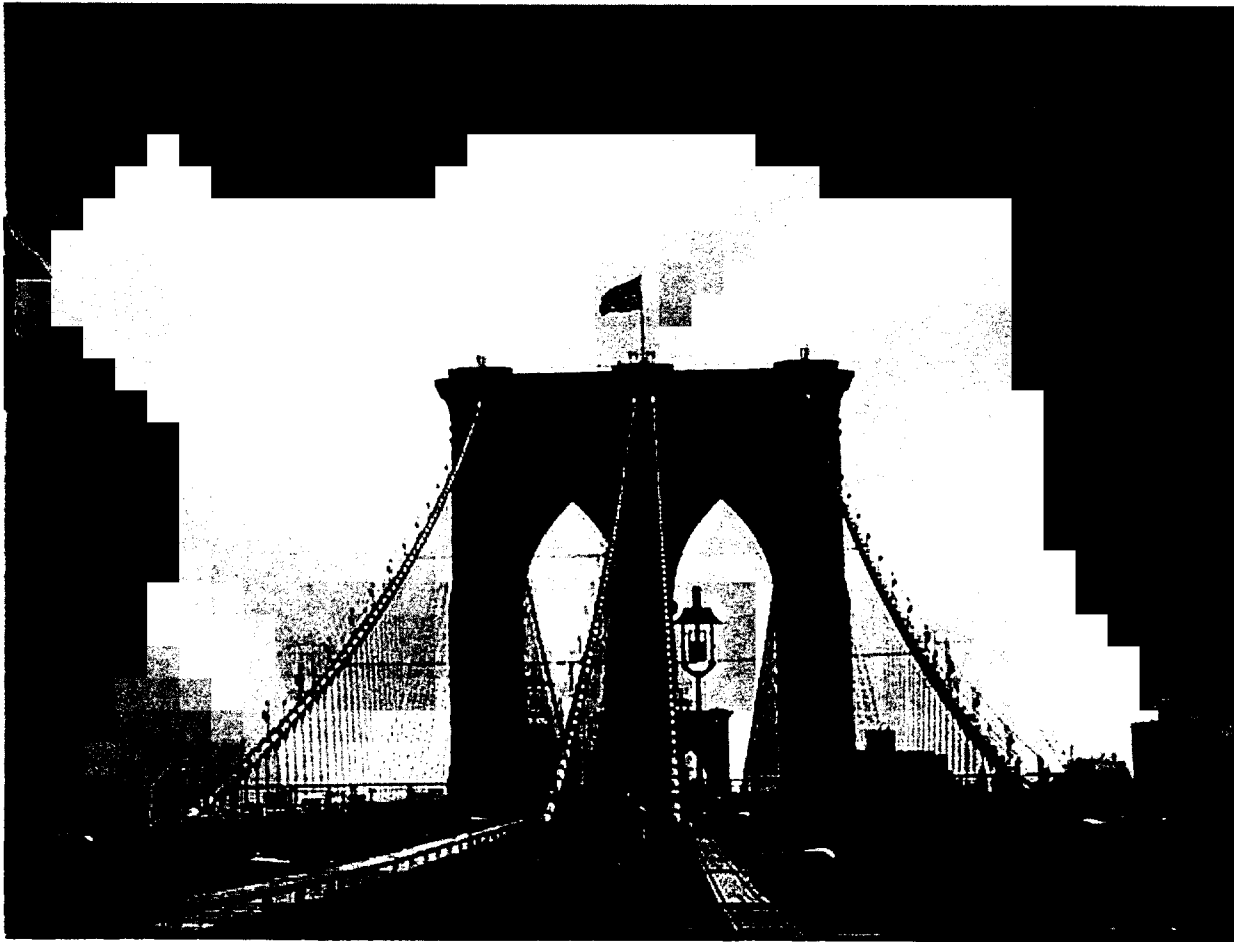


**FDNY**  
**INCIDENT ACTION PLAN**  
**OPERATIONAL PERIOD**  
**OCTOBER 10 - 11, 2001**  
**0700 – 0700**



*JWB*

PLAN 19

**OPERATIONAL PERIOD**

10/10/2001 – 0700 through 10/11/2001 – 0700

*SAME***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) <i>12-NOON</i>

**OPERATIONAL RESOURCES**

FDNY WTC TF	160 (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.
SWA IMT	1 to 2 per sector 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
- One BLS Unit (Basic Life Support)
- One ALS Unit (Advanced Life Support/Paramedic)

**Disaster Medical Assistance Teams**

Liberty Street / West Street (DMAT Medical Command and Pharmacy)  
 Fulton Street / Church Street  
 West Street / Vesey Street

**WEATHER FORECAST**

Day Mostly Sunny, Winds SW 10 mph, 0% chance of showers, Highs near 70.

