



# The New York District Times

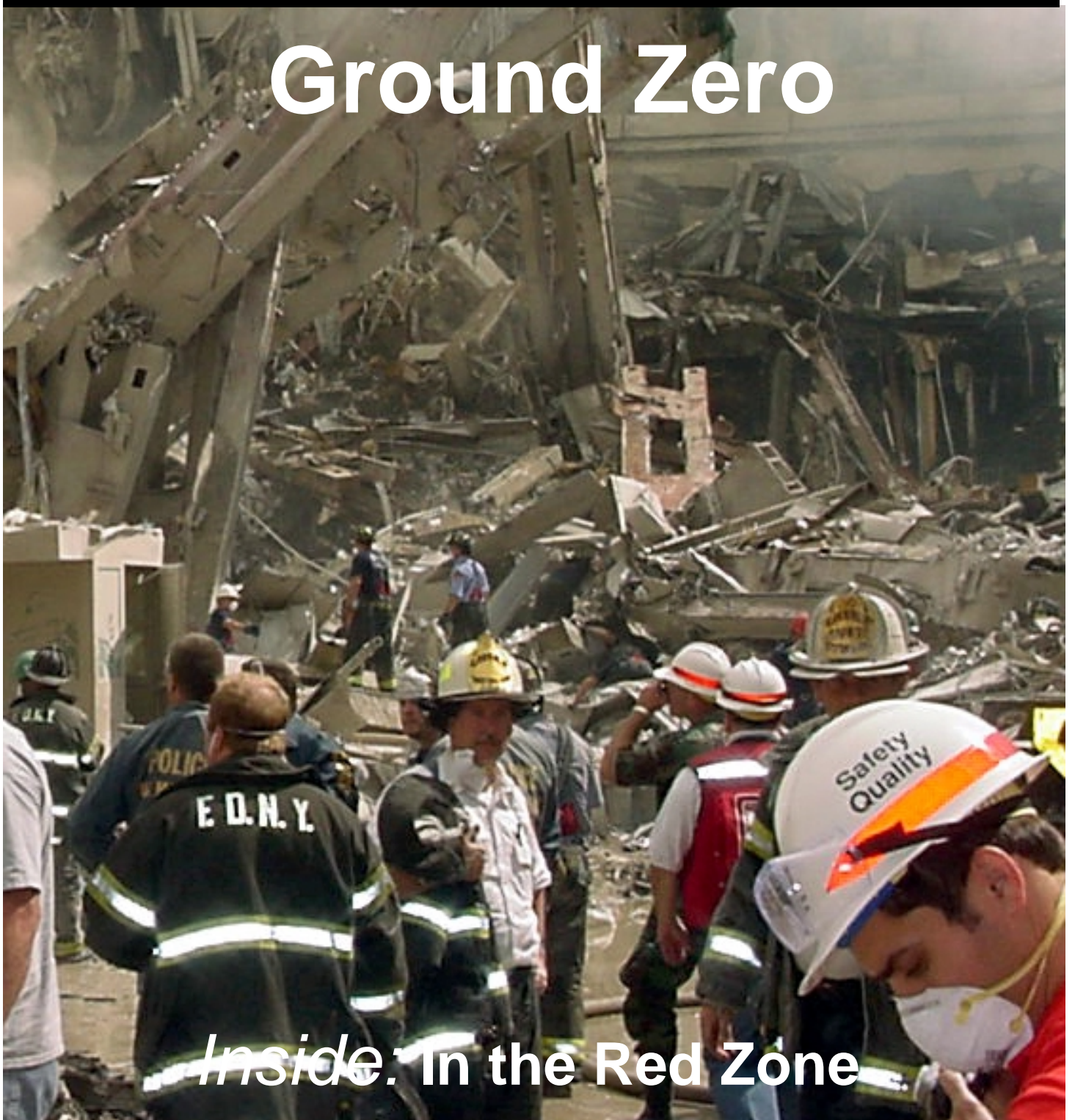


In honor of lives lost

Fall 2001

U.S. Army Corps of Engineers, New York District

## Ground Zero



*Inside: In the Red Zone*





### The New York District Times

U.S. Army Corps of Engineers,  
New York District

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US Army Corps  
of Engineers ®  
New York District

## Commander's Corner



**Col. John B. O'Dowd**  
District Engineer

On Tuesday, Sept. 11, 2001, we watched in disbelief as terrorists attacked the World Trade Center here in New York City. The depth to which this attack affected each of us is indescribable. This issue of the District Times attempts to chronicle the New York District response to the events of September 11<sup>th</sup>.

The attack on the World Trade Center forced the evacuation of our offices at 26 Federal Plaza. As this evacuation was underway the watercraft operators of the District were already mobilizing for action. Over the next several days our personnel at Caven Point performed evacuations of people from Manhattan and delivered desperately needed supplies and personnel to Ground Zero. Corps of Engineers personnel from around the country began arriving in New York and supported recovery operations. New York District began reconstitution and quickly became a functioning district again. The teamwork, cooperation and professionalism displayed during this difficult period are something that I will never forget.

The spirit and determination of the citizens of New York is now famous throughout the world. Over the past months the leadership of the Army and the Corps of Engineers has visited us and I am pleased to report that your spirit and dedication is equal to that of our fellow New Yorkers. I have served for the past 23 years with some of the finest soldiers in the world. I will always be proud to say that at this time and place, "I served with the New York District of the United States Army Corps of Engineers."

I am thankful that all of the members of the New York District survived the events of September 11<sup>th</sup>. My thoughts and prayers go out to those in our community who have lost friends and loved ones. Our nation is engaged in a war unlike any that we have observed in our history. I fear that this war will not be won quickly and most definitely will not be won easily. It will require dedication and effort from each of us well above that which is required in ordinary times. I am confident that you all will be equal to the task. I am proud to have this opportunity to serve with all of you.

***Essayons!***

# New York District in the red zone

By Vince Elias, Sue Hopkins,  
Wayne Stroupe, Corps Waterways Station,  
and Justine Barati, Rock Island District

The despicable and cowardly attack on New York City on the morning of Sept. 11, 2001 changed lives. There are countless stories by District employees as New York District reacted to the terrorist attack on the twin towers of the World Trade Center.

The attack knocked out power in lower Manhattan, and generated a plume of smoke that still lingers in the air from a huge pile of steel, concrete, reinforcing, and furniture.

The attack hampered District operations for several days, as the District HQ is only blocks from ground zero. Electrical power was restored within two weeks. Phone service to date, has not been completely restored. Without these services, the District operated from field offices in New Jersey and at Fort Hamilton, N.Y. while supporting the Corps' efforts at ground zero and simultaneously closing out fiscal year end projects.

