

**ITS TIME
GEORGIA**

**Savannah
October 20th 2008**

**Joe Wolff
Three “E’s”**

Ample Causes for Concern: People

World Trade Center - 1993



Oklahoma City - 1995



Atlanta Olympic Park - 1996



Khobar Towers - 1996



WTC - 2001



Tokyo Subway - 1995

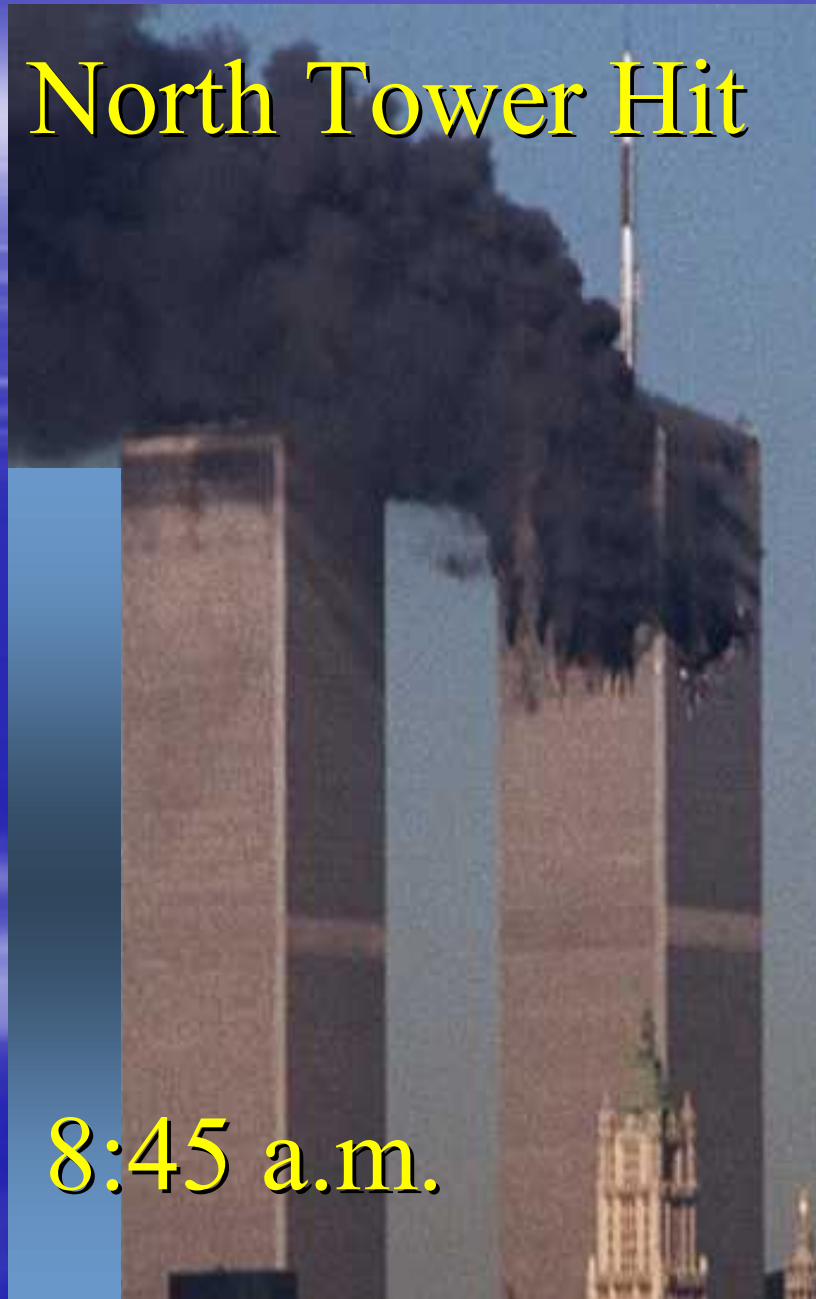
September 11, 2001

AN EIGHTEEN MINUTE PRESENTATION

CONTEXT

- What Happened
- How Events Unfolded
- Most Significant Lessons Learned
(Relating to Transportation)

North Tower Hit



8:45 a.m.

