

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. Joseph C. Borelli
Chair, Committee on Fire and Emergency Management



Report of the Finance Division on the
Fiscal 2021 Preliminary Plan and the
Fiscal 2020 Preliminary Mayor's Management Report for the
Fire Department of New York
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Fire Department of New York 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 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. Although the Office of Management and Budget (OMB) does not produce a Budget Function Analysis for the Department, FDNY's budget structure is programmatic. FDNY's budget, which totals \$2.1 billion for Fiscal 2021, is broken down into five different program areas, each of which includes a personal services (PS) and other than personal services (OTPS) unit of appropriation (U/A) pair. Below are the five different program areas, as well as the major objectives of FDNY's funded activities, according to the Fiscal 2020 Preliminary Mayors Management Report (PMMR).



Reducing the risk associated with fire incidents

- FDNY reduces the risk associated with fires through its inspection, education, and investigation programs

Promptly responding to fires and other emergencies

- FDNY tracks end-to-end average response times to structural fires and to all emergencies by fire companies

Minimizing damage to persons and property

- The Department uses its inspections, investigations, fire and life safety education, and quick response to attain its goal of decreasing serious fires, injuries and loss of life

Promptly responding to medical emergencies

- FDNY launched initiatives such as HEAT teams and expanding Fly cars to improve service delivery and reduce response times

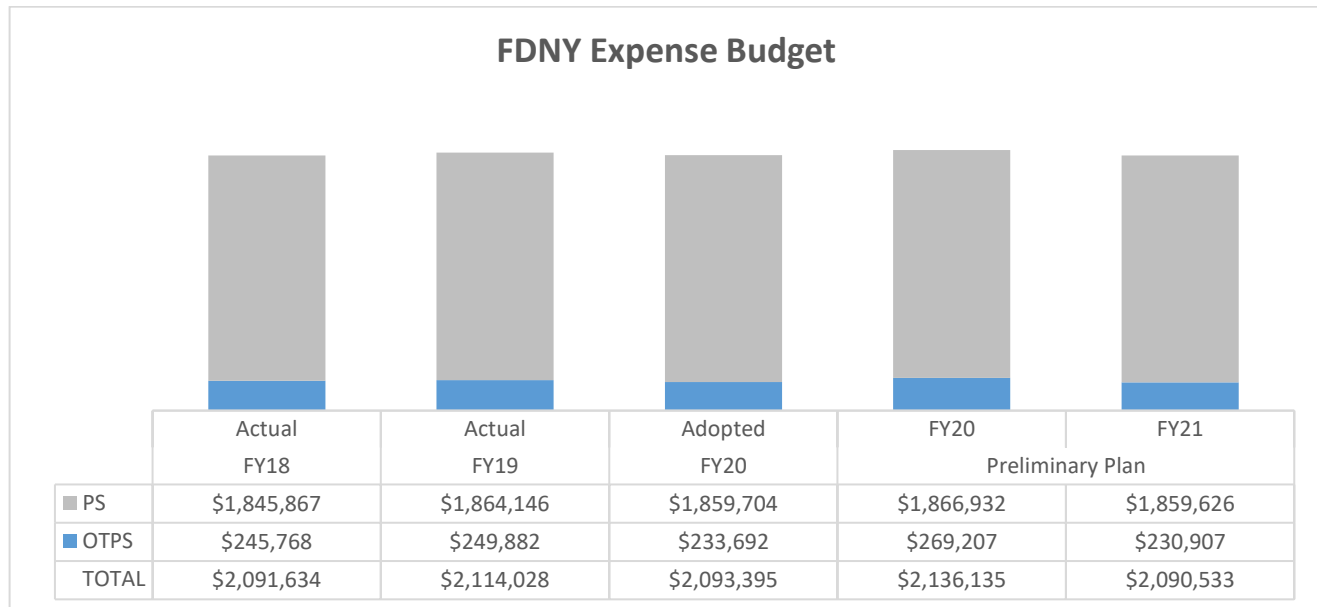
Providing high quality emergency medical care

- The Department aims to provide high quality emergency medical care

This report provides a review of FDNY's Preliminary Budget for Fiscal 2021. In the first section, the highlights of the agency's \$2.1 billion Fiscal 2021 expense budget are presented. The report then presents the Department's budget by program area and provides an analysis of changes, discusses budget actions included in the November 2019 and Preliminary Financial Plans, and reviews relevant sections of the PMMR for Fiscal 2020. This is followed by a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the agency's \$899.5 million Capital Commitment Plan for Fiscal 2020-2024. Finally, four appendices are included that list the budget actions in the November and Preliminary Plans, display the contract budget, displays program area budgets, and PMMR details.

Fiscal 2021 Preliminary Budget Highlights

The Department's Fiscal 2021 Preliminary Budget totals \$2.1 billion, including \$1.86 billion for PS and \$231 million for OTPS. PS comprises 89 percent of the Department's Fiscal 2021 Preliminary Budget, while OTPS comprises 11 percent. The Fiscal 2021 Preliminary Budget decreases by \$2.9 million, or less than one percent, when compared to the Fiscal 2020 Adopted Budget. The PS budget decreases by \$79,000, accompanied by a decrease in the OTPS budget of approximately \$2.8 million. Overall, FDNY's budget has remained relatively flat for the past several years, with actual spending of \$2.1 billion during each of the last three years.



Dollars in Thousands

Highlights of FDNY's Fiscal 2021 Preliminary Budget

- Changes since Adoption.** Since Adoption of the Fiscal 2020 Budget, the budget has grown by \$42.7 million in Fiscal 2020 (\$3.5 million through new needs and \$39.2 million through other adjustments) and \$3.6 million in Fiscal 2021 (\$2.6 through new needs and \$955,000 through other adjustments). Most of the new need funding is in the Fire Prevention U/A.
- Miscellaneous Revenue.** The Fiscal 2021 Preliminary Plan projects that FDNY will generate Miscellaneous Revenue totaling \$104.9 million in Fiscal 2021, including \$69.1 million from fire inspection fees and \$30.6 million from a two percent tax on fire insurance fees. This is \$2.5 million more than the projection was in the Fiscal 2020 Adopted Budget.

Financial Plan Summary

The chart below shows FDNY's budget by program area and funding source and budgeted headcount since Fiscal 2018. Overall, the Department's budget has grown by less than one percent since Fiscal 2018. Headcount changes are more significant with budgeted uniform headcount dropping by 292 positions and civilian headcount growing by 449 positions. Civilian headcount is again projected to increase in Fiscal 2021 by 276 positions.

FDNY Financial Summary						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Budget by Program Area						
Fire Extinguishment/Emergency Response	\$1,404,019	\$1,401,134	\$1,387,053	\$1,394,542	\$1,379,780	(\$7,273)
Emergency Medical Services	337,334	332,182	345,008	345,817	346,331	1,323
Executive Administrative	281,390	304,395	292,815	326,599	295,258	2,443
Fire Prevention	45,522	50,173	46,421	46,919	47,129	708
Fire Investigation	23,369	26,144	22,098	22,262	22,034	(64)
TOTAL	\$2,091,634	\$2,114,028	\$2,093,396	\$2,136,138	\$2,090,533	(\$2,862)
Funding						
City Funds			\$1,821,890	\$1,826,373	\$1,828,465	\$6,575
Other Categorical			227,466	230,650	231,104	3,638
Capital- IFA			563	563	567	4
State			1,835	2,560	1,835	0
Federal - Other			39,725	73,734	28,556	(11,169)
Intra City			1,917	2,255	6	(1,911)
TOTAL	\$2,091,634	\$2,114,028	\$2,093,396	\$2,136,135	\$2,090,533	(\$2,862)
Budgeted Headcount						
Full-Time Positions - Uniform	11,244	11,244	10,952	10,952	10,951	(1)
Full-Time Positions - Civilian	5,905	6,093	6,354	6,394	6,631	277
TOTAL	17,149	17,337	17,306	17,346	17,582	276

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

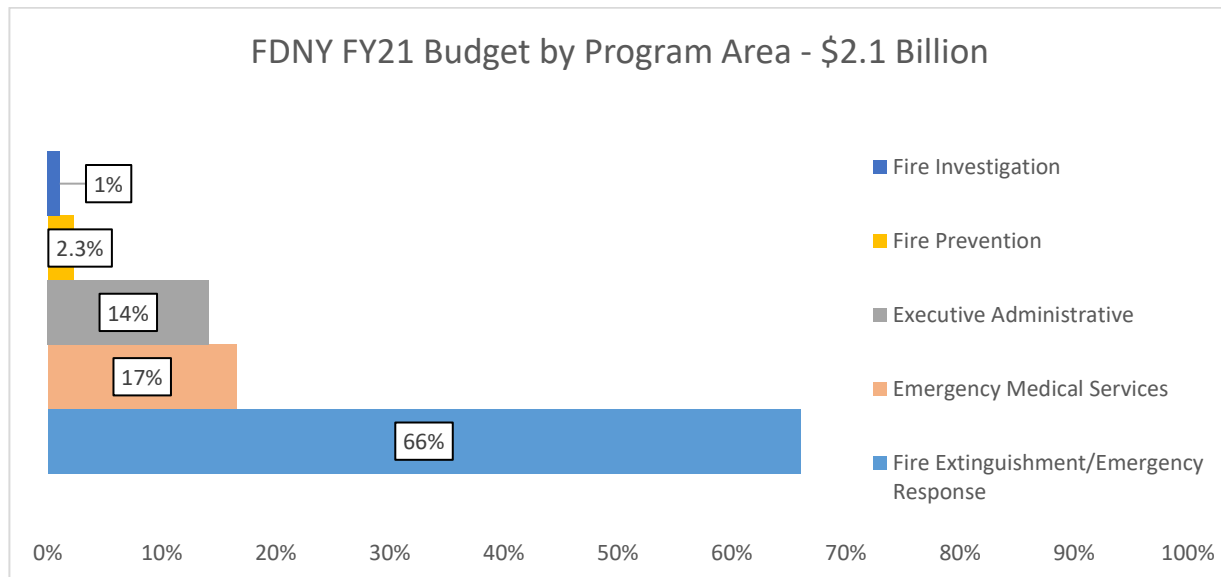
The Department's Fiscal 2021 Preliminary Budget totals \$2.1 billion, \$2.9 million less than the Fiscal 2020 Adopted Budget. The Department's headcount has increased since the Fiscal 2020 Adopted Budget, Fiscal 2020 has increased by 40 civilian positions and Fiscal 2021 has increased by 276 civilian positions. Since the Fiscal 2020 budget adoption, the financial plan updates have introduced changes to FDNY's Fiscal 2020 and 2021 Budgets. For Fiscal 2020 there have been \$3.5 million in new needs and \$39.2 million in other adjustments. For Fiscal 2021, changes include \$2.6 million in new needs and \$955,000 in other adjustments.

Approximately 88 percent of the funding in the Fiscal 2021 Preliminary Budget is City tax-levy (CTL) funding, the remaining 12 percent is a mix of mostly federal and categorical revenue. Of the total budget, federal funding accounts for approximately one and one-half percent, and 11 percent is other categorical. State, Intra-City, and Capital-IFA funds account for less than one percent of FDNY's funding source.

As of the Fiscal 2021 Preliminary Plan, the Department has only recognized \$28.5 million in federal funding for Fiscal 2021, which is \$45.2 million less than the \$73.7 million in federal funding recognized in Fiscal 2020. A significant change in the level of federal funding is not expected for Fiscal 2021, as grant funding is usually reported lower at this time of year because it is not recognized until later on. At Fiscal 2020 Adoption, FDNY recognized \$39.7 million in federal funding that has increased to \$73.7 million for Fiscal 2020 in the Preliminary Plan.

The FDNY's Fiscal 2021 Preliminary Budget is broken down into five U/A pairs, with Fire Extinguishment/Emergency Response accounting for \$1.4 billion or 66 percent, Emergency Medical Services (EMS) accounting for \$346.3 million or 16.5 percent and the remaining \$364.4 million or 17.5 percent is split among the three other U/A pairs. For Fiscal 2020 \$3.2 million in new needs have been added since the budget was adopted, most going toward the Fire Inspection U/A for fire inspectors,

trainers, and the sprinkler/standpipe units. New needs are described in further detail in the program area sections of this report.



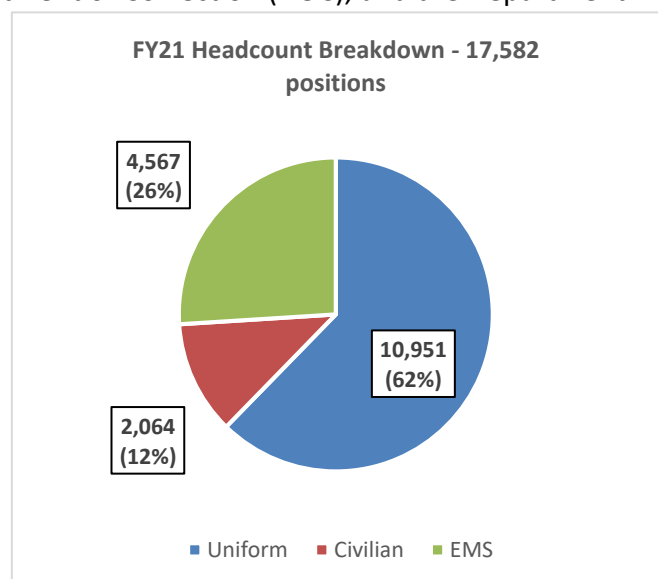
The Department's budgeted headcount for Fiscal 2021 increases by 277 civilian positions and decreases by one uniform position for a total of 17,582 positions. Of the 277 new positions, 247 are for EMS, 41 are for Executive Administrative, and seven are for the Fire Prevention program area. EMS and other civilian headcount are separated into two groups. In Fiscal 2021, budgeted EMS positions account for 26 percent of the total headcount. (See Appendix C for budgeted headcount since Fiscal 2018 for each U/A pair.)

As of January 2020, the Department is 93 positions over its budgeted headcount of 17,346 for Fiscal 2020. The Fire Extinguishment/Emergency Response area is 309 positions over its budgeted headcount while EMS is 189 positions under its budgeted headcount. Executive Administrative, Fire Investigation and Fire Prevention are all within 20 positions of its budgeted headcount.

