

Resource
Escalation



Part III

Resource Escalation

Thursday and Friday, April 20 and 21, 1995

On April 20, Incident Command and all the responding departments and agencies worked to gain a clearer understanding of the personnel and resources needed to support a lengthy operation and to define their working relationships and responsibilities. The Federal teams President Clinton committed arrived to take their assigned roles in the rescue, investigative, and support work. The spirit of cooperation and commitment that began early on April 19 carried forward into the second day of operations.

The day began with the integration of Urban Search and Rescue (USAR) task forces into the Oklahoma City Fire Department's rescue operation. The Federal Emergency Management Agency (FEMA) began organizing USAR task forces in 1991. The task force concept was developed for large-area operations, such as earthquakes and hurricanes, where task forces would be assigned to different sectors to undertake rescue operations in an environment where the area's infrastructure and resources were severely taxed. Twenty-six task forces were formed in cities and metropolitan areas by 1995. Each 56-member task force included firefighters, civilian specialists, and medical personnel and was organized into technical support, medical, search, and rescue squads, including two canine teams. The task forces were organized, trained, and equipped to deploy to any kind of disaster within hours of activation and to arrive at a site prepared to go to work. The Department of Defense is responsible for providing air and ground transportation for each task force and its 30,000-pound equipment cache. An Incident Support Team (IST) is deployed with the task forces. The IST is a group of specialists who manage and direct the USAR component within the local incident command structure.

Task force AZ-TF1 from Phoenix, Arizona, and Task Force CA-TF7 from Sacramento, California, the first units activated, started to Oklahoma City on the afternoon of April 19. Task Forces VA-TF2 from Virginia

Beach, Virginia, and NY-TF1 from New York City, New York, were activated at 11:00 p.m. on April 20. FEMA activated seven more task forces during the rescue operation.

A Phoenix USAR advance party arrived in Oklahoma City on the evening of April 19 to perform an initial hazard assessment of the building. The first members of the IST and the full Sacramento and Phoenix USAR task forces arrived at Tinker AFB before midnight on April 19. The task forces were assigned quarters at One Bell Central. They established logistical bases in a parking garage on NW 6th Street where they unloaded and organized their equipment and supplies. The IST established a Command Post in the west end loading dock, enabling its members to work in close support of Fire Rescue Command. Mark Ghilarducci, Deputy Chief of the Fire and Rescue Division of California's Governor's Office of Emergency Services, was the leader of the IST.

A USAR task force is usually divided into day and night shifts. The Wednesday evening rescue of the young survivor in the Cave gave new hope to the rescue effort. Rescue Command and the IST decided to assign the full Phoenix and Sacramento task forces to work with OCFD and mutual aid parties in an all-out blitz to find survivors. The Phoenix task force began work at 1:00 a.m. The Sacramento task force began at 6:00 a.m.

At 2:30 a.m., the IST and USAR task force leaders met with OCFD Rescue Operations Commander Ron Moss and Rescue Operations Chief Mike Shannon to tour the Murrah Building, review the work done, and formulate a unified action plan. The IST provided knowledgeable and experienced search-and-rescue personnel, including structural engineers who had worked at earthquake sites and at the World Trade Center bombing. The IST offered several immediate recommendations including stopping heavy equipment operations

near column G12 until additional shoring was done and establishing a standard evacuation signal. They agreed that three loud air horn blasts would be the signal for immediate evacuation.

The work that Fire Rescue Command began on April 19 was the base of the unified action plan. The goal was to find survivors and remove the dead. This required shifting or removing tons of debris. The areas most likely to contain survivors and most of the bodies were the most unstable and dangerous work areas. The incident action plan called for four carefully coordinated operations:

1. Shoring and debris removal under the remaining portions of the second and third floors and in the Cave, the Pit, and the East and West Piles
2. Shoring and stabilization of weakened columns and beams
3. Search and debris removal on floors three through nine
4. Removal of overhead hazards

The IST structural specialists organized and directed much of the shoring and stabilization work. The work began at the west, or more secure area, and continued to the east. Additional shoring work was done on column G12. Shoring work began on columns F22, F20, and F18 at the north edge of the Pit. Contractors



A trackhoe removes debris while USAR and other crews observe from the street. The Water Resources Board and the collapsed Athenian Building, along with the crushed and burned cars in the parking lot are seen. The Journal Record Building rests in the background.

cut heavy pipes to required lengths; some were 35 feet long. Firefighters carried the pipes on their shoulders and worked with the contractors to set them in place between the columns to keep the columns from buckling. One-inch steel cables were attached to the columns and tensioned to anchors to further support the columns. The structural engineers set up equipment to monitor floors, columns, and major hazards. They took frequent readings to detect any movement that could threaten the workers. Heavy debris removal was halted until essential shoring was in place.

The rescue teams worked with Oklahoma City firefighters in shoring operations under the weakened second floor slab and removed debris from the Pit. They joined in the tedious operation of filling buckets with rubble and passing them to FBI and ATF teams. They broke or bored holes in fallen concrete slabs and inserted seven-foot-long pole cameras with minitelevision monitors and listening devices into voids and crevices. Search teams swept the upper floors with dogs and pole cameras. Oklahoma Gas & Electric (OG&E) supplied a heat-sensing camera and operators. The USAR task forces found and marked the locations of bodies but did not find any survivors.

On the morning of April 20, there were 36 known dead. The OSBI and Red Cross estimated that 200 persons were still missing. Chief Shannon believed that all survivors on the remaining portions of floors four through nine had been found on April 19. He and IST Operations Chief Ray Downey, of the New York City Fire Department, developed a system to double check the 266,000 square feet of floor area that had not collapsed. They drew a checkerboard grid on the plans for each floor, using the columns as points of reference. The grid pattern was the guide used to check each floor. The debris on the upper floors was a mixture of fallen ceiling tiles, office furniture, partitions, and portions of the heating and ventilation system. It was full of glass shards and concrete rubble enmeshed in computer and telephone wires. Debris was removed from the first square of the grid. Once the area was cleared, rubble from the next grid was moved to the cleared space. OCFD and USAR crews were assigned to this work. Files, computer disks, personal belongings, and other items found in the rubble were retrieved and turned over to the FBI.