Night Partly Cloudy, Winds SW 10 mph, 0% chance of showers, Lows in the mid 50's.

Outlook - Thursday – Partly sunny, 0% chance of showers, Highs in the low 70's with Lows near 60.

Friday – Mostly Cloudy, 0% chance of showers, Highs in the low 70's with Lows near 60.

**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 and OEM Command Bus at West and Warren.

## **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 multiversal handlines to cool debris.
3. Tower Ladder continues to operate on 2 WTC debris and multiversal 7 WTC.
4. Additional Tower Ladder operated on 7 WTC during the day and the multiversal continued to operate on 7 WTC
5. An exterior standpipe was created with 2 1/2" hose to the 10<sup>th</sup> floor of 130 Liberty (Bankers Trust) to protect the building during torch operations.
6. Continued to collect empty compressed gas cylinders (Approximately 8 separate locations).
7. Inspected the fire suppression systems for 1, 2, 3 and 4 WFC buildings. Standpipes and sprinkler systems intact and functional at 1, 2 and 4 WFC. System problems above the 25<sup>th</sup> floor in 3 WFC.

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

1. 700-Ton crane is in place on West St. Accelerated debris removal and void search operations will continue in the North Tower area. FDNY SOC and PD personnel have been assigned to this location.
2. 1000-ton crane is in place on West Street in the proximity of the Marriott WTC Hotel. 300-ton crane is also assisting in this operation.
3. 550-Ton crane and a 500-Ton crane are in place at Liberty and Washington Street to work on debris removal on the South facade.
4. 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.
5. FD SOC personnel and PD personnel will continue to conduct void searches as required as heavy steel is removed.
6. All Emergency personnel operating on the South Tower in selected areas will be in bunker pants as needed.
7. Continue to place and use large caliber water streams for continuous fire extinguishment operations on 1, 2 and 7 WTC as required. Place and use protective hand lines elsewhere as needed.
8. 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 to review plan and evaluate results of deconstruction process.
9. Continue GPS mapping and documentation of recovery operations and structural features.
10. NIJ continues to operate four camera points for use in locating the flight recorders.
11. U.S. Army will continue laser mapping to detect any movement or shifting of piles. OEM is coordinating these activities.
12. DOH and NYPD continue to remove unauthorized food vendors.
13. Fire companies to wet down debris fields and dirt roads when requested by DDC.
14. Continue collection and consolidation of tools and equipment scattered throughout the site.
15. Consolidation of 2 Sector Posts into 1 location called East Command Post (Church & Vesey Sectors) with new phone numbers.
16. An entry will be made into 5 WTC at approximately 0915 to retrieve materials from the Citibank area.
17. An entry will be made by DDC and FDNY personnel into the Marriott sub basement levels to examine the slurry wall.

## ANTICIPATED ACTIONS (72 hours)

- Same*
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)
    - Bankers Trust
  3. Perimeter security will continue.
  4. Review by Mayor's Office of the WTC Long Range Site Plan.
  5. Collection and consolidation of tools and equipment scattered throughout the site.

## SPECIAL INSTRUCTIONS

1. **FDNY Sector Chiefs will approve all searches.**
2. Review posted information regarding Minimum Protective Equipment Requirements, Site Safety, Evacuation Warning Signals, Site Hazards, Blood Borne Pathogens and Hazard Markings on Buildings.
3. For non-exempt personnel, only white, non-photo credentials will allow access into the site (Security checkpoints have a list of exempt agencies).
4. **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:

10/10	0700-1100	ORANGE
10/10	1100-2300	BLUE
10/10-11	2300-0700	HOT PINK

The band must be prominently displayed to allow entry onto the site.
5. 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. Refer to attached memo.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. VIPs must arrange tours with OEM located at Pier 92 before visiting the site. If VIPs found unescorted on site, NYPD will escort them off site.
12. DSNY will flush streets upon request.
13. All trailers going to Pier 6 are required to be tarped before leaving the site.
14. Make sure that breaks are taken off the pile.
15. 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.
16. No open flames or warming fires. Use the warming tents if necessary.

