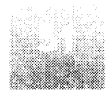




Sustaining
The Effort





Part IV

Sustaining the Effort April 22 - April 29, 1995

The work to sustain and coordinate the rescue operation, body identification process, criminal investigation, and programs to care for the victims and families broadened throughout the weekend. Certain lines of authority were clear-cut. Fire Incident Command maintained control of the rescue operation, with the Incident Support Team coordinating the USAR task forces and teams of experts under Fire Rescue Command's leadership. The FBI directed the criminal investigation. Work in and around the Murrah Building established a rhythm and pattern.

Fire Incident Command scheduled Oklahoma City and mutual aid firefighters for each 12-hour operational period. Six USAR task forces participated in the round-the-clock operations. The contractors fabricating the shoring and operating the cranes developed shifts to maintain 24-hour operations. Rubble-filled trucks left the site to deposit their loads at the Oklahoma County Sheriff's Gun Range and return for more. Law enforcement agencies and military units established shift changes and briefings for personnel guarding or working at the perimeters, the Medical Examiner's Office, the Gun Range, the MACC, and the Family Assistance Center. The Mayor, Fire Chief, Police Chief and other officials gave formal press briefings each morning. The PIO Officers scheduled other press briefings throughout the day. Body-identification work at the Medical Examiner's Office continued from 7:00 a.m. to 7:00 p.m. each day. The Medical Examiner's Operations Chief went to the Family Assistance Center at 9:00 a.m. and 4:00 p.m. to brief the waiting families and then to brief the media. The Oklahoma Restaurant Association and the Red Cross ensured that thousands of meals were cooked and delivered to all the worksites. An army of volunteers stood by to provide every kind of support and assistance.

FEMA's Disaster Field Office coordinated the work of the responding federal agencies, while the MACC coordinated direct assistance for the rescue work. The

General Services Administration worked to repair the damaged Federal Courthouse and to support the employees and relocate the agencies from the Murrah Building. Local, state, and national units, agencies, and volunteer groups operated in every area, with each finding its niche and providing its best resources as a part of the total effort. For an emergency operation of this size and complexity, there was remarkably little "territorialism" and infighting. The enormity of the disaster and the sincerity and caring of the response worked to dwarf pettiness and turf wars. It was a time when people refused to be heroes and simply asked, "What more can I do to help?"

The Rescue Operation

Weather continued to be a factor in the rescue operation. The storm, which started before midnight on April 21, brought rain that continued into the next week. Strong winds and lightning caused repeated temporary halts to some or all of the rescue work. Rain gear and cold-weather clothing had to be provided for the rescue workers and the perimeter security forces. Lower temperatures and strong winds made the wind-chill a factor. On Saturday, two task force members and a rescue dog were treated for possible hypothermia.

The rescue operation at the Murrah Building was a 24-hour effort focused on one objective — finding voids in the debris which might hold survivors. No rescue effort in the nation's history had ever faced the task of finding survivors in a large building destroyed by a powerful bomb. The closest parallel was experience in locating and recovering those trapped in the rubble of earthquakes. Fire Rescue Command and the Incident Support Team knew that in many of these cases people had survived in voids for a number of days. The Medical Examiner's Office held out hope of finding some of the children because their tiny but strong bodies might survive in even a small void. Debris removal and search efforts were yielding bodies, but no survivors. Rescue

Command knew the three-story-high East Pile, which contained the debris from the Bowl, needed to be searched. Operations in this area were limited because of the dangerous Widow Makers and fall hazards on the floors above the pile and concern for the stability of the Mother Slab which hung over the Bowl.

A considerable workforce was available. The Fire Department organized shifts of over 100 Oklahoma City and mutual aid firefighters. Each USAR task force provided 56 to 62 personnel, of whom part were supervisory and support staff and 24 to 30 worked in direct aspects of the rescue effort. The Phoenix and Sacramento task forces continued working 12-hour shifts, changing places at 1:00 a.m. and 1:00 p.m. By April 22, four other task forces were also taking part in the operations. These four task forces (Virginia Beach, Virginia; New York City, New York; Los Angeles County, California; and Montgomery County, Maryland) were working 12-hour shifts, which changed at 7:00 a.m. and 7:00 p.m. The contractors provided crews to construct and erect heavy shoring and to operate the cranes. Tinker AFB provided Bobcats and other equipment and operators. The Oklahoma City and mutual aid personnel plus the task forces, the contractors, and the military provided a workforce of about 200 to 225 personnel for each 12-hour operational period.

By April 22, rescue teams had completed the checker-board debris-shifting process on the upper floors. The floors were searched and re-searched with dog teams, search cams, infrared cameras, and listening devices. Rescue Command determined there were no survivors on the upper floors and that the bodies had been removed. Firefighters and USAR task forces hung American flags, which they found in the rubble, from each upper floor when it was declared free of survivors. The first flags were hung from the upper floors on April 22 and April 23. Work on the upper floors turned to removing the Widow Makers and fall hazards which had to be cleared before rescue workers could be assigned to work on the West Pile. Widow Makers were cut and cleared in an operation employing the coordinated use of two cranes. One crane, equipped with a man-lift basket, held workers at the proper height to cut the rebar. The second crane held a large, metal waste bin which was positioned next to the building to receive the pieces of debris as they were cut. Four cranes, working in pairs, moved the workers along the edges of the floors, holding man-lift baskets and bins at the exact places needed for safe work. At 1:45 a.m. on April 23, Fire Incident Command noted that the

north side along the front edge had been cleared on floors six through nine and work was in progress on the fifth floor.

