

JOSEPH W. PFEIFER

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"THE HEART OF CRISIS LEADERSHIP IS THE ABILITY TO SUSTAIN HOPE BY UNIFYING EFFORTS TO SOLVE COMPLEX PROBLEMS IN THE FACE OF GREAT TRAGEDY."

PROFESSIONAL PROFILE

Managing a crisis has become a defining moment for many public officials and senior executives. As a leading public service professional in NYC and academic scholar on crisis leadership at Columbia and Harvard University, Pfeifer has used his vast experience to teach senior and emerging leaders from around the world about crisis leadership, disaster management, critical decision-making, cross-sector collaboration, and organizational resiliency.

Joseph Pfeifer retired from the New York City Fire Department (FDNY) as an Assistant Chief and the founding director of FDNY's Center for Terrorism and Disaster Preparedness. He commanded some of the largest events in New York City's history. He was the first Chief at the World Trade Center attack on 9/11, played a significant command role during Hurricane Sandy, helped control the Ebola crisis, and managed many other extreme events. Pfeifer has testified in front of the U.S. Congress and spoke at the United Nations about the threats cities will face in the future.

PROFESSIONAL EXPERIENCE

Teaching

- 2023-Present** **Adjunct Associate Professor** in The *School of International Public Affairs* at Columbia University. Selected as a faculty member to conduct SIPA's capstone programs on *Climate Change Security*. The course examines how climate risk affects national and international security. Guest lecture in SIPA classes since 2006.
- 2018-present** **Director for Crisis Leadership at Columbia University's Climate School National Center for Disaster Preparedness**. He directs and teaches SIPA Ex Ed on *Leading with Impact* for public and private sectors and teaches in the **REACH Fellowship program in the Health School**. The focus is on developing crisis leaders, collaborative organizations, and resilient communities.
- 2008-present** **Senior Fellow at Harvard Kennedy School (HKS)**, teaching several Executive Education Programs on crisis leadership for senior leaders, including National Guard Generals, and leading research teams to examine the international preparedness of major cities and their response to extreme events.
- 2004-present** **Senior Fellow at the *Combating Terrorism Center* at West Point**. Guest lecturer each semester at the U.S. Military Academy, teaching crisis leadership to the cadets.
- 2017-present** **Tsinghua University** in Beijing, a guest lecturer on leading in extreme events at Schwarzman College.
- 2006-2020** **Guest Lecturer at the Naval Post Graduate School** in Monterey examining information and Intelligence sharing across agencies. Thesis advisor in the MA degree in Homeland Security.

Private Sectors

- 2019-present** **Senior Advisor to McKinsey & Co.** for risk assessment, crisis management, and resilience.

Public Sector

- 2006 – 2018** **Chief of Counterterrorism and Emergency Preparedness, Fire Department of the City of New York**
Responsibilities:*(include responding to 3rd alarms or greater as an Assistant Chief)*
- A strategic leader who assessed response performance, identified policy, and budget priorities, helped overhaul management practices, created partnerships among agencies to supplement the Department's existing competencies with new expertise, and shaped new response technologies.
 - Reported directly to the Fire Commissioner in managing 17,000 people. An Assistant Chief
-

responsible for leading change on matters related to terrorism and emergency preparedness and response.

- Founding Directed FDNY's *Center for Terrorism and Disaster Preparedness* in producing policy-relevant analysis supporting strategic and operational preparedness, emergency response planning, assessing threats, vulnerability, and consequences to calculate risks to critical infrastructure, conducting interagency and public sector disaster exercises, coordinating public/private incident management and recovery.
- A senior executive charged with formulating alliances with public/private sectors, including NYCEM, NYPD, DOHMM, DOB, NYS DHSES, the FBI, DHS, FEMA, the National Guard, Utility Companies, Hospitals, and Real-Estate Board of NY (REBNY) to enhance disasters preparedness and resilience.
- Fostered innovative information sharing, publishing a weekly intelligence brief to over 100,000 readers.
- Senior operational adviser for developing advanced digital technologies, Including visual displays of unit deployment and private sector digital blueprints of buildings. Advisor to DHS Science and Technology.
- Executive manager and initiator for Enterprise Risk Management and Continuity of Operations Plans to maintain emergency operations. He Conducted annual COOP simulations.

