

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Elizabeth Crowley
Chair, Committee on Fire and Criminal Justice Services



Report on the Fiscal 2017 Preliminary Budget and the Fiscal 2016 Preliminary Mayor's Management Report Fire Department

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Fire Department Overview

The Fire Department (FDNY or Department) 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 298,000 fires and non-fire related emergencies and nearly 1.4 million medical emergencies each year and maintains approximately 250 firehouses and ambulance stations.

This report provides a review of FDNY's Preliminary Budget for Fiscal 2017 and the Fiscal 2016 Preliminary Mayor's Management Report (PMMR). In the section below, the Fiscal 2017 Budget is presented in a chart which details FDNY's spending by Personal Services (PS) and Other Than Personal Services (OTPS). This report provides a review of the FDNY's Preliminary Budget for Fiscal 2017. In the first section, the highlights of the \$1.9 billion Fiscal 2017 expense budget are presented including initiatives funded by the Council and the impact of State and federal funding.

The report then presents the Department's budget by program area and provides analysis of significant program areas and discusses initiatives included in the November and Preliminary Financial Plans and reviews relevant sections of the PMMR for Fiscal 2016. This is followed by a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the \$757 million Capital Plan for Fiscal 2016-2019. Finally, the appendices are included that list the Budget Actions in the November and Preliminary Plans, the City Council initiative, and provides an overview of the Preliminary Contract Budget.

Fiscal 2017 Preliminary Budget Highlights

FDNY Expense Budget						
	2014	2015	2016	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2016	2017	2016 - 2017
Personal Services	\$1,665,352	\$1,675,995	\$1,645,837	\$1,779,312	\$1,724,560	\$78,723
Other Than Personal Services	214,113	217,656	185,425	257,132	174,987	(10,438)
TOTAL	\$1,879,465	\$1,893,651	\$1,831,262	\$2,036,444	\$1,899,547	\$68,285

*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.

The City's Preliminary Fiscal 2017 Budget is \$82.1 billion, \$3.6 billion more than the Fiscal 2016 Adopted Budget of \$78.5 billion. City funds (City tax and non-tax revenues) total \$59.9 billion, up \$2.9 billion from \$57 billion in the Adopted Budget.

For the FDNY, the Fiscal 2017 Preliminary Budget totals \$1.9 billion (including City and non-City funds). This represents 2.3 percent of the City's total budget. The FDNY's Fiscal 2017 Preliminary Budget increases by \$68.3 million or four percent from Fiscal 2016 Adoption. However, when compared to the Department's current budget of approximately \$2 billion, the Preliminary Fiscal 2017 budget is \$136.9 million or seven percent less. The Department's Personal Service (PS) budget increased by \$78.7 million in Fiscal 2017 and is offset by a \$10.4 million decrease in Other than Personal Service (OTPS). The Department's

Fiscal 2017 Preliminary PS Budget makes up approximately 91 percent of the Department's \$1.9 billion budget.

The Fiscal 2016 Budget increases by \$68.3 million due to several budget actions from the November and Preliminary Financial Plans. The November Plan and the Fiscal 2017 Preliminary Plan includes a total of \$205.2 million in budget action changes to the Fiscal 2016 Budget and a total of \$95.2 million in budget action changes to the Fiscal 2017 Budget. The \$205.2 million includes \$15.4 million in new needs and \$189.8 million in other adjustments to the Fiscal 2016 budget. The \$95.2 million in changes to the Fiscal 2017 budget includes \$10.7 million in new needs and \$84.5 million in other adjustments. Additionally the Preliminary Budget boosts the Department's headcount by 154 positions, when compared to the Fiscal 2016 Adopted Budget. The following are major budget changes included in the Fiscal 2017 Preliminary Budget.

- **Additional EMS Ambulance Tours.** The Fiscal 2017 Preliminary Plan includes \$2.5 million in Fiscal 2016 and \$2.6 million in Fiscal 2017. The additional funding will support 37 new positions for nine additional advanced life support (ALS) tours. The Department plans to deploy the additional ambulance crews in order to maintain existing EMS service levels in Queens. (see page 13)
- **EMS Supervisor Fly Car Pilot Program.** The Fiscal 2017 Preliminary Plan includes \$1.4 million in Fiscal 2016 and approximately \$1 million in Fiscal 2017 for an EMS pilot program to reduce response times to medical emergencies by creating non-transporting ALS support fly cars to respond to ALS calls. (see page 13)
- **Rikers Island Tours.** The Fiscal 2017 Preliminary Plan includes \$748,835 in Fiscal 2016 and \$1.4 million in Fiscal 2017 for 24 positions. The additional tours will add three ALS and three basic life support (BLS) tours that are dedicated to Rikers Island emergencies. (see page 13)
- **Collective Bargaining.** The Fiscal 2017 Preliminary Plan adds \$56 million in Fiscal 2016 and \$82 million in Fiscal 2017 for collective bargaining costs for the Uniformed Firefighters Association (UFA). (see page 10)

Financial Summary

FDNY Financial Summary						
<i>Dollars in Thousands</i>						
	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 – 2017
Spending						
Personal Services	\$1,665,352	\$1,675,995	\$1,645,837	\$1,779,312	\$1,724,560	\$78,723
Other Than Personal Services	214,113	217,656	185,425	257,132	174,987	(10,438)
TOTAL	\$1,879,465	\$1,893,651	\$1,831,262	\$2,036,444	\$1,899,547	\$68,285
Budget by Program Area						
Emergency Medical Services	\$247,361	\$257,989	\$269,757	\$277,238	\$274,056	\$4,300
Executive Administrative	237,813	255,197	228,586	302,846	227,945	(641)
Fire Extinguishment/Emergency Response	1,342,706	1,325,459	1,283,445	1,406,285	1,346,970	63,525
Fire Investigation	17,360	18,854	14,458	14,734	14,817	360
Fire Prevention	34,225	36,152	35,016	35,341	35,757	741
TOTAL	\$1,879,465	\$1,893,651	\$1,831,262	\$2,036,444	\$1,899,547	\$68,285
Funding						
City Funds			\$1,608,768	\$1,683,067	\$1,677,209	\$68,441
Other Categorical			200,304	200,328	200,304	0
Capital- IFA			699	699	542	(157)
State			1,801	2,003	1,801	0
Federal – Other			17,662	148,032	17,662	0
Intra City			2,029	2,315	2,029	0
TOTAL	\$1,879,465	\$1,893,651	\$1,831,262	\$2,036,444	\$1,899,547	\$68,285
Budgeted Headcount						
Full-Time Positions – Civilian	5,168	5,438	5,616	5,652	5,711	95
Full-Time Positions – Uniform	10,302	10,777	10,790	10,821	10,849	59
TOTAL	15,470	16,215	16,406	16,473	16,560	154

**The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

The FDNY's Fiscal 2017 Preliminary Budget of \$1.9 billion reflects a moderate increase of four percent or \$68.3 million when compared to its Fiscal 2016 Adopted Budget; the increase is entirely City funds. The increase in City funds supports additional EMS tours, EMS training and support staff, and collective bargaining costs.

The Department's Fiscal 2017 Preliminary Budget reflects an increase of \$68.3 million when compared to the Fiscal 2016 Adopted Budget. However, it is \$136.9 million less when compared to the current budget for Fiscal 2016 (the Fiscal 2016 Budget as of the Fiscal 2017 Preliminary Plan). Of the \$136.9 million, \$83.3 million or 60 percent is from the Urban Areas Security Initiative (USAI) federal grant. This variance is due to the recognition of State and federal grant funding. FDNY recognizes the majority of State and federal revenue during the course of the fiscal year once grants are received.

Budgeted uniform headcount for Fiscal 2017 increased by 59 positions, largely due to collective bargaining agreements bringing the headcount to 10,849, while civilian headcount increased by 95 positions to 5,711. The majority of the civilian headcount is associated with the additional EMS ambulance tours. This uniform and civilian headcount change can be seen in several program areas.

Miscellaneous Revenue

FDNY Miscellaneous Revenue Budget Overview						
<i>Dollars in Thousands</i>						
Revenue Sources	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 - 2017
Private Alarm Co. Franchises	\$1,388	\$1,448	\$1,137	\$1,448	\$1,448	\$311
2% Tax on Fire Insurance	25,856	27,581	26,465	26,465	26,465	0
Fire Prevention Liens	3,456	3,911	2,500	2,500	2,500	0
Fire Inspection Fees	61,442	61,325	57,220	57,220	57,220	0
TOTAL	\$92,142	\$94,266	\$87,322	\$87,633	\$87,633	\$311

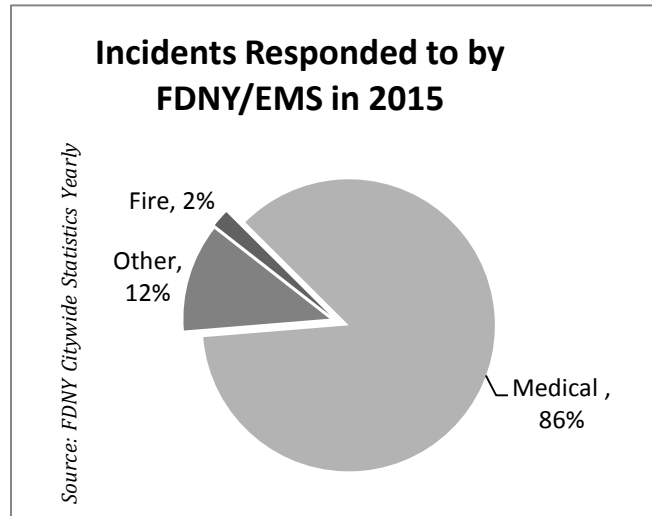
**The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

FDNY plans to collect approximately \$87.6 million from various miscellaneous revenue sources in Fiscal 2017, not including EMS ambulance revenue. The bulk of revenue in the Department's Miscellaneous Revenue Budget stems from two specific fees: fire inspection fees and a two percent tax on fire insurance premiums. FDNY issues permits and collects fees for: the inspection of fire suppression and electrical systems; places of public assembly; laboratories; high-rise buildings; and the storage and use of combustible materials. In addition, the Department realizes revenues from fees charged to out-of-state fire insurers that issue policies in New York City, and to private fire alarm companies. This revenue consists exclusively of fees charged to private alarm companies that operate in New York City. In Fiscal 2017, fire inspection fees are projected to generate approximately \$57.2 million and the two percent tax on fire insurance premiums is projected to generate \$26.5 million. Historically OMB has projected more conservative estimates of the Department's miscellaneous revenue. However, in the last two fiscal years, the Department has collected more miscellaneous revenue than projected.