# DEPARTMENT OF DESIGN AND CONSTRUCTION UPDATE

## ACCOMPLISHMENTS (Past 24 hours)

1. Road construction to the rear of the North and South Tower 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. DDC to place jersey barriers on W. Broadway between Vesey Street and Barclay at Transit Authority's request.

*Crane  
- 1 week*

## PLANNED ACTIONS (24 hours)

1. Continuing access road construction to Plaza.
2. Continue debris removal from the Marriott WTC Hotel.
3. Continue to backfill void North of slurry wall & South of 2 WTC from Greenwich to West Street to be completed 10/12/01. Conveyor is set up to expedite progress.
4. Well points being installed on Liberty Street by Moretrench drilling.
5. Continue shoring for the roadway between 4 and 5 WTC to be completed within 2 days (10/12/01).
6. Debris will be accepted at Pier 6 barging operation. Trucks are required to be tarped.
7. Crane matting at 6 WTC to be completed in 1 to 2 days.
8. Continue to shore floors at 3 WFC that will take 2 to 3 weeks.
9. DDC and Con Ed to coordinate trenching on Church Street.
10. DDC to meet with Amec and others for coordination on scaffolding and winterization of the Winter Garden.

## ANTICIPATED ACTIONS (72 hours)

1. Cutting and removal of sections of the West and South façade of 2 WTC.
2. Start haircut of West and South façade of 2 WTC.
3. Cutting of miscellaneous steel from Bankers Trust Building.
4. Test borings (peiziometers / inclinometers) to start on Tuesday (10/9/01).
5. Demolition planned for 3 West bays on 6 WTC to begin on Wednesday (10/10/01) and last 2 weeks.

There is an OEM representative located at the OEM trailer (Murray and West - 212 941-5337) to contact DDC to handle contractor problems. OEM is also the contact for OSHA.

*4-5 Days crane activity will slow  
to reinforce slurry wall*

## 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.
- Uncle Ben's at West and Vesey.
- The Salvation Army on West and Murray.
- Marriott WFC Hotel at Albany & 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 and eye wash stations available at West and Murray St. Johns Univ. also West and Rector.
- Additional washes and showers are available on a limited basis at the Liberty Street Marina to augment the entrance / exit facilities.

Cache Sites are as follows:

- 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 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/FF report to WFM at 0930 and 2130.

Transition to the West Command Post is complete. West Sector and Liberty Sector Posts have transitioned into this Command Post. New phone numbers for are:

WEST COMMAND POST	EAST COMMAND POST
212-608-7753	212-425-4201
212-608-7754	212-425-4231
212-608-7796	212-425-4217
212-608-8048	212-425-4180
212-608-9556 fax	212-425-4221
212-608-9801 fax	212-425-4096

# **YOUR SURVIVAL DEPENDS ON YOUR ATTITUDE ABOUT SAFETY**

**LOOK up, LOOK down, LOOK around and proceed with CAUTION**

**MAINTAIN SITE AWARENESS!** – A tragedy was narrowly averted on 10/8 when part of a load broke loose from a crane. Know crane swing radius and when loads are in the air. Never stand/walk/congregate under a working crane. Each team must use a spotter to monitor crane operations and advise on-the-ground personnel.

**No open flames or warming fires on the site. Use the warming tents as necessary.**

## **Personal Protective Equipment is Mandatory in the Green Zone:**

**! Hardhat** or helmet

**! Respirator** with replaceable P100 organic vapor/acid cartridges. Replace cartridges when passage of air becomes difficult or at least at the beginning of each shift. Store cartridges in sealed container until ready for use

**! Steel toed boots** or equivalent

**! Coveralls** or a long sleeve shirt

**! Safety glasses** with side shield/face shield or goggles

**! Leather gloves** with latex or nitrile liners

**EVACUATION SIGNAL = 3 Blasts – Stop all work and evacuate the area**

**Hazards:** Each Sector Command **MUST** Assign a Safety Officer

**\*CRANE OPERATIONS** – *Use spotters to coordinate lift and timing of loads. Be aware of swing & stress cables and whipping of broken cables. Give cranes and their loads a wide berth;*

