

FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 17 –18, 2001
0700 – 0700



RAH

OPERATIONAL PERIOD

Wednesday 10/17/2001 – 0700 through Thursday 10/18/2001 – 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 | 120 (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. |
| 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 / 12 people per 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 Partly sunny/windy, Winds 20-30mph..gusting to 45mph, 20% chance of showers, High 50's

Night Mostly clear, low in the mid 40's, winds West 10-20mph.gust to 30mph

Outlook - Thursday– Mostly Sunny, 0% chance of showers, Highs in the upper 50's, Lows in lower 40's
Friday – Mostly Sunny, Highs in the mid 60's with lows in the lower 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, 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. Intermittent use of two multiversals in use for cooling and dust control between 5 & 6 WTC.
5. Continue to collect empty compressed gas cylinders.
6. Emphasis continues on slurry wall reinforcement in front of South Tower.
7. Steel and debris removal continues from core of South Tower. Handline use for dust control / cooling.
8. Revised guidelines for access to retrieve valuables have been completed.
9. Spill prevention and response plan has been submitted for review.
10. Contractor continues MTA debris removal on Church Street.
11. Started demolition of 3 southwest bays of 6 WTC.
13. Entered 4 WTC Bank of Nova Scotia for retrieval.
14. Entered into Chase Manhattan for retrieval of valuables.
15. Established procedures for coordinated fueling services.
16. Accomplished site survey of east perimeter fence.
17. Removed propane cylinders from Marriott Hotel.
18. Heavy Equipment, Safety and Contingency Plan (see attachment).
19. Recon of B-2 parking area, Building 5.
20. Banker's Trust Building temporary standpipe extended to 15th floor.

PLANNED ACTIONS (Next 24 hours)

1. 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.
2. FD SOC personnel and PD personnel will continue to conduct void searches as required as heavy steel is removed.
3. All Emergency personnel operating on the South Tower in selected areas will be in bunker pants as needed.
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 facade 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 five camera points for use in locating the flight recorders.
8. U.S. Army will continue laser mapping to detect any movement or shifting of piles. OEM is coordinating these activities.
9. Fire companies to wet down debris fields and dirt roads when requested by DDC.
10. DSNY will continue to water dusty streets and remove garbage.
11. Partial removal of west wall 2 WTC continues. (See attached Exclusion Zone diagram)
12. Continue demolition of 3 southwest bays of 6 WTC.
13. Conduct high-rise fire prevention inspection #1 Liberty Plaza in preparation for reopening Oct. 22.
14. Develop procedures for tube trailer movement (see attachment)
15. Issuance of Certificates of Fitness for the use of cutting/welding torch.
16. Dept. of Buildings, Derrick & Crane Unit site safety inspection of operations, movement, placement & maintenance.

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 and improve.
4. Review by Mayor's Office of the WTC Long Range Site Plan.

SPECIAL INSTRUCTIONS

1. **FDNY Sector Chiefs will approve all searches.**
2. **Follow the procedures identified in the attachment for retrieval of valuables from damaged structures.**
3. Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Warning Signals, Site Hazards, Blood Borne Pathogens and Hazard Markings on Buildings.
4. For non-exempt personnel, only white, 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:

| | | |
|----------|-----------|-------------|
| 10/17 | 0700-1100 | KELLY GREEN |
| 10/17 | 1100-2300 | GOLD |
| 10/17-18 | 2300-0700 | BLUE |

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, 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.
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.
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. 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.
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 WTC's, 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. All personnel are to remain outside the exclusion zone west of the West wall of Tower 2, which will be marked, until further notice. (See Diagram)

DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)

1. Road construction of the South to East Road East 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 and well drilling is continuing along Liberty & West streets.
4. Contractor completed MTA debris removal and maintenance of traffic on Church Street BMT.
5. Operations west of the West wall of Tower 2 is on hold and a safety zone has been established (See Diagram).
6. Demolition of southwest bays of 6 WTC has commenced.
7. Shoring for roadway between 4 & 5 WTC completed.
8. Shoring tower is complete in the Winter Garden area.
9. Pulled 8 northwest columns of 2 WTC facade steel. (See Diagram)

PLANNED ACTIONS (24 hours)

1. Demolition of southwest bays of 6 WTC for crane access to north façade of 1 WTC.
2. Continuing access road construction to Plaza.
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 Liberty Street and also West Street by Moretrench Drilling.
5. Continue to shore floors at 3 WFC that will take 2 weeks.
6. Movement of 550 Grappler for 6 WTC demolition.
7. Removal of 2 WTC south and west façades to continue.
8. DDC will provide an overall site project plan on 10/15/01.
9. Contractor will continue MTA debris removal and management of traffic on Church Street.
10. Removal of steel from Banker's Trust.
11. Debris removal in plaza area of 5 WTC.
12. Core drilling of east to west slurry wall south of 2 WTC.
13. Start installation of tie – rods on Liberty Street.