Accomplishments:

- Experienced in developing large organizations and teams. Developed the FDNY's first Terrorism & Disaster Preparedness Strategy (2007) and expanded it in 2011 to a Counterterrorism Risk Management Strategy. Created a Marine Operations Strategy (2010), Rescue Operations Strategic Plan (2014), and Vertical Terrorism Study (2016 and 17).
- Led multiple assessments of disaster operations, e.g., Paris Attacks 2015, Boston Marathon Bombings 2013, Hurricane Sandy 2012, and Blackout 2003, significantly increasing city readiness and coordination.
- Designed simulations for hospitals and Medical Networks by conducting full-scale exercises with hospital managers and staff to implement the concept of incident management and pandemic response.
- Shaped collaboration for regional and national systems for Intelligence sharing known as "Network Fusion." Co-created FDNY's Command Tactical Unit (CTU) and the Critical Response Information Management System (CRIMS) for pushing data and video to field units for greater situational awareness .
- Project manager for the Boston Consultant Group's "Axiom Project," which examined how the FDNY could better leverage the entire Department to enhance pre-hospital emergency medical services for the future.
- Reduced the cost of full-scale exercises by 85% by creating a tailored exercise program, improving response on critical tasks, e.g., CBRNE hazard mitigation, Cyber and mass casualty management.
- Assisted DHS Science and Technology directorate in developing new first responder technologies.
- Conducted interagency symposiums at HBO in NYC on preparedness for Radiological events and Mumbai-style (active shooter) attacks.

2002 – 2006

Chief of Planning and Strategy, FDNY

Responsibilities: (in addition to responding to 3rd alarms or greater)

As Deputy Assistant Chief, coordinated strategic planning and developed interagency relationships, closely collaborated with senior leaders, managed special event planning, established emergency management policies, synchronized dignitary protection with multiple agencies, led a revision of department-wide procedures and policies, reengineered the GIS Unit, and created a risk assessment information system for critical infrastructure.

Accomplishments:

- Strategic Planning: Developed the Department's first Strategic Plan in 2004 and the second in 2006. Was a major change agent in FDNY by getting senior executives and the Department to adopt a strategic planning process.
- Set strategic direction for the Department by creating a *Planning Oversight Committee* to ensure that the recommendations from the 9/11 McKinsey Report and Strategic Plans were embraced and instituted. Regarded as an organizational catalyst who works effectively in complex environments.

- Crisis Planning: Developed City-wide Response Plans for major events, e.g., the RNC.
- Leadership Education: Created the nation's first leadership program with the United States Military Academy for addressing terrorist threats. This graduate-level program has educated senior and emerging leaders.
- Simulations: Working closely with OEM, trained and established an exercise design team that can design, conduct, and evaluate tabletop, functional and full-scale exercises. This team conducts 40 exercises annually. e.g., Yankee Stadium, Madison Square Garden, WTC, Macy*s, JFK/LGA Airports, Super Bowl, NYC Marathon, UN, Empire State Bldg., Utility Co., Time Warner, Columbia University, Cruise Terminals, Waldorf Astoria, AT&T, high-rise buildings, etc.
- Developed the "Bio-POD" concept with the Bureau of Health Services, a system to distribute vaccines or medicine in case of a pandemic or bioterrorism event. As a test of the Bio-POD System, FDNY conducts an annual full-scale exercise using the flu vaccine to inoculate 3,000 members, avoiding disrupting services. The "Bio POD" model was used for COVID-19 vaccinations.
- FDNY Operations Center (FDOC): Conceptualized, designed, and secured \$18M in grant funding for the new FDOC that provides real-time situational awareness and command and control of all FDNY assets. Partnered with the private news networks and NYPD to receive live video feeds from news helicopters to FDNY's emergency operations center situational awareness. Connected FDNY, NYPD, NYCEM, and PANYNJ EOCs for real-time collaboration and coordination.