## ENGINEERS AND THEIR WORK

New England District personnel deployed to support disaster recovery efforts in New York District

A team from the New England District deployed Sept. 12 to New York City to support the federal recovery effort after terrorist attacks in New York City.

The original Corps team from New England of 11 engineers, scientists and other professionals, led by NE District Engineer Col. Brian Osterndorf, deployed the day after the attacks on the WTC to set up an emergency response and recovery office to offer immediate Corps assistance to the nation.

The Corps' work with the Federal Response Team to assist the City of New York was relentless. Corps debris removal experts helped develop debris removal plans. Other members assisted with contractor operations and performed efficiency analyses and determined ways to streamline the debris removal and disposal process. The soldiers of the 249th Engineer



**Darkest Day.** On Sept. 11, 2001 two commercial aircraft were hijacked by terrorists and crashed into the twin towers of the World Trade Center.

Battalion (Prime Power) worked closely with professionals of Con Edison to restore power in some of the impacted areas near the World Trade Center. Specifically, Prime Power was instrumental helping bring the financial district back up. Those soldiers completed their mission having done a superb job.

The Corps is DoD's designated planning and operating agent for Emergency Support Function #3, Public Works and Engineering, of the Federal Response Plan. The Corps supported FEMA in every way possible to support the recovery of the affected areas.

The Corps drew upon the full resources of its eight divisions, 41 districts, labs and centers from

across the nation to perform its mission. Corps expertise in debris removal, structural analysis, urban search and rescue, emergency electrical power, emergency contracting, emergency repair of wastewater and solid waste facilities, water and ice were made available to FEMA, DoD and the nation in the recovery from the terrorist attacks.

Lt. Gen. Robert B. Flowers Chief of Engineers was interviewed on '60 Minutes II.' As the world tuned in on this program, the Corps continued to perform a critical role assisting the City of New York's rescue efforts. The Chief noted the tireless efforts of the Corps structural engineers and search and rescue professionals. "We are working shoulder to shoulder in the red zone with the NYPD and FDNY as part of the overall federal team." The Chief said that seldom has he seen such cohesion as he witnessed in the eyes of the rescue workers. He compared it to the kind of spirit he has seen only in the best of military units. "You can see the fire of purpose in their eyes," he said. "This is the same spirit you see in our team members responding to this crisis with Herculean effort. I've never been more proud to be a public servant. Never more proud of public servants at all levels of government and the citizens we support."

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## BOAT CREWS HELP CITIZENS, RESCUERS

On the day of the World Trade Center attack, it was almost impossible to exit Manhattan by vehicle or ground transportation in the aftermath of the collapse of the towers. There was a virtual armada of boats that came together in an impromptu fashion, crossing the water to reach Manhattan to transport people out of the area of devastation. Among craft were seven vessels operated by the Corps. These craft carried the 3,000 stranded citizens, some of who were injured from south Manhattan to New Jersey. On the return journey, the crews brought emergency response people to Manhattan.

Liz Finn was in a training class when the first plane hit. She immediately joined her classmates on the pier at New York District's Caven Point facility, watching as the north tower of the World Trade Center burned. She was talking with a colleague in the Jacksonville District when the second plane hit.

Captain Billy Cuthrell, Captain Ray Bleam, and Assistant Master George Loveless, three Wilmington District Fleet crewmembers, were at the class. They assisted all day and through the night with evacuation. The three men continued to supply fireboats and fire trucks with fuel, lube oil (passing it in 5-gal. buckets), food and water until Friday. These supply efforts enabled the fire boats and fire trucks to remain on station performing their rescue mission without having to depart the area to refuel, thus saving valuable time for the city.

Finn and her crew were aboard the *Gelberman* and ready to assist. Her day ended 12 hours later. Finn and the crew of *Eddie Quirk* and *Eric Gundersen* of New York District and *Jim Holcroft* and *Mitch Tillyard* of the Philadelphia District's dredge *McFarland* transported 525 people from Lower Manhattan to docking facilities in Jersey City and Hoboken, and taken supplies and medical personnel to disaster assistance centers in New York City. "Everyone was so great," she said. "No one got hysterical, there wasn't any pushing or shoving, and every small boat in the harbor was helping." Many of the people who boarded the *Gelberman* were covered in a fine white powder - concrete dust - and

some were visibly shaken, but the transport went smoothly and without incident.

"I am very impressed with the way all Corps employees in the New York area responded to the tragic events of Sept. 11, especially those employees in New York District, who were directly impacted by events. Using alternate worksites and mobile equipment, sound judgment and creative solutions, the district overcame many challenges and performed admirably in support of New York City and FEMA. The district greatly exceeded my expectations in recovering from this disaster, and was the epitome of Corps dedication and responsiveness," said Brig. Gen. M. Stephen Rhoades, Commander, North Atlantic Division.

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The vessel *Hocking* in the New York Harbor heads toward the disaster site on the day of the terrorist attack.



Full speed ahead -- Helmsman steers the boat as it steams towards Manhattan.



Seven Corps vessels were used to help evacuate more than 3,000 stranded people, some of whom were injured and who were trapped between the towers and the Hudson River.

## STAYING THE COURSE

“It’s time to move on, to do other things,” said Col. John B. O’Dowd, New York District Engineer.

“People don’t understand us,” O’Dowd told employees at town hall meetings Sept. 19, 20 and 21. Things like the attacks on the World Trade Center and Pentagon “don’t make us quit, don’t make us go away. And the way to show ‘em it doesn’t work is to go about our business and not change things. If we do, they win,” he said.

O’Dowd acknowledged his own feelings – anger at whoever “came into our town and blew up our buildings and hurt our people,” and some nervousness when commercial airliners fly overhead. He noted that, while the New York City area may be 20 million people strong, it’s really a group of tightly knit small communities. “Each of you is affected by this. It’s a personal thing. You need to find how you can cope.” The key is to remember that “you’re not alone. It’s OK to talk to friends and family. It’s OK to feel,” he said.

## FY REQUIREMENTS

With the operation at Ground Zero, New York District personnel were spread out over the metropolitan area many worked from temporary locations to accomplish year end projects and reports necessitated by the fiscal year-end and new fiscal year.

Working from temporary accommodations didn’t slow down the hard-charging planning team’s operations. The Planning Division, like several other New York District sections, overcame the minor inconvenience of a lack of telephone and fax service, e-mail capability and conference space. Planning remained focused despite the interruptions by the attack downtown. The staff continued to coordinate and implement plans while meeting at Fort Hamilton, Philadelphia District and architect-engi-

neer offices, and also worked at home and met in each others’ homes.

