-72, now is completed on-line and enables the Department to collect and extract data on Firefighters' injuries using an electronic database and reporting system. This system has been particularly helpful as it provides the Department's Safety and Inspection Services Command and Bureau of Health Services with essential data, trend analyses and an ability to extract injury data using numerous variables. The CIRS data help the Department to better identify and data-match specific injury codes with those injuries presented as case studies in prior Safety Bulletins.

The computerized system also has improved the Department's ability to achieve efficiencies in the development of the *FDNY Risk Management Plan* (published annually). The future refinement and modifications to the CIRS database, its data input, retrieval and reporting functions will assist the Department in problem identification. The Department then can update operating procedures and



protocols and conduct specific drills and exercises to prevent and/or reduce potential injuries or fatalities of its members.

In January 2008, EMS staff assigned to the Safety Command launched an EMS Vehicle Accident Reduction Program. The EMS program was modeled after the initial success of the Fire Apparatus Accident Reduction Program. It was necessary to modify the Department's Fire Apparatus Accident Reduction Program for the EMS work force due to the inherent differences in the work environment and scheduling challenges posed by the EMS stations. The EMS program and its safety message were implemented as a component of the Bureau of Health Services Annual Medical/Education Day. The centralized delivery of the program facilitated its successful implementation. The program aims to reach all Emergency Medical Technicians and Paramedics who are required to adhere to an annual medical appointment. The program content incorporates accident data and ambulance driver profiles, identifies road hazards and reviews safety operating procedures and protocols to improve navigation to ensure the safety of EMS personnel and their patients.

2.1 Further promote operational safety management and behavior by reinforcing the FDNY safety culture.

- Participate in a national, multi-year academic research project to develop a world-class safety management system within FDNY for members of the Fire and Emergency Medical Service.
- Empower the FDNY Officers Management Institute (FOMI) project team to make recommendations to the Staff Chiefs assigned to the Department's Bureaus, including Safety Command, Operations, Fire Prevention and Training from the team's review/analysis of prior fatal fire investigation reports to further improve safety in the field.
- Continue the implementation of the FDNY/National Fallen Firefighters Foundation safety video project through ongoing, on-site firehouse presentations and group discussion.
- Collaborate with the National Fallen Firefighters Foundation to develop an FDNY/EMS safety video project through on-site EMS station presentations and group discussion.
- Continue to utilize the Department's intranet to enhance communication to and feedback from all field units through dissemination of safety publications, line-of-duty case studies, the "Pass It On" program and voluntary participation in the "Near Miss" incident program.
- Collaborate with the FDNY webmaster team to develop an internal web site for Safety Command and Inspection Services that will centralize the Department's safety message, initiatives and reference materials for Firefighters and Officers in the field.
- Ensure members' compliance with the Federal Highway Administration's Rule, Worker Visibility Final Rule-23 CFR Part 634, regarding the mandated use of high-visibility safety apparel that provides Firefighters with fire-resistive and high-visibility reflective and fluorescent vests at highway operations.
- Ensure EMS members' compliance with the issuance of high-visibility safety apparel/vests at all highway operations.
- Promote post-incident safety management through post-incident analysis using the handie-talkie recordings, videos and photographs taken by the Command Tactical Unit.
- Use the new FDNY Computerized Injury and Reporting System (CIRS) to improve data collection on members' injuries and produce the annual *FDNY Risk Management Plan*.
- Automate employee injury and exposure records and improve data input, retrieval and report functions and implement preventive interventions for EMS personnel, accordingly.
- Research and develop new equipment to enhance the safety of patients and emergency medical personnel alike through the Department's Medical Equipment and Infectious Control Committees.



- Promote Critical Incident Stress Management through peer debriefing sessions for all emergency responders at an incident site and, when necessary, provide counseling by a mental health professional from the FDNY Counseling Service Unit.
- Continue to improve on-scene safety for EMS responders by developing additional scene safety initiatives, including conducting an EMS hazard assessment Department-wide survey and establishing a Hazard Assessment Committee.
- Reduce exposure to on-scene violence against personnel by the public through conflict resolution training and other interventions.

