

**FDNY
INCIDENT ACTION
PLAN
OPERATIONAL PERIOD
October 25-26, 2001
0700 – 0700**



PLAN 34

RS

OPERATIONAL PERIOD

Thursday 10/25/2001 – 0700 through Friday 10/26/2001 – 0700

OVERALL INCIDENT OBJECTIVES

1. Provide for the health, safety, and welfare of all personnel working in and around the incident.
2. To provide for recovery and identification of as many remains as possible, and return to next of kin.
3. Coordinate with all involved agencies to support the operational needs of the incident.
4. Document all critical items and significant events.

Each sector will have Planning and Documentation personnel assigned to support incident objectives. Specifically, they are tasked to update maps, track resources, record prior and current significant events, collect and record database requirements and provide liaison services at the request of Sector Chief. In addition, at the direction of the IC, other personnel will provide Incident Command System functional training to selected FDNY personnel.

OPERATIONS FACILITIES AND LOCATIONS

Incident Command Post	100 Duane Street
Operations Center	10/10 Station (Liberty & Greenwich)
West Command	Vesey & West (West & Liberty Sectors)
East Command	Liberty & Church (Church & Vesey Sectors)

OPERATIONAL RESOURCES

FDNY WTC TF	120 (Total Firefighters/Officers) per 12-hour shift
NYPD ESU	47 Officers per 12 hour shift, NYSP-12/shift, Corrections-14/shift
PAPD	40 Officers per 12 hour shift
FEMA US&R	1 Technical Specialist providing operational and planning support to FDNY
DEP	Emergency crew on stand-by at site for water main breaks – (917) 468-2877
Alaska IMT	1 to 2 per Command to assist with planning and documentation

FDNY/EMS Staffing

Each Sector will be staffed with the following minimum:

- One EMS Lieutenant
- One Gator with 2 EMT's (EMS 12 hour shifts / 21 people per shift)
- One BLS Unit (Basic Life Support)

One ALS Unit (Advanced Life Support/Paramedic) at Liberty Sector Post

One ALS Unit (Advanced Life Support/Paramedic) at Vesey Sector Post

Disaster Medical Assistance Teams

Liberty Street / West Street (DMAT Medical Command and Pharmacy)

Fulton Street / Church Street

WEATHER FORECAST

Day Mostly cloudy, 30% chance of showers, SW winds 15-20 mph, highs in low 70s.

Night Mostly clear, lows mid 40's, W winds 15 mph.

Outlook Friday– Partly cloudy, 0% chance of showers, highs mid 50's, lows in the 40's

Saturday– Partly cloudy, highs in the lower 50's with lows in the lower 40's.

Anemometer Locations: 11th floor of the Verizon Building, 3rd floor 10-10 Fire Station, 17th floor of 125 Liberty, 10th floor of 2 WFC, OEM Command Bus at West and Warren, East Command, and Federal Post Office.

ACCOMPLISHMENTS (Past 24 hours)

1. Application of water to South Tower area and where heat and smoke are escaping in an attempt to extinguish/reduce the heat.
2. Operations continue on debris removal from the North Tower area with intermittent use of handlines to cool debris and for dust control.
3. Intermittent use of handlines in operation for dust control at 7 WTC.
4. Emphasis continues on slurry wall reinforcement in front of South Tower with 7 tiebacks in place.
5. Steel and debris removal continues from core of South Tower. Handline use for dust control/cooling.
6. NYCTA conducted entry to the BMT N and R, south of Chambers; will continue for 1 week.
7. Perimeter wall & access points established (light blue badges required to enter). See Facilities map.