**\*AIRBORNE CONTAMINANTS** - *Proper use of PPE can eliminate or at least reduce the potential hazard;*

**\*TRAFFIC WITHIN AND AROUND THE SITE** – *Drivers please slow down, it may save a life! Maintain site awareness;*

**\*FALLING GLASS & OTHER DEBRIS** – *Strong winds aloft. Be aware of changing conditions;*

**\*DEMOLITION OPERATIONS** - *Red barrier tape identifies the site. Access only for authorized personnel;*

**\*WALKING AND WORKING SURFACES** - *Especially hazardous when wet;*

**\*BIOLOGICAL HAZARDS** - *Utilize Universal Precautions;*

**\*CUTTING & WELDING = compressed gasses** – *Treat all cylinders as pressurized and volatile;*

**\*SEWER GRATES, TRENCHES, MAN-HOLES** – *Possible collapse under heavy equipment or a vector for the release of toxic gas/acid vapors. Avoid whenever possible;*

## **Recommendations for YOUR SURVIVAL:**

☞ Use all PPE at all times on the site, inside and outside the Green Zone

☞ Maintain eye contact with equipment operators when working with heavy machinery and use spotters to coordinate operations between operators and on-the-ground personnel

☞ Don't congregate near operating cranes and other machinery

☞ Be aware of strong winds aloft – falling debris

☞ Establish and maintain emergency communication links

☞ Know the location of damaged buildings and their changing conditions

☞ Plan for emergency events – know your escape routes, advise others

☞ Be AWARE of changing conditions

☞ Maintain visual contact with your partner(s)

☞ All cylinders are charged and ammunition live – proceed with caution

☞ Climb with proper personal protective equipment at all times

☞ Do not eat or smoke in the work zone

☞ Don't create additional hazards by taking breaks on the rubble pile, use established offsite facilities

☞ Decontaminate prior to entering established eating facilities and after your shift

**Each Sector Command MUST Assign a FAST Truck for Emergency Response**

# Victim Family Visit to Red Zone

## Mayor's CAU Scheduled Tours

Daily 10:30, 12:00, 14:00

## Fire Department Families

Daily tours at 11:00 and 19:00 arranged through the Fire Department.

**Additional tours not scheduled may occur.**

## Tour Group

Approximately 75 persons per trip

### Victim Family

10 Families, 5 members per family

### Mental Health Professional

2 PD or FD, 5 DOH, 5 Red Cross

### Security

3 NYSP, 3 NYPD

### Support

5 Mayor's Community Assistance Unit

## Tour Route

1. Depart from Pier 92 to North Cove Marina.
2. Disembark at North Cove Marina's New York Waterways dock.
3. Walk around Marina to Liberty Street and West Street.
4. Lay flowers at the Marina's promenade perimeter.
5. Embark at New York Waterways dock.
6. Depart from North Cove Marina to Pier 92.

*Route will be adjusted daily to reflect Red Zone condition.*

## Contacts

Conrad Vazquez	917-682-3469	CAU (Mayor's Community Assistance Unit)
Jose Baptista	917-882-8998	OEM





# FIRE DEPARTMENT

100 DUANE STREET NEW YORK, NY 10007  
TEL.646-613-0228 FAX 646-613-1649

## WTC COMMAND

TO: Operations Chiefs, Sector Chiefs, Company Commanders of E. 10/L.10

FROM: Frank Cruthers WCT Task Force Commander

DATE: 10/5/01

SUBJECT: GSP Tracking (Revised)

