

FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 19 – 20, 2001
0700 – 0700



PH

PLAN 27

OPERATIONAL PERIOD

Friday 10/19/2001 – 0700 through Saturday 10/20/2001 – 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 8-10mph, 0% chance of showers, High lower 60's

Night Clear, low in the upper 40's.

Outlook - Saturday– Mostly Sunny, 0% chance of showers, Highs in the mid 60's, Lows in lower 50's
Sunday – 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)

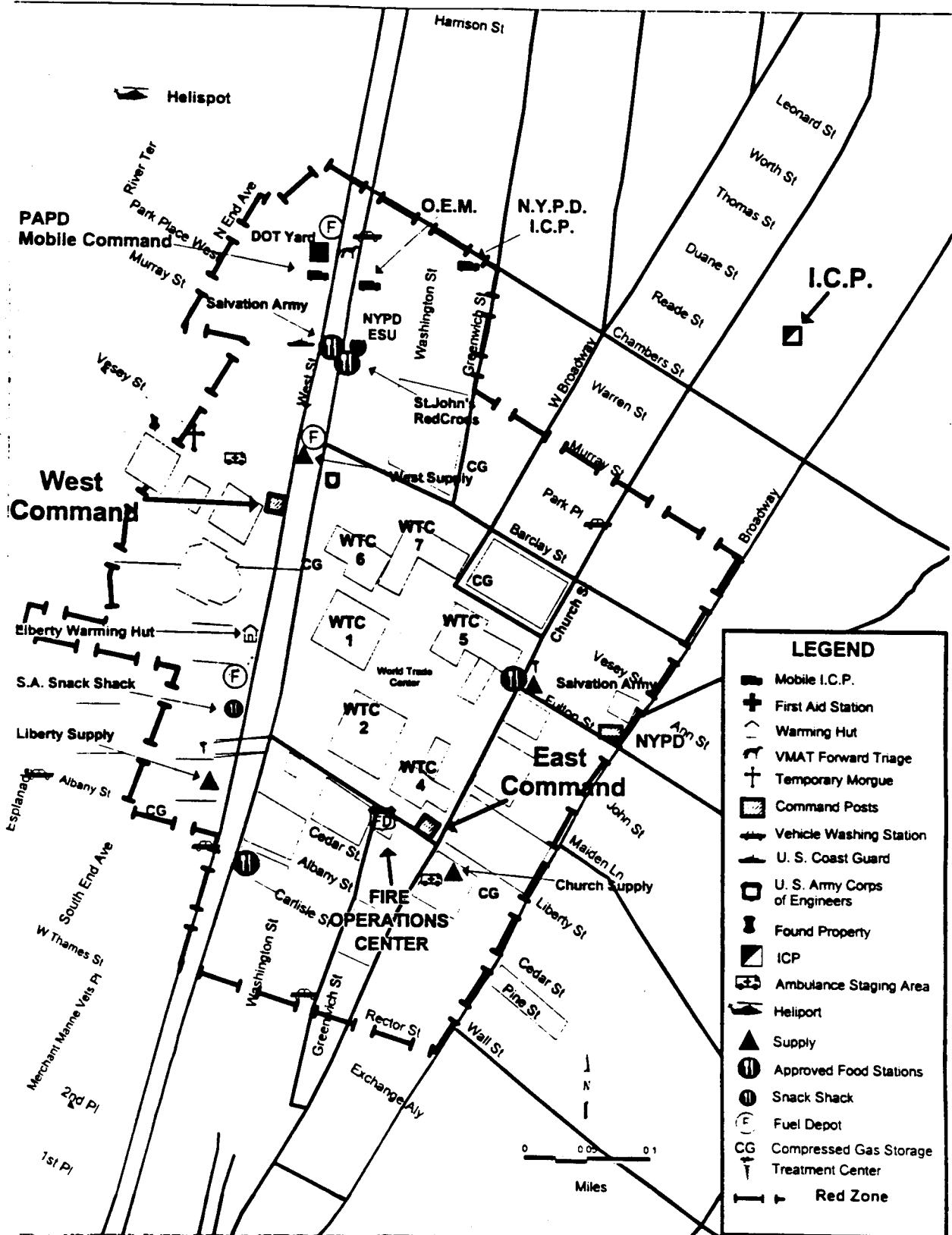
1. Application of water to South Tower area and where heat and smoke are escaping in an attempt to extinguish/reduce the heat.
2. Operations continue on debris removal from the North Tower area with intermittent use of handlines to cool debris and for dust control.
3. Intermittent use of handlines in 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 shoring on Church Street.
11. Started demolition of 3 southwest bays of 6 WTC.
12. Established procedures for coordinated fueling services.
13. Removed 4 truckloads of FDNY equipment and tools.
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. PESH has conducted air sampling (7 firefighters/shift).
17. Received final copy Environmental Health and Safety Plan, it is being reviewed.
18. Procedures for tube trailer movement issued to all contractors.
19. NYCTA conducted entry to Rector St. station for bi-weekly inspection.
20. Removed 12 55 gal. drums of kerosene from West Command.