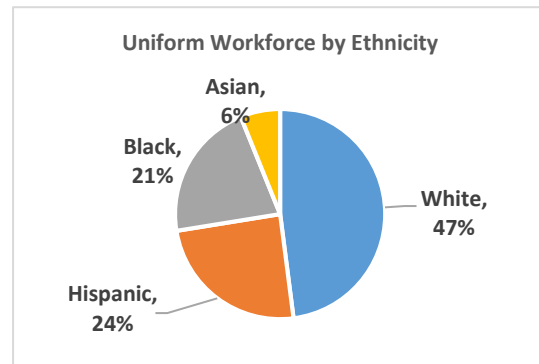
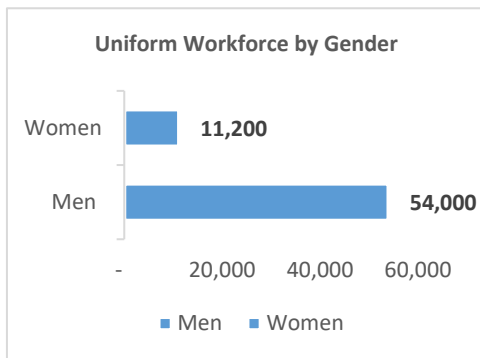
FDNY Demographics and Diversity

The FDNY, the Police Department (NYPD), the Department of Correction (DOC), and the Department of Sanitation (DSNY) collectively make up the City's uniformed agencies accounting for 11.4 percent or \$10.8 billion of the City's Fiscal 2021 Preliminary budget. Uniformed agency headcount includes over 100,000 positions, accounting for approximately 31 percent of the City's workforce, with uniform headcount totaling of 65,224 positions or 20 percent. FDNY staff account for 12 percent of all uniformed agency staff and one of every 17 uniformed staff is a firefighter.

As shown in the charts below, of the 65,224 uniform employees, 54,000 are men and 11,200 are women. As it pertains to ethnicity, 48 percent or 31,316, of them are white, 24 percent or 15,799 are Hispanic/

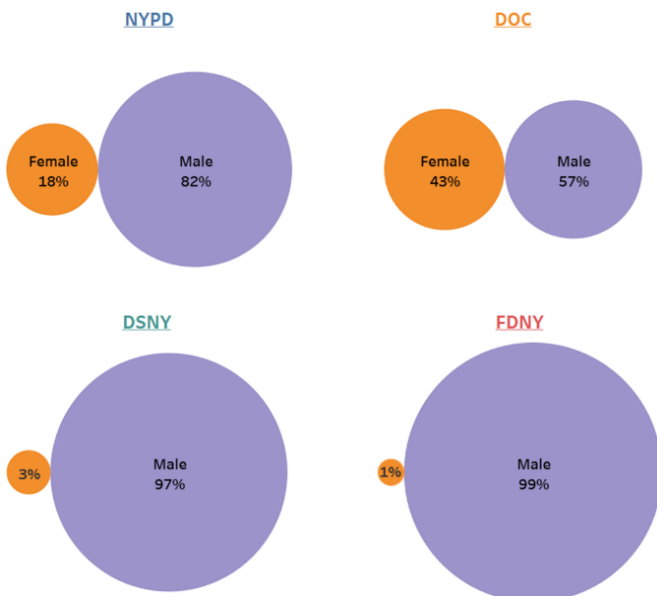


Latino, 21 percent or 13,733 are African American, and six percent or 3,829 are Asian. Overall, white males dominate the uniform workforce.

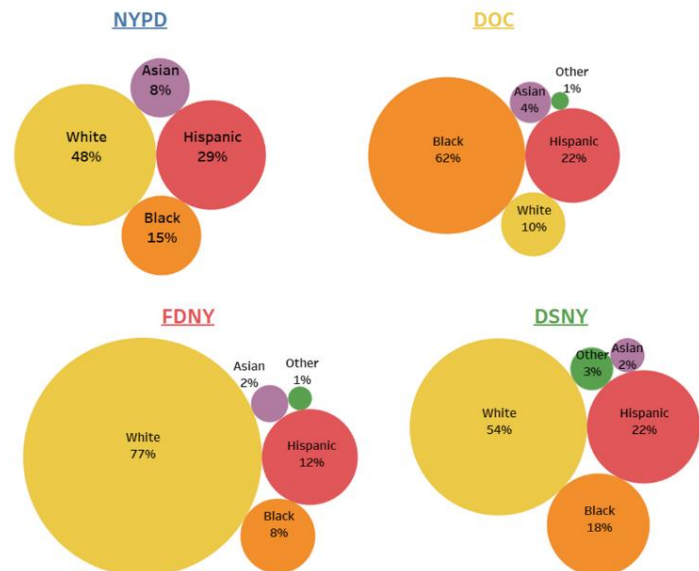


Analysis of staff demographics found that while the uniform agencies are becoming more diverse, the FDNY lags far behind the others in both gender and race. The charts below will provide an overview of the gender and racial breakdown by agency.

Gender Breakdown by Agency



Racial Breakdown by Agency



The Department's headcount makes up 11,114 positions or 12 percent of all uniform employees in the City and 3.4 percent of all City employees. Overall, uniform employees are not representative of the New York City population. The Department's monolithic makeup contributes to the uniform agencies as a whole being unrepresentative.

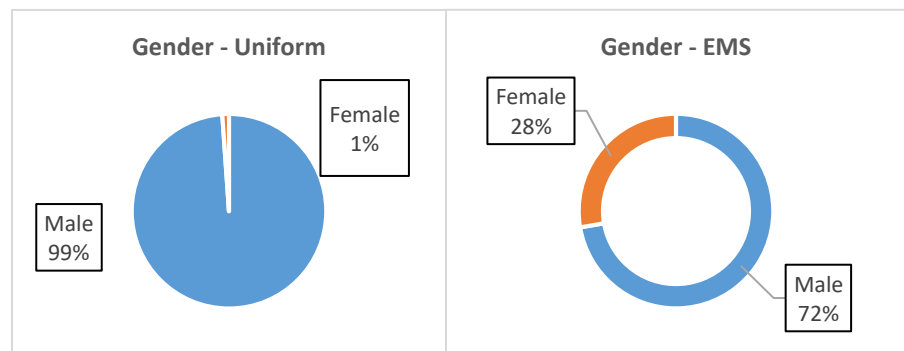
The Department's racial and gender makeup are longstanding issues. The unrepresentativeness of the Fire Department sparked a lawsuit in May of 2007. In 2014, the lawsuit was settled and the *United States and Vulcan Society v. City of New York* found the FDNY's hiring practices to be discriminatory. Since the lawsuit, the Department has developed several strategies to attempt to diversify firefighters including adding \$10 million to support its efforts of recruiting African American, Hispanic/Latino, Asian, and female candidates. Although the FDNY has enhanced its efforts resulting in more

historically underrepresented groups taking the firefighter exam, the number of women and minority firefighters remains extremely low relative to both other City agencies and other firefighting agencies across the country.

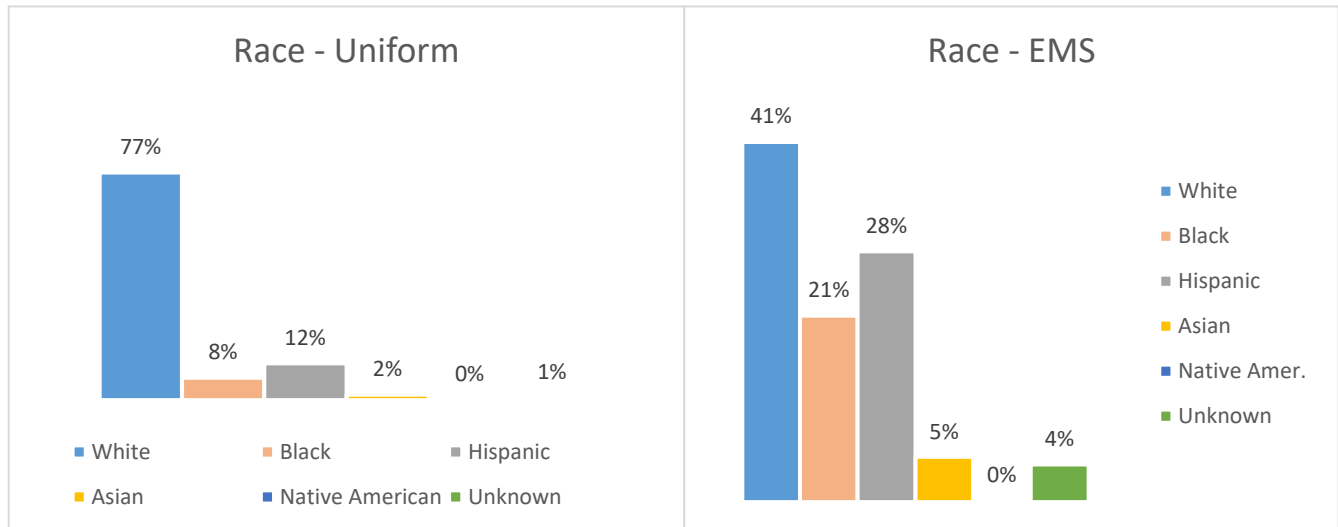
In 2015, the Council passed Local Law 49 to require transparency from the FDNY regarding gender and racial demographics of the firefighter applicant pool. The law required reporting at every step of the application process to determine which groups are being eliminated from advancing and at which points they are being rejected. This law has increased transparency to enable the public to see new FDNY uniform members.

In an effort to monitor the Department and its demographics, the Council negotiated a Term and Condition with the Administration for the Department, requiring it to report the demographics of the FDNY in its entirety. In 2019, the Department's Uniform Division was 99 percent male and 77 percent white. The civilian EMS portion was much more diverse.

As of the first quarter of Fiscal 2020, there were 10,996 male uniform staff and only 118 female uniform staff, 18 more women uniform employees that the previous year. Although this is an 18 percent improvement from Fiscal 2019, female uniform staff only constitute one percent of the uniform workforce. As of the January 31 of Fiscal 2020, there were 3,091 male and 1,183 female EMS staff.



The chart below shows the demographic breakdown between the uniform and EMS employment types. The Uniform Division is 77 percent White, 12 percent Hispanic/Latino, eight percent African-American, two percent Asian, one percent unknown and less than one percent Native-American. The EMS workforce is made up of 41 percent White, 21 percent African-American, 28 percent Hispanic/Latino, five percent Asian, four percent other/unknown, and less than one percent Native-American. In total, minorities make up approximately 59.2 percent of the entire EMS workforce



Today, recruitment and diversity efforts are split into four units that work on recruitment, Firefighter Hiring Oversight, Equal Employment Opportunity (EEO), Diversity, and Recruitment. For Fiscal 2021, the Department has budgeted \$12.2 million for these efforts, their roles, budgets and headcount are outlined below.

- **EEO Unit.** The EEO unit, formerly called Affirmative Employment, mission is to enforce the EEO policies promulgated by City, State and federal agencies. Specifically, the EEO Unit is responsible for all EEO compliance measures for the 17,000 member workforce, including training on workplace laws, advice and counsel to senior leadership on personnel issues, and investigation and resolution of EEO complaints.
- **Recruitment.** The recruitment unit identifies the most qualified candidates to fill uniformed, EMS, and civilian positions.
- **Chief Diversity Inclusion Office.** This office has staff in leadership positions that supports diversity, equity and inclusion within the Department.
- **Firefighter Hiring Oversight.** This unit consists of positions authorized by the monitor appointed by the court in *United States and Vulcan Society v. City of New York* to comply with legal mandates related to hiring and diversity.

FDNY Staffing and Diversity		
Unit/Division	FY21 Budget	HC
EEO	\$1,250,557	13
Recruitment	6,348,110	8
Chief Diversity Inclusion Office	1,119,606	7
Firefighter Hiring Oversight	3,489,720	49
TOTAL	\$12,207,993	77

FDNY Pay Rates

Recognizing that EMS staff are the lowest paid first responders in NYC, the Council's in its Fiscal 2020 Preliminary Budget Response, called for an increase in EMS staff pay rates. FDNY's Emergency Medical Technicians (EMTs) and Paramedics earn less than their counterparts in many other U.S. cities do. Furthermore, FDNY EMS salaries are significantly lower than firefighter salaries. The starting salary for an EMT at the Department is \$35,254. It is \$48,237 for a paramedic. A first-year firefighter earns 24 percent more than an EMT and nine percent less than a paramedic. The difference in a firefighter salary and those of EMTs and paramedics grows to 68 and 31 percent respectively after five years.

FDNY Pay Rates

Number of Years	Firefighter	EMT	Paramedic
Starting Salary	\$43,904	\$35,254	\$48,237
After 1st Year	\$46,066	\$37,250	\$53,135
After 2nd Year	\$50,173	\$37,914	\$55,302
After 3rd Year	\$55,192	\$43,901	\$61,005
After 4th Year	\$60,837	N/A	N/A
After 5th Year	\$85,292	\$50,604	\$65,226

Source: <https://www1.nyc.gov/site/fdny/jobs/career-paths/firefighter-salary-guide.page>, February 2020

The different pay rates for uniformed and EMS create staffing challenges for the Department as many EMS workers apply for a promotion to become a firefighter. According to the Department, the Fiscal 2019 attrition rate for EMS was 13.2 percent, which is 8.6 percentage points higher than the Fiscal 2019 firefighter attrition rate of 4.6 percent. The attrition rate is higher among EMTs than firefighters because of a lower average salary, when compared to other employers in the healthcare field. EMTs also often leave FDNY for other healthcare careers and some transition to other jobs within the Department. This raises concerns around the Department's retention and budgetary strategy for EMS personnel.

Miscellaneous Revenue

The bulk of the Department's Miscellaneous Revenue Budget comes from two specific fees: fire inspection fees and a two percent tax on fire insurance premiums. FDNY issues permits and collects fees for inspection of fire suppression and electrical systems, places of public assembly, laboratories, high-rise buildings, and storage and use of combustible materials. The Department also realizes revenues from fees charged to out-of-state fire insurers that issue policies in New York City, and to private fire alarm companies that operate in the City.

FDNY Miscellaneous Revenue Budget Overview							
Dollars in Thousands							
Revenue Sources	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted	Preliminary Plan		*Difference
					FY20	FY21	FY20-FY21
Private Alarm Co. Franchises	\$1,091	\$1,168	\$1,189	\$1,200	\$1,200	\$1,200	\$0
2% Tax on Fire Insurance	30,696	28,408	30,670	60,589	30,589	30,589	(30,000)
Fire Prevention Liens	4,438	4,367	4,070	3,600	4,000	4,000	400
Fire Inspection Fees	67,410	64,685	67,405	66,564	68,386	69,071	2,507
TOTAL	\$103,635	\$98,700	\$103,334	\$131,953	\$104,175	\$104,860	(\$27,093)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

In Fiscal 2021, FDNY plans to collect a total of \$104.9 million in revenue, with \$69.1 million from fire inspection fees and \$30.6 million from the two percent tax on fire insurance premiums. The projection is \$27.1 million less than the Fiscal 2020 Adopted Budget, however on average FDNY collected \$102 million in revenue over the last three years. According to the Department, this trend is expected to continue in the outyears. A new decal and tag program has been instituted as a result

of a rule change to require the use of FDNY issued decals and tags for use as proof of compliance with Fire Code requirements relating to inspection, testing, and cleaning of commercial cooking exhaust systems and inspection, testing, and servicing of portable fire extinguishers. This is in effort to update decals and tags around the City for rangehoods, sprinklers, and standpipes. These seven positions will be entirely funded by revenue generated from fire inspection fees.

Fire Department Outreach

In addition to protecting life and property, the Department is involved in various fire and life safety programs around the City. Some are included below.



