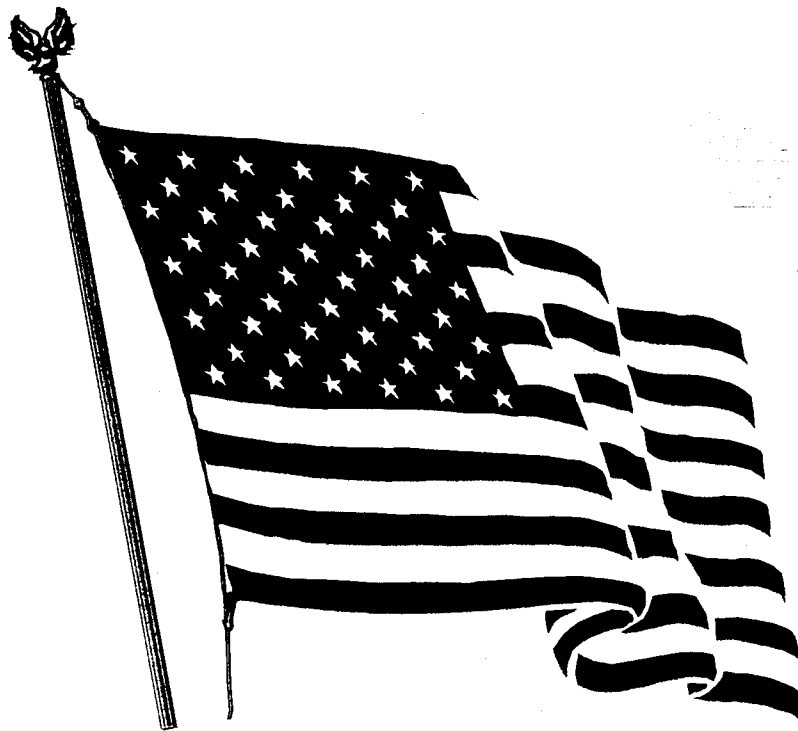


**FDNY**  
**INCIDENT ACTION PLAN**  
**OPERATIONAL PERIOD**  
**SEPTEMBER 24 - 25, 2001**  
**0700 - 0700**



**WE WILL NEVER FORGET**  
**SEPTEMBER 11, 2001**

*Frank J. Costello*

# FDNY INCIDENT ACTION PLAN

## OPERATIONAL PERIOD

09/24/2001 – 0700 through 09/25/2001 – 0700

## OVERALL INCIDENT OBJECTIVES

1. Provide for the health, safety and welfare of all personnel working in and around the incident.
2. Coordinate with all involved agencies to support the operational needs of the incident.
3. Document all critical items and significant events.

Note: At the request of AC Cruthers, each sector will be assigned Planning and Documentation personnel in support of incident objectives. Your cooperation is essential to mission success.

## INCIDENT COMMAND

|                           |                                                |
|---------------------------|------------------------------------------------|
| Incident Commander        | AC Cruthers                                    |
| Executive Officer         | DC Hayden                                      |
| Operations Section Chief  | DC Meyers (0700-1900)/DC Butler (1900-0700)    |
| Logistics Section Chief   | DC Blaich                                      |
| Planning Section Chief    | BC Pfeifer                                     |
| Search and Rescue Chief   | BC Norman                                      |
| Hazardous Materials Chief | BC Ingram                                      |
| EMS Chief                 | AC Pascale (0600-1800)/DC Friedman (1800-0600) |

## SECTOR CHIEFS

|                |       |
|----------------|-------|
| Liberty Sector | _____ |
| West Sector    | _____ |
| Church Sector  | _____ |
| Vesey Sector   | _____ |

## OPERATING FACILITIES AND LOCATIONS

|                       |                     |                     |
|-----------------------|---------------------|---------------------|
| Incident Command Post | 100 Duane Street    |                     |
| Operations Center:    | 1010 Station        | Liberty & Greenwich |
| Liberty Sector        | Liberty & West      |                     |
| West Sector           | Vesey & West        |                     |
| Church Sector         | Liberty & Greenwich |                     |
| Vesey Sector          | Church & Dey        |                     |

## WEATHER FORECAST

Day Cloudy, Winds SE 10 mph, 50% chance of showers, High 75F  
Night Cloudy, Winds SE 12 mph, Occasional showers with a chance of thunderstorms. Rain may be heavy at times. Lows in the upper 50's F.