A Major Emergency

- Boeing 767 Crashes into North Tower
- Most Catastrophic Air Disaster Ever
- Minimum: Hundreds Dead
- Significant Property Damage

Manageable?

- Yes,
- In Fact it was a planned Scenario
- The Towers had been designed to withstand a direct hit from a Boeing 707

**18 Minutes Later
Things Changed**

South Tower Hit



9:03 a.m.



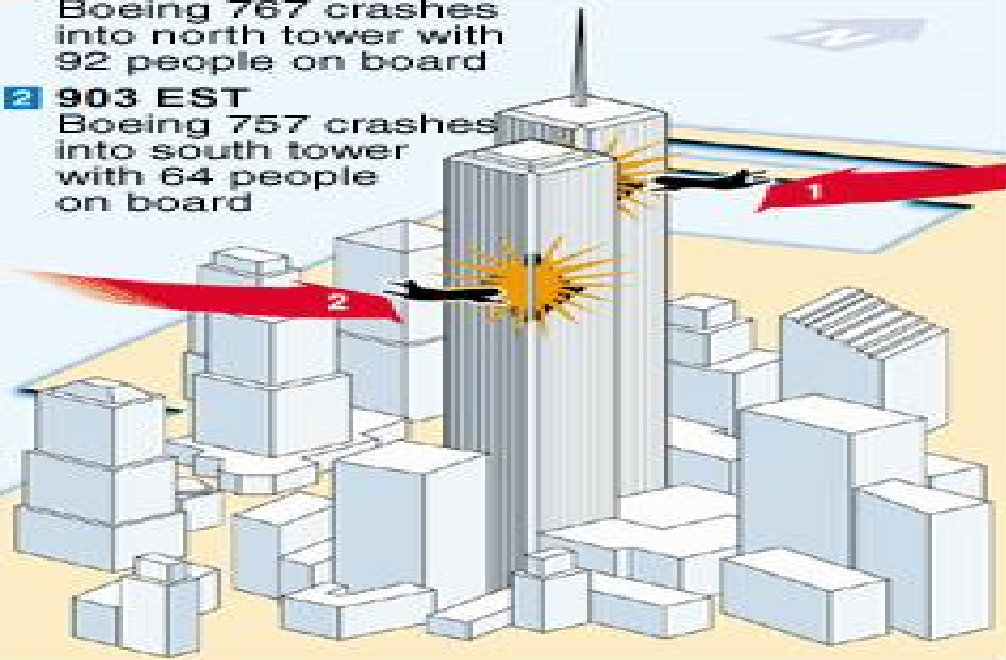
Attacked?

- It Was Immediately Clear that this was a Coordinated Attack Upon New York City

DESTRUCTION OF NEW YORK'S LANDMARK TOWERS

1 845 EST
Boeing 767 crashes
into north tower with
92 people on board

2 903 EST
Boeing 757 crashes
into south tower
with 64 people
on board



AA Flight 11

Boston to LAX

Hit the North Tower at 8:45 AM

United Flight 175

Boston to LAX

Hit the South Tower at 9:03 AM

Manageable?

