



Conclusion

The FDNY's preparedness goals will continue to be realized through concentrated efforts to adapt to changes in the threat environment, reinforcing core competencies, maintaining a steady state of operational readiness, reducing the risks to the City and working in concert with homeland security partners.

The Department of Homeland Security Office for Domestic Preparedness (now incorporated under the Office of Grants and Training) Program Management Handbook describes an integrated approach to homeland security as one that provides sound management of programs and initiatives by:

- applying the principles of unified command and adopting a systems-based approach to preparedness
- strengthening the network and collaborative efforts among key individuals, emergency responders and other stakeholders who impact or are affected by homeland security, including the private sector
- organizing an effort to ensure the sustainability of homeland

security programs in the long-term and
• embracing a proactive approach for measuring homeland security program management efforts.²⁷

The organizational framework presented within the FDNY's Strategy follows a systems-based, Department-wide approach to preparedness and establishes a meaningful system for measuring the outcome of FDNY's efforts. The program management objectives of integration and sustainability are achieved by concentrating FDNY preparedness efforts on reinforcing the Department's core capabilities, while efficiently building response capacity, skill proficiency and resource deployment following the tiered response model. The principles of unified command and collaboration are stressed throughout the Strategy and are built into all of the FDNY's preparedness efforts.

The specific prescriptions outlined in the Strategy will be updated to adapt to changes in the threat landscape and national priorities and tools for executing the Strategy Cycle Steps.

Evaluation Points will continue to be developed and refined so the Strategy can be fully implemented.

The purpose of the Strategy is encapsulated in a message that was delivered to FDNY personnel by Fire Commissioner Nicholas Scoppetta on the second anniversary of the 9/11 attacks:

“For September 11th, 2001, that terrible day is also a day that changed us. It changed our nation: never again would Americans look at the world the same way. It changed our Department, too: never again could we do things the same way. And so we have

begun the long, hard process of reconstruction to equip the FDNY for complexities we could not have imagined two years ago, much less a decade or a century ago. The Department has begun to assess the kinds of emergencies we may have to face, the kinds of training we will need, the equipment we'll require, the technologies, the strategies, the procedures. We have begun to shape the premier fire department for the 21st century. If we are going to honor the memory of those we lost on September 11th, 2001, we can do no less.”²⁸