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 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. Fire Prevention will begin confiscating 1 & 5 gal plastic gas cans.
14. DOB Derrick & Crane Unit site safety inspection of operations, movement, placement & maintenance. (Continuous)



DR-1391-NY New York City Facility Locations - October 15



map #1



FEMA GIS DR 1391 NY
1ST Situation Unit
printed on 10/15/2001 RK
Facility Locations 10.15.wor



FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007
TEL. FAX

WTC COMMAND

TO: WTC Operations Post
East & West Sector Commands

FROM: D.C. Blaich *C.R. Blau*
Logistics Officer WTC

DATE: October 17, 2001

SUBJECT: Refueling of F.D. Apparatus

Effective immediately all request for the re-fueling of Fire Department apparatus requiring Diesel Fuel shall be handled in the following manner:

- 1) Operations Post shall contact the Fire Department OEM Coordinator at 07:30 and 17:30 hours at 646-756-3169 or 3170.
- 2) Operations Post shall provide the following information:
Number of apparatus needed re-fueling.
Exact location of apparatus
- 3) All Sector Commands shall provide the Operations Post with the above information (#2) by 07:00 and 17:00 Hours.
- 4) F.D. OEM Coordinator will then contact the Department of Sanitation to arrange for diesel fuel delivery.
- 5) Any problems contact the Incident Command at 646-613-1591.