The IST developed a relief and rotation schedule for the two task forces and notified FEMA that additional workforces were needed. FEMA activated task force CA-TF2 from Los Angeles County, California, and

MD-TF1 from Montgomery County, Maryland. The Sacramento and Phoenix task forces relieved each other at 1:00 a.m. and 1:00 p.m. The incoming task forces were placed on a 7:00 a.m. and 7:00 p.m. rotation schedule, with one full task force relieving another task force. At 8:30 a.m., field investigators from the National Fire Protection Association (NFPA) arrived at the site and met with Fire Incident Command. The NFPA investigators were assigned to document the incident.

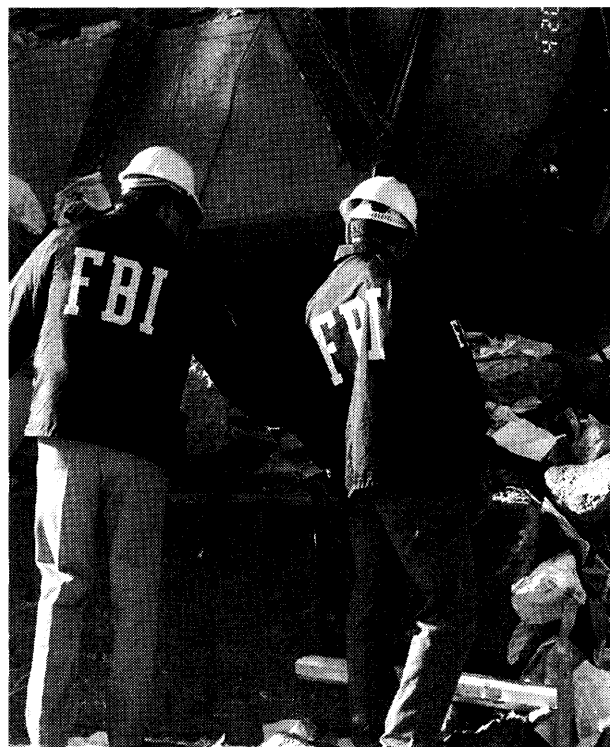
Fire Incident Command developed plans and work schedules to allocate Oklahoma City firefighters to the rescue work while maintaining fire protection for the rest of the city. A minimum number of firefighters were assigned on April 20 as Incident Command realized the need for rest and recovery from the all-out effort on the first day. Over the next five or six days, Incident Command organized on-duty and off-duty firefighters and mutual aid companies in two- and later four-hour shifts. The on-duty firefighters were taken from stations around the city. These work assignments allowed the Department to support the rescue work and to respond to all emergency calls. The OCFD work parties and the task force groups retained their own identities and command structures. At times, the Oklahoma City and USAR teams worked alongside each other and at other times they were assigned to different areas within the building.

The Oklahoma County Sheriff's Gun Range at NE 36th and Air Depot Road was selected as the debris-removal site. At 1:00 a.m. on April 20, Public Works provided six trucks to begin removing the debris. Two companies, Dolese and Midwest Wrecking, took over the debris-hauling work later on the morning of April 20. The Sheriff's Office provided assistance in constructing debris-sifting screens. Debris from the building was examined at the bombing site and then transported to the Gun Range where FBI, ATF, and other law enforcement personnel rechecked it for evidence. The Sheriff's Office provided security at the site.

Incident Command assigned its Science Officer, Corporal Clint Greenwood, to monitor the weather. He established liaison with the National Weather Service and local television stations. The National Weather Service faxed site-specific weather bulletins to Incident Command. Doppler radar and other technologies were used to forecast storms and identify any rotations, which could indicate tornados approaching the rescue site. Lightning was a real threat because of the tall cranes working next to the building. Rescue Command gave standing orders to halt all crane operations when-

ever lightning was reported within a three-mile radius. Heavy rains were a concern because ceiling tiles, carpets, paper, dust, and other porous materials soaked up the water, adding to the weight on the weakened columns. Wind gusts of 20 to 30 mph did not pose a hazard to the Murrah Building's stability but were often sufficient to disrupt rescue operations. The wind howled through the open building. Wind gusts opened file drawers, lifting the contents and sending them whirling through the air and down onto the workers. Office chairs on castors were propelled across floors to plunge into the Pit and the Piles. Pieces of hanging debris swayed and clanked together like discordant wind chimes.

The Murrah Building was the site of both a criminal investigation into the deadliest crime in the nation's history and of a hazardous rescue and recovery operation. The Oklahoma City Police Department supported the criminal investigative work, including the Medical Examiner's operations, and provided perimeter security. Deputy Chief Griffith and the Will Rogers and Santa Fe Division Commanders organized Police operations



Two FBI agents sift through the rubble for evidence. The Murrah incident was both a rescue operation and a criminal investigation. Rescuers and law enforcement personnel constantly worked side by side in and around the Murrah Building.

to support the rescue work and maintain the Department's continuing public protection responsibilities. The Emergency Response Team (ERT) served as the primary Police perimeter security force. The Department reduced patrol operations and used officers on overtime duty to back-fill for the ERT forces and provide the additional manpower needed at the site. The Investigative Bureau set aside all cases except for those for which charges had to be filed within 72 hours. Only immediate investigative duties were performed in order to allow those officers to work in the Murrah investigation. The Headquarters staff assumed Command Post duties. Statistics for the rescue operation show a lower crime rate during the disaster. There were no reports of looting or civil disturbances at the Murrah site. Only 52 persons were arrested at or near the site between April 19 and May 5. Most of these were for minor offenses. Several out-of-town media representatives were arrested for trespassing when found in unauthorized areas.

