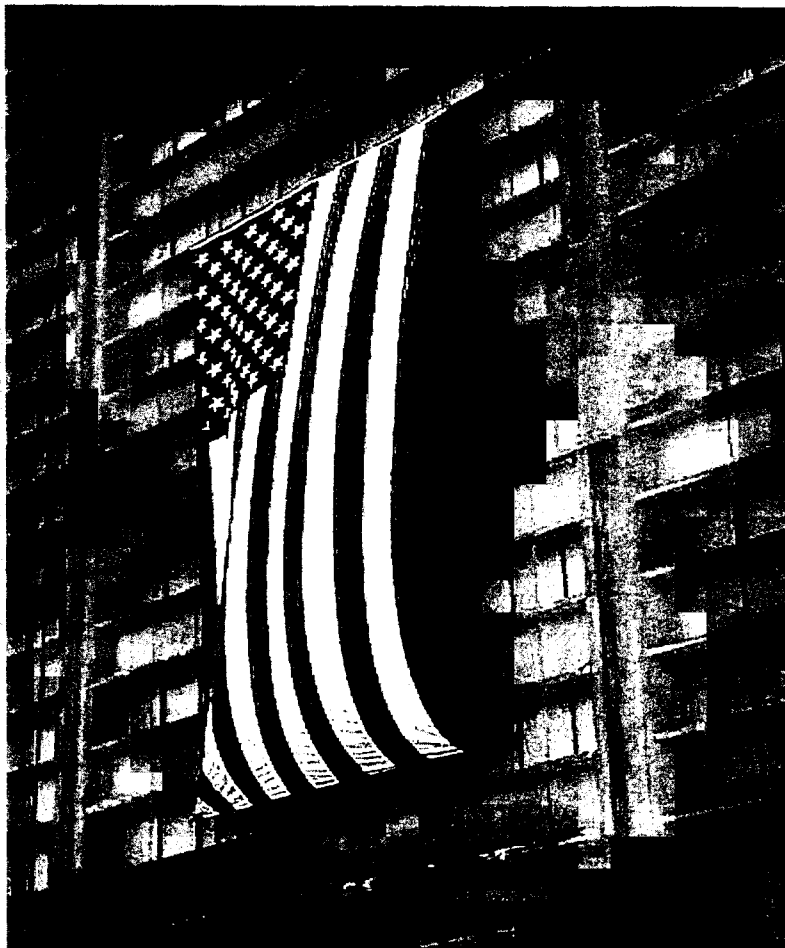


FDNY **NYPD**
INCIDENT ACTIC
OPERATIONAL PERIOD
OCTOBER 3 - 4, 2001
0700 - 0700



PLAN 12

7/6

OPERATIONAL PERIOD

10/03/2001 – 0700 through 10/04/2001 – 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. Interagency cooperation is essential to mission success.

OPERATING FACILITIES AND LOCATIONS

Incident Command Post	100 Duane Street
Operations Center:	10/10 Station (Liberty & Greenwich)
Liberty Sector	Liberty & West
West Sector	Vesey & West
Church Sector	Liberty & Greenwich
Vesey Sector	Church & Dey

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	Technical resources (structural engineers, canine search, technical search cameras/listening devices, etc.) from CA-4 (which will be operating as a 2-section rapid response task force) will be available for deployment to the WTC site on a special-call basis as required by the FDNY. This schedule will continue through Friday 10/05/01 at 1800 hours.
FEMA RRTF	CA-4 located off site (two locations) operating as a Rapid Response TF to Supplement FDNY capabilities.
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

DMAT 1	Chambers Street/West Street (In Borough of Manhattan Community College. This is the Medical Command for DMAT areas)
DMAT 2	Vesey Street/West Street
DMAT 4	Liberty Street/Church Street (In a tent)

ACCOMPLISHMENTS (Past 24 hours)

1. Continuing application of "pyrocool" extinguishing additive to South Tower area and where heat and smoke are escaping in an attempt to extinguish/reduce the heat.
2. Road construction to the rear of the South Tower continues as debris is removed.
3. Operations continue on debris removal from the North Tower area with occasional use of multiversal to cool debris.
4. DSNY continued to remove food from area restaurants and on site.
5. Bankers Trust building was netted from the top down on the east and west sides.
6. Completed Family Observation Post at West and Liberty and continued family visits.
7. Significant progress made on debris removal in the Winter Garden area.
8. Army Corps of Engineers command post at Vesey Sector is shutdown, operations at Vesey continue.
9. Significant progress removing steel from the "Pit" and Plaza area (165 truckloads).
10. Approximately 50% of 4 WTC removed, smaller equipment utilized during night operations.
11. Tower Ladder continues to operate on 7 WTC debris.

