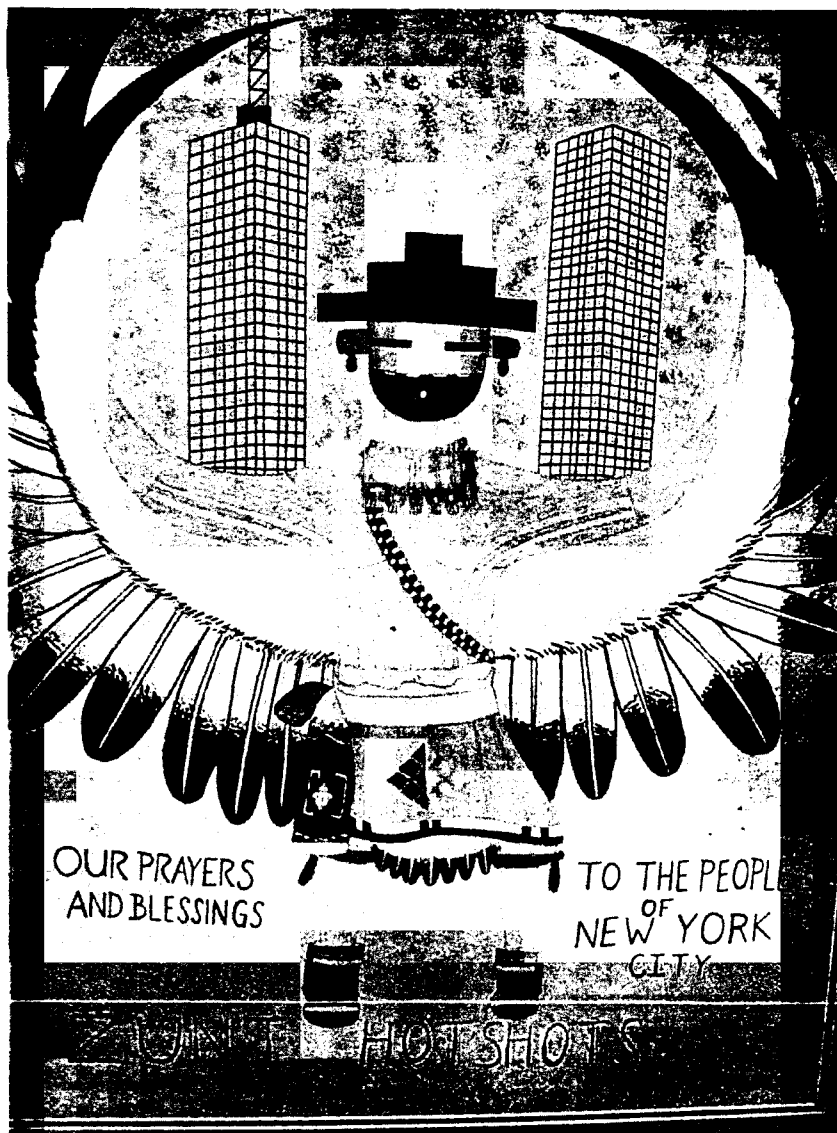


FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 12 - 13, 2001
0700 – 0700



[Signature]
PLAN 21

Zuni Knife Wing

The Zuni Pueblo Knife Wing is a symbol of the Zuni Warrior Society and is a protector of the land and its inhabitants; it represents courage, honor, wisdom and strength. The spirit of this symbol is carried into battle or other life threatening situations. The Knife Wing is also a guardian angel watching each and every one of us.

Historically, the Knife Wing symbol was blessed and placed on warriors' shields to protect the warriors. This ancient tradition continues to this day with the Zuni Interagency Hotshot Crew. The symbol is part of the crew uniform and is placed on crew vehicles.

The Zuni Interagency Hotshot Crew presents this Knife Wing artwork, by crewmember Octavius Chuyate, to the citizens of New York and the nation. This gesture is a symbol of unity and brotherhood under one nation.

***"May this symbol protect our nation and it's people.
God Bless America."***

The Zuni Interagency Hotshot Crew, October 12, 2001

Bureau of Indian Affairs
Zuni Interagency Hotshot Crew
Zuni, New Mexico, 87327

OPERATIONAL PERIOD

10/12/2001 – 0700 through 10/13/2001 – 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.
AK / SWA IMT's	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)

Disaster Medical Assistance Teams

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

WEATHER FORECAST

Day Partly Sunny, Winds S 5 to 10 mph, 0% chance of showers, Highs in the mid 70's.

Night Partly Cloudy, Winds SE 5 mph, 0% chance of showers, Lows in the upper 50's.

Outlook - Saturday – Mostly Cloudy, 0% chance of showers, Highs in the low 70's with Lows near 60.