PLANNED ACTIONS (Next 24 hours)

1. Steel cutting operations and subsequent removal of debris by rigging and heavy equipment will continue. Utilize ironworkers to accomplish this mission. Utilize FDNY SOC and PD ESU personnel to assist and supplement this function. Utilize all available cutting set-ups on a continual basis.
2. FD SOC personnel and PD ESU personnel will continue to conduct void searches as required when heavy steel is removed.
3. All Emergency Personnel operating on the South Tower in selected areas will be in bunker pants as needed.
4. Continue to place and use large caliber water streams for continuous fire extinguishment operations on 1 and 2 WTC as required. Place and use protective hand lines elsewhere as needed.
5. Continue to review operational/engineering plan to facilitate removal of the west façade walls still standing in the South Tower area. FDNY, DDC, and site construction manager will review plan and evaluate results of deconstruction process.
6. Continue GPS mapping and documentation of recovery operations and structural features.
7. NIJ continues to operate 2 camera points for use in locating the flight recorders.
8. Fire companies to wet down debris fields and dirt roads when requested by DDC.
9. DSNY will continue to water dusty streets and remove garbage.
10. DOB Derrick & Crane Unit site safety inspection of operations, movement, placement & maint.
11. Continue removal of west and south facades of 2 WTC.
12. Debris removal continues in alley between 4 & 5 WTC.
13. Debris and steel removal from Bankers Trust building continues day and night.
14. DOH set up monitors for air quality on 1 WTC.
15. Planned entry into 5 WTC, Concourse Level, on Thursday for 7 businesses at 8:00 am.
16. Debris removal in the alley between 5 & 6 WTC.
17. Installation of steel plates to block Church St. ventilators.

ANTICIPATED ACTIONS (72 hours)

1. Continue in the planned actions and operating instructions.
2. As crane(s) are set up and / or relocated, continue in the accelerated debris removal and void search operations. Concentration of operations will follow prioritized order as conditions permit:

Backfilling of slurry wall	Banker's Trust
North Tower (1 WTC)	North and East sides of Marriott
South Tower (2 WTC)	
3. Review by Mayor's Office of the WTC Long Range Site Plan.
4. Passenger train service to begin 5 am on Sunday at the Whitehall, Rector & City Hall Stations, bypassing Cortlandt Station.

SPECIAL INSTRUCTIONS

1. FDNY Sector Chiefs will approve all searches.
2. Follow identified procedures to handle requests for retrieval of valuables from damaged structures.
3. Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Signals, Site Hazards, Blood -borne Pathogens and Hazard Markings on Buildings.
4. For non-exempt personnel, only blue, non-photo credentials will allow access into the site (Security checkpoints have a list of exempt agencies).
5. FDNY personnel arriving by bus from the Flushing Marina Staging Area will be issued color-coded bands for authorized entry into the site. The colors for this operational period are as follows:

10/25	0700-1100	PEACH
10/25	1100-2300	RED
10/25-26	2300-0700	KELLY GREEN

The band must be prominently displayed to allow entry onto the site.
6. GPS is to be used to plot locations of all victims, remains, fire equipment and apparatus. If the GPS is not operational, hand held GPS operators will manually record grid locations using a **grid map dated 09/20 or later**. GPS units are available through the Sector Chiefs, who shall contact the GPS Team via channel 5.
7. 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.
8. There are two small residential type safes in the canine area on B-1 of 2 WTC, which contain explosive materials used for training dogs. The pile of debris is now ten feet above grade, but as pile is reduced to grade level, operations in this location must be coordinated with PAPD and NYPD.
9. When any SCBA or compressed gas cylinders are found, the Sector Chief will notify ICP for Fire Prevention notification. Cages are staged at East & West Commands for temporary storage of cylinders.
10. Enclosures on North and South projections on West Street are locked. The keys will be located with the FDNY Command Post, NYPD Officer at enclosure, and OEM.
11. A single unit with one fire officer and 2 firefighters is dedicated to initial response to fires and emergencies within the restricted area. Dispatched through Manhattan CO.
12. NYPD will have K-9's available at 1 and 2 WTCs, the Marriott Hotel, and the Plaza for use when excavators are not operating.
13. No open flames or warming fires. Use the warming tents if necessary.
14. No parking along Church between Liberty and Vesey. Prior to any vehicles being removed/towed from buildings, FDNY Ops. Chief must ensure a foam handline is provided.
15. Prior to any steel cutting @ 3 WFC (Amex) a charged handline will be stretched to a location TBD. In addition a charged handline must be in position prior to any steel cutting operation.
16. The exclusion zone for Banker's Trust will be maintained & enforced during cutting operations. (see attached diagram).
17. Exclusion zone for 2 WTC continues. All personnel are to remain outside the exclusion zone. (see diagram).
18. FDNY cameras located at 2 WFC (top floor) and 90 West Street must be staffed at all times.
19. FDNY to wet interior and exterior of Bankers Trust Bldg prior to any steel cutting operations.