On April 22, Rescue Operations held several discussions with the IST and engineers on the best solution to the Mother Slab, the 35,000-pound mass of concrete hanging over the Bowl. Some experts wanted to cut the rebar and let the mass fall. Others recommended using a wrecking ball or explosives to knock it into smaller pieces. Rescue Operations and IST Operations felt the rebar would hold the slab and favored the more conservative approach of tying it to the building. The group also tried to deal with conflicting opinions as to the building's stability that were causing frequent work stoppages and changes in work plans.

Chief Marrs observed the progress of the work and noted the frequent stops and starts as different engineers gave different opinions on stability and safety in critical areas. Just before midnight on April 22, he called a meeting of all command personnel and engineers. Chief Marrs spoke with intensity and authority. He cleared the air with a directive to everyone present that all technical search and rescue operations would go through the Rescue Operations Chief, Mike Shannon, and all policy and logistics matters would go through the Rescue Command Chief, Mike Keeton. He demanded that the engineers formulate one plan of action which would be presented to and reviewed by the IST and Rescue Operations and then followed through-



Steel workers operate from a lift hoisted by a crane and use a cutting torch to remove smaller, but deadly, "widow makers" hanging over the edge and above the heads of rescuers below.

out the work period. He required that engineers not stop or change agreed upon work unless the change was presented and agreed to by the Rescue Operations Chief. He also wanted to know how engineering control would be organized. Chief Marrs also required that a recommendation on a solution for the Mother Slab be presented to him the next morning.

The IST, task force leaders, and specialists met at 1:00 a.m. on Sunday, April 23, and established an engineering group. Dave Hammond, an IST structural engineer, was chosen to head the group. All engineering decisions would go through Hammond and then through the Rescue Operations Chief. They agreed to explore the use of explosives to break the Mother Slab into small pieces.

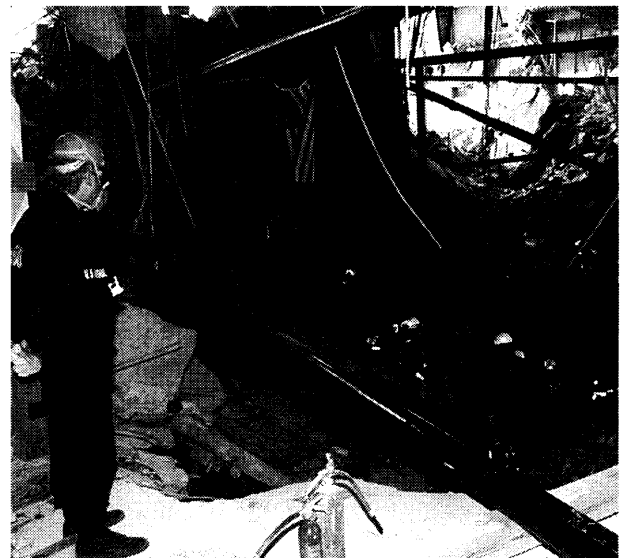
At 3:45 a.m., Rescue Command's Log noted that clearing work had begun on the fourth floor and that a squad from a task force was checking the roof of the Murrah Building for the possibility of cutting loose the Mother Slab. An order to evacuate the Murrah Building was given at 6:05 a.m. A task force squad, with the approval of the night IST group, undertook operations on the ninth floor to cut the rebar holding the Mother Slab. The Rescue Operations Chief and the IST Operations Chief, Ray Downey, arrived for the day shift and found the operation in progress. They went to the front of the building to monitor it. Both had serious reservations about the consequences of dropping the 35,000 pound slab into the most unstable area of the building. As they watched, a strand of rebar was cut.

The Mother Slab swung about ten feet to the west, hitting column E22, and then swung back. The slab dropped about six feet and lodged itself on the remaining portions of the eighth- and ninth-floor slabs. The task force was ordered to halt the operation. Rescue Operations and the IST conferred on the best way to deal with the slab. Rescue Operations contacted a demolition expert from Tulsa, who agreed to come to the site to evaluate the use of explosives. Operations in other areas of the building continued. Flintco Construction Company erected a 4,000-pound capacity man-lift elevator against the northwest corner of the building to assist in moving people and removing rubble.

The demolition expert arrived in the late afternoon. He evaluated the slab and the situation and recommended against the use of explosives. Rescue Operations, the IST, and the contractors met and concurred that the best answer was to tie the slab to the build-

ing. Flintco construction crews, working from crane baskets, drilled holes through the six-inch-thick slab. They inserted one-inch steel cables through the holes and tied the slab to the east stairwell area, which was structurally stable. By late evening, the slab was securely tied to the building. From this point forward, the directives Chief Marrs established for control of the operation were followed. The April 24, Incident Action Plan (IAP) Critical Issues section noted, "It is vital that we stick with the Operations Plan as devised." The IAP noted that the Mother Slab had been secured and called for extensive debris removal operations on the west, middle, and east ends of the debris pile across the north side of the building, after removal of hanging debris was completed.

Debris removal in the Pit continued under the direction of the IST Interior Operations Chief. The Pit was formed from the collapse of portions of the third- and second-floor slabs. The west edge was between columns E18 and F18. The Bowl, which held the high east debris pile, was at the east edge. The north edge, between columns F18 and F22, contained large pieces of concrete slabs and beams that had fallen in a lean-to pattern and was one of the places most likely to contain voids. The south edge of the Pit was the building's south wall, where the south or main entrance was located. Part of the third-floor slab had fallen at a 45-degree angle and leaned against the south wall. By April



A U.S. Marshal observes USAR and OCFD crews working in the "Pit." Dozens of steel pipes criss-cross the area to support the damaged columns on the north side. The debris pile in this area just a few days before rose higher than the men now standing on the first floor below.