Three teams of project planners and team leaders met Sept. 21 at URS consultants in Wayne, N.J., to continue formulating plans for major district projects such as flood control at Poplar Brook, Ocean Township, and South River, Middlesex County, N.J., and Fire Island, N.Y.

At the time, Pete Blum, chief of the Planning Formulation Branch, said the Planning Division also continued to expedite the FY 01 contract program. “Contract documents were prepared for five separate work orders for work in Vermont for flood control and



**Taking care of business.** In a makeshift office in the hallway at NAD headquarters, military programs personnel met with potential for the McGuire AFB physical fitness center contract.

ecosystem restoration,” said Blum. “We also met at Fort Hamilton, with the North Atlantic Division Continuing Authorities Program coordinator, to discuss year-end strategy.”

Several planners in the Environmental Analysis and Plan Formulation Branches also participated in an environmental conference. Leonard Houston, Chief, Environmental Analysis Branch, gave a presentation to the Hudson-Delaware chapter of the Society of Environmental Toxicology and Chemistry, Inc., in Newark, N.J., and discussed the environmental restoration in the Hudson-Raritan estuary.

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District project planners were also spread out in upstate New York where formulation plans were discussed in Albany with representatives of the N.Y. State Department of Environmental Conservation for Fulmer, Moyer and Steele Creeks, Utica, N.Y. In Poughkeepsie, N.Y., planners met with a consulting engineer to discuss a Section 14 stream bank erosion protection project at the site of Marist College in Dutchess County, N.Y.

The New York District Real Estate staff was also very busy. The staff had to make alternative arrangements for certain recruiting stations located near the Red Zone. According to Stan Nuremburg, one structure near the red zone on Broadway that houses a recruiting station was closed by the city for safety reasons. A second recruiting station near City Hall was also affected. "The Real Estate mission was to expeditiously make alternative arrangements for the recruiters to keep them operating without major disruptions," said Nuremburg.

Several District offices were temporarily co-located with North Atlantic Division at Fort Hamilton awaiting the thumbs-up to move back to the operating base in downtown Manhattan. The temporary merge with Division meant reduced operating office and conference space for both commands, and operating in close quarters with Division staff counterparts.

The McGuire AFB Project Delivery Team for a physical fitness center moved forward. While operating at Fort Hamilton, discussion meetings were held with potential contractors to award the contract for the McGuire physical fitness center.

Military Programs chaired meetings in the hallway at North Atlantic Division. Allan Williams of Military Programs explained the importance of getting the McGuire AFB physical fitness center construction project awarded by the end of the fiscal year. Williams, the project manager for the fitness center, improvised by chairing meetings in any available space. Williams said he met with potential contractors outdoors at picnic tables to keep the process moving forward. The goal was to get the best and final proposal in time to be evaluated and awarded by fiscal year end.



EN Design Branch working out of a conference room in the Kill van Kull Project field office.

Randy Hintz at the Emergency Operations Center at Caven Point.



Extra time working during and following the world trade center attack required an early – albeit routine – maintenance call for the survey boat *Hatton* at Caven Point. Mechanics did the equivalent of a lube-oil-filter and adjusted the steering. The *Hatton* was back on the job in less than 24 hours.

Photos: Sue Hopkins

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The biggest obstacle they faced was getting the priorities set so they could react quickly to what was going on. Within a matter of a few days, they were already working with Baltimore District on contracting issues; New England District on the funding concerns; and staffing up New York District contract specialists with the help of Capt. Keith Taylor. The District sought cost engineering expertise in John Chew with a few people from his staff. “We sat down and started negotiating with the contractor under this Baltimore District advanced contracting initiative program. In negotiating that information from Capt. Taylor to them, we were able to issue task orders and get the contractor on site,” Parks said. Although the contractor had been mobilized early on, they were laying the groundwork to make sure everything that needed to be done invisible to the customer. “At the landfill we have customers with the Department of Sanitation, NYPD and the FBI. If I were to look at the business process, we all are partners and all working together, and in doing that, everything is fairly invisible to everyone out there as far as involvement of New York District,” he added.

Right now, an initial weekend team is set up, and staffing up, reacting to issues that emerge every day. “We’re trying to look out for our employees, whether it has to do with pay, or even clothing, or working with the EOC here and I’ll go back to the fact that we have a project delivery team for this initiative under the New York City special projects team.”

“At the EOC, we have Randy Hintz; the dredging by John Tavolaro; David Leach is the primary point of contact at the landfill; the water systems by John Franco; the debris removal – Tom Harnedy; and we have Joe Vietri who is the city liaison. We’re all working together through Stu Piken, keeping him informed as we get into this very dynamic program that New York District has at this time,” he said.

Joe Seebode was the initial liaison to the city of New York. Seebode worked long hours facilitating emergency dredging for the city and coordinating other critical concerns of the city, including concerns about the slurry wall.

## SUPPORT FROM ACROSS THE COUNTRY

### DISTRICTS TEAM UP

Stephen Browning, a Senior Executive Service member with the Corps, was on the scene with colleagues from across the Corps in support of FEMA in response to the World Trade Center tragedy. “I was talking to a group of NYC firefighters at Ground Zero—they asked me how long the limited and slow ‘by-hand’ debris removal would continue. I told them, in most cases, survivors can’t live beyond 7 to 10 days with water; however, last year, in Turkey, survivors were found at day 12. Three responded that they then needed to continue hand operations for 12 days, —



Workers inspect a satellite dish at one of the deployable tactical operations centers set up at Fort Hamilton.

The fourth said, ‘Hell, these are New Yorkers!! We’ve got to go 14 days!’ This is the best of public service. In my next life, I want to come back as a New York City firefighter.”

### COMMAND AND CONTROL SUPPORT

The Corps deployed two Deployable Tactical Operations Centers to the Fire Department of New York City for command and control purposes. These were important to the city because prior, the city was operating off of card tables, since their tactical and communication vehicles had been crushed. Each DTOC contained two Emergency Tactical Operations Centers, two Emergency Command and Control Vehicles, and one Emergency Support and Sustainment Vehicle. The support vehicle pulls a 40K generator with enough power to operate a DTOC independent of any other power source. The Corps also deployed two Rapid Response Vehicles to New York City to enhance command and control of federal disaster recovery operations.

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## CORPS GIS TECHNOLOGY AIDS FEMA

The city and FEMA used the Corps' Geographic Information System maps and information for security, site planning, and other purposes.