## RESOURCES

|             |                                                                                                                                       |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------|
| FDNY WTC TF | 300 (Total Firefighters/Officers) per 10-hour shift                                                                                   |
| PD ESU      | 100 Officers per 12 hour shift                                                                                                        |
| FEMA US&R   | 7 Task Forces – Split shift – 31 persons per task force per 12 hour shift<br>FL-1, FL-2, TX-1, UT-1, AZ-1, CA-8, WA-1                 |
| FEMA RRTF   | 1 US&R Task Force located off site – operating as a Rapid Response TF<br>to Supplement FDNY capabilities on a temporary basis CA-TF3. |
| SWA IMT     | 1 – 2 per sector to assist with planning and documentation                                                                            |

## PLANNED ACTIONS AND OPERATING INSTRUCTIONS (Next 24 hours)

The following areas have been identified to concentrate search & rescue operations in for this operational period based on the recent placement of cranes:

1. 300 Ton crane is in place at Washington & Liberty Streets. Debris removal and void search operations are in progress. FDNY SOC, PD ESU personnel and (1) FEMA US&R Task Force have been assigned to this location.
2. Based on the anticipated placement of an 800-ton crane on West St. (2000 hours on 9/23), debris removal and void search operations will commence immediately in the North tower area. FDNY SOC, PD ESU personnel and (1) FEMA US&R Task Force will be assigned to this location when the crane is ready to operate.
3. Based on the anticipated placement of a 1000-ton crane on West St. in the proximity of the Marriott WTC Hotel, contractor will begin placing required matting to facilitate crane placement and operations. Anticipated set up time 96 hours.
4. Steel cutting operations with the utilization of oxy-acetylene cutting set-ups (and subsequent removal of debris by rigging and heavy equipment) **is to continue at the most rapid pace possible.** FDNY SOC, PD ESU and FEMA US&R personnel are to be utilized as the primary source to accomplish this mission. Ironworkers can be utilized to assist and supplement this function, but keep in mind - this is a rescue operation. All available cutting set-ups should be utilized on a continual basis as conditions permit. Void search operations will follow these cutting operations as voids are exposed. **These cutting and void search operations will occur in all sectors as required.**
5. All personnel operating on the north and south towers will be in bunker pants as required due to the high heat level being generated on the lower levels of the debris piles. Consideration should be given to stretching protective hand lines as required.
6. The crane operating in the south tower in conjunction with Oxy-Acetylene cutting equipment shall be used to expedite debris removal.
7. Due to the hazards involved, limit void search operations during the night shift in the north and south towers. Use this time to facilitate the placement and use of large caliber water streams onto areas affected by fire on the north and south towers.

## **SPECIAL INSTRUCTIONS**

Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Warning Signals, Site Hazards, Blood Borne Pathogens and Hazard Markings on Buildings.

Document on the grid map dated 09/20 or later and in the sector operations log locations of any victims, public safety personnel, apparatus and equipment found.

When public safety personnel, apparatus and/or equipment are found, please protect the area and notify the appropriate agency for appropriate documentation and removal.

If weapons or ammunition are found, secure the area and immediately notify law enforcement authorities.

When unusual circumstances require field amputations, only physicians shall perform these. The Operations Section Chief located at the Fire Operations Center at 10/10 shall approve all field amputations.

NTSB will be on site to set up observation points that will assist in locating the flight recorders.

Perimeter security will be tightened in order to restrict unauthorized entry into the operations area.

## **ANTICIPATED ACTIONS (72 hours)**

1. Continue in the above-listed operations.

2. As other crane(s) are set up and / or relocated, continue in the accelerated debris removal and void search operations. Concentration of operations will be in the following prioritized order as conditions permit:

North Tower  
Marriott WTC Hotel  
South Tower

3. Receipt of plan by DDC regarding disposition and process for removing remaining vertical wall sections and limited debris removal process at the Winter Garden building.