**FDNY
Promotions
and
Assignments
1981 - 2002**

Other Positions Held in FDNY (Excelled in each rank and was at the top of promotion classes)

05/02 - 08/02	Deputy Chief	Division 1	(managed over 1,000 firefighters)
1997 - 2002	Battalion Chief	Battalion 1	(managed 300 firefighters)
1993 -1997	Captain	Engine Company 307	(managed 50 firefighters)
1987 - 1993	Lieutenant	Ladder Company 128	(managed 25 firefighters)
1981 - 1987	Firefighter	Engine 234 and Ladder Company 123	

**Awards
and
Medals**

Awards and Meritorious Acts

- Inducted into France's *Nation Order of Merit* by the French Ambassador to the U.S. 2020 for work with the French Prime Minister, the Paris Fire Brigade, BRI Hostage Rescue, and Hospitals.
- Pfeifer's fire gear from 9/11 is displayed at the *Smithsonian Museum*, and his helmet at the *9/11 Memorial and Museum*.
- Administrative Award for developing the Response to Ebola 2015
- Fire Safety Director Award for innovative preparedness exercises with the private sector
- International Victim of Terrorism, Courage Award, 2009 (Madrid) solidarity with victims of terrorism
- FDNY's highest Administrative Medal, 2004, for creating the Department's First Strategic Plan
- International Exemplary System in Government Award, 2002, for developing the GPS Recovery System used at the 9/11 WTC disaster (Featured in *the New York Times & Fast Magazine*)
- FDNY Meritorious Acts for bravery and courage
 - WTC Survivor and Rescuer Medal for 9/11/01
 - Hurricane Sandy Responder Ribbon 10/29/12
 - Class "A" ribbon for bravery in rescuing an elderly woman trapped by fire
 - Class "B" ribbon for courage and initiative for delivering a baby in a blizzard and pre-hospital saves

EDUCATION

2008	Master of Arts, Public Administration, Harvard Kennedy School
2005	Master of Arts, Security Studies, Naval Postgraduate School
1982	Master of Arts, Theology, Immaculate Conception Seminary
1978	Bachelor of Arts, Psychology, Cathedral College

SELECTED PARTNERSHIPS AND SPEAKING ENGAGEMENTS

Selected Collaborative Initiatives

- **FDNY/NYPD Vertical Terrorism Symposium**, for City agencies and building owners, 2017.
Worked closely with NYPD's Counterterrorism Bureau and ESU to develop joint response tactics.
- **Columbia University**: Worked with NCDP on "School Preparedness against acts of Terrorism & Mass Violence." And he worked with **NYCEM** on developing an Ex Ed course for emergency management.
- **International Partnerships**: Worked with the London and Paris Fire Brigade & Police in developing a response to terrorist attacks., Worked with hospitals and trauma centers on surge capacity to mass causality incidents.
- **NYPD Collaborative Policing Initiative**: Co-chaired the NYPD Police Commissioner's interagency voice, video, and information-sharing working group.
- **City Incident Management System (CIMS)**. One of the principal authors in the collaborative effort of creating CIMS then worked with NYPD & OEM to make the only change to CIMS that Incident Commander co-locate.
- **Interagency Exercises and AAR**: Since 1997, collaborated with NYCEM to design, conduct, and evaluate multi-organizational exercises with OEM, NYPD, DoB, DoHMH, CDC, Hospitals, USCG, REBNY, BOMA, Utility & Phone companies, Air and Rail, and Hotels to develop After Action Reports (AAR) and improvement plans for better collaboration and coordination.
- **National Guard**: Initiated and collaborated with NYC OEM, NYS OEM, and National Guard to write a *Decision-making Guide: for Engaging the National Guard during Disasters*. The plan was from the lessons learned during Hurricane Sandy and is now used as a National Guard model by many State Emergency Managers.
- **COOP**: Imitated and steered a Continuity of Operations Plan for the Public Service Communication System (911 System). Before intervening, this critical infrastructure (for 911 Call-taking and Dispatch Systems) did not have a proper COOP.
- **PANYNJ**: Worked closely with the Port Authority for response protocols for the WTC complex and NYC airports.
- **First Responder Bridge Guide**: Worked with NYC DOT, Army Corp of Engineering, and MTA to create a *First Responder Bridge Guide* to inform Incident Commanders on when to evacuate bridges if structurally compromised by intentional or accidental events. This was immediately shared with NYPD and NYCEM.
- **NYC 9/11 AAR**: For six months, worked with the McKinsey team as co-manager of FDNY's Response to 9/11.

