

WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 300,000 fires and non-fire-related emergencies and more than 1.5 million medical emergencies a year and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

As first responders to more than 1.8 million fires, medical emergencies and myriad other incidents that impact and threaten public safety, FDNY equitably protects the lives and property of all New York City residents and visitors. FDNY also advances public safety through its fire prevention, investigation and education programs, focusing on communities most vulnerable to fire and its devastating impact on life and property. The delivery of these emergency and public service initiatives enables FDNY to make significant contributions to the safety of all New Yorkers. Many years of operational efforts, combined with public education, have helped reduce the number of serious fires and fire-related deaths, which historically have had a disproportionate impact on low-income neighborhoods and communities of color. To address higher response times to life-threatening medical emergencies in certain parts of the Bronx and Queens, FDNY developed strategies and provided additional resources that resulted in improved response times in those communities. FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement and Strategic Plan for Diversity and Inclusion. These objectives were strengthened with the issuance of Equal Employment Opportunity (EEO) and Anti-Hazing/Anti-Bullying policies, as well as the extensive diversity and inclusion education that FDNY provides for all employees in unconscious bias, sexual harassment, LGBTQ+ and EEO. FDNY helps employees understand the laws that protect the rights of everyone, as well as how everyone's unique background, perspective and experiences contribute to the rich, diverse culture of the City. Achieving greater diversity is a key objective in firefighter, EMS and civilian recruitment campaigns. Over the past five years FDNY hired almost 1,000 more firefighters of color and more than 900 EMTs of color. FDNY also hired 64 new female firefighters and 481 new female EMTs during the same period. In Fiscal 2019 FDNY's contracting with MWBEs was valued at \$150 million.

OUR SERVICES AND GOALS

SERVICE 1 Protect lives and property from fire hazards and other emergency conditions.

- Goal 1a Reduce the risk associated with fire incidents.
- Goal 1b Promptly respond to fires and other emergencies.
- Goal 1c Minimize damage to persons and property.

SERVICE 2 Respond to medical emergencies.

- Goal 2a Promptly respond to medical emergencies.
- Goal 2b Provide high-quality emergency medical care.

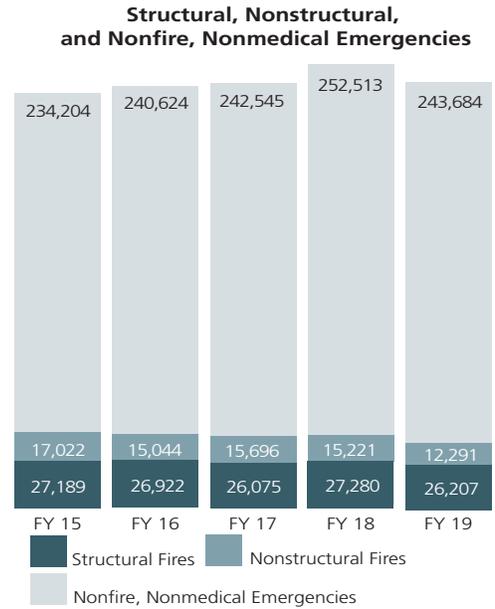
HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Protect lives and property from fire hazards and other emergency conditions.

Goal 1a Reduce the risk associated with fire incidents.

In Fiscal 2019 structural fires decreased four percent and non-structural fires decreased 19 percent compared to Fiscal 2018. However, overall fire company runs were unchanged between Fiscal 2018 and 2019 due to increases in runs to medical incidents. For structural fires, the biggest reductions occurred in Manhattan (down six percent) and the Bronx (down five percent). The main types of incidents that attributed to the 19 percent reduction in non-structural fires include manhole fires, brush fires and transportation-related fires.

FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY fire protection inspectors, the other carried out by firefighters and fire officers. In Fiscal 2019 FDNY had 50 more fire protection inspectors on board. As a result, FDNY civilian inspectors completed 209,410 fire prevention inspections of premises and locations to ensure compliance with the City’s fire code, exceeding the Fiscal 2019 target of 208,000, and an increase of three percent compared to Fiscal 2018. The increase in inspection activity resulted in an increase in violation order issuance. Work continues toward the first release of the Fire Inspection Revenue Enforcement (FIREs) system. The first release, contemplating Fire and Life Safety plan submissions to FDNY’s Emergency Planning and Preparation Group, is currently slated for a October 2019 release.



Mandated inspection requirements are determined each year, based in part, on the number of permits issued by the City for new construction, demolition, alterations and abatements, as well as complaints received from the public. During Fiscal 2019 there were 15 percent fewer mandatory inspections performed by firefighters and fire officers compared to Fiscal 2018. In Fiscal 2019 the Department fully transitioned to a target-based model for its risk-based inspection program, yielding a 14 percent increase in the number of risk-based inspections completed by fire companies. The Department’s ongoing revisions to its Risk-Based Inspection System (RBIS) improves its ability to target and track fire safety inspections more effectively, by balancing mandatory inspections with risk-based inspections that focus on buildings at higher risk of fire and fire-related damage. In Fiscal 2019 the Department piloted and evaluated a new RBIS algorithm with field units and is planning a complete rollout in Fiscal 2020.

The primary mission of the Bureau of Fire Investigation is to conduct investigations that identify the cause of fires, including arson, as well as to analyze fire trends and risk factors. Those trends and factors are then targeted by FDNY’s Fire Safety Education Program, the Bureau of Fire Prevention and Community Engagement and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. In Fiscal 2019 fire investigations decreased seven percent compared to Fiscal 2018 due to a reduction in fires classified as “suspicious.”

In Fiscal 2019 the Fire Safety Education unit covered 16 percent fewer events. The Department utilizes the #FDNYSmart hashtag to share safety messaging across the @FDNY social media platforms. Content is posted to social media year-round, with messaging tailored to seasonal safety risks, current and historical fire trends, and ongoing safety initiatives. In Fiscal 2019 FDNY safety content received 18.5 million views, an increase from 17.6 million the previous year. In February 2019 FDNY announced collaboration with the Administration for Children Services and American Red Cross to train approximately 2,000 frontline child welfare staff to examine homes for potential fire hazards and refer families for smoke alarm installation. In April 2019 FDNY also partnered with the Department of Youth and Community Development to coordinate the 2nd annual open house event at 50 firehouses. This event, combined with other school-based fire safety programs, reached over 260,000 youth citywide. In response to fires that occurred throughout the southeast neighborhoods of Queens, in Fiscal 2019 FDNY partnered with the Mayor’s Community Affairs Unit to coordinate fire safety trainings with clergy leaders, preparing them to serve as “ambassadors” for FDNY to spread key fire safety information. The program established a

campaign where FDNY and American Red Cross sent teams to houses of worship to sign congregants up for fire and carbon monoxide alarm installation appointments. As a result, over 1,700 alarms were installed in homes throughout southeastern Queens.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Structural fires	27,189	26,922	26,075	27,280	26,207	↓	↓	Neutral	Down
Structural fires per 100,000 people	330	327	316	331	312	*	*	Neutral	Down
★ Non-structural fires	17,022	15,044	15,696	15,221	12,291	↓	↓	Down	Down
Completed inspections performed by civilian fire prevention personnel	195,223	206,959	225,025	203,052	209,410	208,000	208,000	Neutral	Up
Violation orders issued	43,542	44,376	56,001	55,107	65,201	*	*	Up	*
Violation orders corrected	37,390	38,109	50,245	48,657	56,720	*	*	Up	*
Violation orders corrected (%)	86%	86%	90%	88%	87%	*	*	Neutral	Up
Summonses issued	7,975	6,404	9,336	7,900	7,225	*	*	Neutral	*
★ Hazard complaints resolved within one day (%)	79%	85%	87%	90%	93%	85%	85%	Up	Up
Completed risk-based inspections performed by uniformed personnel	43,537	41,671	43,619	47,494	54,072	*	*	Up	*
Completed mandatory inspections performed by uniformed personnel	47,282	55,856	60,795	55,815	47,237	*	*	Neutral	*
Investigations	7,679	7,664	7,837	7,062	6,565	*	*	Down	Up
Arson fires	1,719	1,605	1,653	1,469	1,329	*	*	Down	Down
Fire and life safety education presentations	9,497	9,876	9,295	11,063	9,315	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None									

Goal 1b Promptly respond to fires and other emergencies.

