

FDNY

0015

INCIDENT ACTION PLAN

OPERATIONAL PERIOD

OCTOBER 15 – 16, 2001

0700 – 0700



[Signature]

PLAN 24

OPERATIONAL PERIOD

Monday 10/15/2001 – 0700 through Tuesday 10/16/2001 – 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	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.
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
- 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 NW 10 to 15 mph, 20% chance of showers, Highs in the upper 60's.

Night Clear, Winds N 2-8 mph, 10% chance of showers, Lows mid 50's.

Outlook - Tuesday – Partly Sunny, 20% chance of showers, Highs in the lower 60's, Lows mid 40's.

Wednesday – Partly Sunny, Highs in the upper 50's with Lows in the mid 40'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 is being used for dust control and cooling.
8. Guidelines for access to retrieve valuables have been completed and issued.
9. Spill prevention and response plan has been submitted for review.
10. Contractor continues MTA debris removal on Church Street.
11. Identified and approved 4 additional locations for compressed gas cylinder storage. (identified in Logistics)

PLANNED ACTIONS (Next 24 hours)

1. 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.
2. FD SOC personnel and PD personnel will continue to conduct void searches as required as 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 to 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. U.S. Army will continue laser mapping to detect any movement or shifting of piles. OEM is coordinating these activities.
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. Salvation Army water and snack site (and associated hand wash station) to move off Church Street to a site on Fulton between Church & Broadway.
12. Partial removal of west wall 2 WTC scheduled for Monday 10/15/01.
13. Entry into Chase Manhattan for retrieval of valuables on Monday.

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:
 - Backfilling of slurry wall
 - North Tower (1 WTC)
 - North and West sides of Marriott
 - South Tower (2 WTC)
3. Perimeter security will continue.
4. Review by Mayor's Office of the WTC Long Range Site Plan.
5. Establish guidelines for coordinated fueling services.
6. Initiate demolition of 3 southwest bays of 6 WTC.

SPECIAL INSTRUCTIONS

1. **FDNY Sector Chiefs will approve all searches.**
2. **Follow the procedures identified in the attachment for retrieval of valuables from damaged structures.**
3. Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Warning 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:

10/15	0700-1100	DAYGLO BLUE
10/15	1100-2300	ORANGE
10/15-16	2300-0700	GLITTER PINK

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, 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.
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.**
15. All personnel are to be excluded from the safety zone west of the West wall of Tower 2, which will be marked, until the 8 sections are removed. (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. Test borings completed on Liberty Street.
5. Core drillings for tie back installation on Liberty street started.
6. First phase of crane matting at 6 WTC is complete.
7. Contractor commenced MTA debris removal and maintenance of traffic on Church Street.
8. Operations west of the West wall of Tower 2 is on hold and a safety zone has been established (See Diagram).
9. Debris now accepted at Pier 6.

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 debris removal from the Marriott WTC Hotel.
4. 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.
5. Well points being installed on Liberty Street and also West Street by Moretrench Drilling.
6. Continue shoring for the roadway between 4 and 5 WTC to be completed before partial demolition of 4 & 5 WTC.
7. Continue to shore floors at 3 WTC that will take 2 weeks.
8. Movement of 750 Grappler for 6 WTC demolition.
9. Removal of 2 WTC south and west façades to continue.
10. Pull down 8 northwest columns of 2 WTC facade steel. (See Diagram)
11. DDC will provide an overall site project plan on 10/15/01.
12. Contractor to continue MTA debris removal and management of traffic on Church Street.
13. Removal of steel from Bankers Trust.
14. Debris removal plaza area of 5 WTC.

ANTICIPATED ACTIONS (72 hours)

1. Test borings and well points to be installed on Liberty and West Streets to be continued.
2. Start installation of tie – rods on Liberty Street (Tuesday 10/16/01).
3. Second phase of matting at 6 WTC for access to North façade of 1 WTC for demolition.
4. Movement of 4100 crane for demolition of 1 WTC north façade.
5. DDC and FDNY will meet Tuesday at 13:30 at Duane St. Command Post to discuss the sequence of operations and perimeter map.