GIS maps were created from aerial photos taken daily at the site. A light detection and ranging system takes photos that scan the area to pinpoint exact elevations. Once these were pinpointed, the computer-generated maps were created.

The image on the computer screen showed smoldering heat where one of the towers of the World Trade Center once stood. Kevin Carlock of the Rock Island District was looking at the map to determine where the hot zones are located at ground zero. This critical information is supplied to NYPD personnel before they go to the work site.

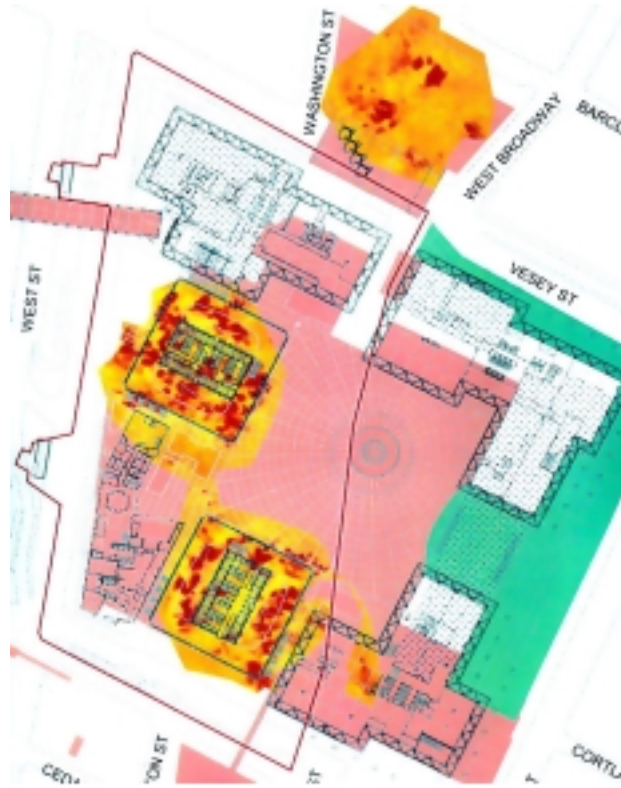
GIS products provided rescuers and other workers with needed information about dangerous areas at the World Trade Center site. Thermal imagery illustrates the location of fires still burning and pinpoints dangerous hot spots.

The term GIS refers to a collection of geo-referenced data, computer hardware, software, analytical techniques, and people that together provide information for decision makers to evaluate site conditions and determine plans of action.

"I have every hope what we do will make a difference and help the people on the ground. The people at the site are the ones really doing the work and we're here to support them," said Carlock. Carlock and Eric Morrison from Omaha District worked under FEMA's direction to boost FEMA's and the City of New York's GIS mapping and analysis capabilities.

"There's been a good level of cooperation be-

tween the city, the Corps, and FEMA for data and information sharing. That's what's making this operation work," said Carlock. GIS analyses were also used to advise the city on ways to efficiently remove debris from the site. Routes and loading and unloading facilities are being mapped to streamline the removal of debris.



**GIS map of the World Trade Center showing thermal collapsed status.**

The volume of debris was calculated through GIS analysis. This helped the city determine how much debris was removed. Images were compared daily to determine changes in the site.

Morrison said the most challenging aspect of the project was dealing with the "enormity of the situation, the amount of destruction is just devastating." Because the destruction is so extensive, FEMA, the Corps, and other federal agencies provided the city with maps for the fire department when needed. The maps were used for reference since landmarks formerly located at the World Trade Center

are now destroyed.

According to Steve McDevitt, a geologist in New York District, the Planning Division GIS team was able to reconstitute and complete projects and contracts for the close out of the fiscal year. "I was also able to volunteer to assist at the emergency operations center during the late night shift. As a Mission Specialist I have worked on other disasters and recognized the value of GIS as a tool in support of disaster recovery efforts. In retrospect I realize how important a tool GIS can be in disasters."

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Joe Seebode, Harbor Programs manager, was on a PATH train from New Jersey under the World Trade Center on Sept. 11 at 9 a.m. “I had meetings at the Port Authority on the 62<sup>nd</sup> floor at 9:30 a.m.,” said Seebode. Seebode often had to visit the Port Authority’s offices in the World Trade Center on business.

“As we pulled into the station, the public address system came on and asked us to exit the station immediately due to smoke conditions. We were under the World Trade Center Plaza and there was smoke in the building. I put my tie over my face and headed for the exit,” said Seebode.

“As we got near the top of the escalator, which took you to ground level from five floors below, we heard what sounded like a bomb going off. It was the second plane hitting World Trade Center. You certainly felt the explosion. I looked to my left, my normal exit, saw daylight, and began to run. I came out on the Vesey Street (north) side exit. Debris was falling all around me. I kept moving north, only later grasping how close in proximity large pieces of debris crashed around me.

“The scariest part for me was when I got away from the building about 50 yards,” he continued. “I ran into a wall of dazed people who were watching the terrible events unfold. I started yelling at people to get out of there – debris was still falling. I never had time to think if I was going to die. I just kept moving and trying to keep everyone else moving.” Seebode made it to his office as the building was being evacuated. He kept moving north in a wave of people. He was on the corner of Broadway and Worth Street when the first World Trade Center tower collapsed. “The smoke and dust cloud was behind us,” he recalled. “It came within a block or two of us. I couldn’t fathom the fact that if this all occurred 10 minutes later, I would have been on the 62<sup>nd</sup> floor of the World Trade Center.”

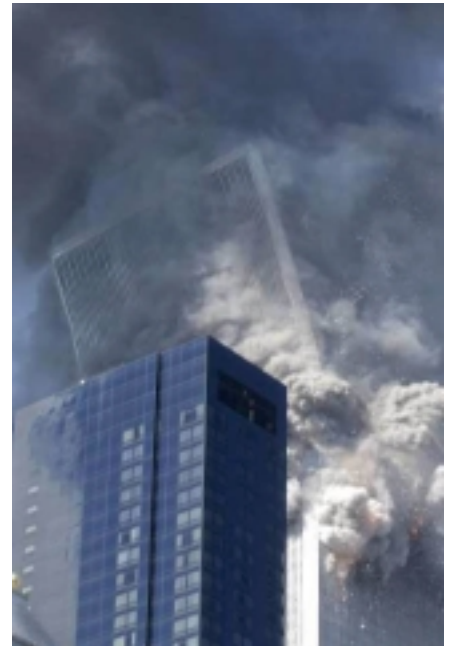
“People had pocket radios and, by that time, we knew it was a terrorist attack. People were shocked, and it was complete bedlam,” he said. “I was lucky to meet four other colleagues from the District and we found solace in each other as we traveled together. We were 12 blocks or so farther when the second tower fell.”