ANTICIPATED ACTIONS (72 hours)

1. Test borings and well points to be installed on Liberty and West Streets to be continued.
3. Second phase of matting at 6 WTC for access to North façade of 1 WTC for demolition.
4. DDC and FDNY will meet Wednesday at 15:30 at Duane St. Command Post to discuss the sequence of operations and perimeter map.
5. Core drilling of east to west slurry wall south of 2 WTC.
6. Debris removal north and west of the Marriott (Vista) hotel.
7. Construction of north to south retaining wall for BMT on west side of Church Street.

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

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
- Marriott WFC Hotel, Albany & West.

Water and Snack Sites are:

- West & Murray
- Church & Dey

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. also West & Rector.

Cache Sites (PNW – IMT) are as follows: **Supplies are for uniformed emergency personnel only.**

Contractors must provide for their own personnel.

- 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. | • Rector and Greenwich. |
| • West St. South of Albany St. | • 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 and FF 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
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

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: Inside fenced turnout in front of 1 WFC. Fence to be raised to 16 feet.
- TULLY Zone: South side of Liberty Street between Broadway and Church.
- TURNER Zone: Greenwich Street between Park Place and Barclay
Corner of Vesey and West Broadway.

Two sites approved in Turner zone due to restricted access configuration.

Additional safety requirements will be implemented as needed.

10/17/01

Safety Message

Major Hazards

Crane Operations

Falling Glass & Debris

Hazardous Materials

Demolition Operations

Traffic

Lack of PPE

Biological Hazards

Walking and Working

Potentially dangerous surfaces

Dust and Airborne Particles



- ❖ **O₂ Tube Trailers**---All heavy equipment working on or around the pile within 50 ft. of an O₂ Trailer should have a spotter or Safety Officer monitoring their movements to ensure safety. All O₂ trailers will be appropriately guarded.

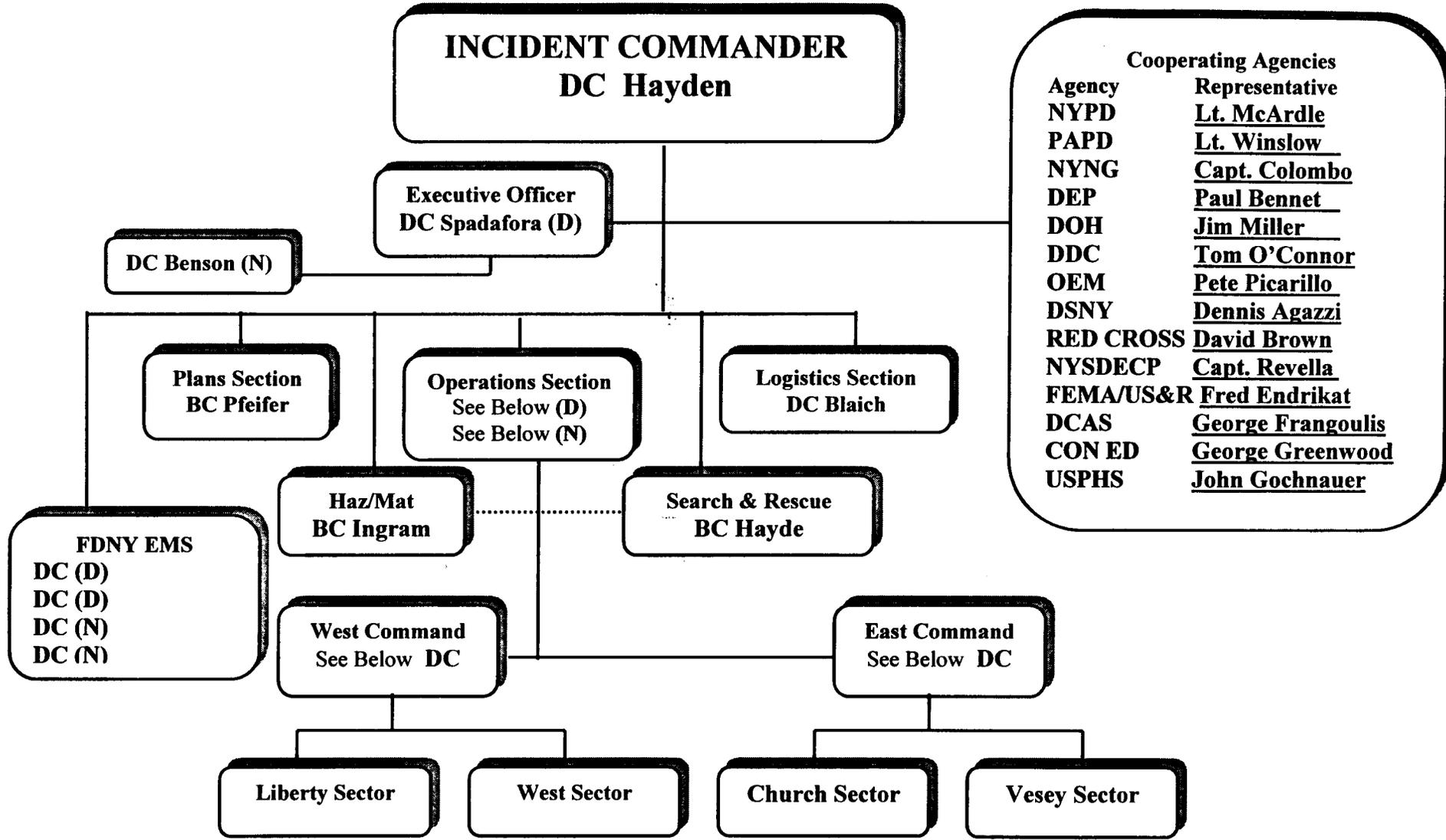
- ❖ **PPE**---Use it when on the job or around the work site. This includes hard hat, eye protection, and respirators. No one is immune to personal injuries. Using PPE is the first step in preventing injuries.