FDNY Education Program - Request a presentation from the Fire Department, visit a firehouse, and more.



FDNY Fire Zone - New York City's state-of-the-art fire safety learning center featuring firefighter-led presentations in a fire simulator theater.

Juvenile Fire-Setters Program - Educates and evaluates children under the age of 12 who are engaging in fire play.



Teens Take Heart - FDNY and other community members offer a hands-only CPR training program aimed at educating New York City high school students.



CPR Program - Offers New Yorkers a free, 20 minute class on hands-only CPR.



Pro Podcast - Podcast supported by the FDNY Foundation from men and women of the FDNY to share stories, best practices, and lessons.

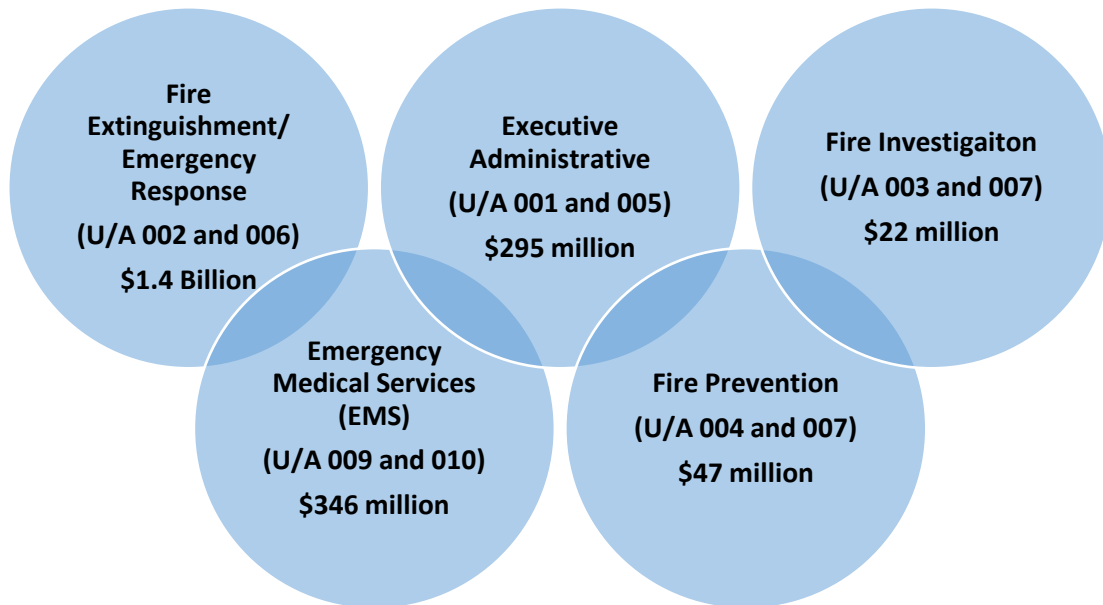
The FDNY also works in coordination with the FDNY Foundation. Established in 1981, the FDNY Foundation is the official not-for-profit of the Department. The core mission of the FDNY Foundation is to fund fire and life safety education and support the Department's lifesaving mission. The Department also hosts a fire prevention week, burn awareness week, numerous open houses at firehouses and EMS stations across the City, as well as block parties every summer.

FDNY OTPS Budget

The OTPS budget primarily funds contractual services. The Department's Fiscal 2021 Contract Budget totals \$106 million for 226 contracts, accounting for five percent of the Department's overall OTPS budget. Contracts for contractual services – general comprise 40 percent of the Department's total contract budget, with a total of \$34 million for Fiscal 2021. Data processing equipment maintenance makes up an additional 25 percent, with \$24 million in Fiscal 2021. Of the Department's total contract budget of \$106 million, \$76.7 million or 72 percent, is for contracts within the Executive Administrative budget.

Unit of Appropriation Pairs

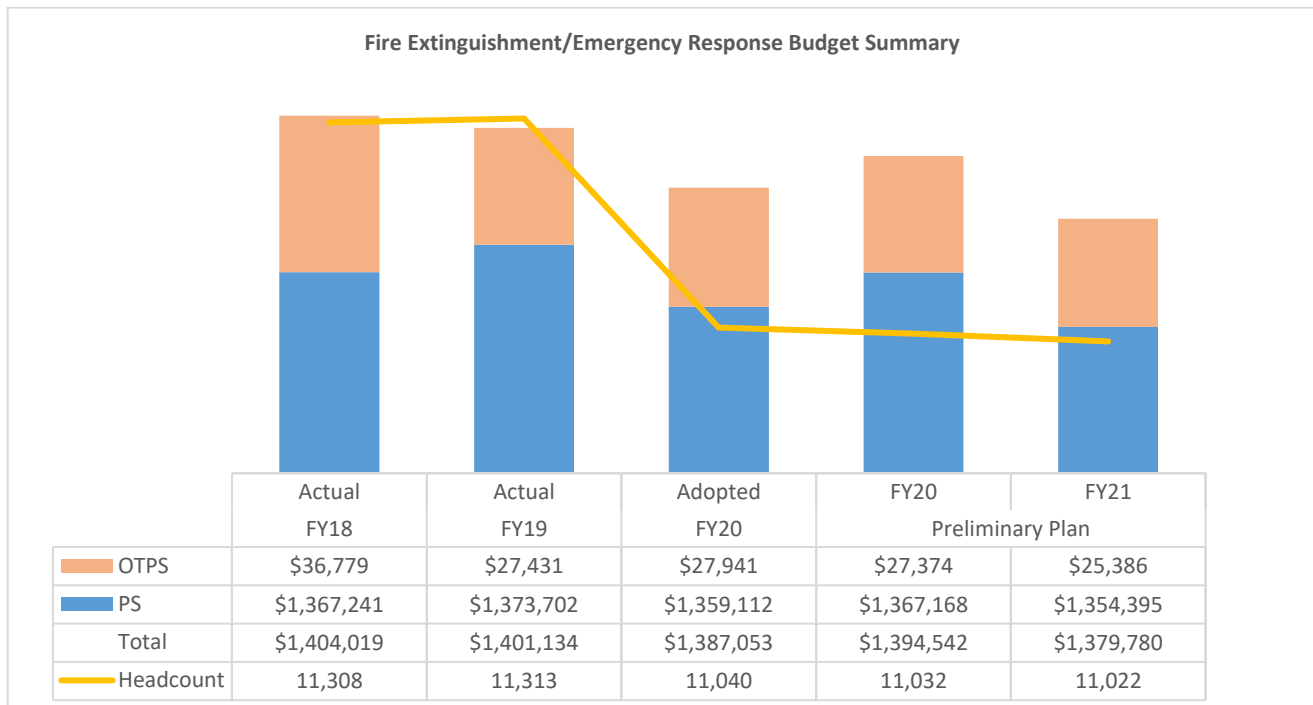
FDNY's functions are broken down into five programs in its budget.



Each of the areas are discussed in the sections that follows.

Fire Extinguishment/Emergency Response

Fire Extinguishment/Emergency Response contains the budget for the Department's core functions performed by firefighters. This unit is responsible for all uniform tactical and operational work. Resources provide for the protection of lives and property from fires, hazardous materials incidents and non-fire emergencies.



Dollars in Thousands

The Department's Fiscal 2021 Preliminary Budget for Fire Extinguishment/Emergency Response totals \$1.4 billion, \$7.2 million less than the Fiscal 2020 Adopted Budget. Fire Extinguishment/Emergency Response accounts for 66 percent of the total budget and 62 percent of the total headcount with 11,022 budgeted positions in Fiscal 2021. The majority of this funding, \$952.6 million, is dedicated to full-time salaries for 10,737 uniform staff and \$198.5 million for uniform overtime. In total, uniform salaries and overtime account for 83 percent of the Fire Extinguishment/Emergency Response program area and 55 percent of the Fire Department's entire budget.

At the time of adoption for Fiscal 2020, the projected Fiscal 2021 budget for Fire Extinguishment/Emergency Response was \$5.2 million less. Since June, the Financial Plans have made changes to both the Fiscal 2020 and Fiscal 2021 Budgets. For Fiscal 2020, the budget increased by a net of approximately \$7.5 million, including \$2 million in new needs and \$5.5 million in other adjustments. For Fiscal 2021, the budget decreased by approximately \$2.1 million. The 2020 Preliminary Plan did not have any new needs for Fire Extinguishment/Emergency Response. Below are details from the Financial Plans.

Financial Plan Actions

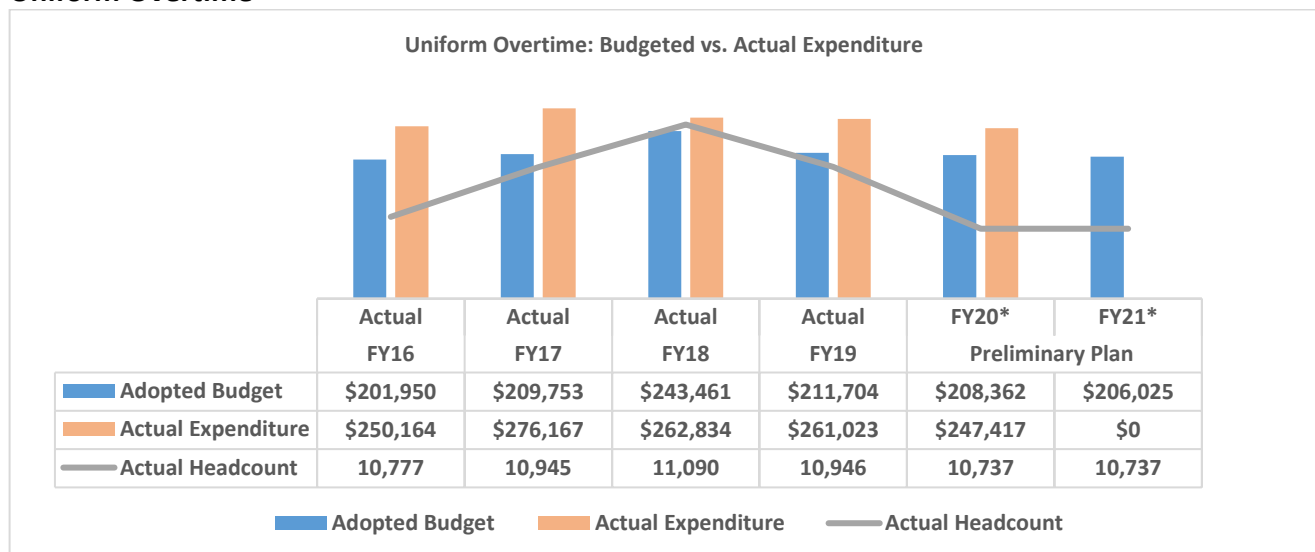
New Needs

- **Self-Contained Breathing Apparatus Equipment.** The November Plan added \$1.1 million in Fiscal 2020 only to purchase 911 air cylinders. Firefighters use air cylinders when so they can breathe clean air when they enter fire. These cylinders have a lifespan up to 15 years.
- **Post Emergency Canvassing Operations.** The November Plan included a one-time addition of \$900,000 in Fiscal 2020. The nearly \$1 million will cover training of FDNY's Incident Management Team, which responds to disasters around the city and country.

Other Adjustments

- **State Homeland Security Grant.** The November Plan added \$6.9 million in Fiscal 2020. This funding will be put toward FDNY training and providing equipment to emergency responders. Of the \$6.9 million, \$2.3 million will be put toward administrative staff and other employees associated with grant activities.

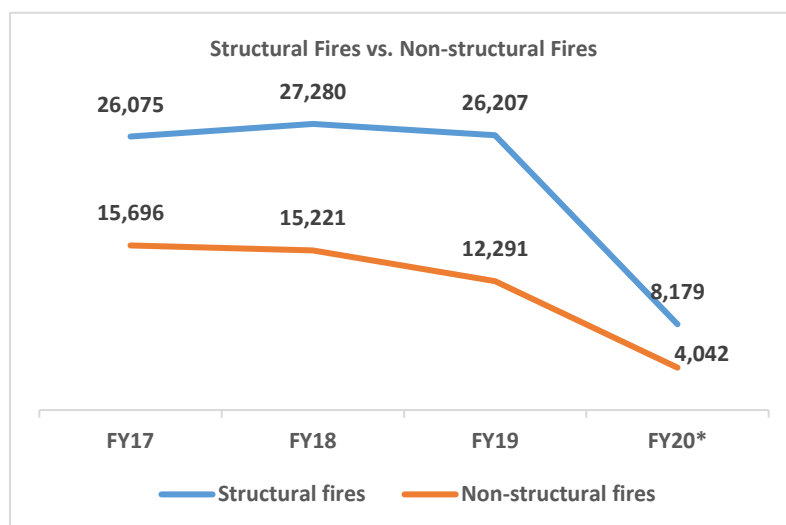
Uniform Overtime



Dollars in Thousands. Fiscal 2020's projected expenditure is based on expenditures as of January 2020.

In Fiscal 2019, the Department spent nearly \$50 million more than budgeted for uniform overtime and this is not the first time the Department overspent so significantly. In Fiscal 2017, FDNY spent \$66.4 million above the adopted amount of \$209.7 million. The Department's adopted budget for uniform overtime has been an inaccurate projection of the Department's actual year-end expenditures for several years. From Fiscal 2016 to 2019, the Department spent an average of \$262.5 million on uniform overtime, approximately \$45.8 million more than its budgeted amount during the same time. Persistent staff shortages, coupled with unforeseen events and emergencies, have driven overtime spending above the planned level. Absenteeism for reasons such as sick leave and line of duty injury could be reasons for higher overtime rates. In Fiscal 2019 the total absence rate for FDNY was more than seven percent, while all uniform agencies absence rate was four and a half percent. The dangers of firefighting could contribute to greater absenteeism ¹ and a comprehensive strategy should be developed to address the issue.

As of January 2020, for Fiscal 2020, the Department has spent approximately \$147 million on uniform overtime, which is roughly 71 percent of the budgeted amount. If spending continues at this rate FDNY will spend \$247 million on uniform overtime, \$39 million more than budgeted. In Fiscal 2018 OMB and FDNY instituted an overtime control plan, however FDNY continues to spend far above the amount allocated at adoption which brings into question the efficacy and viability of the control plan.



