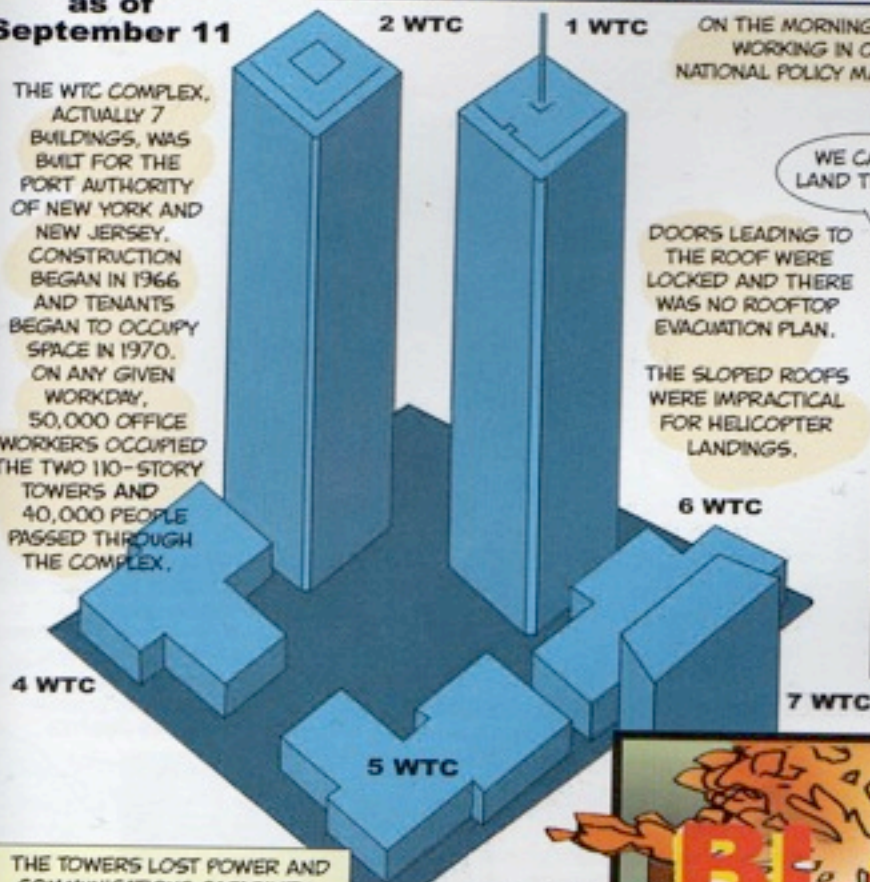


## Preparedness as of September 11

THE WTC COMPLEX, ACTUALLY 7 BUILDINGS, WAS BUILT FOR THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY. CONSTRUCTION BEGAN IN 1966 AND TENANTS BEGAN TO OCCUPY SPACE IN 1970. ON ANY GIVEN WORKDAY, 50,000 OFFICE WORKERS OCCUPIED THE TWO 110-STORY TOWERS AND 40,000 PEOPLE PASSED THROUGH THE COMPLEX.

## Chapter 9: HEROISM AND HORROR

ON THE MORNING OF SEPTEMBER 11, 2001, THE LAST BEST HOPE FOR PEOPLE WORKING IN OR VISITING THE WORLD TRADE CENTER RESTED NOT WITH NATIONAL POLICY MAKERS BUT WITH PRIVATE FIRMS AND LOCAL PUBLIC SERVANTS.



DOORS LEADING TO THE ROOF WERE LOCKED AND THERE WAS NO ROOFTOP EVACUATION PLAN.

THE SLOPED ROOFS WERE IMPRACTICAL FOR HELICOPTER LANDINGS.

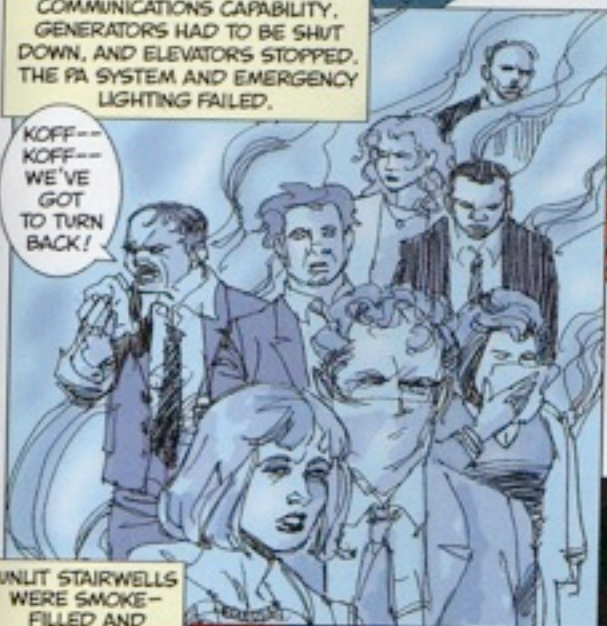
WE CAN'T LAND THERE!



THE TOWERS LOST POWER AND COMMUNICATIONS CAPABILITY. GENERATORS HAD TO BE SHUT DOWN, AND ELEVATORS STOPPED. THE PA SYSTEM AND EMERGENCY LIGHTING FAILED.

KOFF---  
KOFF---  
WE'VE GOT TO TURN BACK!

UNLIT STAIRWELLS WERE SMOKE-FILLED AND IMPASSABLE.