WEATHER FORECAST

Day Mostly Sunny, Winds W 12 mph, 0% chance of showers, Highs in upper 70's F

Night Clear, Winds W 10 mph, 0% chance of showers, Lows in the mid 60's F.

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 the OEM Command bus at West and Warren.

PLANNED ACTIONS AND OPERATING INSTRUCTIONS (Next 24 hours)

1. 300 Ton crane is in place at Washington & Liberty Streets. Accelerated debris removal and void search operations will continue. FDNY SOC and PD ESU personnel have been assigned to this location.
2. 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 ESU personnel have been assigned to this location.
3. 1000 ton crane is in place on West St. in the proximity of the Marriott WTC Hotel.
4. Steel cutting operations with the utilization of oxy-acetylene cutting set-ups (and subsequent removal of debris by rigging and heavy equipment) are to continue. Ironworkers are to be utilized to accomplish this mission. FDNY SOC and PD ESU 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. 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.
5. All personnel operating on the South Tower 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.
6. NO void search operations without approval of FDNY Sector Chief 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. Maximize placement of portable monitors for continuous fire extinguishment operations including application of pyrocool foam.
7. NIJ has six camera points that will assist in locating the flight recorders.
8. Void search operations will continue in the Winter Garden area as heavy steel is removed by crane. A FEMA US&R engineer will be available to conduct on-going evaluations of the conditions in this area for the operational period of 0800 hours through 2000 hours. FD SOC personnel and PD ESU personnel will continue to conduct void searches as required.
9. Continue to review operational/engineering plan to facilitate removal of the West façade walls still standing in the South Tower area. FDNY, FEMA US&R, DDC and site construction manager to review plan and evaluate results of deconstruction process.
10. Continue use of GPS for mapping and documentation of recovery operations as well as structural features.
11. Begin to cut overhanging steel from the Bankers Trust building following completion of netting to two stories above the overhanging steel.
12. Continue with pyrocool foam applications on 2 WTC.
13. Continue repairs to the sewer on the 10' by 10' hole east of the West Sector Command Post on West Street.
14. Start to backfill void north of slurry wall and south of 2 WTC from Greenwich to West Streets.
15. Continue green striping by DOT.

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:
 - Winter Garden
 - North Tower (1 WTC)
 - Bankers Trust
 - North side of Marriott
 - 2 WTC
3. Finish debris removal process at the Winter Garden building within 2 days.
4. Perimeter security will continue to be tightened.
5. Review by Mayor's Office of the WTC Long Range Site Plan.
6. Resolution of collection / removal of empty compressed gas cylinders.
7. Begin shoring for the roadway between 4 and 5 WTC to be completed within 5 days (10/7/01).
8. 300 ton crane at Washington & Liberty Streets may be relocated in front of Bankers Trust Building to assist in removal of overhanging steel.
9. Con Ed to re-activate steam lines on Church and Greenwich.
10. Building enclosures on North and South projections on West Street will be locked. The keys will be located with the FDNY Command Post, NYPD Officer at enclosure and OEM.