Emergency Medical Services

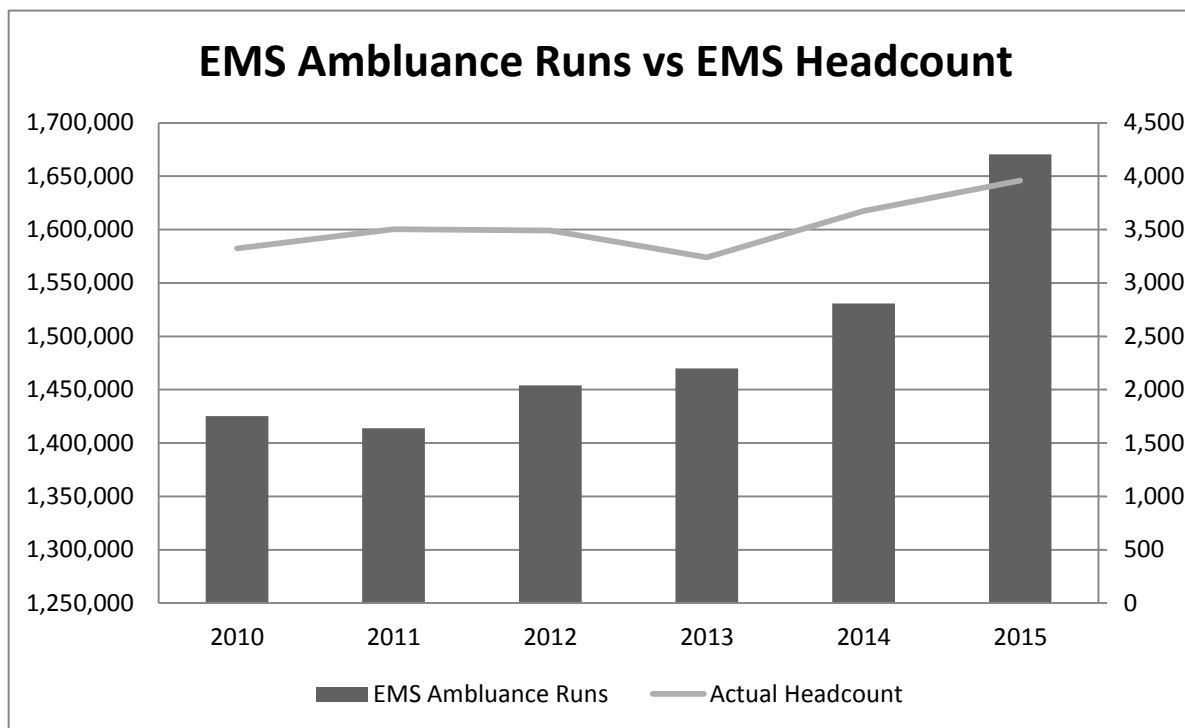
The EMS budget has increased by \$4.3 million during the course of this fiscal year. The following section outlines the increased call volume to medical emergencies, the exodus of TransCare, headcount challenges, as well as needs of the EMS training academy, which are all driving factors in the additional funding to EMS.

According to the FDNY citywide performance indicators located on the FDNY's website, in calendar year 2015, EMS went on a total of 1.7 million ambulance runs, an increase of 139,932 or 9.1 percent from 1.5 million in calendar year 2014. The Department as a whole



now responds to more medical emergencies than fires. For example, in calendar year 2015, Fire Units responded to 581,981 citywide incidents and 46 percent or 269,951 of those incidents were medical emergencies. To support the Department's increased call volume and in order to reduce response times to medical emergencies, the Department's EMS budget has seen substantial growth. The chart to the left breaks out the number of incidents responded to by the FDNY/EMS in calendar year 2015.

The chart on the following page shows the EMS ambulance runs compared to the EMS headcount. The chart indicates that as ambulance runs increases, so does EMS headcount.



Source: FDNY Citywide Statistics Yearly Report Calendar Year 2015

While, the Department and the Administration have made some strides to meet the call volume demand, the previous two charts indicate that more resources should be dedicated to EMS to maintain current response times and keep up with the increase in call volume.

In February 2016, TransCare, a private ambulance company that participates in the 911 EMS system in New York City through contractual agreements with several private hospitals filed for bankruptcy. According to the Department, TransCare operated 27 ambulances in the Bronx and Manhattan for a total of 81 ambulance tours. The Department has been monitoring TransCare's financial situation and has developed contingency plans for both short and long term solutions in anticipation of this event. To ensure uninterrupted EMS services, the Department implemented additional ambulance units staffed on overtime to fill the vacancies created by TransCare and is working with the private hospitals to fill those vacancies with other providers. While FDNY was prepared for this scenario and was able to fill those tours on overtime, this situation highlights the risk in the Department's reliance on private ambulance tours.

According to the Department, as of March 2016, the FDNY is operating 779 ambulance tours and 322 voluntary ambulance tours for a total of 1101 citywide. While the Department received an additional nine ALS to help maintain EMS service levels in Queens, in the Fiscal 2017 Preliminary Budget, EMS call volume is projected to increase. Because of the increased call volume combined with the uncertainty of the future of private ambulance companies, FDNY/EMS will likely need to operate more ambulance tours in the future just to maintain current response times.

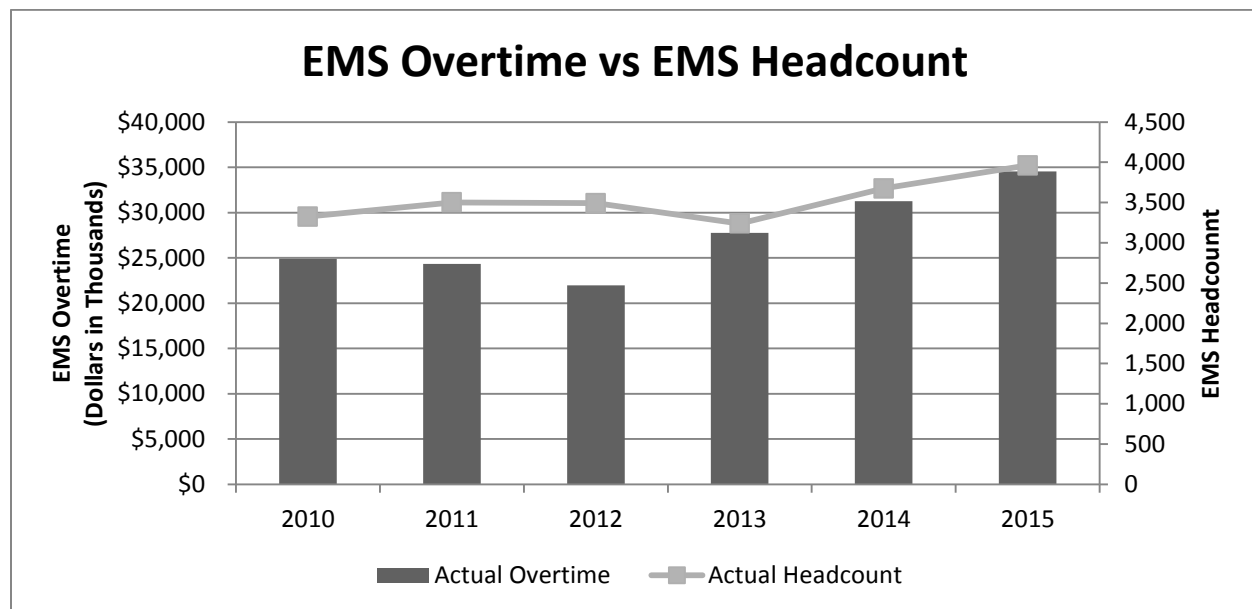
As of January 2016, the Department's EMS actual headcount is 3,960, which is 125 positions above the Fiscal 2016 budgeted headcount of 3,835. According to the Fire Department, the current attrition rate for EMS is 7.9 percent, 3.5 percentage points higher

than the attrition rate for firefighters. The attrition rate is higher among EMTs because of a lower average salary compared to other employer's in the health care field. EMTs also often leave FDNY for other health care careers and some transition to other roles in the FDNY.

