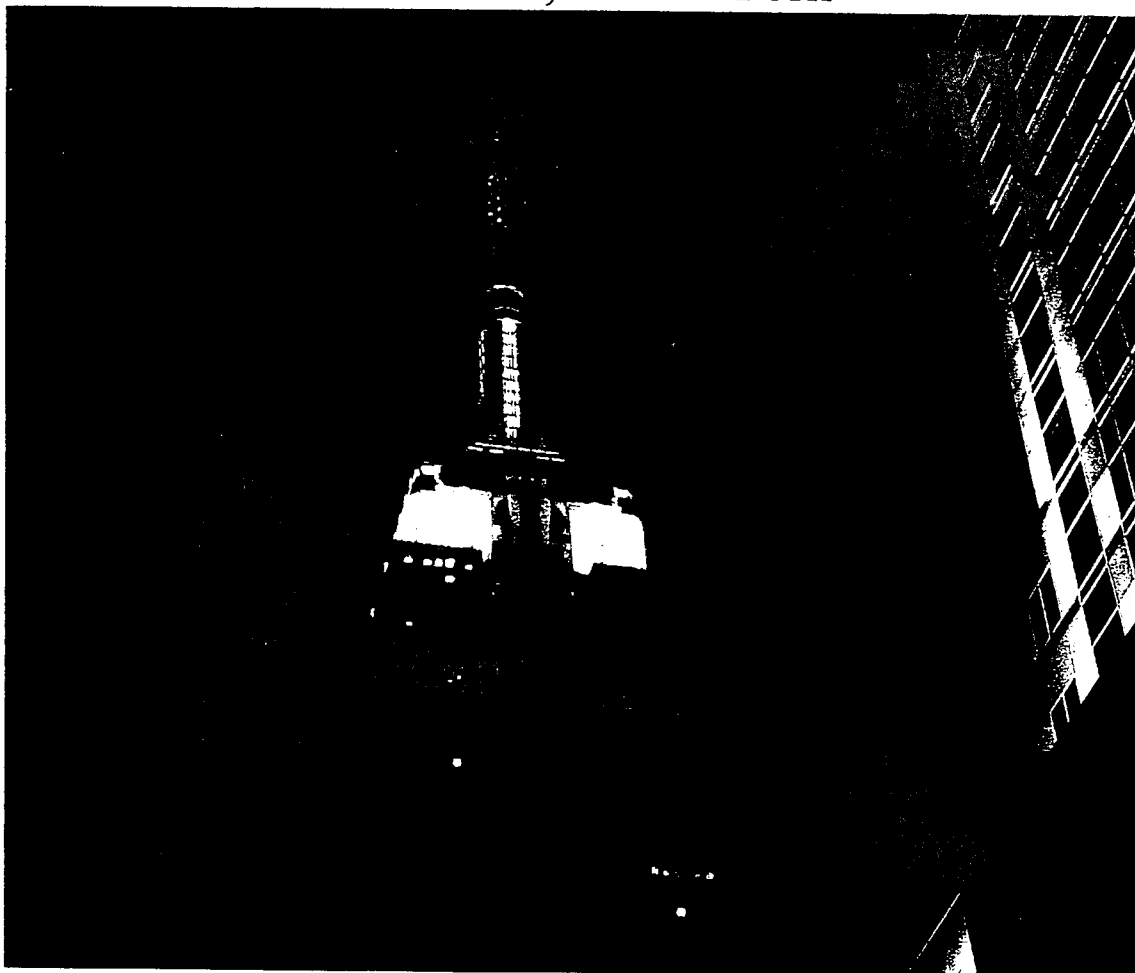


FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
SEPTEMBER 25 – 26, 2001
0700 – 0700

New York, New York



FDNY INCIDENT ACTION PLAN

OPERATIONAL PERIOD

09/25/2001 – 0700 through 09/26/2001 – 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, continue to provide resource tracking, record prior and current significant events and provide liaison services at the request of Sector Chief. Your cooperation is essential to mission success.

INCIDENT COMMAND

Incident Commander	AC Cruthers
Executive Officer	DC Hayden
Operations Section Chief	DC Fellini (0700-1900)/DC Callan (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 Grant (0600-1800)/DC Steffens(1800-0600)

SECTOR CHIEFS 0530

1330

2130

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 SW 10-15 mph, 90% chance of showers (.5"-1"), High 75F
Night Cloudy with no precipitation, Winds W to NW 10 mph, Lows in the mid 50's F.

Two anemometers have been placed. One on the 11th floor of the Verizon Building and one on the 1010 Fire Station.