2.2 Implement “green” initiatives Department-wide.

In support of the Mayor of the City of New York’s 30-year, long-range sustainability plans and goals, known as *PLANYC 2030*, the FDNY is committed to make a major contribution to the City’s “green” initiatives. For example, in 2008, with funding from the Mayor’s Office, the Department’s Fleet Services Unit received 30 hybrid vehicles to replace conventional sedans and SUVs. These vehicles brought the total to 32 hybrid vehicles, which subsequently were distributed across the agency to the Bureaus of Fire Investigation, Fire Prevention, Health Services and the Commissioner’s Office.

Similarly, the FDNY’s Buildings Unit is working closely with the New York City Department of Citywide Administrative Services (DCAS) to obtain approval and funding for “green projects” that will reduce gas and energy consumption at FDNY sites. This will be accomplished through upgrades at existing facilities and by incorporating green designs at new facilities under construction. Any new capital project of \$20 million or greater with a “green component” will be required to have a projected economic cost savings within 10 to 15 years of the project’s completion.

The FDNY Technology Bureau will reduce energy consumption through the procurement of emerging energy-efficient technologies and institute energy- and cost-conservation measures throughout the agency.

Through the initiatives below, the Department will take significant steps and make a meaningful contribution to reduce the carbon footprint of City agencies through an assessment of its own facilities, resources and personnel practices.

Buildings

- Work with DCAS and secure funds from the New York Power Authority (NYPA) to upgrade lighting/electrical fixtures, ballasts and bulbs from incandescent/fluorescents at six FDNY Engine Companies in the Bronx, Brooklyn and Manhattan.
- Work with DCAS to obtain funding to upgrade lighting/electrical fixtures at four additional sites, including two Brooklyn Engine Companies, one Manhattan Ladder Company and at Fleet Services shops in Queens.
- Complete the installation of solar energy panels at one EMS Battalion in the Bronx to reduce gas energy consumption of the building’s hot water heaters. A cost-saving analysis using state-of-the-art meters will assist in monitoring/tracking the energy consumption and cost benefit of the solar project.
- Work with DCAS and National Grid to expand the use of solar energy at other FDNY EMS stations and firehouses, based on projected results from the cost-based analysis and potential energy savings from the EMS Battalion solar pilot project. This project represents a



- public/private partnership, whereby National Grid agrees to supply the solar energy equipment and DCAS agrees to provide funding for the labor costs.
- Work with the New York City Department of Design and Construction to incorporate a “Green Roof” as part of the design for a new EMS Battalion 3 in the Bronx. Among other benefits, the green roof design includes a grass roof to hold water to keep the building’s occupied space cooler.
 - Conserve water usage at the Fire Academy located at Randall’s Island by re-using water that is used for training purposes. It is estimated that three million gallons of water a week is used at the Fire Academy for training, exercises and drills. The Buildings Unit will submit a proposal to DCAS to redesign the Randall’s Island Training Academy to install retention tanks throughout the island. These retention tanks will capture the water and reuse it for ongoing training purposes.
 - Install light sensors in all newly designed FDNY buildings that will automatically turn off lights to conserve electricity when an area or office is unoccupied.

Fleet

- Work with DCAS to further expand the Department’s fleet energy-conservation efforts through the purchase of additional fuel-efficient and clean-burning vehicles (including hybrid vehicles) to replace conventional vehicles currently in use by various Bureaus.
- Initiate the purchase of new fire apparatus with diesel particulate filters and urea injection systems that will lower burning exhaust emissions, increase oxidization and decrease nitrogen and carbon monoxide to help meet the new Federal emission standards requirements that will take effect in 2010.
- Continue to work with automobile manufacturers to provide ongoing training to FDNY mechanics on the proper maintenance and repair of the new fuel-efficient and clean-burning vehicles, including hybrid vehicles.

Technology

- Procure the next generation of personal computers with LCD monitors, which consume less electrical power than the current CRT displays.
- Program all FDNY computer monitors to automatically switch into power-saving mode during non-use to conserve electricity.



2.3 Continue the World Trade Center Medical Monitoring and Treatment Program.

As part of its unwavering commitment to those members who responded to and participated in the rescue and recovery effort on and after September 11, 2001, the Department will continue to maintain, enhance and evaluate its World Trade Center Medical Monitoring and Treatment Program. The FDNY Bureau of Health Services provides a vast array of services to its active members and retirees, of both fire and emergency medical services, to monitor the health effects and patterns of illness resulting from the response on September 11th. The Department issued an extensive report summarizing six years of data on the health impacts on FDNY rescue workers. Additional emphasis has been focused on outreach to recent retirees, resulting in a 50% increase in participation in 2008, compared to the same period in 2007. The FDNY Bureau of Health Services will continue to provide:

- Physical health baseline assessments, reassessments and medical monitoring.
- Pharmaceutical support to eligible members.
- Mental health initial assessments and follow-up visits.
- Data management for the WTC Medical Monitoring and Treatment Program.