Seebode walked north to Penn Station, but no trains were running.

That long day would lead to many more for Seebode.

He travelled the following day to Caven Point, N.J.

Seebode worked on the logistics and emergency permits needed to allow dredging in the Hudson River to accommodate barges taking debris from the World Trade Center site to the landfill on Staten Island. In less than two days,



**Joe Seebode, Harbor Programs manager had a meeting on the morning of Sept. 11 at the Port Authority on the 62<sup>nd</sup> floor of the World Trade Center. Seebode was on the corner of Broadway and Worth Street when the first World Trade Center tower collapsed.**

they were ready to go. “A lot of credit goes to our federal, state, and city partners in cutting red tape,” he commented. “With the estimates of debris we were getting, I knew that to effectively and efficiently move the material out of the site would require even more barge unloading sites. Going via truck was not going to work because of the bridges, tunnels and traffic,” said Seebode.

“I had been working on efforts to deepen the harbor and doing environmental restoration. I know the contractors and the issues. I knew the scrap and landfill sites were accessible by water.”

Seebode became the official Corps liaison to the City of New York Sept. 14. He was instrumental in several major areas that involved Corps expertise, including dredging, barging and permitting. His liaison with city, state and federal officials and contractors helped deal with the magnitude of the situation at hand.

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A second Corps permit to begin dredging was issued to New York City on Sept. 20. Dredging started Sept. 24 at Pier 6 in the East River, which is close to Ground Zero. The Corps work was done under a \$790,500 emergency contract issued to Great Lakes Dredge and Dock Company. Under the contract, more than 55,000 cubic yards of material were moved to create a deeper berthing area for barges. “The site has already been used to bring large electrical transformers into lower Manhattan and debris barging operations have already been implemented,” said Seebode.

Seebode, along with his fellow Corps team members from the New York District, other districts in the North Atlantic Division, and Corps’ division, district, and laboratory offices across the nation, was at the forefront of the Corps’ response. “We are prepared to provide any assistance to New York City and the Federal Emergency Management Agency as needed for the duration,” said Seebode. “The Corps response has been fantastic. We’ve done everything FEMA and New York City asked.”

## HEADING INTO THE RED ZONE

“It was as if the earth had been ripped open, exposing the bastions of hell,” said Kurt Amundsen, Jacksonville District.

“The physical destruction is one thing. It is hard to relate that there’s probably about 5,000 people within that rubble,” said John Kedzierski, New England District.

“I’ve been down there five times and I’ll never get used to going down there,” said Gary Kehoe, North Atlantic Division.

The Red Zone is the restricted area around the site, also known as Ground Zero.

Kehoe worked with New York state and city emergency management offices to coordinate access into the area by Corps personnel. Access to the zone was limited to prevent the theft of crime-scene evidence and personal property. The safety of the general public is also a consideration. “There is a large volume cranes, dump trucks, front loaders, etc., operating in the area. Early concerns for safety included the possibility of injury resulting from falling debris or the possible collapse of additional structures in the immediate area, which may have suffered collateral damage during the attack,” said Kehoe.

Those who enter the area must show a special pass at checkpoints operated by the state police, the National Guard, and the city police department. The



Emergency response personnel in most of lower Manhattan used dust masks, but those working in the rubble needed respirators to protect them from the thicker dust and potential hazards and any contaminants.

area inside the zone is monitored for safety to ensure people are not blocking heavy equipment. Only essential personnel and dignitaries were allowed in the days after the attack.

Stephen Browning, South Pacific Division, assisted with dignitary visits, including multiple congressional tours. His job was to tell them about the Corps’ work.

“There is no comparison between seeing and smelling the devastation first hand and seeing it via video and photographic images,” said Browning.

## BREATHING EASIER

Rescue workers at the site were able to breathe easier in the aftermath of the attack thanks to New York District. Emergency response personnel in most of Lower Manhattan can breathe fine with just dust masks, but those working in the rubble need respirators to protect them from the thicker dust and potential hazards and any contaminants. The crews of the District’s boats constantly monitor radio traffic in and around the New York harbor. When the call went out for the respirators, the crews were ready. The survey vessel Hatton responded immediately, sailing to the pier and moving the cases of respirators to North Cove, a small harbor for pleasure boats adjacent to the World Financial Center. Their active situational awareness and prompt response to assist their city is one more small piece of the total story of contributions made by many individuals and organizations that fateful day.

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## PULLING TOGETHER

The events of the week before kept running through Justine Barati's mind. "I'm normally afraid to fly, these circumstances only made that situation worse. However, I knew I was needed and I had a job to do for the City of New York and the U.S. Army Corps of Engineers," said Barati, a public affairs specialist from Rock Island District. Barati didn't know what to expect. Her only orders were to fly to New York and call a cell phone number when she reached the airport. "I had no idea where I was staying or where I was working. As a public affairs specialist, I assisted the media and the public with questions about how the Corps of Engineers supports the Federal Emergency Management Agency and the City of New York during this time of crisis," she noted.

"Contrary to popular belief, everyone in New York has been quite friendly and helpful. I had a reservation at a local hotel and rode a shuttle bus to the hotel with some local citizens arriving back into town. They were all pleased to see the Corps and happy that we are assisting the city and FEMA. When I arrived I was told to report to the Disaster Field Office the following day."

The Disaster Field Office was at Pier 90 on the Hudson River. The city's emergency services were located next door at Pier 92. Since the Corps was part of FEMA's operations, the Corps was located within their office space. "I have been astounded by the Herculean efforts of all New Yorkers in working to rescue survivors and recover from this terrible disaster," Barati said. "The city's firefighters worked night and day searching for survivors. They are relentless in their efforts."

## DFO PROVIDES ESSENTIAL SUPPORT

Making transportation arrangements, reserving accommodations, preparing safety equipment, and tracking the movements of 112 people were just some of the accomplishments of the administrative staff of Division Forward.

Initially, there were 112 Corps employees assisting FEMA and the city. A total of 209 people were in-processed and 97 were out-processed by the DFO administrative staff. As the missions changed and people moved in and out of the operation, these numbers changed daily – at times, hourly. When working with this many people and with requirements changing daily, people remained flexible.

"You needed to be physically and mentally capable to adapt to changing circumstances and able to think outside the box in terms of meeting requirements," said Amanda Muscavage, Philadelphia District.