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 FL-1, UT-1, AZ-1, CA-8, WA-1, CA-3, CO-1.
FEMA RRTF	NE-1 located off site – operating as a Rapid Response TF to Supplement FDNY capabilities.
SWA IMT	1 to 2 per sector to assist with planning and documentation.

PLANNED ACTIONS AND OPERATING INSTRUCTIONS (Next 24 hours)

1. At 1400 hours all personnel will be evacuated from the site to facilitate controlled removal of the secondary collapsed hazard at the South Tower. Actual removal is estimated to take 2 hours. Decision about re-entry into the site will occur at 1700. Times may vary based on weather conditions.
2. 300 Ton crane is in place at Washington & Liberty Streets. Debris removal and void search operations will continue. FDNY SOC, PD ESU personnel and (1) FEMA US&R Task Force have been assigned to this location.
3. 800-ton crane is in place on West St. Debris removal and void search operations will continue in the North tower area. FDNY SOC, PD ESU personnel and (1) FEMA US&R Task Force have been assigned to this location.
4. 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.
5. 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.
6. 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 in all areas of operations. Protective hand lines are in place at the North Tower, continue to operate as required.
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.
8. NTSB will be on site to set up observation points that will assist in locating the flight recorders.
9. Conduct an engineering survey of the South and West facade walls still standing in the South Tower area. Develop an operational / engineering plan to facilitate removal of these unstable structures. FDNY, FEMA US&R, DDC and site construction manager to develop plan.

LOGISTICS

- Access points have been re-marked and noted on the latest maps. There will be points available for vehicles and/or pedestrians.
 - 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.
- As of 1700 hours Wednesday (9/26/2001) the red non-photo generic credentials will no longer be good – instead, the blue non-photo generic credentials will be enforced. The transition from red to blue will begin within the next 24 hours.
- Intermediate School 89 will be issuing the blue non-photo generic credentials.
- DDC will bulk credential contractors and will indelibly mark the bearers name on the non-photo generic credential. Will update the listing of issued credentials to OEM.
- A “Master” guide book will be prepared listing the municipal agencies which are exempt from having to have the non-photo blue generic pass. This information will be distributed to the security checkpoints.
- NYPD stated that volunteer police agencies will start to be demobilized except for selected agencies.
- There are also several authorized volunteer EMS agencies in service.
- NYC EOC will begin to scale down non-essential agencies and will utilize key contact personnel.
- Specific restaurant units will be issued a distinct credential that will be usable only at only one specific entrance for restaurant workers.
- DOH is concerned about outdoor eating establishments and food safety. There will be five (5) authorized sites for meals:

AUTHORIZED FEEDING SITES

It is important that ONLY authorized feeding sites be used for perishable food consumption. In the interest of the health of the staff, it is important to maintain control of these sites. We wish to thank all those who have provided food, and need their cooperation in this matter.

- St. John University 101 Murray.
- Spirit cruise ship berthed at the north pier.
- McDonald's West of Broadway at W Liberty & Cedar.
- Uncle Ben's between Vesey & Murray
- The Salvation Army on West St across from Rector Street

LOGISTICS (CONT)

FOOD VENDORS

- The DOH in conjunction with the NYPD will work toward taking down the unauthorized eating / feeding areas

SANITATION

- Personal hygiene stations are in place on Liberty, between Church & Greenwich
- Personal Hand washing Stations are available at all the above sites.
- Boot washes, hand and eye wash stations area available at West and Murray St Johns Univ.
- Additional washes and showers are available on a limited basis at the Liberty Street Marina on a limited basis to augment the entrance/exit facilities

CACHE SITES

- Three sectors now have operational CACHE units.
West Sector- Port Authority
Liberty Sector- NYPD
Church Sector- FDNY

COVERALLS

- Coveralls for FDNY staff will be available at West/Murray/Chambers Street Area

Tradewinds Laundry Service will pick up & distribute from the World Fair Marina
The tent will be staffed their personnel who will collect and size the coveralls
Pick up and drop off times:

Outbound Crew	In Bound Crew
530	0700-0900
1330	1430-1630
2130	2230-2330

The laundry will be done at their commercial facility in L.I.C.
1000 units shipped to homeport 4000 units shipped to WFM

NOTIFICATION

The E train is now running under Church Street. It will discharge passengers at Chambers Street Station and proceed south at less than 10 mph to WTC station. A switch will be activated and the train will proceed to the north at less than 10 mph to the Chambers Street Station where it will take on passengers. The WTC Station will remain closed.