3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Promote organizational effectiveness and develop leadership capabilities.

The FDNY continues to strengthen its management capabilities by providing ongoing opportunities for additional managerial and leadership training, the refinement of performance management methods and increased access to comprehensive analytical reports and data. During the past two years, the Department also has improved information-sharing with key external agencies, as well as internal Department-wide communication for and to Incident Commanders, using state-of-the-art technology at its Operations Center. The Department also has developed new training curricula for Battalion Chiefs and Deputy Chiefs, as well as improving communication to Company Commanders and members. To continue strengthening management and organizational development, the Department will identify prospective future leaders of the Department with the potential for promotion to the level of Staff Chief and provide essential managerial skills and training prior to appointment. Deputy Chiefs will be offered the opportunity to participate in a newly created Staff Chiefs Development initiative that will:

3.1 Develop a comprehensive data analysis system that will improve the efficiencies and effectiveness of a Coordinated Building Inspection and Data Analysis System (CBIDAS). This risk-based inspection and computerized building safety program is one of the most important management initiatives in the modern history of the FDNY. It will enable the FDNY to concentrate its fire prevention resources on the buildings and neighborhoods facing the greatest risk of serious fires. The Department will:

- Partner with the Department of Buildings (DOB), Department of Environmental Protection (DEP) and other City agencies' experts and vendors to create a data warehouse that will consolidate all relevant building and inspection data from internal and external sources.
- Collaborate with IBM to create a robust Business Intelligence reporting environment within the FDNY via the City Web Portal for access to data on prevention inspections, permits, certificates, violations and summons.
- Enhance and streamline field inspection scheduling, reporting and required actions and implement wireless handheld devices for all field inspections.
- Better coordinate inspection activity between uniformed members in the field and civilian fire prevention inspectors.

3.2 Establish a Leadership Development Program for Staff Chiefs.

- Solicit recommendations from Chief Officers to identify future Department leaders at the rank of Captain and provide these selected individuals with leadership management training and skills for promotional opportunities to reach the ultimate career rank of Staff Chief.
- Provide an overview of the mission, operations and responsibilities of the Department's various Bureaus and Units to include a personal introduction to those key managers and supervisors who directly support and partner with Staff Chiefs in carrying out their duties.
- Train the Deputy Chief rank in fundamental planning concepts to identify priorities and develop, implement and monitor outcomes of a strategic plan document and scorecard.
- Provide additional training and skill development at the Command Chief rank and incorporate the following topics: performance, safety and accountability, the Incident Command structure and in-depth overview of the technological capabilities of the Department's state-of-the-art Operations Center.



3.3 Continue implementation of the National Incident Management System (NIMS) and National Response Framework (NRF): Improve overall communications within the Department with the installation of firehouse and EMS station computer kiosks to disseminate essential information to members in the field.

- Enhance communications with the field and increase pre-incident information flow.
- Implement a Citywide program to deliver essential, real-time operational and safety information to on-duty Firefighters and EMTs.
- Provide FDNY information systems members with increased situational awareness so they are better prepared to confront hazards and challenges when called to an incident.
- Install computer workstations to deliver content directly to firehouses and EMS stations in a common area, meeting room or drill area, so that the computer can be accessible to all members.
- Provide content directly to members to increase fireground safety by providing building information, including hazards, violations and pre-fire plans, on-line to all Firefighters in the firehouse; ensuring that on-duty Firefighters and emergency medical personnel have direct access to critical, time-sensitive information, such as notice of imminent homeland security threats, pending storms, health threats or other major events; creating a culture of safety by delivering customized safety content daily, including videos, reports and analysis; and providing opportunities for ongoing training, education and career development.
- Establish a Kiosk Work Group and Bureau liaisons to be responsible for the development of content with representatives from the Office of the Chief of Department, Fire Operations, EMS Command, Safety and Inspection Services Command, Bureau of Training, Technology and Development Systems, Communications, Bureau of Health Services, the Center for Terrorism and Disaster Preparedness and other support bureaus, including the Imaging Technology Unit, Fleet Services and Building Services.
- The field computer kiosks will provide members with direct access to a vast array of information, announcements, bulletins, drills, Department news, videos, web casts, *WNYF* and other publications, press releases, Fire Department books and Department forms.
- Partner with a local college or university with a media department and develop an internship program for a team of college students majoring in multi-media as a career, to assist FDNY in its efforts to implement the use of new media and improve communication Department-wide.

