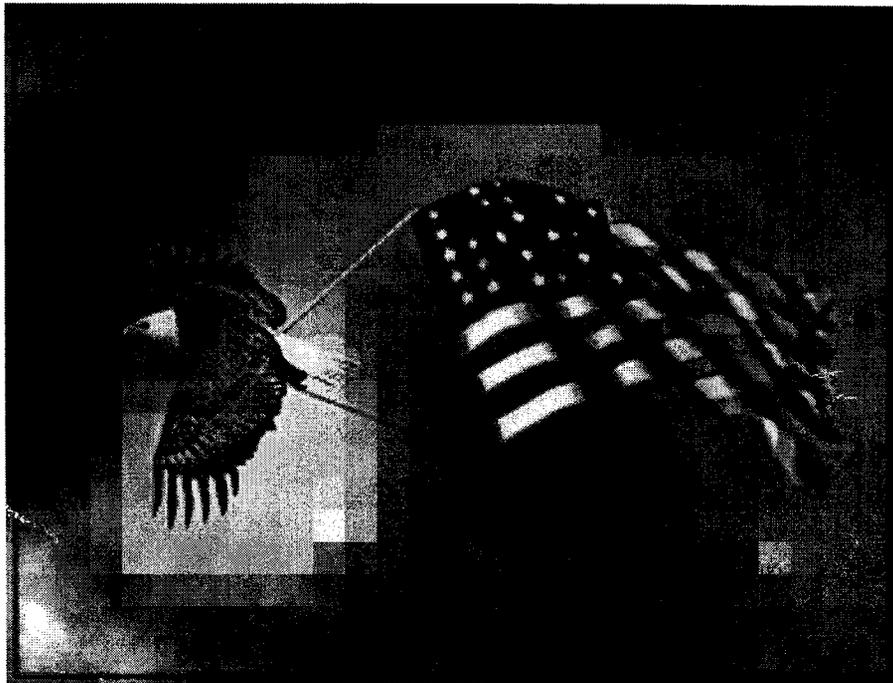


**FDNY**  
**INCIDENT ACTION PLAN**  
**OPERATIONAL PERIOD**  
**NOVEMBER 2-5, 2001**  
**0700 – 0700**



03

**OPERATIONAL PERIOD**

Friday 11/02/2001 – 0700 through Monday 11/05/01 - 0700

**OVERALL INCIDENT OBJECTIVES**

1. Provide for the health, safety, and welfare of all personnel working in and around the incident.
2. 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 the 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	40 (Total Firefighters/Officers) per 12-hour shift
NYPD ESU	25 Officers per 12 hour shift
PAPD	40 Officers per 12 hour shift
DEP	Emergency mgmt. representative at Command Bus (West/Warren) 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 cloudy, 0% chance of showers, SW winds 10-15 mph, highs in the lower 70's.

**Night** Cloudy, lows mid 50's, 40% chance of showers, SW winds 15-20 mph gusting to 30 mph.

**Outlook Saturday**– Mostly cloudy, 40% chance of showers, highs mid 60's, lows in the upper 40's.

**Sunday**– Mostly sunny, highs upper 50's, lows in the lower 40's.

**Anemometer Locations:** 11<sup>th</sup> floor of the Verizon Building, 3<sup>rd</sup> floor 10-10 Fire Station, 17<sup>th</sup> floor of 125 Liberty, 10<sup>th</sup> 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 14 tiebacks in place.
5. Steel and debris removal continues from core of South Tower. Handline use for dust control/cooling.
6. DOH has set up monitors for air quality on 1 WFC.
7. Commenced movement of material out of Nova Scotia Bank.

### **PLANNED ACTIONS (Next 72 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. 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.
3. 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.
4. Continue GPS mapping and documentation of recovery operations and structural features.
5. NJ continues to operate 1 camera point for use in locating the flight recorders.
6. DSNY will continue to water dusty streets and remove garbage.
7. DOB Derrick & Crane Unit site safety inspections of operations, movement, placement & maint. Status report is forthcoming.
8. Continue removal of south façade of 2 WTC, and debris in Vista alley.
9. Debris and steel removal on ground level north of the Bankers Trust building continues during the day only.
10. Con Ed digging a short test trench on Murray Street in north bound lane for steam piping.
11. Verizon submitting plan for communications line cutting on Chambers.
12. Francis Lee will continue cutting steel on the façade and on basement of 140 West on Washington Ave. side. Interior welding of steel on 1<sup>st</sup> floor mezzanine will start at 0700 hours on Friday and will continue (24/7) until 11/8.. Need fire suppression apparatus on scene.
13. Each agency shall FAX their Daily IAP Progress Report by 1500hrs. A copy of the form is enclosed.
14. Continue movement of materials out of Nova Scotia Bank on 24 hour basis.