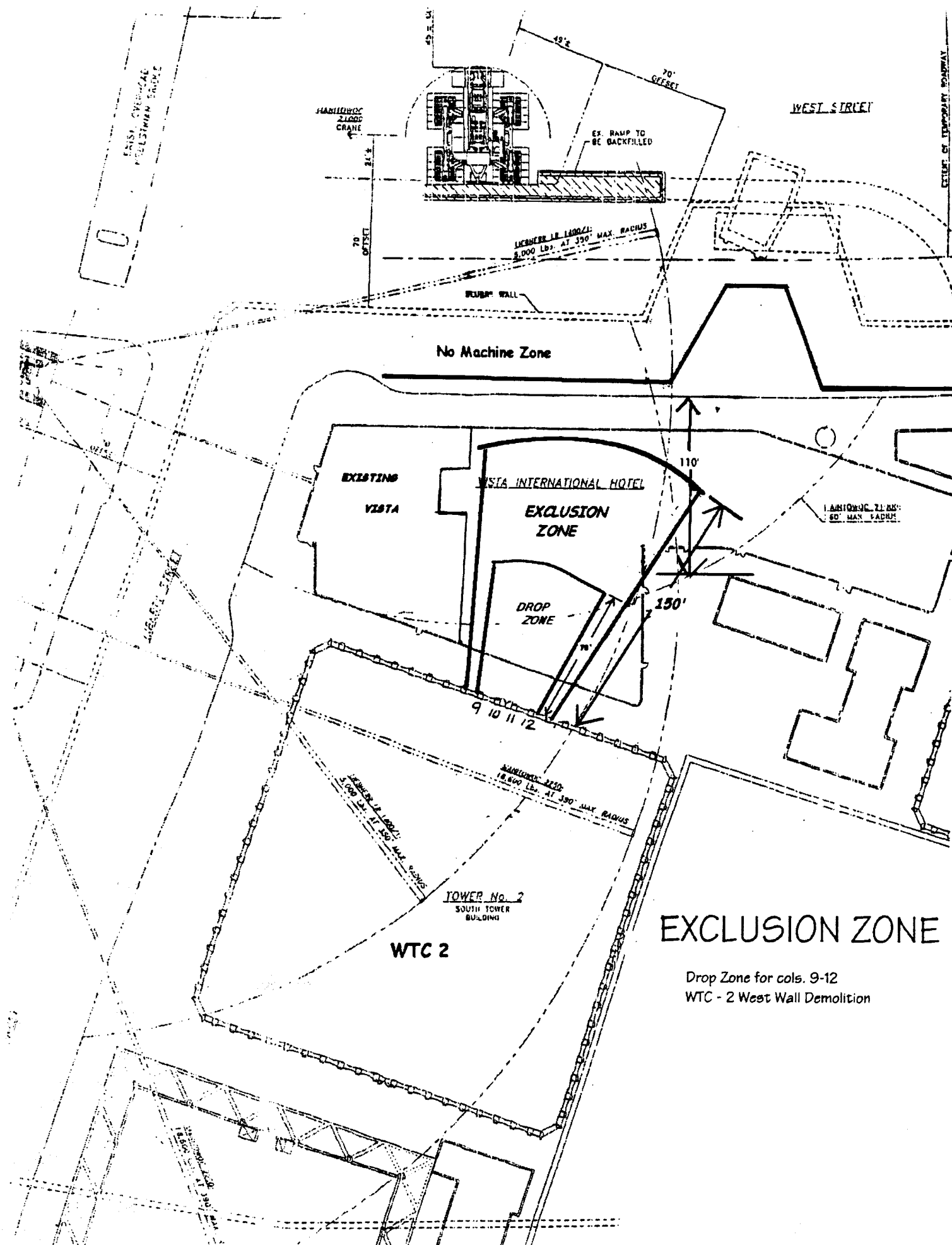
FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007
TEL 646 613-7293 FAX 613-1649

WTC COMMAND

HEAVY EQUIPMENT SAFETY AND CONTINGENCY PLAN October 15, 2001

- Maintain clear area in front of operating cranes and grapplers. Use minimum amount of personnel.
- Maintain liaison with contractor or DDC representative in sector who can be used for advice regarding any accidents.
- In the event of any heavy equipment mishap, any on scene emergency personnel shall immediately initiate appropriate emergency procedures, then work or stand-by as directed by the first arriving fire department chief officer.
- Notify FD Operations Post of nature and severity of incident.
- Nearest hand line will be stretched to cover any fire or potential fire.
- On scene SOC units and fast truck to be notified and provide for operator removal and/or victim extrication.
- SOC Chief to relieve Sector Chief and direct emergency operations.
- Sector Chief to establish a nearby staging area where additional resources (i.e. PDESU, PAESU, any regulatory agencies, and additional resources) will report.
- Sector EMS to be notified and provide for victim treatment and transport.
- Designate PD official to maintain safety area for operations regarding accident.
- Sector Safety Chief shall investigate and forward Incident Safety Report with full particulars to the Incident Commander.



15. Fire Prevention to meet with DCAS to develop 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. Entry into Concourse Level Building 5 WTC, to retrieve valuables by Friday.

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. NYARNG/USFS will retrieve unattended hand for consolidation.
6. Clear sites for the erection of warming tents at East Command, Vessey Sector and Liberty Sector.

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:

10/19	0700-1100	PEACH
10/19	1100-2300	GRAY
10/19-20	2300-0700	YELLOW

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. When any SCBA or compressed gas cylinders are found the Sector Chief will notify the ICP for Fire Prevention notification.
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.