3.4 Continue to evaluate the EMS career ladder within the Department.

Members of EMS are afforded several career options within the Fire Department. Emergency Medical Technicians (EMTs) can enroll in a nine-month training program conducted by the Bureau of Training's EMS Academy and upon completion, receive New York State certification as an EMT-P (Paramedic). EMS personnel then can take a civil service examination for promotion to the Officer rank of EMS Lieutenant and continue to pursue promotional opportunities to the rank of Captain and Chief Officers within the Department's EMS Command.

In addition, members of EMS are eligible to take a promotional examination and can become candidates for promotion to Firefighter. These members then are eligible for subsequent promotion through the civil service examination process to first line supervisor Fire Lieutenant and Fire Officer ranks of Captain and Chief Fire Officers.



4.0 INCREASE DIVERSITY

Continue to advance and support initiatives in the recruitment, retention and promotional advancement of men and women of diverse backgrounds in the fire protection and emergency medical service.

A top priority of the Department is to continue to expand its successful efforts to diversify its uniformed workforce through its Recruitment Unit and various recruitment programs. The percentage of young men and women of diverse backgrounds entering the Fire Academy has been increasing steadily. The Department's latest recruitment campaign was tremendously successful, with minorities representing 38% of those who passed the written Firefighter's examination. The most recent probationary Firefighter class graduates represent the most diverse class in the history of the Fire Department with 35% minority representation.

The Department will build on the success achieved in the 2006-2008 Firefighter Recruitment Campaign. The next Firefighter Recruitment Campaign is anticipated to commence in January 2010 as the next open-competitive examination for Firefighter is expected to be scheduled in 2011. The Department will:

4.1 Continue targeted recruitment for future Firefighter Civil Service Examinations that focuses on recruiting young men and women of diverse backgrounds.

Phase I (2009)

- Develop a targeted, branded media campaign, including print media ads, television public service announcements and web banners unveiled in January 2010.
- Continue to retrain existing members of the recruitment cadre and train new members to have a fully trained staff prepared to launch in January 2010.
- Develop a Community Advisory Committee of community-based organizations, grassroots organizations, schools, churches, synagogues and other appropriate organizations, enabling FDNY to better disseminate information during the 2010 recruitment effort.
- Continue to offer the free, 12-session Physical Preparation Program and a three-month, free New York Sports Club membership for Firefighter Candidates being called to take the Candidate Physical Ability Test (CPAT) from civil service hiring lists #6019 and #6506.
- Implement a mentorship program for probationary Firefighters.

Phase II (2010)

- Conduct a layered advertising campaign that utilizes media outlets catering to underrepresented populations within the Department, including, but not limited to, African-Americans, Latinos/Hispanics, Asian-Americans, women and the lesbian, gay, bisexual and transgender (LGBT) community.
- Host and attend a minimum of 3,000 recruitment events and collect expression of interest forms from more than 50,000 individuals.
- Conduct a targeted, branded phone and mail campaign to interested individuals in the recruitment database.
- Increase the number of filing days held in the community during the filing period for the Open Competitive Examination.



- Work to increase the number of individuals who file to take the Open Competitive Firefighter Examination to more than 30,000 people.
- Replicate the seven-week tutorial program that was offered free of charge during 2007 to help applicants prepare for the written examination. To ensure availability and accessibility, the tutorial program will be held at the 20-plus locations throughout the five boroughs.
- Use the recruitment database, phone and mail applicants to advise applicants about and pre-register them for tutorial sessions.
- Continue collaboration with all membership organizations, including the Vulcan Society, Hispanic Society, United Women Firefighters and Fire Flag/EMS, to assist the Department with its recruitment and retention efforts.

4.2 Develop and implement an ongoing, targeted recruitment campaign that effectively maintains staffing levels and diversity of EMS personnel.

