

NYTF-1
OKLAHOMA CITY MOBILIZATION

1725

Task Force Leaders briefing

Check for fatigue

Rotate the teams

Discussion on which buildings should be searched

Shelley- advises that Ok Cty Fire determines what buildings will be searched, not FEMA.

Wells- addressed the issues of rehydration for those who are doing strenuous work, Gatorade is preferred.

Farrell-Team members will be rotated through rehab. Members should take advantage of this situation to replace fluids & rest.

Logistics'- Denis O'Connell will be on site with equipment Ed Beban will be remaining back at the base.

Trying to obtain another van

Rescue team manager must have tools immediately available.

New radio channels issued:

Channel # 1 will be point-to-point (direct)

Channel #s 2-5 will be available for tactical point-to-point

Channel # 7 will use a repeater to contact the base.

Rescue Squad Officers will determine prior to leaving what equipment they will need and have it loaded on to a van.

1740

Begin loading van and trucks

1805

Task Force leaves Base of Operations (C/C) for site.

1820hrs

On site Roll call and briefing

We have a dedicated vehicle and driver

Medical team can be called at logistics

Wash hands frequently

Working long hours planning for R&R

ONE TASK FORCE
ALREADY SICK

1845

Begin working at site.

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1915

Second briefing

Safety message: Be alert in & out of collapse zone

High winds

One team on pile

There is a confirmed DEA agent in the rubble. We will concentrate our efforts on this agent.

1930

Briefed by Ray Downey

1945

Team #1 will go on pile

2100

Task Force Operation report completed

Team #1 On pile

Team #3 In Basement

Team #2 & 4 will be in the Old Court house conducting a secondary search.

2110

Team #1 finds DEA agent in the rubble.

Wind in the area are increasing, Safety Officer Casani will make and assessment

2140

Team # 1 utilizing air hammers and other rescue tools uncovers DEA documents and are given to DEA agent Lopez.

2150

Weapons also recovered and turn over to DEA

2225

F/F Mike Milner injured leg in the journal records building.

2230

Removed 1 DEA agent form the pile

2245

At rehab and Milner is being treated.

2315

Milner is returned to the convention center

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2325

Rain beginning, wind is picking up & temperature is dropping.

2335

Retrieving tools form the pile

2345

HEAVY HAIL STORMS

2350

Team # 1 is in basement of the main building.

Rack shoring is completed by Team # 2

Teams 3 & 4 complete search of press building going to R&R

NEEDED
FOUL WEATHER
GEAR

Saturday, April 22, 1995

0030

Pick up 6x6 12' for shoring

0130

Two teams working on second floor

One is conducting void searches

One is conducting floor searches

0200

All members have been removed from building while Structural Engineers reassess structure, members on R&R.

0225

Teams reenter building

0240

Found victim in rear of second floor, begin extrication.

0325

Above body removed.

0335

Body count now at 69

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0340

2nd Request by Haz-Mat specialist for MSDS sheets on insecticide/disinfectant being sprayed.

0400

Found another victim, female in rear of second floor, DOA

0420

Weather reports indicate: Rain and T-Storms with Heavy Winds approaching, Logistics' personnel erected temporary shelter to protect equipment cache at the collapse site.

Winds expected to be 20 to 30 mph

0430

Rescue Team 2 reports that they have found a total of three bodies in various voids still not removed. (front rubble pile)

0500

As per Task Force Leader, all operations have ceased due to severe weather conditions.

0700

Task Force relieved.

0800

Team returned to base of operations.

0900

Task Force advised to get some rest, however they will remain on standby as a backup for other task forces. Personnel are to remain fit for duty and in contact with the base of Operations at all times.

Summary:

Need shelter for on site equipment.

Weather is a factor

New radio frequency is working much better.

Wear appropriate rain gear.

1200

Mike Corr picked up at hospital.

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Saturday April 22, 1995

1700

Team reports for roll call.

Team briefing

Capt. Wargo, will be the Task Force Leader

Review of Safety procedures

Wear ID vests

Utilize your R&R periods for rest

Leaders and Squad Officers will pull if necessary.

Position tools and equipment at work site so they are not hazards

Full team deployment tonight;

Tech team as follows: Farrell, Spall, Ripple, Phil McArdle, Clark.

Resource team as follows: Ferry, Casani, Ruppert, Ryan, McCarthy, Johnston.

Resource team will assist Logistics with equipment, and then serve as a relief team.

Rescue specialists will turn in all radios.

Chapel services tomorrow. 0900

Tech. channel for tonight will be channel #1

Logistics channel will be channel #7

Rehab will be at the logistics center, paramedics will sign you in.

EMS-Wells

*Wear your respirators, there is a distinct order of disinfectant in the building, type unknown, limit your exposure to it. Check in at rehab before going for food or leaving the scene during R&R.

