

FDNY
INCIDENT ACTION PLAN
OPERATION PERIOD
OCTOBER 6 -7, 2001
0700 - 0700



OPERATIONAL PERIOD

10/06/2001 – 0700 through 10/07/2001 – 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.

Each sector will have Planning and Documentation personnel assigned to support incident objectives. Specifically, they are tasked to update maps, track resource, 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)
Liberty Sector	Liberty & West
West Sector	Vesey & West
Church Sector	Liberty & Greenwich
Vesey Sector	Church & Dey

OPERATIONAL RESOURCES

FDNY WTC TF	160 (Total Firefighters/Officers) per 12-hour shift
NYPD ESU	50 Officers per 12 hour shift.
PAPD	40 Officers per 12 hour shift.
FEMA US&R	2 Technical Specialists to provide operational and planning support to FDNY.
SWA IMT	1 to 2 per sector 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
- One BLS Unit (Basic Life Support)
- One ALS Unit (Advanced Life Support/Paramedic)

Disaster Medical Assistance Teams

DMAT 2	Vesey Street / West Street
DMAT 3	Liberty Street / West Street (DMAT Medical Command and Pharmacy)
DMAT 4	Liberty Street / Church Street (In a tent)

WEATHER FORECAST

Day Mostly Cloudy, Winds SW 15 to 25 mph with **Gusts of 40 to 50 mph possible**, 80% chance of showers with .5" possible, Highs in low 70's in the morning with temps. falling in the afternoon.

Night Cloudy, Winds W 10 to 15 mph, 0% chance of showers, Lows in the upper 40's.

Outlook – Sun. – Clear, Winds W-NW 20 to 25 mph, 0% chance of rain with highs around 70 with lows around 40. Monday – Partly Cloudy, 0% chance of showers, Highs in the upper 50's with lows around 40.

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

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 multiversal to cool debris.
3. DSNY continues to remove food from area restaurants and on site.
4. Tower Ladder continues to operate on 2 WTC debris and multiversal 7 WTC.
5. Multiversal set up between buildings 5 and 6 with 3 1/2" supply line and permanent spare pumper.
6. Establishment and stocking of a new cache at Church & Liberty.

PLANNED ACTIONS (Next 24 hours)

1. 300-Ton crane is in place at Washington & Liberty Streets. Accelerated debris removal and void search operations will continue. FDNY SOC and PD ESU personnel have been assigned to this location.
2. 700-Ton crane is in place on West St. Accelerated debris removal and void search operations will continue in the North Tower area. FDNY SOC and PD ESU personnel have been assigned to this location.
3. 1000-ton crane is in place on West Street in the proximity of the Marriott WTC Hotel.
4. Steel cutting operations and subsequent removal of debris by rigging and heavy equipment will continue. Ironworkers are to be utilized to accomplish this mission. FDNY SOC and PD ESU personnel will be utilized to assist and supplement this function. All available cutting set-ups should be utilized on a continual basis as conditions permit.
5. FD SOC personnel and PD ESU personnel will continue to conduct void searches as required as heavy steel is removed.
6. All Emergency personnel operating on the South Tower will be in bunker pants due to the high heat level.
7. 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.
8. 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 to review plan and evaluate results of deconstruction process.
9. Continue GPS mapping and documentation of recovery operations and structural features.
10. NIJ continues to operate six camera points for use in locating the flight recorders.
11. U.S. Army will continue laser mapping to detect any movement or shifting of piles. OEM is coordinating these activities.
12. DOH and NYPD continue to remove unauthorized food vendors.
13. Fire companies to wet down debris fields and dirt roads when requested by DDC.

ANTICIPATED ACTIONS (72 hours)

1. Continue in the planned actions and operating instructions.
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 (1 WTC)
 - North side of Marriott
 - 2 WTC
 - Bankers Trust
3. Perimeter security will continue to be tightened.
4. Review by Mayor's Office of the WTC Long Range Site Plan.
5. Con Ed to re-activate steam lines on Church and Greenwich this Sunday (10/8/01) at 0300 to 0500.
6. Phase out of IS 89 cache.
7. Consolidation of Sector Posts into 2 locations (West & Vesey and Church & Liberty) with new phone numbers.
8. Warming tents will be set up near the Sector Posts.

