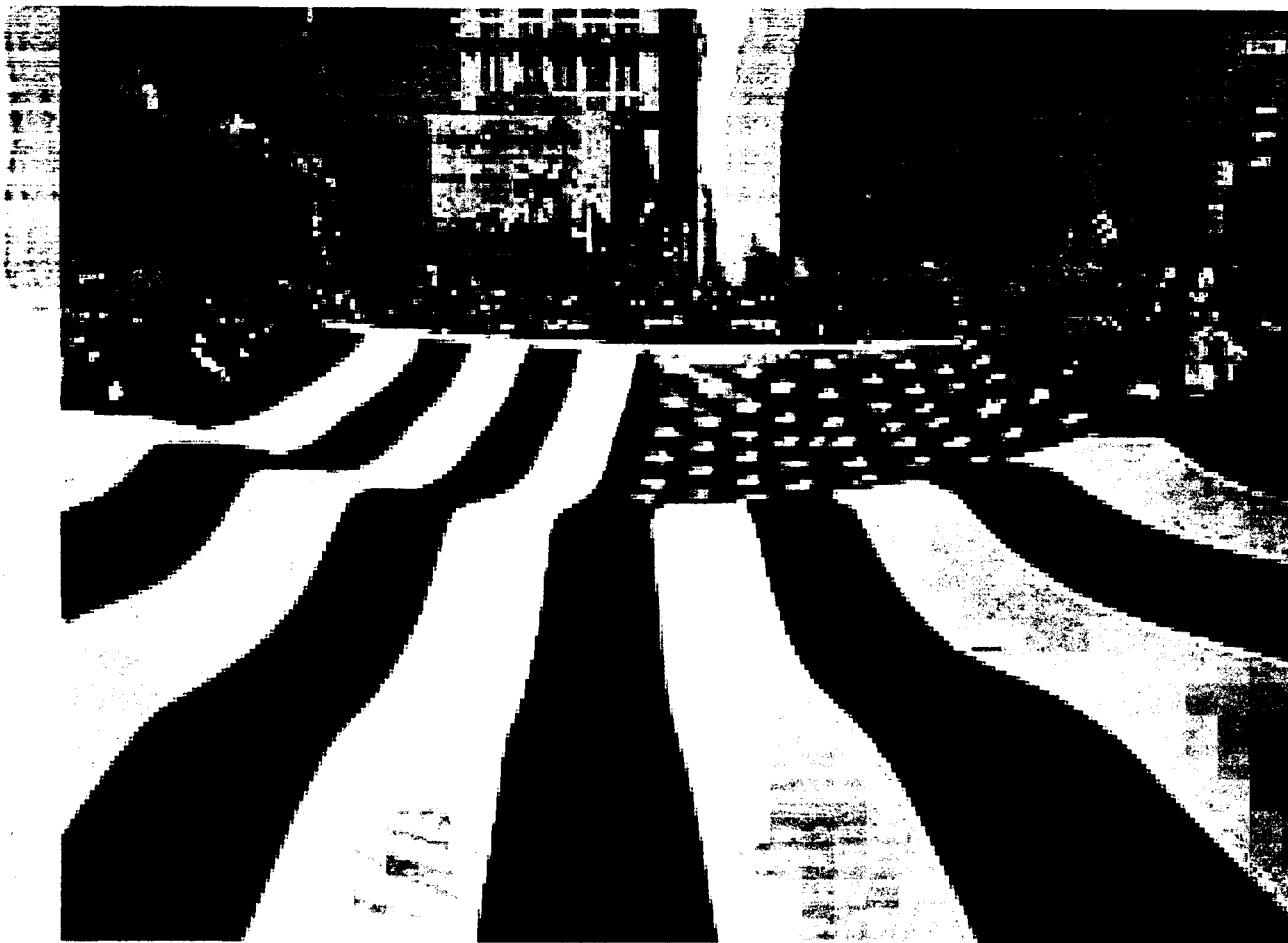


FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 9 - 10, 2001
0700 - 0700



[Handwritten signature]

PLAN 18

OPERATIONAL PERIOD

10/09/2001 – 0700 through 10/10/2001 – 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.
 4. To provide for recovery and identification of as many remains as possible and return to next of kin.
- 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 Sector	Vesey & West
East Sector	Liberty & Greenwich

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.
DEP	Emergency crew on stand-by at site for water main breaks – (917) 468-2877.
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

Liberty Street / West Street (DMAT Medical Command and Pharmacy)
Fulton Street / Church Street
West Street / Vesey Street

WEATHER FORECAST

Day Mostly Sunny, Winds NW 5-10 mph becoming SW, 0% chance of showers, Highs near 60.