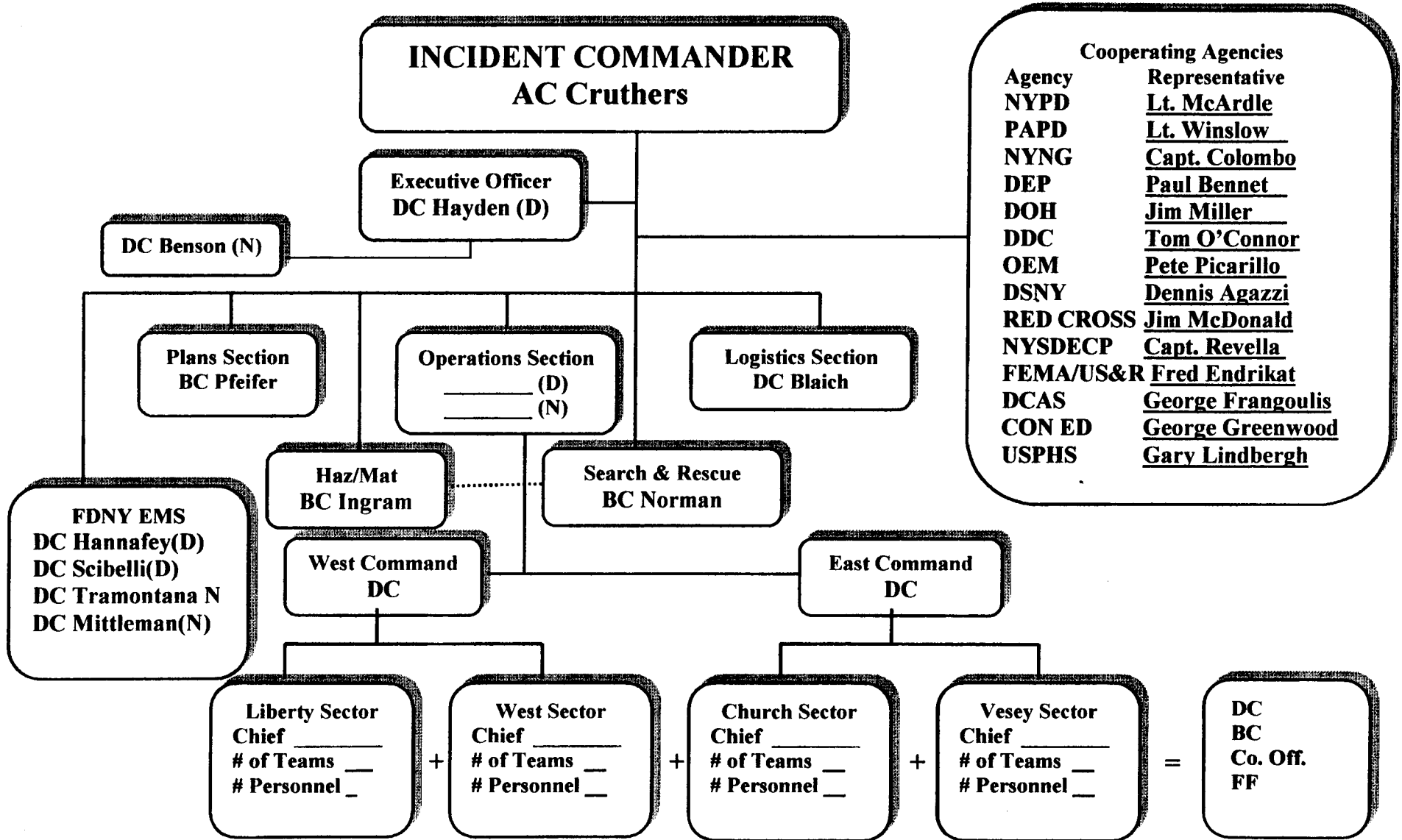
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1. GPS tracking is now fully implemented. When a fire officer, firefighter, police officer, civilian, fire apparatus or firefighter's gear, equipment or personal items are recovered the Sector Chief will call over the HT on Channel 5 for GPS Tracking. E.10/L.10 will acknowledge the call and respond to the location to take readings. Two teams will *always* be in the field.
2. Fire Officer, Firefighters, Police officer and Civilian Recovery:
  - 2.1. *The Sector Chief will notify the Operation Posts of every fire personnel recovery. The Operations Post will immediately notify the Command Post by phone.*
  - 2.2. All recovery of victims and remains must be tagged with a special NYPD identification tag that includes a FDNY bar code.
  - 2.3. The GPS team will take a position reading, scan the bar code, then write on the bottom half of the tag the grid, and position readings. The top of the tag will include the grid number, and the name and agency of the person who found the body.
    - 2.3.1. If a construction worker brings over remains to a Sector, the Chief will arrange to get a GPS position. If that is not possible due to safety reasons the grid will be recorded in a special *GPS Not Available Log* by the GPS Tracking team. In any case the GPS team must tag all victims and remains.
  - 2.4. The bottom half of the tag is given to the Sector Chief to record in their log.
  - 2.5. The tag number will be recorded at the temporary morgue. If there is no tag, the FM or EMS will contact the Sector Chief immediately to make sure the GPS team tags the victim.
  - 2.6. Fire Marshals will ensure that the tag number is recorded at the Medical Examiner's Office. When the Medical Examiner identifies the victim, the tag number and identity of the victim will be phoned to the Command Post (after notification to the family.)  
646-613-0078 or 1757. The Planning Chief will record this information into a database. This information will be used to map the location of where all fire personnel are found.
3. Firefighting gear, equipment and apparatus or other items:
  - 3.1. When discovering gear, equipment and apparatus or other items the GPS tracking team will follow a similar documenting procedure as above. Positioning reads, grid location and tagging is done by the GPS team.
4. Any questions or suggestion should be directed to BC Joseph Pfeifer (Planning Chief) at 646-613-0228 or 908-872-7220 (cell).