SAFETY

Hazards:

- Walking, Working Surfaces
- Falling Debris
- Airborne Contamination
- Bio-Hazards, Universal Precautions
- Cutting, Welding-Compressed Gasses
- Cylinder Storage
- Vehicular Traffic
- Backing Vehicles
- Excavation Equipment
- CRANE Operations- Be aware of swing & stress cables and whipping of broken cables
- Sewer Grates, Trenches, Manholes
- Personnel need to be aware of possible live ammunition at WTC 7, Barclay Street Ramp and the Customs House.
- **Due to the instability of Winter Gardens Atrium between 1 and 2 World Financial Center, all personnel shall remain clear of that area. Safety Chiefs for Liberty and West Sectors shall monitor for compliance***

Mitigation:

- **EVACUATION SIGNAL – 3 BLASTS**
- Each Sector Command **MUST** assign a Safety Officer
- Each Sector Command **MUST** assign a **FAST** Truck for Emergency Response
- Work with a buddy who has visual contact with you
- Control Site Access
- Maintain Site Safety Awareness
- Be aware of changing conditions
- Do not eat or smoke in the work zone (Hand washing prior to eating)
- Plan escape routes in event of emergency of any type
- Climb with proper protection at all times
- Mandatory head and eye protection at all times
- Look overhead and be aware of all surroundings
- Change respirator filter when resistance is felt with air flow –usually after 3 days
- Have a reliable means of communications

Protective Equipment:

- **Hard Hat**
- **Respirator with replaceable filters**
- **Safety Shoes**
- **Long Sleeve Shirts**
- **Durable Trousers**
- **Safety glasses/goggles**
- **Gloves**

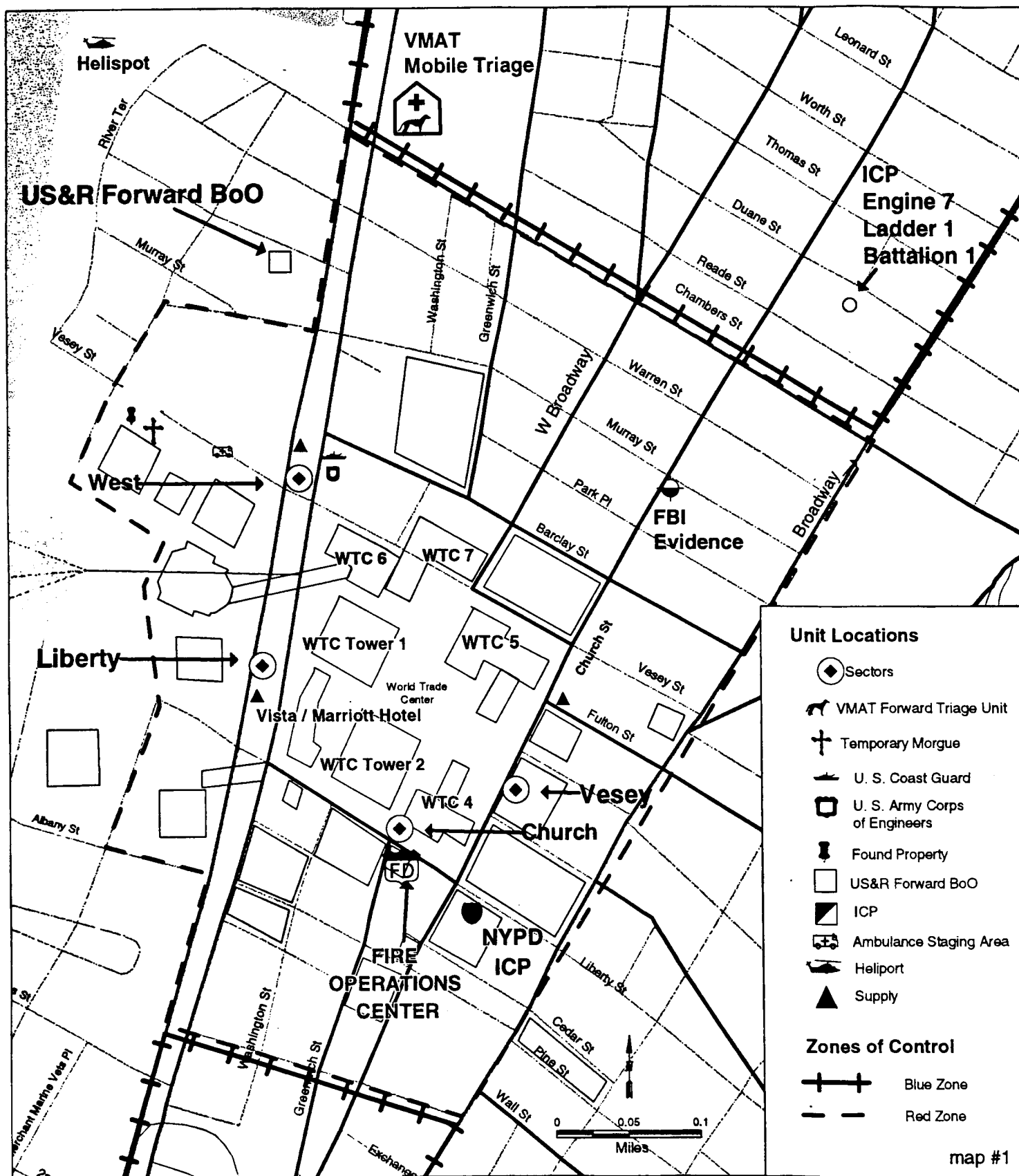
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LOCATIONS AND BOOM REACH APPROXIMATE