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. Only white, non-photo credentials will allow access into the site. The new credentials are available at PS/IS 89. Security checkpoints have a list of exempt agencies. **Only FDNY personnel arriving by bus** will be issued color-coded bands for authorized entry into the site.
4. GPS and document on the grid map dated 09/20 or later and in the sector operations log locations of any victims, public safety personnel, apparatus and equipment found.
5. When public safety personnel, apparatus and/or equipment are found, please protect the area and notify the appropriate agency for appropriate documentation and removal.
6. If weapons or ammunition are found, secure the area and immediately notify law enforcement authorities.
7. Upon approval of FDNY Operations Sector Chief, only physicians will perform field amputations.
8. Individuals within the Green Line must wear minimum recommended safety gear.
9. Damaged SCBA Tanks:
 1. If possible, slowly remove air pressure by opening valve.
 2. If the valve is damaged or missing – do not remove tank and notify Sector Chief.
 3. Sector Chief will notify Operations Command Post for relay to HazMat Operations for further instructions.
10. A single unit with one fire officer and 2 firefighters is dedicated to initial response to fires and emergencies within the restricted area.
11. 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.
12. Continue to monitor adjacent buildings for hazards of falling glass and other debris.
13. DSNY will flush streets upon request.
14. There are two small residential type safes in the canine area on B-1 of WTC 2 which contain explosive materials used for training dogs. The pile of debris is now twenty feet above grade but as pile is reduced to grade level operations in this location must be coordinated with PAPD and NYPD.
- * 15. Church Street will need to vacate immediate area of Church Street Command Post during initial activation of steam lines by Con Ed possibly tonight.

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.
- There are several authorized volunteer EMS agencies in service.
- There will be five (5) authorized meal sites. They are:
 - St. John University at 101 Murray.
 - Spirit of New York will operate through 10-6-01 at North Pier.
 - McDonald's on Fulton between Broadway & Church.
 - Uncle Ben's between Vesey & Murray.
 - The Salvation Army on West and Murray.
 - Marriott Hotel (85 West Street) will begin operations 10-6-01.

FOOD VENDORS

- The DOH in conjunction with the NYPD will continue to 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 meal sites.
- Boot washes; hand and eye wash stations available at West and Murray St Johns Univ.
- Additional washes and showers are available on a limited basis at the Liberty Street Marina to augment the entrance/exit facilities.

CACHE SITES

- Three sectors now have operational CACHE units.
 - West Sector-
 - Liberty Sector-
 - Church Sector-

COVERALLS

Will only be available at the WFM.

STAFFING

Two shifts now staff WTC FD. DC report at 0700 and 1900 directly to the Ops Post at 10-10. BC/FF report to WFM at 0930 and 2130.

FOAM OPERATIONS

Pyrocool Foam is being applied by hand lines, Tower Ladders, and ground appliances to the site in an attempt to extinguish under ground fires. This operation, under direction of FDNY R&D and special call Foam Coordinator, appears to have positive results as of 9-30-01. Application will continue until approximately 3000 gallons of foam concentrate are expended (application rate 0.4%).

Beginning 10/02-1700 3000 gallons of foam concentrate will be applied in the area of 2 WTC.

IDENTIFICATION / SECURITY BRACELETS

On coming shifts will be issued color-coded wristbands per 24-hour shift to help insure that staff on the site is properly authorized.

Victim Family Visit to Red Zone

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 73 persons per trip

Victim Family

10 Families, 5 members per family

Mental Health Professional

2 PD, 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 is an ATTITUDE

COMPLACENCY at the "site" can absolutely ruin your day! There have been over 5600 injuries/illnesses treated by DMAT's and Hospital Emergency Departments. Over 1,000 EYE and LUNG injuries could have been prevented by the proper use of personal protective equipment, i.e., safety glasses/goggles and P-100 organic/gas acid vapor respirators. Please review and adhere to the information provided below. Your attitude about safety affects you, your co-workers, and your family. **YOU ARE A VALUABLE ASSET TO THIS OPERATION; STAY HEALTHY TO STAY ON THE JOB.**

Site Safety Awareness: Look up, look down, look around! Proceed with caution.

- ⊗ Awareness of YOUR surroundings is the key to **YOU AND YOUR CO-WORKERS SAFETY.**
- ⊗ Identify the hazards and measure the risks associated with your actions. Risk vs. benefit??
- ⊗ Ensure that instructions are given and understood. Help your co-workers have a safe shift.
- ⊗ Do not let **FATIGUE** and/or **COMPLACENCY** control your operations.

