



FDNY STRATEGIC PLAN: INTRODUCTION

Background

The September 11, 2001, terrorist attacks demonstrated the Department's remarkable ability to save lives—more than 25,000 people were rescued that day—and its capacity, despite great adversity, to provide the highest level of fire and emergency protection and pre-hospital medical care for the City of New York. At the same time, the terrorist attacks reshaped expectations about the Department's response to future threats and created an urgency to increase operational preparedness. As part of its recovery and rebuilding efforts, the Department recognized new and increasingly complex challenges and its vastly expanded role in national, regional and local public safety/security efforts.

In early 2002, the FDNY began to address its mission in the post-9/11 world by examining ways to enhance its preparedness for possible future terrorist events. At the Department's request, the international consulting firm, McKinsey & Company, was invited to work closely with Department personnel to develop a comprehensive report on the lessons learned from 9/11 and the opportunities for improving FDNY's preparedness. Published in August 2002, the report, titled *Increasing FDNY's Preparedness*, contains recommendations in several key areas: planning and management capabilities, operational preparedness, communications and technology and family and member support services. The report's recommendations are summarized in Appendix A.

Management Enhancement

During the past year, the Department has undergone several reforms at the most senior levels, aimed at enhancing the Department's management capacity. Most importantly, the Department reinstated the Borough Command structure. This localized management system allows Staff Chiefs to become more familiar with operations and particular issues in their boroughs and it enables them to more effectively implement Department initiatives throughout their Divisions and Battalions. Second, the Department shifted the work chart of Staff Chiefs to a Monday-Friday daytime schedule, allowing these top Chiefs to devote more time to planning and policy matters in conjunction with the Department's civilian administrators. To manage the Department-wide issues, the Department appointed three Staff Chiefs for Planning and Strategy, Logistics and Support, and Staffing and Management.

The Department also has enhanced the civilian managerial structure. For example, the Department created the position of Assistant Commissioner for Family Assistance, in order to have a senior manager focus exclusively on support for members and their families. The Department also has consolidated technology development under the supervision of one Deputy Commissioner.

Taken together, this important restructuring has greatly facilitated the Department's capacity to manage the changes that are needed in the post-9/11 environment.



The Planning Oversight Committee Process

In December 2002, the Department established a senior-level Planning Oversight Committee (POC). The POC is responsible for establishing overall goals and objectives for the Department, allocating resources, overseeing the implementation of the Department's Strategic Plan and evaluating and prioritizing new initiatives. In addition to the Fire Commissioner and Chief of Department, the POC includes the Chief of Fire Operations, Chief of EMS Operations and Deputy Commissioners.

The POC, which began meeting on a monthly basis in January 2003, focused on revising the Department's mission statement to encompass expanded terrorism preparedness responsibilities. The POC also reviewed and adopted a set of six core values that reflect the Department's historic and continuing ethic of professionalism and service.

After this high-level review of the mission statement and core values, the POC began to review and prioritize initiatives currently underway in the Department, plus new initiatives. The POC heard presentations from all bureau heads on their current priority activities and future plans and concluded that the Department's key initiatives fall into six broad goal areas:

- Emergency Response Operations
- Health and Safety of FDNY members
- Management and Organizational Development
- Diversity
- Fire Prevention and Safety Education
- Technology

The POC reviewed the current and planned initiatives in each of these areas and determined, in light of all considerations (including cost and availability of funding), which objectives were of the highest priority for the coming two years. These priority objectives form the body of this Strategic Plan and are described in the next section. The POC envisions that some of these objectives can be accomplished within the next two years, while others may require a multi-year implementation schedule, given the scope and complexity of needed work or, in certain instances, significant fiscal challenges.

A Planning Work Group, consisting of civilian and uniformed managers from Fire Operations, EMS Operations and Intergovernmental Affairs, supports the POC. The major responsibilities of the Planning Work Group are to serve as the Department's steering committee for the strategic planning process, perform as liaison to Department bureau staffs and provide guidance to the POC in executing its duties. The POC monitors progress of these critical objectives and measures performance to ensure that these objectives remain on track for timely completion. The POC also reviews progress on a group of objectives that, while important, are secondary to the key initiatives. New initiatives are reviewed by the POC for acceptance and prioritization.