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.

Safety Message
10/15/01



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:

⇒ **Use Your Respirator**

When you are on the pile or working down wind of any fumes or dust.

⇒ **Hard Hat –Wear It**

whenever you are at the work site working or looking.

⇒ **Eye Protection,** if you've got it **wear it, if you don't get it at any supply cache.**

There is no shortage of hazards in and around the work site and Personal Protective Equipment can go a long way in helping to prevent injuries. The catch is it has to be worn and used for it to work.

Be Aware of your surroundings
Look Up-Look Down-Look Around



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.
- Marriott WFC Hotel at Albany & West.

Water and Snack Sites are:

West & Murray
Fulton between Church &
Broadway

Sanitation Sites are as follows:

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

Cache Sites (PNW – IMT) are as follows:

- ξ West Sector – On West Street just north of Vesey Intersection.
- ξ Liberty Sector – Ground floor of 1 WFC.
- ξ Church Sector – At Liberty & Church.

Vehicle Wash Sites are as follows:

- | | |
|--------------------------------|---------------------------|
| ξ Southend Ave. and Albany St. | ξ Rector and Greenwich. |
| ξ West St. South of Albany St. | ξ Park Place and Church. |
| | ξ West St. and Warren St. |

Coveralls will only be available at the World's Fair Marina (WFM).

Respirators – fitted and issued by EMS 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

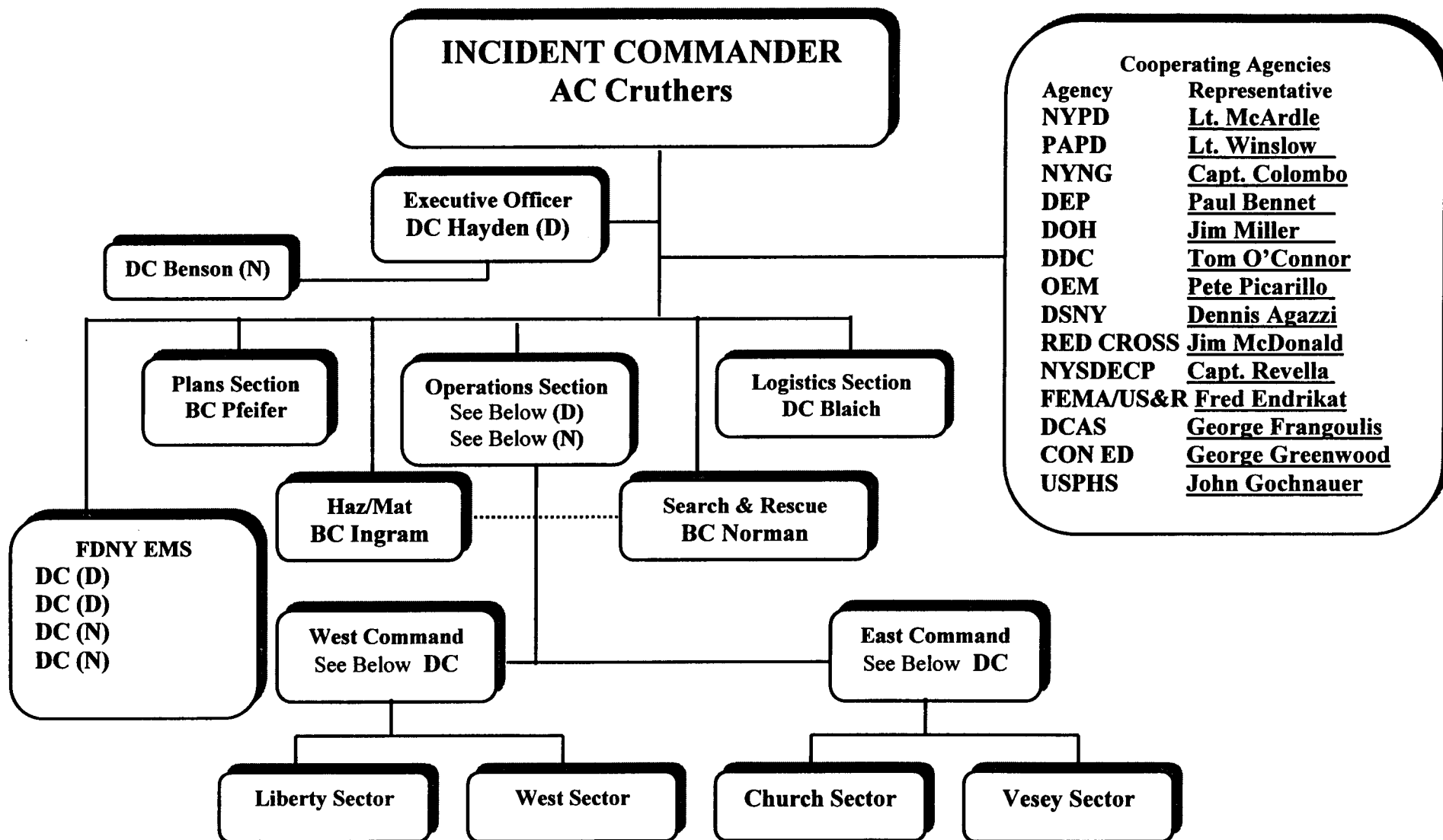
212-425-4201
212-425-4231
212-425-4217
212-425-4180
212-425-4221
212-425-4096 fax

