

**FDNY**  
**INCIDENT ACTION PLAN**  
**OPERATIONAL PERIOD**

**January 28 thru**  
**January 31, 2002**  
**0700 – 0700**



**PLAN 107**

## **OPERATIONAL PERIOD**

**Monday 1/28/02 0700 hours – Thursday 1/31/02 0700 hours**

## **OVERALL INCIDENT OBJECTIVES**

1. Provide for the health, safety, and welfare of all personnel working around the incident.
2. Provide for the recovery and identification of as many remains as possible, and return to the family.
3. Coordinate with all involved agencies to support the operational needs of the incident.
4. Document all critical items and significant events.

## **OPERATIONAL FACILITIES AND LOCATIONS**

Incident Command Post	100 Duane Street
Operations Post	10/10 Station (Liberty & Greenwich)
West Command	Vesey & West (West & Liberty Sectors)
East Command	Liberty & Church (Church & Vesey Sectors)
FDNY Cache	Quarters of 10 & 10 – open 0800-2000 hrs.
FDNY Parking	West & Warren Streets.
Additional parking at DOT lot (SW corner of West & Warren Streets)	

## **OPERATIONAL RESOURCES**

### **FDNY WTC TF**

Recovery Team	75 Officers and Firefighters
Suppression Team	10 officers and Firefighters
FAST Team	SOC Officer & 7 Firefighters
GPS/BFU Team	10 Officers & Firefighters per 24 hour tour

### **FDNY/EMS**

11 people per day shift / 10 people per night shift

## **EMS UNIT LOCATIONS**

1. EMS OPERATIONS - 1 Capt at FDNY Operations (E10-L10) 2<sup>nd</sup> floor
2. East Morgue 1 Lt.
3. ALS – 72S West/Vesey - 2 Paramedics
4. BLS – 72B Liberty/West - 2 EMTs
5. BLS – 71A Church/Cortland - 2 EMTs
6. Morgue 82C - 1 EMT
7. Morgue 82D - 1 EMT

**Note: Morgue units are based at the temporary morgue located on Liberty between Church and Broadway.**

## **ACCOMPLISHMENTS**

1. Recovery operations continue on a 24 hour basis.
2. **Chief Cassano has issued new procedure for the recovery of member's remains. Copy is attached, please read it.**
3. **Counseling sessions are available for all members returning to the field. Sessions are held at 0500 hours and 1700 hours in the Winter Garden. This is mandatory for all members.**
4. **Safety Memo issued. See Attachment.**

## **CONTINUING ACTIONS**

1. Operations continue on debris removal from the North Tower area with intermittent use of handlines to cool debris.
2. Debris removal from WTC 2 and WTC 5
3. Welding, debris removal, and shoring operations @ Bankers Trust (130 Liberty St.) continues. Sprinkler system is still OOS. Standpipe system has been filled. The manual fire pump is functional, the automatic pump is not in service.
4. Debris removal from WTC 6 continues. Hand line fire prevention/suppression support from FDNY required on Vesey St. as necessary.
5. NYDOL PESH issuing personal monitoring for PD & FD.
6. West Street Siamese at 3 WFC is OOS. Use Vesey Street Siamese if needed.
7. Glass removal from Bankers Trust has been completed.
8. PAPD & Mooretrench will enter North & South Projections at 0900 & 1500 hrs. daily to inspect dewatering pumps in PATH tubes. This will be an ongoing operation. This information will be updated weekly.

## **PLANNED ACTIONS (Next 24 hours)**

1. Debris removal and shoring at 130 Liberty St, Bankers Trust, is ongoing. The 2 service elevators located on the south side are in service with phase 1 and phase 2 of Firemans Service working.
2. Core Drilling and Tie Backs continue. Grouting of slurry walls to start.
3. Shoring at South Projection on going.

### **ANTICIPATED ACTIONS (48 - 72 hours)**

1. Debris removal from WTC 2 and WTC 5 continues.
2. Installation of 4,000 gal #2 fuel oil tank in process of being installed. This tank will supply Emergency Generator when there is a power failure.