With the April 2016 class, the Department will expand its EMT class size by 66 percent to 150 recruits. Furthermore, the Fiscal 2017 Preliminary Budget reflects additional EMS training and medical support staff to support the Department's expanded class size. However, according to the Department, the EMS class size is limited in capacity to approximately 150-180 EMT recruits due to serious space restraints and outdated facilities at the academy on Fort Totten. The Department will need to further expand its training academy class size beyond its current capacity because it is likely that the Department will continue to respond to more medical emergencies in the future. The chart previously presented the upward trajectory of call volume. The Department has made some efforts to renovate its EMS academy, but the Department will need to direct more capital resources to its EMS academy to meet the expanded role EMS will have in the Department.

It is evident that there is an increased need for the FDNY to respond to medical emergencies. To support the Department's efforts to maintain or reduce response times to medical emergencies, the Department will require additional resources.

The chart below shows the actual EMS overtime and the actual EMS headcount. This chart indicates that EMS overtime has been increasing since 2012. This chart also indicates that even as headcount increases so does EMS overtime.



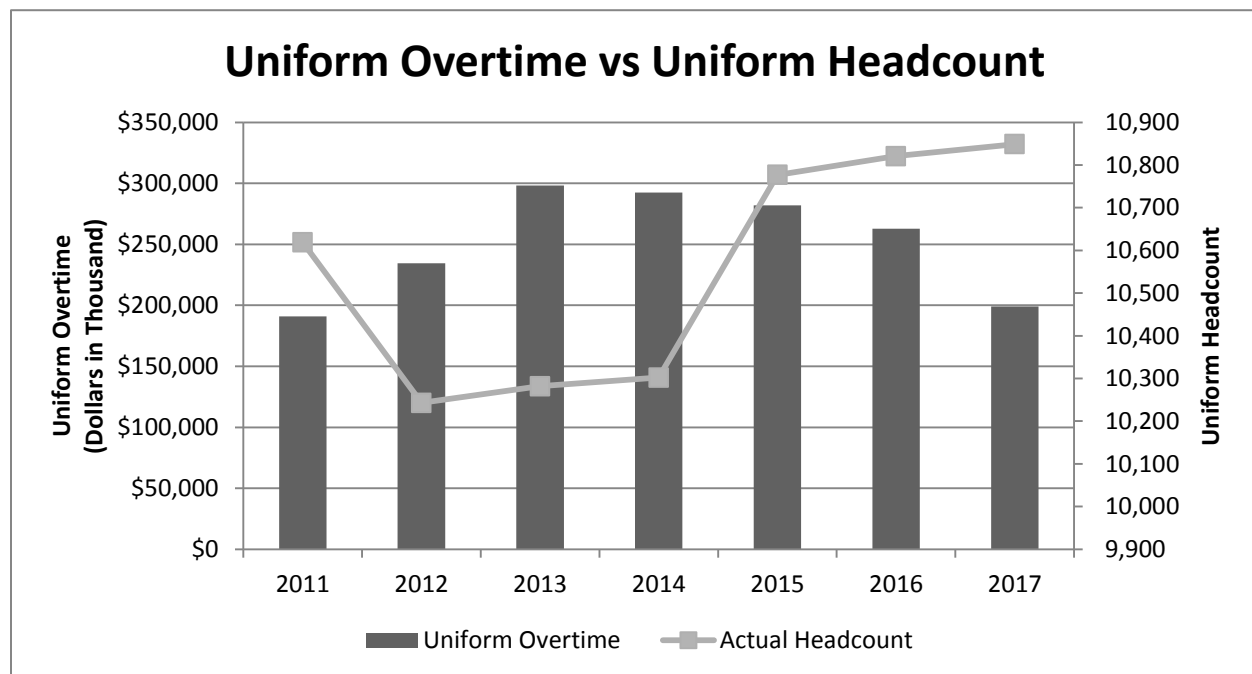
Source: Office of Management and Budget and FDNY

Source: FDNY Vital Statistics 2010-2014

Uniform

As of January 2016, The Department's uniform headcount was 10,844, which is 54 positions above the Fiscal 2016 Adopted Budget headcount. According to the FDNY, the attrition rate in Fiscal 2015 was 4.4 percent for uniform positions.

The following chart displays uniform overtime expenditures as compared to uniform headcount from Fiscal 2011. It shows a steady increase in uniform overtime expenditures between Fiscal 2011 and 2013. For uniform headcount, it shows an overall steady decline from Fiscal 2011 to Fiscal 2013, due to a federal court injunction that had barred the Department from hiring a new class of firefighters. In Fiscal 2013, when the hiring freeze was lifted, the Department's headcount showed a steady increase beginning in Fiscal 2014. The chart suggests that the lower the uniform headcount, the higher overtime spending will be for FDNY.



Source: OMB and FDNY

Fiscal 2016 and Fiscal 2017 overtime and headcount are projected as of the Fiscal 2017 Preliminary Budget

Program Areas

In general, agency program areas can and do provide insight into which programs are priorities and how the budget impacts programs' outcomes. FDNY's functions can be broken down into five program areas as illustrated in the chart on page 2. These program areas are funded with a combination of City tax-levy funds and other resources.

Fire Extinguishment/Emergency Response

The Fire Extinguishment/Emergency Response program area (Units of Appropriation 002 and 006) is the budget for the Department's core functions performed by firefighters.

Fire Extinguishment/Emergency Response						
<i>Dollars in Thousands</i>						
	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 - 2017
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$831,198	\$837,226	\$869,667	\$903,765	\$937,127	\$67,460
Full-Time Salaried - Civilian	18,228	14,015	12,543	12,982	12,948	405
Other Salaried and Unsalaries	618	554	17	27	35	18
Additional Gross Pay	152,979	153,944	151,069	154,352	155,883	4,814
Overtime - Uniformed	287,440	275,494	199,696	260,108	196,597	(3,099)
Overtime - Civilian	4,541	2,971	3,875	2,343	2,324	(1,551)
Fringe Benefits	17,496	14,668	17,758	42,851	17,758	0
Subtotal	\$1,312,500	\$1,298,873	\$1,254,625	\$1,376,428	\$1,322,671	\$68,046
Other Than Personal Services						
Supplies and Materials	\$14,394	\$11,123	\$9,790	\$9,663	\$9,790	\$0
Property and Equipment	2,128	2,963	1,537	3,661	1,446	(91)
Other Services and Charges	1,608	1,824	1,454	2,069	1,454	0
Contractual Services	12,076	10,676	16,038	14,464	11,608	(4,430)
Subtotal	\$30,206	\$26,586	\$28,820	\$29,857	\$24,299	(\$4,521)
TOTAL	\$1,342,706	\$1,325,459	\$1,283,445	\$1,406,285	\$1,346,970	\$63,525
Funding						
City Funds			\$1,282,491	\$1,339,150	\$1,346,015	\$63,525
Federal - Other			0	66,067	0	0
Intra City			0	17	0	0
State			955	1,052	955	0
TOTAL	\$1,342,706	\$1,325,459	\$1,283,445	\$1,406,285	\$1,346,970	\$63,525
Budgeted Headcount						
Full-Time Positions - Civilian	3,583	3,821	3,812	3,835	3,896	84
Full-Time Positions - Uniform	1	1	1	1	1	0
TOTAL	3,584	3,822	3,813	3,836	3,897	84

*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.

The Department's Fiscal 2017 Fire Extinguishment/Emergency Response Plan shows growth of \$63.5 million from the Fiscal 2016 Adopted Budget. The majority of the growth

in this program area is due to the recognition of costs associated the Uniformed Firefighters Association (UFA) collective bargaining agreement of \$56 million in Fiscal 2016 and \$82 million in Fiscal 2017. A portion of the headcount increase can be attributed to the collective bargaining agreement.

Financial Plan Actions

- **Build it Back Program.** The Fiscal 2017 Preliminary Plan includes \$111,848 in Fiscal 2016 and \$220,994 in Fiscal 2017 for two positions associated with the citywide Build it Back Program. This program will focus on homeowners who want to either build a new home, repair an existing home, or elevate and repair an existing home to meet the new elevations required by the Federal Flood Program. The Department's role in this program is to review applications and provide project inspections in each borough to ensure buildings are built according to the requirements.
- **Fire Alarm Dispatch.** The Fiscal 2017 Preliminary Plan includes \$142,408 in Fiscal 2016 and \$176,501 in Fiscal 2017 for training for all the Department's fire alarm dispatchers on the FDNY's new Computer Aided Dispatcher (CAD) systems.
- **Legionnaires Overtime.** The Fiscal 2017 Preliminary Plan includes onetime funding in Fiscal 2016 of \$1.7 million for personnel, including Fire Operations and Medical Affairs, who were involved with the efforts tied to the Legionnaires outbreak this past summer. According to the PMMR, the Department prioritized the inspection of 18,049 cooling towers to prevent the spread of Legionnaires' disease.
- **Collective Bargaining.** The Fiscal 2017 Preliminary Plan includes collective bargaining of \$56 million in Fiscal 2016 and \$82 million in Fiscal 2017 for collective bargaining with the UFA. According to the FDNY, the collective bargaining covers engine companies that will increase from four to five firefighters per tour. According to the FDNY, the 20 companies that will be increased is scheduled to occur over the next four years to five years.