In 2007, the Department began a large-scale, ongoing recruitment effort to generate interest in the FDNY EMS Trainee Program. In 2007, the Department attended 1,459 recruitment events and collected 18,488 “expression of interest” forms. In 2008, the Department attended 2,197 events and collected 27,967 “expression of interest” forms specifically for the EMS Trainee Program. Additionally, the Department has collected 847 “expression of interest” forms from individuals already in possession of his/her EMT State or Paramedic certification. The Department has invited thousands of interested individuals to attend Information and Applicant Intake (IAI) Sessions for the EMS Trainee Program.

For the January 2009 EMS Trainee Class, 3,531 individuals were invited to attend IAI Sessions in July, September, October and November. More than 1,350 pre-registered and more than 770 attended. From those who attended, it is anticipated that the upcoming class scheduled in January 2009 will be filled with 90 students. During 2007 and 2008, the Department initiated new EMS recruitment marketing strategies, including targeting print advertising in eastern Pennsylvania, northern New Jersey and the mid-Hudson Valley, as well as sponsoring the National Anthem during every radio broadcast of both the New York Yankees and the New York Mets during the 2008 baseball season. In 2009 and 2010, the Department will:

- Continue ongoing, year-round outreach for EMS recruitment.
- Expand geographical area for outreach to EMS certification programs.
- Implement a Physical Preparation Program for EMS candidates called to take the Physical Agility Test (PAT).

4.3 Continue to expand outreach and mentoring efforts in diverse communities throughout the City and increase the visibility of the FDNY career opportunities in firefighting and EMS.

The Department successfully established an FDNY High School for Fire and Life Safety (FLS) in collaboration with the New York City Department of Education and graduated its first class in June 2008. An FDNY four-year high school curriculum includes a Firefighter 101 course required in the first year, Firematics in year two, Certified First Responder Defibrillation in the third year and an EMT Certification Program in year four.

To augment the high school students’ experience, the FDNY also established a Saturday education program, located at the EMS Academy at Fort Totten, which provided a Summer Leadership Academy, prerequisites for EMT certification, academic instruction, leadership development curriculum, physical tests, drills, military cadence and more. In conjunction with the Department of



Education's administration, the FDNY increased its recruitment efforts for this specialized high school through recruitment posters, palm cards and fliers, selected FDNY High School for Fire and Life Safety students to participate as peer recruiters at events and ultimately collected 727 "expression of interest" forms for the FDNY High School, including more than 280 collected at high school interest fairs.

In 2009-2010, the FDNY High School for Fire and Life Safety will:

- Implement new admissions procedures for the Summer Leadership Academy and EMT Certification Program.
- Implement a mentorship program for students in the EMT Certification Program.
- Implement a Physical Preparation Program for students in the EMT Certification Program.

Additionally, the FDNY Fire and Emergency Medical Service Exploring Program currently has nine Exploring posts, with more than 120 Explorers, 60 of whom have been CPR-certified. These Explorers proudly provided more than 9,500 hours of community service during 2007 and 2008 and are trained to give fire safety education presentations in the community, together with members of the Department's Fire Safety Education (FSE) Unit. The FDNY Exploring program hosted its first annual FDNY Exploring Competition and sponsored a female Explorer/FDNY High School student to attend the Fire Camp for Women in Phoenix, Arizona. In 2009-2010, the FDNY Fire and Emergency Medical Service Exploring Program will:

- Establish a Board of Directors and formal leadership structure.
- Train an Exploring Ceremonial Unit.
- Create a coordinated physical instruction program for all Posts to use.



5.0 IMPROVE FIRE PREVENTION AND SAFETY EDUCATION

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

A new Building Code and Fire Code went into effect July 2008 as part of the City's continued commitment to ensure public safety. The FDNY remains vigilant in its mission to protect lives and property through inspections and enforcement of New York City updated Local Laws and new regulations. The Department's approach represents a continuum of services that includes an array of prevention, inspection, investigation and educational activities and programs.

The Fire Department will continue to develop fire prevention, inspection and educational programs to make communities safer and expand its efforts to:

5.1 Implement a risk-based inspection program.

Guided by the U.S. Federal Emergency Management Agency (FEMA) and the International Association of Fire Chiefs Accreditation Task Force's Risk, Hazard and Value Evaluation model (RHAVE), FDNY is undertaking a comprehensive review of its fire prevention and fire suppression efforts. The aim is to better assess and quantify fire and hazard risk in the community in terms of the possibility of loss or injury and assign defined, quantifiable values of risk and hazards. The Department will identify and analyze risk by adopting a sound, scientific approach and, through the use of state-of-the-art technology, integrate data collection and dissemination of critical information to the field. The end result will be to modify current operating standards and improve prevention and suppression response, accordingly. The first of these efforts is to research and modify its inspection programs, as follows:

- Establish a risk-based inspection program that will enable the FDNY to focus its fire prevention resources on the buildings and hazards in neighborhoods facing the greatest risk of a serious fire, haz-mat incident or other large-scale emergency.
- Develop criteria for risk-based assessments of buildings, sites, hazards, construction and demolition and create a risk-based inspection scheduling system.
- Develop improved workflows and business processes for risk-based inspections, data collection, data retrieval and analysis using information from various FDNY Bureaus and other City agencies.
- Implement a risk-based priority inspection scheduling system and wireless handheld tools to automate field inspections.

5.2 Continue to implement the review and approval of Emergency Action Plans (EAPs) for commercial high-rise buildings.

The FDNY established an EAP Unit within the Bureau of Fire Prevention to review and approve plans submitted by commercial building owners in compliance with RCNY 6-02. The accepted plans are available at the Department's Operations Center for field personnel. Approximately 1,800 buildings Citywide have been identified and are required to file an EAP with the Fire Department. The FDNY provides educational seminars and certification for on-site EAP Directors at these sites.

To ensure compliance by the industry, the FDNY will:

- Notify the real estate industry and other stakeholders regarding increased enforcement through the issuance of violations and court summons for failure to comply with the law.
- Utilize a Task Force to supplement enforcement by the Department's High-Rise Unit.



- Seek to amend the New York General Municipal Law to limit the liability of Emergency Action Plan staff who voluntarily assist in the implementation of Emergency Action Plans.
- Ensure drills are scheduled and held at each site for participation by commercial high-rise building tenants.
- Develop criteria for risk-based assessments of buildings, sites, hazards, construction and demolition and create a risk-based inspection scheduling system.

5.3 Expand multi-lingual fire safety education programs and community outreach.

On July 22, 2008, Mayor Michael Bloomberg signed Executive Order 120, mandating that all City agencies provide language access services to New York City's Limited English Proficient (LEP) populations. It is estimated that approximately 1.8 million New Yorkers—representing nearly one fourth of the City's population—speak a language other than English at home.

The top six languages spoken in New York City are Spanish, Chinese (Cantonese, Mandarin), Russian, Korean, Italian and French Creole. Under the leadership of Mayor Michael Bloomberg and Fire Commissioner Nicholas Scoppetta, the FDNY launched a major customer service initiative by expanding its fire safety education programs and community outreach efforts to meet the Mayor's goal to support "customer service." The Department's educational materials are available in the following languages: English, Spanish, Chinese, Korean, Urdu, Russian, Yiddish, Italian and Arabic, through the financial support from a grant from the U.S. Department of Homeland Security (FEMA) to the FDNY Foundation.

- The FDNY fire safety education library includes tailored educational messages identifying unsafe behaviors and prevention strategies for special populations, including older adults, young children, new immigrants and diverse communities.
- Based on statistical information and data regarding causes and patterns of fire injuries and fatalities Citywide, the FDNY will continue to develop and provide written safety materials, brochures and hands-on educational opportunities in multiple languages to reach the City's diverse populations and communities.
- The Department will work with the Mayor's Office of Operations Customer Service Group to continue to provide enhanced public communication and customer service approaches that will minimize language barriers through written materials, video and the FDNY web site at www.nyc.gov/fdny.



CONCLUSION

The purpose of the FDNY's strategic planning process is to identify the top priorities of the Department, describe significant achievements and summarize the Department's strategic management initiatives and future actions. This Strategic Plan for 2009-2010 seeks to provide the public, Department and its members with a clear framework for the future to work together with its many partners to ensure the delivery of essential pre-hospital and other emergency care, fire protection, investigation, inspection and preventive and educational services that the citizens and visitors to New York City have a right to expect. The initiatives contained in this Plan will require consultation with and support from other municipal, state and federal entities, as well as the private sector and the City's relevant labor organizations.

In addition to the new objectives outlined in the FDNY's Strategic Plan for 2009-2010, the Department's Accountability Group will continue to monitor the progress and completion of those key objectives previously identified as strategic planning priority initiatives. These projects are in various phases of implementation.

The Department is dedicated to its mission and core values and to serve and protect the City of New York's eight million residents and 48 million visitors. This Strategic Plan represents the commitment to respond to emergencies and simultaneously provides an opportunity to evaluate its core services and set new standards as an organization to meet its future challenges.