The criminal investigation focused on leads gained at the site. On April 19, investigators traced the vehicle identification number of the truck axle found on NW 5th Street. They learned that the axle came from a vehicle belonging to the Ryder Rental Truck Company. Investigators used this information to trace the truck and obtain descriptions of those who rented it. At midnight on April 19, the FBI released descriptions and composite drawings of two men wanted in connection with the bombing and requested that all information on suspects or vehicles be forwarded to them. Additional FBI personnel arrived shortly before midnight on April 19. An FBI Command Post was established in a vacant building at 11 NE 6th Street. On April 20, the FBI had 200 agents and specialists working in Oklahoma City. Senior Agent Weldon Kennedy was named Special Agent-in-Charge. The ATF had 75 people supporting the criminal investigation. At 7:15 a.m. on April 20, the FBI held a closed briefing for City and State leaders and the law enforcement and rescue operations agencies.

Tight security measures were required at the perimeters to protect the evidence collection work and enable Rescue Command to maintain accountability for all persons in the Murrah Building. The Oklahoma City Police Department worked in concert with other law enforcement agencies and military units to provide security and traffic control around the site. The three perimeters developed on April 19 were modified to conform with rescue and investigation operational

needs. Over 500 law enforcement and military personnel worked rotating shifts to provide security for the perimeters, the Medical Examiner's compound, the Family Assistance Center, and the Command Posts.

The Murrah Building was the center of the nine-square-block inner perimeter that limited access to those personnel authorized to participate in the rescue work and the criminal investigation. By the morning of April 20, the interior area around the building was fenced, with the only gate placed at NW 5th and Harvey. The U.S. Marshal's Service provided security for the inner perimeter.

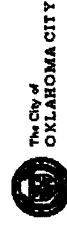
The outer perimeter encompassed the staging areas needed to support the rescue work and buffer the rescue workers entering and leaving the area from contact with the media. The Oklahoma City Police Department, the Oklahoma Highway Patrol, the Oklahoma National Guard, the Oklahoma Department of Corrections, Tinker AFB units, and metropolitan area police departments provided security for the outer perimeter. The third perimeter was a traffic perimeter that limited vehicle access to the area. The Oklahoma County Sheriff's Office provided security for this perimeter. The Sheriff's Command Post was stationed at the perimeter edge and coordinated assignment of metropolitan units assisting in perimeter control work. The Police Department began issuing scene passes and identity cards to all nonuniformed personnel needing access within the perimeter.

OSBI and Oklahoma City Police units continued to provide assistance in the criminal investigation. The Oklahoma City Police Auto Theft Unit assisted the FBI and ATF in recording and tracing vehicle identification numbers from the burned and damaged vehicles near the blast site. Cranes lifted the cars in front of the building and moved them to the surface lot to the north in order to clear the rescue area. Many of the vehicles had to be cut apart to get to the identification numbers. OCFD and USAR teams used jaws-of-life tools and cutting torches to help with the work. The investigators processed and examined 86 burned and damaged vehicles.

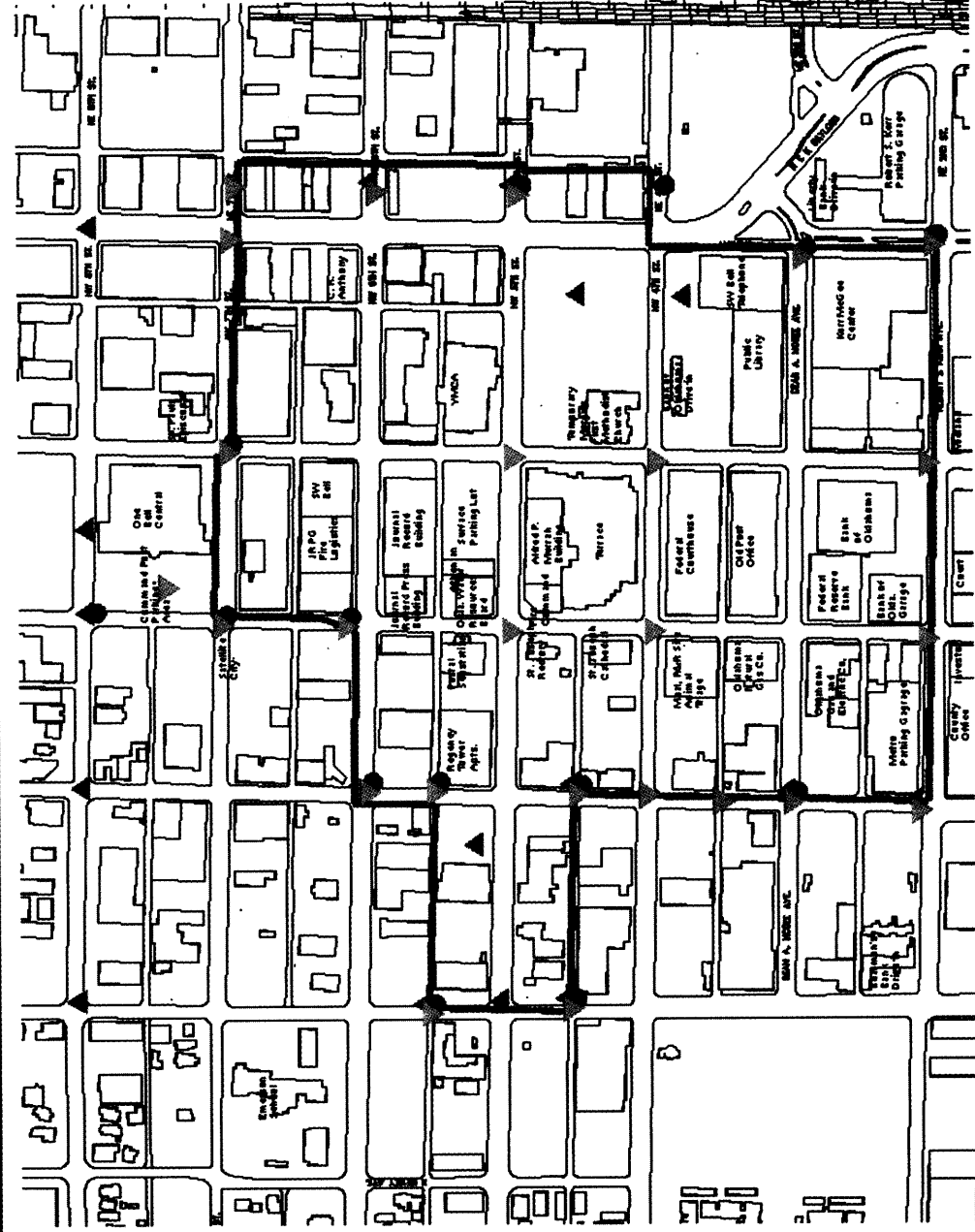
The Oklahoma Restaurant Association (ORA) began its second day of work at the Myriad by providing breakfast for the rescue workers, perimeter guards, Command Post personnel, and all the others working in and around the site. The Southern Baptists opened their kitchen to prepare additional hot meals. Food service sites were established at ten or more locations