Performance Measures

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Structural fires	25,278	25,902	27,189	↓	↓	8,221	8,369
Structural fires per 100,000 people	307	314	330	*	*	100	102
Total fire unit runs	983,615	1,054,752	1,138,509	*	*	352,356	406,150
Non-structural fires	14,145	16,867	17,022	↓	↓	4,257	5,064
Serious fires per 1,000 structural fires	103	97	93	↓	↓	86	88
Serious fires reaching second alarm or higher (%)	7%	8%	8%	↓	↓	9%	7%
Civilian fire fatalities	47	81	55	↓	↓	15	21
Firefighter burns	233	186	176	↓	↓	52	45
Firefighter injuries	9,273	8,663	8,926	↓	↓	3,046	3,413
End-to-end average response time to structural fires (minutes:seconds)	4:47	4:49	4:51	*	*	4:46	4:58

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:06	4:08	4:11	4:10	4:10	4:10	4:10
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:46	4:46	4:50	*	*	4:42	4:49

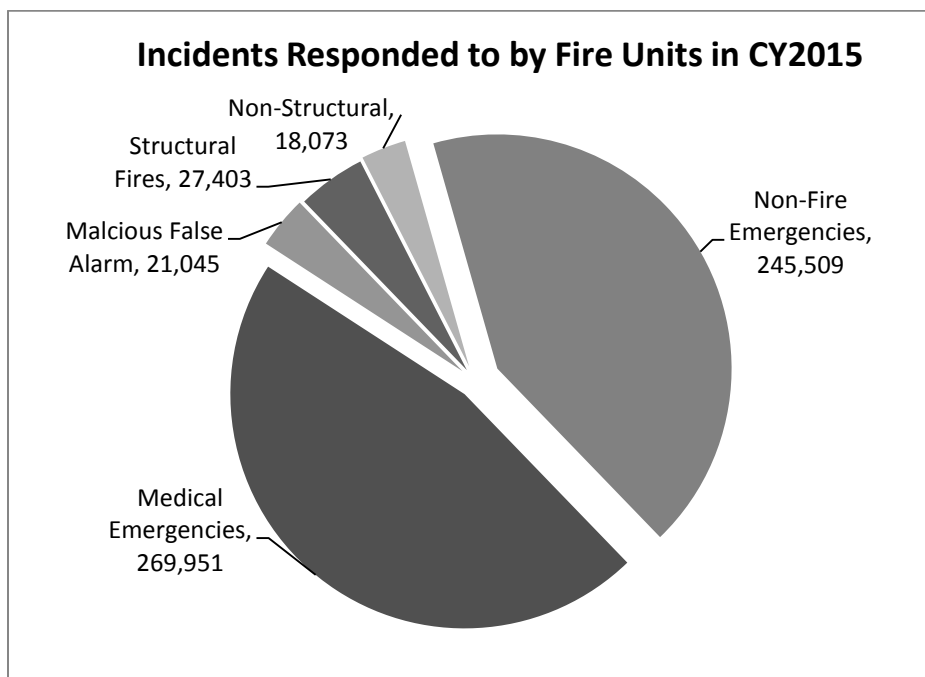
Source: Fiscal 2016 Preliminary Mayor's Management Report

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According to the Fiscal 2016 PMMR, during the first four months of Fiscal 2016, the citywide average response time to structural remained unchanged compared to the same reporting period of Fiscal 2015. In addition:

- Civilian fire fatalities increased from 15 to 21 during the Fiscal 2016 reporting period;
- During the Fiscal 2016 reporting period, firefighter burns decreased from 52 to 45; and
- During the first four months of Fiscal 2016 the number of structural fires increased 1.8 percent and the number of non-structural fires increased by 18.9 percent compared to the same reporting period in Fiscal 2015.

The chart below disaggregates the number of incidents responded to by Fire units for the calendar year 2015. Of the total 581,981 incidents responded to by Fire Units, 46 percent or 269,951 were medical emergencies.



Source: FDNY Citywide Performance Indicators Calendar Year 2015

Emergency Medical Services

EMS is responsible for delivering ambulance and pre-hospital emergency medical services citywide. According to the Department, in calendar 2015, EMS operated 698 Basic Life Support (BLS) ambulance tours and 379 Advanced Life Support (ALS) ambulance tours each day and responded to more than 1.7 million incidents. Funding for EMS is budgeted in Units of Appropriation 009 and 010.

Emergency Response						
<i>Dollars in Thousands</i>						
	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 - 2017
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$211	\$115	\$210	\$210	\$216	\$6
Full-Time Salaried - Civilian	168,607	174,259	180,935	185,822	193,864	12,929
Other Salaried and Unsalariated	648	702	752	752	774	22
Additional Gross Pay	20,987	21,421	20,139	20,139	20,142	3
Overtime - Civilian	31,244	34,532	35,792	37,570	26,271	(9,521)
Overtime-Uniform	1	0	0	310	0	0
Fringe Benefits	474	490	791	806	791	0
Subtotal	\$222,172	\$231,519	\$238,619	\$245,609	\$242,058	\$3,439
Other Than Personal Services						
Supplies and Materials	\$9,348	\$11,252	\$11,864	\$11,973	\$11,864	\$0
Fixed and Misc Charges	0	0	1	1	1	0
Property and Equipment	1,857	1,567	1,025	1,640	1,886	861
Other Services and Charges	4,577	4,398	5,418	5,410	5,418	0
Contractual Services	9,407	9,252	12,830	12,605	12,830	0
Subtotal	\$25,189	\$26,469	\$31,138	\$31,629	\$31,999	\$861
TOTAL	\$247,361	\$257,988	\$269,757	\$277,238	\$274,057	\$4,300
Funding						
City Funds			\$66,578	\$73,335	\$70,878	\$4,300
Other Categorical			200,304	200,328	200,304	0
State			846	846	846	0
Federal - Other			0	700	0	0
Intra City			2,029	2,029	2,029	0
TOTAL	\$247,361	\$257,988	\$269,757	\$277,238	\$274,057	\$4,300
Budgeted Headcount						
Full-Time Positions - Civilian	3,583	3,821	3,812	3,835	3,896	84
Full-Time Positions - Uniform	1	1	1	1	1	0
TOTAL	3,584	3,822	3,813	3,836	3,897	84

**The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

The budget for Emergency Response shows growth of \$4.3 million or two percent, from the Fiscal 2016 Adopted Budget to the Fiscal 2017 Preliminary Budget. For Fiscal 2017, the budget includes \$3.9 million for nine ALS tours and two pilot programs to support the

Department's effort to reduce response times. The Department's headcount increased by 84 positions since the Fiscal 2016 Adopted Budget, of those 84 positions, 61 positions are related to the additional EMS tours and Rikers Island tours. The other 24 positions will bolster the staff at the training academy. The chart below displays the EMS tours and Rikers Island tours budget actions and the headcount attached to those initiatives, broken down by EMT, paramedic, and lieutenant.

Fiscal 2017 Preliminary Budget	Fiscal 2017 EMS Headcount			
New Funding	EMT	Paramedic	Lieutenant	Total
EMS Ambulance Tours	0	33	4	37
Rikers Island Tours	11	11	2	24
Total	11	44	6	61

Financial Plan Actions

- EMS Ambulance Tours.** The Fiscal 2017 Preliminary Plan includes \$2.5 million in Fiscal 2016 and \$2.6 million in Fiscal 2017 for 37 positions (33 paramedics and four EMS lieutenants) and nine ALS tours. The additional nine tours will replace three voluntary tours at North LIJ Hospital and six voluntary tours at NY Hospital Queens to maintain current response times in Queens. The Department plans to deploy the additional ambulance crews in order to maintain existing EMS service levels in Queens.
- Rikers Island Tour.** The Fiscal 2017 Preliminary Plan includes \$748,835 and \$1.4 million and 24 positions (11 EMT's, 11 paramedics, and two lieutenants). The FDNY will provide two EMS ambulances (one ALS and one BLS) full-time at Rikers to reduce the high demand from Rikers for ambulance for prisoner transports. According to the Department this will improve response times across Western Queens, since these two ambulances will take over the majority of Rikers transports.
- EMS Training Staff and Medical Support Staff.** The Fiscal 2017 Preliminary Plan includes \$999,694 and \$1.5 million in Fiscal 2017 and in the outyears for 23 positions, including four lieutenants to support the Department's effort to expand its EMS academy class size. The additional training staff will provide better supervision and data support to assist in managing dispatch triage protocols. The additional medical support staff will provide appropriate oversight, training, quality assurance and respond to multiple challenges such as Ebola and triaging patients.
- EMS Supervisor Fly Cars Pilot.** The Fiscal 2017 Preliminary Plan includes \$1.4 million in Fiscal 2016 and \$1 million in Fiscal 2017 to support the creation of ten non-transporting ALS support fly cars. The fly cars will respond to ALS calls with a goal of reducing response times in the Bronx. The pilot program will redeploy paramedics from current ALS ambulances and then will replace those tours with BLS ambulances, essentially doubling the number of ALS ambulances. After Fiscal 2017, the Department will evaluate response times and the effectiveness of this

model and seek to implement it citywide, if the pilot is deemed successful. The Department will use existing EMS vehicles, which provide first-line supervision or the ambulances in service daily.