In Fiscal 2019 end-to-end average response time to structural fire incidents called into 911 increased four seconds compared to Fiscal 2018. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end response time metrics but are included in FDNY dispatch plus travel time. In Fiscal 2019, 52 percent of structural fire incidents did not go through 911. In Fiscal 2019 structural fire dispatch and travel time to all structural fire incidents, including those reported via private fire alarm companies, increased eight seconds compared to Fiscal 2018. Travel time increases may be partly attributed to continued population growth, with more vehicles on the road and more construction.

End-to-End Average Response Time (minutes:seconds)



Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:51	4:55	4:55	4:58	5:02	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:11	4:13	4:20	4:28	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:50	4:52	4:56	5:06	5:15	*	*	Neutral	Down
Total fire company runs	1,138,509	1,175,114	1,164,940	1,166,170	1,146,803	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⇅ Directional Target * None									

Goal 1c Minimize damage to persons and property.

In Fiscal 2019 serious fires reaching second alarm or higher increased one percentage point to ten percent. In Fiscal 2019, 67 civilians died from injuries sustained in fires, representing a 31 percent decrease from Fiscal 2018.

Total service-connected injuries dropped six percent compared to Fiscal 2018, with a six percent decrease in firefighter injuries and an 11 percent decrease in firefighter burns. In Fiscal 2019 the Department also ran a safety campaign by visiting EMS stations and firehouses to emphasize the proper use of equipment and gear. In addition, the Department is replacing 10-year old bunker gear with new bunker gear garments.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	93	79	79	67	66	↓	↓	Down	Down
★ Serious fires reaching second alarm or higher (%)	8%	8%	8%	9%	10%	↓	↓	Up	Down
★ Civilian fire fatalities	55	64	43	97	67	↓	↓	Up	Down
Civilian fire fatalities per 100,000 people	0.7	0.8	0.5	1.2	0.6	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

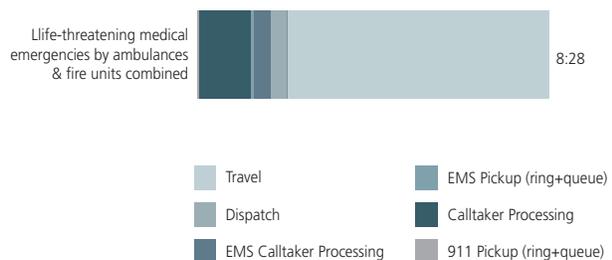
SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

In Fiscal 2019 end-to-end combined average response time to life-threatening medical emergencies increased 15 seconds compared to Fiscal 2018. End-to-end average response time to life-threatening medical emergencies by ambulances increased 24 seconds compared to Fiscal 2018. In Fiscal 2019 dispatch and travel time only to life-threatening medical emergencies for ambulances and fire companies combined increased 19 seconds compared to Fiscal 2018. Dispatch and travel time by ambulances to life-threatening medical emergencies increased 28 seconds. While the number of life-threatening medical emergencies held steady compared to Fiscal 2018, the overall medical incident workload increased 1.7 percent due to an increase in non-life threatening incidents. FDNY also promoted a large number of its EMT and paramedic workforce to the firefighter title in Fiscal 2019. Despite the Department’s aggressive efforts to hire additional EMTs and paramedics, the peak number of ambulances in service per day dropped 2.5 percent, from 472 in Fiscal 2018 to 460 in 2019.