22, rescue workers had tunneled into the Cave, located underneath the Pit, and opened and spot-shored a 25-foot-by-15-foot area. The bodies had been removed from this area.

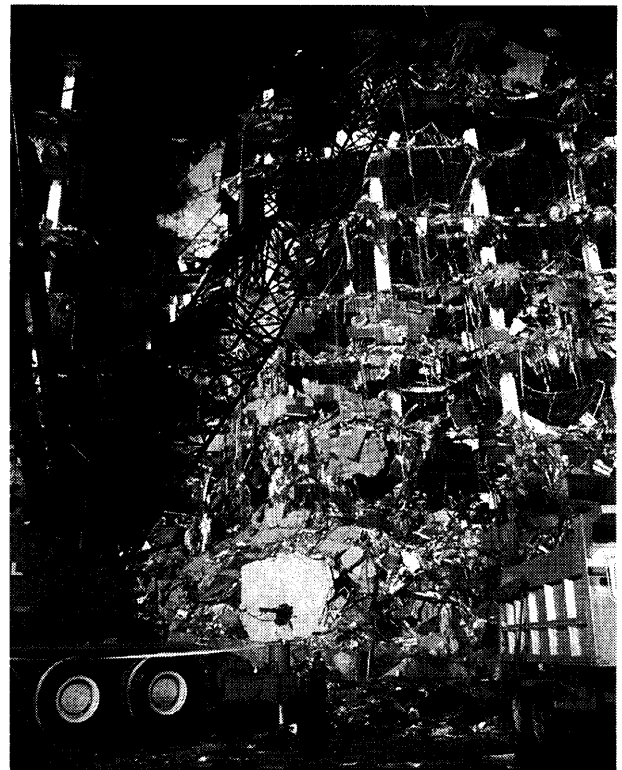
Pipe shoring and bracing had been constructed on Thursday and Friday to support columns F20 and F22 at the front of the Pit. Rescue crews had to work under and around the shoring as they removed debris and searched the Pit for survivors and bodies. A debris chute was constructed to transfer debris into the parking garage. Workers in the Pit carried debris up ladders and placed it in the chute. Tinker AFB Bobcats (minifront-end loaders) moved the debris from the bottom of the chute to the debris-searching area on Robinson. By the end of the day on Saturday, April 22, workers had removed tons of debris from the Pit. Workers turned their attention to the larger slabs and beams leaning into the Pit.

On Sunday, April 23, workers used jackhammers and sledgehammers to break apart the section of floor slab which leaned against the south wall. The building's concrete had been poured over one-inch steel rebar. Cutting tools and special saws were used to cut the exposed rebar. Once the leaning slab was broken, they made an opening through the wall into the parking garage. This allowed them to bring Bobcats into the area. They began to break the slabs on the north side into pieces, using pneumatic jackhammers and pavement breakers mounted on the front of Bobcats. The work in the Pit continued for several days until the floor slabs at the bottom of the Pit were exposed and could be broken and removed. On April 25, workers began breaking the second-floor slab, which formed the roof of the Cave. Most of the Pit was cleared by Wednesday, April 26, but work continued to remove the last of the debris. Several USAR task forces were assigned to work in the Pit along with Oklahoma City and mutual aid firefighters. The Montgomery County, Maryland, task force worked almost entirely in the Pit. On Thursday, April 27, the task force hung a Maryland State Flag in the Pit, as a symbol of their work, and passed its operations to the Metro-Dade County, Florida, task force. Over the course of the operation, about 70 bodies were recovered from the Pit and the Cave.

The area west of the Pit, along the line of columns F14, F16, and F18, presented another problem. The explosion had torn apart the rebar connections that joined the beams to the columns, and the remaining second- and third-floor slabs to the beams. The slabs had dropped along this line and had to be shored to

prevent their collapse. The work to support the columns and to shore the beams and floor slabs began early in the rescue effort. The shoring areas on the first and second floors, called the Forest, contained enough six-by-six and two-by-four posts and cross braces to build several houses. On Sunday, April 23, workers completed most of the shoring in the Forest. They also cleared the debris from a flight of stairs from the west loading dock to the second floor. This gave Rescue Operations and IST immediate access into the building. Dignitaries who came to view the rescue operations were given hard hats and taken through the loading dock, up the stairs, and through the Forest to the west edge of the Pit. Here, they could observe the operations in the Pit and look across the Pit to the Bowl and the East Pile.

The work in the West Pile, which contained the debris from the building's north face, presented many challenges. The slabs and beams had fallen at about a 45-degree angle, with the roof slab forming the top layer. Many pieces leaned against and supported the "F" line of columns and formed the debris mass called the Christmas Tree. The slabs and debris had to be re-



The three-story pile of debris rests against what remains of the north side of the Murrah Building. This area was known as the "Christmas Tree."



moved a layer at a time. Backhoes and other heavy equipment could not be used because of the risk of destroying possible voids. Jackhammers, sledgehammers, spreaders, and concrete cutting saws were used to break the slabs. Rescue workers and steel riggers bored holes in the pieces and attached slings so that the cranes could lift them. This was exacting work. One false move could start a slide in the slabs supporting the columns and bring down the building. Allied Crane's General Manager, Randy Sudick, described it as "the most delicate game of pick-up-sticks that you can imagine." It was a game in which there was no room for error.