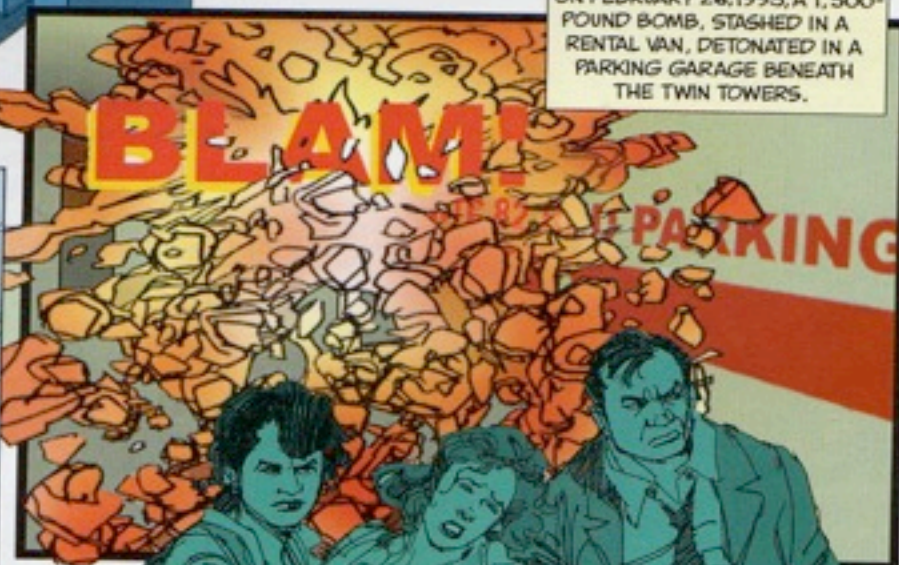
RESCUE EFFORTS WERE HAMPERED BY THE INABILITY OF RADIOS TO FUNCTION IN SUCH LARGE BUILDINGS.

VERNON, WHERE ARE YOU?

DAMN! THIS THING IS USELESS IN HERE!



THE 911 EMERGENCY CALL SYSTEM WAS OVERWHELMED.



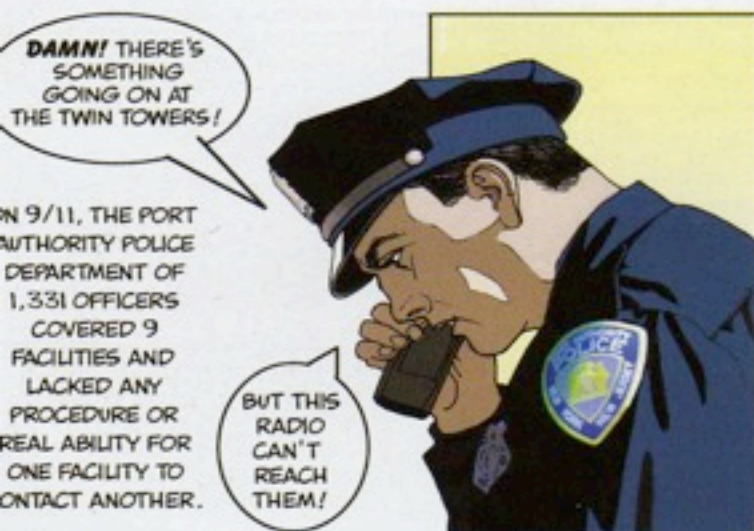
ON FEBRUARY 26, 1993, A 1,500-POUND BOMB, STASHED IN A RENTAL VAN, DETONATED IN A PARKING GARAGE BENEATH THE TWIN TOWERS.



SIX PEOPLE WERE KILLED, ABOUT 1,000 WERE INJURED, AND VULNERABILITIES WERE EXPOSED IN THE CENTER'S AND THE CITY'S EMERGENCY PREPAREDNESS.

THE GENERAL EVACUATION OF THE TOWERS VIA THE STAIRWELLS TOOK MORE THAN FOUR HOURS!





THE 40-THOUSAND-OFFICER NYPD WAS DIVIDED INTO 35 DIFFERENT RADIO ZONES. OFFICERS HAD PORTABLE RADIOS WITH 20 OR MORE CHANNELS SO THEY COULD ANSWER CALLS OUT OF THEIR PRECINCT.



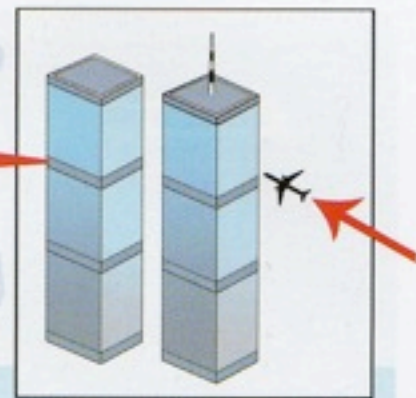
THE 11,000-MEMBER FIRE DEPARTMENT OF NEW YORK WAS ORGANIZED INTO 9 SEPARATE GEOGRAPHIC DIVISIONS.

THEIR RADIOS PERFORMED POORLY IN 1993. AS SIGNALS DID NOT OFTEN PENETRATE STEEL AND CONCRETE FLOORS AND TOO MANY USED THESE COMMUNICATIONS CHANNELS.





THE PORT AUTHORITY, AT ITS OWN EXPENSE, INSTALLED A REPEATER SYSTEM IN 1994 TO ENHANCE THE FDNY'S RADIO COMMUNICATIONS IN THE TOWER.



IN 1996, MAYOR GIULIANI CREATED THE OFFICE OF EMERGENCY MANAGEMENT (OEM) TO MONITOR THE CITY'S KEY COMMUNICATIONS CHANNELS, TO IMPROVE THE CITY'S RESPONSE TO MAJOR INCIDENTS, AND TO PLAY A CRUCIAL ROLE IN MANAGING THE CITY'S OVERALL RESPONSE TO AN INCIDENT.



AT 8:46:40, HIJACKED AMERICAN AIRLINES FLIGHT 11 FLEW INTO THE UPPER PORTION OF THE NORTH TOWER, CUTTING THROUGH FLOORS 93 TO 99.



HOWEVER, AS OF 9/11, THE CITY WAS NOT PREPARED TO COMPREHENSIVELY COORDINATE EFFORTS IN RESPONDING TO A MAJOR INCIDENT. THE OEM HAD NOT OVERCOME THIS PROBLEM.



A JET FUEL FIREBALL ERUPTED UPON IMPACT AND SHOT DOWN AT LEAST ONE BANK OF ELEVATORS.

THE FIREBALL EXPLODED ONTO NUMEROUS FLOORS, INCLUDING THE 77TH, THE 22ND, THE LOBBY LEVEL, AND FOUR STORIES BELOW.



EVIDENCE SUGGESTS THAT ALL THREE OF THE BUILDING'S STAIRWELLS BECAME IMPASSABLE FROM THE 92ND FLOOR UP.

HUNDREDS WERE KILLED INSTANTLY BY THE IMPACT.