Presentations and Keynote Talks

- **United Nations**: NYC. Keynote speaker at the UN's Global Congress of Victims of Terrorism, 2022.
- **International Association of Fire Chiefs**: Panel discussion on after 9/11, 20 years, 2021.
- **Interoperability Summit**, Keynote speaker, Washington, D.C. 2021.
- **Schwarzman College at Tsinghua University**, Named Lecture Series, Beijing, China, 2018-2022.
"The Art of Crisis Leadership"
- **Department of Homeland Security**, "Threats to Large Cities," 2018
Science & Technology All Hand Conference, "Innovation for a Network World," 2012
- **United Nations Humanitarian Preparedness Conference**, Geneva, Switzerland, 2017
"Coordinating International Response and Relief"
- **World Knowledge Forum**, Seoul, Korea, 2014, "Adapting to Global Challenges"
- **Wharton Leadership Conference**, 2013, "Crisis Leadership: The Art of Adapting to Novelty"
- **MIT Lincoln Lab Homeland Security Conference**, 2012, "A Decade of Resiliency and Challenges"
- **Japan's Disaster Program**, "Beyond Tomorrow," 2012, Talked with victims of Japan's Earthquake & Tsunami.
- **FBI Academy**, Senior International Law Enforcement Leaders Conference, 2011 "Learning from Mumbai"
- **National Guard Joint Senior Leadership Conference**, 2011
"Crisis Leadership" (With 2,000, including the General in command of the National Guard.)
- **Gallup Poll & University of Nebraska, Summit on Leadership**, 2006 "Leadership in Dangerous Conditions"
- **Council on Foreign Relations**, 2005, "Strategic Preparedness for Radiological & Nuclear Terrorism"
- **American National Standard Institute (ANSI)**, 2004 and 2006, "A Framework for Standards," Keynote

- **Speaking for the US** at the "International Conference on Victims of Terrorism," Madrid 2004, Nice 2018,
- **United Nations General Assembly**, speaking at the "International Conference on Fighting Terrorism for Humanity," 2003.
- **Speech at the Smithsonian**, Washington, DC. "Historical Perspective on 9-11" with then First Lady Laura Bush, Secretary of State Colin Powell, Senator Hillary Clinton), September 2002.
- **Pearl Harbor 60th Anniversary**, Speech at Punchbowl Cemetery, Hawaii, with the Chiefs of Staff, GEN Meyers. 2001.

SELECTED MEDIA INTERVIEWS

[The New York Times](#) 7/10/18

Last Fire Chief of 9/11 Is Retiring, After Spearheading Reforms for Years

Joe Pfeifer had a date in mind for retiring from the job he has done for 37 years. It would be the second Wednesday after Labor Day. After schools were back. Sept. 12.

He could hardly wait.

Then he decided, no, he wouldn't delay.

"Do some sailing," he said. "Decompress."

So this will be his last week with the Fire Department, retiring as an assistant chief from the agency where he started as a 25-year-old from Queens in 1981. Now 62 and a grandfather, he still lives in Queens — and is still fit enough to scale 30 stories of the Eiffel Tower and then rappel down it, as he did in an exercise last month with a French hostage rescue team.

He was the first chief through the doors of the World Trade Center on Sept. 11, 2001, and he set up a command post in the north tower lobby. His brother Kevin, a lieutenant, checked in with him, on his way to join 343 firefighters who did not come back.