**Under one umbrella.** Initially, there were 112 Corps employees assisting FEMA and the City.

Division Forward ensured employees had the proper safety equipment. Because of Occupational Safety and Health Administration concerns, all workers at ground zero and landfill sites were required to wear hard hats, steel-toed boots, respirators, and goggles. This created logistical concerns, as Corps' supplies were limited.

Division Forward staff located merchants who sold the equipment and got it as quickly as possible. It was imperative that employees received safety equipment immediately so they could get out to the field and begin working. "We can't afford to wait. Once people check in, we had to get them out to the site quickly," said Bill Bailey, also from Philadelphia District.

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Safety also involved knowing the location and status of each Corps worker. “We tracked employees to make sure they were accounted for and to see that they weren’t missing or injured. We tracked them all the way home,” said Bailey.

The emergency response created an immediate need for equipment and lodging for incoming personnel. The Division Forward team worked to fulfill these requests while still finding ways to save money for the Corps, and ultimately, FEMA.

“We managed to get many items at a reduced cost,” said Bailey. Hotel accommodations for the more than 200 people who deployed were arranged at a reduced rate. Arranging for supplies and logistical considerations is central to the mission of the DFO. “We are here to support the people in the field doing the work. They are heroes of this effort and it is our job to make their job as easy as possible,” said Muscavage.

Part of Division Forward’s job was ensuring all personnel had the proper identification cards necessary to complete their jobs. As operations for the disaster evolved, so too did the badge requirements. Throughout the first two weeks of the emergency, badge requirements were changed and all of the badges required photos on them. At one point, there were five different types of badges.

Muscavage worked with FEMA and the city, figured out what badges were needed, and made accommodations for workers in the field to ensure that everyone received the proper identification badges.

The key to the success of the DFO team has been the flexibility of all the workers, said Bailey. “I am very lucky. We had a bunch of people initially deployed who were willing to do anything and everything to set this operation up.”

“Throughout the operation, everyone has chipped in to do what it takes to get the job done. Drivers have loaded boxes and bought supplies, engineers assisted with administrative duties. We have all

worked together as a team,” said Muscavage.

“This has been a total team effort and is just absolutely terrific,” added Bailey.

## STRUCTURE EXPERTS SHARE EXPERTISE

As Kelley Aasen from the San Francisco District walked through the rubble of what used to be



Mark Wingate, a structural engineer from San Francisco District on a severely damaged subway platform under what used to be the World Trade Center station stop.

the World Trade Center, it became readily apparent that the Corps’ urban search and rescue structure specialists had one of the most dangerous jobs in the Corps.

The mission of the Corps’ structures specialists helped the urban search and rescue teams in their search for survivors buried beneath the debris.

While firemen and police dug through the wreckage, Corps structures specialists monitored hazards and performed safety analysis to mitigate the hazards associated with the search and rescue operations. The structures specialists also assisted by providing the advanced technology needed to find survivors in massive amounts of rubble.

(Continued on next page)

The motto of these search and rescue teams is “so that others may live” and all members of the Corps’ structures specialist cadre said that, for them, the hardest part of this disaster was waiting for the call to go out and assist.

“We are trained to do this and this is what we want to do when we’re needed. We all felt a sense of duty to respond and assist with this effort,” said Tim Willard from Sacramento District.

“As rescuers move through the debris, we have to monitor slippage of the debris pile and look at hazards as we move items. We are not here to slow down operations, but to make the operations safer,” said Aasen.

Aasen said the Corps’ team knows the firemen will go into the hazardous situations to save survivors without regard to building stability. “We have examined past responses and the challenge is that you can’t tell a firefighter ‘no.’ They will go in to rescue people no matter what. Our biggest concern is that we want those guys to go home safe,” said Aasen.

The Corps learned about the determination of firefighters to save survivors in Mexico City in 1985 during earthquake search and rescue operations. In 1991, the Corps developed the concept of training Corps and FEMA structural engineers to deal with the unique situation of interacting with firefighters during a search and rescue operation. Through this training, the Corps’ structures specialists are better able to address the concerns of the firefighters, while working to improve the safety conditions for the firefighters, explained Aasen.

The Corps’ search and rescue structures specialists are part of a cadre of trained search and rescue professionals across the nation. Since these teams are in close communication during many major disasters, members of the Corps’ team know many of the rescuers involved in this effort from their work after the Oklahoma City Federal Building bombing.

“We even knew some members of the New York City urban search and rescue team and that makes this personal,” said Rick Tillman from the New Orleans District.

Previous working relationships with organizations now responding to the World Trade Center di-

saster have also improved the Corps’ ability to respond to the needs of FEMA and New York City.

“I think we have shown multiple agencies the Corps’ ability and how we can help them in their efforts,” said Norman Skjelbreia, Seattle District.

Throughout the search and rescue efforts, the Corps’ structures specialists have also seen what they know so well, the dedication of firefighters. “The firefighters and policemen have been great. They are out here working all the time, even when they’re off duty, and manning bucket brigades. We are just glad that we are here to support them and make their lives safer,” said Skjelbreia.

(Continued on next page)



Corps structural specialists working with the city and other federal agencies at the American Express building and at Ground Zero.



## MANAGING THE DEBRIS AT THE LANDFILL

FEMA assigned a \$125 million mission to the Corps Oct. 1 for operation of the Staten Island Landfill (Fresh Kills Landfill) for disposal of World Trade Center debris. The work is expected to run for approximately nine months. The mission partners include FEMA, the City of New York, and the Corps.

Under the mission, the firm of Phillips and Jordan, Inc. will manage contractors working the landfill site. Neither the Corps nor P&J will manage the landfill. The city Department of Sanitation and the New York Police Department will manage the landfill and will continue raking, sorting and searching for evidence.

P&J will inventory present equipment at the landfill to determine optimum requirements; negotiate with contractors to work the landfill under the P&J umbrella contract; work with the New York City Police Department, Department of Sanitation and the FBI to accommodate their needs; work to improve overall efficiency of the landfill under the evidence search requirements; and establish measures to protect workers and evidence.

P&J will use local equipment and operators for landfill operations. Any normal landfill operations will be managed by the Department of Sanitation.

Corps specialists deployed to assist in the World Trade Center Disaster Field Office will oversee the mission together with the Corps' New York District team.

P&J is the advanced contracting initiative contractor for disaster recovery in this geographic area. The Corps let contracts using competitive bid processes in with firms for specific geographic areas to expedite recovery operations. FEMA will provide funding for the project as long as the evidence search mode continues. This mission will improve landfill operations handling the World Trade Center debris while also ensuring methods are in place to recover evidence.