HUNDREDS MORE REMAINED ALIVE BUT TRAPPED.



THE BURNING JET FUEL IMMEDIATELY CREATED THICK BLACK SMOKE THAT ENVELOPED THE UPPER FLOORS OF THE NORTH TOWER.

THE ROOF OF THE SOUTH TOWER WAS ALSO ENGULFED IN SMOKE BECAUSE OF THE PREVAILING WINDS.

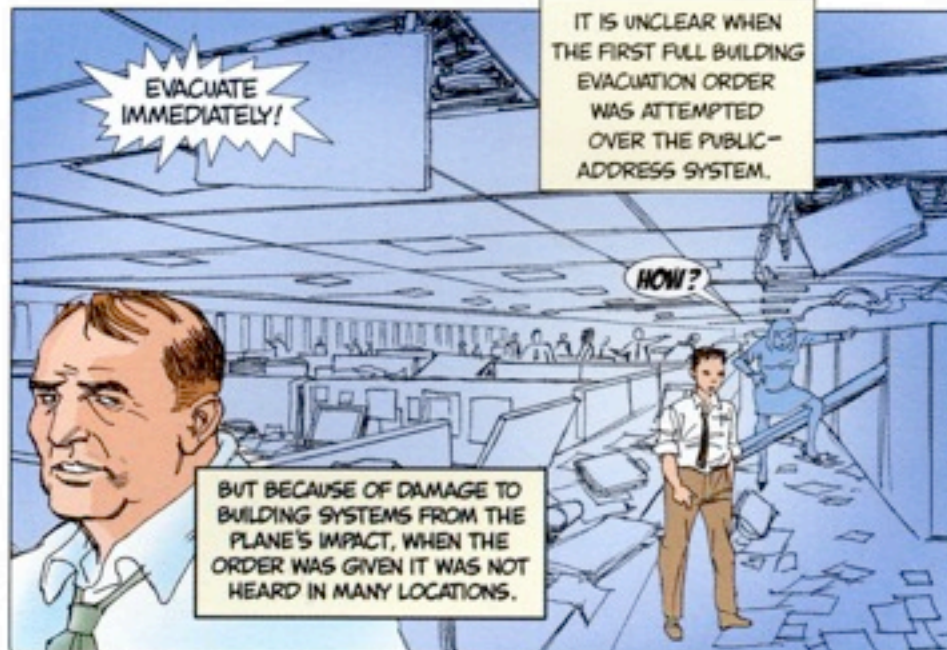
HUNDREDS OF CIVILIANS TRAPPED ON OR ABOVE THE 92ND FLOOR GATHERED IN LARGE AND SMALL GROUPS BETWEEN THE 103RD AND 106TH FLOORS.



CIVILIANS WERE TRAPPED IN ELEVATORS, WHILE OTHERS BELOW THE IMPACT ZONE WERE TRAPPED OR WAITING FOR ASSISTANCE.







IT IS UNCLEAR WHEN THE FIRST FULL BUILDING EVACUATION ORDER WAS ATTEMPTED OVER THE PUBLIC-ADDRESS SYSTEM.

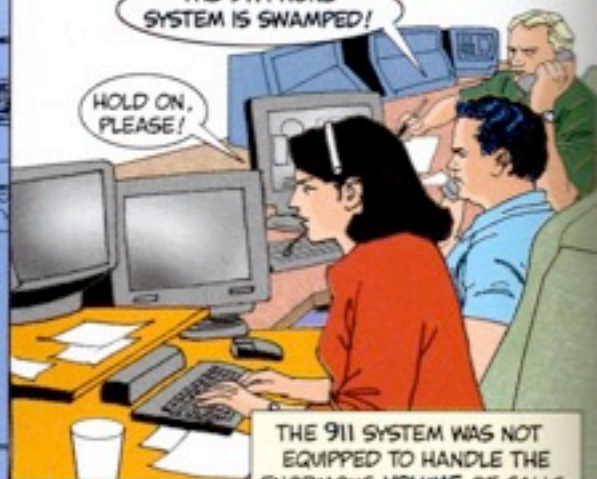
HOW?

BUT BECAUSE OF DAMAGE TO BUILDING SYSTEMS FROM THE PLANE'S IMPACT, WHEN THE ORDER WAS GIVEN IT WAS NOT HEARD IN MANY LOCATIONS.

**RINNG! RIIINGG! RIIINNG!**

THE 911 PHONE SYSTEM IS SWAMPED!

HOLD ON, PLEASE!



THE 911 SYSTEM WAS NOT EQUIPPED TO HANDLE THE ENORMOUS VOLUME OF CALLS THAT CAME IN BECAUSE OF THE PLANE CRASH.

OPERATORS COULD ALSO NOT KNOWLEDGEABLY ADVISE CALLERS IN THE BUILDING. TOO MANY WERE TOLD TO SIT TIGHT AND WAIT FOR HELP.

WE'VE GOT TO GET EVERYONE OUT OF THERE THAT WE CAN!

AND FROM THE OTHER TOWER, TOO.