Hazards:

- ⇒ **FALLING GLASS AND OTHER DEBRIS** - Damaged buildings and hanging debris = falling debris such as **GLASS, STEEL GIRDERS, CONCRETE.** This hazard is exacerbated by rain and wind gusts.
- ⇒ **DEMOLITION OPERATIONS** - Red barrier tape identifies the site.
- ⇒ **CRANE OPERATIONS** - Be aware of swing & stress cables and whipping of broken cables.
- ⇒ Due to the instability of Winter Gardens Atrium between 2 and 3 World Financial Center, only designated personnel shall work in that area. Safety Chiefs and Sector Chiefs are responsible for compliance.
- ⇒ Potentially pressurized cylinders including: SCBA's; gas cylinders such as propane, ammonia, chlorine, etc.
- ⇒ Possible live ammunition at WTC 7, Barclay Street Ramp and the Customs House.
- ⇒ Walking; Working Surfaces.
- ⇒ Airborne contamination.
- ⇒ Biological Hazards - Utilize Universal Precautions.
- ⇒ Cutting and Welding = Compressed Gasses.
- ⇒ Cylinder storage areas.
- ⇒ Fast moving vehicular traffic; Backing vehicles; Excavation equipment; Swinging booms/loads on cranes.
- ⇒ Sewer Grates, Trenches, Manholes - possible collapse under heavy equipment or a vector for the release of toxic gas vapors.

Mitigation: LOOKOUTS posted, COMMUNICATIONS reliable, ESCAPE ROUTES planned and known by all, SAFETY ZONES planned and known by all

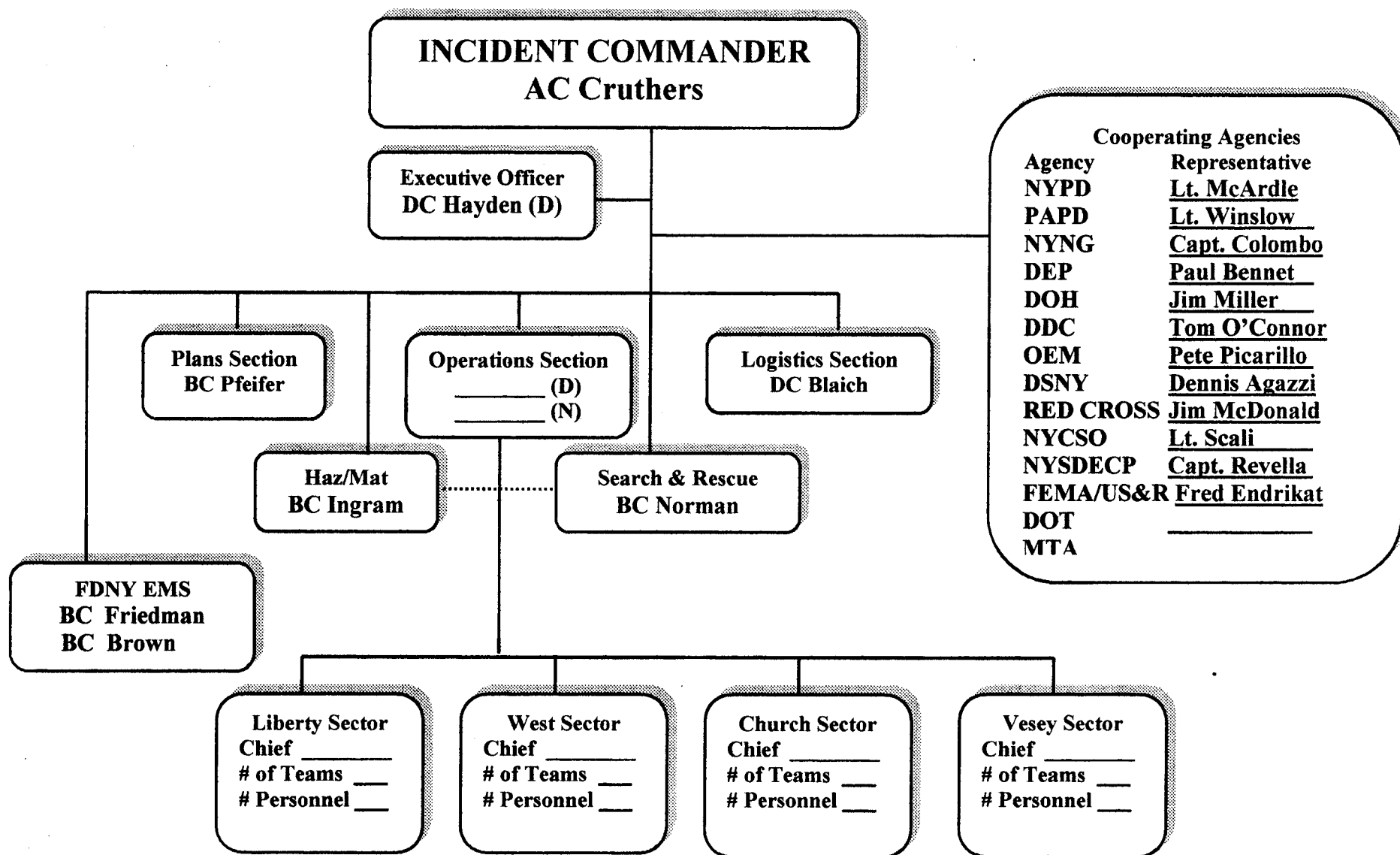
- ✓ **RED BARRIER TAPE = LOCATION OF DEMOLITION OPERATIONS. DO NOT ENTER THE AREA UNLESS YOU ARE SPECIFICALLY ASSIGNED TO THE OPERATION.**
- ✓ **EVACUATION SIGNAL = 3 BLASTS; Stop all work and evacuate the area in an orderly manner.**
- ✓ Each Sector Command **MUST** assign a Safety Officer.
- ✓ Each Sector Command **MUST** assign a **FAST** Truck for Emergency Response.
- ✓ Treat all cylinders as pressurized & volatile.
- ✓ Work with a buddy who has visual contact with you.
- ✓ Control site Access - allow only authorized, trained & properly equipped personnel inside the "green zone".
- ✓ Maintain Site Safety Awareness.
- ✓ Be aware of changing conditions
- ✓ Do not eat or smoke in the work zone; decontaminate prior to entering established eating facilities.
- ✓ Scout out, identify, plan, and advise others of escape routes in event of emergency of any type.
- ✓ Climb with proper protection at all times.
- ✓ Mandatory head and eye protection at all times.
- ✓ Know the location of damaged buildings, especially those with hanging debris and never congregate within the fall zone.
- ✓ Change respirator filter when airflow diminishes or at least after every shift.
- ✓ Establish a reliable means of communication prior to starting operations.