SPECIAL INSTRUCTIONS

1. **FDNY Sector Chiefs will approve all searches.**
2. Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Warning Signals, Site Hazards, Blood Borne Pathogens and Hazard Markings on Buildings.
3. For non-exempt personnel, only white, non-photo credentials will allow access into the site (Security checkpoints have a list of exempt agencies).
4. **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:

10/06	0700-1100	PURPLE
10/06	1100-2300	PEACH
10/06-07	2300-0700	BRIGHT GREEN

The band must be prominently displayed to allow entry onto the site.
5. GPS is to be used to plot locations of all victims, remains, fire equipment and apparatus. If the GPS is not operational, plot and record the location on the **grid map dated 09/20 or later**. GPS Units are available through the Sector Chiefs, who shall contact the GPS Team via channel 5. Refer to attached memo.
6. Only physicians will perform field amputations upon approval of FDNY Operations Sector Chief.
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. Damaged SCBA Tanks:
 - a. If possible, slowly remove air pressure by opening valve.
 - b. If the valve is damaged or missing – do not remove tank and notify Sector Chief.
 - c. Sector Chief will notify Operations Command Post for relay to HazMat Operations for further instructions.
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. VIPs must arrange tours with OEM located at Pier 92 before visiting the site. If VIPs found unescorted on site, NYPD will escort them off site.
13. DSNY will flush streets upon request.

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

1. Road construction to the rear of the North and South Tower continues as debris is removed.
2. Operations continue on debris removal from the North Tower area with occasional use of multiversal to cool debris.
3. Bankers Trust building was netted from top down on the West side and 50% of the North.
4. Debris removal completed at Winter Garden area.
5. Cutting and removal of sections of the West and South façade of 2 WTC has begun.
6. 4 WTC removal operation currently stopped pending completion of North / South access road.
7. Completed building enclosures for South and North Projection emergency stairs.

PLANNED ACTIONS (24 hours)

1. Excavate and expose manhole wall at sewer intercept on West Street.
2. Continue haircut of West and South façade of 2 WTC.
3. Continue debris removal from the Vista Hotel.
4. Continue to backfill void North of slurry wall & South of 2 WTC from Greenwich to West Street.
5. Cut overhanging steel from Bankers Trust Building.
6. Well points being installed on Liberty Street by Moretrench drilling.
7. Con Edison gas lines to be cut and capped (6" gas mains) at Liberty and West Streets and Vesey and West Streets.

ANTICIPATED ACTIONS (72 hours)

1. Start to shore floors at 3 WFC.
2. Begin shoring for the roadway between 4 and 5 WTC to be completed within 5 days (10/8/01).
3. Set up of a 500 ton crane at Liberty and West by Monday 10/8/01.
4. Complete netting on North side of Bankers Trust Building.
5. Test borings (peizometers / inclinometers) to start on Monday (10/8/01).
6. Con Edison to energize steam by Sunday (10/7/01) between 0300 to 0500.

LOGISTICS

Access points are as follows:

- | | |
|-----------------------------------|-------------------------------|
| ○ West & Chambers | Vehicle and Pedestrian access |
| ○ Church & Chambers | Vehicle and Pedestrian access |
| ○ Murray & Broadway | Vehicle access only |
| ○ Trinity Place & Rector | Vehicle access only |
| ○ Carlisle Street (West) & Rector | Vehicle and Pedestrian access |

Meal Sites are as follows:

- St. John University at 101 Murray.
- Spirit of New York will operate through 10-6-01 at North Pier.
- McDonald's on Fulton between Broadway & Church.
- Uncle Ben's between Vesey & Murray.
- The Salvation Army on West and Murray.
- Marriott Hotel.

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 and eye wash stations available at West and Murray St. Johns Univ. also West and Rector.
- Additional washes and showers are available on a limited basis at the Liberty Street Marina to augment the entrance / exit facilities.

Cache Sites are as follows:

- 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).

Staffing: DC report at 0700 and 1900 directly to the Ops Post at 10-10. BC/FF report to WFM at 0930 and 2130.

Victim Family Visit to Red Zone

Scheduled Tours

Daily 10:30, 12:00, 14:00

Fire Department Families

Daily tours at 11:00 and 19:00 arranged through the Fire Department.

Additional tours not scheduled may occur.

Tour Group

Approximately 73 persons per trip

Victim Family

10 Families, 5 members per family

Mental Health Professional

2 PD, 5 DOH, 5 Red Cross

Security

3 NYSP, 3 NYPD

Support

5 Mayor's Community Assistance Unit

Tour Route

1. Depart from Pier 92 to North Cove Marina.
2. Disembark at North Cove Marina's New York Waterways dock.
3. Walk around Marina to Liberty Street and West Street.
4. Lay flowers at the Marina's promenade perimeter.
5. Embark at New York Waterways dock.
6. Depart from North Cove Marina to Pier 92.

Route will be adjusted daily to reflect Red Zone condition.