Each piece was slowly raised to make sure all of the connecting rebar had been cut. Often, the chunk had to be lowered and more rebar cut so that the piece was free and would not drag other pieces with it. Any heavy debris "pick" that might endanger the pile's stability required evacuating the building. This caused frequent work stoppages. Crews would leave all interior operations and move to safe areas. The crane would begin the pick. If uncut rebar was found, or the pile was shifting, the crane operation was halted for more work on the pick. Sometimes the crane operators found the weight of a chunk too great and the crane had to be re-rigged for a particular operation. Crews would return to the interior, only to be evacuated again when the next pick was attempted. Rescue workers found and cleared void areas in the West Pile, which yielded bodies but no survivors. By April 30, all of the debris in the West Pile that could be cleared had been removed. The large slabs that formed the Christmas Tree between columns F16 and F22 were left in place to support the columns.

After the Mother Slab was tied back, work began in the Bowl. The largest of Allied's cranes, called "Mother," which had been used in operations on the West Pile, was switched with a smaller crane, called "Son," which had been stationed on the east. This required filling the bomb crater to provide a solid base for "Mother." The two-crane, cut-and-catch operations commenced to remove the Widow Makers and fall hazards which threatened ground-floor work in the Bowl. Late in the week, part of the overhead hazards were cleared and workers began to search the East Pile, working from the north. The debris-pick process, similar to that used on the West Pile, commenced. With work in progress on the East and West Piles, five large cranes were operating across the 200 feet of the north side of the building. When a crane's boom turned to

move a chunk from the pile to the debris area, the crane's rear counter-weight turned. Careful coordination and the use of spotters were required to time crane movements and to prevent anyone from walking into the turning cranes. Sudick said, "it was the tightest job site I've ever been on in my life."

On April 22, 23, and 24, workforces were also assigned to debris removal and detailed search operations in the Athenian, Water Resources Board, and Journal Record buildings. Several bodies were removed from the Athenian and Water Resources Board buildings. Work parties continued to assist the FBI in taking apart the burned and mangled vehicles. Rescue workers moved into the rear area of the first floor, which contained many victims. Other crews continued search operations in the west areas of the first and second floors.

IST engineers and the shoring contractors worked through the week to strengthen damaged columns F20 and F22, which did not have any lateral support. While the first-floor columns were the most critical, the work was started on the second and third floors because debris surrounded and supported the first floor columns. The explosion had pulled the rebar from the concrete columns, creating voids in them. The voids were filled with a quick-setting epoxy and then banded with steel straps. The contractors then put steel plates around some of the columns and filled them with a high-strength grout. Different forms of bracing were constructed and installed on other weakened columns. Engineers from the U.S. Army Corps of Engineers continually monitored the columns and beams. The stabilization work enabled the rescue teams and contractors to keep the building within one-half-inch of plumb during the entire operation.

While Rescue Operations and the IST knew the Pit, the Cave, and the piles would contain most of the victims, they needed better information to assist them in finding any survivors and locating bodies. They also needed better and larger drawings of the Murrah Building. Several task force and IST engineers marked identifying numbers on all of the columns. This team was then assigned to develop color-coded overlay drawings on plastic sheets, showing the initial collapse area, current hazards, and completed shoring. The overlay drawings were used at workforce briefings and for engineering discussions of hazard mitigation.

The OSBI continued to develop the missing persons list and to provide the information to the Medi-

cal Examiner by agency and floor. FEMA activated a 15-member Disaster Mortuary (D-MORT) Team to assist in the body location and identification work. In addition, a 16-member Mortuary Science Team from Ft. Lee Virginia came to Oklahoma City to assist in staffing the temporary morgue. The IST also requested assistance from the Geographic Information Systems (GIS) Management Team from the California Office of Emergency Services. Southwestern Bell Telephone's GIS section also provided technical assistance to Rescue Operations. The GIS group used the building's plans to develop Computer Assisted Design models of each floor, showing the areas of destruction and the status of the shoring and stabilization work. The D-MORT team developed maps which pinpointed where each person had been at 9:00 a.m. on April 19, and where the survivors and the recovered bodies had been found. This information was added to the GIS data base.

The information was used to confirm some of the patterns showing where the bodies of people from different floors and areas had been found. A major concern was locating the bodies of those who had been in the first-floor Social Security Administration waiting room. Part of the waiting room was held in the unstable Christmas Tree debris between columns F16 and F22. The missing persons list from the Social Security area included about 18 adults and children. Many of the bodies were feared trapped in the Christmas Tree and would be very difficult, perhaps impossible, to recover. On April 24, the Interior Operations Group reported finding the body of a child in an area east of the Pit. This did not conform to the pattern for the bodies of the children from the day care center. On April 25, the Medical Examiner confirmed that the body this group had found came from the Social Security waiting room. This information led to the conclusion that the bodies of those who had been in the waiting room, the area nearest to the bomb, had been hurled to the rear of that floor and should be found in the deep debris near the restrooms. Debris removal and search operations focused in this area. By the end of the operations, the bodies of many victims were recovered from this location.

