FDNY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD
October 26 - 27, 2001
0700 – 0700

WE CAN DO IT!

PLAN 35
OPERATIONAL PERIOD
Friday 10/26/2001 - 0700 through Saturday 10/27/2001 - 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 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: 25 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: Partly sunny, 10% chance of showers, west wind 15-20 mph & gusty, highs in low 50’s.
Night: Mostly clear, lows upper 30’s, 10% chance of showers, west winds 10 -15 mph.
Outlook: Saturday - Partly cloudy & breezy, 10% chance of showers, highs near 50, lows in the mid 40’s
Sunday - Partly sunny, highs near 50 with lows in the lower 30’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.

10/26/01  FDNY IAP – NOT FOR PUBLIC DISTRIBUTION
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 8 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

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.
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.
12. Debris removal continues in alley between 4 & 5 WTC.
13. Debris and steel removal from Bankers Trust building continues day and night.
14. DOH set up monitors for air quality on 1 WFC.
15. Planned entry into 5 WTC, Concourse Level, on Thursday for 7 businesses at 8:00 am.
16. Debris removal in the alley between 5 & 6 WTC.

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.
5. Mueser Rutledge Engineers to conduct detailed condition survey of 1&9 tunnels on Sunday, entry via Vesey & West Broadway, tentative entry 0800 – 2000hrs.

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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. 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:
   - 10/26 0700-1100 KELLY GREEN
   - 10/26 1100-2300 BLACK
   - 10/26-27 2300-0700 PINK
   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.
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 notify ICP for Fire Prevention notification. Cages are staged at East & West Commands 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. Prior to any vehicles being removed/towed from buildings, FDNY Ops. Chief must ensure a foam handline is provided.
15. 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.
16. The exclusion zone for Banker’s Trust will be maintained & enforced during cutting operations (see attached diagram).
17. Exclusion zone for 2 WTC continues. All personnel are to remain outside the exclusion zone (see diagram).
18. FDNY cameras located at 2 WFC (top floor) and 90 West Street must be staffed at all times.
### ACHIEVEMENTS (Past 24 hours)
1. Eight tiebacks installed in slurry wall south of 2 WTC (Liberty Street).
2. Debris removal north of Bankers Trust has commenced.
3. Tie-back installation on West St. west of Vista Hotel has commenced.
5. Demolition crane for 4 WTC in position.
7. Insertion completed at North projection for development of a pumping plan.

### PLANNED ACTIONS (24 hours)
1. Continuing construction of 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. Continue to shore floors at 3 WFC to be accomplished by the 10/26.
5. Removal of 2 WTC south and west façades to continue.
6. Debris removal in plaza area adjacent to 5 WTC.
7. Core drilling and installation of tiebacks for slurry wall south of 2 WTC, and west of Vista Hotel.
8. Continue debris removal from 1 and 2 WTC footprints.
10. Debris removals north of Bankers Trust building.
11. Debris removal between 5 and 6 WTC.
12. Debris removal West of BMT for up-coming N & R opening.

### 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 shoring in 3 WFC.
6. Continue removals of 2 WTC west and south facades.
7. Removal of debris on plaza and concourses.
8. Continue removals from 1 and 2 WTC footprints.
9. Demolition of southwest bays of 6 WTC for crane access to north facade of 1 WTC continues.
10. DDC will provide an overall site project plan.
11. Demolition of 4 WTC to commence on Monday.
12. Demo package for 5 WTC to be issued on Monday or Tuesday.

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.

<table>
<thead>
<tr>
<th>WEST COMMAND POST</th>
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<tbody>
<tr>
<td>212-608-7753</td>
<td>212-425-4201</td>
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<td>212-608-9556 fax</td>
<td>212-425-4221</td>
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<tr>
<td>212-608-9801 fax</td>
<td>212-425-4096 fax</td>
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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.
Major Hazards
Crane Operations  Falling Glass & Debris  Hazardous Materials
Demolition Operations  Traffic  Lack of PPE
Biological Hazards  Walking and Working Surfaces  Dust and Airborne Particles

➢ Use Respirators
Using a respirator is mandatory if you are on, in, above, or at the foot of the pile. In addition, wear it when working downwind of any fumes while cutting steel, loading trucks, or overly dusty areas.

➢ Wear Hard Hats
The entire site is a hardhat area whether you are working or just looking.

➢ Use Eye Protection
The weather is predicted to get windier, which will make for dustier conditions. Use some sort of eye protection to prevent eye injuries or irritation. Goggles and safety glasses are available at cache sites.

Some Thought, Some Planning, and Some Protection will go a long way to keeping you healthy and safe. If you are not actively working at the site, don’t compound the lack of space problem. Stay Away. Be part of the solution, not part of the problem.

Be Aware of your surroundings
Look Up-Look Down-Look Around
<table>
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<tr>
<th>Time</th>
<th>Name</th>
<th>Role</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>10/26/01</td>
<td><strong>FDNY – WTC ORGANIZATIONAL LIST</strong></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 212-227-5564 Pager 914-771-2889</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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<td>DEP</td>
<td>Paul Bennet or acting</td>
<td>917-468-2877</td>
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<td>DDC 0500-1400</td>
<td>Tom O’Connor</td>
<td>917-560-5365</td>
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<td>Tom Amoia</td>
<td>917-681-7572</td>
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<td>Ed McGinley</td>
<td>347-245-0387</td>
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<tr>
<td>1300-2200</td>
<td>Lou Mendes</td>
<td>646-235-3394</td>
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<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>
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<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>
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<tr>
<td>DSNY</td>
<td>Al Rahner</td>
<td>646-235-3040</td>
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<tr>
<td>RED CROSS</td>
<td>David Brown</td>
<td>703-728-8574 or 718-923-1432</td>
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<tr>
<td>ROBOTICS</td>
<td>Arnis Mangolds</td>
<td>617-306-5709 or 781-684-4379</td>
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<td></td>
<td>Bob Guelli</td>
<td>617-921-2464 or 781-684-4332</td>
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<tr>
<td>NYCSO</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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<td>Lt. Erazo</td>
<td>917-577-2136</td>
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<tr>
<td>FEMA/US&amp;R</td>
<td>Alim Shariff</td>
<td>202-257-7795</td>
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<tr>
<td>DCAS</td>
<td>George Frangoulis</td>
<td>646-772-8158</td>
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<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>
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<tr>
<td>SALV. ARMY</td>
<td>Capt. Neil Lewis</td>
<td>917-587-4068</td>
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<tr>
<td>VERIZON</td>
<td>Dan Lynaugha</td>
<td>212-965-5702/5703/5704/5705</td>
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