- ❖ **Stay Clear of the Work Area Unless You Are Doing Work**---If you are just observing, move back away from where machines are working.

“SAFETY - IT’S ALL IN YOUR HEAD”

10/17/01

FDNY – WTC ORGANIZATIONAL CHART



- Cooperating Agencies**
- | Agency | Representative |
|-----------|--------------------------|
| NYPD | <u>Lt. McArdle</u> |
| PAPD | <u>Lt. Winslow</u> |
| NYNG | <u>Capt. Colombo</u> |
| DEP | <u>Paul Bennet</u> |
| DOH | <u>Jim Miller</u> |
| DDC | <u>Tom O'Connor</u> |
| OEM | <u>Pete Picarillo</u> |
| DSNY | <u>Dennis Agazzi</u> |
| RED CROSS | <u>David Brown</u> |
| NYSDECP | <u>Capt. Revella</u> |
| FEMA/US&R | <u>Fred Endrikat</u> |
| DCAS | <u>George Frangoulis</u> |
| CON ED | <u>George Greenwood</u> |
| USPHS | <u>John Gochnauer</u> |

| WTC Task Force | | | | | | | |
|-----------------------|-----|-------------|---------------|------------------|--------------|-------------|---------------|
| Tour 1 | (D) | 0700 – 1900 | 10/17 | Operations Chief | AC – Fellini | DC - Hughes | DC - Corcoran |
| Tour 2 | (N) | 1900 - 0700 | 10/17 – 10/18 | Operations Chief | DC - Kilduff | DC - | DC - |

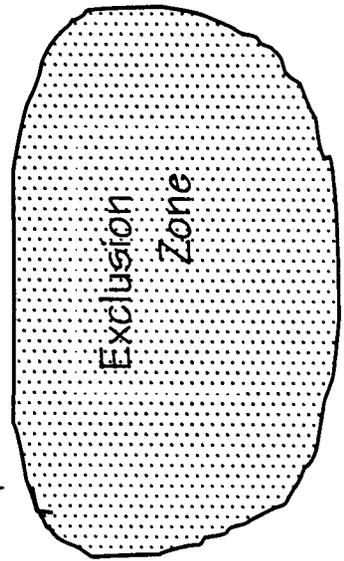
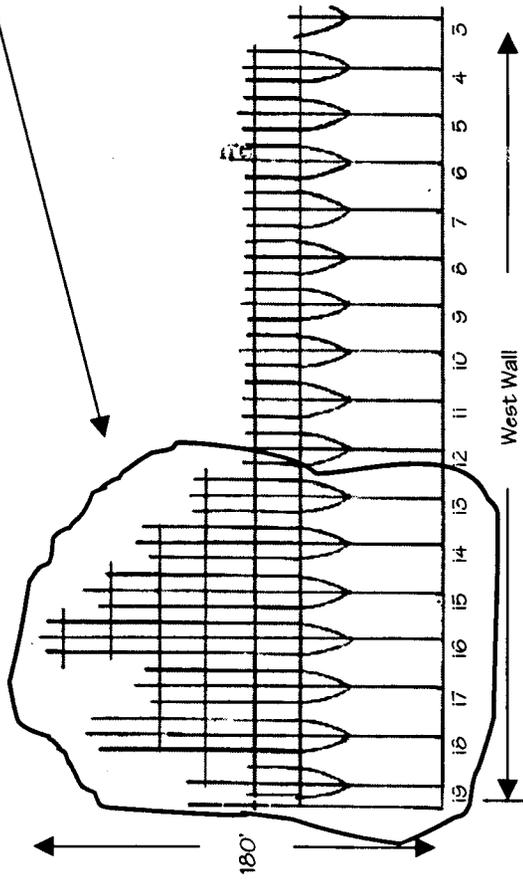
10/17/01