Now Joseph Pfeifer is the last of the 9/11 chiefs to leave the department.

What took him so long?

"My rank allowed me to make changes," Chief Pfeifer said. "To gain back control."

He has worked in the present tense, not lingering in the past. But it is surely worth a review.

On the second Tuesday in September 2001, he was 45, chief of a battalion in Lower Manhattan, two decades into his fire career and eligible for a Civil Service pension. He was on Church Street that morning, checking a routine report of a gas leak at Lispenard Street.

"How innocent and naive I was," he said. "I mean, we were."

Tagging along was a young French

filmmaker, Jules Naudet, who, with his brother, Gédéon, was planning a documentary about firefighters.

A roar in the sky.

Mr. Naudet swung his camera to the noise. Traveling at 443 miles per hour, steered by hijackers, American Airlines Flight 11 passed overhead and an instant later crashed into the upper floors of 1 World Trade Center. It was 8:46 a.m.

Thanks in large part to the Naudet film, the world witnessed the valor of emergency responders on 9/11. Later came the accounts of unseen grace by office workers who had done for each other what no one else could.

Decency and muscle saved thousands. Nothing else actually worked.

People were trapped nearly 1,000 feet up in both towers, their staircases blocked. To save money in the 1960s,

Working to bring separate emergency units together in times of crisis.

the towers had been built with too few exit stairs, just as the Titanic was sent out with too few lifeboats.

About one-fifth of the core structural columns in each tower were sundered by the planes. The surviving columns were bolted to the floors, which were exposed to uncontrolled fires. Weakened by heat, the links failed, the columns buckled, the towers collapsed.

Before that, sprinklers and the public address systems were useless.

And for years, the C.I.A. and the F.B.I. had not been sharing information. Airlines had resisted hardening cockpits. Contrary to first reports, military air defenses that morning were nowhere near catching up with the hijackers.

Even in this catastrophe, the police and firefighters operated on separate radio frequencies, replicating the laddish rivalries that prevailed after a 1993 bombing at the trade center. Emergency medical workers were unable to get orders.

Chief Pfeifer, in the north tower lobby, had no idea how bad the fire was 90 stories above him. The police in helicopters who could see the blaze were not in touch with firefighters.

"People watching at home," he said, "knew more than I did inside the tower."

In flight, he stopped to open the clerical collar of the fallen chaplain, Mychal Judge, hoping for a pulse. On the street, he threw himself, clad in protective bunker gear, over Jules Naudet, the filmmaker, who was wearing a T-shirt.

Over the years that followed, Chief Pfeifer created the department's Center for Terrorism and Disaster Preparedness. A loss of control afflicts crime and terrorism victims alike, he said: "By making a difference, it's gaining back one's sense of being."

Some reforms turned out to be impossible or maddeningly slow or required black-belt-level bureaucratic judo. The police department agreed to routinely take fire chiefs along on flights over three-alarm blazes — but only, Chief Pfeifer said, after he made a deal with news organizations for chiefs to ride in their aircraft. Now commanders on the ground get video feeds from drones and the choppers.

The real estate industry shut down an effort to require more exit stairs in new buildings because, as a city commissioner explained, "One inch on every staircase in every high rise is hundreds of thousands of dollars."

With the arrival of Bill Bratton as police commissioner in 2014, Chief Pfeifer said, an era of cooperation began.

"The next mega-attack will come



Joe Pfeifer, at his retirement luncheon, above, was the first fire chief to respond on Sept. 11, top. He saw his brother, a fire lieutenant, start up the stairs of the World Trade Center's north tower, but he never returned.

back to high-rises," Chief Pfeifer said. Vertical terrorists will use guns and arson. Fire could hold off police officers, and guns would stop firefighters.

"How do law enforcement, and fire, and medical, all operate together in very hostile environments?" he asked.

His next stops are at Columbia and Harvard universities, teaching in crisis-

leadership and disaster-preparedness programs.