- Yes,
- Not exactly in the “Play Book”
- But certainly Something We Could Continue to Work on (Double the Resources)

“Achilles Heal”

- Unique Construction of WTC made it Extremely Vulnerable to this type of Attack
- Coupled with Fully Fueled Aircraft
- Our Enemies Had Unknowingly Exploited the Tower’s “Achilles Heal”

COLLAPSE

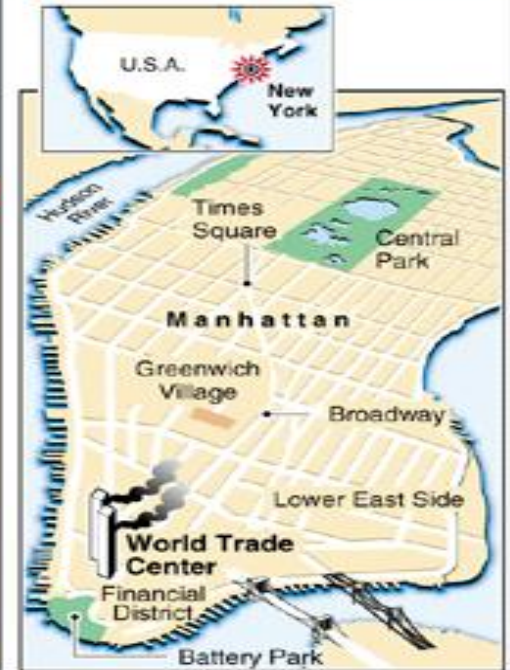
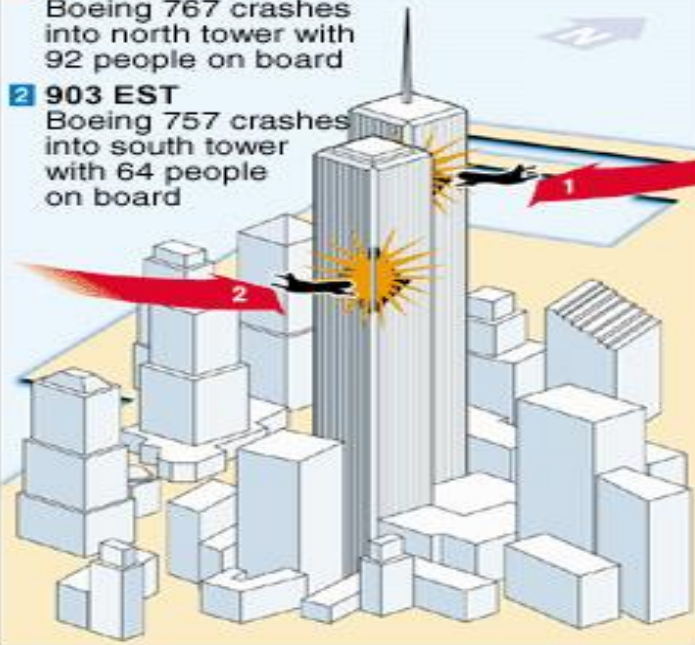


Susan Meiselas, Magnum Photos

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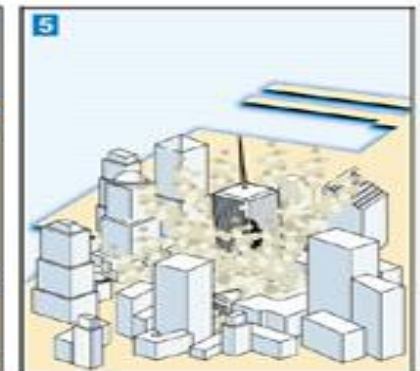
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Emergency services
move in to evacuate as
debris spills onto
streets below



1000 EST
South tower collapses
covering streets with
tons of debris



1028 GMT
North tower collapses
less than an hour later

REUTERS

South Tower

Hit at 9:03 AM

57 Minutes Later

Down at 1000 AM

North Tower

Hit at 8:45 AM

1 Hour 48 Minutes Later

Down at 1028 AM

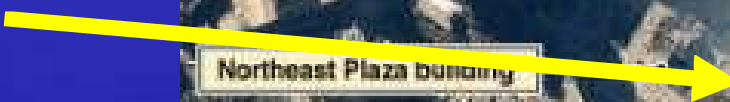




TERRIFYING



NYC OEM
(EOC)



Flight Paths
of Attack



Satellite
Photo
of NY & NJ

Smoke from
Burning
Towers



Manageable?

