FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
OCTOBER 30 - 31, 2001
0700 – 0700

PLAN 39
**OPERATIONAL PERIOD**
Tuesday 10/30/2001 – 0700 through Wednesday 10/31/01 - 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: 120 (Total Firefighters/Officers) per 12-hour shift
- NYPD ESU: 36 Officers per 12 hour shift, NYSP-12/shift, Corrections-14/shift
- PAPD: 40 Officers per 12 hour shift
- 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, North winds 10-15mph, highs in the mid 50’s.
- **Night**: Mostly clear, lows upper 30’s, 0% chance of showers, NE winds 12mph.
- **Outlook**: Wednesday–Partly cloudy, 10% chance of showers, highs mid 50’s, lows in the mid 40’s.
  - Thursday–Partly clear, highs mid 60’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
- 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 10 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. Entered into 5-WTC, Concourse Level.
8. DOH has set up monitors for air quality on 1 WFC.

**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. 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.
4. 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.
5. Continue GPS mapping and documentation of recovery operations and structural features.
6. NIJ continues to operate 2 camera points for use in locating the flight recorders.
7. DSNY will continue to water dusty streets and remove garbage.
8. DOB Derrick & Crane Unit site safety inspection of operations, movement, placement & maint.
10. Debris and steel removal from Bankers Trust building continues during the day only.
11. Debris removal in the alley between 5 & 6 WTC.
12. Con Ed digging a short test trench on West Street in north bound lane for steam piping.
13. Con Ed submitting plan for steam pipe cutting on Chambers.
14. Planned entry @ 0900 into 5 WTC, 2nd floor, City Bank vault, supervised by FDNY.
15. Each agency shall fax their Daily IAP Progress Report by 1500hrs. A copy of the form is enclosed.

**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.
SPECIAL INSTRUCTIONS

1. FDNY Sector Chiefs will approve all searches.
2. Follow identified procedures to handle requests for retrieval of valuables from damaged structures.
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. All Emergency Personnel operating on the South Tower in selected areas will be in bunker pants or coveralls.
6. 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:
   - 10/30 0700-1100 GOLDENROD
   - 10/30 1100-2300 LAVENDER
   - 10/30-31 2300-0700 HOT PINK

   The band must be prominently displayed to allow entry onto the site.
7. 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.
8. Fire companies to wet down debris fields and dirt roads when requested by DDC.
9. 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.
10. 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.
11. 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.
12. 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.
13. 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.
14. 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.
15. No open flames or warming fires. Use the warming tents if necessary.
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 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.
19. The exclusion zone for Banker’s Trust will be maintained & enforced during cutting operations (see attached diagram).
20. Exclusion zone for 2 WTC continues in effect for all personnel (see attached diagram).
21. FDNY cameras located at 2 WFC (top floor) and 90 West Street must be staffed at all times.
22. Void entries and searches with elevated Freon readings exist (1 & 2 WTC) require O2 monitoring prior to entry.
DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

ACCOMPLISHMENTS (Past 24 hours)
1. Eleven tiebacks installed in slurry wall south of 2 WTC (Liberty Street).
2. Removal of steel spears from 3 WFC.
3. Completed debris removal from west of BMT for the N&R opening.

PLANNED ACTIONS (24 hours)
1. Continuing removal of steel along south to east access road to Plaza.
2. Well points being installed on Liberty Street and also West Street by Moretrench Drilling.
3. Removal of 2 WTC south and west façades to continue.
4. Debris removal in plaza area adjacent to 5 WTC.
5. Core drilling and installation of tiebacks for slurry wall south of 2 WTC, and west of Vista Hotel.
6. Continue debris removal from 1 and 2 WTC footprints.
8. Debris removals north of Bankers Trust.
9. Debris removal between 5 and 6 WTC.
10. Shoring of IRT (1&9) Line, Liberty to Vesey.
11. EPA removal of fuel oil from basement of Bankers Trust.
12. Debris removal from roof of Winter Garden.
14. Back filling in front of Marriott Hotel to support slurry wall
15. AMEC demolition of 6 WTC scheduled for today.
16. Demolition bid package for 5 WTC to be issued on Tuesday.
17. Prepare for dewatering of B-6 level. Work to commence via the North Projection.
18. Electricians to run cable and set up generators to assist with retrievals for Nova Scotia.
19. FDNY will escort technicians to conduct mold inspection/testing in 4 WTC @ 0930 Tuesday
   (Concourse level.)

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. EPA removal of fuel oil from basement of Bankers Trust.
11. Placement and wiring of temporary generator for the freight elevator of Bankers Trust.
12. Removal of scaffolding from Winter Garden frontage.
15. AMEC cutting North façade wall of 1 WTC.

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

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Vehicle Wash Sites are as follows:
- Southend Ave. and Albany St.
- West St. South of Albany St.

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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 Marshall’s are located at temporary morgue.

Temporary morgue is in place on Liberty, between Church and Broadway.
Safety Message  
10/30/2001

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

➤ Equipment, Traffic, & Pedestrians
As the area is cleared, don’t get the idea that there is more room to work or that you can go a little faster, or that can take short cuts. It’s not true. The real results are:
✓ More vehicles can congregate in one area.
✓ Pedestrians can come out of any direction because their paths are no longer impeded.
✓ People tend to pay less attention because they feel more room around them.