Night Partly Cloudy, Winds SW 5 - 10 mph, 0% chance of showers, Lows near 50.

Outlook - Wednesday – Partly Sunny, 0% chance of showers, Highs in the upper 60's with Lows in the upper 50's. Thursday – Partly sunny, Highs in the lower 70'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 and 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 handlines to cool debris.
3. Tower Ladder continues to operate on 2 WTC debris and multiversal 7 WTC.
4. Additional Tower Ladder operated on 7 WTC during the day and the multiversal continued to operate on 7 WTC
5. An exterior standpipe was created with 2 1/2" hose to the 10th floor of 130 Liberty (Bankers Trust) to protect the building during torch operations.
6. Consolidation of 2 Sector Posts into 1 location called West Sector Post(West & Vesey Sectors) with new phone numbers.
7. 125 compressed gas cylinders were located and removed from outside the perimeter. Compressed gas cylinders located inside the perimeter were identified and relocated to the contractor's main storage area or returned to the proper owner.
8. Identified main storage areas for compressed gas cylinders (Approximately 8 separate locations).

PLANNED ACTIONS (Next 24 hours)

1. 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 personnel have been assigned to this location.
2. 1000-ton crane is in place on West Street in the proximity of the Marriott WTC Hotel. 300-ton crane is also assisting in this operation.
3. 500-Ton crane is in place at Liberty and Washington Street to work on debris removal on the South facade.
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 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 personnel will continue to conduct void searches as required as heavy steel is removed.
6. All Emergency personnel operating on the South Tower in selected areas will be in bunker pants as needed.
7. Continue to place and use large caliber water streams for continuous fire extinguishment operations on 1, 2 and 7 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. NJI 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.
14. Consolidation of 2 Sector Posts into the East Sector Post (Church and Liberty Sectors) which will be operational Tuesday afternoon with new phone numbers. See Logistics Section for more details.
15. Collection and consolidation of tools and equipment scattered throughout the site. See Logistics for further details.

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.
4. Review by Mayor's Office of the WTC Long Range Site Plan.
5. Collection and consolidation of tools and equipment scattered throughout the site. See Logistics for further details.

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:**

10/09	0700-1100	GOLDEN ROD
10/09	1100-2300	PURPLE
10/09-10	2300-0700	ORANGE

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.
14. All trailers going to Pier 6 are required to be tarped before leaving the site.
15. DDC to place jersey barriers on W. Broadway between Vesey Street and Barclay at Transit Authority's 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. Cutting and removal of sections of the West and South façade of 2 WTC has begun.
4. Hydrants have been energized at various locations. See attached map.
5. Con Ed gas line cut and capped (6" main) at Vesey and West Streets.
6. Accomplished cutting of overhanging steel from Bankers Trust.
7. Marriott WTC Hotel demolished down to debris pile.

PLANNED ACTIONS (24 hours)

1. Continue haircut of West and South façade of 2 WTC.
2. Continue debris removal from the Marriott WTC Hotel.
3. Continue to backfill void North of slurry wall & South of 2 WTC from Greenwich to West Street to be completed 10/12/01. A conveyor is being set up to expedite progress.
4. Continue cutting miscellaneous steel from Bankers Trust Building.
5. Well points being installed on Liberty Street by Moretrench drilling.
6. Continue shoring for the roadway between 4 and 5 WTC to be completed within 5 days (10/10/01).
7. Debris will be accepted at Pier 6 barging operation. Trucks are required to be tarped.
8. Crane matting at 6 WTC to be completed in 1 to 2 days.
9. Continue to shore floors at 3 WTC that will take 2 to 3 weeks.

