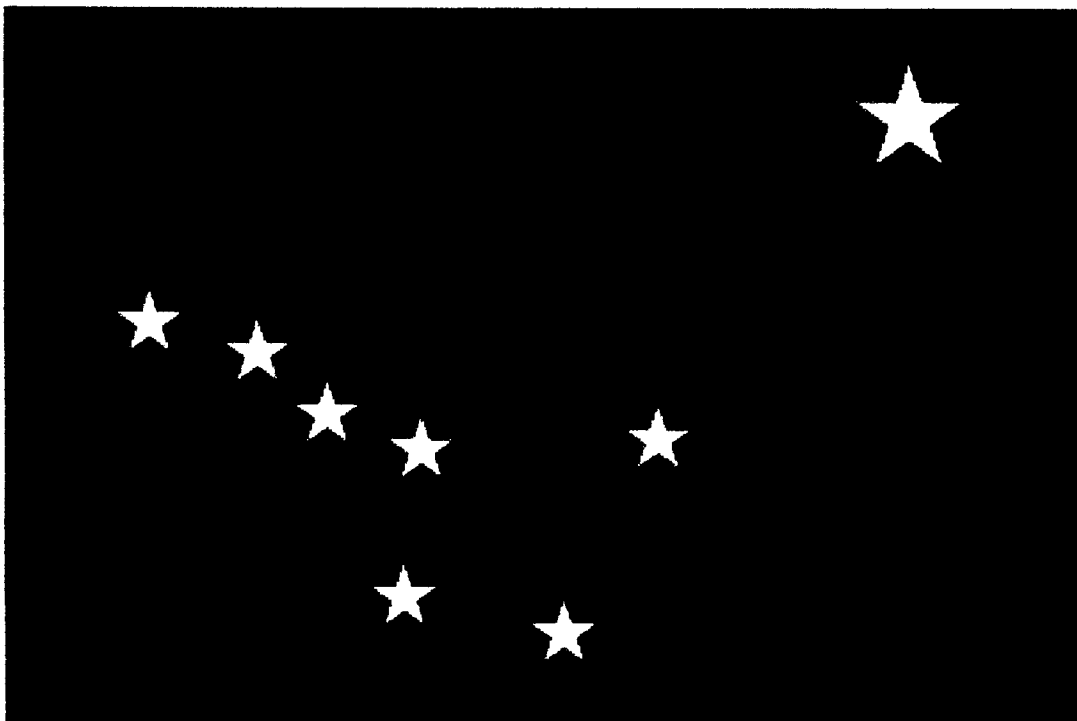


FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 18 – 19, 2001
0700 – 0700



ALASKA DAY
OCTOBER 18, 1867

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PLAN 27

OPERATIONAL PERIOD

Thursday 10/18/2001 – 0700 through Friday 10/19/2001 – 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 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)
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	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.
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 / 22 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 sunny, Winds 10-15mph, 0% chance of showers, High 60's

Night Clear, low in the upper 40's.

Outlook - Friday– Mostly Sunny, 0% chance of showers, Highs in the upper 50's, Lows in upper 40's

Saturday – Partly Sunny, Highs in the mid 60's with lows in the lower 50'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. Intermittent use of two multiversals in use for cooling and dust control between 5 & 6 WTC.
5. Continue to collect empty compressed gas cylinders.
6. Emphasis continues on slurry wall reinforcement in front of South Tower.
7. Steel and debris removal continues from core of South Tower. Handline use for dust control / cooling.
8. Revised guidelines for access to retrieve valuables have been completed.
9. Spill prevention and response plan has been submitted for review.
10. Contractor continues MTA debris removal on Church Street.
11. Started demolition of 3 southwest bays of 6 WTC.
12. Established procedures for coordinated fueling services.
13. Completed site survey of entire perimeter fence.
14. Site Inspection @ #1 Liberty Plaza complete, will occupy Monday 10/22, FD Systems are in service.
15. Procedures for Contractor C of F for the use of cutting/welding torches have been issued.
16. USPHS has conducted air sampling (7 firefighters/shift).
17. Received final copy Environmental Health and Safety Plan, it is being reviewed.

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. NJ continues to operate five camera points for use in locating the flight recorders.
8. ARMY continues laser mapping to detect any movement/shifting of piles. OEM coordinating.
9. Fire companies to wet down debris fields and dirt roads when requested by DDC.
10. DSNY will continue to water dusty streets and remove garbage.
11. Partial removal of west wall 2 WTC continues. (See attached Exclusion Zone diagram)
12. Continue demolition of 3 southwest bays of 6 WTC.
13. Develop procedures for tube trailer movement.
14. DOB Derrick & Crane Unit site safety inspection of operations, movement, placement & maintenance.
15. Fire Prevention to meet with DCAS to finalize fueling procedures for Agency vehicles and equipment.
16. Issue Contractor Certificates of Fitness for cutting/welding torch use.
17. Cutting/pulling 1st four columns of west façade of South Tower.
18. NYCTA will perform routine bi-weekly inspection & maintenance at Park Place Station.