Dr. Gonzalez - Temp. is dropping and it is raining, check for hypothermia.

Wash hand frequently

Watch for stress

There will be a Medical Directors conference at 1800hrs

Be cognizant of the Incident Command System

Maintain tight control

Utilize R&R for R&R

Wear goggles when operating tools

We will begin CISD debriefing tonight.

Anyone who still does not have an ID card notify the TASK FORCE LEADER

Any files or computer disks found, turn over to either FBI or DEA.

There will be a debriefing in the AM.

O'Connell-Check all equipment in and out.

Spall-Don't trust anything in the site due to the rain. Any questions call me.

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1800
Begin loading vehicles
Briefing
Concerns about the weather

1900
Arrive at the collapse site
Team begin off loading equipment

2005
Assignment are given, NYTF operations are begun on site.

2100
All operations cease due to weather.

Sunday April 23, 1995

0400
Teams resume operations concentrate their efforts on the 5th floor.
All teams utilizing ropes and harnesses
Search continues with dogs and pole camera's
check of HAZ MAT on 9th FLOOR

0700
End operations and return to base of operations

0730 load equipment onto trucks

0800
Returned to base of operations, unload equipment.

0900
Task Force advised to get some rest, however they will remain on standby as a backup for other task forces. Personnel are to remain fit for duty and in contact with the base of Operations at all times.

Summary:

Team should utilize down time for rest.
Weather continues to be a factor
Resource team is working well

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Sunday, April 23, 1995

1700
Roll call

1730
Briefing

1800
Set up base at collapse site

Change of Command
Don't Wander
Don't let teams mingle with other teams
Advise when going to rehab

1900
Begin Search, Rescue & Recovery Operations

2130
One team released for R&R

2345
Team #3 was requested to return to collapse

Monday April 24, 1995

0110
Entire task force requested back at collapse site.

0145
All team members are conducting search & recovery operations.
Team #1& 2 will be deployed onto 2nd floor.
Tools in operation: Stanley hydraulic, power saws, jack hammers, hand tools,
Searchcam, Rebar cutters

0255
Rotation of sqds begun

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0305

Recovery efforts of US Marine's body trapped in rubble suspended until the removal of debris from the upper floors are completed by the crane operator. Operation on the 2nd floor have also been halted.

0315

Work is resumed

0355

Teams working on 2nd floor have recovered three weapons.

0415

Crane Operators are removing slabs of concrete from upper floors. All work being performed by task force team is now stopped. Team #3 is going on break at this time.

0425

All work is resumed

0440

Chief Shelley request that a dog team be brought to the fourth floor.

0500

Results of 4th floor search by K-9 is negative.

0600

Rescue squad three along with PO Mike Curtin extricate Marine from rubble.

0615

Deceased is removed from rubble to ME,s office, stokes basket is covered with American Flag, Marine honor guard carries body away from site. Moment of silence by all present.

0700

NYTF-1 begin breaking down equipment and removing equipment back to BOO.

0800

NYTF-1 relieved.

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0900

Task Force advised to get some rest, however they will remain on standby as a backup for other task forces. Personnel are to remain fit for duty and in contact with the base of Operations at all times.

Summary:

Extrication of Marines went well.
Shelter concept a good idea.

Monday, April 24, 1995

1045

FEMA Ops advises that the NY-TF 1 will start at 20:00hrs and end at 0800hrs

1530

Managers meeting.

One (1) will be held in reserve all night.

EMS complimented.

No information on our demobilization as of this time.

1800

Team briefing.

1930

Team has been operating for 128 hrs

Exchange of information with LA Co.

1940

Task Force deployed to site

2000

Task Force begins on site operations

2030

NY-TF 1 Operating in center of pile.

2030

NTFD by FEMA IST that will be NY-TF 1 will stop work at 2230hrs for 2400hr demobilization.

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2035
Second Marine removed

2050
Operating at column # 14

2200
All operations cease, removal of large concrete slab w/crane

2215
Resume operations

2300
NY-TF 1
Using oxy/acetylene to cut rebar

2315
Another body discovered under slab.

2325
one (1) female body removed.

2400
Removal of large slab of concrete by crane, operations halted.

Tuesday April 25, 1995

0010
Operations resumed

0145
Squads slung last piece of concrete before being released.

0200
NY-TF 1 officially released by FEMA - IST

0220
Moment of silence, Prayer Service

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0250
Return to Base of Operations
NYTF-1
OKLAHOMA CITY MOBILIZATION

0330
Secured equipment

0400
Task Force officially off duty.

Summary: Interaction with construction crews worked well. Rotation of teams through R&R working well.