- At the Time the Answer Most Would Have Given Would be.....NO!

RESPONSE



9:08 a.m.



9:21 a.m.

EVACUATION

11:00 AM

- NYC MAYOR Orders Mandatory Evacuation
- All Points South of Canal Street



Self Evacuation



Daniel Shanken / AP

Damage

(as perceived at the time)

- Ten Thousand Civilians Killed
- Hundreds of Emergency Workers Killed
- Communication Disrupted
- EOC Destroyed
- Transportation Disrupted
- Bridges Paralyzed
 - Mostly by Pedestrian Traffic

Rescue/Recovery ?

- Every Civilian Evacuated
- All Emergency Service Resources Mobilized
- Bridges Secured
- Mass Transit Shut Down
- Public Kept Informed

**All While Under the
Fear of Additional Attacks**

Was the Collapse of WTC's Manageable?

Today's Answer would be...

ABSOLUTELY!

Lessons Learned

- Pre Established Inter-Agency Relationships
- *Keep the Public Informed
- Pre Arranged Mobilization Plans
 - Including Off Duty Personnel
- Careful Selection of EOC(s) Location
- Redundant Systems
- *Battery Back-Up Signals
- *Alternate Transportation Modes

McKinsey&Company

**Improving NYPD Emergency
Preparedness and Response**



August 19, 2002

This report was prepared by McKinsey & Company based upon information provided by the New York Police Department.

The McKinsey Report

- *“Interagency Coordination will necessarily play a vital role in any effective response of the NYPD and the city”*
- *“Alternative Mobile Technologies should be employed”*

The McKinsey Report (Continued)

- *“To truly improve New York City’s preparedness, emergency services and other public safety agencies must plan and execute their response to major incidents together”*

Keep the Public Informed

*Locked down condition
Flight 587 Crash, Belle
Harbor, Queens
November 12, 2002
9:17 AM*



Traffic Controller

Battery Back-Up



Alternate Transportation Modes



Final Lesson

- **All Disasters are Manageable**

Freedom Tower – WTC Tower 1

Stories: 108 total floors; 69 office floors

Total height: 1,776 feet; Square footage: 2.6M

Owner/Developer: PANYNJ

CM/Builder: Tishman

12/2012



Towers 3 and 4



200 Greenwich



175 Greenwich

NEVER FORGET!





Sergeant
John Coughlin
ESS# 4



Sergeant
Rodney Gillis
ESS# 8



Police Officer
Walter Weaver
ESS# 3



Police Officer
Thomas Langone
ESS# 10



Police Officer
Vincent Danz
ESS# 3



Police Officer
Stephen Driscoll
ESS# 4



Police Officer
Santos Valentin
ESS# 7

Heroes...

Always.....



Police Officer
Moira Smith
13 Pct.



Police Officer
Glen Pettit
Video Unit



Police Officer
Paul Talty
ESS# 10



Sergeant
Michael Curtin
ESS# 2



Detective
Joseph Vigiano
ESS# 3



Police Officer
John Dallara
ESS# 2



Police Officer
Jerome Dominguez
ESS# 3



Sergeant
Timothy Roy
S.T.E.D



Police Officer
Ramon Suarez
TD# 4



Police Officer
Mark Ellis
TD# 4



Detective
Claude Richards
Bomb Squad



Police Officer
Brian McDonnell
ESS# 1



Police Officer
James Leahy
6 Pct.



Police Officer
John Perry
40 Pct.



Police Officer
Robert Fazio
13 Pct.



Police Officer
Ronald Kloefer
ESS#7

THANK YOU

Three “E’s”



***E*ducation**

Traffic & Pedestrian Safety



***E*ngineering**

Human Friendly Solutions



***E*nforcement**

Quantifying Policing Efforts

Joseph Wolff

wolff.joseph@gmail.com