FY20 is 4-month actual

PMMR Performance Measures

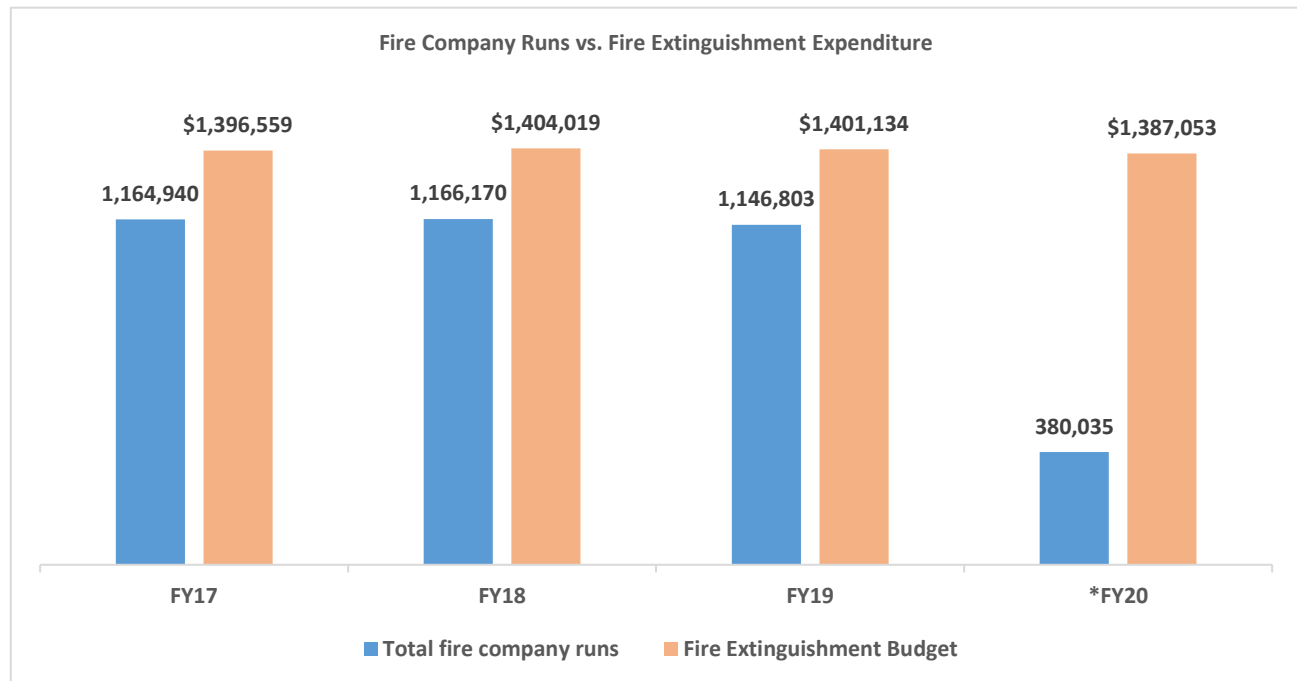
A structural fire is a fire involving the structural components of various types of residential, commercial or industrial buildings. Non-structural fires include examples such as brush, rubbish or automobile fires. According to the PMMR, the number of structural fires decreased by four percent and the number of non-structural fires decreased by 20 percent, when compared to the same period of Fiscal 2019. From Fiscal 2016 to 2018, the number of structural and non-structural fires that the Department responded to were stable at above 15,000 for non-

structural fires. However, in Fiscal 2019, the number of non-structural fires decreased to 12,291. In Fiscal 2019 there were 26,207 structural fires, a similar amount to Fiscal 2017 and 2018.

On average, the Department has responded to 26,521 structural fires and 14,403 non-structural fires over the three-year period of Fiscal 2017 through Fiscal 2019. As the chart shows, FDNY responds to approximately 12,118 more structural fires than non-structural fires. Fire Extinguishment also responds to non-fire emergencies, which are defined as utility emergencies and other emergencies that are not fire or medical related. The uniform division responds to medical emergencies in two

¹ Ana Champeney, Reduction in Uniformed Overtime Is Still Needed, CBCNY, <https://cbcny.org/research/reduction-uniformed-overtime-still-needed>

ways, first as a normal response to life threatening, and second, engine companies respond to as first responders to other medical emergencies.

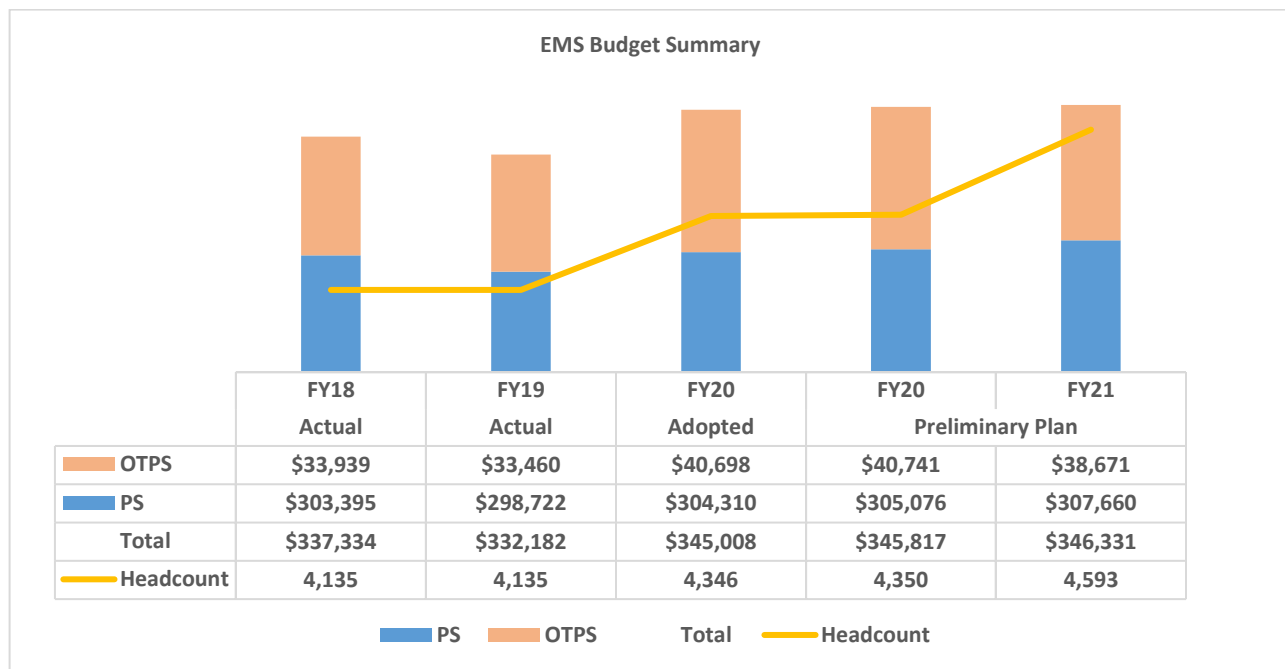


Dollars in Thousands. FY20 is 4-month actual.

For Fiscal 2020, the number of fire company runs during the first four months of Fiscal 2020 decreased by 16,626 or 4.2 percent, when compared to the same reporting period in Fiscal 2019. As the above chart shows, the number of total fire company runs remained relatively stable from Fiscal 2017 to 2019. Additionally, the Fire Extinguishment budget has been relatively stable in that same period, with an increase in less than \$8 million from Fiscal 2017 to Fiscal 2019. The net increase from Fiscal 2017 to Fiscal 2019 is less than \$5 million. In Fiscal 2018 and 2019, the expenditure totaled over \$1.4 billion. In Fiscal 2019, the average engine company cost \$7.9 million, an increase of 9.7 percent from Fiscal 2017. Ladder companies saw a similar nine percent increase from Fiscal 2017 to an average annual cost of \$9.7 million in Fiscal 2019. Together, these companies cost \$17.6 million each year. The increasing annual cost of the companies is alarming; however, the rate at which the trucks and its appliances are updated is negotiated through collective bargaining.

Emergency Medical Services

EMS is responsible for the operation of all ambulances deployed in the City's 911 system and for managing emergency medical care for all mass casualty incidents. EMTs are trained to provide basic life support (BLS) services in a pre-hospital setting, ranging from CPR to spinal immobilization. Paramedics provide advanced life support (ALS) services to patients during medical emergencies. According to the Department, as of the Fiscal 2021 Preliminary Plan, for Fiscal 2020 there are 880 budgeted EMS tours daily, with 625 for BLS, 179 for ALS, and 76 Fly Cars. The staffing breakdown between BLS and ALS tours is 2,770 EMTs for BLS, and 935 Paramedics for ALS tours. The below chart provides a breakdown of the EMS budget by PS and OTPS.



Dollars in Thousands

EMS' Fiscal 2021 Preliminary Budget totals \$346.3 million, with a headcount of 4,593 positions. The budget for EMS accounts for 16.5 percent of the Fire Department's budget. The EMS budget and headcount reflects a net increase of \$1.3 million and 247 positions respectively when compared to Fiscal 2020 Adopted Budget. This increase is due to an increase in the PS budget of \$3.4 million offset by a decrease of \$2 million in the OTPS budget. The increase in the PS budget is for an increased headcount. The addition is not a new need, the increase was planned in prior budgets for additional EMS responders.

The EMS budget is comprised of \$114.4 million in CTL funding, \$231.1 million in other categorical, and \$846,000 in State funding. See Appendix C for detailed information on PS and OTPS spending by funding source and headcount.

At the time of the Fiscal 2020 Adoption, the projected Fiscal 2021 budget for EMS was \$912,042 higher. Since June, the Financial Plans have made changes to both the Fiscal 2020 and Fiscal 2021 Budgets. For Fiscal 2020, the budget increased by a net of approximately \$809,000, including \$115,000 in new needs and \$694,000 in other adjustments. For Fiscal 2021, the budget increased by a net of \$411,000 including new needs of \$479,000 to support four new positions, offset by a reduction of \$68,000 in other adjustments. The Fiscal 2021 Preliminary Plan does not have any new needs for EMS and the November 2019 Financial Plan introduced the changes described below.

Financial Plan Actions

New Needs

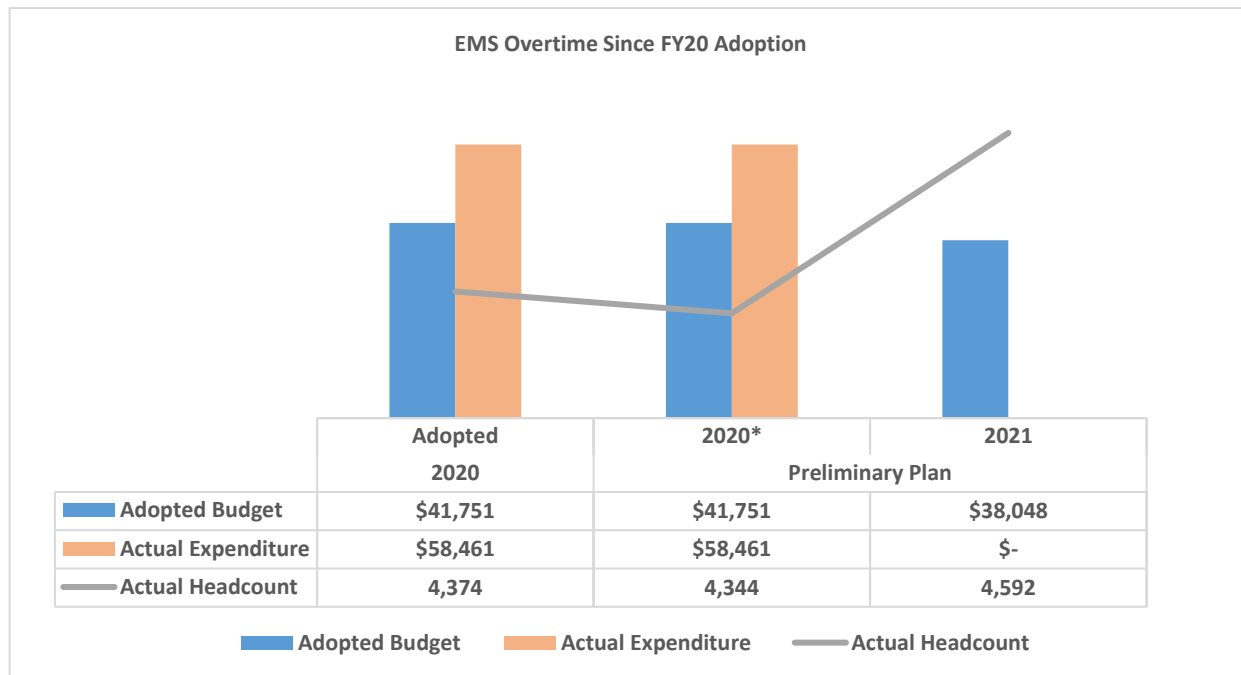
- Health Engagement and Assessment Team (HEAT).** The November 2019 Plan added four positions and \$115,000 in Fiscal 2020, increasing in the outyears to \$223,000 annually. HEAT teams are a part of the Mayor's Crisis Response Task Force. The Department of Health and Mental Hygiene (DOHMH) responds to frequent 911 callers with two FDNY EMTs. The funding is to provide four EMS employees to join the HEAT teams, and work collaboratively with DOHMH, to reduce emergency room utilization among high utilizers of EMS 911 services.

Other Adjustments

- Urban Areas and Security Initiative.** In the November 2019 Plan, the Department received \$631,000 to train and provide equipment to EMS members. This funding is from FEMA through their Urban Areas Security Initiative which helps fund many programs around the City.

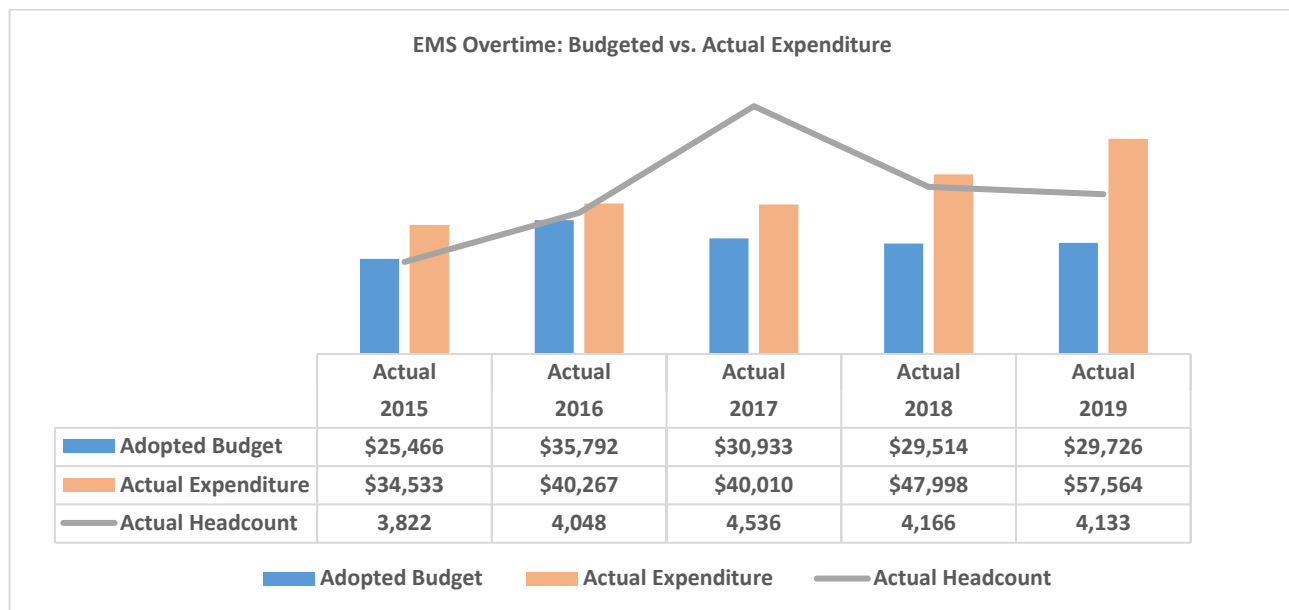
EMS Overtime and Headcount

The following chart displays EMS overtime since Fiscal 2020 Adoption.