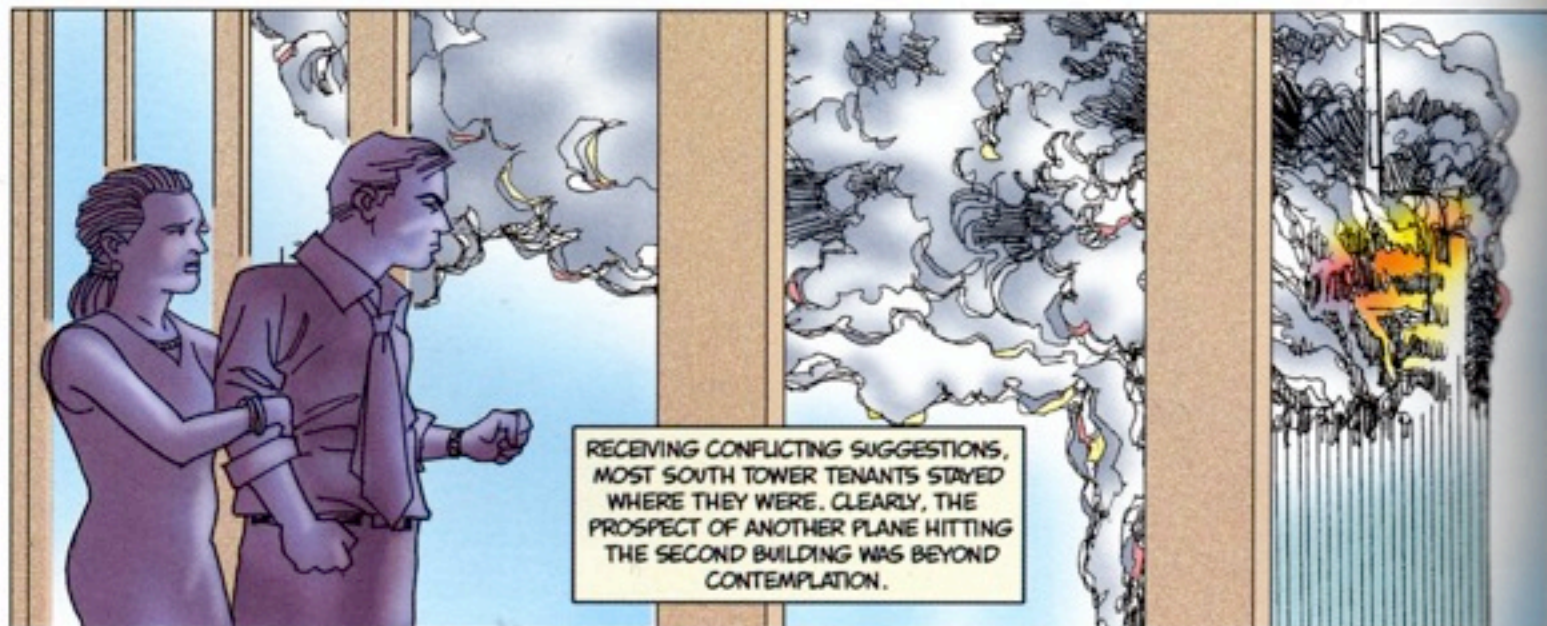


FDNY CHIEFS IN THE NORTH TOWER LOBBY DETERMINED AT ONCE THAT ALL BUILDING OCCUPANTS SHOULD ATTEMPT TO EVACUATE IMMEDIATELY.

BY 8:57, THEY HAD INSTRUCTED THE PORT AUTHORITY POLICE AND BUILDING PERSONNEL TO EVACUATE THE SOUTH TOWER AS WELL.

LET'S MOVE, FOLKS. QUICKLY BUT ORDERLY.

IN THE SOUTH TOWER, THE 20 FLOORS OF MORGAN STANLEY WERE EVACUATED BY DECISION OF COMPANY SECURITY OFFICIALS.



RECEIVING CONFLICTING SUGGESTIONS, MOST SOUTH TOWER TENANTS STAYED WHERE THEY WERE. CLEARLY, THE PROSPECT OF ANOTHER PLANE HITTING THE SECOND BUILDING WAS BEYOND CONTEMPLATION.



THE FDNY RESPONSE BEGAN WITHIN FIVE SECONDS OF THE CRASH. AS OF 9:00, 235 FIREFIGHTERS, 21 ENGINE COMPANIES, 9 LADDER COMPANIES...

WHEE-OOO!

...4 ELITE RESCUE TEAMS, 1 HAZMAT TEAM, AND SUPPORT HAD BEEN DISPATCHED.

AND 9 BROOKLYN UNITS WERE STAGED ON THE BROOKLYN SIDE OF THE BROOKLYN-BATTERY TUNNEL AWAITING ORDERS.

AT 8:52, FIREFIGHTERS ENCOUNTERED BADLY BURNED CIVILIANS, BLOWN-OUT WINDOWS, AND OTHER DAMAGE, AND QUICKLY LEARNED THAT ALL ELEVATORS WERE INOPERABLE.

THEY KNEW AT ONCE THIS WOULD BE A RESCUE OPERATION, NOT A FIREFIGHTING ONE.

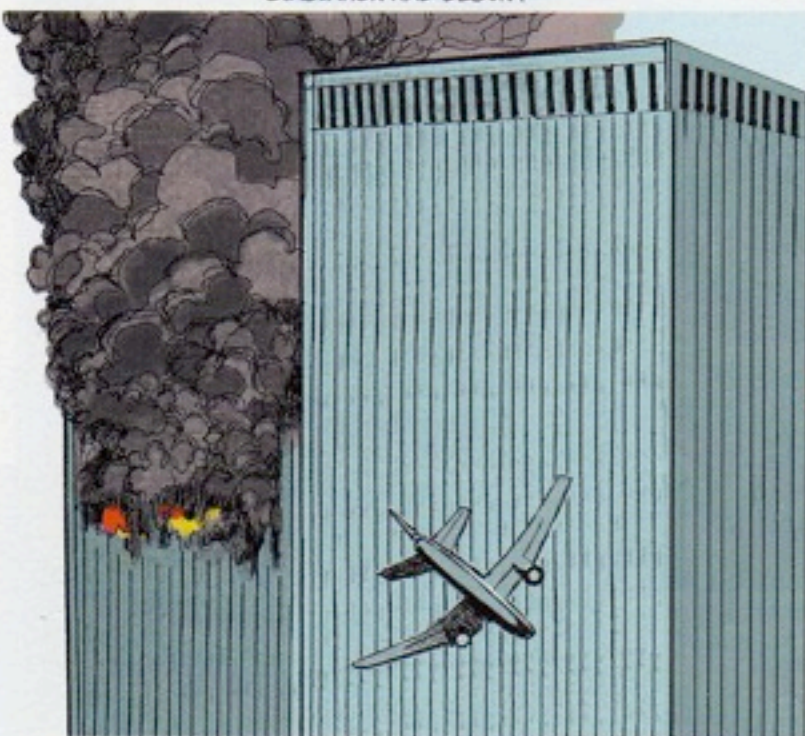
AT 8:57, ONE ENGINE AND ONE LADDER COMPANY BEGAN CLIMBING STAIRWELL C AS THE CHIEFS BEGAN TO FORMULATE A PLAN.