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 |
| OEM | Pete Picarillo (LOGS) Kevin Culley (IC Liaison) Tom DePrisco | 646-210-5861 or 646-756-3018 202-297-7680 646-756-6332 or 347-203-4177 (Cell) |
| DEP | Paul Bennet or acting | 917-468-2877 |
| DDC 0500-1400 | Tom O'Connor Tom Amoia Ed McGinley | 917-560-5365 917-681-7572 347-245-0387 |
| 1300-2200 | Lou Mendes Joe Deluca | 646-235-3394 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 | Dennis Agazzi | 646-235-3000 |
| RED CROSS | David Brown | 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 | John Gochner | 347-231-4523 |

Exclusion Zone for Removal of 2 WTC Facade

Section of unsafe wall to be removed.



Exclusion Zone is west of 2 WTC northwest corner. Zone will be marked for personnel exclusion until the eight columns are removed.



FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007
TEL 646 613-7293 FAX 613-1649

WTC COMMAND

Fueling Vehicles and Equipment October 16, 2001

Contractor Fueling

- Flammable liquid storage is approved for each contractor zone. Approved storage locations are the same as the approved sites for compressed gases with the following provisions.
- Flammable liquids will be stored a minimum of 25 feet away from compress gas cylinders and/or any source of ignition.
- All flammable liquids shall be stored in approved containers (metal, spring loaded cap, non-explosive).
- Effective Friday 10/18 any plastic gasoline containers found on site will be confiscated. Containers will discontinue filling plastic gasoline containers.

Agency Fueling

- DOT will supply fuel to meet all government agencies and charitable organizations. Effective Friday 10/18/01 DOT will discontinue filling plastic gasoline containers.
- Agency ALL Terrain Vehicles (Gators), will be fueled only at DOT Yard on west side of West Street at Warren Street. Fuel containers will filled only at the DOT Yard.
- Vehicles carrying fuel containers will ensure the containers are properly secured while in transit.
- Kerosene for warning heaters will be delivered in approved blue plastic containers.
- Cans to refuel generators and similar stationery appliances will be physically attached (chained) to prevent migration around site.



FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007
TEL 646 613-7293 FAX 613-1649

WTC COMMAND

HEAVY EQUIPMENT SAFETY AND CONTINGENCY PLAN October 15, 2001

- Maintain clear area in front of operating cranes and grapplers. Use minimum amount of personnel.
- Maintain liaison with contractor or DDC representative in sector who can be used for advice regarding any accidents.
- In the event of any heavy equipment mishap, any on scene emergency personnel shall immediately initiate appropriate emergency procedures, then work or stand-by as directed by the first arriving fire department chief officer.
- Notify FD Operations Post of nature and severity of incident.
- Nearest hand line will be stretched to cover any fire or potential fire.
- On scene SOC units and fast truck to be notified and provide for operator removal and/or victim extrication.
- SOC Chief to relieve Sector Chief and direct emergency operations.
- Sector Chief to establish a nearby staging area where additional resources (i.e. PDESU, PAESU, any regulatory agencies, and additional resources) will report.
- Sector EMS to be notified and provide for victim treatment and transport.
- Designate PD official to maintain safety area for operations regarding accident.
- Sector Safety Chief shall investigate and forward Incident Safety Report with full particulars to the Incident Commander.