One day not long ago, he snapped a picture from the top of the new trade center tower.

"It's looking out, to the Brooklyn Bridge, instead of just looking back," he said. "I love that picture. That's how I got to Sept. 12."

Book Reviews:

[New York Times Book Review](#) of Pfeifer's bestselling book, *Ordinary Heroes: A Memoir of 9/11*.

[Harvard Kennedy School Book Talk](#) Juliette Kayyem, Lecturer in International Security at HKS, interviews Joe Pfeifer on his book

NOTABLE DOCUMENTARIES:

- National Geographic, "One Day in America," 2021.
- "9/11" Documentary by CBS and Jules Naudet, viewed by a billion people worldwide (2002, 2006, 2011, 2016, 2021)

Selected News Interviews:



CBS This Morning 9/11/21
[This Morning's interview on the 20th Anniversary](#)



NBC Nightly News with Lester Holt 9/7/21
[Chief Pfeifer recounts 9/11 20 years after](#)



ABC News with David Muir 7/11/18
[1st FDNY Battalion Chief to enter the North Tower on 9/11 is retiring](#)



ABC Eyewitness News with Bill Ritter 10/29/22
[10 Years After Superstorm Sandy](#)



CBS, Scott Pelley,
[60 Minutes, 20th Anniversary of 9/11](#) (2021)
CBS Evening News—Hurricane Sandy and the Devastation at Breezy Point, (2012)



[MSNBC, Rachel Maddow Show](#)
NYC's Response to the shooting in France and the risk to the United States (2015)

Other media interviews and many others:

- [Professor Michael Useem, Knowledge at Wharton—Leading on 9/11 and Beyond](#) (2011 & 2021)
- [Time Magazine—Ten Years After 9/11. \(2011\)](#)

Authored Publications

Book	Ordinary Heroes: A Memoir of 9/11 . New York: Penguin Random House, 2021.
Book Chapters	"The Decisive Moment: Decision making under stress," in <i>Leadership in Dangerous Situations</i> . 2 nd edition. Edited by Patrick Sweeney, Michael Matthews & Paul Lester, Annapolis: Naval Institute Press, 2023. "Every Moment is Extra." <i>Center for Homeland Defense and Security</i> , NPS, 2021. "Doing Ordinary Things...so others may Live." <i>Pass It On</i> . Ed. Goldfeder, Tulsa: PennWell, 2014. "The Decisive Moment: Decision—The Science of decision making under stress," in <i>Leadership in Dangerous Situations</i> . Edited by Patrick Sweeney, Michael Matthews, and Paul Lester, Annapolis: Naval Institute Press, 2011. "Leading on 9/11 and Beyond." (Interview transcript), <i>The Leadership Check List</i> by Mike Useem, Philadelphia: Wharton Press, 2011. "The Foreword" in <i>Extremist Leadership</i> by Thomas Kolditz, New York: Wiley & Sons, 2008.