04/20/95 POLICE PERIMETER

- LEGEND**
- ▼ Oklahoma City Police Dept.
 - Oklahoma Highway Patrol
 - ▲ Military
 - Other Law Enforcement
 - Police Perimeter



The City of
OKLAHOMA CITY
Data compiled by Public Works Department



each day as operations warranted. United Parcel Service (UPS) provided trucks to transport meals to sites within the perimeters. The UPS trucks were used because the trucks and uniformed drivers were easily identifiable at the perimeter. The Red Cross delivered food to a number of distant locations, including the Police Communications Center and the National Guard on N. Martin L. King, and the DCEM at NE 23rd and Lincoln. A local company stationed a refrigeration truck at the Myriad to store cold and frozen food supplies. The ORA provided 15,000 meals on April 20.

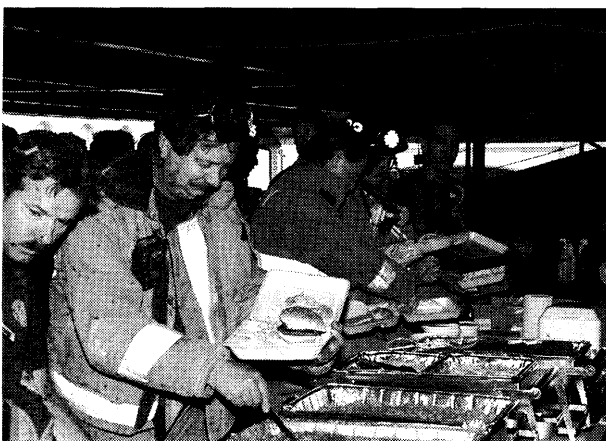
The Red Cross, the Salvation Army, and Feed the Children provided bulk food supplies to the Restaurant Association and provided hot and cold beverages and snacks to workers in and near the perimeter. On April 20, a local fast-food franchise began providing breakfast biscuits and juice for the work site, the Command Posts, and other facilities. The Bricktown Restaurant Owner's Association assisted with food service by providing meals at several sites and undertook special site needs as requested by the Red Cross. At night they provided hot beverages and snacks to the perimeter forces.

On April 20, the work day in Oklahoma City and across the nation began with the lowering of flags to half-staff. President Clinton ordered flags at federal buildings lowered through April 24. Governor Keating ordered all flags in Oklahoma to be lowered. People in Oklahoma City began to wear blue ribbons to honor the dead. Drivers turned on their headlights as a symbol of support for the rescue work. Offers of food, supplies, equipment, and services continued to pour into

city and state offices and to all of the volunteer agencies.

Oklahoma City's Administrative Offices opened at 8:00 a.m. on April 20. Rescue operations, security, and assistance in the criminal investigation were in the hands of the Fire and Police Departments. Public Works was staffing logistic support for the operations. The Mayor, the City Manager, and their staffs continued the policy of staying out of the rescue operation except when asked to provide support or coordination. The Mayor received briefings from City staff and from the FBI and maintained communications with Governor Keating and his staff. Assistant City Manager Bullard worked to keep the City Council members informed. The Manager's Office arranged for the Fire and Police Chiefs to hold a special briefing session for the Council members. The Mayor and Assistant City Manager Bullard spent 12 to 16 hours at the site each day to be available to the Fire and Police Departments and as a visible sign of the City's continuing support for the rescue work. The Mayor's Office received thousands of letters, cards, gifts, and offers of support. The Mayor's secretary developed a system to record and acknowledge them. The Finance Director invoked the emergency procedures of the Oklahoma City Charter and Code to allow Fire, Police, Public Works, and other Departments to purchase supplies and materials and contract for special services needed for the rescue work. Departments were directed to document all emergency purchases in order to validate the use of the emergency process and to develop information on the funds expended in the rescue effort.

The rest of the City's workforce proceeded with the business of providing service as usual within the City's 621 square miles. Workers picked up where they left off when the buildings were evacuated on Wednesday morning. The regular routine of each office and section resumed. Coffee breaks and hallway conversations reflected those in offices throughout the community; workers relived the moment of the bombing and the events of April 19. They talked of those they knew or knew of who were among the dead, the injured, or the missing. City workers in the 420 W. Main Building saw security increase because there were federal offices in the building. The OSBI agents handling the missing persons detail continued to work at City Hall. A work space was set up on the fourth floor and telephones installed so that the OSBI could move out of the crowded third floor Mayor and Manager's office area.