The Phoenix and Sacramento task forces stood-down on April 23 and April 24 respectively. The Virginia Beach and New York City task forces completed their operations on April 25. The Los Angeles County and Montgomery County task forces left a few days later. The Puget Sound, Washington; Fairfax County, Virginia; Metro-Dade County, Florida; and Menlo Park, Califor-

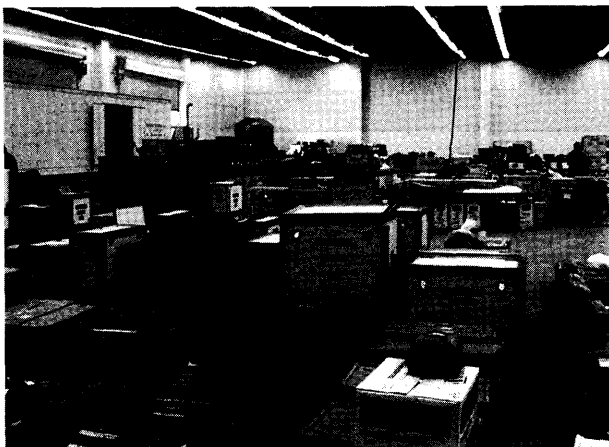
nia, task forces arrived during the week to replace the departing task forces. FEMA maintained six task forces on duty with four teams working during the day and two at night. Early in the week, Fire Incident Command moved the Oklahoma City and mutual aid workers from four-hour shifts to three shifts of eight hours each. By the eighth day of operations, Rescue Operations and the IST knew where to look for the remaining bodies and implemented plans for working through each area. The D-MORT and GIS teams had provided such complete information that rescue workers often knew what bodies they were searching for and where to find them.

An Operations EMS liaison was stationed at the temporary morgue and was notified whenever a body was found. The liaison accompanied the Medical Examiner's staff to the site. Oklahoma City firefighters willingly took the responsibility of removing most of the bodies, placing them in body bags, and carrying them to NW 5th Street to be received by the Medical Examiner's staff. The armed forces and federal law enforcement agencies asked to be notified when the bodies of their personnel were found. EMS contacted the Medical Examiner's office, which notified the agency. In many cases, the military unit or federal agency would send an honor guard to the site to escort the body to the temporary morgue. U.S. flags were provided to be placed over the body bags. Often, work would stop and the rescuers would stand at attention while the body was removed. The bodies of U.S. Marines were carried from the building by firefighters and USAR members who had served in the Marine Corps.

Support for the Rescue Operation

The Oklahoma City Fire Department's Incident Command, located at One Bell Central, was responsible for supplying resources to Rescue Operations and maintaining adequate manpower at the 33 fire stations to provide fire protection and first-responder emergency medical services for all of Oklahoma City. Within Rescue Operations, the Emergency Medical Services (EMS) Branch and the Critical Incident Stress Debriefing (CISD) Branch provided critical support services.

The Fire Emergency Medical Services section of Incident Command Operations was in charge of medical services and decontamination procedures for the rescue workers. Fire EMS Commander Gary Davis determined that a minimum of two Emergency Medical Services Authority (EMSA) ambulances would be stationed at the site to provide immediate care and trans-



The large equipment caches of several USAR task forces rest on the floor of the Myriad Convention Center. Each task force is designed to be completely self-sufficient for 72 hours after deployment. The equipment cache weighs approximately 30,000 pounds for each task force.

port for survivors and for personnel injured in the rescue operation. Predetermined emergency ingress/egress routes were established, which the Oklahoma City Police Department kept open. EMSA established a base in the St. Joseph's Rectory on Harvey and kept a supervisor at the site to coordinate with Fire EMS.

Chief Davis had two immediate safety concerns for firefighters working in the Murrah Building. The first was exposure to blood-borne pathogens including hepatitis C, tuberculosis, tetanus, and HIV infection. The second was exposure to asbestos and other airborne respiratory hazards. Because of the exposure danger at rescue scenes, Oklahoma City firefighters already wore latex gloves under their heavy leather gloves. A supply of latex gloves was brought to the site and more were ordered. Other protective gear needed in the rescue work was ordered as well. The highest levels of precautionary safety measures were instituted until more information could be obtained about the risk exposure. It was determined that firefighters did not need to utilize their self-contained breathing apparatus, but did need to wear respirators equipped with HEPA (High Efficiency Particulate Air) filters.

Davis organized safety briefings attended by all Oklahoma City and mutual aid firefighters. Firefighters were advised of the hazards, issued respirators, filters, knee pads, and additional latex gloves, and directed to go to decontamination sites at the end of their shifts. Initially, four full decontamination sites were provided with portable showers using a disinfectant solution. Firefighters were directed to shower in their boots and

bunker gear and to scrub their hands. The full showers were replaced on the third day with a less drenching, but effective, spray of disinfectant from pump sprayers. The four sites were reduced to two sites, which served for the remainder of the incident. The two sites were on Harvey, just south of NW 5th Street, and at NW 4th and Robinson. Later in the incident, disposable suits were provided for firefighters who came into direct contact with bodies. Decontamination became optional for firefighters who had not been in contact with bodies or body fluids. EMS offered the use of its decontamination sites to the USAR task forces and to the FBI, ATF, Oklahoma City Police, and other law enforcement personnel, and to the military personnel working at the site.

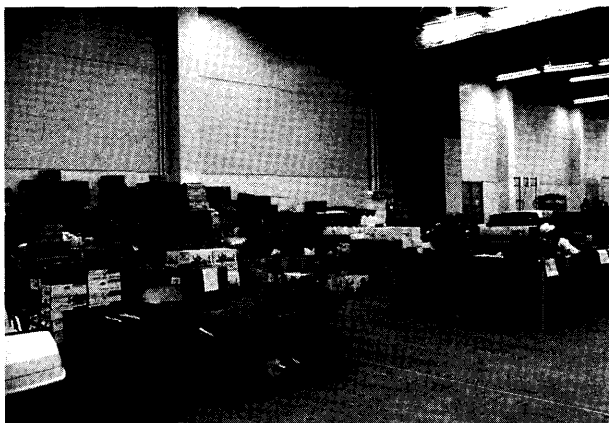
On several occasions early in the incident, decontamination was handled by inexperienced volunteers who used an unknown and very strong disinfectant solution. Use of the undiluted solution caused several firefighters to suffer chemical burns that required medical treatment. Fire EMS took total charge of decontamination to be sure that the correct solution was used and that it was properly diluted. Procedures were revised to assure that adequately trained personnel were on site for every shift.