## **LOGISTICAL SUPPORT**

### **CACHE SITES**

Each sector is in the process of establishing a total cache site for storage of tools and equipment needed for the operation. Sector Caches are under the control of the Sector Chief, but administered as follows:

|                |                |
|----------------|----------------|
| West Sector    | Port Authority |
| Liberty Sector | NYPD           |
| Vesey Sector   |                |
| Church Sector  | FDNY           |

### **ENTRANCE/EXIT SITES**

1. There are two authorized entrance/exits:

- West Street and Murray Street via St. John's University
- West Street and Rector Street via the West Side Walkway

Boot washes, hand and eyewashes, showers and rest areas are available at these sites.

Additionally, washes and showers are available at the Liberty Street Marina on a limited basis to augment the entrance/exit facilities.

2. Feeding facilities are available at:

- West Street and Murray Street outside St. John's University
- Liberty Street Marina
- West Street and Rector Street

3. Coveralls/BDU's for the firefighters/officers requiring them will be available at the West and Murray/Chambers street areas.

4. Respirator filter replacements are available at IS 89, the entrance/exit sites and at the sector cache sites. Members requiring initial issue of respirators will be fitted at the Flushing Marina or Staten Island homeport.

### **FOOD & WATER**

Food is not permitted in the work areas. Salvation Army will provide water sites in each sector. Smoking is not permitted in the work area.

# Site Safety Briefing

## World Trade Center Site

- Each Sector Command **MUST** provide a Safety Officer
- Each sector command **MUST** Have a FAST Truck for Emergency Response
- Control Site access
- **MANADATORY** Personal Protective Equipment (Per attached list)
- Maintain Site Safety Awareness
- Be aware of changing conditions
- Walking, Working Surfaces, Footing
- Falling Debris issues
- Airborne Contamination
- Bio-Hazard, Universal Precautions
- Cutting, Welding-Compressed gasses
- Cylinder storage
- Vehicular Traffic
- Backing Vehicles
- Excavation Equipment
- Do not eat or smoke in the work zone (Hand washing prior to eating)
- Plan escape routes in event of emergency of any type
- Climbing with proper protection at all times
- Mandatory Eye and head protection
- CRANE Operations, Be wary of swing, stress cables, whipping of broken cable
- Evacuation Signal (3 horn blasts)
- Look overhead and be aware of ALL surroundings
- Watch sewer grates, trenches, manholes
- Change respirator filter when resistance is felt with air flow (usually 3 days)  
(Respirator is NOT disposable)
- Work with a buddy who has visual contact with you
- Have reliable means of communication
- Personnel should be aware of possible live ammunition at WTC 7, Barclay Street Ramp and the Customs House. Please secure the area and notify law enforcement authorities if weapons or live ammunition are found.

**\* Due to the instability of Winter Garden Atrium between 1 and 2 World Financial Center, all personnel shall remain clear of that area. The Safety Chiefs for the Liberty and West Sectors shall monitor for compliance. \***

### **SITE PERSONAL PROTECTIVE EQUIPMENT**

Hard Hat

Respirator with replaceable filters

Safety Shoes

Long Sleeve Shirts

Durable Trousers



# World Trade Center Emergency

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0700 Incident Command Post Meeting  
September 24, 2001

Commissioner Fitzpatrick and Chief Cruthers (FDNY) called the daily Incident Command meeting to order.

## Action Items / Issues:

- OES will coordinate with GIS to produce a map illustrating more exactly the location of the Freon tanks within the facility.
- DCAS / OEM / Fire Prevention have worked out a system for dealing with the location of compressed gasses within the work area.
- The collection and recycling of coveralls and respirators has begun. Some details remain to be worked out regarding laundering, etc.
- NYPD and OEM will meet to discuss the issue of security within the work zone in more detail. This meeting will take place subsequent to the 0700 Incident Command Post meeting.
- DDC advises they think they'll begin to remove rubble from in front of the Winter Garden on Wednesday.
- Chief Cruthers indicated folks should be told if they discover weapons belonging to law enforcement personnel in the pile, the weapons should not be removed, but the Sector Chief should be notified who will let law enforcement know so the weapon can be recovered.
- The Medical Examiner's office has provided guidelines for field amputation.
- National Transportation Safety Board (NTSB) is also on scene and is requesting the assistance of workers on the pile in case the "black boxes" from the airplanes are recovered.
- Posters from the Department of Health are being posted to advise workers on the pile of the required PPE items and the exact locations within which those items are required.

Meeting adjourned.