- EMS Tactical Response Pilot.** The Fiscal 2017 Preliminary Plan includes \$480,054 in Fiscal 2016 and \$353,794 in Fiscal 2017 to create a tactical response group. The group would consist of five BLS ambulances that would be deployed in neighborhood(s) that experience the heaviest call volumes. The current procedure is for ambulances to return to the same neighborhood after they complete each response. However, these five ambulances would be directed to move based on response times and call volume. According to the Department, this pilot program would also provide greater flexibility in responding to major incidents. Since the ambulances could be assigned to the incident without removing ambulances from other geographic areas of needed ambulance coverage.

Performance Measure

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	6:51	7:02	7:43	*	*	7:03	8:01
Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	5:47	5:49	6:05	5:48	5:48	5:46	6:11
Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	6:45	6:46	7:04	6:45	6:45	6:45	7:11
Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:16	4:21	4:27	4:19	4:19	4:19	4:29
Cardiac arrest incidents (Segment 1)	23,538	24,985	29,719	*	*	8,804	11,379
Cardiac arrest patients revived (%)	26%	25%	26%	↑	↑	28%	23%
- Witnessed cardiac arrest patients revived (%)	45%	45%	45%	↑	↑	48%	44%

Source: Fiscal 2016 Preliminary Mayor's Management Report

The PMMR presents two goals for EMS: to respond promptly to medical emergencies and to provide high quality emergency medical care. End-to-end response time to life-threatening medical emergencies by ambulance units was 16 seconds slower, during the reporting period. End-to-end response time to life-threatening medical emergencies by ambulance and fire units combined was 28 seconds slower. End-to-end response time measures the total length of a 911 call from the instant a caller dials 911 to the time when the first emergency responders arrive on the scene, including the time it takes for the Police Department 911 call taker to conference in the FDNY. FDNY responded to 19 percent more life-threatening medical incidents during the reporting period.

According to the PMMR, there were 13,500 more difficulty breathing incidents during the reporting period in Fiscal 2016 than in Fiscal 2015. This increase contributed to the increase in dispatch and travel time. Major injury incidents, which were reclassified and

upgraded in September 2014 to life-threatening status for patients aged 60 and over, increased by over 8,100 incidents, contributing to the increase in dispatch and travel time during July through October 2015. More life-threatening incidents result in more trips to hospital emergency departments, resulting in a reduction in overall ambulance availability and an increase in dispatch and travel time.

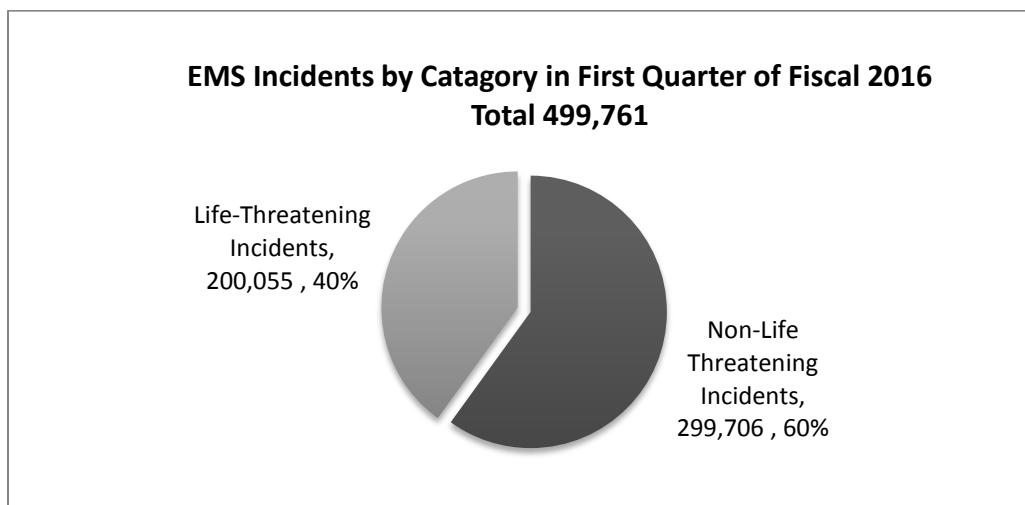
The PMMR uses revival rates of cardiac arrest patients as a measure of quality. Cardiac arrest resuscitations are performed by ambulance units and fire units. During the Fiscal 2016 reporting period FDNY responded to 11,379 cardiac arrest incidents and 23 percent of cardiac arrest patients were revived by FDNY. During the reporting period the number of cardiac arrest incidents increased 29.2 percent and the percentage of cardiac arrest patients revived decreased by five percent. According to the PMMR, possible contributing factors to the decrease in resuscitations include a reduction in the incidents most responsive to timely, effective cardiopulmonary resuscitation (CPR) with defibrillation, and those patients who are assisted while in ventricular fibrillation, who are typically most responsive to CPR. It should be noted that this report does not provide any benchmark such as revival rates in other metropolitan places to compare the EMS results. However, the Department does publish reports on the volume and type (by segment) of EMS incidents on its website. In calendar year 2015 there were 32,724 segment 1 incidents, which include cardiac arrest and choking, which resulted in 68,307 ambulance runs. The Department provides citywide statistics on its website called the citywide performance statistics. According the statistics, the average response time was five minutes and 36 seconds to segment 1 incidents, by EMS units. The FDNY's reports do not indicate whether response time includes only FDNY dispatch and travel time, as the PMMR does.

Performance Measure

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Average ambulance tours per day (total 911 system)	993	1,025	1,057	*	*	1,047	1,086
Ambulance tours per day - Advanced Life Support (ALS) average tours per day (municipal only)	221	226	231	*	*	228	229
Ambulance tours per day - Basic Life Support (BLS) average tours per day (municipal only)	423	437	457	*	*	451	484
Voluntary ambulance tours per day - ALS average tours per day	142	143	149	*	*	147	148
Voluntary ambulance tours per day - BLS average tours per day	207	218	221	*	*	221	225
Ambulance unit average turnaround time at hospitals (minutes:seconds)	7:42	8:57	9:49	*	*	9:12	10:24
Life-threatening medical emergency incidents	450,423	461,339	526,904	*	*	167,592	200,055
Non-life-threatening medical emergency incidents	860,347	861,859	868,666	*	*	298,870	299,706
Total emergency medical incidents (ambulance units)	1,310,770	1,323,198	1,395,570	*	*	466,462	499,761

Source: Fiscal 2016 Preliminary Mayor's Management Report

On average FDNY operates 1,086 tours per day, an increase of 3.7 percent when compared to the same reporting period in Fiscal 2015. According to the PMMR, the total number of emergency medical incidents responded to by ambulance units increased 33,299 or seven percent when compared to the same reporting period in Fiscal 2015. In general due to increase number of incidents, the FDNY has been operating more tours per day, which is evident in the chart above. According to the PMMR, the average number of ambulance tours per day totals 1,806. The chart below shows the percentage of life-threatening incidents versus non-life threatening incidents.



Source: 2016 Preliminary Mayor's Management Report

Ambulance Transport Revenue

The Department generates revenue from EMS ambulance transports. The table below shows how much revenue FDNY has received from several sources during the past five years for emergency medical services. Payments from Medicare are for ambulance transport fees generated from patients who are recipients of Medicare. Commercial refers to payments received from private insurance companies. Self-Pay is the amount of payments received from individual patients. Bad Debt is the amount collected by selling unpaid debt to collection agencies. The Health and Hospitals (H+H) subsidy paid to FDNY is based on a variety of factors including H+H's Medicaid revenue and the number of Medicaid patients discharged from H+H hospitals.

EMS Actual Revenue						EMS Projected Revenue
Revenue Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Medicare	\$27,921	\$28,357	\$23,846	\$25,955	\$25,482	\$26,555
Commercial	83,283	88,655	100,475	73,297	63,493	74,098
Medicaid	0	0	0	0	28,005	32,021
Self-Pay	6,230	7,417	8,098	8,383	6,427	8,350
Bad Debt Sold	0	0	0	0	0	0
Total FDNY Collections	\$111,983	\$117,434	\$124,429	\$132,419	\$123,408	\$141,024
H+H Subsidy	\$56,851	\$59,905	\$54,770	\$37,724	\$32,585	\$30,600
Total Revenue	\$168,834	\$177,339	\$179,199	\$170,143	\$155,993	\$171,624

Source: FDNY

Prior to Fiscal 2015, FDNY did not receive direct payments from the Medicaid program run by the New York State Department of Health (NYSDOH). All payments for patients transported by FDNY and covered by Medicaid HMOs were considered commercial in nature. Therefore revenue received from Medicare HMOs was recorded as commercial in FDNY's revenue report. In 2013, the State advised the Department that any such transports would no longer be paid by the Medicaid HMOs, rather the State's Medicaid program would pay.

Due to a protracted negotiation with NYSDOH, FDNY did not bill the State for any Medicaid-HMO transports revenue in Fiscal 2015. The Medicaid revenue for Fiscal 2013 and 2014 is not reflected in the table above. However, the Department began to retroactively bill in Fiscal 2015, and FDNY fully collected approximately \$30 million in Medicaid managed care payments for Fiscal 2014. The Medicaid revenue collected by FDNY is partially offset by the H+H subsidy. It should be noted that the H+H subsidy is consistently decreasing since Fiscal 2011, largely in part of the decrease in Medicaid revenue collected by H+H over the years.

Executive Administrative

The Executive Administrative program area (Units of Appropriation 001 and 005) supports all of the administrative functions of the FDNY including all civilian policy direction, administration, human resources support, funding to purchase supplies, materials, and other services required to support executive and administrative operations. Also included are the infrastructure and vehicle maintenance units, and the Bureau of Information and Computer Services.