To address these issues and reach full EMS headcount more quickly, FDNY plans to increase the size of EMT and paramedic classes for Fiscal 2020 33 percent (from 180 to 240 students) and 100 percent (from 60 to 120 students students), respectively. The Department received \$2.6 million in Fiscal 2020 for improvements at the EMS Academy at Fort Totten, in addition to \$8 million in capital funds in Fiscal 2020 and \$50 million in capital funds in Fiscal 2021. This will fund physical improvements and allow FDNY to hire additional instructors to support the increased class sizes. FDNY is also expanding its “Fly Car” program in the Bronx beginning in October 2019. The program uses fly cars (non-transporting Advanced Life Support (ALS) resources) to respond to medical emergencies, along with Basic Life Support ambulances, and has reduced response times to life-threatening medical emergencies, as well as increased the availability of ALS resources. FDNY also continued to advance other innovations in Fiscal 2019 to address increasing response time. The Department operated Hospital Liaison Officer (HLO) teams comprised of one EMS lieutenant and two EMTs at Lincoln, Jacobi, Elmhurst and Kings County hospitals, to improve the quality and timeliness of ambulance turnaround at these four busy emergency departments throughout the City. HLO teams can take responsibility for low-acuity patients (those needing less medical resources and attention) from arriving ambulances, to expedite getting ambulances back into service when emergency departments are busiest. In addition, in April

End-to-End Combined Average Response Time (minutes:seconds)



2019 FDNY placed one additional six-wheel drive Alternative Support Apparatus (ASAP) team into service in the Hudson Yards area in Manhattan.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:18	8:17	8:09	8:13	8:28	*	*	Neutral	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:13	9:09	8:56	8:58	9:22	*	*	Neutral	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:11	7:20	7:27	7:38	7:49	*	*	Neutral	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:05	6:05	5:52	6:03	6:22	6:00	6:00	Neutral	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:04	7:03	6:46	6:55	7:23	6:55	6:55	Neutral	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:27	4:32	4:35	4:42	4:48	4:38	4:38	Neutral	Down
Life-threatening medical emergency incidents	526,904	570,594	563,594	568,737	567,757	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

Goal 2b Provide high-quality emergency medical care.