Compressed Gas Storage Locations:

- | | |
|--|--|
| ξ Liberty Street between Broadway and Church Street. | ξ Greenwich Street and Barclay Street. |
| ξ Albany Street and West Street. | ξ West Street near North Bridge. |
| ξ Albany Street and South End Ave. | ξ West Street north of South Bridge. |
| ξ West Broadway and Barclay Street. | ξ West Street and South Bridge. |

10/15/01

FDNY – WTC ORGANIZATIONAL CHART



Cooperating Agencies	
Agency	Representative
NYPD	<u>Lt. McArdle</u>
PAPD	<u>Lt. Winslow</u>
NYNG	<u>Capt. Colombo</u>
DEP	<u>Paul Bennet</u>
DOH	<u>Jim Miller</u>
DDC	<u>Tom O'Connor</u>
OEM	<u>Pete Picarillo</u>
DSNY	<u>Dennis Agazzi</u>
RED CROSS	<u>Jim McDonald</u>
NYSDECP	<u>Capt. Revella</u>
FEMA/US&R	<u>Fred Endrikat</u>
DCAS	<u>George Frangoulis</u>
CON ED	<u>George Greenwood</u>
USPHS	<u>John Gochnauer</u>

WTC Task Force	Tour 1	(D)	0700 – 1900	10/15	Operations Chief	AC – Fellini	DC - Fuerch
	Tour 2	(N)	1900 - 0700	10/15 – 10/16	Operations Chief	AC - Kilduff	DC - Gioviannozo DC - Hughes DC - Hovesepian

