

FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 27, 2001
0700 – 1900



OPERATIONAL PERIOD

Saturday 10/27/2001 – 0700 through 1900

NO PLANNING BRIEFING AT 1700 HRS

ALL OPERATIONS ARE TO BE SUSPENDED AS OF 1900 HOURS

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 resources, 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	30 Officers per 12 hour shift, NYSP-12/shift, Corrections-14/shift Mount Vernon ESU backfilling for NYPD ESU
PAPD	40 Officers per 12 hour shift
FEMA US&R	1 Technical Specialist providing 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 21 people/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, 0% chance of showers, northwest wind 15 mph, highs in the low 50's.

Night Mostly clear, lows upper 30's, 0% chance of showers, North winds 8 -12 mph.

Outlook Sunday– Mostly sunny, 10% chance of showers, highs near 50, lows in the mid 40's

Monday– Mostly sunny, highs near 50.

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. Emphasis continues on slurry wall reinforcement in front of South Tower with 9 tiebacks in place.
5. Steel and debris removal continues from core of South Tower. Handline use for dust control/cooling.
6. Perimeter wall & access points established (light blue badges required to enter). See Facilities map
7. Installation of steel plates to block Church St. ventilators.
8. Entered into 5 WTC, Concourse Level.

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 or coveralls.
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 2 camera points for use in locating the flight recorders.
8. Fire companies to wet down debris fields and dirt roads when requested by DDC.
9. DSNY will continue to water dusty streets and remove garbage.
10. DOB Derrick & Crane Unit site safety inspection of operations, movement, placement & maint.
11. Continue removal of west and south facades of 2 WTC, and debris in Vista alley.
12. Debris and steel removal from Bankers Trust building continues day and night.
13. DOH set up monitors for air quality on 1 WTC.
14. Debris removal in the alley between 5 & 6 WTC.
15. NYPD escort occupants into 90 West on 16th floor at 1400 hours to retrieve valuables.
16. Con Ed digging a short test trench on West Street in north bound lane for steam piping.

ANTICIPATED ACTIONS (72 hours)

1. Continue in the planned actions and operating instructions.
2. As 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	Banker's Trust
North Tower (1 WTC)	North and East sides of Marriott (Vista)
South Tower (2 WTC)	
3. Review by Mayor's Office of the WTC Long Range Site Plan.
4. Passenger train service to begin 5 am on Sunday at the Whitehall, Rector & City Hall Stations, bypassing Cortlandt Station. (continued next page)

ANTICIPATED ACTIONS (72 hours) (continued)

5. Verizon submitting plan Monday for steam pipe cutting on Chambers.
6. Planned entry on 10/29 Monday @ 0900, 5 WTC, 2nd floor, City Bank Vault, supervised by FDNY.
7. Memorial Service scheduled for Sunday @ 1400 hrs. (FDNY to produce Memorial Service IAP).

SPECIAL INSTRUCTIONS

ALL OPERATIONS ARE TO BE SUSPENDED AS OF 1900 HOURS

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 blue, 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:

10/27	0700-1100	PINK
10/27	1100-2300	GRAPE
10/27-28	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 operators will manually record grid locations using a **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. Steel workers are required to wear full-face protection in suspected areas.
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 contact ICP for Fire Prevention notification. Cages are at East & West Command for temporary storage of cylinders.
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 WTCs, 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. Prior to any vehicles being removed/towed from buildings, FDNY Operations Chief must ensure a foam handline is provided.
16. Prior to any steel cutting @ 3 WFC (Amex) a charged handline will be stretched to a location TBD. In addition, a charged handline must be in position prior to any steel cutting operation.
17. The exclusion zone for Banker's Trust will be maintained & enforced during cutting operations (see attached diagram).
18. Exclusion zone for 2 WTC continues in effect for all personnel (see diagram).
19. FDNY cameras located at 2 WFC (top floor) and 90 West Street must be staffed at all times.

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

1. Nine tiebacks installed in slurry wall south of 2 WTC (Liberty Street).
2. South to East access road brought to grade.
3. Insertion at North Projection completed. Pumping plan is in development.
4. Shoring of 3 WFC substantially complete.

PLANNED ACTIONS (24 hours)

1. Continuing removal of steel along 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. Removal of 2 WTC south and west façades to continue.
5. Debris removal in plaza area adjacent to 5 WTC.
6. Core drilling and installation of tiebacks for slurry wall south of 2 WTC, and west of Vista Hotel.
7. Continue debris removal from 1 and 2 WTC footprints.
8. Debris removal in Vista alley.
9. Debris removals north of Bankers Trust building.
10. Debris removal between 5 and 6 WTC.
11. Debris removal West of BMT for up-coming N & R opening.
12. Shoring of IRT (1&9) Line, Liberty to Vesey.
13. EPA removal of fuel oil from basement of Bankers Trust.
14. Debris removal from roof of Winter Garden.
15. Netting of Bankers Trust.