THEY ASKED POLICE AND WTC PERSONNEL TO EVACUATE THE SOUTH TOWER, BELIEVING THE CRASH MADE THE ENTIRE COMPLEX UNSAFE.

AT 8:58, THE NYPD CHIEF OF DEPARTMENT RAISED THE MOBILIZATION LEVEL TO 4, SENDING APPROXIMATELY 22 LIEUTENANTS, 100 SERGEANTS, AND 800 POLICE OFFICERS FROM ALL OVER TO THE SCENE.



THEY IMMEDIATELY BEGAN RESCUE WORK AND CLEARING MAJOR THOROUGHFARES. TRANSIT POLICE SHUT DOWN SUBWAY STATIONS IN THE AREA. THIS WAS THE LARGEST RESCUE OPERATION IN THE CITY'S HISTORY. OVER 1,000 FIRST RESPONDERS HAD BEEN DEPLOYED AND EVACUATION HAD BEGUN.



THEN THE SECOND PLANE HIT.

AT 9:03:11, THE HUACKED UNITED FLIGHT 175 HIT THE SOUTH TOWER FROM THE SOUTH, CRASHING THROUGH THE 77TH TO 85TH FLOORS. AND THE MOST COMPLICATED RESCUE OPERATION IN HISTORY INSTANTLY DOUBLED IN MAGNITUDE.



THE PLANE BANKED AS IT HIT THE BUILDING, LEAVING PORTIONS OF THE STRUCTURE UNDAMAGED ON IMPACT FLOORS.

AS A CONSEQUENCE, ONE OF THE STAIRWELLS INITIALLY REMAINED PASSABLE FROM THE 91ST FLOOR DOWN.



AT THE LOWER END OF THE IMPACT, THE 78TH FLOOR, HUNDREDS HAD BEEN WAITING TO EVACUATE WHEN THE PLANE HIT.

MANY WERE KILLED OR SEVERELY INJURED; OTHERS WERE RELATIVELY UNHARMED.



MANY IN AND ABOVE THE IMPACT ZONE ASCENDED THE STAIRS. SOME FOUND FLOORS IN FLAMES WHILE OTHERS WERE STYMIED BY LOCKED OR JAMMED DOORS.



BUT BY THE LOWER 70'S, STAIRWELLS A AND B WERE WELL LIT AND CONDITIONS GENERALLY NORMAL.



BY 9:35, THE WEST STREET LOBBY OF THE SOUTH TOWER WAS BECOMING OVERWHELMED BY INJURED PEOPLE WHO HAD DESCENDED TO THE LOBBY.

MEANWHILE, IN THE NORTH TOWER, TRAPPED CIVILIANS WERE RECEIVING CONFLICTING ADVICE ABOUT WHETHER TO STAY PUT OR DESCEND.

AMBULANCE

MOST WHO DESCENDED LATE DIED WHEN THE TOWER COLLAPSED.

BY 9:15, THE NUMBER OF FDNY PERSONNEL EN ROUTE TO OR PRESENT AT THE SCENE WAS FAR GREATER THAN THE CHIEFS HAD REQUESTED.

FIRE COMPANIES HAD DISPATCHED MORE MEN THAN HAD BEEN REQUESTED AND SEVERAL UNITS HAD SELF-DISPATCHED.

FIRE COMPANIES BEGAN TO ASCEND STAIRWELL B IN THE NORTH TOWER AT ABOUT 9:07, LADEN WITH ABOUT 100 POUNDS OF PROTECTIVE CLOTHING, BREATHING APPARATUS, AND EQUIPMENT.

LET'S SEE IF ANYONE IS STILL HERE.

EVERYONE HERE? TRY NOT TO GET SEPARATED.

IN THEIR ASCENT, THEY PASSED A STEADY AND HEAVY STREAM OF DESCENDING CIVILIANS AND WERE IMPRESSED BY THEIR LACK OF PANIC.

JUST PRIOR TO 10:00, ONE ENGINE COMPANY HAD REACHED THE 54TH FLOOR, AT LEAST TWO OTHERS HAD REACHED THE 44TH, AND NUMEROUS OTHERS WERE BETWEEN THE 5TH AND 37TH.



BY 9:30, CHIEFS IN CHARGE OF THE SOUTH TOWER WERE STILL IN NEED OF ADDITIONAL COMPANIES. IMPORTANT FACTORS FOR THIS WERE CONFUSION AS TO WHICH TOWER WAS WHICH AND HOW TO REACH IT.



A SECOND ALARM WAS REQUESTED AT 9:37. BY 9:58, FIREFIGHTERS HAD REACHED THE 78TH FLOOR, FINDING GREAT DESTRUCTION AND NUMEROUS FATALITIES.



TO THE KNOWLEDGE OF THE COMMISSION, NONE OF THE CHIEFS PRESENT BELIEVED THAT A TOTAL COLLAPSE OF EITHER TOWER WAS POSSIBLE.

BUT AT ABOUT 9:57, AN ENGINEER REMARKED THAT THE TWIN TOWERS WERE IN IMMINENT DANGER OF TOTAL COLLAPSE.



IMMEDIATELY AFTER THE SECOND PLANE HIT, THE NYPD ORDERED A SECOND LEVEL-4 MOBILIZATION, BRINGING THE TOTAL NUMBER OF OFFICERS RESPONDING TO CLOSE TO 2,000.

THE FIRST NYPD EMERGENCY SERVICE TEAM ENTERED THE NORTH TOWER AT ABOUT 9:15. SEVERAL MORE TEAMS SOON ENTERED AND ASCENDED THE TOWER TO SUPPORT FDNY PERSONNEL.



BY 9:50, THE LEAD TEAM HAD REACHED THE 31ST FLOOR. THERE APPEARED TO BE NO MORE CIVILIANS DESCENDING, BUT THEY DID TREAT EXHAUSTED FIREFIGHTERS.



AT 9:59, THE SOUTH TOWER COLLAPSED IN TEN SECONDS, KILLING ALL CIVILIANS AND EMERGENCY PERSONNEL INSIDE...

AS WELL AS A NUMBER OF INDIVIDUALS--- BOTH RESPONDERS AND CIVILIANS--- IN THE CONCOURSE, IN THE MARRIOTT, AND ON NEIGHBORING STREETS.