  
Assistant Chief Frank Cruthers

10/09/01

# FDNY – WTC ORGANIZATIONAL CHART



10/10/01

**FDNY – WTC  
ORGANIZATIONAL CHART**

<b>NYPD</b>	<b>LT. MCARDLE</b>	<b>212-227-0010</b>
<b>PAPD</b>	<b>LT. MARK WINSLOW</b>	<b>212-941-5252</b>
<b>OEM</b>	<b>PETE PICARILLO (LOGS) KEVIN CULLEY (IC LIASION)</b>	<b>646-210-5861 or 646-756-3018 202-297-7680</b>
<b>DEP</b>	<b>PAUL BENNET or acting</b>	<b>917-468-2877</b>
<b>DDC 0500-1300</b>	<b>TOM O'CONNOR</b>	<b>917-560-5365</b>
	<b>ED MCGINLEY</b>	<b>347-245-0387</b>
<b>1300-0700</b>	<b>LOU MENDES</b>	<b>646-235-3394</b>
	<b>JOE DELUCA</b>	<b>347-386-7329</b>
<b>DOH</b>	<b>DR. JIM MILLER</b>	<b>917-642-2809</b>
<b>NYSDECP</b>	<b>CAPT. T. REVELLA</b>	<b>646-756-3136</b>
<b>DSNY</b>	<b>DENNIS AGAZZI</b>	<b>646-235-3000</b>
<b>RED CROSS</b>	<b>JIM MCDONALD</b>	<b>703-728-8574 or 718-923-1432</b>
<b>ROBOTICS</b>	<b>ARNIS MANGOLDS BOB GUELLI</b>	<b>617-306-5709 or 781-684-4379 617-921-2464 or 781-684-4332</b>
<b>NYCSO</b>	<b>LT. SCALI</b>	<b>646-756-3125</b>
<b>NYNG</b>	<b>CAPT. COLOMBO LT. ERAZO</b>	<b>973-615-6219 or 212-941-5281 917-577-2136</b>
<b>FEMA/US&amp;R</b>	<b>FRED ENDRIKAT</b>	<b>917-709-3118</b>
<b>DCAS</b>	<b>GEORGE FRANGOULIS</b>	<b>646-772-8158</b>
<b>CON ED</b>	<b>GEORGE GREENWOOD</b>	<b>212-460-2602</b>
<b>USPHS</b>	<b>GARY LINDBERGH</b>	<b>347-231-4607</b>