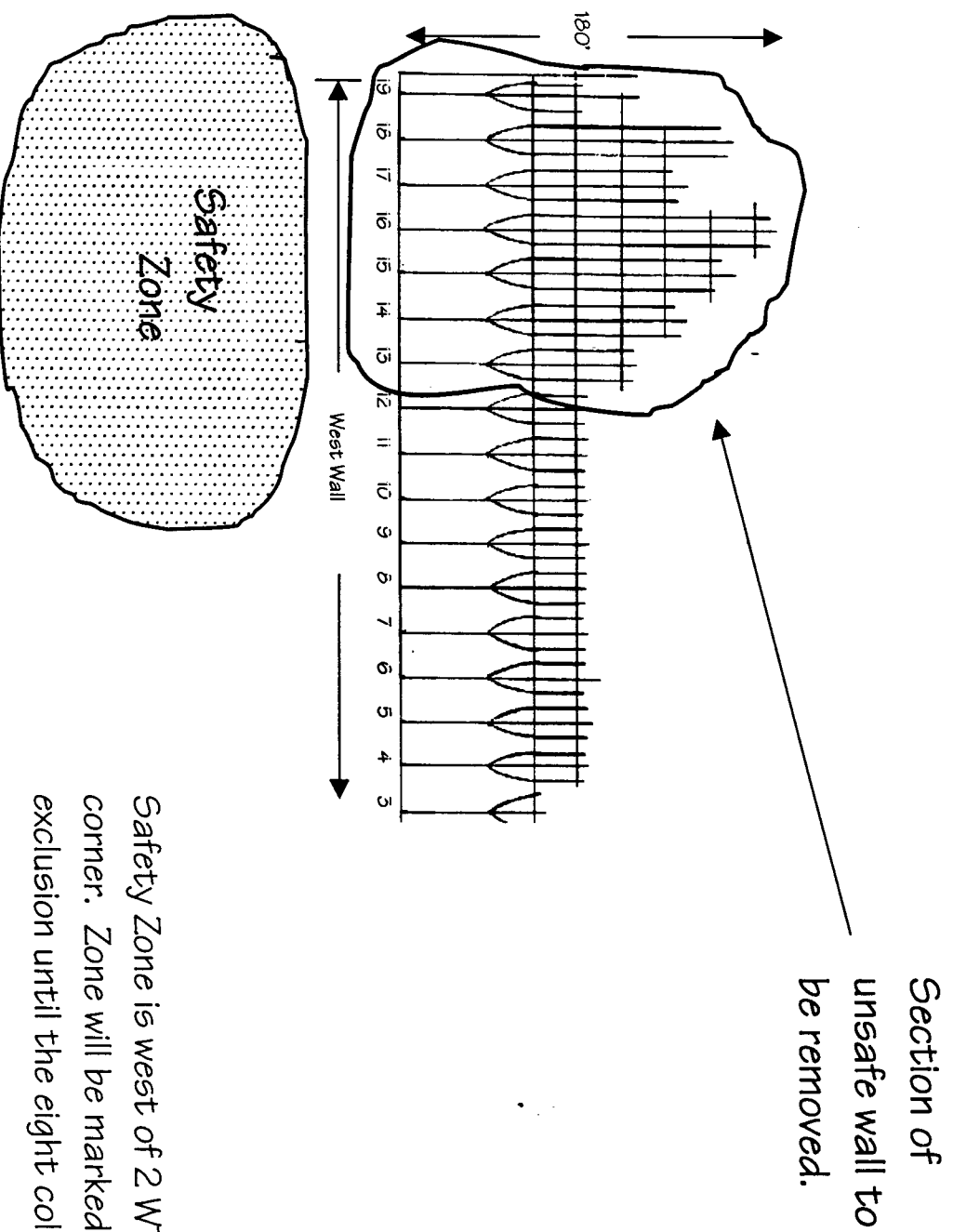
10/15/01**FDNY – WTC ORGANIZATIONAL LIST**

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)	646-210-5861 or 646-756-3018 202-297-7680
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	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
USPHS	John Gochnauer	347-231-4523

Requests For Access To Retrieve Valuables From Damaged Structures

1. Have person making request contact Capt. (PD) Tom DePrisco at OEM 646-756-6332 or 347-203-4177. Capt. DePrisco will verify the person's I.D. and authorization to enter area. After this is complete, he will forward authorization info to us for scheduling of entry.
2. After authorization is received, contact the party to schedule a time. (Record here) contact PAPD Lt. Winslow to have a team videotape recovery (212) 941-5252.
3. Send a FD-SOC representative (FF O'Connell if available) to survey the site for structural stability and site hazards. FD will determine whether or not area can safely be entered and if work can be carried out.
4. Notify ESU CP (Lt. McArdle if available) for the need for a team to accompany extremely valuable removals.
5. Entries should only be permitted to reclaim cash or bonds or other highly valuable, relatively irreplaceable goods. No entries will be permitted to retrieve personal effects.