ANTICIPATED ACTIONS (72 hours)

1. Well points, core drilling and tiebacks being installed on Liberty and West Streets to be continued.
2. Debris removal in the Vista alley.
3. Continue south to east access road to plaza.
4. Continue slurry wall backfilling on Liberty Street.
5. Continue removals of 2 WTC west and south facades.
6. Removal of debris on plaza and concourses.
7. Continue removals from 1 and 2 WTC footprints.
8. Demolition of southwest bays of 6 WTC for crane access to north facade of 1 WTC continues.
9. DDC will provide an overall site project plan.
10. Demolition bid package for 5 WTC to be issued on Monday or Tuesday.
11. Removal of steel from 3 WFC on Monday.
12. EPA removal of fuel oil from basement of Bankers Trust.
13. Placement and wiring of temporary generator for the freight elevator of Bankers Trust.
14. Removal of scaffolding from Winter Garden frontage.
15. Mueser Rutledge Engineers to conduct detailed condition survey of 1&9 tunnels on Sunday, entry via Vesey & West Broadway, tentative entry is scheduled for 0800 – 2000hrs.
16. AMEC demolition of 6 WTC scheduled for Monday.
17. AMEC cutting North façade wall of 1 WTC on Monday.

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

See attached facilities map for access points in the security perimeter.

Meal Sites are as follows:

- St. John University at 101 Murray
- Marriott WFC Hotel, Albany & West
- Salv. Army in Median of West/Murray

Water and Snack Sites are:

- West & Vesey
- Church & Dey
- Cortlandt & Church
- Liberty & 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 & eye wash stations at West & Murray, St. Johns Univ., West & Rector

Cache Sites (Alaska – IMT) are as follows: **Supplies are for uniformed emergency personnel only. They must be authorized by their respective agency representative, who are as follows:**

NYPD – Lt. McArdle

PAPD - Lt. Winslow

FDNY – BC Werner

- 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 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 Operations Post at 10-10.

BCs and FFs 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 (Data Recorders)
212-608-7797
212-608-8048
212-608-9556 fax
212-608-9801 fax (Data Recorders)

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: Front of 90 West St.
- TULLY Zone: South side of Liberty Street between Broadway and Church
- TURNER Zone: Vesey and West Broadway

Fire Marshalls are located at temporary morgue.

Temporary morgue is in place on Liberty, between Church and Broadway.

Safety Message for 10/27/2001



Major Hazards:

Crane Operations
Demolition Operations
Biological Hazards

Falling Glass & Debris
Traffic
Walking and Working Surfaces

Hazardous Materials
Lack of PPE
Dust /Airborne Particles

✧ Changing Weather

A change in the weather is predicted. Colder and windier conditions will make the work environment more hazardous. Layer your clothing so you can adapt to changes in temperature. Being prepared will allow you to concentrate on the task at hand and not worry about the cold. Use available warming areas if you get chilled.

✧ Personal Protective Equipment

As always, PPE is the highest priority. If you are working below grade be sure air quality is adequate for entry. Windier conditions will make wearing hard hats and eye protection doubly important. Pay particular attention to the possibility of falling glass or other materials loosened by the wind.

✧ Heavy Equipment

Operators have more to think about than not running over you. Give them a break; pay attention. It is much easier for you to avoid operating machinery than it is for it to steer clear of you. You will always lose in a collision.

FDNY Safety Officer Responsibilities

- Don vest for easy identification.
- Ensure compliance with site safety & health regulations (helmets, respirators, bunker gear, etc.)
- Interact with contractor safety officers
- Restrict FDNY personnel from exclusion zones
- Enforce site-specific fire prevention bulletins
- Inform members of daily safety messages listed within the FDNY Incident Action Plan
- Correct unsafe work practices
- Coordinate FAST Unit response