SCOPE OF SERVICES

The Department's responsibilities include traditional firefighting and providing pre-hospital care, as well as handling all types of public safety emergencies, such as hazardous materials incidents, building collapses, transportation accidents, utility-related emergencies, natural disasters and acts of terrorism in New York City.

Our critical responsibilities include:

- **Fires—structural and non-structural**

Structural firefighting; transportation fires, including car, train, subway, ship and airplane fires; brush fires; and rescues related to these fires.

- **Medical Emergencies—accidental, natural disasters or terrorist acts**

With the merger of EMS into the fire service in 1996, the Department increased its response to medical emergencies—arising from accidental, natural (caused by nature, such as storms, floods, snowstorms, earthquakes) or deliberate acts—and now provides a complete package of pre-hospital care, mass-casualty trauma care, decontamination and hospital transport. The Department is also responsible for the provision and coordination of emergency medical service throughout the City.

- **Utility Emergencies Disruption—gas, electric, steam, water and sewer**

Utility emergencies involving gas, electric, steam, water and sewer prompt the Department to interact with many utility agencies, both public and private.

- **Terrorist Acts—chemical, biological, radiological, nuclear, incendiary and explosive**

Homeland security issues now necessitate that FDNY members have the ability to respond to, and mitigate acts of terrorism—chemical, biological, incendiary, radiological, nuclear or explosive. The FDNY has focused on “consequence management” through continuous training and simulation exercises.

- **Fire Prevention—inspection, education, enforcement and evacuation**

Fire Prevention activities continue to emphasize the inspection/enforcement role and also include a proactive fire safety education program for the City.

- **Fire Investigation—arson, cause/origin, intelligence, law enforcement and site security**

The fire investigation arm of the FDNY traditionally dealt with arson investigation and the cause and origin of fires. These duties have been expanded to include law enforcement agency interaction, intelligence-sharing and site security due to the increase in terrorist threats.

- **Structural Collapse—search, rescue and recovery**

Enhanced training and equipment enable all members to safely operate at building collapses. Specially trained units and units from the Special Operations Command (SOC) perform scene surveys and high-angle and confined space rescues at life-threatening incidents involving structural collapse. Enhanced training of EMS members allows delivery of Advanced Life Support (ALS)-level care to victims injured in these incidents.



- **Hazardous Materials—incident response and planning**

The FDNY HazMat Group works with City agencies to provide comprehensive hazardous materials response capability to the City. The Department has combined the highly specialized FDNY Hazardous Materials Company #1, which works with 12 Hazardous Materials Technician Companies, into a comprehensive “HazMat Group,” in order to respond to and mitigate hazardous materials incidents of all levels. EMS units provide medical decontamination, patient management and medical support for haz-mat units. A total of 130 other fire and medical units are trained in specific missions for large hazardous materials events, including weapons of mass destruction (WMD) attacks. These missions include rescue, detection, identification, control, medical intervention, mitigation and decontamination. The threat of biological, chemical and radiological terrorism demands that the FDNY maintain its preparedness role for the protection of New York City.

- **Transportation Incidents—land, air, rail, water**

Working in partnership with the Port Authority of New York and New Jersey, the New York City Department of Transportation (DOT) and the many subway and railroad authorities in New York City, the FDNY responds to emergencies involving all modes of transportation.

- **Catastrophic Weather Events—hurricanes, storms, earthquakes, snow, heat**

The Department assists the community in all weather emergencies and natural disasters, including storms, floods, blizzards and heat waves. Both Fire and EMS Operations play a critical role during these events by protecting life and property.

- **Special Event and Dignitary Protection—planning and response**

Special event protection now includes planning for and response to events, including high-profile sporting events, New Year’s Eve and United Nations’ functions. With the added threat of terrorism, these events take on a whole new dimension and no longer are routine.