As the effort continued to locate possible survivors at Ground Zero, other critical missions surfaced. One of the most challenging in size and complexity is removing the estimated 1.2 million tons of building debris from the World Trade Center complex. This is one area where the expertise of the Corps was tapped immediately. With years of experience in debris management learned from disaster recovery operations, the Corps was sought out by FEMA and New York City.

"We are providing technical assistance to FEMA and New York city for debris management," said Allen Morse, the Corps' subject matter expert for debris management. Morse, from the Mobile District, has over a decade of experience working debris management and is worked out of the FEMA Disaster Field Office on Pier 90 in Manhattan. "We are accustomed to working hurricanes where the debris covers large areas," said Morse. "When I went to the site, I was in awe of the destruction and piles of debris."



**David Leach (left) of New York District explains to Ted Monette, FEMA federal coordinating officer, the process for handling debris being removed from Ground Zero to the Staten Island Landfill. (Photo: FEMA)**

In typical disasters like hurricanes, states request Corps assistance through FEMA. The Corps then either does the debris mission itself or issues contracts to handle the cleanup. However, the City of New York is

one of the few organizations in the world that can handle the amount of debris generated at ground zero.

"We are providing technical assistance to the city in various aspects of debris management," said Morse. "The city has been great to work with. They are real receptive to our suggestions. I am amazed that they can handle this."

This is a unique situation for debris management for the Corps. The debris is mainly structural debris from the complex – not the trees and residential debris from hurricanes normally faced by the Corps. There is an enormous amount of debris in a relatively small geographic location (310 stories of buildings in a 12 square block area). Transporting such a large amount of debris through one of the busiest cities in the world can be challenging. One aspect is special and never forgotten – the debris is part of a crime scene and contains both evidence and human remains.

(Continued on next page)

“We’ve gone through three or four learning curves already. We’ve never handled anything like this,” said Morse. The debris was combed immediately after the terrorist attack by firemen, policemen, construction workers and other volunteers in a desperate hope to locate survivors. As the days passed, it became grimly apparent that additional survivors would not be found.

Two weeks after the attack, a small army of men and machines was working at Ground Zero, or the Red Zone as the World Trade Center site became known. The army included more than 1,000 workers, 240 trucks and 70 barges moving debris, and over 260 pieces of heavy equipment.

Initially the debris was moved by truck to the landfill site. The Corps suggested improvements, including one-stop stations that could wash-down the trucks, tarp the loads, and document load tickets in one efficient operation. Since the truck route to the landfill was more than 20 miles, barges were quickly engaged for debris transportation due to the proximity of the Hudson River to both the World Trade Center and landfill sites. With each barge carrying approximately 30 truckloads, barging offered a great cure for traffic congestion and road wear.

All structural steel from the debris is going to two salvage yards for recycling. The rest of the debris goes to the landfill site where it is sorted and examined by hundreds of FBI and New York City law enforcement officers. They examine the debris for any identification (such as credit cards), personal effects, undetected human remains, and any evidence of the airplanes’ black boxes from the cockpits.

According to Morse, the debris contains a wide variety of materials. “If you can imagine it, it’s probably in there – freon, fuel and other substances are in the debris. The concrete in the floors and exteriors was lightweight – that was the dust you saw during the collapse.”

The majestic buildings once stood over 1,300 feet tall. The imploded debris piles reach only a height of around 60 feet. The debris crews are removing around 10,000 tons a day.

“We are making progress,” said Morse. The city will have a tougher time with the underground levels and debris removal due to the complexities involved. A slurry wall holding back Hudson River water from the underground levels must be anchored

and heavy equipment use will be limited. Total debris removal could take nine months or longer.

## RETURNING TO NORMAL

Each section played an active role in reconstituting New York District. IMO was active in trying to set up computers and phones, and human resources was diligent in processing immediate actions while Contracting was busy accomplishing necessary fiscal year-end processes. HR accomplished many tasks including job offers, processing retirements, and processing new employees.

For thousands of people who were in lower Manhattan when the World Trade Center was attacked, the biggest personal hurdle left to overcome was getting back to normal. Perhaps it was the red zone general area or getting there--traveling on subway trains or through tunnels. Or, perhaps, simply a fear of once again being in an office building. “I went to the building to get files,” reports Maureen Smith, Engineering. “I felt very safe. I needed to feel safe there.”

After her visit--which required signing in and an ID card verification and bag check by security personnel--Smith was ready to get back to work. Pat Gannon, Real Estate, said she was also concerned about “being safe in my office. I feel better after hearing Maureen talk about how safe and secure she felt there.” Gannon said she would never forget the the morning of Sept. 11.

For Smith, the strongest memory is the sight of a World Trade Center tower collapsing, and of the huge cloud of dust and debris coming toward her moments later. “I was devastated,” she said of her experience.

Lois Borroum of the Executive Office shared Smith’s indelible image of an attack. “I’ll never forget,” she said. “There was debris everywhere.”

Borroum admitted to being apprehensive about returning to New York City, “but that’s where my job is, and I have to go back.” Returning to work albeit at the Caven Point facility rather than downtown--Borroum said her faith and her family helped her come to terms with what she saw and experienced. She knew she had to get away from the TV news coverage. And her energetic two-year-old grandson was a bigger help than he knew. “He doesn’t stop for anything, and you can’t either, when you’re with him.”

## ASA (CW) Parker and Chief visit New York District

In the weeks following the attack on New York City, the Assistant Secretary of the Army for civil works Paul M. Parker, Brig. Gen. M. Stephen Rhoades, North Atlantic Division Commander, and Lt. Gen. Robert Flowers, Chief of Engineers, visited New York District during October. Secretary Parker, wearing a red Corps jacket, along with Lt. Gen. Flowers and members of his staff, visited each office section of the District and presented coins to individuals for their performance.



ASA (CW) Parker speaking with Randy Hintz in the Emergency Operations Center.



Photos: V. Elias

Larry Smith of Construction shakes hands with the Chief of Engineers as Jim Parker looks on.

Paula Higgins of Safety speaks with ASA (CW) Parker and Lt. Gen. Flowers in the Safety Office.



Dee Ward of Construction greets the Chief.



Amy Cardone, Chief, Human Resources welcomes the Chief.

Arnold Weber of Information Management and ASA (CW) Parker.



## Chaplain holds prayer services and sessions



Chaplain (Lt. Col.) Eric Holmstrom, USAR, conducts a non-denomination prayer service for memory and hope for employees following the attacks on the nation. According to several participants, Chaplain Holmstrom was very inspirational to them. He also held two spiritual forums entitled, 'talking and listening about all that's going on,' where employees exchanged their views.