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DR-1391-NY New York City Facility Locations - September 24



World Trade Center Incident

0700 Incident Command Post Meeting
September 25, 2001

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

Action Items / Issues:

- DOH advised a list has been developed outlining the minimum recommended PPE needs for the work zone. A map was created showing more specifically the outline of the PPE zone. DOH will coordinate with DDC and DOT to see about the feasibility of painting a "green line" around the site to clearly indicate where PPE should be utilized, and where pedestrians should not go. DOH further advised proper use of PPE would dramatically lower those exposed to the potential for injury.
- NYPD has set up new access points in accordance with the Security Plan. In addition, another change in credentialing will be required by 1700 hours 25 September 2001.
- FDNY is monitoring cameras in the search area with the presence of NTSB. There has been a request for laser pointers so the searchers in the towers would be able to illuminate specific areas for the searchers to concentrate in.
- OEM advises mapping of the Freon tanks should be done today.
- The laundry service for coveralls, etc., is in place and functional. Coveralls are being collected and re-issued at the marina.
- DDC advises the Winter Garden will be started with the next couple of hours. Later today, they're going to drop the wall. This will necessitate the clearing of the area. Personnel on site should be listening for audible instructions from the public address system starting around 1400 hours today. The 1,000-ton crane should be operational within a couple of days.
- The weather stations worked well for the cranes last night allowing them to operate continuously overnight.
- DDC and NYPD will work together to come up with a security plan for the demolition at the site this afternoon. Part of this plan will include the removal of vehicles along designated routes.
- The "parade of celebrities" needs to be coordinated through OEM.

Meeting adjourned.

Minutes approved by Chief Cruthers

DRAFT OPERATIONAL PLAN TO ADDRESS PRIORITIES FOR THE 96 HOUR PERIOD BEGINNING THURSDAY - 09/27/2001

Location/Date	27-Sep	28-Sep	29-Sep	30-Sep	01-Oct	02-Oct	03-Oct	04-Oct	05-Oct	06-Oct	07-Oct
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1. Winter Garden

Grid: B, C, D, E
8, 9, 10

Action: Debris removal in atrium and entry area

Timeline: [REDACTED]

Resources: [REDACTED]

2. North Tower - Stairway C

Grid: J, K
8, 9, 10

Action: Excavator operations at the base will continue until the 1000 ton crane is operational.

Timeline: [REDACTED]

Resources: [REDACTED]

3. WTC #6 - Customs House and the area between buildings 1 & 6 including the NorthBridge Area

Grid: H, I, J, K, L
8

Action: ESU will coordinate with the Sector Chief in this area to use a man basket to access the area from above. DDC suggested contacting Bob Lee from AMEC to coordinate crane availability.

Timeline: [REDACTED]

Resources: [REDACTED]

4. Plaza and Pit Area

Grid: R P
15, 16 14

Action: Construct an access road to facilitate heavy equipment operations in this area.

Timeline: [REDACTED]

Resources: [REDACTED]

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5. Bankers Trust Building

Grid: O, P, Q
17

Action: Removal of steel façade, Removal of debris on top of building, Netting the building, Debris removal at the base of the building

Timeline: [REDACTED]

Resources:

6. South Tower - WTC 2 and the Marriott Hotel

Grid: K, L, M, N, O
13, 14, 15

Action: Remove remaining south wall façade by pulling or by burning

Timeline: [REDACTED]

Resources:

Action: Use Guillotine or Grapplers to deconstruct the Marriott Hotel building

Timeline: [REDACTED]

Resources:

7. Survey and inspection of the Freon tank adjacent to the South Wall of WTC 1

Grid: J, K, L, M
11, 12

Action: Access the area of the Freon tank to assess structural integrity of the tank and associated plumbing to determine the quantity of product remaining and the appropriate disposition