FDNY VITAL STATISTICS

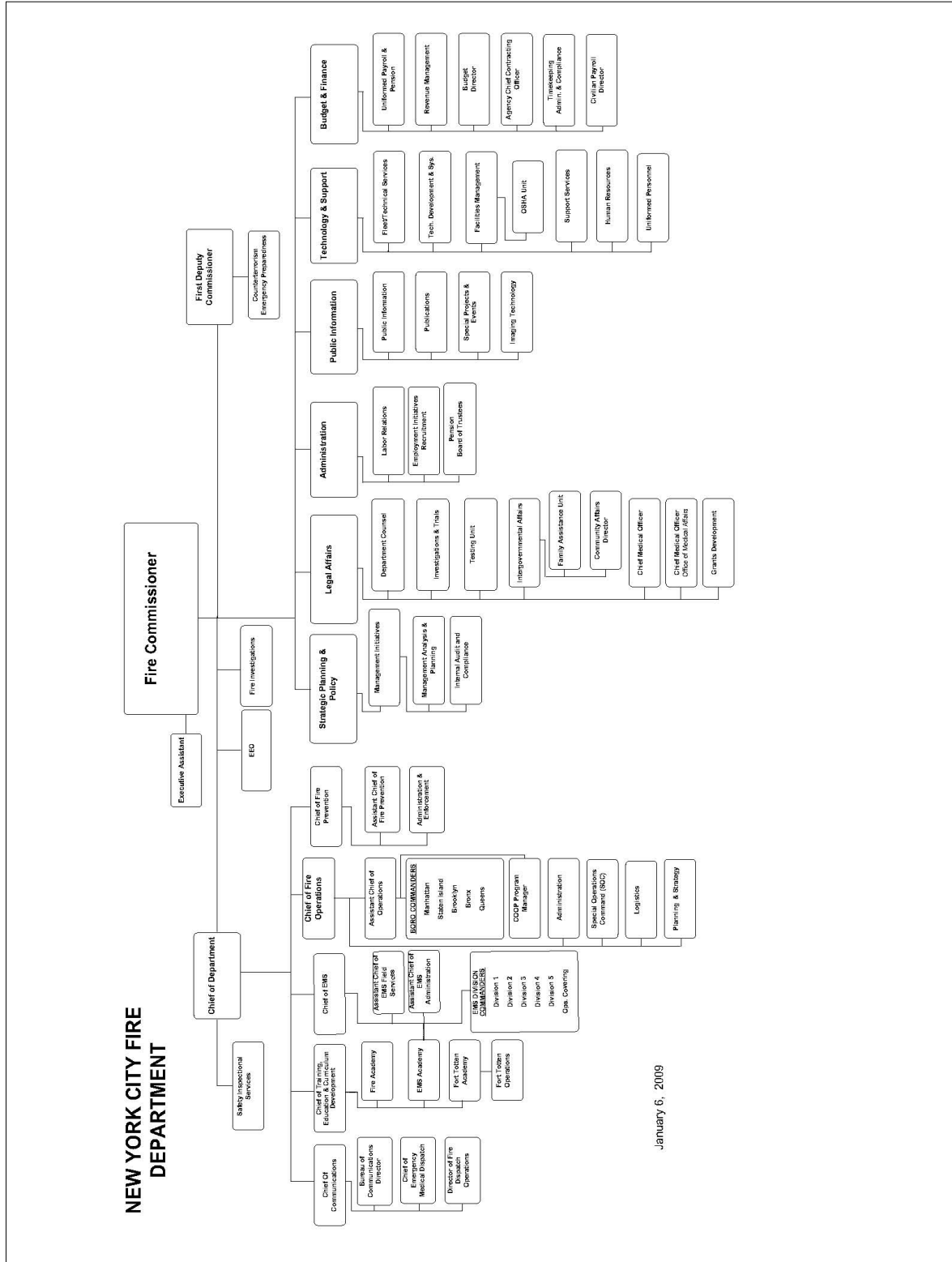
Personnel FY 2008

11,141	Firefighters and Fire Officers
3,071	EMTs, Paramedics and EMS Officers
134	Fire Marshals
277	Fire Inspectors
461	Dispatchers
435	Administrative Personnel (Technologists, Professionals, etc.)
505	Trades Persons (Mechanics, Carpenters and trades)

Services Provided to New Yorkers and Visitors FY 2008

993,375	Fire Apparatus Responses
222,836	Non-Fire and Non-Medical Emergencies
44,878	Extinguished Fires
1,381,710	EMS Unit Responses
1,205,739	Medical Emergencies
5,940	Fires Investigated for Potential Arson/Cause and Origin
219,231	Fire Inspections (Fire Code Regulatory and Field Force Inspections)
8,586	Fire Safety Events

Source: FDNY Annual Report 2008 (Covering July 1, 2007 through June 30, 2008)



January 6, 2009