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

1. Seven tiebacks installed in slurry wall south of 2 WTC (Liberty Street).
2. Sub grade inspection of PATH pump lines in north projection.
3. Backfilling of slurry wall south of 6 WTC.
4. Paving of Church St. adjacent to BMT retaining wall completed.

PLANNED ACTIONS (24 hours)

1. Continuing construction of south to east access road to Plaza.
2. Continue to backfill void North of slurry wall & South of 2 WTC from Greenwich to West Street to be completed by end of the week.
3. Well points being installed on Liberty Street and also West Street by Moretrench Drilling.
4. Continue to shore floors at 3 WFC to be accomplished by the 10/24.
5. Removal of 2 WTC south and west façades to continue.
6. Debris removal in plaza area adjacent to 5 WTC.
7. Core drilling and installation of tiebacks for slurry wall south of 2 WTC.
8. Continue debris removal from 1 and 2 WTC footprints.
9. Debris removal and shoring of floors 2-10 of 3 WFC (southeast corner).
10. Debris removal in Vista alley.
11. Debris removals from Bankers Trust building.
12. Car removals from Bankers Trust basement.
13. Debris removal between 5 and 6 WTC.
14. Movement of crane on Church St. for demolition of 4WTC (two 12 ft. lanes to be maintained)

ANTICIPATED ACTIONS (72 hours)

1. Well points, core drilling and tiebacks being installed on Liberty and West Streets to be continued.
2. Debris removal in the Vista alley.
3. Continue south to east access road to plaza.
4. Continue slurry wall backfilling on Liberty Street.
5. Continue shoring in 3 WFC.
6. Continue removals of 2 WTC west and south facades.
7. Removal of debris on plaza and concourses.
8. Continue removals from 1 and 2 WTC footprints.
9. Demolition of southwest bays of 6 WTC for crane access to north facade of 1 WTC continues.
10. DDC will provide an overall site project plan.
11. Demolition of 4 WTC to commence.

There is an OEM representative located at the OEM trailer (Murray and West - 212 941-5337) to contact DDC to handle contractor problems.

To contact the contractors on site, DDC has a person stationed at 10/10 to assist.

OEM is also the contact for OSHA.

LOGISTICS

See attached facilities map for access points in the security perimeter.

Meal Sites are as follows:

- St. John University at 101 Murray
- Marriott WFC Hotel, Albany & West
- Salv. Army in Median of West/Murray

Water and Snack Sites are:

- West & Vesey
- Church & Dey
- Cortlandt & Church
- Liberty & West

Sanitation Sites are as follows:

- Personal hygiene stations are in place on Liberty between Church & Greenwich
- Personal hand washing stations are available at all the above meal sites
- Boot washes, hand & eye wash stations at West & Murray, St. Johns Univ., West & Rector

Cache Sites (Alaska – IMT) are as follows: **Supplies are for uniformed emergency personnel only.**

Contractors must provide for their own personnel.

- West Sector – On West Street just north of Vesey Intersection
- Liberty Sector – Ground floor of 1 WFC
- Church Sector – At Liberty & Church

Vehicle Wash Sites are as follows:

- Southend Ave. and Albany St.
- West St. South of Albany St.
- Rector and Greenwich
- Park Place and Church
- West St. and Warren St.

Coveralls will only be available at the World's Fair Marina (WFM).

Respirators – fitted and issued by OSHA personnel at WFM. Respirators are available at cache sites and IS 89. Goggles and gloves are available through the cache system.

Staffing: DC report at 0700 and 1900 directly to the Operations Post at 10-10.

BCs and FFs report at 0930 and 2130 to WFM.

Transition to the West and East Command Posts is complete.