ANTICIPATED ACTIONS (72 hours)

1. Complete netting on North side of Bankers Trust Building.
2. Test borings (peizimeters / inclinometers) to start on Tuesday (10/9/01).
3. Start debris removal in front of Bankers Trust.
4. Demolition planned for 3 West bays on 6 WTC to begin on Wednesday (10/10/01) and last 2 weeks.

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

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.
- Uncle Ben's at West and Vesey.
- The Salvation Army on West and Murray.
- Marriott WFC Hotel at Albany & 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 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).

Respirators – fitted and issued by EMS personnel and 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/FF report to WFM at 0930 and 2130.

Transition to the West Sector Command Post is complete. West Sector and Liberty Sector Commands have transitioned into this Sector Command Post. New phone number for WEST SECTOR POST are:

212-608-7753
212-608-7754
212-608-7796
212-608-8048
212-608-9556 fax

Transition of Operations and Staff into the East Sector Command Post at Liberty and Church will be initiated. Sector Commands at Vesey and Church will transition into this Command Post.

Collection of scattered tools and equipment located at the Liberty Sector Command Post will be removed under the guidance of the U.S. Forest Service.

Collection of scattered tools and equipment located at the West Sector Command Post will be removed under the guidance of the U.S. Forest Service and FDNY Technical Services.

At the completion of these transitions:

- Two Sector Commands (East and West) will be responsible for Operations under the direction of the Operations Post at 10-10.
- There will no longer be four Sector Command Posts.
- There will be four warming tents near old Sector locations.
- Limited hardwired phones will be in place for use by Chief Officers.

Victim Family Visit to Red Zone

Mayor's CAU 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 75 persons per trip

Victim Family

10 Families, 5 members per family

Mental Health Professional

2 PD or FD, 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	CAU (Mayor's Community Assistance Unit)
Jose Baptista	917-882-8998	OEM

10/08/2001

FDNY IAP – NOT FOR PUBLIC DISTRIBUTION

YOUR HEALTH & WELFARE IS THE HIGHEST PRIORITY

EVACUATION SIGNAL = 3 Blasts – Stop all work and evacuate the area

USE YOUR PPE IN 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** with latex or nitrile liners

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

- *AIRBORNE CONTAMINANTS** - *Proper use of PPE can eliminate or at least reduce the potential hazard;*
- *TRAFFIC WITHIN AND AROUND THE SITE** – *Drivers please slow down, it may save a life!*
- *FALLING GLASS & OTHER DEBRIS** – *Strong winds aloft, maintain site awareness;*
- *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 WORKING SURFACES** - *Especially hazardous when wet;*
- *BIOLOGICAL HAZARDS** - *Utilize Universal Precautions;*
- *CUTTING & 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;*

Recommendations for YOUR SURVIVAL:

- ☛ Use all PPE at all times on the site, inside and outside the Green Zone
- ☛ Maintain eye contact with equipment operators when working with heavy machinery
- ☛ Know crane swing radius and give them a wide berth
- ☛ Be aware of strong winds aloft – falling debris
- ☛ Establish and maintain emergency communication links
- ☛ Know the location of damaged buildings and their changing conditions
- ☛ Plan for emergency events – know your escape routes, advise others
- ☛ Be AWARE of changing conditions
- ☛ Maintain visual contact with your partner(s)
- ☛ All cylinders are charged and ammunition live – proceed with caution
- ☛ 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



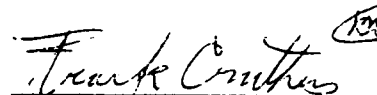
FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007
TEL. 646-613-0228 FAX 646-613-1649