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 follow prioritized order as conditions permit:
 - Backfilling of slurry wall
 - North Tower (1 WTC)
 - North and West sides of Marriott
 - South Tower (2 WTC)
3. Perimeter security will continue and improve.
4. Review by Mayor's Office of the WTC Long Range Site Plan.
5. Entry into Concourse Level Building 5 WTC, to retrieve valuables by Friday.

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 white, 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:

10/18	0700-1100	BLUE
10/18	1100-2300	RED
10/18-19	2300-0700	PEACH

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 will manually record grid locations **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. 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. NYPD will have K-9's available at 1 and 2 WTC's, 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.

SPECIAL INSTRUCTIONS - Continued

15. 0800hrs-the exclusion zone for Banker's Trust will be maintained & enforced during cutting operations
16. 0700hrs-the exclusion zone for 2 WTC will be maintained, 0730hrs pre-cutting started, 1900hrs pulling scheduled. All personnel are to remain outside the exclusion zone (See Diagram)

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

1. Road construction of the South to East Road East of the South Tower (2 WTC) 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. Dewatering commenced on Liberty Street and well drilling is continuing along Liberty & West streets.
4. Contractor commenced MTA debris removal and maintenance of traffic on Church Street BMT.
5. Demolition of southwest bays of 6 WTC has commenced.

PLANNED ACTIONS (24 hours)

1. Demolition of southwest bays of 6 WTC for crane access to north façade of 1 WTC.
2. Continuing access road construction to Plaza.
3. Continue to backfill void North of slurry wall & South of 2 WTC from Greenwich to West Street to be completed 10/19/01. Two conveyors are set up to expedite progress.
4. Well points being installed on Liberty Street and also West Street by Moretrench Drilling.
5. Continue to shore floors at 3 WTC that will take 2 weeks.
6. Movement of 550 Grappler for 6 WTC demolition.
7. Removal of 2 WTC south and west façades to continue.
8. Contractor will continue MTA debris removal and management of traffic on Church Street.
9. Debris removal in plaza area of 5 WTC.
10. Core drilling of east to west slurry wall south of 2 WTC.
11. Start installation of tie – rods on Liberty Street.

ANTICIPATED ACTIONS (72 hours)

1. Test borings and well points to be installed on Liberty and West Streets to be continued.
2. Second phase of matting at 6 WTC for access to North façade of 1 WTC for demolition.
3. Core drilling of east to west slurry wall south of 2 WTC.
4. Construction of north to south retaining wall for BMT on west side of Church Street.
5. DDC will provide an overall site project plan on 10/22/01

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

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
- Marriott WFC Hotel, Albany & West.

Water and Snack Sites are:

- West & Murray
- Church & Dey

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. also West & Rector.

Cache Sites (PNW – 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. | • Rector and Greenwich. |
| • West St. South of Albany St. | • 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 Ops Post at 10-10.
BC and FF 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
212-608-7796
212-608-8048
212-608-9556 fax
212-608-9801 fax

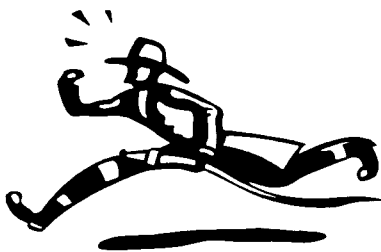
EAST COMMAND POST

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

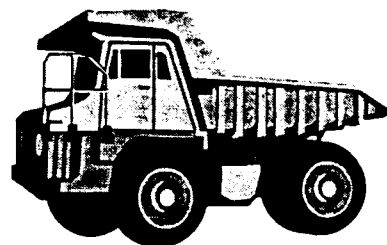
Approved Compressed Gas Storage Locations: Note: Sites, although approved, are subject to change.

- AMEC Zone: West Street adjacent to foundation for North Bridge
- BOVIS Zone: Inside fenced turnout in front of 1 WFC. Fence to be raised to 16 feet.
- TULLY Zone: South side of Liberty Street between Broadway and Church.
- TURNER Zone: Greenwich Street between Park Place and Barclay
• Corner of Vesey and West Broadway.

Two sites approved in Turner zone due to restricted access configuration.
Additional safety requirements will be implemented as needed.



Safety Message 10/18/01



Major Hazards:

Crane Operations
Demolition Operations
Biological Hazards

Falling Glass & Debris
Traffic
Walking and Working Surfaces

Hazardous Materials
Lack of PPE
Dust and Airborne Particles

Narrative:

◆ *Personal Protective Equipment*

Three small words that will help protect you from injury, if you use them. When working on or around the pile **YOU MUST USE** the proper, specified **PPE**. It is **NOT A CHOICE**.

◆ *Read The Plan-Brief Personnel*

Know the plan of the day; ensure that all personnel on site, and especially at shift change, are briefed on what is going on for the operational period.

◆ *Slow Down*

Anyone driving in the work area must not exceed a maximum of 10mph. The area is getting extremely congested. If your vehicle is not absolutely necessary don't take it in to the site.