In the parking garage of One Bell Central, hungry crews get a well-deserved hot meal, provided by the ORA, after completing a shift in the Murrah Building.

The framework for dealing with the media was refined. The City Manager and the Public Information Officer decided that a formal news conference would be held each morning and would begin with a report from the Fire Chief. The Mayor, the Police Chief, the Public Works Director, and other officials would also be present to answer questions. The FBI Agent-in-Charge and other federal officials were invited to participate. The Council members were present at most briefings. Every effort was made to keep the media informed but only confirmed information was released. All requests for interviews with the Mayor were scheduled through his secretary. Mayor Norick scheduled as many interviews as possible. He focused on providing accurate information that would not sensationalize either the rescue work or the investigation. The Fire and Police Public Information Officers worked with the broadcast media to schedule interviews and briefings to meet various media deadlines. They provided periodic updates and situation reports on events at the rescue site. They handled arrangements for pool reporters and cameras allowed into the rescue area and obtained the necessary clearances from the FBI.

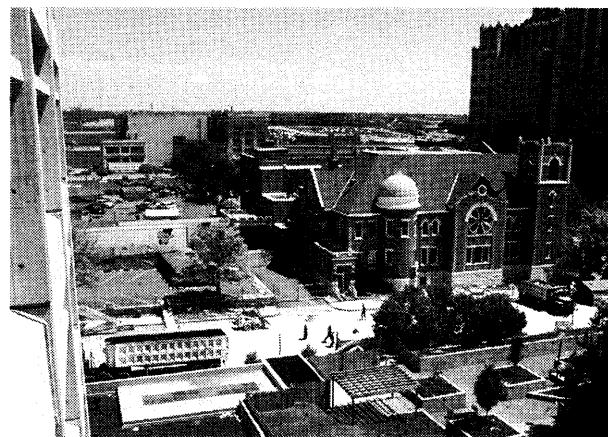
The City's Public Information Office (PIO) prepared a *daily information and referral sheet for internal distribution* to departments fielding calls from citizens. PIO was responsible for programming an electronic community bulletin board on the public access cable channel. The regular programming was canceled and the bulletin board was used for bomb-related information, including meeting cancellations and FBI hotline bulletins. PIO assisted the media by providing an initial contact point and providing background and context and clarification information. PIO's Spanish-speaking staff member handled interviews with Spanish language networks. The Office responded to requests from national and international media but gave first priority and concern to the local media who were providing information to the people of Oklahoma City.

The federal government's response was one of genuine concern and commitment to the Murrah rescue work. Each agency and unit worked to use its resources and equipment and to fully staff every support function. A large General Services Administration (GSA) staff came to Oklahoma City to support the workers from the Murrah Building and to relocate the 16 federal agencies. Their work included contracting for repair work for the damaged Federal Courthouse and the Old Post Office Building on NW 3rd Street. FEMA Di-

rector James Lee Witt arrived in Oklahoma City late Wednesday evening to coordinate FEMA's work with State and City efforts. On April 20 FEMA established a Disaster Field Office (DFO) in a vacant area of the 420 W. Main Building. The DFO was the central office for representatives of the 24 federal agencies assigned to support the Murrah rescue effort.

The Phoenix and Sacramento USAR task forces housed at One Bell Central were sleeping in offices. There was only one shower facility. The IST and FEMA officials recognized that other quarters would be needed for the additional teams. Site considerations included space for sleeping quarters, equipment storage and maintenance, shower facilities, food service arrangements, and proximity to the rescue site. The City offered space at the Myriad Convention Center which met all the FEMA criteria. Staff and volunteers began setting up dormitory quarters and other support facilities in the exhibit halls. FEMA and the State Department of Civil Emergency Management began planning for a Multi-Agency Coordination Center (MACC) to provide improved coordination and communication among all of the responding agencies. The Myriad Convention Center was selected as the site for the MACC.

Twenty-six bodies were taken to the temporary morgue at the First Methodist Church by midnight of April 19. The Medical Examiner's Office staffed a 24-hour operation at the temporary morgue where initial processing work was done. Each body was assigned a number. The time and place the body was recovered were logged along with a brief description of the body, the clothes, and any personal effects. Personal prop-



The First United Methodist Church, located just east of the Murrah Building, served as the temporary morgue throughout the incident.

erty found near a body was recovered, marked, and taken to the temporary morgue. Rescue workers also found parts of dismembered bodies. These were tagged with information about where they were found and placed in body bags to be taken to the morgue. The bomb severely damaged portions of the church. The unsafe areas were cordoned off. The morgue operated in the rear foyer area. A canopy was erected at the door and two refrigerated trucks were parked by the canopy.

Complete processing and identification work was done at the Medical Examiner's Office in the Oklahoma University Health Sciences Center complex at NE 8th and Stonewall. The staff worked 12-hour days throughout the rescue and recovery operation. Three refrigerated trucks were stationed there. Security guards and the Oklahoma National Guard controlled the area. Camouflage netting was installed around the office and trucks to prevent telephoto lens camera shots into the area. University Hospital provided a portable X-ray machine and personnel to operate it. Over 100 people from the Medical Examiner's Office, Oklahoma City Police Department, OSBI, FBI, ATF, National Guard, FEMA Disaster Mortuary Team, and area forensic personnel participated in the body identification work. A tracking system was developed to account for each body as it was moved through the identification process.