EMS personnel were assigned to make regular tours of the site to pick up disposable gloves and suits and other biohazardous materials such as bandages, papers, leather gloves, and any other items that had blood on them. Biowaste barrels were provided at the decontamination sites. All items were placed in biohazard bags for proper disposal. Over the 17 days, EMS personnel collected 9,000 pounds of biowaste material. City-County Health Department sanitarians helped coordinate proper disposal of the biowastes and patrolled the area for other environmental hazards.

On April 23, the Fire EMS Commander toured the site with members of the Centers for Disease Control, the State Health Department, and the Medical Director for the Fire Department and EMSA. They determined that the Fire Department met or exceeded all health standards except in providing adequate hand-washing facilities near the portable toilets and sufficient sanitation for the food served at or near the site. EMS responded to these problems. Additional hand-washing stations were provided near the toilets, using "water buffaloes" provided by the military. Because of the strong possibility of contamination, EMS prohibited the taking of food into the Murrah Building, but did allow bottled water and canned drinks. The Department

of Labor made an asbestos assessment of the Murrah Building and determined that there was very little asbestos. On receiving this information, Fire EMS discontinued use of the heavy respirators. Firefighters were supplied with lighter-weight face masks that filtered the concrete dust. The filters were enhanced with a substance that blocked some of the odor of the decomposing bodies.

The Logistics Section of Incident Command was responsible for supplying all of the equipment and materials needed for the rescue operation. The Oklahoma City Fire Department had never before had to implement logistics support for a seventeen-day operation. The personnel who undertook this work were trained in basic logistic operations but had not developed an inventory control system. They simply moved forward a day at a time, with authorization to purchase whatever was needed. A forward logistics base was established in the Journal Record Parking Garage on NW 6th Street. The building was located within the outer perimeter and all personnel and supplies had to move through perimeter security. Fire Logistics was able to draw upon a number of resources. Fire Maintenance, at 800 N. Portland, provided a logistics support base. City departments supplied some of the equipment and materials. The Association of General Contractors assisted the contractors in locating construction materials and equipment. After April 20, the resources of the MACC were utilized to help locate or order needed materials. The Red Cross, the Salvation Army, and Feed the Children maintained warehouses and received donations for the rescue work. The difficulty was in coordinating all of these resources,



Showing the enormity of the logistics operation during this incident, this is just a small portion of the various supplies which were donated by thousands of individuals and organizations.

determining who had what, and prioritizing the requests to get the right things when and where they were needed.

Logistics organized to meet four kinds of needs — first aid supplies; clothing and protective gear, including disposable gloves and suits for body removal; tools and equipment; and shoring materials. Rescue workers needed band aids, gauze, and antiseptic ointment for constant nicks and cuts. They requested over-the-counter medications for headaches and upset stomachs. The demand for leather gloves, steel-toed boots, respirator masks, and elbow and knee pads was unending. The community responded generously. Merchants stripped their shelves and sent supplies to Logistics or through one of the service organizations. Tinker AFB and the National Guard supplied military boots and fatigue uniforms, entrenching tools, and other tools and equipment. Local building supply firms provided much of the lumber used in the shoring.

The Murrah operation was a combined construction-demolition operation. Requests for tools and equipment began with basics, such as five-gallon buckets and entrenching tools, and extended to specialized tools for cutting rebar and concrete, cutting torches, generators, slings, and rigging for crane operations, and materials to seal and strengthen damaged columns. Manufacturers' sales representatives came to Logistics and offered support in identifying and locating these items. They used their knowledge to find the quickest source regardless of company. National firms responded to requests for items and often donated both the items and air transportation to get them to the site as quickly as possible. A local firm donated a heavy forklift and operator to move materials within the logistics center and to the rescue site. Logistics developed a rudimentary inventory system to record materials requested and materials supplied, and attempted to identify whether the items were donated, loaned, or invoiced. They worked to maintain reserve stocks of most needed items. In addition to supporting Rescue Command, Fire Logistics supplied clothing and equipment to the USAR task forces and to the investigative agencies and other personnel working at the rescue site.

The community responded immediately and generously to all kinds of requests, whether broadcast by the media or made by phone calls to vendors. Some boxes of supplies, generators, hand tools, and other equipment just arrived. The public's support was so great that excessive quantities of some materials were

received at Logistics and by the service organizations. These donations sometimes diverted time and personnel from other duties and made it difficult to track and identify other needed materials. A large, central warehouse, located outside the perimeter, would have served the logistics effort better than the fragmented donations and supply program which developed.

The Multi-Agency Coordination Center (MACC) was implemented to coordinate the work of all of the responding agencies, to receive and manage resource requests from Fire Incident Command and the Incident Support Team, and to facilitate operational requests that involved two or more agencies. The MACC was fully staffed and operationally tested for 12 hours on Saturday and then entered into its highest period of activity. It was located in the northwest corner of the City's Myriad Convention Center adjacent to the USAR food service area. The MACC area was set up with desks and tables to accommodate the supporting city, state, and federal groups, and the volunteer agencies. Large identifying signs were hung over each work area. Coordination was facilitated and problems resolved through face-to-face contact among the agency representatives.