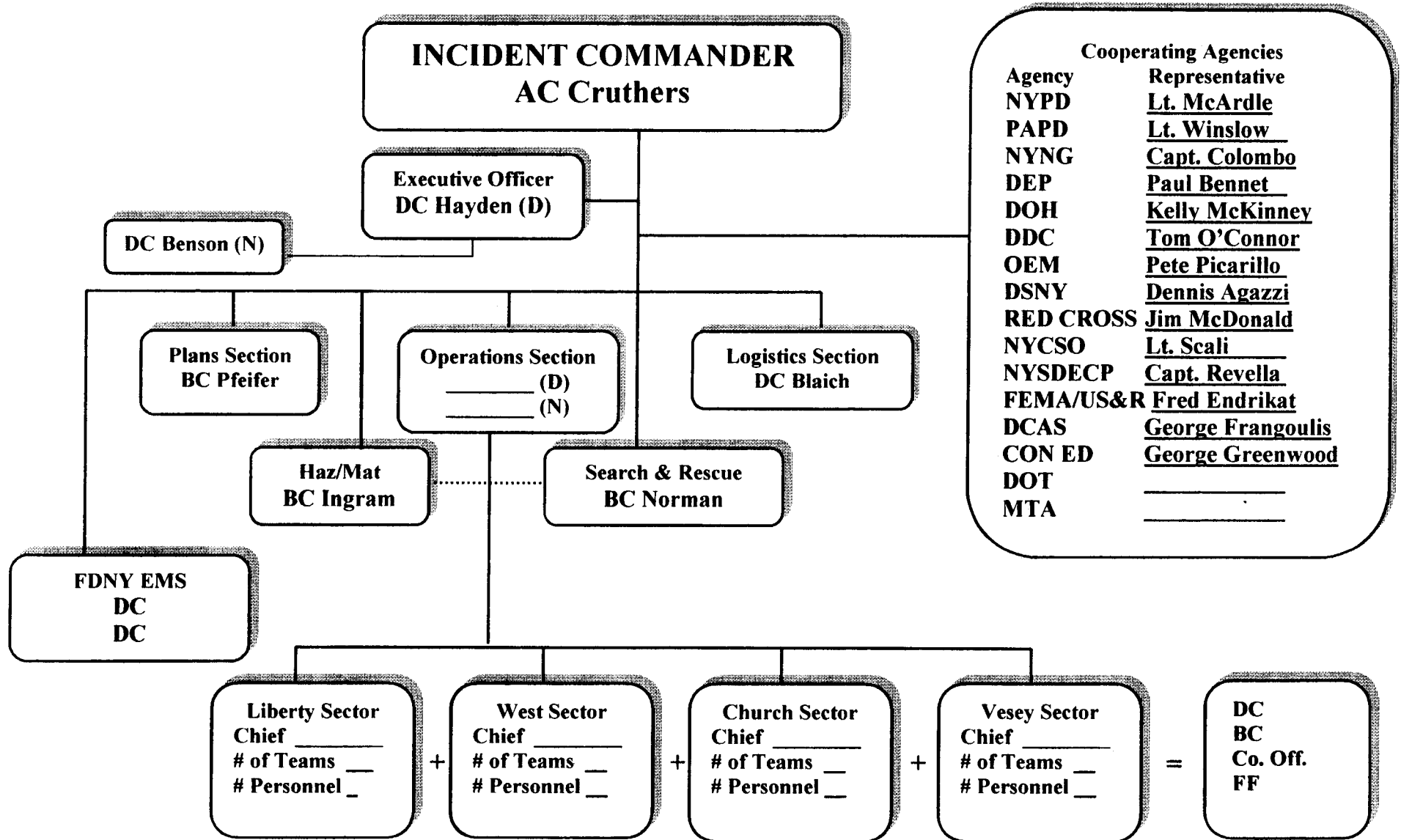
Contacts

Conrad Vazquez	917-682-3469
Jose Baptista	917-882-8998

CAU (Mayor's Community Assistance Unit)
OEM

Date _____ Time _____

FDNY – WTC ORGANIZATIONAL CHART



Date _____ Time _____

**FDNY – WTC
ORGANIZATIONAL CHART**

NYPD	LT. MCARDLE	212-227-0010
PAPD	LT. MARK WINSLOW	212-941-5252
OEM	PETE PICARILLO (LOGS) KEVIN CULLEY (IC LIASION)	646-210-5861 or 646-756-3018 202-297-7680
DEP	PAUL BENNET or acting	908-872-7070
DDC	TOM O'CONNOR ED MCGINLEY	917-560-5365 347-245-0387
DOH	KELLY MCKINNEY	917-731-5593
NYSDECP	CAPT. T. REVELLA	646-756-3136
DSNY	DENNIS AGAZZI	646-235-3000
RED CROSS	JIM MCDONALD	703-728-8574 or 718-923-1432
ROBOTICS	ARNIS MANGOLDS BOB GUELLI	617-306-5709 or 781-684-4379 617-921-2464 or 781-684-4332
NYCSO	LT. SCALI	646-756-3125
NYNG	CAPT. COLOMBO LT. ERAZO	973-615-6219 or 212-941-5281 917-577-2136
FEMA/US&R	FRED ENDRIKAT	917-709-3118
DCAS	GEORGE FRANGOULIS	646-772-8158
CON ED	GEORGE GREENWOOD	212-460-2602

WTC Task Force

0700 10/6-0700 10/07

Tour 1 0700-1900 10/6

Operations Chief: AC Callan

**DC DeDonato
DC Giovinazzio**

Tour 2 1900-0700 10/6-10/07

Operations Chief: DC McNally

**DC Mosier
DC Burns**



FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007

TEL. 646-613-0228 FAX 646-613-1649

WTC COMMAND

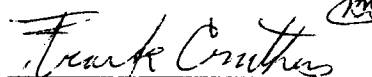
TO: Operations Chiefs, Sector Chiefs, Company Commanders of E. 10/L.10

FROM: Frank Cruthers WCT Task Force Commander

DATE: 10/5/01

SUBJECT: GSP Tracking (Revised)

1. GPS tracking is now fully implemented. When a fire officer, firefighter, police officer, civilian, fire apparatus or firefighter's gear, equipment or personal items are recovered the Sector Chief will call over the HT on Channel 5 for GPS Tracking. E.10/L.10 will acknowledge the call and respond to the location to take readings. Two teams will *always* be in the field.
2. Fire Officer, Firefighters, Police officer and Civilian Recovery:
 - 2.1. *The Sector Chief will notify the Operation Posts of every fire personnel recovery.* The Operations Post will immediately notify the Command Post by phone.
 - 2.2. All recovery of victims and remains must be tagged with a special NYPD identification tag that includes a FDNY bar code.