Chief Medical Examiner Dr. Fred Jordan did not want to ask families to make visual identifications of their loved ones. Information and photographs from the families, dental records, medical X-rays, and fingerprints were used for most identifications. The Oklahoma City Police Crimes Against Persons Division was assigned to assist the Medical Examiner's Office in photographing and fingerprinting the bodies. Police technical investigators went to the homes of missing persons to obtain latent fingerprints. Fingerprint technicians then made comparisons of the prints. The babies were identified from latent prints taken from toys and cribs and from footprints which were compared with hospital birth records. All bodies were X-rayed and examined. Shrapnel and other bombing evidence were removed and tagged. The Medical Examiner determined the cause of death in each case. The bomb blast caused some of the deaths, but the majority of the deaths resulted from crush injuries. Every possible dismembered body part was identified from clothing remains, physical characteristics, and tissue comparisons. Computers were used to record all of the information and to compare post-mortem

information with the information gathered from the families. DNA testing was used in three identifications.

On April 20, National Guard and Tinker AFB units were assigned to form a tight security cordon around the Family Assistance Center to protect the privacy of the families gathered there. Media access to the church campus was limited to a separate building in which press briefings were held. Ray Blakeney, the Medical Examiner's Director of Operations, went to the Center at 9:00 a.m. to meet with hundreds of people who were waiting for news. He explained that his office was the only source of information on bodies recovered from the site and encouraged people not to listen to rumors or to conflicting information from any other source. He stated that his goal was to identify the bodies and return them to their families for proper burial and that it could be two to three weeks before all the bodies were recovered and identified. He promised that every possible support would be provided to the families while they waited. Blakeney went to the Center each morning and afternoon to brief the families on the status of the body recovery and identification work. The Oklahoma Department of Public Safety Public Information Officers attended the briefings and provided information and answered questions on the status of the rescue and recovery work. After he talked with the families, Blakeney went to the media area and held a press briefing.

Blakeney met with the funeral directors, the Red Cross, Dr. Nelson, and representatives of mental health agencies and the clergy on April 20 to fully define work assignments and notification procedures. The Center was the only official notification point for the Medical Examiner's release of the positive identification of a body. Notification was made by a fax transmission from the ME's Office to the Center. A designated person received the fax and notified Social Security and federal benefits advisors who processed the paperwork the family would need.

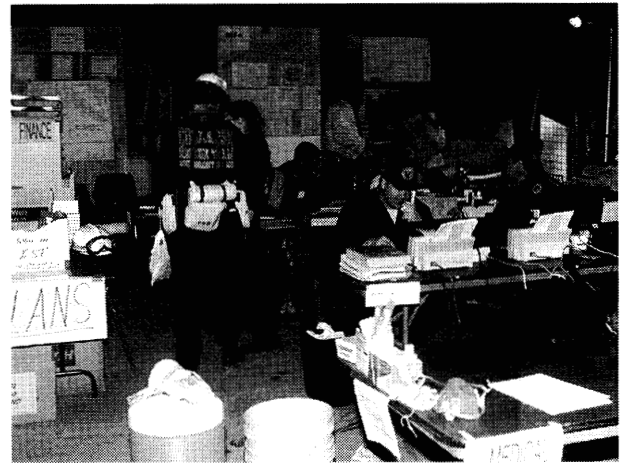
The Red Cross organized waiting areas so that each family could be located when needed. Phone numbers were listed for those who chose to wait at home. Five notification rooms were provided on the fourth floor. For each notification, the family was quietly located and brought to a room to meet with a funeral director, acting in his/her capacity as an official representative of the Medical Examiner: a Chaplain or clergyman, and a mental health worker. Many family ministers were on call and came when requested. The news of the confirmed death was given to the family. Counseling,

pastoral support, and a time for grieving were provided for as long as the family wished. The family had the option of talking with the press or leaving without any interference or publicity. When it was time to leave, a military Chaplain escorted the family to a controlled exit. Vans were used to drive the families to their cars in order to avoid contact with the media.

Southwestern Bell Telephone and the two cellular phone companies worked to support and improve communications for the rescue operation. Agencies and the media needed land-line phone connections to support fax machines, computer modems, and secure communications. Rescue Command and the IST needed 50 land-line connections for the Rescue Operations Center at the west end of the Murrah Building. On the morning of April 20, Southwestern Bell technicians pulled a one-inch cable from the Federal Courthouse on NW 4th Street, through the connecting tunnel and the underground parking garage, into the loading dock. They installed 300 additional lines into the Medallion Hotel for the GSA staff. Southwestern Bell used temporary connections for most of the other sites. They installed over 1,000 phones in the perimeter and media areas in the first week by running lines from the nearest poles. The cellular companies provided runners who made regular deliveries of fresh batteries and additional phones to all the command centers, the morgue, and the relief agencies and assistance areas. AT&T Wireless Services ordered a second cell-on-wheels to be placed at NW 9th and Robinson. It was installed and operational at 6:00 p.m. on April 20.

Most of the office buildings and businesses within the outer perimeter remained closed as work continued to replace broken glass and repair damaged structures. Several glass companies brought in additional workforces. Teams of insurance adjusters arrived in Oklahoma City to begin inspections of damaged buildings. The Oklahoma Insurance Commissioner and the Oklahoma Association of Insurance Agents formed a volunteer counseling service for those who could not reach their insurance companies or had questions about their insurance coverage. The Insurance Commissioner stated that he would take a dim view of any company which used an act-of-terrorism clause to deny a claim.

Governor Keating announced that President and Mrs. Clinton and the Reverend Billy Graham would attend a statewide prayer service in Oklahoma City on Sunday, April 23. Cathy Keating, Oklahoma's first lady,




The Rescue Command area after workers have installed electricity, phone lines, and temporary walls to provide OCFD and USAR personnel with a first-class working area.

was in charge of arrangements for the service. The Oklahoma City Police and State law enforcement agencies began working with the Secret Service to plan security for the Presidential visit. Workers at the Fairgrounds began to prepare the Fairgrounds Arena for the service.