0630
Begin demobilization, final packing and palletizing.

1530
Complete passenger manifest for Air force.

1600
Air Force removes task force equipment.

1630
Board buses for Oklahoma State Assembly ceremony.

1730
Arrive for Proclamation at Cowboy Hall of Fame.

2100
Depart for dinner with Lt. Governor.

2400
End of Tour

Wednesday April 26, 1995

0530
Wake up

0600
Assembly & Role Call

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0700
Depart for Tinker Air Force Base

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0730
Arrive Air Base, breakfast at mess hall

0915
Advised that aircraft will be delayed.

1100
Board aircraft, evacuate shortly thereafter due to fire. *IN #3 ENGINE*

1130
Return to waiting area, Tinker Air Force Base.

1630
Return to second aircraft

1800 Depart Tinker.

TIME CHANGE TO EDT

2145
Arrive JFK

2200
Mayor Guiliani greets plane
Press conference

2330
Arrive at Floyd Bennett Field

2400
End of Tour

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FLIGHT INFORMATION

FEMA DECLARATION # 3115-EM

McGUIRE CONTACT

LT. Col.. DAVE MARTIN TACC TANKER AIRLIFT C. C .
(618) 256-4311

FEMA CONTACT

CHECK BARTLETT-202-646-2482

AIRCRAFT

C-141 OUT OF MCGUIRE AFB NJ
CALL SIGN *REACH 1198*

ARRIVING JFK 0810 EST 1210 ZULU

PORT AUTHORITY GENERAL AVIATION RAMP
building 145
between Hanger 12 & 14
contact Mr. Matulonis Airfield Ops 718-244-3800

FLIGHT CREW

MARQUARDT, THOMAS J CPT

HOUSE, ROBERT C CPT

NIERMANN, RALPH P CPT

BIGGS, TIMOTHY R CPT

MCFARLAND, SEAN C 1LT

EDWARDS, CEDRIC A SSG

HOSLER, RICK L SSG

LENNON, BARRY A SSG

LEWIS, BENJAMIN A1C

C/O LT. COL CLIFTON L BRAY
18TH AIRLIFT SQUADRON
BLDG. 2223 GRISSOM RD.
MCGUIRE AFB, NJ 08641-5456

Evaluation

Within thirty minutes of activation call out procedures were begun by the three agencies comprising NY TF-1. Additional administrative personnel were mobilized to assist with call out procedures and cache management. In order to accomplish an effective mobilization a core group within the task force has been working closely together as the "*management team*" of NY TF-1. This core group has been meeting monthly where issues pertaining to task force structure, management, equipment, and mobilization have been discussed and problems addressed. During the first week of April, 1995 a task force readiness evaluation of NY TF-1 was conducted by FEMA. Our complete cache was moved from its storage location to our mobilization point. This evaluation, in conjunction with our monthly meetings aided in our activation and mobilization procedures. These procedures were carried out without any major problems. Minor problems developed due to the fact that prior to activation, no alert phase had taken place. Had this alert phase taken place we feel that more time could have been spent in the selection and notification process. Individuals selected would have had more time to prepare for mobilization. Telephone calls to task force members were hurried due to time limitations placed on the team. A system for automatic telephone notification via computer is being evaluated at this time to make our notification process more efficient.

During check-in at the mobilization site, no problems were encountered. Separate facilities were available for personnel check-in and cache management. This prevented unauthorized personnel from "crowding" the members finalizing cache palleting. Classroom facilities were used for personnel check-in, briefings, and medical evaluation. This provided an area where professional briefings utilizing electronic media (TV/VCR) could be conducted. Areas were established for team manager briefings could be held separate from full task force briefings.

Prior training in task force mobilization procedures aided our mobilization, but there were members of our task force who had not attended this training. This did not interfere with mobilization because briefings were held for all members concerning mobilization. Field Operations Guides (FOGs) were reviewed by members prior to briefings, on the aircraft during transit, and after touchdown in Oklahoma City. These guides were invaluable throughout operations.

On site in Oklahoma City the equipment used was satisfactory and no major equipment problems were noted. Logistically, a problem arose because the equipment cache was located remote from the point of operations. For each operational period equipment had to be to/from the Federal Building and the Convention Center. At times, equipment that was needed had to be requested and brought from the Convention Center. This delayed operations. It was felt

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that a forward logistics area needed to be set up and maintained on a twenty-four hour basis.

Operating as a complete 56 person task force in close proximity to each other necessitated that positions be assessed and reassigned. For example, two Technical Information Specialists were not required at all times, nor were two Communications Specialists. After assessing the situation, a squad was formed utilizing some of these members and placed under the supervision of one of the Technical Team Managers. This squad was used as a resource squad (moving equipment and supplies to rescue teams as needed), or as a safety squad (back-up to a rescue squad operating in a precarious position).

For the first activation of NY TF-1 all members agree that the complete response- *activation, operations, and demobilization*- had very few problems that weren't capable of being resolved at the time of the problem.