The Oklahoma City Fire Department maintained command of the MACC operations and assigned Deputy Fire Chiefs Alan Benson, Charles Gaines, Mike Webb, and District Chief Tony Taber, to the MACC. Fire Marshal Gary Curtis maintained a continuing liaison between the Fire Department and FEMA. FEMA provided a Type One Overhead Management Team from Boise, Idaho. Team members from the U.S. Forest Service and the U.S. Fish and Wildlife Service brought skills in organizing multi-agency operations that they had gained from managing large forest fire incidents. The multi-agency staff was divided into four functional support sections: Operations, Information and Planning, Logistics, and Finance and Administration. The City's Public Information Officer was placed in charge of a Joint Information Center to coordinate public information releases. The Oklahoma Highway Patrol provided security forces for the MACC. The MACC received, reviewed, and routed the IST's daily action plans to all agencies. They also provided briefings. The MACC served as a clearinghouse for public service announcements. Twice-daily teleconference briefings were provided to the National Emergency Center in Emmitsburg, Maryland, using the MERS communication system.

One of the MACC's primary functions was to respond to Incident Command's requests for supplies,

equipment, and contractual services. The President's Declaration of Disaster provided for federal reimbursement of direct rescue manpower and supply costs. The Stafford Act, which governed reimbursement, provided that first local and then state sources must be identified and used before federal supplies and equipment were ordered. The City's Public Works Department, Fire Department, and the State's Department of Civil Emergency Management (DCEM) staffed a joint requisition desk. Requests from Incident Command were first referred to Deputy Chief John Soos, head of the Fire Maintenance. If Fire Maintenance was not able to provide or locate the item, the request was passed to the Public Works desk. Public Works received each request and attempted to fill it from City Departments and then from local contractors. If Oklahoma City could not supply what was needed, the request went to the DCEM representative. If DCEM could not find the resource, a federal representative would locate the item. Ron Stephens of the Public Works Department's Street Maintenance Division was the primary staff person for the City. Stephens, a veteran employee, had a working knowledge of materials and equipment available from city departments and local contractors. Fred Liebe of DCEM filled a similar role for the State. Working as a team, Stephens and Liebe located and ordered about 75 percent of items requested.

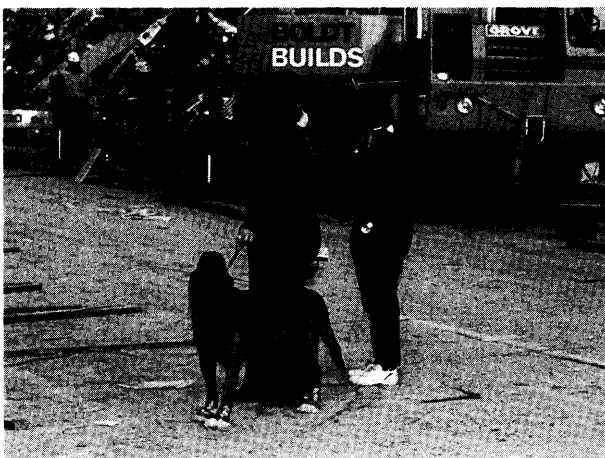
Every type of communication equipment was provided to support the MACC. A FEMA MERS communication center, which provided communications with federal agencies, was stationed by the Myriad. Southwestern Bell Telephone installed 100 phone lines at the Myriad and a switch for the MERS. AT&T Wireless Services installed a micro-cell to provide cellular communications within the Myriad without increasing demand on the rest of the cellular system. The equipment for this system came straight from AT&T's production line and was express-shipped to Oklahoma City. AT&T Wireless Services provided a phone distribution and battery-charging site at the Myriad.

City Departments represented at the MACC included the City Manager's Office, Fire, Police, Public Works, Transit Services, Finance, and the Public Information Office. Water and Wastewater Engineering GIS staff members provided computer-based mapping services to law enforcement agencies, Fire Incident Command, and the USAR task forces. Other agencies included FEMA, the Small Business Administration, EMSA, the Oklahoma Department of Civil Emergency Management, Oklahoma County Emergency Manage-

ment, the City-County Health Department, the Oklahoma National Guard, Tinker Air Force Base, the U.S. Army Corps of Engineers, the U.S. Forest Service, the U.S. Fish and Wildlife Service, the National Fire Protection Association, and representatives from the disaster assistance agencies including the Red Cross and the Salvation Army. On April 27, the MACC was reduced to the status of a Multi-Agency Team and relocated to the City's Emergency Operations Center.

The Oklahoma Veterinary Medical Association staffed two triage sites for the dogs used in the search and rescue and security operations. The first site, in a parking garage at NW 4th and Harvey, was established on April 19. Its original purpose was to provide a central point to care for animals that might have been injured in the bombing or were lost or abandoned. Only a few animals required treatment. The veterinarians responded to requests to provide care for the rescue dogs and maintained the triage site throughout the incident. The second site, at NW 10th and Robinson, was developed to provide an area outside the perimeter, which was more accessible to off-duty USAR task forces.

Many of the over 200 veterinarians in the metropolitan area worked at the sites to provide basic animal care and treatment on a 24-hour basis. The dogs, working in the rubble and glass shards, suffered lacerations to their paws. A sterile form of super glue, called "vet bond," was used to seal the cuts. Sutures were required for some lacerations to the legs and body. The dogs needed daily baths because they worked in the concrete dust and often searched areas where there



A rescue dog wearing protective "booties" on his paws stands at the ready while his handlers watch Boldt Construction crews assemble the manlift.

was a great deal of blood. A saline solution was used to wash dust and other matter from the eyes. The sites provided good quality dog food, and special diets when necessary, along with treats and a quiet place for the dogs and their handlers to relax. Many citizens donated food and treats for the dogs. A story that the dogs needed leather booties to protect their feet received national attention. A leather worker in Alaska made 60 sets of booties and a family member flew to Oklahoma City to deliver them. Many of the booties could not be used because they did not allow the dogs to get a proper footing on the uneven surfaces of the rubble piles.