WTC COMMAND

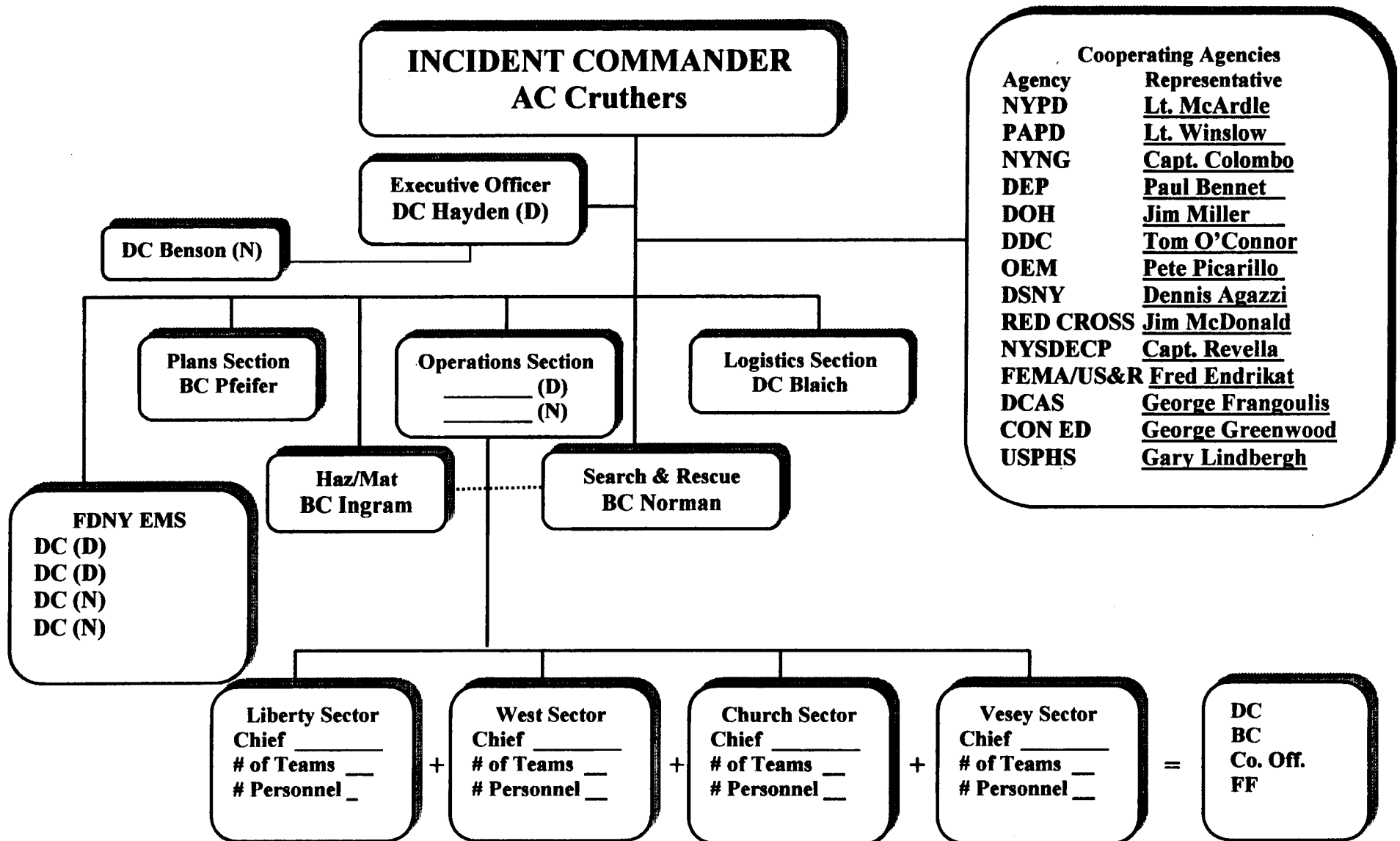
TO: Operations Chiefs, Sector Chiefs, Company Commanders of E. 10/L.10
FROM: Frank Cruthers WCT Task Force Commander
DATE: 10/5/01
SUBJECT: GSP Tracking (Revised)

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

10/09/01

FDNY – WTC ORGANIZATIONAL CHART



10/09/01

**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	DR. JIM MILLER	917-642-2809
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 10/09-0700 10/10