**Dollars in Thousands. Fiscal 2020 Actual Expenditure is extrapolation of current spending as of January 2020.*

Through January 2020, EMS has spent \$34.1 million on EMS overtime allocated in the Fiscal 2020 budget. EMS is on track to spend \$58.5 million on overtime in Fiscal 2020, \$16.8 more than the adopted budget of \$41.7 million. This follows a trend of EMS spending more than the budgeted amount for overtime. Below is a chart that shows the previous five years of EMS' budgeted and actual overtime expenditure, which reveals a significant increase. The Department spent approximately \$44 million annually, \$13.7 million or 45 percent over the budgeted amount on overtime between Fiscal 2015 and 2019. In Fiscal 2019 alone, the Department spent \$27.9 million over its budgeted amount.



Dollars in Thousands

EMS continues to spend over the budgeted amount of overtime due to increased workload, staffing challenges, and insufficient overtime controls. This is expected to continue as the number of ambulance runs are increasing year after year.

EMS New Needs Since 2016

EMS has seen an increase in workload since Fiscal 2016. As a result, the program has grown in headcount and funding. The following table identifies 13 new needs for EMS introduced in Financial Plans since Fiscal 2016. Although EMS does not have any new needs in the Fiscal 2021 Preliminary Budget, Fiscal 2020 and Fiscal 2021 have planned growth from previous budgets. Since Fiscal 2016, \$49.9 million and 583 positions have been added for Fiscal 2020 and \$62.1 million and 830 positions have been added for Fiscal 2021.

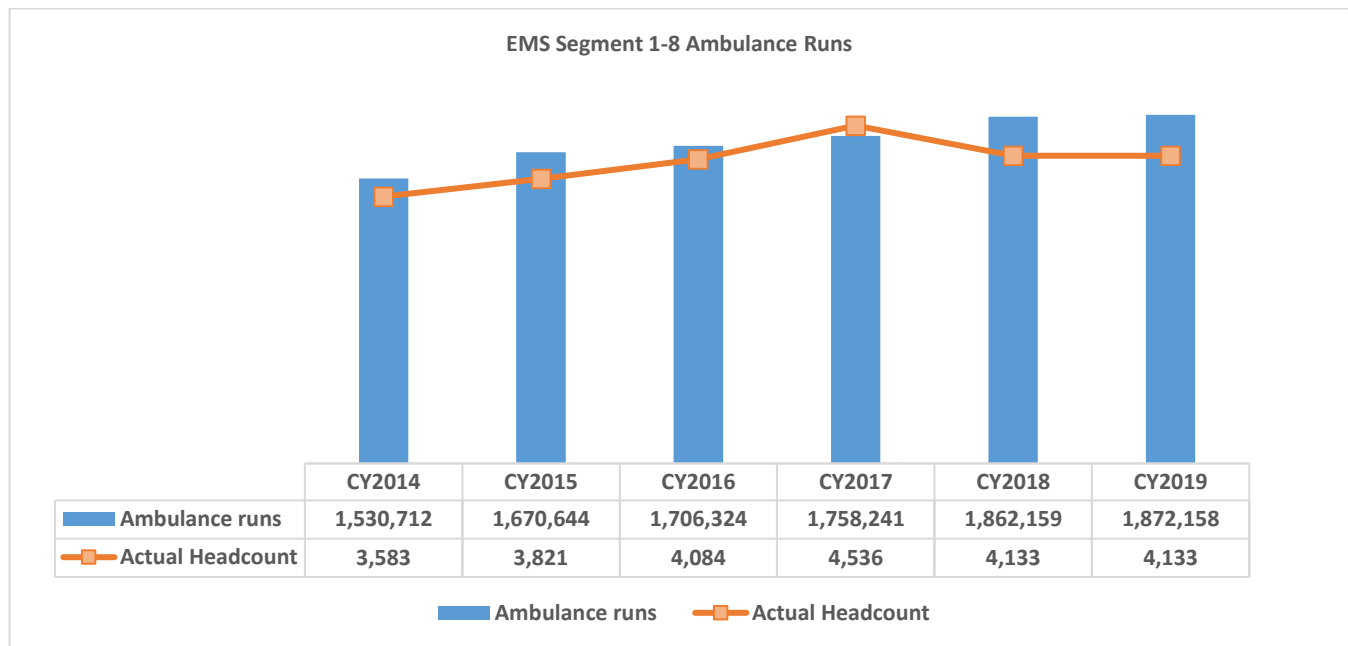
EMS New Needs FY16-FY20							
Fiscal Year		FY20		FY21		Tours	
		Amount	HC	Amount	HC	BLS	ALS
2016	New EMS Tours (South Bronx, Western Queens, Staten Island)	\$8,662	181	\$8,662	181	45	
2016	EMS Lieutenants	1,539	24	1,539	24		
2016	World Trade Center Tours	618	11	618	11		
2017	EMS Ambulance Tours (Queens)	2,598	37	2,598	37		9
2017	50 BLS EMS Tours (Queens, Bronx)	10,399	206	10,399	206	50	
2017	EMS Support Staff	535	11	535	11		
2018	EMS Ambulance Tours (Bronx)	2,432	38	2,452	38	9	
2018	EMS Medications and EMS Academy Staffing	1,024	10	1,024	10		
2019	EMS Ambulance Tours (Brooklyn)	863	15	941	15	3	
2020	Bronx Fly Car Program	14,988	6	27,685	225		
2020	Emergency Medical Dispatch	967	16	967	16		
2020	EMS Academy	2,619	28	2,399	28		
2020	Montefiore Ambulance Tours	2,620	0	2,267	28		6
TOTAL		\$49,862	583	\$62,084	830	107	15

Dollars in Thousands

EMS Ambulance Runs

According to FDNY, from 2014 to 2019, the average number of EMS ambulance runs was 1.7 million annually. The chart suggests that the upward trend in the number of ambulance runs will continue,

as 2019 saw more than 1.8 million runs. The Department continues to engage the private ambulance companies to monitor other tours that EMS might have to absorb in the future.

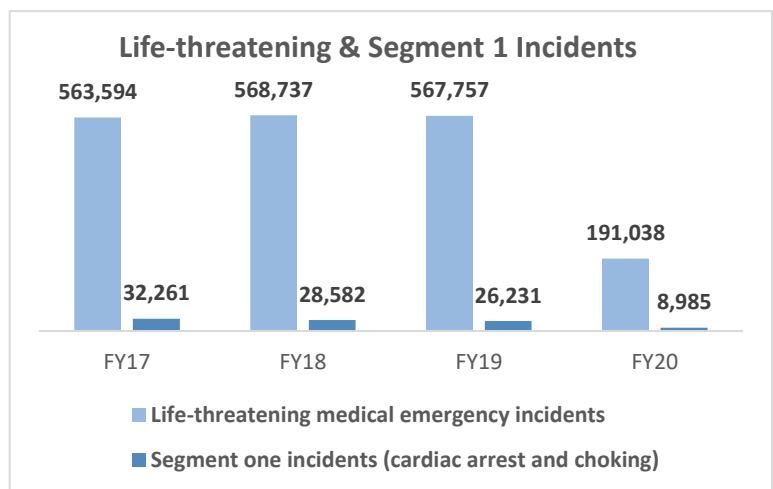


Source: FDNY

PMMR Performance Measures

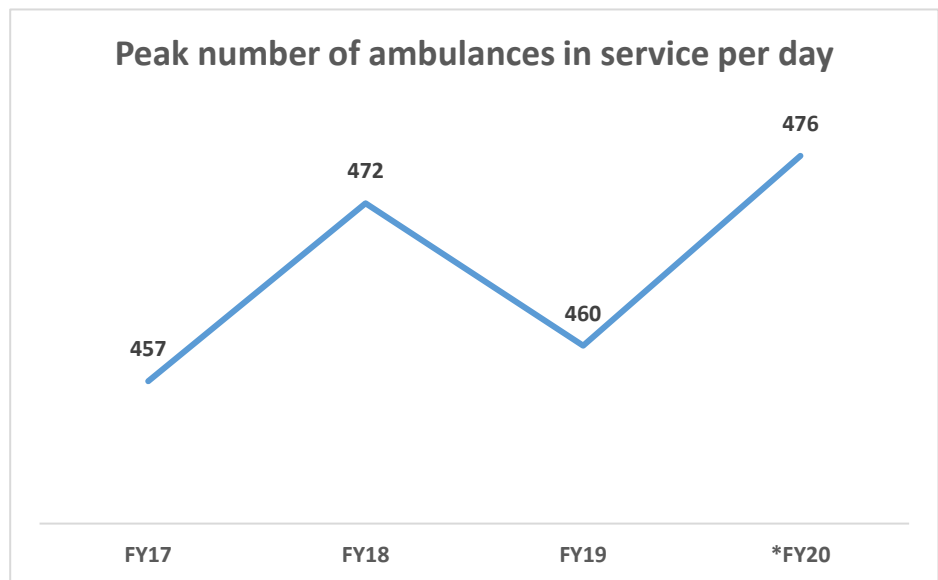
The PMMR presents two goals for EMS: 1) to promptly respond to medical emergencies; and 2) to provide high quality emergency medical care. The PMMR reports the number of critical calls EMS responds to which require the fastest response, as displayed in the chart to the right.

Segment one incidents include cardiac arrest and choking. During the first four months of Fiscal 2020, life-threatening medical emergency incidents decreased by 117 or less than one percent when compared to the same reporting period in Fiscal 2019.



FY20 is 4-month actual.

The PMMR also reports end-to-end combined average response times. The end-to-end combined average response time to life-threatening medical emergencies by ambulances and fire companies took 11 seconds longer and, the percentage of all cardiac arrest patients successfully resuscitated decreased three percent from 36 percent in Fiscal 2019 to 33 percent in Fiscal 2020. Additionally, during the first four months of Fiscal 2020, the Department had a peak of 476 ambulances in service per day, which is 16 ambulance services greater than Fiscal 2019. Additionally, the PMMR indicates that the average annual cost of an ambulance in Fiscal 2019 was \$2.2 million. This is \$0.2 million less than Fiscal 2019.



FY20 is 4-month actual.

See Appendix D for additional information on PMMR indicators related to the EMS program area.

Ambulance Transport Revenue

The Department generates revenue from EMS ambulance transports. FDNY's annual EMS budget of approximately \$345 million is partially funded by revenue from ambulance transports. In theory, the revenue generated should cover all aspects of the transport. The Department charges \$775 for a BLS transport, \$1,310 for ALS 1 Transport, and \$1,420 for ALS 2 Transport, with additional charges for distance and provision of oxygen. The table below shows revenue collections by insurance type and the Health and Hospitals (H+H) subsidy for ambulance service. The H+H subsidy is based on a variety of factors, including H+H's Medicaid revenue and the number of Medicaid patients discharged from H+H hospitals. The H+H subsidy is expected to increase to more than \$60 million annually, leading to a revenue increase of 27 percent. Another projected revenue increase is Medicaid of an additional \$10 million annually.

EMS Actual Revenue <i>Dollars in Thousands</i>						EMS Projected Revenue	
Revenue Source	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Medicare	\$25,482	\$30,045	\$21,536	\$21,671	\$20,433	\$20,555	\$20,555
Commercial	63,493	78,524	78,929	84,961	78,865	79,565	82,898
Medicaid HMO / CPE	28,005	31,225	43,795	46,341	48,609	58,000	58,000
Self-Pay	6,427	8,070	8,459	9,020	9,908	8,350	8,350
Total FDNY Collections	123,407	147,864	152,719	161,993	157,815	166,470	169,803
H&H Subsidy	32,585	32,022	29,923	29,384	21,494	61,300	61,300
TOTAL, Revenue	\$155,992	\$179,886	\$182,643	\$191,378	\$179,309	\$227,770	\$231,103

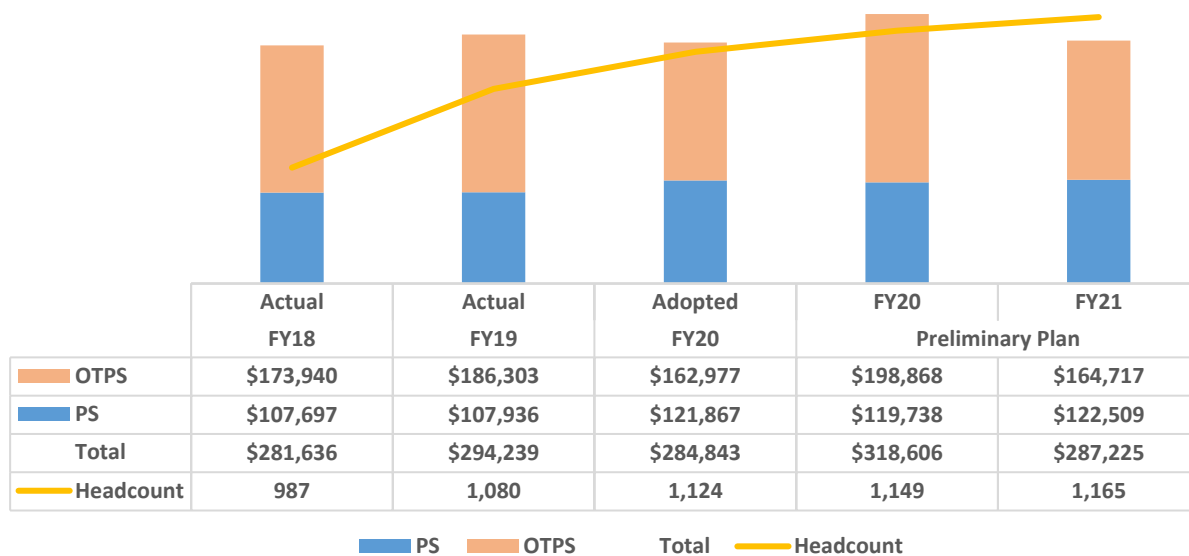
Over the last five years, FDNY has generated an average of \$177.8 million in revenue, with \$76.9 million coming in payments from private insurance companies. For Fiscal 2020, the FDNY is projecting \$227.8 million from all sources. Of the total EMS actual revenue in Fiscal 2019, 44 percent came from commercial, 27 percent from Medicaid, 11 percent from Medicare, and approximately five percent from self-paying individuals. As the table above indicates, revenue from self-paying individuals has been steadily increasing year to year due to the increase in ambulance transport rates.