Executive Administrative						
<i>Dollars in Thousands</i>						
	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 - 2017
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$2,865	\$3,410	\$5,700	\$5,963	\$6,167	\$467
Full-Time Salaried - Civilian	58,022	65,870	81,453	82,804	84,776	3,323
Other Salaried and Unsalaries	4,323	4,184	2,508	2,541	2,612	104
Additional Gross Pay	3,889	4,261	3,965	4,098	4,127	162
Overtime - Uniformed	(1)	114	94	95	95	1
Overtime - Civilian	10,380	13,110	6,234	8,444	8,459	2,225
P.S. Other	(407)	(346)	0	0	0	0
Fringe Benefits	683	659	4,019	4,169	3,869	(150)
Subtotal	\$79,754	\$91,262	\$103,973	\$108,114	\$110,105	\$6,132
Other Than Personal Services						
Supplies and Materials	\$19,987	\$21,206	\$17,402	\$21,694	\$16,862	(\$540)
Fixed and Misc Charges	986	1,576	288	289	288	0
Property and Equipment	26,768	25,576	6,339	27,527	2,767	(3,572)
Other Services and Charges	46,162	52,799	47,840	76,838	47,090	(750)
Contractual Services	64,155	62,779	52,743	68,383	50,832	(1,911)
Subtotal	\$158,058	\$163,936	\$124,612	\$194,731	\$117,839	(\$6,773)
TOTAL	\$237,812	\$255,198	\$228,585	\$302,846	\$227,945	(\$641)
Funding						
City Funds			\$210,225	\$220,613	\$209,741	(\$484)
Capital- IFA			699	699	542	(157)
Federal - Other			17,662	81,265	17,662	0
Intra City			0	269	0	0
TOTAL	\$237,812	\$255,198	\$228,586	\$302,846	\$227,945	(\$641)
Budgeted Headcount						
Full-Time Positions - Civilian	787	866	995	1,008	1,006	11
Full-Time Positions - Uniform	22	25	41	42	42	1
TOTAL	809	891	1,036	1,050	1,048	12

*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.

The Fiscal 2017 Preliminary Budget for the Executive Administrative program area shows a decrease in Fiscal 2017 by approximately \$641,000, the decrease is due to swing of funds

from OTPS to PS due to the increase in headcount for this program area. However, the Fiscal 2016 current budget shows growth of \$74.3 million from the Fiscal 2016 Adopted Budget, due to FDNY recognizing an increase in federal funding. With respect to the recognition of federal revenue for Fiscal 2016, it is the OMB's policy to recognize grant revenue in the budget on a year-by-year basis only as grants are awarded. The FDNY does not expect any significant changes in federal grants for Fiscal 2016.

The major plan actions are described below, followed by a description of the significant changes introduced in the November and the Preliminary Financial Plans.

- **Bureau of Facilities.** The Fiscal 2017 Preliminary Plan includes \$1.25 million in Fiscal 2016 and baseline funding of \$1.27 million beginning in Fiscal 2017 to increase the painting staff by one position for a total of two painters, to support the Department with general facility renovations. While only five percent of the funding in Fiscal 2017 is for the new position, the other 95 percent is to support the Department with various OTPS contractual needs.
- **Bureau of Legal Affairs.** The Fiscal 2017 Preliminary Plan includes \$45,000 in Fiscal 2016 and baseline funding of \$180,000 beginning in Fiscal 2017 for two positions to assist the general law unit. According to the Department, the general law unit has seen an increase in complex litigation cases filed against the FDNY, including Federal Equal Employment Opportunity (EEO) cases and Fair Labor Standard Act cases. As a result of the court monitoring and oversight, the general law unit has been required to conduct in-depth investigations into a complexity of allegations as result of the increase in external filings of external EEO complaints.
- **Bureau of Management Analysis and Planning.** The Fiscal 2017 Preliminary Plan includes \$118,747 in Fiscal 2016 and baseline funding of \$438,988 beginning in Fiscal 2017 for six positions to provide data analytic support. The six positions will support the initiatives of the Fire Commissioner, including improve EMS and Fire operations, enhancing diversity, and improving fire safety.
- **Fleet Services.** The Fiscal 2017 Preliminary Plan includes \$22,410 in Fiscal 2016 and baseline funding beginning in Fiscal 2017 of \$89,638 for one additional supervisor of mechanics to coordinate efforts in the Department's automotive parts room.
- **Minority and Women Owned Business Enterprise (M/WBE) Procurement Analyst.** The Fiscal 2017 Preliminary Plan includes \$13,263 in Fiscal 2016 and baseline funding of \$58,928 in Fiscal 2017 for one position to support the Department in its efforts to facilitate new relationships with M/WBE vendors.
- **Recruitment Staff.** The Fiscal 2017 Preliminary Plan includes \$372,892 in Fiscal 2016 and \$658,529 in Fiscal 2017 for three positions (two attorneys and one data support position) to provide additional support for the EEO office. The OTPS funding in Fiscal 2016 and Fiscal 2017 will support an information technology (IT) security system and enhanced funding for a court mandated candidate tracking system. The Department expects to complete the tracking system in approximately 12 months.
- **Technology OTPS.** The Fiscal 2017 Preliminary Plan includes \$866,648 in Fiscal 2017 and \$751,000 in Fiscal 2017 for capitably ineligible costs associated with ongoing capital

projects in the FDNY. This includes funding to upgrade the EMSCAD and Starfire Infrastructure (CAD Operational Project), funding to replace the UNISYS System, which supports the existing platform for fire prevention enforcement and revenue management. Funding also go towards the installation of equipment at PSAC II, and lastly funding to maintain the Department's asset management system.

- **Volunteer Worker's Compensation Claims.** The Fiscal 2017 Preliminary Plan includes baseline funding of \$14,000 for the FDNY to assume the costs for a worker's compensation policy for various voluntary firefighter companies that assist in fire operations throughout the City.

November Financial Plan Actions

- **Technology Needs.** The November Plan included funding in Fiscal 2016 of \$950,000 to extend the Department's fire prevention system by another year until the new system can be implemented.
- **EMS and Facilities Vehicles.** The November Plan included funding in Fiscal 2016 of \$807,869 for vehicles that were deemed capital ineligible. The Department plans to purchase 23 vehicles, including Ford Explores and Toyota Highlanders for use by June 2016.
- **Personal Safety Rope System.** The November Plan included funding in Fiscal 2016 of \$2.5 million for lifecycle replacement of the Department's personal safety rope system. The rope system is on a ten-year replacement cycle and replacements are made in conformance with the lifecycle of the systems and other rope systems that may be damaged during the year.
- **Recruitment and Diversity.** The November Plan included funding in Fiscal 2016 of \$491,920 to support a court mandated candidate tracking system. The additional funding supported IT development of the database. The FDNY expects to complete the tracking system in approximately 12 months.

Fire Prevention

The Bureau of Fire Prevention is responsible for the enforcement of New York City's fire code through the inspection of all multi-unit dwellings, the collection of revenues from inspection fees and code violation fines, the certificate of fitness testing of all vocations that handle combustible materials, and the development and implementation of public education programs. Funding for fire prevention is budgeted in Units of Appropriation 004 and 008.

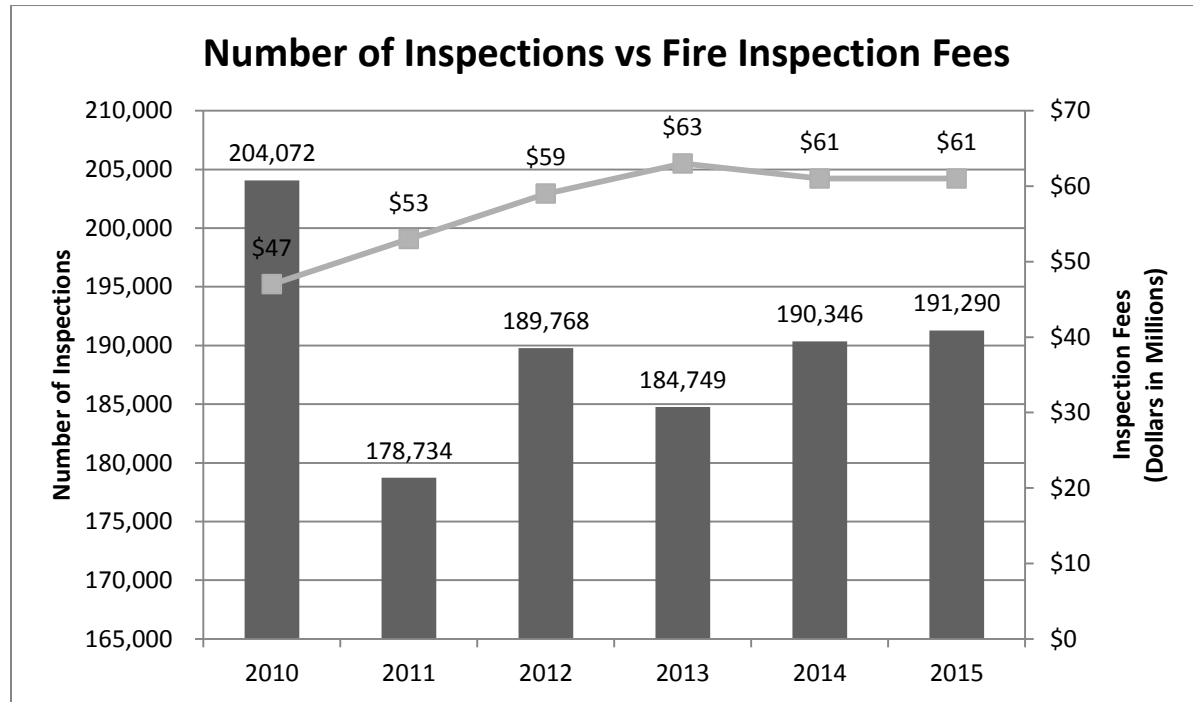
Fire Prevention						
<i>Dollars in Thousands</i>						
	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 - 2017
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$2,563	\$2,161	\$3,403	\$3,597	\$3,736	\$333
Full-Time Salaried - Civilian	25,249	26,776	27,965	27,977	28,307	341
Other Salaried and Unsalariated	105	126	44	44	47	2
Additional Gross Pay	1,500	1,565	1,321	1,334	1,343	22
Overtime - Uniformed	387	440	93	94	95	2
Overtime - Civilian	3,876	4,499	1,421	1,466	1,468	47
Fringe Benefits	54	47	64	64	64	0
Subtotal	\$33,734	\$35,615	\$34,312	\$34,576	\$35,057	\$746
Other Than Personal Services						
Supplies and Materials	\$125	\$124	\$262	\$259	\$262	(\$1)
Property and Equipment	131	18	5	54	5	0
Other Services and Charges	192	172	392	193	214	(178)
Contractual Services	44	223	45	259	219	174
Subtotal	\$492	\$537	\$704	\$765	\$700	(\$5)
TOTAL	\$34,225	\$36,152	\$35,016	\$35,341	\$35,757	\$741
Funding						
City Funds			\$35,016	\$35,281	\$35,757	\$741
State			0	60	0	0
TOTAL	\$34,225	\$36,152	\$35,016	\$35,341	\$35,757	\$741
Budgeted Headcount						
Full-Time Positions - Civilian	494	496	547	547	547	0
Full-Time Positions - Uniform	3	14	28	29	29	1
TOTAL	497	510	575	576	576	1