Tour 1 0700-1900 10/09

Operations Chief: AC Fellini

**DC Spadafora
DC Dunne**

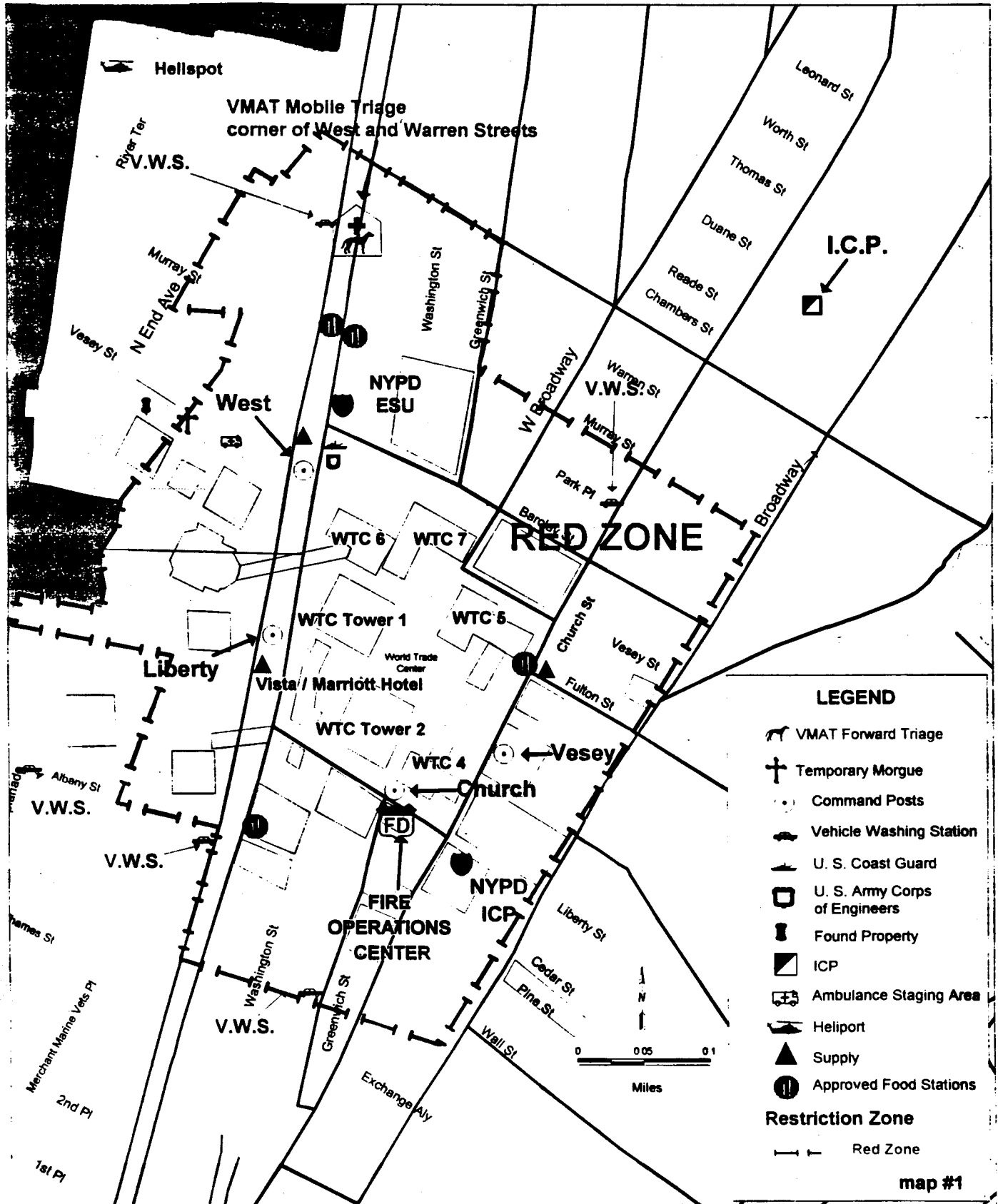
Tour 2 1900-0700 10/09-10/10

Operations Chief: DC Kilduff

**DC
DC**



DR-1391-NY New York City Facility Locations - October 07



- Hydrant Symbol
- DO NOT Restore at This Time
- Can be Restored
- Further Investigation Necessary
- In Service
- Closed Valve

Water main information
Revised 10/7/01 - 8:00 AM

10/7/01

