



# FIRE DEPARTMENT

9 METROTECH CENTER

BROOKLYN, N.Y. 11201-3857

NICHOLAS SCOPPETTA

Fire Commissioner

Room 8W-6

## MEMORANDUM

To: All Members of the Department

From: Nicholas Scoppetta

Date: August 15, 2002

Re: Release of the McKinsey Report

Attached is the final report from McKinsey & Company concerning the Fire Department's response on September 11. As you know, the Department asked McKinsey to work with members of the Department on an analysis of our response that day, with an emphasis on generating recommendations for improving our preparedness in the future. This document is the result of that five-month process.

Increasing the Department's preparedness for future large-scale events is a top priority for me and I believe this report provides an excellent starting point for doing just that. As you will find when you review the document, the focus of McKinsey's work was not to create a minute-by-minute accounting of members' or units' actions or whereabouts. While this report details the basic facts surrounding our response, the primary purpose of the study was forward-looking: to extract all of the lessons from 9/11 in order to increase the Department's preparedness for large-scale disasters.

The recommendations contained in the report are divided into four sections: operational preparedness, planning and management, communications and technology, and family and member support services. Each of these areas is enormously important to our Department and I encourage you to carefully review all of this material. If you read nothing else, I urge you to read the Executive Summary, which captures in brief all of the key facts and recommendations that are detailed later in the report.

Before you begin to examine this important document, I want to draw your attention to a key passage in the introduction, which states, in McKinsey's words, what the entire world knows – that you should be enormously proud of your actions and achievements on September 11. As McKinsey finds on page 1 of this report:

“In the aftermath of this extraordinary event, the enormous heroism of the members of the Fire Department of the City of New York stands out as an inspiration in the face of calamity. Three-hundred forty-three FDNY personnel sacrificed their lives while trying to save others. They facilitated the safe evacuation of more than 25,000 people, the largest rescue operation in United States history.”

In the coming weeks and months, we will move forward with the implementation of many of the recommendations contained in this document. This will require hard work and flexibility on the part of all members of this Department, but the result will be the achievement of our common goal: greater safety and security for our members and all those we serve.

Thank you for your service to the FDNY and the people of New York City. I look forward to working with you to implement the recommendations in this report and making this great Department even better prepared for the future.