The FDNY is working on a new project with H+H and the Office of Management and Budget to develop an ancillary reimbursement strategy for Medicaid-related claims. This effort is to coordinate reimbursement so it closely reflects actual expenses associated with ambulance costs. The Fiscal 2020 budget added \$2.6 million for Fiscal 2020 and \$1.3 million for Fiscal 2021 for a consultant to engage a consultant to assist with the Fire Department's strategy to increase reimbursement for ambulance transports.

Executive Administrative

The Executive Administrative program area provides support for all administrative functions of the FDNY, including all civilian policy direction, administrative and human resource support, funding to purchase supplies, materials, and other services required to support executive and administrative operations. Also included are infrastructure and vehicle maintenance units, and the Bureau of Technology Development and Systems.

Executive Administrative Budget Summary



Dollars in Thousands

The Executive Administrative program area has a Fiscal 2021 Preliminary Budget of approximately \$295 million and headcount of 1,165 positions. This U/A pair is the third largest in budget. Executive Administrative is 14 percent of the total budget and six and a half percent of the total headcount.

At the time of adoption for Fiscal 2020, the projected Fiscal 2021 budget for Executive Administrative was approximately \$1.7 million less. Since June, the Financial Plans have made changes to both the Fiscal 2020 and Fiscal 2021 Budgets. For Fiscal 2020 the budget increased by approximately \$33.7 million, including \$538,000 in new needs and \$36.8 million in other adjustments. For Fiscal 2021, the budget decreased by approximately \$1.7 million. The Fiscal 2021 Preliminary Plan did not add any new needs. The budget changes are described below.

Financial Plan Actions

New Need

- Criminal Justice Reform.** The November 2019 Plan added baseline funding of \$75.2 million in Fiscal 2020 and approximately \$70 million in the outyears to support a total of 1,023 new positions related to discovery and bail reform. The State's 2019-2020 Adopted Budget passed this legislation without State funding, as such, the City made investments to support the execution of the State criminal justice reforms. Discovery reform accelerates the discovery timeline in criminal cases, requiring the prosecution to disclose all relevant evidence, automatically, within 15 days of arraignment for every case. Bail reform eliminates money bail and pretrial detention in almost all misdemeanor and nonviolent felony cases. Each took effect in January 2020. The table below shows the various City Agencies impacted, the City investments made in Fiscal 2020 and in the outyears, as well as budgeted headcount.

The Plan includes \$537,945 and nine positions in Fiscal 2020 growing to \$616,780 in the outyears. For Fiscal 2021 the amount of funding is higher because needs for IT staff and records management staff. Criminal Justice Reform funding is to support resources associated with the issuance of Criminal Court Summonses, Violation Orders, and FDNY Summonses.

2020 State Criminal Justice Reform Investments Across Agencies				
Agency	FY20	HC	FY21	HC
District Attorneys	\$35,856,000	729	\$35,387,000	729
NYPD	24,731,030	250	20,696,460	250
Law Department	328,438	8	487,488	8
FDNY	537,945	9	856,780	10
DOHMH	3,519,693	27	2,897,224	27
MOCJ Contracts*	786,000**	0	786,000**	0
Public Defenders*	9,518,000	0	9,375,000	0
TOTAL	\$75,277,106	1,023	\$70,485,952	1,024

*Contracted headcount is not reflected in the Financial Plan

** Supports MOCJ's contract with Criminal Justice Agency (CJA)

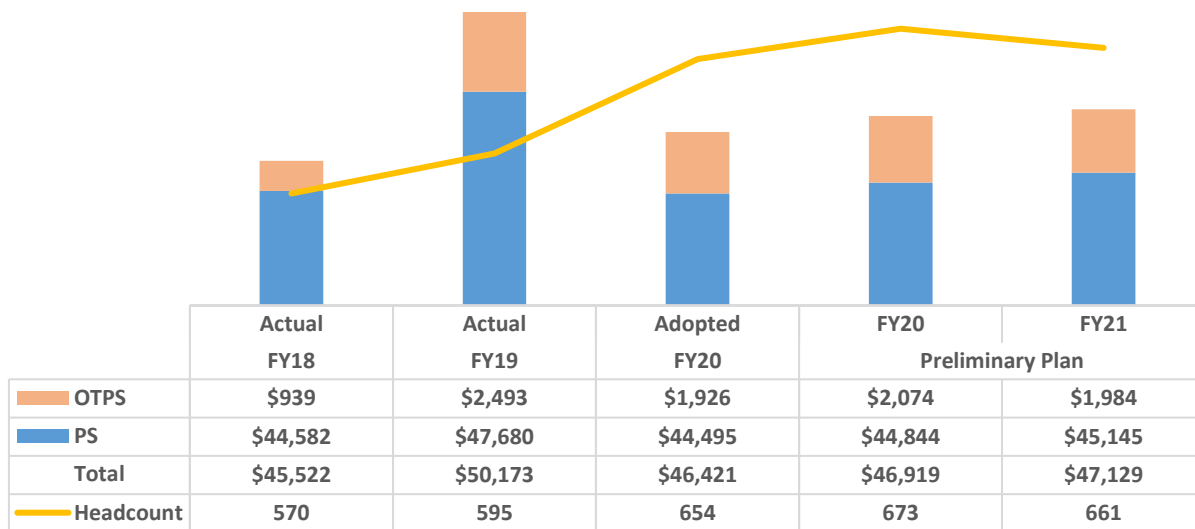
Other Adjustments

- **Hurricane Sandy Conduit Project.** The November 2019 Plan added \$1.7 million in Fiscal 2020 to support the Hurricane Sandy Conduit Project. This project is to repair emergency communication systems damaged by Hurricane Sandy across all boroughs. Hurricane Sandy Conduit Projects have more than \$10 million remaining in future funding.
- **State Homeland Security Grant.** In November, \$8.2 million was added for Fiscal 2020. This funding is from FEMA to support emergency response and training. All of this funding is going to OTPS.
- **Nurses Association Collective Bargaining.** The Fiscal 2021 Preliminary Plan includes \$80,935 in Fiscal 2020, \$95,314 in Fiscal 2021 and increasing amounts continuing in the outyears for salary increases for FDNY nurses. FDNY employees nurses in several units including Health Services, hiring oversight, and clinical centers.

Fire Prevention

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

Fire Prevention Budget Summary



Dollars in Thousands

The Fire Prevention Fiscal 2021 Preliminary Budget totals \$45.1 million, with 661 positions. The Fire Prevention program area budget reflects an increase of \$708,000 when compared to the Fiscal 2020 Adopted Budget. The PS budget increases by \$650,000, this increase is accompanied by an increase in the OTPS budget of \$58,000. The PS budget accounts for 96 percent of Fire Prevention's total Fiscal 2021 Preliminary Budget.

At the time of adoption for 2019, the projected Fiscal 2021 budget for Fire Prevention was \$541,724 less. Since June, the Financial Plans have made changes to both the Fiscal 2020 and Fiscal 2021 Budgets and headcount. For Fiscal 2020 the budget increased by a net of approximately 500,000 and 19 positions. For Fiscal 2021, the budget increased by approximately \$1.2 million. Below are details from the Financial Plans. This U/A is the fourth largest in budget and headcount with 661 planned for Fiscal 2021. As a total of the Department's entire budget, Fire Prevention is two percent of the total budget and four percent of the total headcount.

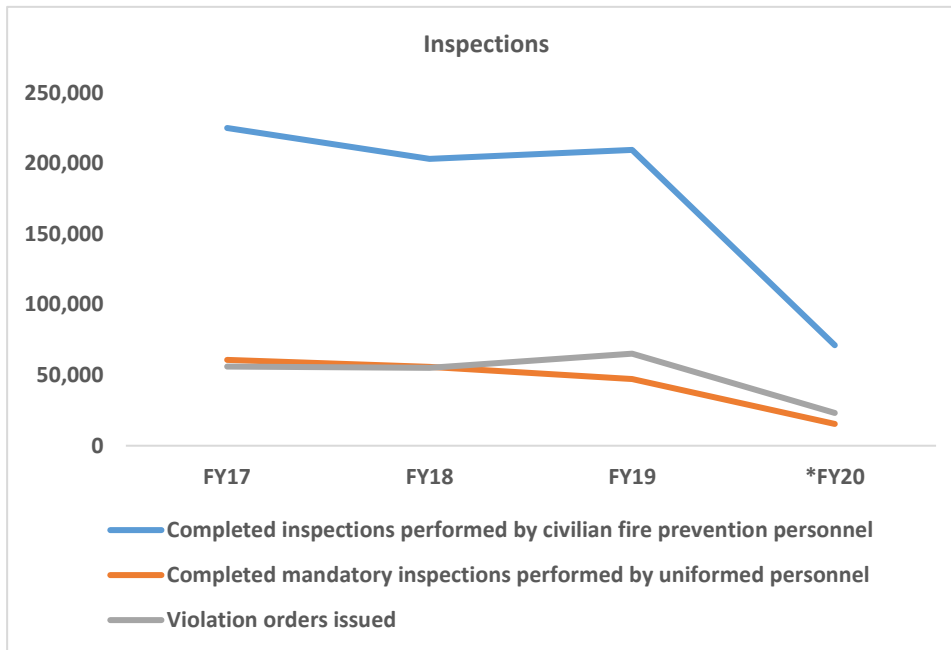
Currently, Fire Prevention is experiencing an increased workload with fire alarm systems and inspection programs. As the number of applicant's increases and the complexity of buildings inspected, additional inspectors are needed to address fire alarm plans. In the Fiscal 2020 Preliminary Plan, seven positions were added to couple with the 16 positions added in November.

Financial Plan Actions

- Fire Inspectors and Trainers.** The Fiscal 2020 November Plan includes \$600,000 in Fiscal 2020 and \$1.1 million in Fiscal 2021, continuing in the outyears for 16 Fire Inspectors and Trainers. Positions will include eight inspectors, four electrical engineers, and four trainers. Each position is integral to fire inspections. The inspectors and engineers are going to begin the hiring process after April 2020. Conversely, the trainers are going to be filled internally through promotions and do not have a restriction on when hiring can begin. The 16 positions were added to perform more inspections and generate revenue.

- Sprinkler/Standpipe Unit.** The Fiscal 2021 Preliminary Plan includes \$186,000 in Fiscal 2020 and \$371,000 in Fiscal 2021 and in the outyears for seven civilian positions in the Sprinkler/Standpipe Unit. The seven new positions will generate additional revenue from increased fire inspection fees. The revenue generated will cover the costs of the positions. These individuals are a part of the Inspection Unit and conduct investigations throughout the five boroughs. Sprinklers and Standpipes are fire suppression devices inside buildings. The total headcount for the Inspection Unit is 298 in Fiscal 2020 with an associated budget of \$14.8 million, an \$800,000 increase since adoption.

PMMR Performance Measures



FY20 is 4-month actual

The Fire Prevention U/A performs inspections and if dangers are uncovered through an inspection, a violation is issued. From Fiscal 2018 to 2019, the number of completed inspections and violation orders issued by civilian fire prevention personnel increased by 16,452 or approximately 6.4 percent. The number of violation orders issued increased by 10,904 or 18.3 percent in Fiscal 2019. During the first four months of Fiscal 2020,

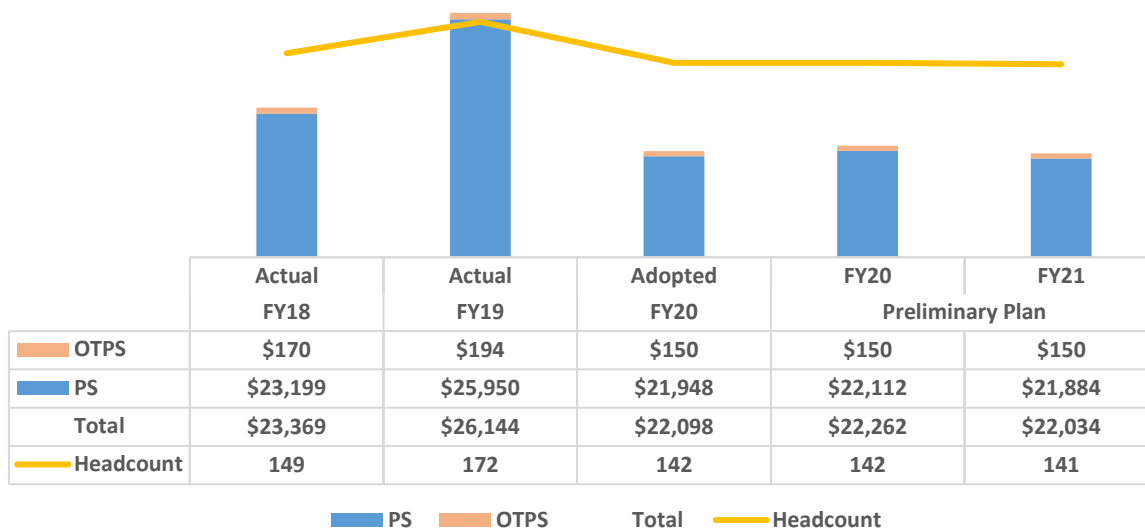
the number of violation orders issued increased seven percent when compared to the same reporting period in Fiscal 2019. The number of completed mandatory inspections performed by uniformed personnel has also increased over the same period.

The number of risk-based inspections by uniformed personnel increased by 6,578 from Fiscal 2019 to Fiscal 2020; despite that the number of mandatory inspections by uniformed personnel decreased by 8,578, or 15 percent. Overall uniformed personnel performed 2,000 less inspections in Fiscal 2019 than in Fiscal 2018. Fire Operations conducted 15,431 mandatory and 20,710 risk-based inspections during the first four months of Fiscal 2020, an increase of four percent and 21 percent, respectively, when compared to the first four months of Fiscal 2019. See Appendix D for additional details on Fiscal 2020 PMMR indicators related to the Fire Prevention program area.

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.

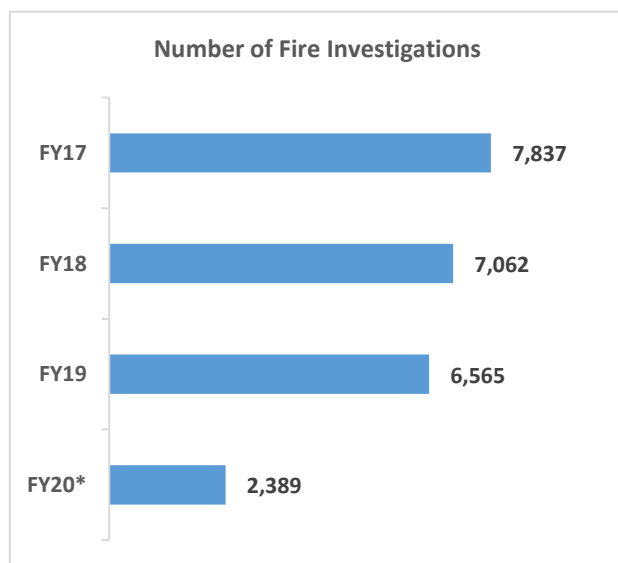
Fire Investigation Budget Summary



Dollars in Thousands

The Fire Investigation program area has a Fiscal 2021 Preliminary Budget of approximately \$22 million to support a headcount of 141 positions. The budget reflects a decrease of \$64,000 from the Fiscal 2020 Adopted Budget, all in the PS budget. This is attributed to the reduction of full-time civilian salaries. The budget for Fire Investigation remains relatively unchanged since adoption and so will its projection for June.