Mental health workers from the city and the state quickly organized a number of hot lines and counseling services. The Governor's Office established a Mental Health Hotline. Mental health workers from public agencies and private practice donated time to receive phone calls and offer assistance to citizens needing help and counseling as they dealt with the emotional trauma of the bombing. Many people sought advice on how to help young children deal with the incident.

Work at the rescue site continued to focus on shoring and debris removal. During the day, structural engineers determined that the remaining portion of the second-floor slab, south of columns F16 and F18, had fallen three inches. Additional shoring parties were assigned to brace the tilting slab. So much wood shoring was erected in this area that it was called the "Forest." Additional work was done to strengthen column F16 at the front of the area. Exterior heavy debris removal operations resumed in the late afternoon.

Fire Rescue Command and IST engineers determined that a passenger elevator shaft was structurally sound and its car and cables in good condition. Crews from an elevator company and OG&E restored service to the elevator using a powerful generator mounted on the roof. This allowed Rescue Command to move



workers and heavy equipment to all floors without using the cranes. The Phoenix and Sacramento teams rotated squads in and out to continue rubble removal work throughout the day and evening.

Public Works Director Paul Brum spent most of the day at the One Bell Central Command Post area coordinating logistics support for the work. More tables, chairs, dumpsters, portable toilets, and other items were provided. Brum observed the number of officers needed to maintain the outer perimeter and asked OCPD if it would help to fence parts of it. OCPD agreed and provided a map showing where fencing was needed. Crews from Streets Maintenance Division began the work to fence the area at about 5:00 p.m. on April 20. The Department of Airports provided orange plastic snow fencing. The crews bored holes in the street and erected fenceposts. They used bailing wire to attach the snow fence to the poles. The crews worked through the night. By the next morning, they had erected over 3,000 feet of fencing. Public Works crews maintained the fencing and moved portions of it as the perimeter narrowed.

The Virginia Beach task force arrived in Oklahoma City at 2:00 p.m. on April 20. They joined the OCFD crews and the Sacramento task force in the Murrah Building at 4:00 p.m. Work parties and cranes removed slabs from the north exterior portion of the pile. Search efforts were concentrated in the rear of the first floor. In the late evening, the Virginia Beach task force found four bodies in this area. The New York City task force arrived in Oklahoma City at 5:00 p.m. and began work at the site at 11:00 p.m. The Sacramento task force completed its first day at the site by searching the Water Resources Board Building and then stood-down at 1:00 a.m. Virginia Beach, New York City, and OCFD forces concentrated their early morning efforts in the rear of the first floor where they recovered nine bodies. Work continued throughout the night.

On the third day of the incident, Chief Marrs and his Incident Commanders and the FEMA Incident Support Team worked to establish firm outlines for command and control of the available workforces, engineers, and specialists. OCFD Rescue Command was confident they had implemented a sound plan for the rescue and recovery operation in the Murrah Building and believed they had sufficient forces to direct and handle the work. FEMA's USAR task forces and the engineers and specialists from other agencies were welcomed for their training, experience,

and equipment and because they were an expression of the nation's concern and desire to help.

Chief Marrs was faced with the challenge of keeping control of the incident while utilizing the USAR task forces and other resources FEMA provided. His paramount concern was safety. The Murrah Building was stable and would remain stable as long as operations were carefully coordinated. Work inside the building and on the exterior debris pile was a delicately orchestrated minuet of search, shoring, debris removal, and crane operations. Sometimes these operations could proceed concurrently. At other times, the building had to be evacuated for shoring or heavy-debris picks. Most of the labor-intensive work in the Murrah Building was concentrated in a small area. The workforce plan included Oklahoma City firefighters, who felt that this was their incident and who wanted to take care of their people, and the USAR task forces. A balance had to be found to measure and use the wealth of opinions and advice from structural engineers and construction and demolition specialists at the site.

IST Commander Ghilarducci and his staff appreciated the challenge facing Chief Marrs. The IST knew its mission was to support and augment local operations. They supported and reinforced Oklahoma City's decision to maintain control of the rescue operation. Chief Marrs, Chief Ghilarducci, and their Operations staffs worked together to develop and maintain a system which utilized all the outside resources under the Oklahoma City Fire Department's control. There were stops and starts and learning curves for all concerned. Critical problems were resolved at each step as the IST restated its support mission and developed its command structure to mirror that used by OCFD. The IST understood the commitment Oklahoma City's firefighters felt to those who had died in the building. The IST implemented a directive from Rescue Command that Oklahoma City's firefighters would remove the bodies found in the debris.

The IST had the critical job of preparing each incoming task force for the situation it would face in the Murrah Building. The task forces were advised that they would work in areas filled with blood and body fluids, and they would find dismembered and mangled bodies. Rules for recovering bodies and for decontamination were outlined. Safety and accountability measures were stressed and re-stressed. Fire Rescue Command and the IST developed joint Incident Action Plans for each 12-hour work period. The first two items listed in each IAP were "provide for the safety of all personnel

and continue close support of the Oklahoma City Fire Department." The Incident Action Plan defined the 12-hour work objectives, noted any special hazards or problems to be encountered, and provided the latest weather forecast. Briefings for task force leaders were held at 7:00 a.m. and 7:00 p.m. to review the IAP and assign OCFD and the task forces to the work areas.

The 7:00 a.m. Incident Action Plan for April 21 provided for continuing search operations in the north exterior debris pile and in the south and east portions of the first floor. The plan contained information from the OSBI's Missing Persons report identifying the number believed to be missing from each agency and floor. The Montgomery County and Los Angeles County task forces began their first operational periods. Sacramento's task force was in the building and would work until 1:00 p.m. Los Angeles County canine teams searched all floors of the building and then searched the Journal Record Building. Several task force members were assigned to assist the FBI and OCPD in dismantling the damaged and burned cars. The rescue squads began search and debris removal operations on the north pile and in the first floor. Five engineers from the U.S. Army Corps of Engineers arrived on April 21 and were assigned to the IST engineering component.