WEST COMMAND POST

212-608-7753
212-608-7754
212-608-7797
212-608-8048
212-608-9556 fax
212-608-9801 fax

EAST COMMAND POST

212-425-4201
212-425-4231
212-425-4217
212-425-4180
212-425-4221
212-425-4096 fax

Approved Compressed Gas Storage Locations: Note: Sites, although approved, are subject to change

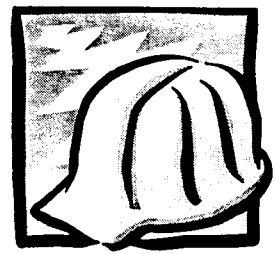
- AMEC Zone: West Street adjacent to foundation for North Bridge
- BOVIS Zone: Front of 90 West St.
- TULLY Zone: South side of Liberty Street between Broadway and Church
- TURNER Zone: Vesey and West Broadway

Fire Marshalls are located at East Command.

Temporary morgue in place at Liberty & Church.



Safety Message 10/25/01



Major Hazards:

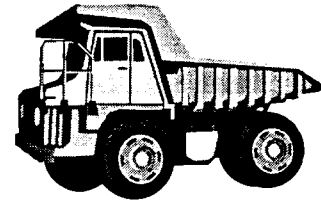
Crane Operations
Demolition Operations
Biological Hazards

Falling Glass & Debris
Traffic
Walking and Working Surfaces

Hazardous Materials
Lack of PPE
Dust / Airborne Particles

✧ *PPE--PPE--PPE*

Wearing your PPE has been the highest priority in every safety message written up to now, and it remains the same. As we get deeper into the pile, the chances of running into hazardous materials increase. It is MANDATORY that ALL PERSONNEL working ON, IN, OR AT THE BOTTOM OF THE PILE WEAR THEIR RESPIRATORS. Other PPE requirements include eye protection and hard hats.



✧ *Heavy Equipment*

Heavy equipment use is in full swing. As contractors get on step moving material from the site, give them the right of way. Pay attention to what is going on around you. Gator drivers, go slow. Don't become an obstacle. Park out of the way, and don't impede the travel of any contractor equipment.



✧ *Pedestrians*

More and more people are moving back into the area and beginning to make a tight situation even tighter. Operators, take special caution whenever approaching or going through intersections.