**The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.*

The Fiscal 2017 Preliminary Budget for Fire Prevention shows little change when compared to the Fiscal 2016 Adopted Budget. The Fiscal 2017 Preliminary Budget increased by approximately \$741,000 when compared to the Fiscal 2016 Adopted Budget.

The chart on the next page shows the number of inspections and the inspection fees generated by the Department as reported by OMB. The Department increased the number of inspections since Fiscal 2014 by less than one percent to 191,290 inspections in Fiscal

2015. According to the PMMR the number of violations orders issued has decreased slightly in Fiscal 2015 to 43,542. Nonetheless, fire inspection fees collected in Fiscal 2015 totaled approximately \$61 million, essentially unchanged from Fiscal 2014.



Source: PMMR and OMB

Performance Measures

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Completed inspections performed by civilian fire prevention personnel	184,749	190,346	191,290	185,000	185,000	65,305	61,035
Notice of Violation items issued	16,454	55,159	55,360	*	*	20,110	15,277
Notice of Violation items corrected	16,308	45,652	48,839	*	*	16,184	15,777
Violation orders issued	40,946	44,860	43,542	*	*	14,832	12,329
Violation orders corrected	30,377	40,953	37,390	*	*	13,271	10,540
Violation orders corrected (%)	74%	91%	86%	*	*	89%	86%
Summonses issued	1,268	8,207	8,035	*	*	2,557	2,009
Hazard complaints resolved within one day (%)	65%	59%	79%	80%	80%	68%	88%
Completed risk-based inspections performed by uniformed personnel	NA	42,603	35,948	*	*	16,420	13,622
Completed mandatory inspections performed by uniformed personnel	NA	50,224	47,282	*	*	16,771	15,361

Source: Fiscal 2016 Preliminary Mayor's Management Report

The FDNY completed 61,035 inspections by civilian inspectors a decrease of seven percent during the reporting period. This decrease is due to the Bureau of Fire Prevention's effort to search for and inspect cooling towers during the months of August and September 2015 in order to prevent the spread of Legionnaires' disease. According to the PMMR, the Bureau's inspectors prioritized 18,049 cooling tower inspections between the months of August and September 2015. Additionally, as a result of the decrease in standard fire prevention inspections there was also a decrease in the issuance of notice of violation items, violation orders and summonses.

Fire Investigation

The Bureau of Fire Investigation is responsible for investigating and determining the cause and origin of all suspicious fires, and for the apprehension of arsonists. Funding is budgeted in Units of Appropriation 003 and 007.

Fire Investigation						
<i>Dollars in Thousands</i>						
	2014	2015	2016	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2016	2017	2016 - 2017
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$10,322	\$10,443	\$9,961	\$10,101	\$10,178	\$217
Full-Time Salaried - Civilian	333	337	350	350	358	8
Additional Gross Pay	1,652	1,714	1,589	1,603	1,609	20
Overtime - Uniformed	4,606	5,847	2,067	2,190	2,182	115
Overtime - Civilian	25	28	2	2	2	0
Fringe Benefits	253	358	337	337	337	0
Subtotal	\$17,192	\$18,727	\$14,308	\$14,584	\$14,667	\$360
Other Than Personal Services						
Supplies and Materials	\$132	\$94	\$126	\$94	\$126	\$0
Property and Equipment	30	29	10	43	10	0
Other Services and Charges	7	3	14	12	14	0
Contractual Services	0	1	0	2	0	0
Subtotal	\$169	\$127	\$150	\$150	\$150	\$0
TOTAL	\$17,360	\$18,854	\$14,458	\$14,734	\$14,817	\$360
Funding						
City Funds			\$14,458	\$14,689	\$14,817	\$360
State			0	45	0	0
TOTAL	\$17,360	\$18,854	\$14,458	\$14,734	\$14,817	\$360
Budgeted Headcount						
Full-Time Positions - Civilian	6	6	6	6	6	0
Full-Time Positions - Uniform	102	112	100	100	100	0
TOTAL	108	118	106	106	106	0

*The difference of Fiscal 2016 Adopted Budget compared to Fiscal 2017 Preliminary Budget.

The Fire Investigation program area shows little change from the Fiscal 2016 Adopted Budget to the Fiscal 2017 Preliminary Budget. For Fiscal 2017, the budget increased by

approximately \$360,000 since adoption and the current Fiscal 2016 budget shows growth of approximately \$276,000 from the Adopted Budget.

Performance Measure

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Investigations	7,028	7,210	7,679	*	*	2,450	2,523
Arson fires	1,831	1,766	1,719	*	*	583	566
Arrests by Fire Marshals	420	459	478	*	*	144	68

Source: Fiscal 2016 Preliminary Mayor's Management Report

According to the PMMR, investigations by Fire Marshals into the causes and origins of fires and other fire-related offenses increased three percent during the first four months of Fiscal 2016. While, arson fires and arrests made by Fire Marshall's both decreased during the reporting period.

Capital Program

Capital Budget Summary

The Fiscal 2017 Preliminary Capital Commitment Plan includes \$757 million in Fiscal 2016-2019 for the Fire Department (including City and Non-City funds). This represents approximately one percent of the City's total \$57.2 billion January Plan for Fiscal 2016-2019. The Department's Preliminary Commitment Plan for Fiscal 2016-2019 is five percent more than the \$719.2 million scheduled in the Adopted Commitment Plan, an increase of \$37.8 million.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal 2015, the Fire Department committed \$75 million or 50.2 percent of its annual capital plan. Therefore, it is assumed that a significant portion of the FDNY's Fiscal 2016 Capital Plan will be rolled into Fiscal 2017, thus increasing the size of the Fiscal 2017-2020 Capital Plan. Since adoption last June, the citywide total Capital Commitment Plan for Fiscal 2016 has increased from \$19.3 billion in the Adopted Capital Commitment Plan to \$19.7 billion in the Preliminary Capital Commitment Plan, an increase of \$415 million or 2.2 percent.

FDNY 2016-2019 Capital Commitment Plan: Adopted and Preliminary Budget					
<i>Dollars in Thousands</i>					
	FY16	FY17	FY18	FY19	Total
Adopted					
Total Capital Plan	\$265,138	\$183,770	\$185,901	\$84,410	\$719,219
Preliminary Plan					
Total Capital Plan	\$280,475	\$187,778	\$204,401	\$84,410	\$757,064
Change					
Level	\$15,337	\$4,008	\$18,500	\$0	\$37,845
Percentage Change	6%	2%	10%	0%	5%

Preliminary Capital Commitment Plan Highlights

The Preliminary Capital Plan for the FDNY for Fiscal 2016-2019 has increased by more than \$37.8 million to a total of \$757 million, an increase of five percent when compared to the Department's Adopted Commitment Plan. The increase can be attributed to a variety of projects, including increased funding for support vehicles and 911 system upgrades. Noticeably absent from the Department's Capital Commitment Plan is a major project to upgrade and expand the EMS training academy at Fort Totten. The Capital Commitment Plan only includes minor renovation projects for the ESM academy, totaling \$6.4 million in Fiscal 2016-2019.

Some of the major capital projects included in the Preliminary Capital Plan for Fiscal 2016-2019 include:

- **911 System Upgrades.** The Fiscal 2017 Preliminary Capital Commitment Plan includes \$30 million in Fiscal 2017 to upgrade the Dispatch portion of the Channel 16 Radio system to provide radio communications between the emergency dispatchers and Fire/EMS field units.