WE CAN'T GET THROUGH ANY LONGER!

THE FDNY OVERALL COMMAND POST, AND POSTS IN THE NORTH TOWER LOBBY, THE MARRIOTT LOBBY, AND THE STAGING AREA ON WEST STREET, ALL CEASED TO OPERATE BECAUSE OF THEIR PROXIMITY TO THE BUILDING.

I HEAR SOMETHING.

YOU'RE ALWAYS HEARING SOMETHING.

THOSE WHO HAD BEEN IN THE NORTH LOBBY HAD NO WAY OF KNOWING THAT THE SOUTH TOWER HAD COLLAPSED.

NEITHER DID THOSE WHO WERE NOT NEAR OPEN WINDOWS ON THE UPPER FLOORS.

DESPITE HIS LACK OF KNOWLEDGE OF THE COLLAPSE, A CHIEF IN THE PROCESS OF EVACUATING THE NORTH TOWER ORDERED:

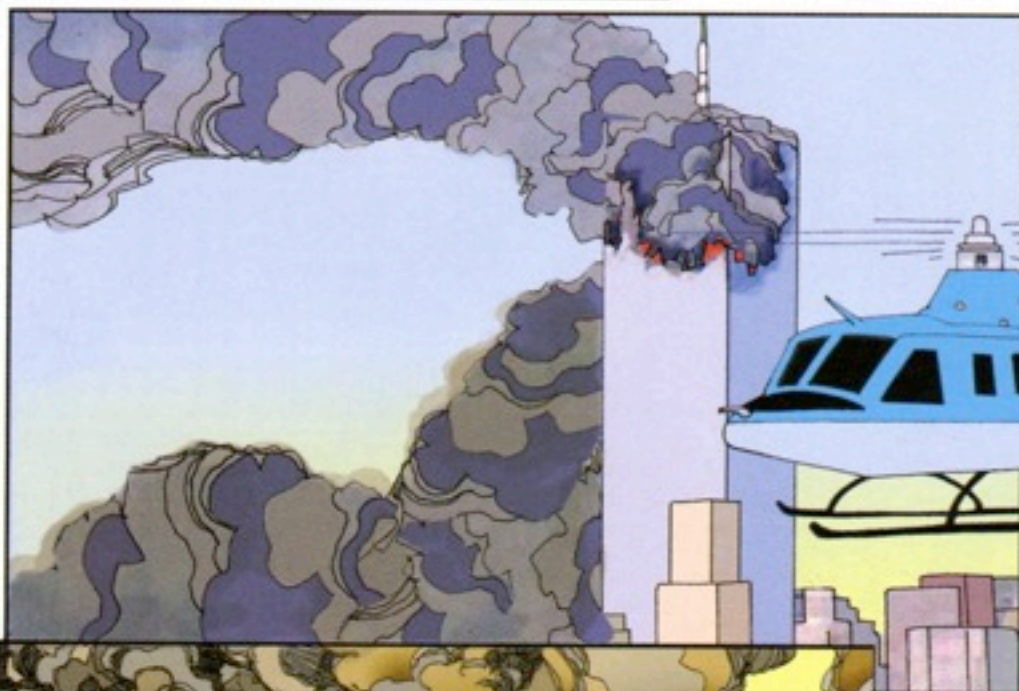
WE'VE GOT TO LEAVE! THIS TOWER COULD FALL!

SIMILAR ORDERS WERE GIVEN ON OTHER FLOORS.





THE MARRIOTT HOTEL SUFFERED SIGNIFICANT DAMAGE IN THE COLLAPSE OF THE SOUTH TOWER. THOSE IN THE LOBBY WERE KNOCKED DOWN AND ENVELOPED IN THE DARKNESS OF A DEBRIS CLOUD.



UP ABOVE,  
FOUR COMPANIES WERE DESCENDING  
THE STAIRS SINGLE FILE IN A LINE OF  
APPROXIMATELY 20 MEN.  
FOUR SURVIVED.

THAT BUILDING  
SHOULD BE  
A GONER.

AT 10:04, NYPD AVIATION  
REPORTED THAT THE TOP  
FIFTEEN STORIES OF THE  
NORTH TOWER WERE  
"GLOWING RED" AND THAT  
THEY MIGHT COLLAPSE.

THIS DID NOT STOP POLICE AND FIREFIGHTERS  
FROM SEARCHING FOR SURVIVORS AND AIDING  
CIVILIANS TO SAFETY.

AS TIME GREW SHORT AND DESPERATE,  
CIVILIANS LEAPED FROM NORTH TOWER UPPER  
FLOORS.

THE NORTH TOWER COLLAPSED  
AT 10:28:25, KILLING ALL  
CIVILIANS STILL ALIVE ON UPPER  
FLOORS, AN UNDETERMINED  
NUMBER BELOW, AND SCORES  
OF FIRST RESPONDERS.





## Emergency Response at the Pentagon

IF IT HAD HAPPENED ON ANY OTHER DAY, THE DISASTER AT THE PENTAGON WOULD BE REMEMBERED AS A SINGULAR CHALLENGE AND AN EXTRAORDINARY NATIONAL STORY.

BUT THE CALAMITY AT THE WORLD TRADE CENTER THAT SAME MORNING, WHICH INSTANTLY IMPERILED TENS OF THOUSANDS, MADE THE TWO EXPERIENCES NOT COMPARABLE.

NEVERTHELESS, THERE ARE LESSONS IN THE RESPONSE AT THE PENTAGON.

AT 9:37, THE WEST WALL OF THE PENTAGON WAS HIT BY HIJACKED AMERICAN FLIGHT 77...

RIVER  
ENTRANCE

METRO  
ENTRANCE

MALL ENTRANCE

...KILLING ALL 64 PEOPLE ABOARD AS WELL AS 125 PEOPLE INSIDE THE PENTAGON.



LOCAL, STATE, AND FEDERAL AGENCIES IMMEDIATELY RESPONDED AND WERE EFFECTIVE.

THE INHERENT COMPLICATIONS OF RESPONSE ACROSS JURISDICTIONS WERE OVERCOME BECAUSE OF THE INCIDENT COMMAND SYSTEM, A MANAGEMENT STRUCTURE FOR EMERGENCY RESPONSE THAT WAS IN PLACE IN THE NATIONAL CAPITAL REGION.