# **WTC Task Force**

**0700 10/10-0700 10/11**

**Tour 1                    0700-1900    10/10**

**Operations Chief:            AC Callan**

**DC Ferro  
DC Butler**

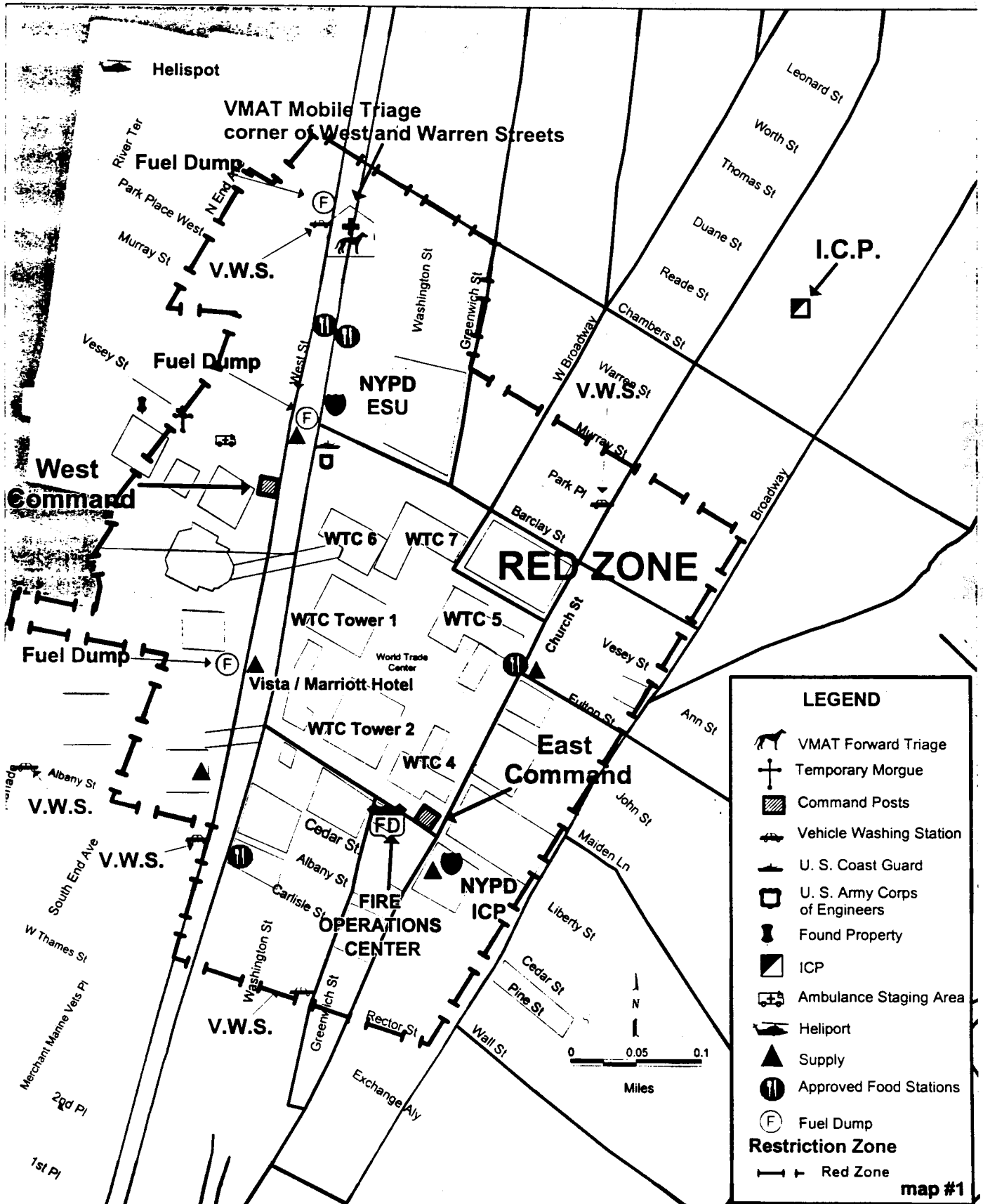
**Tour 2                    1900-0700    10/10-10/11**