This U/A pair is the smallest in the budget. Fire Investigation is one percent of the total budget and less than one percent of the total headcount. The Preliminary Plan introduced minor technical changes related to Fire Investigation.



FY20 is 4-month actual

PMMR Performance Measures

The number of fire investigations conducted by FDNY decreased slightly by approximately 7.5 percent from Fiscal 2018 to 2019, this is because the Department is leveraging risk based modeling to guide inspections. During the first four months of Fiscal 2020, fire marshals conducted 2,389 investigations into the causes and origins of fires, an 11 percent increase from Fiscal 2019. The number of fires determined to be arson-related following an investigation decreased by 10 percent in Fiscal 2019, the second year in a row that the number of arson related fires has decreased by more than 10 percent.

At the same time, the number of FDNY's fire safety education presentations decreased by 1,748 or approximately 19 percent during the reporting period. The number of fire safety education presentations increased from 9,876 in Fiscal 2016 to 11,063 in Fiscal 2018, but the decrease in Fiscal

2019 creates a net increase of only 20 presentations from Fiscal 2017 to Fiscal 2019. See Appendix D for full details on Fiscal 2020 PMMR indicators related to Fire Prevention program area.

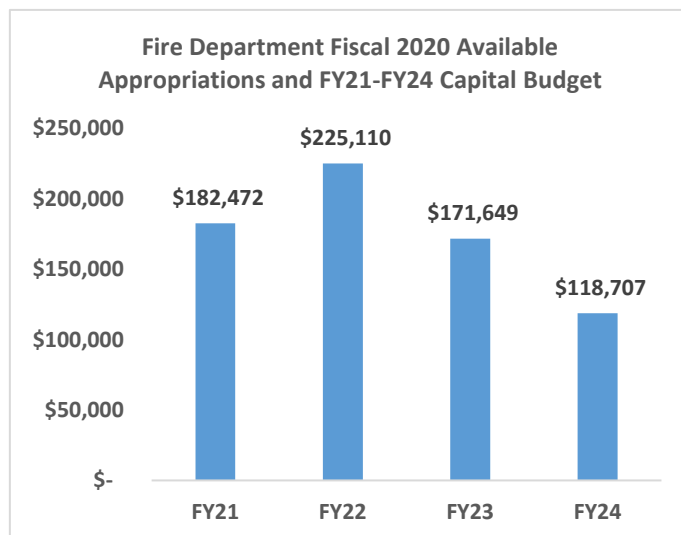
Capital Program

This section of the report will provide a discussion of the Capital Commitment Plan and Capital Budget. The Preliminary Capital Budget presents a four-year plan for what appropriations each agency anticipates it will need to complete its projects. The Capital Commitment Plan provides details on how each agency plans to spend the appropriations allocated in the Capital Budget. The Commitment Plan breaks the budget lines down into individual projects and timelines for their completion.

The mission of the Department is to provide fire protection, emergency medical care, and other critical public safety services to residents and visitors to New York City. To perform these essential functions, the Department has more than 250 firehouses and ambulance stations around the City. The capital budget of the Department has four main categories for capital projects: 1) communications, 2) electronics and data processing, 3) new facilities and renovations 4) vehicles, firefighting tools, and equipment.

Fiscal 2020 Preliminary Capital Budget for Fiscal 2021-2024

The Capital Budget provides the estimated need for new appropriations to support capital work planned for Fiscal 2021, along with projections for the subsequent three-year capital program.



Dollars in Thousands

The Department's Fiscal 2021 Preliminary Capital Budget includes \$697.9 million in Fiscal 2021-2024. This represents approximately one percent of the City's total \$56.1 billion Capital Budget for 2021-2024. The Capital Commitment Plan does not include funding for any new projects. However, additional funding has been added to six existing projects for vehicle acquisition, fire alarm systems, facility improvements, and the Fort Totten Training Center.

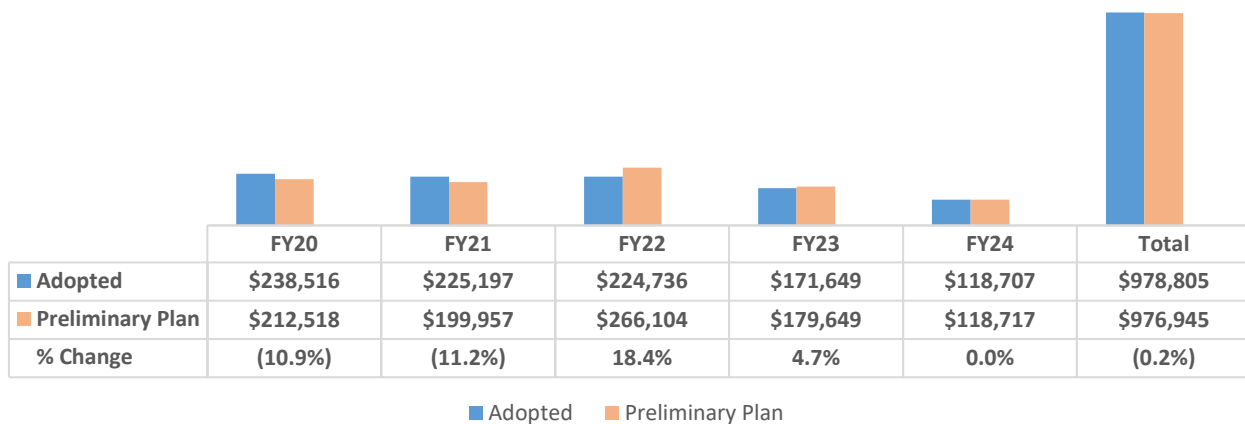
The City's Capital Commitment Plan details the Administration's plan to spend the appropriations voted on by the Council at Adoption. The Commitment Plan provides

project-level funding detail as well as an estimate of expenditure dates. The Plan shows each projects' estimated start date and time to completion.

Fiscal 2020 Preliminary Capital Commitment Plan for Fiscal 2020-2024

The Commitment Plan includes \$977 million in Fiscal 2020-2024 for FDNY (including City and Non-City funds). This represents approximately one percent of the City's total \$85.5 billion Preliminary Commitment Plan. The Department's Preliminary Capital Commitment Plan for Fiscal 2020-2024 is 1.8 million less than the \$978.8 million scheduled in the 2020 Adopted Capital Commitment Plan.

FDNY Fiscal 2020-2024 Capital Commitment Plan



Dollars in Thousands

The Preliminary Capital Plan for the Department for Fiscal 2020-2024 has moved significant funding to the outyears from Fiscal 2020 and 2021 as a result of the delay of projects that have moved from FDNY to Department of Design and Construction (DDC). The Preliminary Capital Plan decreased by more than \$1 million to a total of \$977 million, demonstrating a less than one percent reduction when compared to the Department's Adopted Commitment Plan.

The total appropriations for the Department in Fiscal 2020 are \$295 million against planned commitments totaling \$97 million.² This excess balance of \$198 million in appropriations gives the Administration considerable flexibility within the Capital Plan.

Historically, the Commitment Plan has frontloaded planned commitments for capital projects in the first year or two of the Plan, and included unrealistically high planned commitments. At the Council's continued urging, that practice has largely ceased. Beginning with the Fiscal 2020 Executive Commitment Plan, agencies' Commitment Plans are now more accurate, reflecting more evenly distributed planned spending across all years of the Plan. However, as with FDNY's current practice of moving funding to the outyears, this could come under scrutiny again.

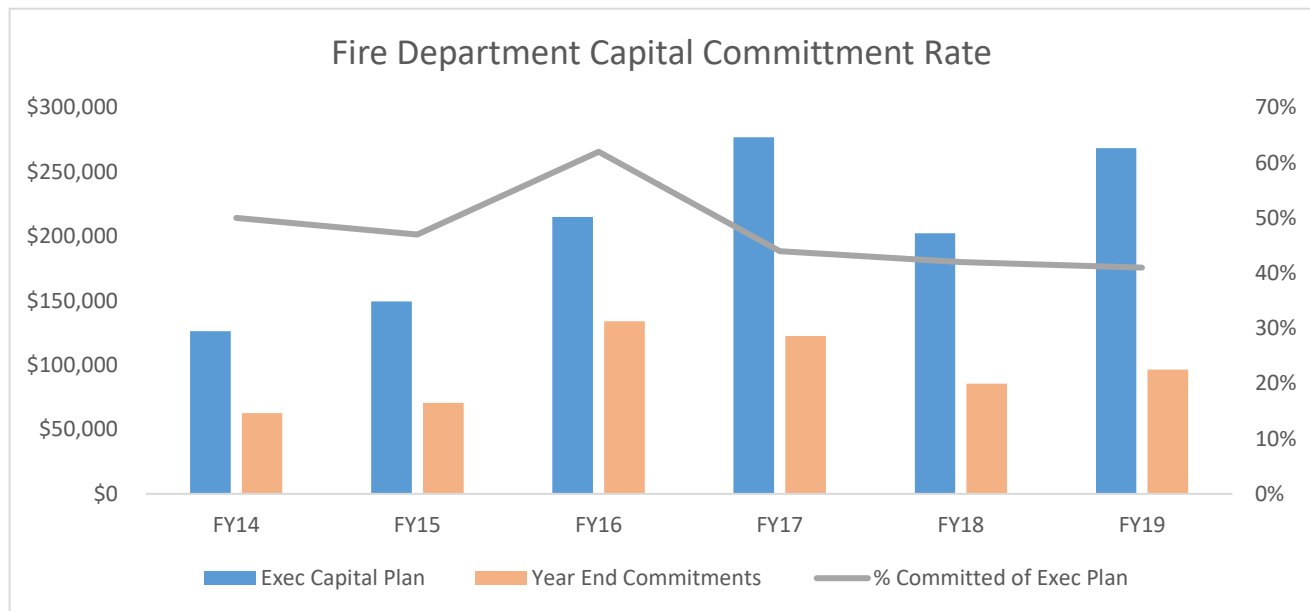
The Department's Commitment Plan shows 22 percent of all commitments in the first year, 20 percent in Fiscal 2021, 27 percent in Fiscal 2022, 18 percent in Fiscal 2023, and 12 percent in Fiscal 2024.

In Fiscal 2019, FDNY's planned commitments totaled \$238.5 million, of which \$96.6 million, or 41 percent, were committed. The remaining \$141.9 million has been rolled into the outyears. As a result, the change in the capital plan comes from decreases in Fiscal 2020 and 2021.

The chart below displays the Department's planned commitments as of the Fiscal 2014-2019 Executive Budgets and the actual commitments in the corresponding fiscal year. From Fiscal 2014-

² Appropriations for Fiscal 2020 are calculated by summing the available appropriations listed in the commitment plan with actual commitments to-date. Because commitments to-date excludes inter-fund agreements (IFA), this figure may be slightly lower than the total appropriations for Fiscal 2020. In addition, a very small portion of the difference between appropriations and planned commitments are necessary to fund IFA, which are excluded from this planned commitments figure.

2019, FDNY's average capital commitment rate was 46 percent. The Department performed well in Fiscal 2016 at 62 percent, but this commitment rate declined to 44 percent in Fiscal 2017 and 42 percent in Fiscal 2018, to 41 in Fiscal 2019. This raises concerns as to whether FDNY's declining capital commitment rate trend will continue in the outyears. The chart below shows the capital commitment rate; the percentage of the capital plan committed per fiscal year.³



Dollars in Thousands

FDNY's Fiscal 2020 to 2024 capital Commitment Plan totals \$977 million. The Plan consists of 22 different budget lines, with 297 unique project IDs. Of the 297 project IDs, 279 or 94 percent are managed by the Department and totals \$937 million. The remaining 18 projects are managed by three other agencies and total \$39.9 million. The Department of Design and Construction (DDC), manages the bulk of these projects which total \$39.7 million. Most notably, DDC is now the managing agency of the \$55.7 million project for the Fort Totten infrastructure upgrade which was previously managed by FDNY. The change will be reflected in the next Plan.

2020 Preliminary Capital Commitment Plan Highlights

Major capital projects included in the Preliminary Capital Plan for Fiscal 2020-2024 are highlighted below.

- Hurricane Sandy Conduit.** As of the Fiscal 2020 Preliminary Capital Commitment Plan, this project has \$89.5 million remaining. The FDNY is actively building out a fiber optics plant connecting all firehouses for resiliency in emergency/dispatch communications. The Fire Department plant operations unit will continue to build out until all firehouses and EMS stations, including some support services units are connected into the network.
- Fort Totten Infrastructure Upgrade.** Total project cost as of the Fiscal 2020 Preliminary Capital Commitment Plan is \$55.7 million. The project has most of its funding in Fiscal 2021 and 2022.

³ Note planned commitments are higher than the agency's "target commitments." Target commitments are a management tool used by OMB; they are "the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year," and are not broken out between City and non-City funds.

The front-end planning report received in January of 2020. The report includes electric and minimal sewer water main work with a 6-year period for design and construction. Agency funding switch for funding completed. This is now a Department of Design and Construction project.

Completed Projects

- **EMS Battalion 39 Renovations.** In the summer of 2019, the Department completed the EMS Battalion 39 Renovations. This project included a gut renovation, installation of a new roof, pointing and masonry repair, and a new façade. Since its completion, the building has been reoccupied.