### **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:  
North Tower (1 WTC)  
South Tower (2 WTC)
3. Review by Mayor's Office of the WTC Long Range Site Plan.
4. Facade shoring/removal of loose structure will continue (24/7) on Washington St. side of 140 West St. from the 1<sup>st</sup> floor up to and including the 11<sup>th</sup> floor everyday until Nov. 11.

## SPECIAL INSTRUCTIONS

1. No open flames or warming fires. Use the warming tents if necessary.
2. FDNY Sector Chiefs will approve all searches.
3. Follow identified procedures to handle requests for retrieval of valuables from damaged structures.
4. Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Signals, Site Hazards, Blood-Borne Pathogens and Hazard Markings on Buildings.
5. For non-exempt personnel, only blue, non-photo credentials will allow access into the site (Security checkpoints have a list of exempt agencies).
6. All Emergency Personnel operating on the South Tower in selected areas will be in bunker pants or coveralls.
7. 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:

11/02	0700-1100	ORANGE
11/02	1100-2300	BLUE
11/02-11/03	2300-0700	PINK

The band must be prominently displayed to allow entry onto the site.
8. 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.
9. Fire companies to wet down debris fields and dirt roads when requested by DDC.
10. 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.
11. 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.
12. 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.
13. 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.
14. 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.
15. NYPD will have K-9's available for use, they will respond from the ESU command post.
16. No parking along Church between Liberty and Vesey.
17. Prior to any vehicles being removed/towed from buildings, FDNY Operations Chief must ensure a foam handline is provided.
18. Prior to steel cutting at 0930 hours @ 3 WFC (Amex) a charged handline will be stretched. In addition, a charged handline must be in position prior to any steel cutting operation.
19. The exclusion zone for Bankers Trust will be maintained & enforced during cutting operations.
20. FDNY cameras located at 2 WFC (top floor) and 90 West Street must be staffed at all times.
21. Void entries and searches where elevated Freon readings exist (1 & 2 WTC) require O<sub>2</sub> monitoring prior to entry.

# DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

## ACCOMPLISHMENTS (Past 24 hours)

1. Fourteen tiebacks installed in slurry wall south of 2 WTC (Liberty Street)/6 tensioned.
2. Completed debris removal on ground level north of Bankers Trust.
3. Removal of 2 WTC south façade substantially complete.

## PLANNED ACTIONS (72 hours)

1. Widening of south to east access road to Plaza for future crane access.
2. Well points being installed on Liberty Street and also West Street by Moretrench Drilling.
3. Core drilling and installation of tiebacks for slurry wall south of 2 WTC, and west of Vista Hotel.
4. Continue debris removal from 1 and 2 WTC footprints.
5. Shoring of IRT (1&9) Line, Liberty to Vesey.
6. EPA removal of fuel oil from basement of Bankers Trust.
7. AMEC demolition of 6 WTC on ground level Westside.
8. Equipment installation of de-watering equipment on B-6 level.
9. Removal of steel spears from 3 WTC.
10. Demolition of Vista Hotel.
11. Additional bracing for demolition launch ramp for southwest bays of 6 WTC.
12. Fuel tank north of Bankers Trust to be purged and removed.
13. Installation of barriers east and west along Liberty Street.

## ANTICIPATED ACTIONS (72 hours +)

1. Well points, core drilling and tiebacks being installed on Liberty and West Streets to be continued.
2. Widening of south to east access road to plaza for future crane access.
3. Removal of debris on plaza and concourses.
4. Continue removals from 1 and 2 WTC footprints.
5. Demolition of southwest bays of 6 WTC for crane access to north facade of 1 WTC continues.
6. EPA removal of fuel oil from basement of Bankers Trust.
7. Removal of scaffolding from Winter Garden frontage.
8. Continue work for retrievals for Nova Scotia.
9. AMEC cutting North façade wall of 1 WTC.
10. Dewatering of PATH from North Projection.
11. Continuing demolition of Vista Hotel.
12. Insertion to North Projection on Monday (11/6) by PA Engineers regarding the plugging of the PATH tunnels. (in excess of 72 hours)
13. Bracing of existing foundation wall north of Bankers Trust.

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.