**Operations Chief:            DC McNally**

**DC Fox  
DC**

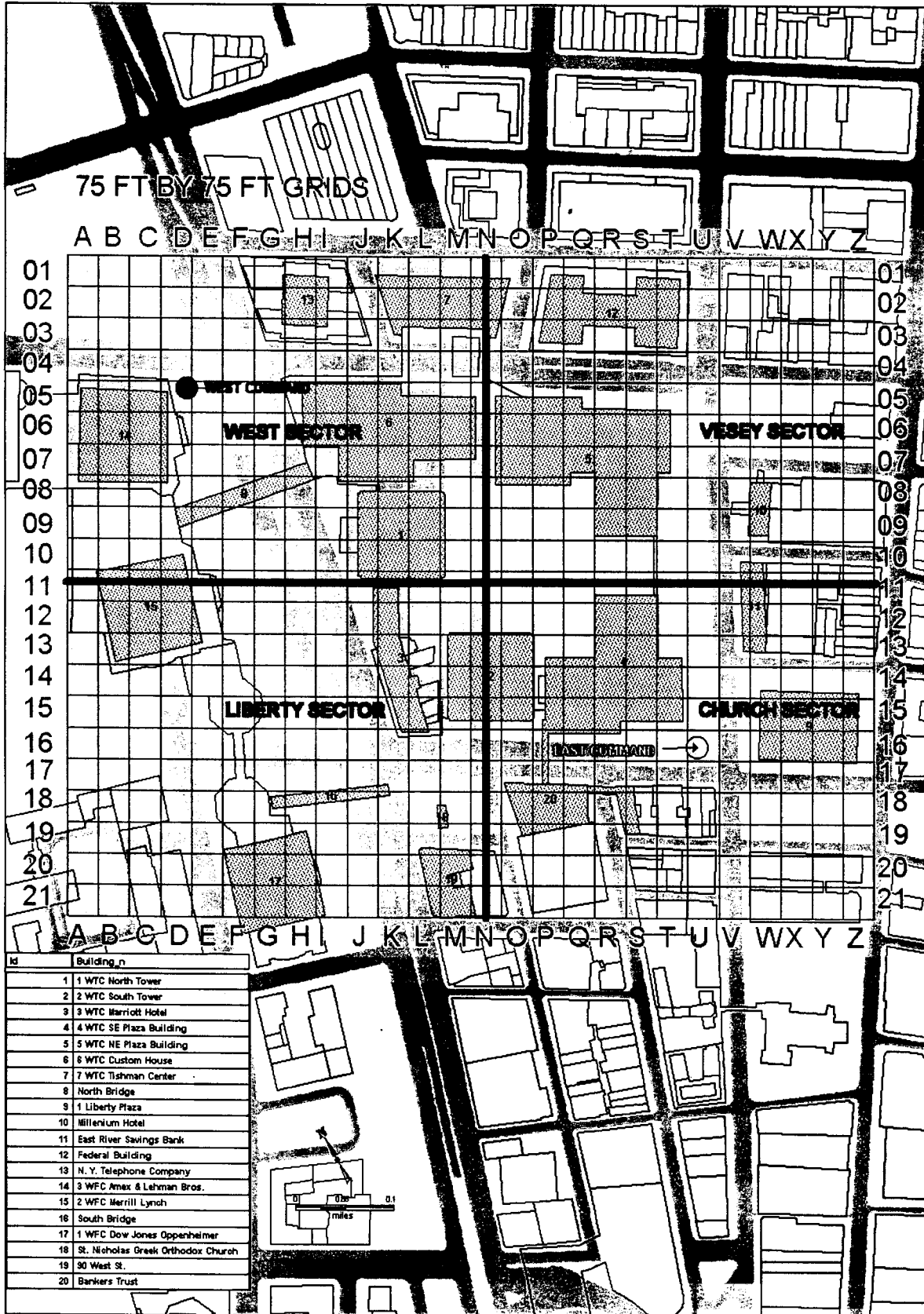


# DR-1391-NY New York City Facility Locations - October 09





# FDNY Command Posts and Sectors



# World Trade Center Incident

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0700 Incident Command Post Meeting  
October 10, 2001

Commissioner Fitzpatrick and Chief Cruthers (FDNY) called the daily Incident Command meeting to order.

## Action Items / Issues:

- PA – Retrieved approximately 70 safes/cash registers from 5 WTC, and contacted owners to retrieve.
- NG – Security mission continues.
- DOH – Reminder for all personnel that safety includes not only PPE, but also preventative maintenance, and rest. The second point brought up was personal comfort; keeping warm is becoming increasingly important. Warming tents have been put up for Fire Department Personnel in each of the sectors. Warming tents will be discussed for auxiliary personnel. As a reminder, there are to be no fires on site. The third issue raised was in regards to carbon monoxide poisoning; personnel must recognize the dangers. DOH will provide FDNY with a copy of medical report of carbon monoxide poisoning case.
- Logistics – East and West Command Posts will be operational today.
- DDC – Road construction is continuing. Debris removal in the Plaza Area continues. Anticipating demolition of the 3 east bays on 6 WTC to begin today. Slurry wall backfill operations continue; all other operations will be relatively static until the area is stabilized.
- Incident Action Plan reviewed.

Meeting adjourned.  
Approved by Chief Cruthers