### **SPECIAL INSTRUCTIONS:**

1. **FDNY Sector Chiefs will approve all searches.**
2. **No open flames or warming fires. All fires will be extinguished by FDNY.**
3. **Operations Post is requested to fax the name of the 3 Safety Chiefs for each tour to the Incident Command Post.**
4. **PPE requirements are as follows:**  
Red Zone – Helmet, Safety Glasses & Safety Shoes, Coveralls, Long-sleeved Shirts.  
Inner Zone – Helmet, Safety Glasses, Safety Shoes, Respirators, Coveralls & Long-sleeved Shirts. **FD Helmets and turnout coats with reflective tape must be worn when working on the pile to identify as members of the dept.**
5. FDNY personnel parking is located on the south side of Warren St., 250 feet east of West St. Access to the FD parking lot must be made through the West & Chambers Street checkpoint. Members will be issued a site access card at the beginning of their shift. These access cards must be prominently displayed to allow entry onto the site. The tan access cards shall be handed in at the end of the shift. Coveralls and respirators will be available at the FD Warren St. parking lot.
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 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.
8. 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.
9. Prior to any vehicles being removed/towed from buildings, FDNY Operations Chief must determine if a foam handline is needed.
10. A charged handline must be in position prior to any steel cutting operation inside of buildings.
11. Void entries and searches where elevated Freon readings exist (1 & 2 WTC) require O<sub>2</sub> monitoring prior to entry.

12. All underground insertions/void searches must be coordinated with FDNY SOC Chief on duty and the IC at Duane St. to ensure safety.
13. DC will ensure 1 BC attends the Daily Contractors Shift Overlap meeting at 3 WFC on 30<sup>th</sup> floor at 11:45 pm.
14. Restricted Work Zone map with Outline of Refrigeration Room (chiller room) included, see attachment.

## **DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE**

### **ACCOMPLISHMENTS (Past 24 hours)**

1. 277 tiebacks installed in slurry wall south of 2 WTC (Liberty Street)/ 234 tensioned. 2 rigged & 28 grouted. This is ongoing.
2. 30 West Broadway demo has been completed. South pedestrian bridge construction to start in the near future.
3. Glass removal from Bankers Trust has been completed.

### **PLANNED ACTIONS (Next 24 hours)**

1. Continued debris removal in footprints of 1,2,4,5,&6 WTC . Vista Hotel area unstable and no debris removal until area is stabilized.
2. Dewatering of Sub grade and PATH tunnel via North & South Projections continues.
3. Core drilling & tiebacks continue on Greenwich, Liberty & West Streets.
4. Glass removal from Bankers Trust continues.
5. Verizon will perform underground restoration and reconstruction of manhole located at Albany and Greenwich st. Access will be required for 1 week.
6. Continue to install fireproofing at AMEX (3 WFC).
7. Removal of Refrigeration Units south of #1 WTC (two units remain).
8. Supplemental bracing in south projection for the continuation of recovery efforts.
9. Insertion scheduled for Tuesday 1/22/02 into below grade levels of 6 WTC.

### **ANTICIPATED ACTIONS (48-72 hours)**

1. Core drilling and tiebacks continue on Greenwich, Liberty & West Streets.
2. Dewatering of PATH from No. Projection & Refrigeration Plant from So. Projection.
3. Debris removal to continue in footprints of 1,2,4,5 & 6 WTC.
4. Removal of millings and buried debris along Northbound West St.

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 OSH

# WTC

## Incident Command Post

### Safety Memorandum

Date: January 28, 2002

To All Task Force Officers:

In the past 2 firefighters and several others workers have been injured while working near heavy equipment.

In an effort to reduce the chance of other firefighters being injured, Deputy Chiefs will ensure that the following rules are complied with:

1. That 3 assigned Safety Chiefs, wearing their identifying vests are on the pile at all times.
2. All members are to:
  - ⊕ maintain the 50' circle of danger around grapplers and excavators.
  - ⊕ One spotter per grappler/excavator. When remains or equipment has been spotted the operator will be summoned to stop. After the operator has stopped the grappler/excavator, the other members of the team will examine the debris pile more closely. Review the Recovery Addendum.
  - ⊕ Be aware of moving Eucs with debris hanging over the sides. Overhanging **Rebar** can whip 10-20 feet.
3. The North Roadway is presently being removed. All teams should be aware that there is only one main means of egress from the pit and should take note of the wooden stairway exits being constructed around the perimeter of the pit.
4. The Emergency Evacuation signal is 3 short blasts. The signal will be tested every Thursday at 1200 hours.