Everyone, operators as well as pedestrians, needs to:
✓ Be acutely aware of what and who is around them.
✓ Give machinery plenty of space to work.
✓ Anticipate the movements of machines as well as workers and observers.
✓ Periodically do a situation check. Look up, Look down, Look around.
✓ Have a plan in mind in case of emergency.

➤ Below Grade Entries
No below grade entries are allowed by anyone unless a plan of action has been submitted to the FDNY Special Operations Command (SOC) located at 100 Duane St. prior to commencement.

➤ PPE—PPE—PPE
PPE is still required when working on site. Hardhats and eye protection are required throughout the site. Additionally respirators are required whenever working on, in, above, or below the pile.

➤ Dump Trucks
Maintain safe distance from dump trucks dumping their load. Dump trucks have been known to tip over when discharging their contents.

➤ Hydration
Dehydration happens in cold weather too. It is important that everyone drink water and stay hydrated. You think and work better that way.

Nothing is more important than your Safety
<table>
<thead>
<tr>
<th>Time</th>
<th>Analysis</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>10/30/01</td>
<td>FDNY – WTC</td>
<td>ORGANIZATIONAL LIST</td>
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<tr>
<td>FDNY</td>
<td>Duane St. Command Post</td>
<td>646-613-0228/1591/7293</td>
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<tr>
<td>NYPD</td>
<td>Lt. McArdle</td>
<td>212-227-0010 or 5564</td>
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<td>Pager 914-771-2889</td>
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<tr>
<td>NYPD-PBMS</td>
<td>D.I. John Codiglia</td>
<td>212-625-2810</td>
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<tr>
<td>PAPD</td>
<td>Lt. Mark Winslow</td>
<td>212-941-5252/5273/5308</td>
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<tr>
<td>OEM</td>
<td>Kevin Culley (IC Liaison)</td>
<td>202-297-7680</td>
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<tr>
<td>DEP</td>
<td>Paul Bennet or acting</td>
<td>917-468-2877</td>
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<tr>
<td>DDC 0500-1400</td>
<td>Tom O'Connor</td>
<td>917-560-5365</td>
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<tr>
<td></td>
<td>Tom Amoia</td>
<td>917-681-7572</td>
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<tr>
<td></td>
<td>Ed McGinley</td>
<td>347-245-0387</td>
</tr>
<tr>
<td>1300-2200</td>
<td>Lou Mendes</td>
<td>646-235-3394</td>
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<tr>
<td></td>
<td>Joe Deluca</td>
<td>347-386-7329</td>
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<tr>
<td>2100-0600</td>
<td>Charlie Kaczorowski</td>
<td>646-772-2406</td>
</tr>
<tr>
<td>DOH</td>
<td>Dr. Jim Miller</td>
<td>917-642-2809</td>
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<tr>
<td>NYSDECP</td>
<td>Capt. T. Revella</td>
<td>646-756-3136</td>
</tr>
<tr>
<td>DSNY</td>
<td>Al Rahner</td>
<td>646-235-3040</td>
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<tr>
<td>Red Cross</td>
<td>Bill Bosak</td>
<td>516-287-5598</td>
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<tr>
<td>Robotics</td>
<td>Arnis Mangolds</td>
<td>617-306-5709 or 781-684-4379</td>
</tr>
<tr>
<td></td>
<td>Bob Guelli</td>
<td>617-921-2464 or 781-684-4332</td>
</tr>
<tr>
<td>NYCISO</td>
<td>Lt. Scali</td>
<td>646-756-3125</td>
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<tr>
<td>NYNG</td>
<td>Capt. Colombo</td>
<td>973-615-6219 or 212-941-5281</td>
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<tr>
<td></td>
<td>Lt. Erazo</td>
<td>917-577-2136</td>
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<tr>
<td>FEMA/US&amp;R</td>
<td>Kevin Reed</td>
<td>202-297-7108</td>
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<tr>
<td>DCAS</td>
<td>George Frangouli</td>
<td>646-772-8158</td>
</tr>
<tr>
<td>CON ED</td>
<td>George Greenwood</td>
<td>212-460-2602</td>
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<tr>
<td>USPHS</td>
<td>John Gochnauer</td>
<td>347-231-4523</td>
</tr>
<tr>
<td>Salv. Army</td>
<td>Capt. Denis James</td>
<td>917-587-4068</td>
</tr>
<tr>
<td>Verizon</td>
<td>Beth Drohan</td>
<td>646-613-9247 or 917-301-8864(cell)</td>
</tr>
<tr>
<td></td>
<td>Dan Lynaugh</td>
<td>212-965-5702/5703/5704/5705</td>
</tr>
<tr>
<td>Empire City</td>
<td>John Roesch</td>
<td>212-242-1173</td>
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<tr>
<td>Subway</td>
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Facility Locations, Sectors, & Status as of 10-26-2001

Legend
- Ambulance Staging Area
- Approved Food Station
- Compressed Gas/ Fuel
- DOT Yard
- Found Property
- Incident Command Post
- Mobile Commands
- Observation Deck
- Respirator Fit Checks
- Restriction Zone
- Sector Command/ Ops Center
- Snack Shack/ Salvation Army
- Supply
- Temporary Morgue
- Treatment Center/ DMAT
- Vehicle Washing Station
- Warming Hut

Building Status & Entry Points
- Un-Safe
- Demolition Completed
- Collapsed
- Truck Access
- Pedestrian Access
- Searched
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.