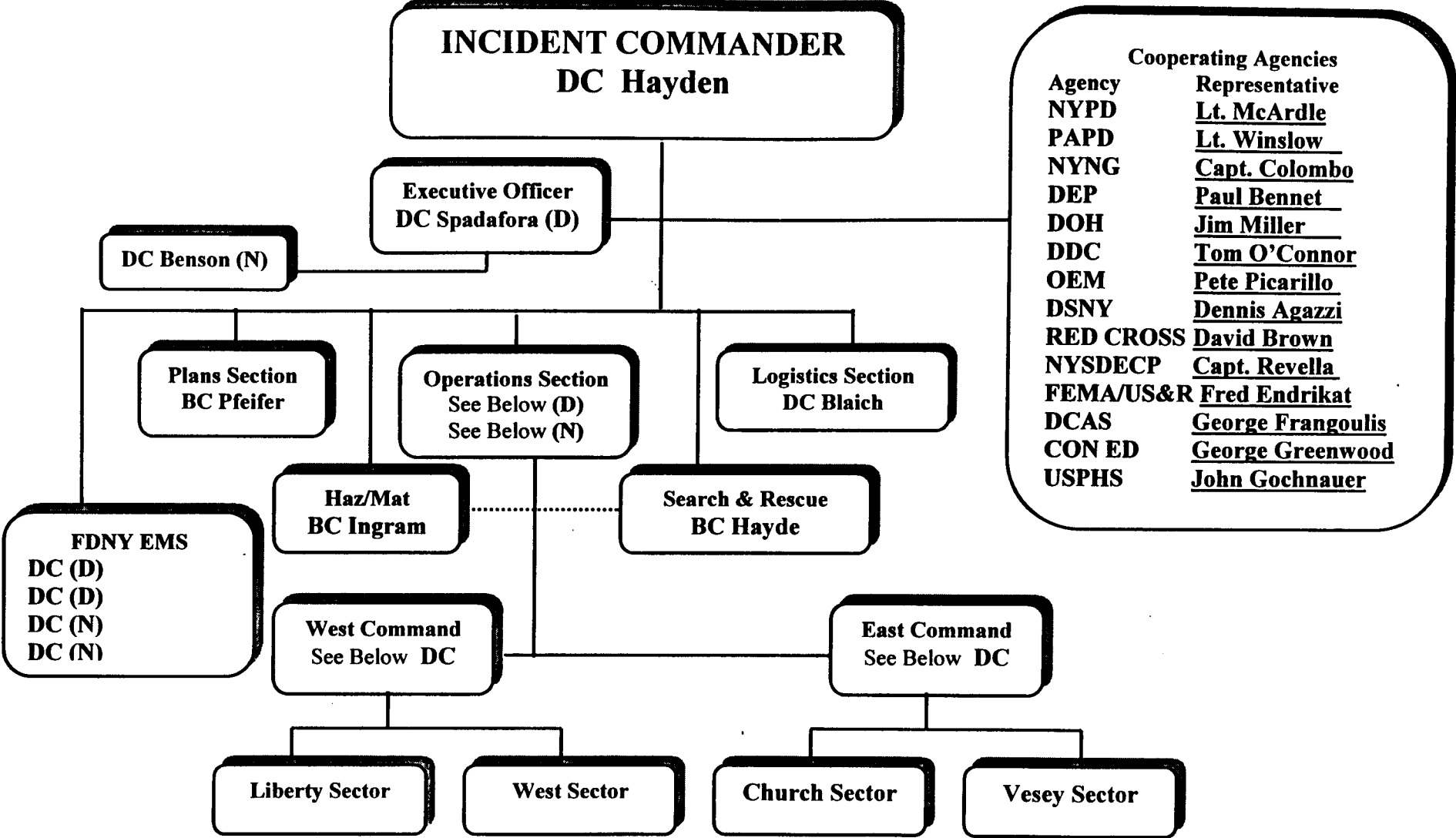
◆ *Environmental Health*

The WTC Environmental Health and Safety Plan has been completed and is being reviewed. It outlines the minimum acceptable requirements to ensure worker safety and health as well as compliance for the protection of the environment.

Look Around--Stay Alert--Get Tuned In

10/18/01

FDNY – WTC ORGANIZATIONAL CHART



WTC Task Force	Tour 1	(D)	0700 – 1900	10/18	Operations Chief	AC – Callan	DC - Jensen
	Tour 2	(N)	1900 - 0700	10/18 –10/19	Operations Chief	DC - McNally	DC - Mulrenan DC - Mosier DC - Kelly

10/18/01**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
OEM	Pete Picarillo (LOGS)	646-210-5861 or 646-756-3018
	Kevin Culley (IC Liaison)	202-297-7680
	Tom DePrisco	646-756-6332 or 347-203-4177 (Cell)
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	Dennis Agazzi	646-235-3000
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	Fred Endrikat	917-709-3118
DCAS	George Frangoulis	646-772-8158
CON ED	George Greenwood	212-460-2602
USPHS	John Gochnauer	347-231-4523