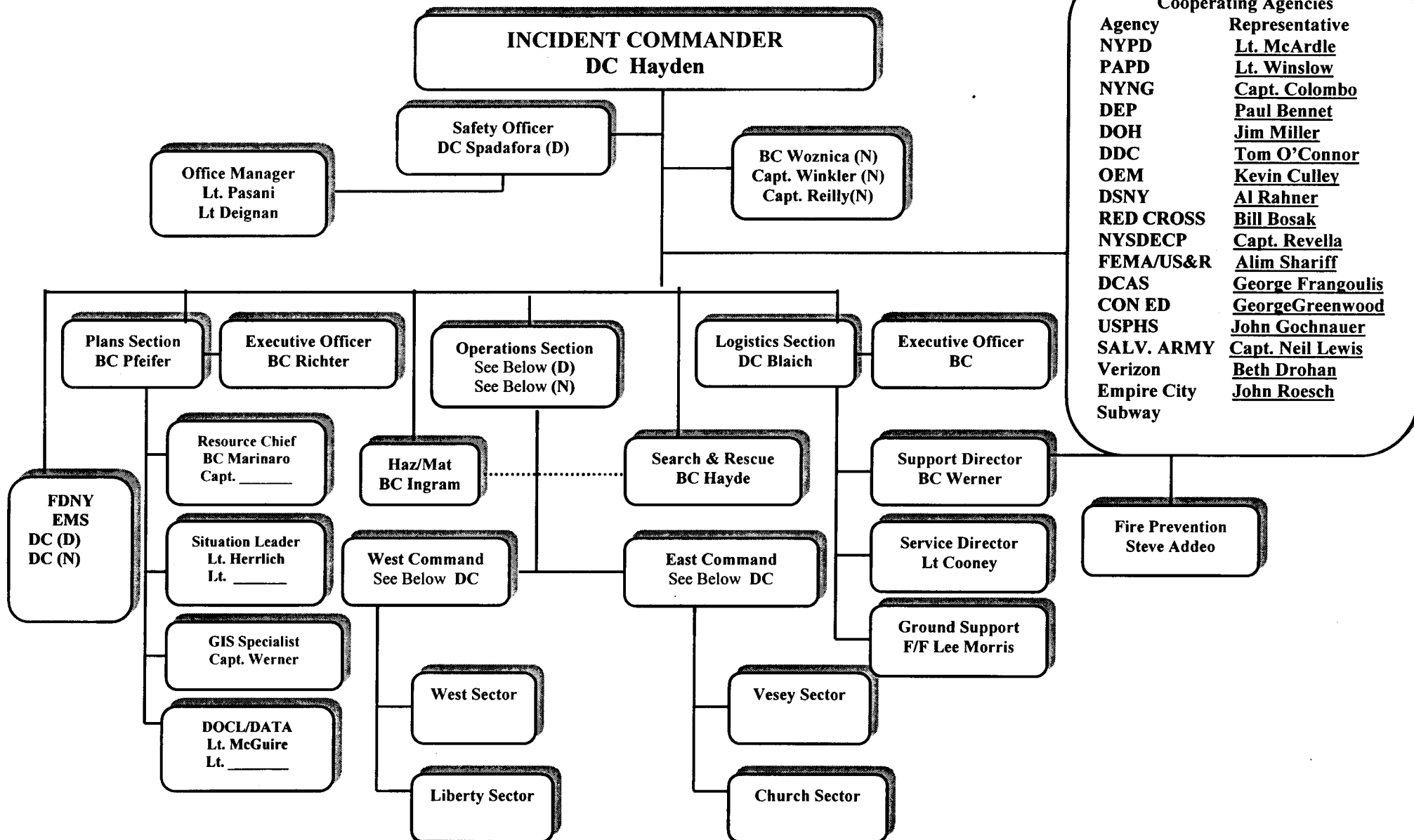
THINKING
=
SAFETY

*Always change your
respirator filter cartridge:*

- ❖ *when you start a new tour of duty,*
- ❖ *you have difficulty inhaling, or*
- ❖ *there are odors penetrating the facepiece.*