SPECIAL INSTRUCTIONS - Continued

13. No open flames or warming fires. Use the warming tents if necessary.
14. No parking along Church between Liberty and Vesey.
15. Prior to any vehicles being removed/towed from bldgs. FDNY Ops chief must insure a foam handline is provided.
16. Prior to any steel cutting @ 3 WFC(Amex) a charged handline will be stretched to a location TBD.
17. The exclusion zone for Banker's Trust will be maintained & enforced during cutting operations
16. Exclusion zone for 2 WTC continues until all pulling is completed @ 2 WTC. All personnel are to remain outside the exclusion zone (See Diagram)

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

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 end of the week.
5. Removal of 2 WTC south and west façades to continue.
6. Contractor will continue to construct retaining wall for BMT on west side of Church Street.
7. Debris removal in plaza area adjacent to 5 WTC.
8. Core drilling and installation of tiebacks for slurry wall south of 2 WTC.
9. Continue debris removal from 1 and 2 WTC footprints.
10. Removal of Bankers Trust debris.

ANTICIPATED ACTIONS (72 hours)

1. Well points, core drilling and tiebacks being installed on Liberty and West Streets to be continued.
2. Construction of north to south retaining wall for BMT on west side of Church Street.
3. DDC will provide an overall site project plan on 10/22/01.
4. Debris removal north of Marriott (Vista) hotel.
5. Demolition of southwest bays of 6 WTC.
6. Continue south to east access road to plaza.
7. Continue slurry wall backfilling on Liberty Street.
8. Continue shoring in 3 WFC.
9. Continue removals of 2 WTC west and south facades.
10. Removal of debris north of Bankers Trust.
11. Removal of debris on plaza and concourses.
12. Continue removals from 1 and 2 WTC footprints.
13. Demolition of southwest bays of 6 WTC for crane access to north façade of 1 WTC continues

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 | Water and Snack Sites are: |
| ▪ Marriott WFC Hotel, Albany & West. | ▪ 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.

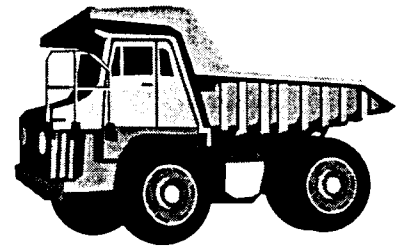
- AMEC Zone: West Street adjacent to foundation for North Bridge
- BOVIS Zone: Inside fenced turnout in front of 1 WFC. Fence to be raised to 16 feet.
- TULLY Zone: South side of Liberty Street between Broadway and Church.
- TURNER Zone: Greenwich Street between Park Place and Barclay
- Corner of Vesey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

Two sites approved in Turner zone due to restricted access configuration.

Additional safety requirements will be implemented as needed.



Safety Message
10/19/01



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

◆ *Personal Protective Equipment*

Improvement can be seen on the site. Keep up the good work. Using PPE is a positive step in protecting yourself from harm. Set the example for everyone else. The injury you prevent may be your own.

◆ *Fuel and Compressed Gasses*

Designated areas have been established for the storage of fuel and compressed gasses. Use them and ensure that all containers are approved for use in the confines of the City of New York. Ensure there is adequate separation between fuel containers and compressed gas cylinders. Remove all used or empty containers from the site. Post "NO SMOKING" signs.

◆ *Be Aware Of Your Surroundings*

Pay attention to what is going on around you, especially when you are working around heavy equipment. Give it plenty of room to work. If you don't know the plan or what is happening....ASK.