SEVERAL FACTORS DISTINGUISH THIS RESPONSE FROM THAT IN NEW YORK. THIS WAS A SINGLE INCIDENT AND IT WAS NOT 1,000 FEET ABOVE THE GROUND.

THE INCIDENT SITE WAS RELATIVELY EASY TO SECURE, AND THERE WERE NO OTHER BUILDINGS IN THE AREA.

YET THERE WERE SIGNIFICANT PROBLEMS WITH SELF-DISPATCHING AND COMMUNICATIONS, ECHOING THOSE EXPERIENCES IN NEW YORK.



# Analysis

IN NEW YORK, THE FDNY, NYPD, THE PORT AUTHORITY, WTC EMPLOYEES, AND THE WTC OCCUPANTS THEMSELVES DID THEIR BEST TO COPE WITH AN UNIMAGINABLE CATASTROPHE FOR WHICH THEY WERE UNPREPARED IN TERMS OF TRAINING AND MIND-SET.

IT HAS BEEN ESTIMATED THAT BETWEEN 16,400 AND 18,800 CIVILIANS WERE IN THE WTC AS OF 8:46 ON SEPTEMBER 11.

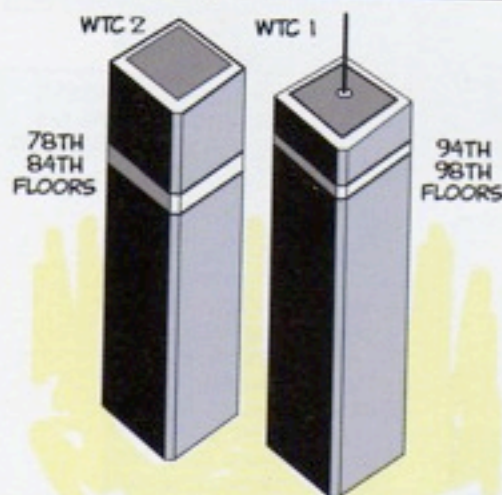
AT MOST, 2,152 INDIVIDUALS DIED AT THE WTC COMPLEX WHO WERE NOT RESCUE WORKERS OR ON THE TWO PLANES.

OUT OF THIS NUMBER, 1,942 WERE AT OR ABOVE THE IMPACT ZONES.

THIS DATA STRONGLY SUPPORTS THAT THE EVACUATION WAS A SUCCESS FOR CIVILIANS BELOW THE IMPACT.

THE EVACUATION WAS AIDED BY CHANGES MADE BY THE PORT AUTHORITY IN RESPONSE TO THE 1993 BOMBING, REDUCING EVACUATION TIME FROM MORE THAN FOUR HOURS TO UNDER AN HOUR ON SEPTEMBER 11.

THE CIVILIANS AT OR ABOVE THE IMPACT ZONE HAD THE SMALLEST HOPE OF SURVIVAL. THEIR ONLY HOPE WAS A SWIFT AIR RESCUE, BUT THIS WAS IMPOSSIBLE.

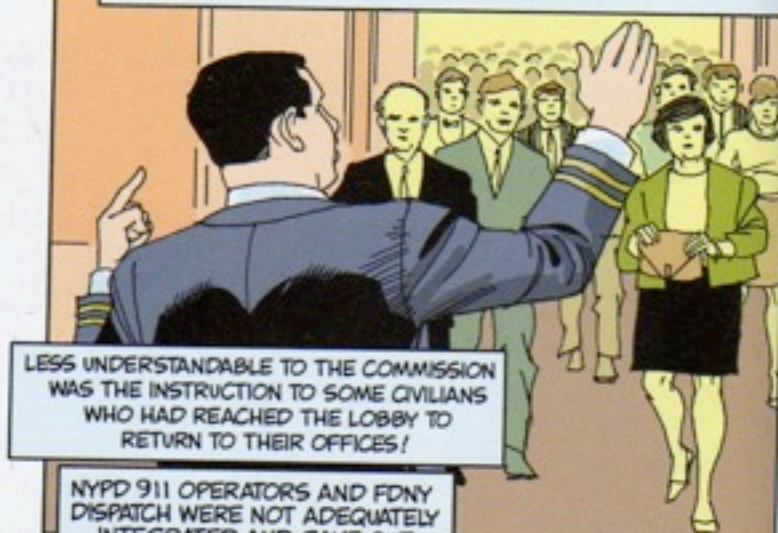


THE WTC LACKED ANY PLAN FOR EVACUATION OF THE UPPER FLOORS IN THE EVENT ALL STAIRWELLS WERE IMPASSABLE.



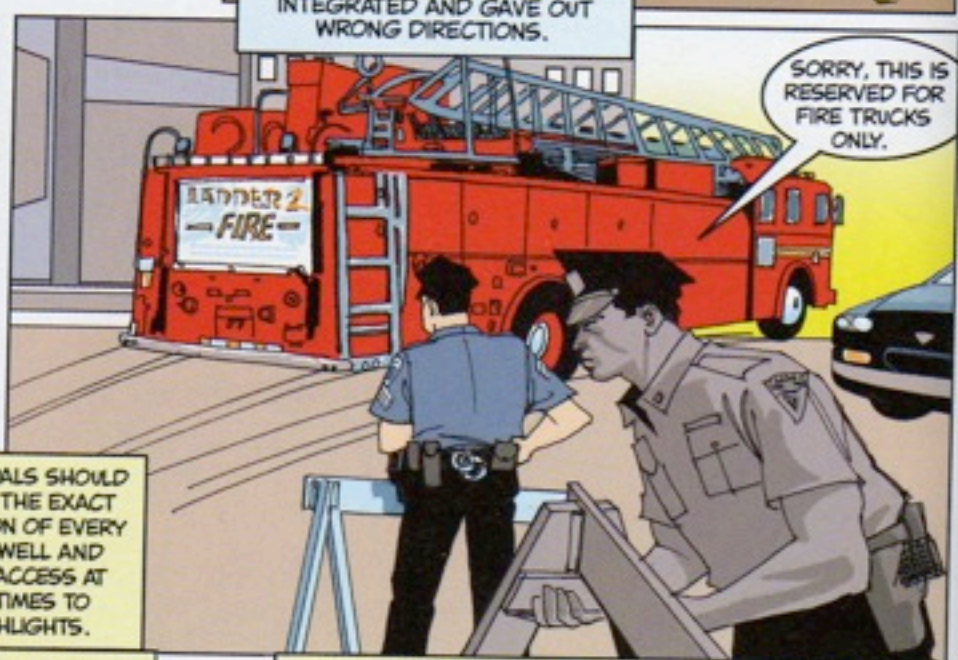
THE "FIRST" RESPONDERS ON 9/11 WERE PRIVATE-SECTOR CIVILIANS. BECAUSE 85% OF OUR NATION'S INFRASTRUCTURE IS CONTROLLED BY THE PRIVATE SECTOR, CIVILIANS ARE LIKELY TO BE THE FIRST RESPONDERS IN ANY FUTURE CATASTROPHE. THEREFORE, THE COMMISSION MAKES THE FOLLOWING CONCLUSIONS.