Sunday – Cloudy, 50% chance of showers, Highs in the low 70's with Lows in the upper 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 and for dust control.
3. Tower Ladder operating intermittently on West Broadway and Park Place for 7 WTC and on 2 WTC.
4. Additional Tower Ladder operated on 7 WTC during the day and the multiversal continued to operate on 7 WTC.
5. Two multiversals in use for cooling and dust control between 5 & 6 WTC.
6. An exterior standpipe was created with 2 1/2" hose to the 10th floor of 130 Liberty (Bankers Trust) which continues to protect the building during torch operations.
7. Continued to collect empty compressed gas cylinders.
8. Emphasis continues on slurry wall reinforcement in front of South Tower.
9. Steel and debris removal continues from core of South Tower. Handline is being used for dust control and cooling.
10. Reviewing engineering report regarding slurry wall.
11. Perimeter plan by OEM at Mayor's Office for review.
12. Customs, HSPC and Duane Reade will be entering 6 WTC early in the morning.

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. 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.
4. FD SOC personnel and PD personnel will continue to conduct void searches as required as heavy steel is removed.
5. All Emergency personnel operating on the South Tower in selected areas will be in bunker pants as needed.
6. 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.
7. 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.
8. Continue GPS mapping and documentation of recovery operations and structural features.
9. NIJ continues to operate four camera points for use in locating the flight recorders.
10. U.S. Army will continue laser mapping to detect any movement or shifting of piles. OEM is coordinating these activities.
11. Fire companies to wet down debris fields and dirt roads when requested by DDC.
12. Install two high definition cameras at 90 West Street.
13. Contractor to commence MTA debris removal on Church Street.

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.

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:**

10/12	0700-1100	YELLOW
10/12	1100-2300	LIGHT GREEN
10/12-13	2300-0700	BROWN

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. 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.
7. 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.
8. **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.
9. 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.
10. 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.
11. 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.
12. **No open flames or warming fires.** Use the warming tents if necessary.
13. **No parking along Church between Liberty and Vesey.**

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

1. Road construction of the West to South Road North 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.
4. Con Ed has completed trenching on Church Street.
5. Test borings completed on Liberty Street.

PLANNED ACTIONS (24 hours)

1. Continuing access road construction to Plaza.
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 10/19/01. Two conveyors are set up to expedite progress.
4. Well points being installed on the East and West sides of Liberty Street and also West Street by Moretrench drilling.
5. Continue shoring for the roadway between 4 and 5 WTC to be completed before partial demolition of 4 & 5 WTC.
6. Continue to shore floors at 3 WTC that will take 2 to 3 weeks.
7. Debris will be accepted at Pier 6 barging operation on tomorrow. All trucks are required to be tarped.
8. Crane matting at 6 WTC to be completed tomorrow.
9. Movement of 4100 crane for 6 WTC demolition.
10. Contractor to commence MTA debris removal on Church Street.

ANTICIPATED ACTIONS (72 hours)

1. Demolition planned for 3 West bays on 6 WTC to begin today (10/12/01) and last 2 weeks.
2. Test borings and well points to be installed on Liberty and West Streets.

There is an OEM representative located at the OEM trailer (Murray and West - 212 941-5337) to contact DDC to handle contractor problems. 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.
- Uncle Ben's at West and Vesey.
- Marriott WFC Hotel at Albany & West.

Water and Snack Sites are:

West & Murray
Church & Fulton

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 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/FF report to WFM at 0930 and 2130.

Transition to the West and East Command Posts are complete. West Sector and Liberty Sector Posts have transitioned into West Command Post. Church and Vesey Sector Posts have transitioned into East Command Post. New phone numbers for are:

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:

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

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

Safety Message

Major Hazards:

Crane Operations
Demolition Operations
Biological Hazards

Falling Debris
Traffic
Walking and Working Surfaces

Hazardous Materials
Lack of PPE
Dust and Airborne Particles

Narrative:

- The particles of dust and fumes you see are NOT the only ones that can injure you SO CAN the ones you don't -----**WEAR YOUR RESPIRATORS. On the pile it's MANDATORY.**
- Do You Know the Swing Radius of the Cranes Your Working Around or of those Working Around You???
FIND OUT --Your life could depend on it.
- Slips, Trips, and Falls is one of the largest causes of accidents in normal work...Now Think about the conditions your working in -----**Pay Attention to Your Footing and move deliberately. STAY TUNED IN TO WHAT YOU ARE DOING.**
- **Think Blood Borne Pathogens** when ever working with Bio Hazards—Use Universal Precautions or call some one who will
- **What machines are working near you? Where are your co-workers? Are you paying attention to what's happening around you?** If you can't answer these questions all the time your not paying attention. **Stop— Look —and —Listen —Then work.**
- **Situations change by the minute, protect yourself by checking your six continuously.**
- If the evacuation signal sounds **"3 HORN BLASTS"— STOP ALL WORK AND EVACUATE THE AREA.**
- **Welders use caution when ever cutting any support member. Evaluate the job for any possible stress problems or collapse potential prior to starting.**
- **Vehicle operators always use spotters when going in reverse and Park as close to the curb or side of the street as possible —leave enough room for other rigs to work.**
- **When you take food break get away from the work site. Wash and take a good break.**