 - 2.3. The GPS team will take a position reading, scan the bar code, then write on the bottom half of the tag the grid, and position readings. The top of the tag will include the grid number, and the name and agency of the person who found the body.
 - 2.3.1. If a construction worker brings over remains to a Sector, the Chief will arrange to get a GPS position. If that is not possible due to safety reasons the grid will be recorded in a special *GPS Not Available Log* by the GPS Tracking team. In any case the GPS team must tag all victims and remains.
 - 2.4. The bottom half of the tag is given to the Sector Chief to record in their log.
 - 2.5. The tag number will be recorded at the temporary morgue. If there is no tag, the FM or EMS will contact the Sector Chief immediately to make sure the GPS team tags the victim.
 - 2.6. Fire Marshals will ensure that the tag number is recorded at the Medical Examiner's Office. When the Medical Examiner identifies the victim, the tag number and identity of the victim will be phoned to the Command Post (after notification to the family.) 646-613-0078 or 1757. The Planning Chief will record this information into a database. This information will be used to map the location of where all fire personnel are found.
3. Firefighting gear, equipment and apparatus or other items:
 - 3.1. When discovering gear, equipment and apparatus or other items the GPS tracking team will follow a similar documenting procedure as above. Positioning reads, grid location and tagging is done by the GPS team.
4. Any questions or suggestion should be directed to BC Joseph Pfeifer (Planning Chief) at 646-613-0228 or 908-872-7220 (cell).


Assistant Chief Frank Cruthers

SAFETY Starts and Ends With YOU

Evacuation Signal = 3 Blasts – Stop all work and evacuate the area

ALL PERSONNEL MUST WEAR THE FOLLOWING PERSONAL PROTECTIVE EQUIPMENT WHILE WORKING WITHIN THE GREEN ZONE:

- ! Hardhat or helmet
- ! Respirator with replaceable P100 organic vapor/acid cartridges. Replace filter when passage of air becomes difficult or at least at the beginning of each shift. Store cartridges in sealed container until ready for use.
- ! Steel toed boots or equivalent
- ! Coveralls or a long sleeve shirt
- ! Safety glasses with side shield/face shield or goggles
- ! Leather gloves for general work and leather gloves with latex or nitrile liners for handling biohazards