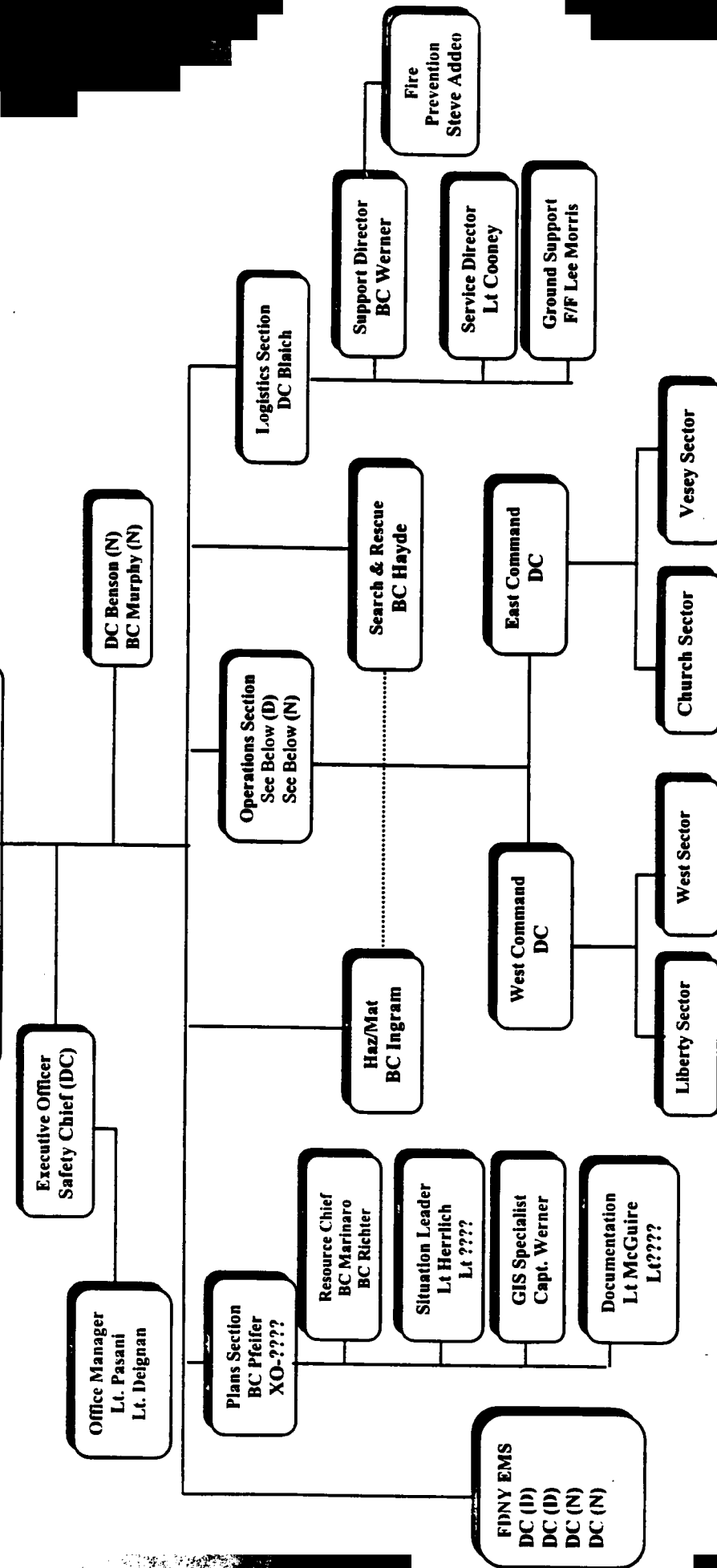
◆ *Use Caution When Driving*

Do not exceed the maximum 10 mph speed limit when in the work area. Gators must be especially cautious when driving around large equipment or trucks, and always give them the right of way. The area is getting extremely congested.

THINK -- SAFETY -- FIRST

10/18/01

INCIDENT COMMANDER
DC Hayden



WTC Task Force		Tour 1	(D)	0700 – 1900	10/18	Operations Chief	AC –	Fellini	DC - Ferraro
		Tour 2 <th>(N)</th> <th>1900 - 0700</th> <th>10/18 – 10/19</th> <th>Operations Chief</th> <th>DC -</th> <th>Kilduff</th> <th>DC - Mandala</th>	(N)	1900 - 0700	10/18 – 10/19	Operations Chief	DC -	Kilduff	DC - Mandala
									DC - Fueches
									DC - Dunn

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) Kevin Culley (IC Liaison) Tom DePrisco	646-210-5861 or 646-756-3018 202-297-7680 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	Bill Bosak	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
USPHS	John Gochnauer	347-231-4523

TABLE OF ORGINIZATION FOR BOX 8084 WTC OPS - 1800 hours 10/18/2001

TOTAL EMS RESOURCES PER TOUR

02 Chiefs
02 Captains
03 Lieutenants
04 Paramedics
11 EMTs

22 Total per Shift