**Journal
Articles**

- "Understanding How Organizational Bias Influenced First Responders" *Psychology of Terrorism*, ed. Bongar, Zimbardo, et al. NY: Oxford University Press, 2007.
- "Strategic Planning for First Responders," with Reid Sawyer. *Homeland Security and Terrorism*, ed. Howard. New York: McGraw-Hill, 2006.
- "The Foreword," in Gary Suson. *Requiem*. New York: Barnes & Nobles, 2002.
- "Commanding in Time." *Fire Rescue 1*, 2021
- "Crisis Leadership for Mass Violent Incidents." *Fire Rescue 1*, 2020
- "Leading in a Pandemic." On Harvard *Leading in Crisis*. & Columbia NCDP websites. (2020).
- "Managing Cyber Incidents with Physical Effects." *Defense Cyber Review*, (2018).
- "The Value of Plan B at the Nomad Six-Alarm." *WNYF* (2/2017)
- "International Anti-Terrorism Preparedness," *WNYF* (4/2016)
- Tiered Response Pyramid: Enhancing Response Capability and Surge Capacity", with Roman *Homeland Security Affairs*, (December 2016).
- "Command Under Attack: What we have learned since 9/11," with Leonard and Howitt, *Conversation*, (2016).
- "Adaptive Resilience," *Homeland Security Affairs*, (September 2016).
- "Tiered Response: Preparing for Novelty," *EMS Pro* (1/2016)
- "Out of the Ashes" with et al., *EMS Pro*, (03/2016).
- "Metro-North Derailment," *WNYF* (2/2014)
- "Go fast, Big and Smart," *WNYF*, (1/2014)
- "Fire as a Weapon" *Combating Terrorism Center Sentinel*. (July 2013 Vol. 6, Issue 7).
- "Center for Terrorism and Disaster Preparedness," *WNYF*, (4/2013)
- "Hurricane Sandy Sparks Conflagration at Breezy Point," *WNYF*, (2/2013), 24-28.
- "Conflagration in Breezy Point." (Special Hurricane Sandy Issue), *Fire Engineering*, (5/2013).
- "Crisis Leadership: The Art of Adapting to Extreme Events." Harvard Kennedy School's Program on Crisis Leadership *Discussion Paper Series*, Cambridge, MA. (2013).
- "Network Fusion: Information and Intelligence Sharing in a Network World." *Homeland Security Affairs*, (17 October 2012).
- "Adapting to Novelty: The need for Innovation and Leadership." *WNYF*, (1/2012).
- "Revisiting the Center for Terrorism and Disaster Preparedness," *WNYF*, (3rd/2011).
- "Marine Division Powers Forward," with Seelig, Dalton, Buckheit, *WNYF*, (3rd/2011).

"Conspiracy or Perfect Storm: Collapse of WTC 7," *WNYF*, (2nd/2009).

"Network Command: The High-Tech Future of Incident Management," *WNYF*, (1st/2009).

"Sixth Alarm Summer Sizzler Reinforces Lessons Learned," *WNYF*, (4th/2008).

"Firestorm at the Greenpoint Terminal Market," *WNYF*, (4th/2006).

"Dirty Fires—Radiological Incendiary Devices," *WNYF*, (2nd/2006).

"Center for Terrorism and Disaster Preparedness," *WNYF*, (3rd/2005).

"Biological Terrorism Preparedness," *WNYF*, (1st/2005).

"FDOC Activated for Staten Island Box 33-4197," *WNYF*. (2nd/2003).

"The McKinsey Report," *WNYF*, (1st/2003).

"First Chief on the Scene [at the 9/11 Attacks]," *Fire Engineering*. (Sept/2002).

"Managing a Catastrophic Urban Disaster (Part II), The Planning Section of the Incident Command System for the WTC," *WNYF*, (2nd/2002).

"High-Rise Assessment and Management," with Peter Hayden. *WNYF*, (2nd/2002).

"High-Rise Assessment and Management," also published by *Fire Engineering* and *Firehouse*. (2002).

"Managing a Catastrophic Urban Disaster, Part I, The use of Geographic Information and Global Positioning Systems," *WNYF*. (1st/2002).

"North Tower," *Firehouse*. (April 2002).

"The Planning Sector," *Fire Engineering*. (October 2002).

"FDNY Chemical Incident Tactics," *WNYF*. (1st/1999).

"Managing Vehicle Rescue Operations," *WNYF*, (2nd/1998).

Thesis *Command Resiliency: An Adaptive Response Strategy for Complex Incidents*.
Monterey, CA: Naval Postgraduate School, Masters Thesis, (Sept. 2005).

Strategies & Plans

FDNY Vertical Terrorism, 2017.

NYOEM, FDNY, NYSNG, DHSSES, *Decision-making Guide: for Engaging the National Guard During Disasters*. 2015.

FDNY Marine Operations Strategy, 2010.

FDNY Continuity of Operations Plan, 2008, 2013, 2017.

FDNY Counterterrorism Risk Management Strategy, 2011.

FDNY Terrorism and Disaster Preparedness Strategy, 2007.

FDNY First Strategic Plan, 2004.