Lessons Reinforced

- A complete stand alone cache will enable the mobilization process to be accomplished in a shorter time frame. It is anticipated that within three months NY TF-1 will have an independent, stand alone cache.
- The value of incident command cannot be underestimated. Without strict adherence to the incident command system, freelancing may occur, resulting in injuries to members. In addition, all information concerning unusual conditions, stability, or safety must be relayed through the chain of command to the Task Force Leader. Information may seem insignificant, but when coupled with information from other sectors or task forces may indicate a serious hazard to task force members.
- Early utilization of identification vests and nametags. This should be utilized beginning with check-in for rapid identification of task force management and familiarization of task force personnel with one another.
- The value of standardized boxes for cache storage was proven during this activation. NY TF-1 was delayed prior to departure from New York City because some packing boxes did not fit properly on pallets. This problem was corrected quickly, causing a delay of only thirty minutes.
- Do not split task force personnel and equipment. Upon landing at Tinker Air Force Base our personnel and equipment were split, with no communication between the members with the cache and the remainder of the task force. The equipment and **all** personnel must stay together until a base camp is identified and/or established. We feel that a delay in becoming operational resulted from this separation.
- More visible marking of tools and equipment is recommended to enable rapid identification by task force members. This will prevent or reduce the chance of task force members from inadvertently taking another task force's tools or equipment.

- Personal hygiene must be monitored and emphasized. Hand washing before eating and decontamination of tools, equipment and personnel is a must. ONE TF SICK

Working
on
problem

- Task force must have capabilities to rent vans and/or pickups at the scene. NY TF-1 rented two vans (1- 12 passenger & 1 cargo) and was able to facilitate transportation of equipment and personnel to/from the operational area relieving some of the responsibility of the IST. Magnetic markings were obtained and placed on the vans for identification. These were FEMA logos and NY TF-1 placards.
- Coordination to ensure military support when returning to NYC. No military unloading at JFK Int'l Airport was available, consequently, storage containers damaged by improper forklift use.
- Communications between families at home will need to be readressed. A family network will be set up to facilitate such communications.
- Rehabilitation must be enforced, particularly during early stages of operations. Medical personnel to be assigned to rehab sector at all times.
- Injuries must be reported and documented to ensure proper tracking for IST medical.
- CISD should include family members. The importance of this should not be minimized.

Recommendations

- Upon arrival of Task Forces at the point of arrival, a representative from FEMA should meet the task force and accompany them to their Base of Operations. This will enable a smooth assimilation by the task force into existing operations. Preliminary briefings of Task Force Leaders could take place at this time.
- While the Convention Center had many advantages for task forces, the distance from the area of operations impeded task forces. Tools and equipment had to be moved twice daily. Once a forward logistics area was set up, operations went smoother, but most of the equipment still had to be moved for each operational period. Our thanks to Los Angeles County for assisting in setting up the forward logistics area.
- Task forces should be split into two working groups as designed. By doing this equipment could have been left at the site. In addition, a smooth transition between teams would have been facilitated for each operational period. For example- New York would relieve New York. Operational techniques would remain the same, tools and equipment would be in position, and exchange of information would be easier accomplished between personnel familiar with each other. Splitting the task forces would enable a greater amount of task forces to network with each other during off hours. Instead of two task forces off during the same period, there would be components of four off during the same period.
- A briefing area should be set up for complete task force briefings. Prior to operations both incoming and offgoing task forces would be briefed together and share information concerning safety and operational guidelines.
- A representative from the IST should be at the Base of Operations to facilitate the transfer of information from the Operational Area IST to the task forces located at the IST. Information could be relayed through this individual to and from the task forces and the IST.

- A passport system should be designed for US &R task forces unique to our mission. This will result in a more efficient system of tracking operating personnel. A committee should be formulated to work on this project.
- Identification vests should be available for IST personnel.
- Incident Command Course series 400 should be available for task force leaders at the National Fire Academy. Preferential enrollment that is not credited towards a persons annual course approval should be arranged.
- Consideration should be given to having tours change at 1300 hours and 0100 hours. This would afford all task forces the opportunity to work in daylight hours.
- Planning meetings should include task force leaders when possible. This would ensure a better flow of information up as well as down.

Ask
JAN

It must be reemphasized that on the whole, the operations of NY TF-1 went very well. We wish to thank FEMA for their support, especially the members of the IST. Suggestions by Task Force Leaders were listened to and in most cases implemented, enhancing operations. We would also like to the members of Virginia Task Force 2 and the Los Angeles County task force. The close working relationship that we had with them built a bond of friendship that will not be broken. Most importantly though, the members of NY TF-1 wish to than the people of Oklahoma. Because of their support, love, and kindness we were able to continue when we thought we couldn't. **God Bless You All!!**