Experienced IST personnel were assigned to support critical areas of the operation. Battalion Chief Jim Hone of the Santa Monica, California, Fire Department, served as the IST Interior Operations Chief. Hone commanded the work in the Pit. His goal was to search and clear the 10 feet of debris covering the collapsed second- and third-floor slabs and then break and remove the slabs. The Montgomery County task force was as-



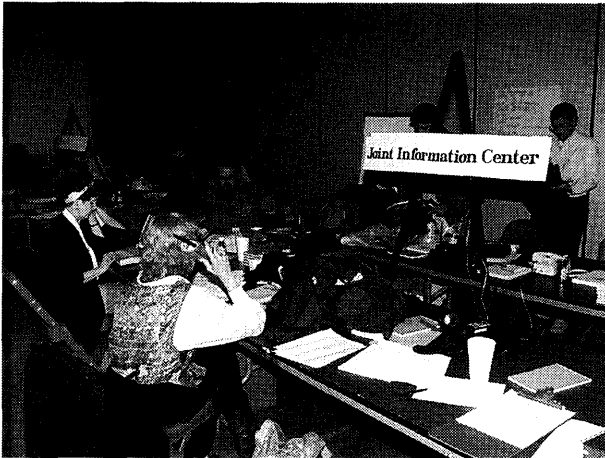
Federal investigators searching for evidence disassemble a car damaged by the explosion.

signed to search and debris removal work in the Pit. Squads removed debris while canine teams searched for survivors and found several bodies. Work parties began constructing a wooden debris chute at the stairs in the rear of the Pit. Other work parties were assigned to remove the fall hazards above the area. OCFD and USAR forces worked a 24-hour operation in the Pit for six days.

OCFD parties working four-hour shifts continued shoring work in the Forest under the weakened second- and third-floor slabs behind columns F12 to F18. Shoring of the first- and second-floor beams along column lines 18 and 16 progressed. Additional stabilization work was done on columns F20 and F22. Crews and cranes removed most of the Widow Makers hanging from the west end of the north exterior and between columns G12 and F12. Fall hazards were removed or pushed back from the edges of the floors at the west end. USAR and OCFD crews working on upper-floor debris removal began to find American flags that had stood in many of the federal offices. The crews did not want to leave the flags in the dust and rubble. Rescue Command suggested that a flag be hung from the north exterior when a floor was cleared.

The Mother Slab, a 35,000-pound piece of debris hanging over the Bowl, occupied the attention of Rescue Command and the structural engineers and specialists from both the task forces and the IST. A number of suggestions were offered, including demolishing it with explosives and attacking it with a wrecking ball. Operations at the south end of the pile were limited due to concern about the slab.

OCFD and USAR logistics units dealt with continuing requests for more gloves, boots, and face masks. Glass, rebar, and jagged debris tore boots and gloves. Workers in rubble-removal parties went through three sets of leather gloves each shift. A pair of steel-toed boots lasted about three days. Knee and elbow pads were needed for every worker. Dust and fumes from generators used for power equipment necessitated a constant resupply of respirator face masks. USAR task forces on 12-hour shifts rotated their squads to rest periods. Military units provided cots, which were set up in a parking garage at NW 4th and Harvey. The garage was cold and logistics needed to supply blankets for the off-duty squads. A call for boots, gloves, and blankets went out to the community. Stores and citizens responded with overwhelming generosity.



This was the Joint Information Center (JIC) area of the MACC complex inside the Myriad Convention Center.

The Oklahoma City Fire Department quickly began to develop a structure for coordinating the multi-agency response to the disaster. This planning group operated from an area at One Bell Central. On Thursday and Friday, they developed plans to open a formal Multi-Agency Coordination Center (MACC) at the Myriad Convention Center. The MACC was designed to separate the incident command functions, which remained at One Bell Central, from the support functions which would be moved to the Myriad. Fire Marshal Gary Curtis, who had facilitated the liaison between the Fire Department and FEMA, was assigned responsibility for setting up the MACC. The initial MACC operation opened on the evening of Friday, April 21, with a minimal staff. Plans were made to complete installation of communications and computer systems during the day on Saturday and to test the MACC op-

eration to be sure that it would fully support the work of Incident Command.

The Medical Examiner's 9:00 a.m. briefing on April 21 included the information that his office had identified two bodies. At the 4:00 p.m. briefing, Director of Operations Ray Blakeney announced that another 11 bodies had been identified. The names of those identified were not released because the families were still being notified. He stated that as of 4:00 p.m. there were 53 bodies at the NE 13th Street morgue, 10 bodies at the temporary morgue, and 2 bodies being recovered in the building.

The USAR task forces changed at 7:00 p.m., bringing the Virginia Beach and New York City teams to join OCFD and Phoenix work parties. The Incident Action Plan called for search parties to continue working on the north exterior rubble pile and in the south and east areas of the first floor. Squads assigned to the north pile were directed to concentrate on extricating a body held in the debris. Rescue workers in the Pit and the south and east first floor areas found items from offices in the Murrah Building, including a safe, large sums of money, and legal tender documents from the credit union, and personal property that belonged to the victims. Workers in the north pile found sensitive files, weapons, and ammunition from the DEA. A special site was designated for these items where FBI and other investigative personnel examined them. At 10:30 p.m., the New York task force removed the body. This recovery brought the total number of bodies removed from the blast area to 65. At 11:15 p.m., a spring storm brought rain, winds, and a drop in the temperature. The storm intensified, and hail halted exterior operations at 11:40 p.m.