NO DECISION HAS BEEN CRITICIZED MORE THAN THAT OF BUILDING PERSONNEL NOT TO EVACUATE THE SOUTH TOWER AFTER THE NORTH WAS HIT.



NYPD 911 OPERATORS AND FDNY DISPATCH WERE NOT ADEQUATELY INTEGRATED AND GAVE OUT WRONG DIRECTIONS.

SORRY, THIS IS RESERVED FOR FIRE TRUCKS ONLY.



ONE LESSON IS THE NEED TO INTEGRATE THEM INTO THE RESPONSE SYSTEM AND INVOLVE THEM IN PROVIDING UP-TO-DATE ASSISTANCE AND INFORMATION.



INDIVIDUALS SHOULD KNOW THE EXACT LOCATION OF EVERY STAIRWELL AND HAVE ACCESS AT ALL TIMES TO FLASHLIGHTS.

THOUGH MAYOR GIULIANI'S EMERGENCY DIRECTIVE OF JULY 2001 WAS FOLLOWED TO SOME DEGREE...

...IT IS CLEAR THAT THE RESPONSE LACKED THE KIND OF INTEGRATED COMMUNICATION AND UNIFIED COMMAND CONTEMPLATED IN THE DIRECTIVE.



FOR A UNIFIED INCIDENT MANAGEMENT SYSTEM TO SUCCEED, EACH PARTICIPANT MUST HAVE CONTROL AND COMMAND OF ITS OWN UNITS AND ADEQUATE INTERNAL COMMUNICATIONS.

THIS WAS NOT ALWAYS THE CASE AT WTC ON 9/11.

AN EXAMPLE: THE FDNY PROVED INCAPABLE OF COORDINATING THE UNITS DISPATCHED TO DIFFERENT POINTS WITHIN THE 16-ACRE COMPLEX. TO ITS CREDIT, THE FDNY HAS ADDRESSED THESE PROBLEMS IN THE LAST THREE YEARS.



THERE WAS A LACK OF COMPREHENSIVE COORDINATION AMONG FDNY, NYPD, AND PAPD PERSONNEL. INFORMATION WAS NOT SHARED.

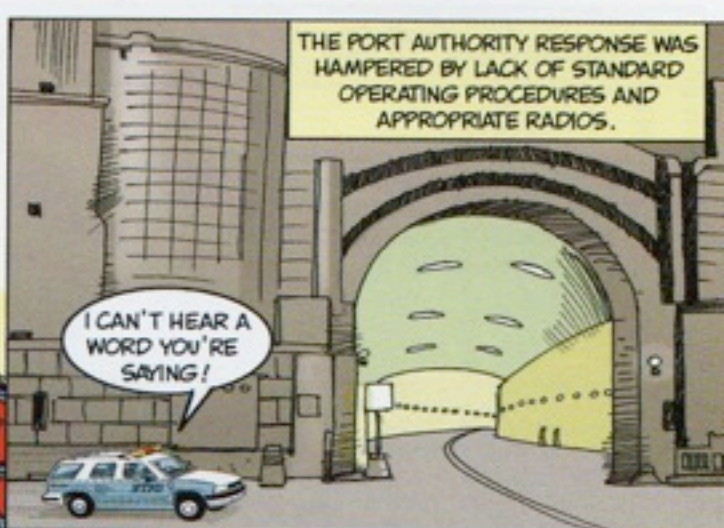
FINALLY, WE'RE GETTING TOGETHER.



RADIO COMMUNICATION WAS AN IMPORTANT FACTOR FOR ALL. THE NYPD WAS MOST SUCCESSFUL BECAUSE OF THE STRENGTH OF ITS RADIOS, THE SMALLER NUMBER OF RADIOS USED, AND THE USE OF THE CORRECT CHANNEL BY ALL.

THE FDNY WAS FAR LESS SUCCESSFUL IN ALL THREE CATEGORIES.

THE PORT AUTHORITY RESPONSE WAS HAMPERED BY LACK OF STANDARD OPERATING PROCEDURES AND APPROPRIATE RADIOS.



THE NYPD EXPERIENCED FEWER COMMAND AND COMMUNICATIONS ISSUES.

I CAN HEAR YOU, SIR. THERE ARE FIFTEEN OF US IN THE LOBBY.

ITS MISSION--CROWD CONTROL--WAS A FAMILIAR ONE.



THE EMERGENCY RESPONSE PLAN ADOPTED BY NYC IN MAY 2004 FALLS SHORT OF AN OPTIMAL RESPONSE, WHICH REQUIRES CLEAR COMMAND AND CONTROL, COMMON TRAINING, AND THE TRUST THIS CREATES.

THE LESSON OF 9/11 FOR CIVILIANS AND FIRST RESPONDERS CAN BE STATED SIMPLY: IN THE NEW AGE OF TERRORISM, THEY ARE THE PRIMARY TARGETS. THE LOSSES THAT DAY DEMONSTRATED THE GRAVITY OF THE THREAT AND THE NEED TO PREPARE OURSELVES. WE MUST PLAN FOR THE NEXT ATTACK. THIS IS PERHAPS THE BEST WAY TO HONOR THE MEMORIES OF THOSE WE LOST THAT DAY.