# Elementary school students send letters of support

Mrs. Kara Anderson's 4th grade class at Fort Belvoir, Va. Elementary School sent over 20 hand-written letters of thanks and drawings following the Sept. 11, 2001, terrorist attack on New York City. The letters and drawings were displayed on the main bulletin board at New York District for all to see.

From: Mrs. Kara Anderson's  
4th Grade class at  
Ft. Belvoir Elementary  
School, Ft. Belvoir,



During a visit to New York District Oct. 4, Assistant Secretary of the Army (Civil Works) Paul M. Parker, Lt. Gen. Robert Flowers, Chief of Engineers, and Brig. Gen. M. Stephen Rhoades, North Atlantic Division Engineer take time to read the letters and art work sent by the 4th grade students to New York District.

# Flood project continues despite crossed wires

By JoAnne Castagna

Construction restarted on the \$331 million Green Brook Flood Control Project in New Jersey after a three-month halt due to a controversy between the State of New Jersey and utility companies.

After a decade of relative inactivity, the Green Brook Flood Control Project moved forward last year.

In early 2000 the central New Jersey flood relief project, covering portions of Somerset, Union and

a project, the Corps discovered active utility wires, active sewer lines, and cable lines on or near the existing bridge.

The Corps notified the State of New Jersey that the utilities had to be removed and relocated before the bridge could be demolished. In accordance with the project cooperation agreement between the Corps and the State of New Jersey, the utility relocations on this project are the responsibility of the non-federal sponsor, in this case the New Jersey Department of Environmental Protection, and it is the State's responsibility to pay the utility companies to remove and relocate them.

Federal requirements deem that if the utility companies do not have a compensable interest, basically showing proof that they own the lands where the utility lines are located, then they are not entitled to compensation. In this case, the State statutes apply, which are very ambiguous on this issue.

The State tried to work this out with the utility companies for several months before the Corps issued a stop work in March on the contract with Scarfar Contracting

Inc. Scarfar won the \$4.2 million contract to construct the temporary bridge, which was already completed at the time of the stop work order, and to demolish and construct a new Green Brook Bridge.

## CONSTRUCTION RESUMES

The utility companies agreed to remove the wires, pipes and cables and relocate them to the temporary bridge. In July the stop work order was lifted and the contractor was able to resume work. However, issues for compensation are still being worked out between the State and the utility companies. (continued on next page)



Green Brook Flood Control Project, East Main St. Bridge Demolition, Oct. 17, 2001.

Middlesex counties, received \$1 million from Congress and the first of several contracts to begin the first phase of the project was awarded in 2001.

During the first element of the project, the Green Brook Bridge will be demolished and replaced with a higher bridge, which will ultimately tie into levees to be built in the area along the Green and Vosseller Brooks in the Borough of Bound Brook. As a result of the devastation caused by Tropical Storm Floyd in 1999, there was an outcry from local residents. The state agreed to provide a temporary bridge linking Bound Brook and Middlesex until the permanent bridge is completed.

During the plans and specifications phase of

**Greenbrook (cont'd)**

On Aug. 4, during the anniversary dedication ceremony, which remembers the victims of the 1973 and 1999 floods, the beginning of this long-awaited project was visible. According to Bill Slezak, P.E., Chief of Civil Works, the project is moving forward on schedule despite the issues being worked out between the State and the utility companies.

Yvonne Spraggins, project manager, said a temporary bridge connecting East Main Street in Bound Brook and Lincoln Boulevard in Middlesex has been erected, and nearby sewer work is done. According to Spraggins, workers have started to demolish the existing bridge. A new, higher bridge is scheduled for completion in October 2002. The utilities removed from the Green Brook Bridge and temporarily relocated will be put back on the new bridge.

**COMMUNITY NEEDS**

The public is looking forward to the much-needed flood protection. The Corps, in cooperation with the State and the Green Brook Flood Control Commission is working in collaboration with the community to move the project forward. At the request of residents, the Corps is attempting to buy out homes on Prospect Place in Middlesex Borough. Federal approval is still needed on this matter because these homes originally received funding for flood protection, not to be bought.

The federal government has been very supportive of the project. Mike Ferguson (NJ, 7th District), also has confidence that the Green Brook Flood Control Project will receive an appropriation for 2002.



Photos: Felix Chavere

Demolition continues of East Main Street Bridge, Bound Brook.



Crews pave the temporary bridge approach in Middlesex Borough.





## Tidbits

Mary Stavina

### Internet Offers Way for Troops to Receive Messages of Support

With Operation Dear Abby and the Any Servicemember mail programs falling victim to the anthrax scare, Stars and Stripes has been inundated with requests and suggestions from Americans looking for a new way to show their support and send their love. Thus, Messages of Support was born. The feature originally appeared in the European edition of Stars and Stripes Oct. 10. But because of the overwhelming response, the program was extended to include the Pacific edition, beginning Nov.12.

Messages are limited to 30 words and will be printed on a first-come, first-run basis. Stars and Stripes reserves the right to omit any ad determined inappropriate and to screen and edit all messages. Messages can be e-mailed to Stars and Stripes 24 hours a day at [supportmessages@estripes.com](mailto:supportmessages@estripes.com)

## Safety and Security

Whether in a high rise apartment, hotel, or office building never use the elevator during a fire of evacuation.

**ALWAYS** be aware of your surroundings. Keep an eye out around you and **TRUST YOUR GUT**. If it does not feel right, it probably isn't. Adjust accordingly. Be careful not to offer yourself up as a criminal sacrifice. Keep your head up, walk confidently, and do not make things easy. Keep valuables tucked away. Do not flash cash when paying for merchandise. Be careful when and where you wear expensive jewelery. Park in well-lit areas with lots of traffic around. Scan the area before you exit your vehicle and as you walk back to it. If anything makes you feel uncomfortable, change accordingly. Either use another entrance/exit, wait until the situation resolves itself (without getting/staying in the middle of it), or simply forget the whole thing. Buying that new CD is not worth becoming a victim. If that means that you cannot get back to your car, contact security or the police for assistance.

Be watchful at all times. If you observe any suspicious behavior or activity, report it to security, and while in the street to local law enforcement officials. All personnel who are scheduled to travel overseas on TDY/PCS are reminded of the requirements that you must obtain a country clearance, health briefing, and updated anti-terrorist briefing. Contact the Security Office immediately upon being notified that you may be going OCONUS. Country clearances need to be submitted 30 days in advance.



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