**FIRE DEPARTMENT**  
9 METROTECH CENTER BROOKLYN, N.Y. 11201-3857

SALVATORE J. CASSANO  
Chief of Operations  
Bureau of Operations

Room 7W-1  
(718) 999-2079

To: Peter Hayden WTC Incident Commander  
From: Salvatore J. Cassano *SJC* Chief of Operations  
Date: January 2, 2002  
Subject: Recovery of Bodies at the WTC

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Effective immediately, if a recovered body is identifiable the members Company shall be special called to the WTC to remove the body. The Company's Division shall be notified along with the Dispatcher to provide coverage if needed. When the Company is dispatched, they shall respond on a 10-20 signal. All members should be reminded on the confidentiality of the recovery until the proper identification can be made through the Medical Examiners Office. The emotional pain that a family may suffer if they are notified that their loved one has been found is not correct should be impressed upon all the members operating at the WTC. This procedure should be followed unless the Company is not available to respond to the WTC.

SJC:kc



## FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007

TEL. 646-613-1757

FAX 646-613-4065

### **WORLD TRADE CENTER COMMAND**

To: Deputy Chiefs Bush, Fox, Benson & Jensen

From: Peter E. Hayden  
WTC Incident Commander

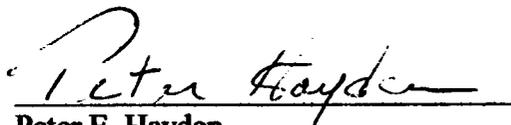
Subject: Member Stress Debriefing

Date: January 24, 2002

The Counseling Services Unit will be conducting stress debriefing sessions for all members scheduled to return to field units on the following dates:  
Monday, Tuesday, Wednesday & Thursday, January 28-31, 2002. Sessions will be held at 0900, 1100, 1300 & 1500 hours each day in the Winter Garden classroom, 3 WFC.

Deputy Chiefs will ensure that 3-4 teams are sent for each scheduled session.

This is a mandatory program for all members.



Peter E. Hayden  
WTC Incident Commander

## FDNY RECOVERY TEAM PROTOCOL

There are approximately 13-15 FDNY Recovery teams formed each shift, depending upon available manpower. A Recovery team consists of 1 officer and 4-5 firefighters. The teams are assigned to various locations inside the recovery zones (see map) depending upon the location of heavy equipment being used to remove debris.

Each recovery team has designated spotters located at a safe distance from the heavy equipment. When human remains and/or personal items and equipment are observed the operator of the machine is ordered to stop and the remaining members of the team are summoned to examine the debris pile more closely. Upon the conclusion of their examination the machine operator is ordered to resume operation. There is a designated Chief Safety Officer for each of the three zones inside the recovery area. They act as a liaison between the FDNY operations and the construction company safety officers.

Heavy equipment is operated in such a way as to ensure a clear view of all material being loaded onto the trucks. One machine picks out the debris from the pile and lowers it to the ground in a clean area and spreads it out for viewing by the spotter. If a closer examination is required the remaining members of the team are summoned to examine the material. After being viewed, a second machine is used to pick up the material and load it into a truck for removal from the site. Occasionally one machine performs both "picks", when a second piece of heavy equipment is unavailable. Under no circumstances is the material being removed from the site by heavy equipment allowed to be placed directly into a truck without first being dropped to the ground for observation. In this way the chance of missing human remains and articles/items of importance is greatly reduced.

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.

**\* ALL FIRE DEPARTMENT CLOTHING (Bunker coat, pants, boots, gloves, etc.) MUST BE TREATED AS A RECOVERY AND REMOVED BY EMS TO THE MORGUE IMMEDIATELY.**

**WTC**

**NEW EMERGENCY PHONE NUMBER**

**1-212-570-4261**

**MANHATTAN DISPATCHER**

## **DAILY CONTRACTORS MEETING**

**IT IS IMPERATIVE THAT THE OPERATIONS CHIEF ATTEND THE CONTRACTORS MEETING INSIDE THE BOVIS TRAILER. (LIBERTY AND WEST ST) AT 0800 AND 1730 HRS EACH DAY (7 DAYS A WEEK) TO COORDINATE HEAVY EQUIPMENT PLACEMENT ON SITE. THE OPERATIONS CHIEF SHALL INSURE RECOVERY TEAM SAFETY BY TAKING AN ACTIVE ROLL AT THESE MEETINGS AND INTERACTING WITH CONTRACTOR FOREMAN AND SUPERVISORS. DURING THESE MEETINGS, THE NUMBER AND UTILIZATION OF HEAVY EQUIPMENT WILL BE DISCUSSED. SOC PERSONNEL WILL BE AVAILABLE FOR TECHNICAL ASSISTANCE.**