Appendices:

A. Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
FDNY Budget as of the Fiscal 2020 Adopted Budget	\$1,821,890	\$271,505	\$2,093,395	\$1,827,660	\$259,268	\$2,086,928
New Needs - November 2020						
Criminal Justice Reform	\$538	\$0	\$538	\$857	\$0	\$857
Fire Inspectors & Trainers	600	0	600	1,100	0	1,100
Health Engagement and Assessment Team (HEAT)	114	0	114	223	0	223
Post Emergency Canvassing Operations	900	0	900	0	0	0
Self-Contained Breathing Apparatus Equipment	1,123	0	1,123	0	0	0
Subtotal, November New Needs	\$3,276	\$0	\$3,276	\$2,179	\$0	\$2,179
Other Adjustments Nov						
Agency Phone Plan Review	(\$91)	\$0	(\$91)	(\$181)	\$0	(\$181)
EMS Reimbursement Rate Increase	(624)	667	43	(3,744)	4,000	256
Federal Fringe Offset	0	(1,642)	(1,642)	0	0	0
Hurricane Sandy Conduit Project.	0	1,760	1,760	0	0	0
Hurricane Sandy OTPS Roll	0	6,558	6,558	0	1,800	1,800
Port 16, 17 and 18	0	11,461	11,461	0	0	0
State Homeland Security Grant	0	14,478	14,478	0	0	0
Urban Areas Security Initiative	0	6,155	6,155	0	0	0
Assistance to Firefighters Grant	0	1,668	1,668	0	0	0
CON ED Roll	0	2,081	2,081	0	0	0
SICO and SICG	0	365	365	0	0	0
Various Groups Collective Bargaining	1,535	0	1,535	1,954	0	1,954
Various Non-City Grants	0	2,181	2,181	0	0	0
Subtotal Other Adjustments November	\$820	\$45,732	\$46,551	(\$1,971)	\$5,800	\$3,828
Subtotal, November	\$4,096	\$45,732	\$49,827	\$208	\$5,800	\$6,007
New Needs - Jan. 2020						
Rangewood Tags/Decals	\$100	\$0	\$100	\$100	\$0	\$100
Sprinkler/Standpipe Unit	186	0	186	371	0	371
Subtotal, January New Needs	\$286	\$0	\$286	\$471	\$0	\$471
January Other Adjustments						
Agency Phone Plan Review	\$16	\$0	\$16	\$31	\$0	\$31
City Council Member Item Reallocation	5	0	5	0	0	0
City Fringe Offset	8,000	0	8,000	3,000	0	3,000
Energy personnel	0	30	30	0	0	0
Federal Fringe Offset	0	(8,000)	(8,000)	0	(3,000)	(3,000)
Fringe Savings	(8,000)	0	(8,000)	(3,000)	0	(3,000)
Nurses Association Collective Bargaining	81	0	81	95	0	95
SAM Grant	0	125	125	0	0	0
US Forestry - IMT Deployment	0	373	373	0	0	0
Subtotal, Other Adjustments January	\$102	(\$7,472)	(\$7,370)	\$126	(\$3,000)	(\$2,874)
Subtotal, January	\$388	(\$7,472)	(\$7,084)	\$597	(\$3,000)	(\$2,403)
TOTAL, All Changes	\$4,484	\$38,260	\$42,743	\$805	\$2,800	\$3,605
FDNY Budget as of the Fiscal 2021 Preliminary Budget	\$1,826,373	\$309,764	\$2,136,135	\$1,828,465	\$262,068	\$2,090,533

B. Contract Budget

FDNY FY21 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	FY20 Adopted	Number of Contracts	FY21 Preliminary	Number of Contracts
Cleaning Services	\$3,132	2	\$3,525	2
Contractual Services - General	36,724	41	34,318	41
Data Processing Equipment Maintenance	21,598	8	24,408	8
Maintenance and Operation of Infrastructure	2,796	24	2,596	24
Maintenance and Repairs - General	12,201	97	23,905	97
Maintenance and Repairs - Motor Vehicle Equip	2,244	35	2,244	35
Prof. Services - Computer Services	4,555	2	4,839	2
Prof. Services - Direct Educational Services to Students	15	1	15	1
Prof. Services - Legal Services	135	1	135	1
Prof. Services - Other	929	5	849	5
Security Services	186	1	186	1
Telecommunications Maintenance	925	2	758	2
Temporary Services	7,902	2	7,902	2
Training Program for City Employees	45	3	44	2
Transportation Services	270	2	279	3
TOTAL	\$93,657	226	\$106,001	226

C. Program Areas

Fire Extinguishment/Emergency Response

Fire Extinguishment/Emergency Response						
<i>Dollars in Thousands</i>						
	FY18 Actual	FY19 Actual	FY20 Adopted	Preliminary Plan		*Difference FY20-FY21
				FY20	FY21	
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$910,997	\$917,448	\$952,515	\$951,978	\$952,634	\$119
Full-Time Salaried - Civilian	15,824	16,932	16,942	17,143	16,160	(782)
Overtime - Uniformed	257,039	255,258	200,812	210,483	198,475	(2,338)
Overtime - Civilian	3,959	3,185	2,839	2,880	2,839	0
Fringe Benefits	16,289	14,605	19,023	17,680	17,366	(1,656)
Additional Gross Pay	163,133	166,274	166,982	167,005	166,921	(61)
Subtotal	\$1,367,241	\$1,373,702	\$1,359,112	\$1,367,168	\$1,354,395	(\$4,718)
Other Than Personal Services						
Supplies and Materials	\$7,116	\$7,854	\$8,068	\$8,375	\$8,092	\$24
Property and Equipment	10,888	6,141	2,917	4,707	1,627	(1,290)
Other Services and Charges	4,880	1,243	1,428	1,470	1,428	0
Contractual Services	13,896	12,193	15,528	12,821	14,239	(1,289)
Subtotal	\$36,779	\$27,431	\$27,941	\$27,374	\$25,386	(\$2,555)
TOTAL	\$1,404,019	\$1,401,134	\$1,387,053	\$1,394,542	\$1,379,780	(\$7,273)
Funding						
City Funds			\$1,380,793	\$1,379,795	\$1,378,791	(\$2,001)
Federal - Other			3,994	10,875	0	(3,994)
Intra City			1,277	1,330	0	(1,277)
Other Categorical			0	1,530	0	0
State			989	1,012	989	0
TOTAL	\$1,404,019	\$1,401,134	\$1,387,053	\$1,394,542	\$1,379,780	(\$7,273)
Budgeted Headcount						
Full-Time Positions - Uniform	11,050	11,026	10,737	10,737	10,737	0
Full-Time Positions - Civilian	258	287	303	295	285	(18)
TOTAL	11,308	11,313	11,040	11,032	11,022	(18)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Emergency Medical Services

Emergency Medical Services						
<i>Dollars in Thousands</i>						
	FY18 Actual	FY19 Actual	FY20 Adopted	Preliminary Plan		*Difference FY20-FY21
				FY20	FY21	
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$225,731	\$213,024	\$234,431	\$234,893	\$241,507	\$7,076
Full-Time Salaried - Uniformed	221	230	277	277	235	(43)
Overtime - Civilian	47,997	57,563	41,751	42,049	38,063	(3,689)
Overtime - Uniformed	0	1	0	0	0	0
Fringe Benefits	614	551	904	905	904	1
Additional Gross Pay	28,832	27,353	26,947	26,952	26,952	5
Subtotal	\$303,395	\$298,722	\$304,310	\$305,076	\$307,660	\$3,350
Other Than Personal Services						
Supplies and Materials	\$14,692	\$13,887	\$16,544	\$16,121	\$15,073	(\$1,470)
Property and Equipment	2,066	2,787	4,257	4,471	3,200	(1,057)
Other Services and Charges	3,869	3,534	4,146	4,145	5,643	1,497
Contractual Services	13,313	13,250	15,752	16,005	14,755	(997)
Subtotal	\$33,939	\$33,460	\$40,698	\$40,741	\$38,671	(\$2,027)
TOTAL	\$337,334	\$332,182	\$345,008	\$345,817	\$346,331	\$1,323
Funding						
City Funds			\$117,013	\$116,504	\$114,381	(\$2,632)
Federal - Other			0	652	0	0
Other Categorical			227,149	227,815	231,104	3,955
State			846	846	846	0
TOTAL	\$337,334	\$332,182	\$345,008	\$345,817	\$346,331	\$1,323
Budgeted Headcount						
Full-Time Positions - Civilian	4,133	4,133	4,344	4,348	4,592	248
Full-Time Positions - Uniform	2	2	2	2	1	(1)
TOTAL	4,135	4,135	4,346	4,350	4,593	247

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

Executive Administrative

Executive Administrative						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$80,796	\$88,935	\$98,697	\$101,141	\$102,182	\$3,485
Full-Time Salaried - Uniformed	3,854	3,815	7,723	7,723	7,729	6
Overtime - Civilian	12,407	14,106	4,383	4,383	4,383	0
Overtime - Uniformed	623	286	4,680	4,680	4,680	0
Fringe Benefits	638	793	6,383	1,810	3,534	(2,849)
Additional Gross Pay	9,379	10,156	7,972	7,993	8,033	61
Subtotal	\$107,697	\$118,092	\$129,839	\$127,731	\$130,541	\$703
Other Than Personal Services						
Supplies and Materials	\$28,284	\$31,966	\$31,194	\$29,861	\$23,897	(\$7,297)
Fixed and Misc Charges	2,512	1,008	635	635	635	0
Property and Equipment	18,089	18,054	2,401	20,838	2,113	(288)
Other Services and Charges	51,774	54,014	66,671	70,135	61,375	(5,296)
Contractual Services	73,280	81,261	62,076	77,398	76,697	14,621
Subtotal	\$173,940	\$186,303	\$162,977	\$198,868	\$164,717	\$1,740
TOTAL	\$281,636	\$304,395	\$292,815	\$326,599	\$295,258	\$2,443
Funding						
City Funds			\$256,204	\$261,697	\$266,135	\$9,930
Other Categorical			317	1,304	0	(317)
Capital- IFA			563	563	567	4
Federal - Other			35,731	62,209	28,556	(7,175)
Intra City			0	287	0	0
State			0	540	0	0
TOTAL	\$281,636	\$304,395	\$292,815	\$326,599	\$295,258	\$2,443
Budgeted Headcount						
Full-Time Positions - Civilian	963	1,051	1,074	1,099	1,115	41
Full-Time Positions - Uniform	24	29	50	50	50	0
TOTAL	987	1,080	1,124	1,149	1,165	41

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Fire Prevention

Fire Prevention						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$33,322	\$36,468	\$37,005	\$37,330	\$37,744	\$739
Full-Time Salaried - Uniformed	3,022	2,523	3,648	3,672	3,681	33
Overtime - Uniformed	648	496	107	107	107	0
Overtime - Civilian	5,347	5,712	2,050	2,050	1,926	(124)
Fringe Benefits	51	50	55	55	55	0
Additional Gross Pay	2,192	2,431	1,630	1,630	1,632	2
Subtotal	\$44,582	\$47,680	\$44,495	\$44,844	\$45,145	\$650
Other Than Personal Services						
Supplies and Materials	\$240	\$1,318	\$1,249	\$660	1254.34	\$5
Property and Equipment	269	66	65	192	114.306	49
Other Services and Charges	231	251	310	310	305.586	(5)
Contractual Services	200	857	301	912	309.712	9
Subtotal	\$939	\$2,493	\$1,926	\$2,074	\$1,984	\$58
TOTAL	\$45,522	\$50,173	\$46,421	\$46,919	\$47,129	\$708
Funding						
City Funds			\$45,782	\$46,280	\$47,124	\$1,342
Intra City			639	639	6	(634)
TOTAL	\$45,522	\$50,173	\$46,421	\$46,919	\$47,129	\$708
Budgeted Headcount						
Full-Time Positions - Uniform	24	20	27	27	27	0
Full-Time Positions - Civilian	546	575	627	646	634	7
TOTAL	570	595	654	673	661	7

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Fire Investigation

Fire Investigation						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$15,040	\$16,883	\$15,763	\$15,763	\$15,767	\$4
Full-Time Salaried - Civilian	341	307	390	390	322	(68)
Overtime - Uniformed	4,525	4,988	2,763	2,927	2,763	0
Overtime - Civilian	108	26	33	33	33	0
Fringe Benefits	497	511	457	457	457	0
Additional Gross Pay	2,688	3,235	2,542	2,542	2,542	0
Subtotal	\$23,199	\$25,950	\$21,948	\$22,112	\$21,884	(\$64)
Other Than Personal Services						
Supplies and Materials	\$117	\$125	\$126	\$104	\$126	\$0
Property and Equipment	51	68	10	41	10	0
Other Services and Charges	1	0	14	2	14	0
Contractual Services	2	1	0	3	0	0
Subtotal	\$170	\$194	\$150	\$150	\$150	\$0
TOTAL	\$23,369	\$26,144	\$22,098	\$22,262	\$22,034	(\$64)
Funding						
City Funds			\$22,098	\$22,098	\$22,034	(\$64)
State			0	164	0	0
TOTAL	\$23,369	\$26,144	\$22,098	\$22,262	\$22,034	(\$64)
Budgeted Headcount						
Full-Time Positions - Uniform	144	167	136	136	136	0
Full-Time Positions - Civilian	5	5	6	6	5	(1)
TOTAL	149	172	142	142	141	(1)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.

D. Fiscal 2020 Preliminary Mayor's Management Report**Fire Extinguishment/Emergency Response**

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Structural fires	26,075	27,280	26,207	DOWN	DOWN	8,184	8,179
Structural fires per 100,000 people	316	331	312	*	*	99	97
Non-structural fires	15,696	15,221	12,291	DOWN	DOWN	3,720	4,042
Civilian fire fatalities	43	97	67	DOWN	DOWN	17	17
End-to-end average response time to structural fires (minutes:seconds)	4:55	4:58	5:02	*	*	4:56	4:55
Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:13	4:20	4:28	4:14	4:14	4:29	4:28
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:56	5:06	5:15	*	*	5:12	5:16
Total fire company runs	1,164,940	1,166,170	1,146,803	*	*	396,661	380,035

Source: Fiscal 2020 Preliminary Mayor's Management Report

Emergency Medical Services

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:09	8:13	8:28	*	*	8:20	8:31
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	8:56	8:58	9:22	*	*	9:12	9:28
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:27	7:38	7:49	*	*	7:40	7:51
Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:52	6:03	6:22	6:00	6:00	6:16	6:24
Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:46	6:55	7:23	6:55	6:55	7:17	7:28
Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:35	4:42	4:48	4:38	4:38	4:43	4:51
Life-threatening medical emergency incidents	563,594	568,737	567,757	*	*	192,436	191,038
Segment one incidents (cardiac arrest and choking)	32,261	28,582	26,231	*	*	9,102	8,985
Cardiac arrest patients revived (%)	22%	30%	35%	UP	UP	36%	33%
Witnessed cardiac arrest patients revived (%)	47%	45%	47%	UP	UP	47%	46%
Peak number of ambulances in service per day	457	472	460	*	*	458	476

Source: Fiscal 2020 Preliminary Mayor's Management Report

Fire Prevention

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Completed inspections performed by civilian fire prevention personnel	225,025	203,052	209,410	208,000	208,000	71,506	71,179
Violation orders issued	56,001	55,107	65,201	*	*	21,616	23,222
Violation orders corrected	50,245	48,657	56,720	*	*	19,837	20,598
Violation orders corrected (%)	90%	88%	87%	*	*	92%	89%
Summonses issued	9,336	7,900	7,225	*	*	2,420	2,017
Hazard complaints resolved within one day (%)	87%	90%	93%	85%	85%	90%	89%
Completed risk-based inspections performed by uniformed personnel	43,619	47,494	54,072	*	*	17,147	20,710
Completed mandatory inspections performed by uniformed personnel	60,795	55,815	47,237	*	*	14,815	15,431

Source: Fiscal 2020 Preliminary Mayor's Management Report

Fire Investigation

FDNY Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Investigations	7,837	7,062	6,565	*	*	2,159	2,389
Arson fires	1,653	1,469	1,329	*	*	424	456
Fire safety education presentations	9,295	11,063	9,315	*	*	3,117	3,202

Source: Fiscal 2020 Preliminary Mayor's Management Report