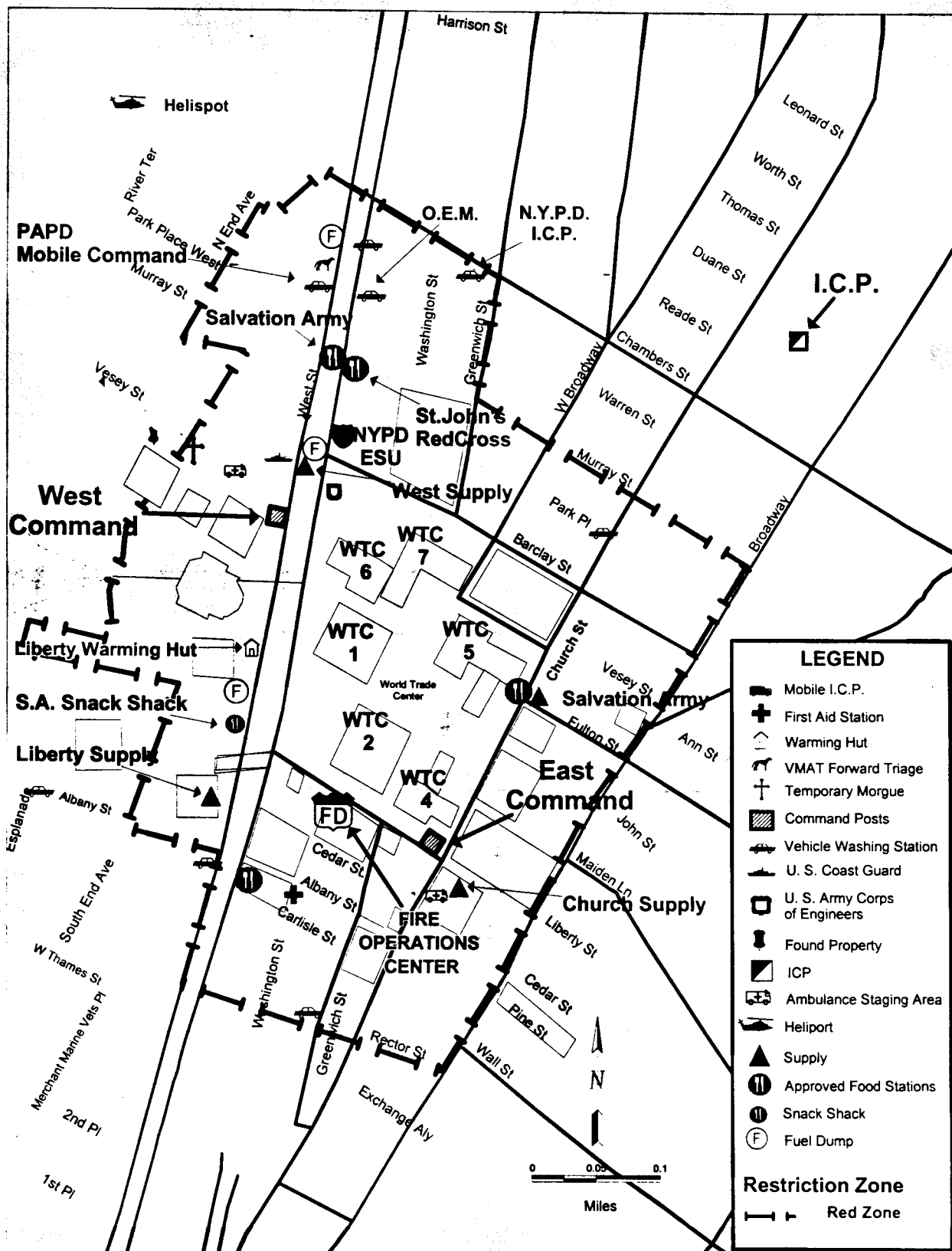
Safety Zone for Removal of 2 WTC Facade – Monday (10/15) Afternoon



Safety Zone is west of 2 WTC northwest corner. Zone will be marked for personnel exclusion until the eight columns are removed.



DR-1391-NY New York City Facility Locations - October 14



map #1



FEMA GIS DR 1391 NY
IST Situation Unit
printed on 10/14/2001 RK
Facility Locations 10.14 wor