Each Sector Command MUST Assign a Safety Officer

Each Sector Command MUST Assign a FAST Truck for Emergency Response

Hazards: Look up, Look down, Look around and proceed with CAUTION

- *Falling glass and other debris - Increased awareness, especially during rain and wind events.
- *Demolition operations - Red barrier tape identifies the site. Access only for authorized personnel;
- *Crane operations - Be aware of swing & stress cables and whipping of broken cables;
- *Walking and/or working surfaces - Especially hazardous when wet;
- *Airborne contaminants - Proper use of PPE can eliminate or at least reduce the potential hazard;
- *Biological Hazards - Utilize Universal Precautions;
- *Cutting and welding = compressed gasses – Treat all cylinders as pressurized and volatile;
- *Fast moving vehicles, backing vehicles, excavation equipment, swinging booms/loads on cranes – Maintain site awareness at all times;
- *Sewer grates, trenches, manholes – Possible collapse under heavy equipment or a vector for the release of toxic gas/acid vapors. Avoid whenever possible;
- *Hypothermia – Rain is predicted. Wear multiple layers of clothing. Know the location of warming tents.

Recommendations to LIVE with:

- ☞ Establish a reliable means of communication prior to starting operations
- ☞ Know the location of damaged buildings, especially those with hanging debris and never congregate within the potential fall zone
- ☞ Scout out, identify, plan and advise others of escape routes. Plan for emergency events
- ☞ Be AWARE of changing conditions
- ☞ Work with a partner who has visual contact with you. We are a team
- ☞ Treat ALL cylinders as pressurized and volatile
- ☞ Climb with proper personal protective equipment at all times
- ☞ Do not eat or smoke in the work zone
- ☞ Decontaminate prior to entering established eating facilities and after your shift

World Trade Center Incident

1800 Safety Meeting 10/06/2001

The joint operations safety meeting was held at P 92

- Discussion on new site safety plan B as approved, will be printed for final edits and in effect as of 10/08/01
 - NYPD staff at entry points not briefed on safety equipment and hazards at site, nor trained on PPE and where the DMAT stations were located
 - It was noted that there is STILL inconsistent use of proper PPE on Debris pile
 - Dust problems remain a serious concern, meeting at 1100 on Sunday 10/07/01 to explore potential remedies
 - Methods to insure compliance with safety regulations on site were discussed, one method may be to apply sanctions to individual managers of their staff, or to REMOVE non compliant staff from site as a method of progressive discipline
 - Vehicle wash down issues still a concern
 - Green line is not visible
 - Issues of "Steam " off site (good indication of cooling)
 - NTSB showed 2 United Black Boxes as examples of what to be on the lookout for
 - OSHA inquired if site would be classified as DEMOLITION site, and it was emphatically stated that it would only revert to that status when all remains were located
 - Accident discussed of dump trailer overturning at West & Liberty on 10/05/01
 - Some FD members not wearing fire helmets on site, using hard hats, difficult to readily identify FDNY on the pile at times
 - Respirators need to be utilized everywhere on more consistent basis
 - Safety plan for landfill site published in draft for today, due for final comment by 1200 Sunday 10-07-01 with FINAL implementation at 1800 Sunday, 10-07-01
 - Viewing stand discussed, PA completed (should have all agency logos on it)
 - Hard hats on visitors, too much pedestrian traffic
 - Potential "Tour" route may be safer, with specific routing, possibly vehicle usage
-
- NEXT MEETING SUNDAY 10/07/01 1800 Hours, P92

World Trade Center Incident

0700 Incident Command Post Meeting
October 6, 2001

Chief Hayden (FDNY) called the daily Incident Command meeting to order.

Action Items / Issues:

- NYPD – Nothing new to report. Question raised if Forensic Unit needed to be on scene to record needed information. Decision made to have workers on the pile will meet with the appropriate personnel as they come off the pile to discuss the particulars of the recovery.
- PA – Need to create a car removal plan.
- DEP – Not present at meeting, however they will be contacted to discuss re-charging the hydrants around the scene.
- OEM – Asked that the Sector Chiefs be reminded that an OEM representative is present in each sector to take care of any logistical needs.
- Logistics – Tents are still being erected at the sector posts.
- DDC – Planned to begin cutting steel on the Bankers Trust Building today. The recommendation made was to defer actions until tomorrow due to the predicted high winds.
- Con-Ed – Steam tunnels will be turned on at Church Street, 0300 on 10/07/01. Evacuation of the tents on Church Street will begin around 0200. Personnel are asked to move south of Cedar Street and/or North of Vesey Street.
- Incident Action Plan reviewed.

Meeting adjourned.

Approved by Chief Hayden