FIRE DEPARTMENT
100 DUANE STREET NEW YORK, NY 10007
TEL. 646.613.7293
FAX 646.613.1649

WTC COMMAND

To: Department of Design and Construction
From: Peter Hayden, Deputy Chief, Incident Commander WTC
Date: October 16, 2001
Subject: Procedures for Tube Trailer Movements

Currently there is no standard procedure in place for tube trailer deliveries and relocations. Movement and placement of tube trailers shall be pre-approved by FDNY.

A procedure will be established as soon as practical for contractors to contact FDNY representative prior to any movement of tube trailers.

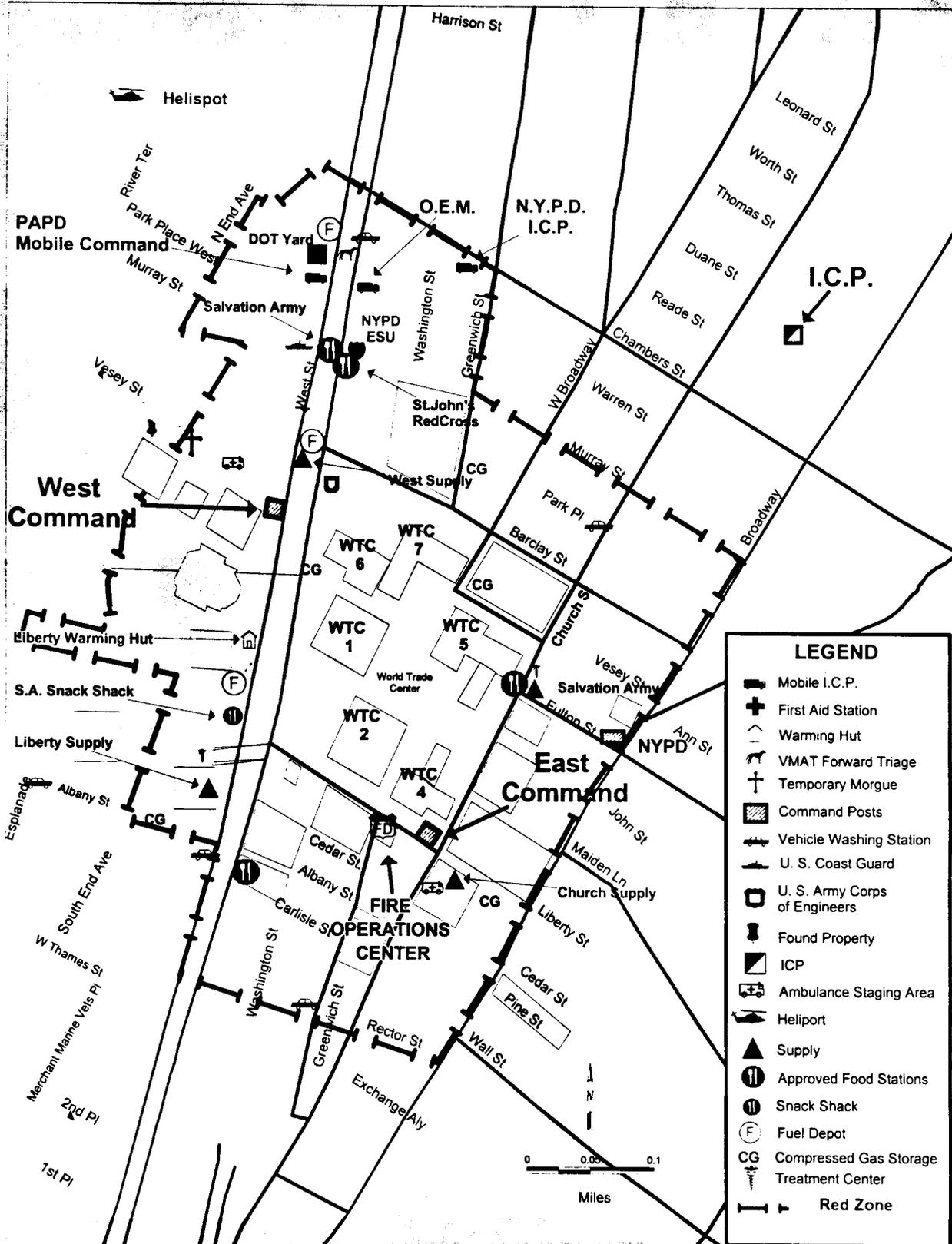
Deputy Chief Inspector Stephen Addeo will be the primary contact at (917) 468-2760.

In addition, Fire Command Post shall be notified at (646) 613-7293.

C: Chief Hayden
Chief Blaich



DR-1391-NY New York City Facility Locations - October 15



map #1