**Effective 11/5/01**

- 1. All Fire Department members (all ranks) will report to the West Command Post, ready for duty no later than 0700 or 1900 hours.**
- 2. FD members parking will be located on the south side of Warren St., 250 feet east of West St.**
- 3. Access to the FD parking lot must be made through the West & Chambers Street checkpoint.**
- 4. FD ID cards will be needed for access.**
- 5. Coveralls and respirators will be available at the FD Warren St. parking lot.**

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
- 10 – 10 Cache – At the 10 – 10 Station, Liberty & Greenwich

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.

Respirators are available at cache sites and IS 89. Goggles and gloves are available through the cache.

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

EAST COMMAND POST

212-608-7753

212-425-4201

212-608-7754 (Data Recorders)

212-425-4231

212-608-7797

212-425-4217

212-608-8048

212-425-4180

212-608-9556 fax

212-425-4221

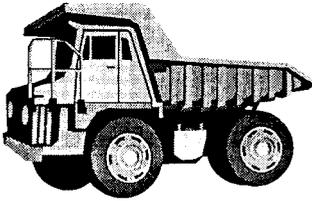
212-608-9801 fax (Data Recorders)

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 & the temporary morgue are on Liberty, between Church and Broadway.



## Safety Message

11/02/01



### Major Hazards:

Crane Operations  
Demolition Operations  
Biological Hazards  
Dust /Airborne Particles

Falling Glass & Debris  
Traffic  
Walking and Working Surfaces

Hazardous Materials  
Lack of PPE  
Cold Weather

### ✦ **Do Your Job**

Using the right tool is an important part of any job. Grapplers, welding torches, and hammers all have their place, but the most important item in your toolbox is your Brain. It is the one tool that you can't do without. The consequence of not using PPE is pain for you or someone that's working with you. **Think Before You Act.**

### ✦ **Be Prepared**

Be prepared for the unexpected. Evaluate all tasks for hazards and take steps to mitigate them. Always be aware of working machinery and have an escape route planned in case of emergencies.

Two particular hazards that need mentioning are:

1) Working while listening to a **Walkman** or a **CD player**. **This is not allowed. They have no place at the work site.** Save them for your time off.

2) Below grade work or entering confined spaces requires prior notification of the FDNY. Inform the operations chief in your area for any planned actions.

### ✦ **PPE**

Ensure your PPE is in good working order. Change your respirator filters prior to beginning your shift.