Protective Equipment: ALL PERSONNEL MUST WEAR MINIMUM RECOMMENDED GEAR WITHIN THE "GREEN ZONE"

- ➔ Hard Hat or helmet
- ➔ Respirator with replaceable P100 organic vapor/acid gas cartridges. Replace filter after each shift.
- ➔ Steel toed boots or equivalent
- ➔ Coveralls or Long Sleeve Shirts
- ➔ Safety glasses with side shield / face shield / goggles
- ➔ Leather Gloves with latex (or nitrile) glove liner

Date _____ Time _____

FDNY – WTC ORGANIZATIONAL CHART



Date _____ Time _____

**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

WTC Task Force
0700 10/3-0700 10/04

Tour 1 0700-1900 10/3

Operations Chief: AC Fellini

DC Fox
DC Dunn

Tour 2 1900-0700 10/3-10/04

Operations Chief: DC Hovesepian

DC Mosier
DC

World Trade Center Incident

0700 Incident Command Post Meeting
October 3, 2001

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

Action Items / Issues:

- NYPD – Operations running smoothly. Void searches in 1 WTC. No searches being completed in 2 WTC .
- NG – May be moving to the AmEx building.
- DDC – Good progress at Winter Garden – two more days of debris removal anticipated. Continuing debris removal on 1 WT. Began backfilling void in Liberty Sector. Continuing access roads.
- Logistics – DMAT locations now have nasal washes. Recovery numbers from yesterday not confirmed. Street sweeper has gone through Battery Tunnel, but walls still need to be cleaned. Foam operations continue.
- DOH – lowest number of reported cases. Produced new map. Green safety line continuing.
- DOS – Working with DOH. Operations running well.
- NYS DEC – Lack of cooperation at truck washes.
- 10,000 US flag t-shirts donated by Old Navy. Distribution details pending.

Meeting adjourned.

Approved by Chief Cruthers