- **Rescue Two Firehouse.** The Fiscal 2017 Preliminary Capital Commitment Plan includes \$18.3 million in Fiscal 2016 for a new firehouse in Brooklyn. The project is currently under review by the Community Boards and the Department expects to begin construction in Spring 2016
- **Radio Replacement.** The Fiscal 2017 Preliminary Capital Commitment Plan includes \$18.5 million in Fiscal 2016 to replace 2,000 radios for EMS and 4,000 radios for firefighters. The Department expects to roll out the new radios beginning in June 2016.
- **Randall's Island Demolition.** The Fiscal 2017 Preliminary Capital Commitment Plan includes \$676,000 in Fiscal 2016 for the demolition of building two on Randall's Island to make way for a new training building. The Department expects construction of the new building to begin in the summer of 2018.
- **Replacing Equipment for Emergency Response Vehicles.** The Fiscal 2017 September Capital Commitment includes \$11 million in Fiscal 2017 to replace Fire and Medical Equipment placed on fire apparatuses. For example, the Department will replace hoses; Jaws of Life; smoke ejectors; air lifting bag systems; thermal imaging cameras; saws; cordless and electric power tools; defibrillators and, certified first responder equipment.
- **Super Storm Sandy Alarm Box Network.** The Fiscal 2017 Preliminary Capital Commitment Plan includes \$153.7 million in Fiscal 2016-2019 for the alarm box network. According to the Department they are prepared to submit a plan to The Federal Emergency Management Agency (FEMA) to commence with a program to upgrade the conduit in the inundated areas from Sandy. Once the project is approved the project should run through Fiscal 2019-2020.
- **Toilet Replacement.** The Fiscal 2017 Commitment Plan includes \$47.7 million for the Department's construction program to add facilities designed for female firefighters and to conform to the American with Disabilities Act requirements. According to the Department, 179 out of 217 firehouses have been completed, with 18 projected to be completed by July 2016, bringing the total of completed firehouses to 197. Of the remaining 20 firehouses, three have yet to be started due to major renovations and 17 are on hold until the Comptroller approves the contracts.

Appendix A: Budget Actions in the November and Preliminary Plans

<i>Dollars in Thousands</i>	FY 2016			FY 2017		
	City	Non-City	Total	City	Non-City	Total
FDNY Budget as of the Adopted 2016 Budget	\$1,608,768	\$222,494	\$1,831,262	\$1,582,030	\$222,337	\$1,804,367
New Needs						
Fleet-EMS and Facilities Vehicles	\$808	\$0	\$808	\$0	\$0	\$0
Personal Safety Rope Systems	2,455		2,455			0
Recruitment/Diversity	492		492			0
Technology Needs	950		950			0
Build It Back Program	112		112	221		221
Bureau of Facilities	1,251		1,251	1,269		1,269
Bureau of Legal Affairs	45		45	180		180
Bureau of Management Analysis and Planning	119		119	439		439
EMS Ambulance Tours	2,466		2,466	2,592		2,592
EMS Supervisor Fly Cars Pilot	1,382		1,382	1,019		1,019
EMS Tactical Response Pilot	480		480	354		354
EMS Training Staff and Medical Support Staff	994		994	1,461		1,461
Fire Alarm Dispatch	142		142	177		177
Fleet Services	22		22	90		90
Legionnaires Overtime	1,714		1,714			0
MWBE Procurement Analyst	13		13	59		59
Recruitment Staffing	373		373	659		659
Rikers Island EMS Tours	749		749	1,394		1,394
Technology OTPS	867		867	751		751
Volunteer Worker's Compensation Claims	14		14	14		14
Subtotal, New Needs	\$15,448	\$0	\$15,448	\$10,677	\$0	\$10,677
Other Adjustments						
ASPR Grant	\$0	\$24	\$24	\$0	\$0	\$0
Auto Arson Grant Rollover		45	45			0
Auto Mechanics-L246- City Funds	855		855	1,103		1,103
Automotive Service Worker-L246-City Funds	97		97	111		111
Brookhaven Rollover		50	50			0
Carpenters UBCJ-City Funds	368		368	368		368
Energy Manager		95	95			0
Energy Smart Competition		50	50			0
FIMR Grant		84	84			0
HOFSTR		58	58			0
LGRMIF Funding Allocation		60	60			0
Member Item Reallocation	14		14			0

<i>Dollars in Thousands</i>	FY 2016			FY 2017		
	City	Non-City	Total	City	Non-City	Total
Organization of Staff Analysts-City Funds	646		646	797		797
OTPS to PS		(1)	(1)			0
Philips Grant		25	25			0
Port 13 Rollover		441	441			0
Port 14 Rollover		2,189	2,189			0
Port 15 FFY 2015		4,479	4,479			0
Port 13		40	40			0
Port 14		150	150			0
PSAP Grant Rollover		20	20			0
RCM Projects- FDNY		124	124			0
Rubber Tire Repairers-L246 City Funds	51		51	62		62
Sheet Metal Wokers-L246 City Funds	12		12	16		16
SHSG 12 Rollover		130	130			0
SHSG 13		570	570			0
SHSG 13 Decrease		(4,236)	(4,236)			0
SHSG 13 Rollover		9,711	9,711			0
SHSG 15 FFY 2015		25,794	25,794			0
SHS13 Rollover		5,508	5,508			0
UASI 11 Rollover		132	132			0
UASI 12		20	20			0
UASI 12 Rollover		528	528			0
UASI 13		2,190	2,190			0
UASI 13 Rollover		6,055	6,055			0
UASI 14		7,000	7,000			0
UASI 14 Increase Funding		5,000	5,000			0
UASI 14 Rollover		40,978	40,978			0
UASI 14 PS Rollover		4	4			0
UASI 15 FFY 2016		21,157	21,157			0
UASI12		3	3			0
USAR 14 Rollover		100	100			0
Various		(3)	(3)			0
16CERTOT		17	17			0
Back pay for Fair Labor Standards Act (FLSA) Case Settlement	752		752			0
Cement Masons - L237	17		17	20		20
EBOLA		405	405			0
FFY 15-16 PSAP Grant Program		78	78			0
Maintenance Worker - L237	12		12	15		15

<i>Dollars in Thousands</i>	FY 2016			FY 2017		
	City	Non-City	Total	City	Non-City	Total
PORT 11		549	549			0
Roofers - L237	7		7	8		8
TECHNICAL RESCUE		100	100			0
UASI 11 OTPS Increase		26	26			0
UASI 11 PS Increase		167	167			0
UASI 13 ALLOCATION		15	15			0
UASI 13 Increase Allocation		65	65			0
UFA Collective Bargaining	56,022		56,022	82,002		82,002
US FORESTRY (IMT)		284	284			0
US Forestry Services (IMT)		606	606			0
Subtotal, Other Adjustments	\$58,852	\$130,883	\$189,735	\$84,502	\$0	\$84,502
TOTAL, All Changes	\$74,300	\$130,883	\$205,182	\$95,179	\$0	\$95,179
Agency Budget as of the Preliminary 2017 Budget	\$1,683,068	\$353,377	\$2,036,444	\$1,677,209	\$222,337	\$1,899,547

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Appendix B: Contract Budget Chart

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personal service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City's Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. In January, it is prepared with the Departmental Estimates, and in late April it is submitted to the Council with the Executive Budget.

The following table provides FDNY's Preliminary Contract Budget for Fiscal 2017.

FDNY Fiscal 2017 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	Fiscal 2016 Adopted	Number of Contracts	Fiscal 2017 Preliminary	Number of Contracts
Cleaning Services	\$2,789	2	\$2,789	2
Contractual Services - General	41,398	42	32,212	41
Data Processing Equipment Maintenance	14,894	8	15,870	8
Maintenance and Operation of Infrastructure	1,556	23	1,556	23
Maintenance and Repairs - General	10,297	97	11,342	97
Maintenance and Repairs - Motor Vehicle Equip	2,258	35	2,258	35
Prof. Services - Computer Services	1,436	1	1,436	1
Prof. Services - Direct Educational Services to Students	15	1	15	1
Prof. Services - Legal Services	75	1	75	1
Prof. Services - Other	1,425	5	1,675	5
Security Services	186	1	186	1
Telecommunications Maintenance	924	2	924	2
Temporary Services	4,300	1	5,051	2
Training Program for City Employees	105	3	101	3
TOTAL	\$81,657	222	\$75,490	222

The City's Contract Budget, as proposed, totals \$13.16 billion in Fiscal 2017, a decrease of \$76 million or .5 percent when compared to the Fiscal 2016 Adopted Budget of \$13.24 billion. FDNY's Preliminary Contract Budget for Fiscal 2017 is approximately \$75.5 million with 222 contracts. This is a \$17.5 million decrease, however, the number of contracts remain consistent at 222 when compared to Fiscal 2016 Adopted Contract Budget of \$81.7 million with 222 contracts.

Appendix C: City Council Initiative

Fiscal 2016 Council Changes at Adoption	
<i>Dollars in Thousands</i>	
Council Initiatives	
Smoke Detector Distribution Program	\$1,000
Subtotal	\$1,000
Local Initiatives	\$218
TOTAL	\$1,218

- **Smoke Detector Distribution Program.** The Fiscal 2016 Adopted Budget includes \$1 million in funding for the distribution of smoke detectors Citywide.