In Fiscal 2019 FDNY responded to 26,231 reports of patients in cardiac arrest or choking (segment one incidents), representing an eight percent decrease compared to Fiscal 2018. Overall, FDNY units responded to 8,408 confirmed non-traumatic cardiac arrest patients in Fiscal 2019. The percentage of confirmed arrest patients that were revived increased five percentage points compared to Fiscal 2018. The Department attributes the improvement, at least in part, to a continued emphasis on the importance of a teamwork approach to resuscitation efforts from every member on scene as well as high-quality cardiopulmonary resuscitation (CPR). A subset of these incidents are classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help and possibly perform CPR, often resulting in better outcomes. The percentage of successful bystander-witnessed cardiac arrest resuscitations increased by two percentage points to 47 percent in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	29,719	33,096	32,261	28,582	26,231	*	*	Down	*
★ Cardiac arrest patients revived (%)	26%	24%	22%	30%	35%	⬆️	⬆️	Up	Up
★ – Witnessed cardiac arrest patients revived (%)	45%	46%	47%	45%	47%	⬆️	⬆️	Neutral	Up
Peak number of ambulances in service per day	405	426	457	472	460	*	*	Up	*
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
FDNY workers who sustained service-connected injuries (total agency-wide)	NA	9,824	10,042	10,006	9,556	*	*	NA	Down
Firefighters / fire officers who sustained service-connected injuries	8,926	8,157	8,446	8,330	7,860	*	*	Neutral	Down
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	NA	3,957	4,032	4,032	3,994	*	*	NA	Down
Firefighters / fire officers who sustained service-connected burn injuries	NA	265	204	250	223	*	*	NA	Down
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	215	182	148	189	161	*	*	Down	Down
EMS workers / officers who sustained service-connected injuries	1,651	1,599	1,537	1,608	1,605	*	*	Neutral	Down
Civilian workers who sustained service-connected injuries	NA	68	59	68	90	*	*	NA	Down
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	78.4	80.1	82.8	83.9	68.6	*	*	Neutral	Down
Apparatus collision rate (per 10,000 runs)	4.2	3.9	4.0	4.2	3.9	*	*	Neutral	Down
Ambulance collision rate (per 10,000 runs)	7.7	9.3	8.8	7.3	6.4	*	*	Down	Down
Average annual cost of an engine company (\$000,000)	\$6.8	\$7.1	\$7.2	\$7.6	\$7.9	*	*	Up	*
Average annual cost of a ladder company (\$000,000)	\$8.6	\$8.8	\$8.9	\$9.4	\$9.7	*	*	Up	*
Average annual cost of an ambulance (\$000,000)	\$2.1	\$2.1	\$2.2	\$2.4	\$2.2	*	*	Neutral	*
Average time from inspection request until inspection (days) - Fire alarm inspections	32	45	60	29	60	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	93%	93%	92%	92%	93%	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	92%	97%	97%	95%	95%	*	*	Neutral	Up
Completed requests for interpretation	4,501	5,484	5,098	4,684	4,442	*	*	Neutral	*
E-mails responded to in 14 days (%)	37%	54%	48%	38%	47%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	11:22	13:53	17:32	32:40	23:29	*	*	Up	Down
CORE facility rating	91	98	100	100	NA	*	*	NA	Up
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	
Expenditures (\$000,000) ³	\$1,893.7	\$1,974.5	\$2,037.7	\$2,091.6	\$2,141.9	\$2,097.3	\$2,093.4	Up
Revenues (\$000,000)	\$95.4	\$98.4	\$104.3	\$100.3	\$104.6	\$99.8	\$102.0	Neutral
Personnel (uniformed)	10,777	10,945	11,090	11,244	11,244	10,951	10,952	Neutral
Personnel (civilian)	5,524	5,900	6,373	5,984	6,161	6,336	6,416	Neutral
Overtime paid (\$000,000)	\$337.0	\$338.7	\$333.2	\$332.7	\$331.1	\$261.2	\$259.4	Neutral
Capital commitments (\$000,000)	\$70.6	\$133.5	\$122.7	\$85.6	\$101.0	\$211.9	\$238.7	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY18 ¹ (\$000,000)	Modified Budget FY19 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,845.9	\$1,855.5	
001 -Executive Administrative	\$107.5	\$125.1	All
002 -Fire Extinguishment & Emergency Response	\$1,367.2	\$1,364.2	All
003 -Fire Investigation	\$23.2	\$25.9	1a
004 -Fire Prevention	\$44.6	\$46.6	1a, 1c
009 -Emergency Medical Service	\$303.4	\$293.7	2a
Other Than Personal Services - Total	\$245.8	\$286.4	
005 -Executive Administrative	\$173.9	\$219.9	All
006 -Fire Extinguishment & Emergency Response	\$36.8	\$29.7	All
007 -Fire Investigation	\$0.2	\$0.2	1a
008 -Fire Prevention	\$0.9	\$2.9	1a, 1c
010 -Emergency Medical Service	\$33.9	\$33.7	2a
Agency Total	\$2,091.6	\$2,141.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2018. Includes all funds. ² City of New York Adopted Budget for Fiscal 2019, as of June 2019. Includes all funds.
³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2019 data for CORE (Customers Observing and Reporting Experiences) facility ratings are not available. CORE inspections will be conducted in the fall and winter of Calendar 2019 and the results will appear in the Fiscal 2020 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

- FDNY on Facebook:
<https://www.facebook.com/FDNY/>
- FDNY on Twitter:
<https://twitter.com/FDNY>
- Citywide and by borough monthly statistics:
<http://www1.nyc.gov/site/fdny/about/resources/data-and-analytics/citywide-statistics.page>

For more information on the agency, please visit: www.nyc.gov/fdny.