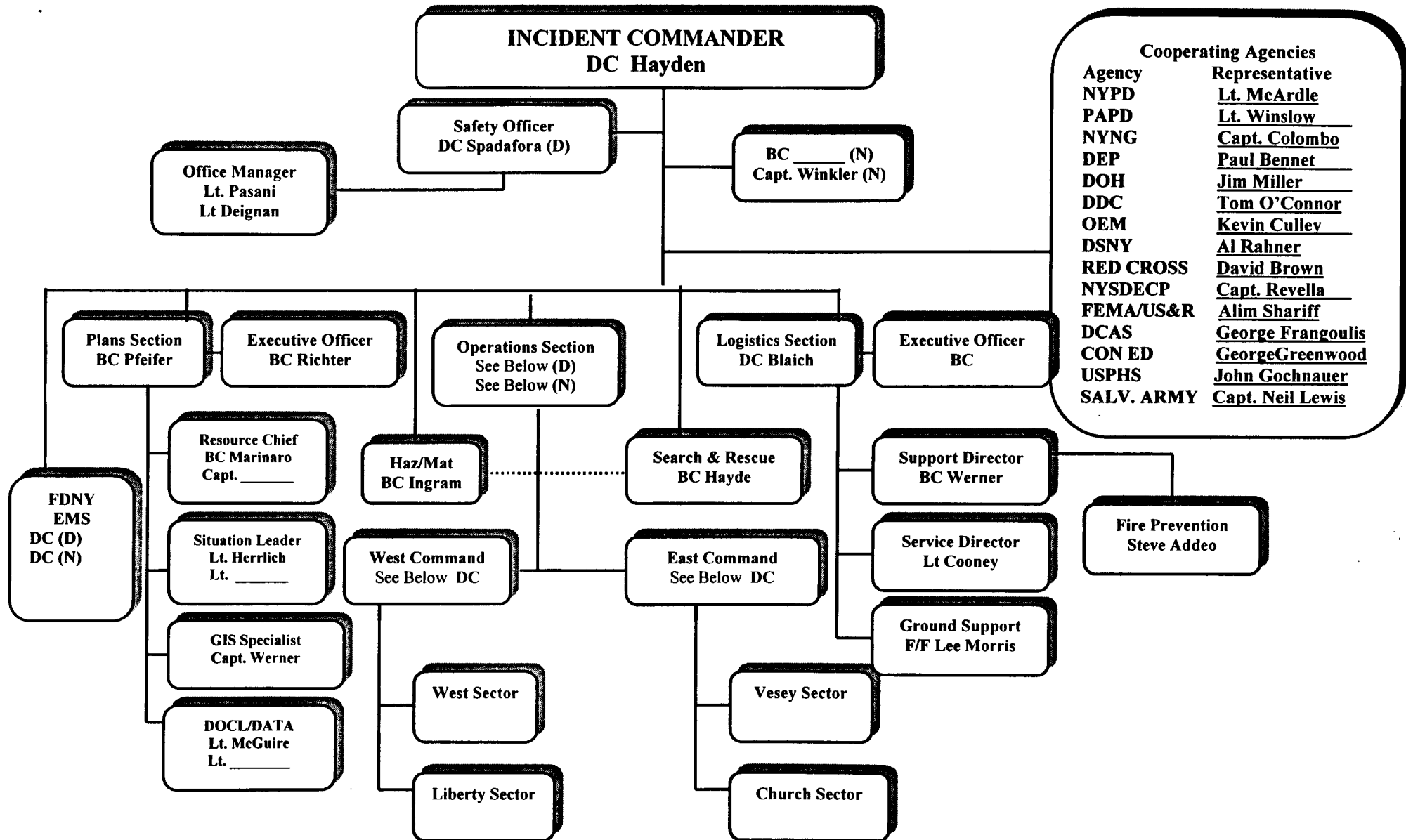
✧ *Washing and Decontamination*

Clean yourselves, your tools, and your vehicles. It's a quality of life issue.