**Be Smart  
Work Safe  
Enjoy Life**

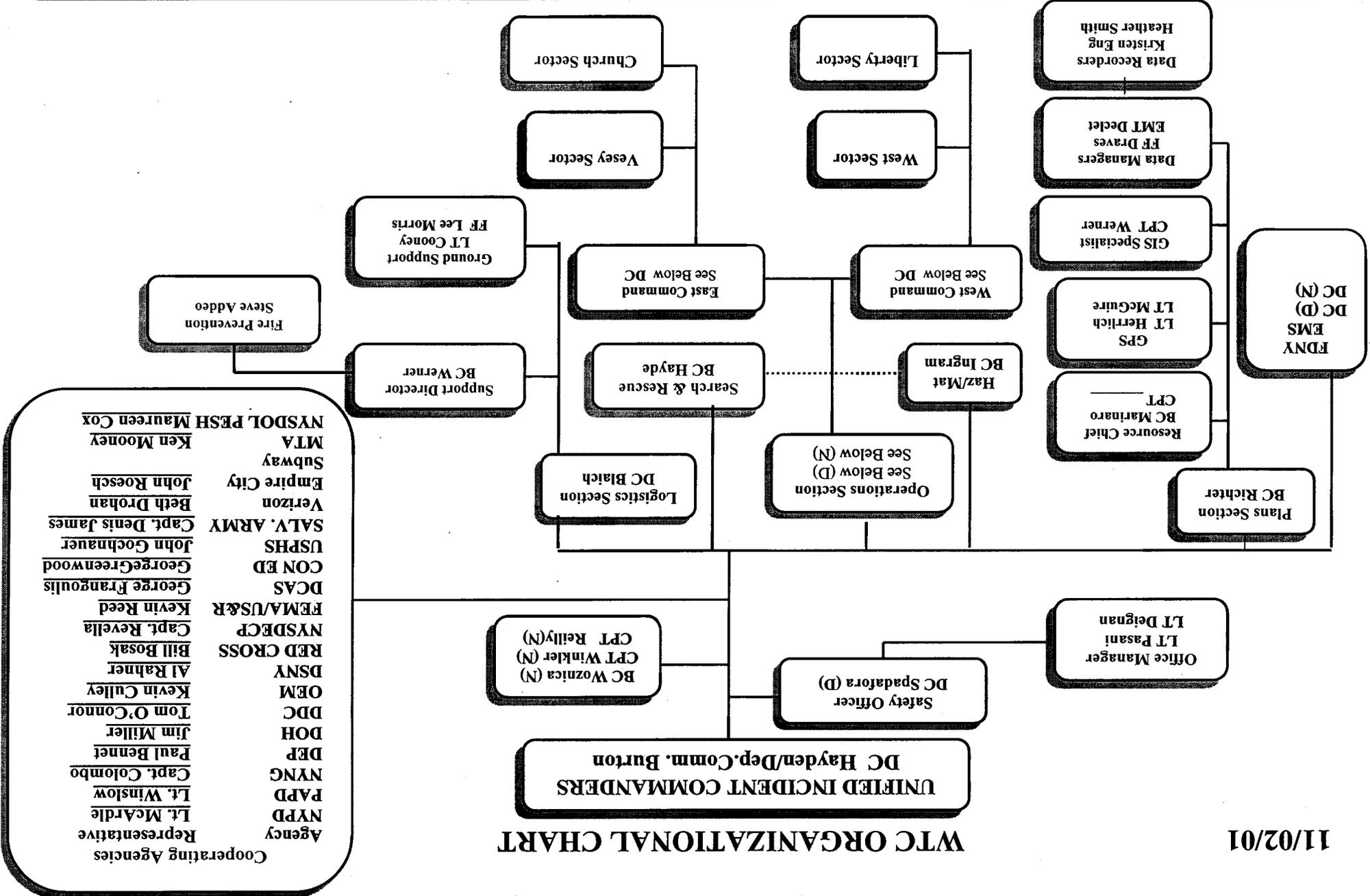
11/02/01

FDNY – WTC ORGANIZATIONAL LIST

FDNY	Duane St. Command Post	646-613-0228/1591/7293
NYPD	Lt. McArdle	212-227-0010 or 5564 Pager 914-771- 2889
NYPD-PBMS	D.I. John Codiglia	212-625-2810
PAPD	Lt. Mark Winslow	212-608-5111/5115/9393
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
NYCSO	Lt. Scali	646-756-3125
NYNG	Capt. Colombo	973-615-6219 or 212-941-5281
	Lt. Erazo	917-577-2136
FEMA/US&R	Kevin Reed	202-297-7108
DCAS	George Frangoulis	646-772-8158
CON ED	George Greenwood	212-460-2602
USPHS	John Gochnauer	347-231-4523
Salv. Army	Capt. Denis James	917-587-4068
Verizon	Beth Drohan	646-613-9247 or 917-301-8864(cell)
	Dan Lynaugh	212-965-5702/5703/5704/5705
Empire City	John Roesch	212-242-1173
MTA	Ken Mooney	718-243-4446
	John Ferrelli	718-243-3147
	Mike Fradua	718-243-4358
NYDOL PESH	Maureen Cox	518-225-6931

11/02/01

WTC ORGANIZATIONAL CHART



WTC Task Force		Tour 1	Tour 2
(D)	Operations Chief	AC - Fellini	DC - Casey
0700 - 1900	11/02	Operations Chief	DC - Mulrenan
1900 - 0700	11/02 - 11/03	Operations Chief	DC - Hovsepian

- Cooperating Agencies Representative
- NYPD Lt. McArdle
  - PAPD Lt. Winslow
  - NYNG Capt. Colombo
  - DEP Paul Bennet
  - DOH Jim Miller
  - DCC Tom O'Connor
  - OEM Kevin Culley
  - DSNY Al Rahner
  - RDC CROSS Bill Bosak
  - NYSDEC Capt. Revella
  - FEMA/US&R Kevin Reed
  - DCAS George Frangoulis
  - CON ED George Greenwood
  - USPHS John Gochauer
  - SALV. ARMY Capt. Denis James
  - Verizon Beth Drohan
  - Empire City John Roesch
  - Subway MTA Ken Mooney
  - NYS DOL PESH Maureen Cox

# FDNY

Daily IAP Progress Report for Agency \_\_\_\_\_

## STAFFING CHANGES

## ACCOMPLISHMENTS

## PLANNED ACTIONS (Next 24 hours)

## ANTICIPATED ACTIONS (Next 72 hours)

FAX DAILY CHANGES TO FD INCIDENT COMMAND CENTER, 646-613-8406 NO LATER THAN 1500 HOURS FOR INCLUSION IN FOLLOWING DAYS IAP.