Safety -----It's A Concept You Can Live With

WTC Task Force

0700 10/12-0700 10/13

Tour 1 0700-1900 10/12

Operations Chief: AC Callan

**DC McCann
DC McKnight**

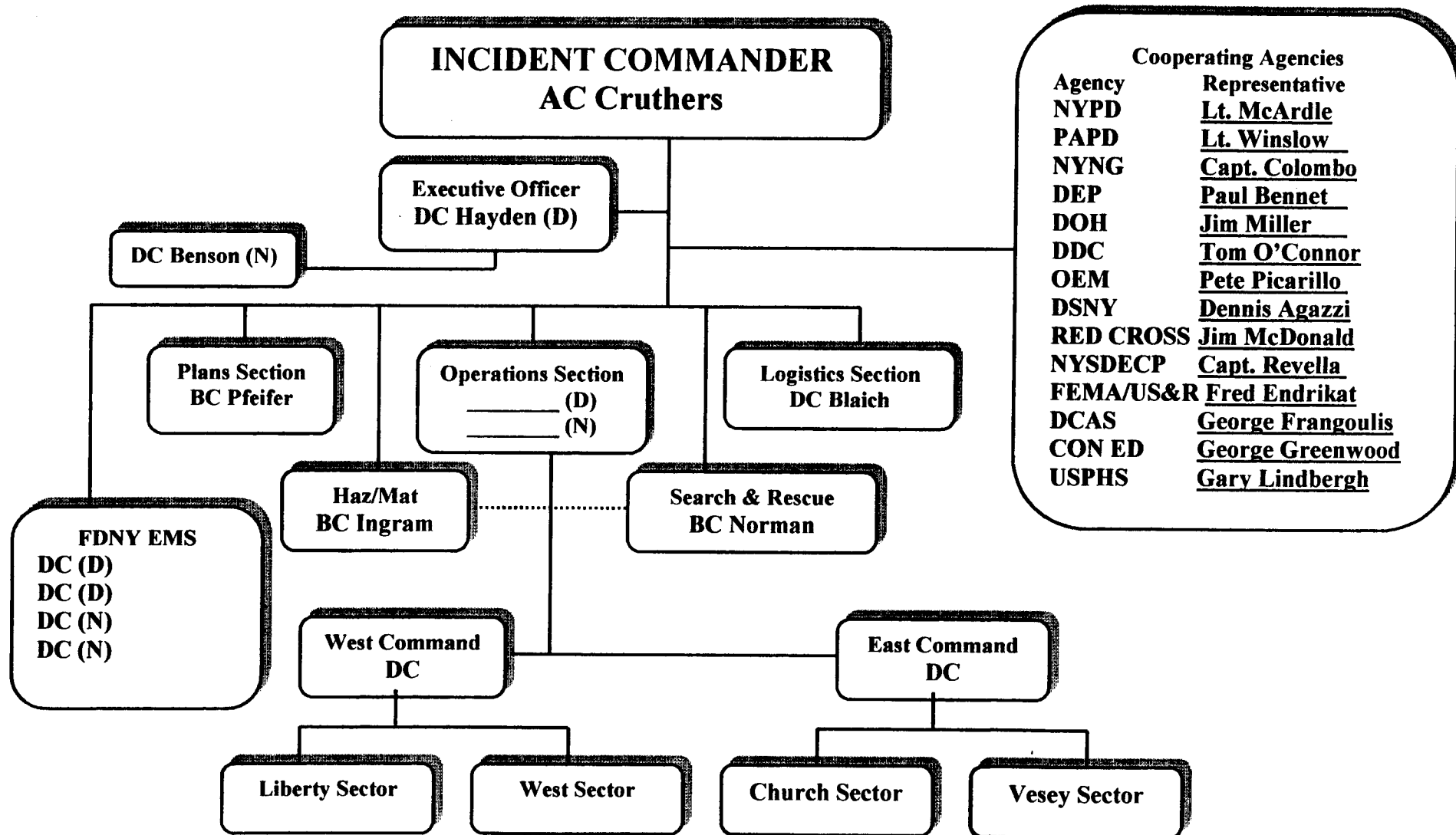
Tour 2 1900-0700 10/12-10/13

Operations Chief: DC McNally

**DC Bainbury
DC**

10/12/01

FDNY – WTC ORGANIZATIONAL CHART



10/12/01

**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	917-468-2877
DDC 0500-1300	TOM O'CONNOR	917-560-5365
	ED MCGINLEY	347-245-0387
1300-2200	LOU MENDES	646-235-3394
	JOE DELUCA	347-386-7329
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	GARY LINDBERGH	347-231-4607



DR-1391-NY New York City Facility Locations - October 11