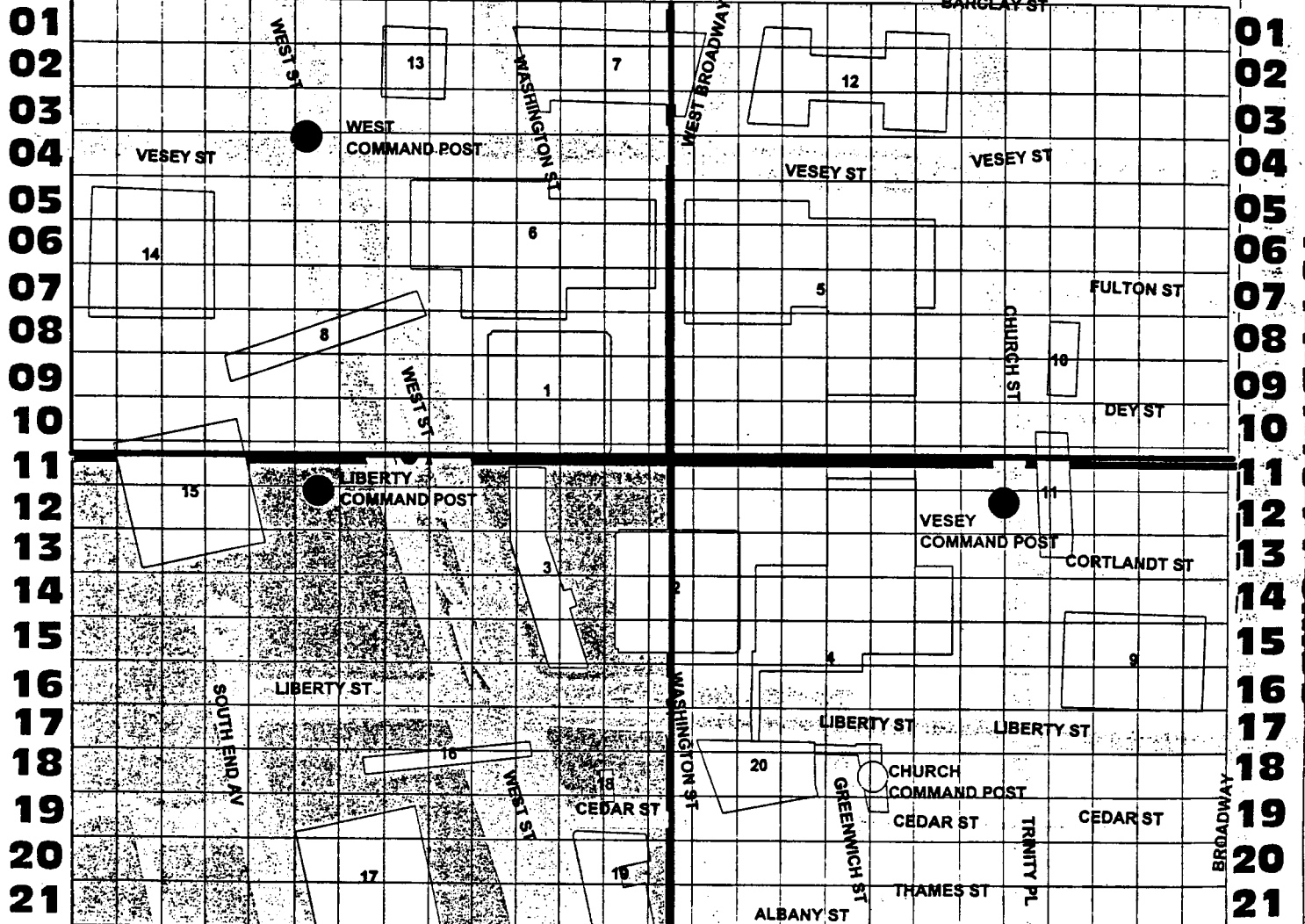
Timeline: [REDACTED]

Resources:

MURRAY ST WEST ST MURRAY ST MURRAY ST MURRAY ST
 PARK PL PARK PL PARK PL
 GREENWICH ST CHURCH ST BROADWAY

75 FT BY 75 FT GRIDS

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z



A B C D E F G H I J K L M N O P Q R S T U V W X Y Z PINE ST

Id	Building_name
1	1 WTC North Tower
2	2 WTC South Tower
3	3 WTC Marriott Hotel
4	4 WTC SE Plaza Building
5	5 WTC NE Plaza Building
6	6 WTC Custom House
7	7 WTC Tishman Center
8	8 North Bridge

CARLISLE ST

TRINITY PL

WALL