Safety: Small Word -- Big Idea

10/25/01

FDNY – WTC ORGANIZATIONAL CHART



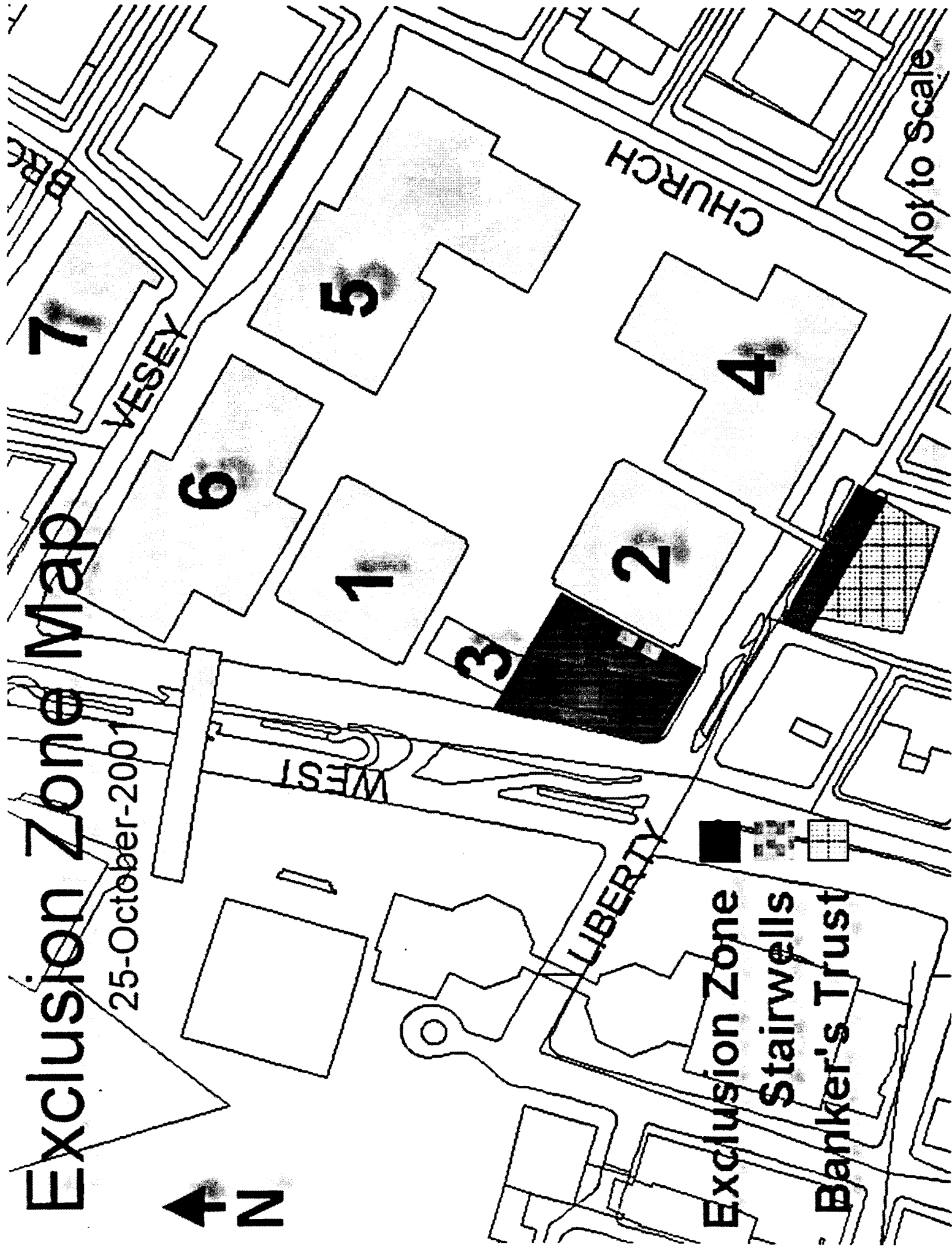
WTC Task Force	Tour 1	(D)	0700 – 1900	10/25	Operations Chief	AC – Fellini	DC - Sweeney
	Tour 2	(N)	1900 - 0700	10/25 – 10/26	Operations Chief	AC - Mulrenun	DC - Esposito
							DC -
							DC -

10/25/01**FDNY – WTC****ORGANIZATIONAL LIST**

FDNY	Duane St. Command Post	646-613-0228/1591/7293
NYPD	Lt. McArdle	212-227-0010 or 212-227-5564 Pager 914-771-2889
PAPD	Lt. Mark Winslow	212-941-5252/5273/5308
OEM	Kevin Culley (IC Liaison)	202-297-7680
DEP	Paul Bennet or acting	917-468-2877
DDC 0500-1400	Tom O'Connor	917-560-5365
	Tom Amoia	917-681-7572
	Ed McGinley	347-245-0387
1300-2200	Lou Mendes	646-235-3394
	Joe Deluca	347-386-7329
2100-0600	Charlie Kaczorowski	646-772-2406
DOH	Dr. Jim Miller	917-642-2809
NYSDECP	Capt. T. Revella	646-756-3136
DSNY	Al Rahner	646-235-3040
RED CROSS	David Brown	703-728-8574 or 718-923-1432
ROBOTICS	Arnis Mangolds	617-306-5709 or 781-684-4379
	Bob Guelli	617-921-2464 or 781-684-4332
NYCSO	Lt. Scali	646-756-3125
NYNG	Capt. Colombo	973-615-6219 or 212-941-5281
	Lt. Erazo	917-577-2136
FEMA/US&R	Alim Shariff	202-257-7795
DCAS	George Frangoulis	646-772-8158
CON ED	George Greenwood	212-460-2602
USPHS	John Gochnauer	347-231-4523
SALV. ARMY	Capt. Neil Lewis	917-587-4068
VERIZON	Dan Lynaugh	212-965-5702/5703/5704/5705

Exclusion Zone Map

25-October-2001



Exclusion Zone
Stairwells
Banker's Trust

Not to Scale



Facility Locations, Sectors, & Status as of 10-24-2001