10/27/01

FDNY – WTC ORGANIZATIONAL CHART



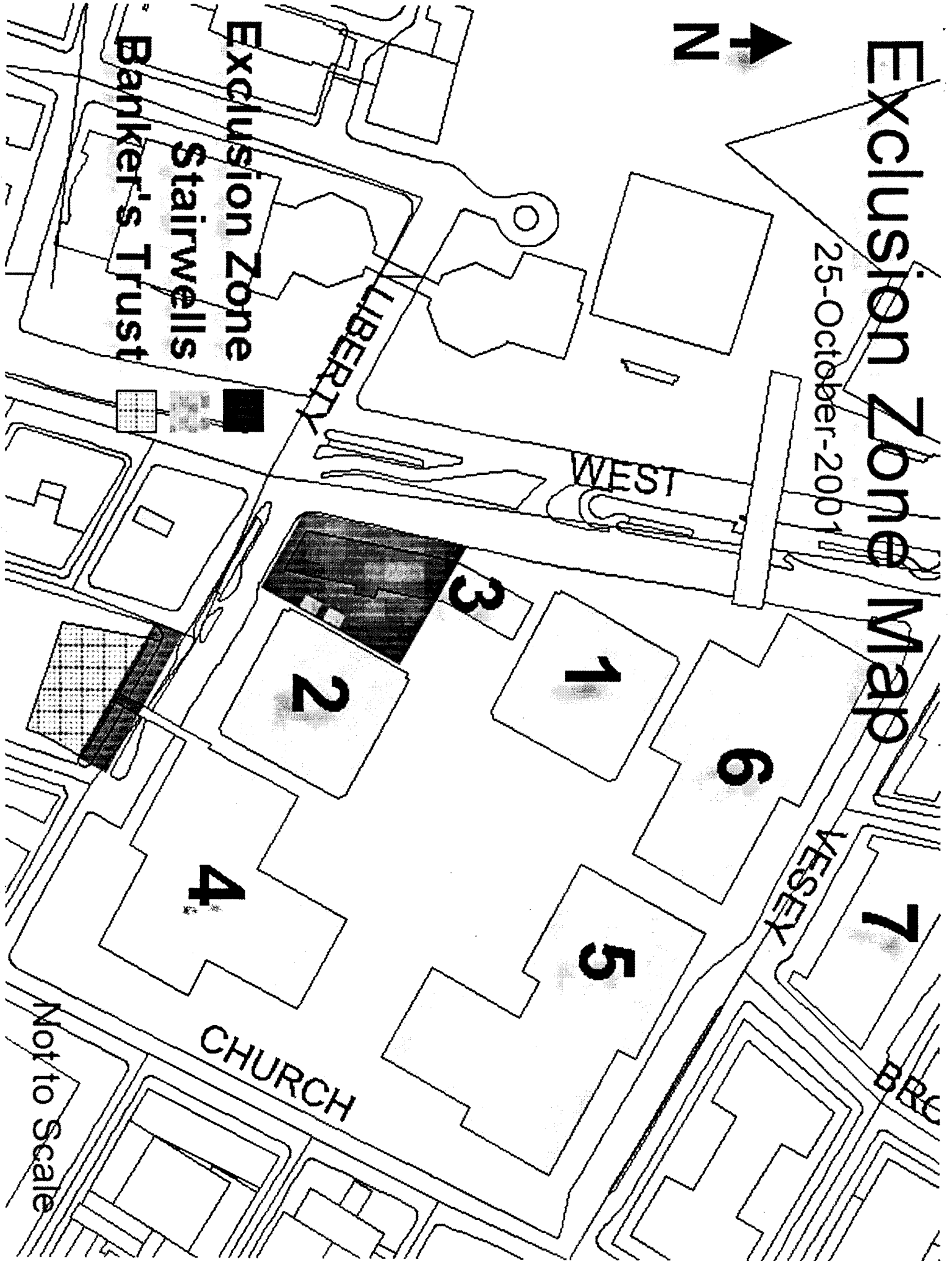
WTC Task Force	Tour 1	(D)	0700 – 1900	10/27	Operations Chief	DC – Fellini	DC - Mosier
	Tour 2	(N)	1900 - 0700	10/27 – 10/28	Operations Chief	DC - Benson	DC - Dane DC - DC -

10/27/01**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	212-941-5252/5273/5308
OEM	Kevin Culley (IC Liaison)	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	Al Rahner	646-235-3040
Red Cross	Bill Bosak	516-287-5598
Robotics	Arnis Mangolds	617-306-5709 or 781-684-4379
	Bob Guelli	617-921-2464 or 781-684-4332
NYCSO	Lt. Scali	646-756-3125
NYNG	Capt. Colombo	973-615-6219 or 212-941-5281
	Lt. Erazo	917-577-2136
FEMA/US&R	Alim Shariff	202-257-7795
DCAS	George Frangoulis	646-772-8158
CON ED	George Greenwood	212-460-2602
USPHS	John Gochnauer	347-231-4523
Salv. Army	Capt. Neil Lewis	917-587-4068
Verizon	Beth Drohan	646-613-9247 or 917-301-8864(cell)
	Dan Lynaugh	212-965-5702/5703/5704/5705
Empire City Subway	John Roesch	212-242-1173

Exclusion Zone Map

25-October-2001





Facility Locations, Sectors, & Status as of 10-26-2001