Law Enforcement

Outside the Murrah Building, the FBI, ATF, and other investigators continued to hunt through the rubble for evidence. The Public Works Department and Building Management Division provided Bobcats to lift and move the debris for inspection and then to load it into trucks for removal to the Sheriff's Gun Range. Guardsmen from Army and Air National Guard units helped the FBI and ATF with the sifting process at the Gun Range. The National Guard Chaplains provided counseling and support to the law enforcement and Guard personnel who conducted this isolated, arduous work and who often found evidence of the carnage in the Murrah Building.

On April 22, the U.S. Marshal's Service mobile communications and command vehicle arrived from Atlanta, Georgia. The imposing 40-foot black truck was parked on NW 5th Street by the YMCA, protected by a fence and guarded by several Marshals. The command vehicle was equipped with a system to digitally encode radio transmissions. This allowed the Marshals' Service to broadcast sensitive messages, which could not be overheard by scanners. The vehicle's security and high-tech gear evoked the aura of a submarine in a popular movie and it became known as "Red October." OG&E supplied electric power to the command post and Southwestern Bell provided land-line phone connections.

The Oklahoma City Police Department and the FBI opened a joint Scene Permit and Identification Office in the vacant Oklahoma Publishing Company (OPUBCO) building at NW 4th and Broadway, a large, secure area outside the perimeter. Both agencies had previously been issuing scene passes. The joint office eliminated the confusion about what pass was required and put the final decision on whether or not to issue a

pass with the FBI. Every person entering the perimeter was required to have a photo identification pass issued at the Office. Police personnel, the USAR task forces, military personnel, volunteers, and persons working in buildings within the perimeter were included in the pass requirement process. The passes were photo ID's in a colored plastic laminate. The color of the pass was used to authorize entrance to the various areas in the perimeter and the passes were validated daily with color-coded stickers. The office operated for 17 days and issued approximately 20,000 passes.

Police officers from the Auto Theft Unit established and operated a procedure for the release of vehicles left inside the perimeter during the April 19 evacuation. The process was publicized on April 23 and began on April 24. The vehicle owners came to City Hall, bringing proper identification and proof of ownership. The owner was then issued a temporary pass to enter the perimeter with a police escort and drive the vehicle out of the area. This procedure made use of the Recruit Class from the Oklahoma City Police Academy. The recruits escorted the owners into and out of the perimeter. All of the vehicle release information was maintained on a log to be furnished to the FBI. This operation lasted until May 3, with 432 vehicles released from the area.

Critical Incident Stress Management

The departments and agencies participating in and supporting the rescue work and the criminal investigation realized the importance of providing Critical Incident Stress Management (CISM) services to their personnel. The purpose of CISM is to reduce stress and alleviate adverse reactions, which can lead to post-traumatic stress disorder. Fire Incident Command's Operations Section had a Critical Incident Stress Debriefing (CISD) Branch to provide services for firefighters. The Oklahoma City Police Department's CHAPPS (Cops Helping Alleviate Police Problems) provided a critical incident peer support program. Both Departments instituted informal counseling and post-shift counseling on April 19. However, both realized that their CISM staffs were affected by the bombing and that outside resources were needed.


The Oklahoma CISM Team (OCISM) agreed to provide CISM services to both Departments and to the other agencies working at the site. Post-shift counseling or "defusing" sessions were provided at all hours at One Bell Central. On April 21, personnel from NOVA (National Organization of Victim Assistance) came to

Oklahoma City at the direction of Attorney General Janet Reno. The NOVA team began to provide CISM for the Police Department and other law enforcement personnel. The NOVA team also provided training for the clergy and chaplains working at the site and at the Family Assistance Center. OCISM continued to assist OCFD and other rescue workers and provided services to the National Guard, contractors, volunteers, and others involved in the rescue and support work.

Most agencies required their personnel to attend at least two defusings. These sessions, which encouraged workers to talk about what they had seen and done, were designed to reduce the impact of the incident, to educate the workers about stress and ways to deal with it, and to accelerate recovery. After the defusing sessions, volunteers from the community provided massage and chiropractic services to the workers. This "hands-on" therapy was effective in relieving physical and mental stress. Feedback from the defusing sessions gave command personnel an insight into the workers' problems and frustrations. In some cases, this led to adjustments in working conditions and assignments in an attempt to reduce stress. The information was also used to improve the preshift briefings that prepared the workers for the situation they would face inside the Murrah Building. CISM counselors and chaplains were available at One Bell Central and at the rescue site and other locations for individual counseling and support. Continuing CISM and pastoral support were provided to those involved in body recovery work and working at the morgue. OCISM and NOVA began



In the One Bell Central Building, masseurs ply their trade and help weary workers reenergize for the next shift. Chiropractors were also on hand in this area. Workers with aching "doggies" could even get a foot massage.



preparations for debriefing sessions to be held at the conclusion of the rescue operation.

Mourning and Remembrance

The Oklahoma City community was profoundly affected by the Murrah bombing. Through extended families, churches, community organizations, schools, and youth activities, most of the community knew someone who had been in the blast area on April 19. Support in the form of prayers, vigils, and messages of faith came unstintingly from a community in which religion is a significant part of many lives. The blue ribbons, which citizens wore earlier in the week, were replaced with knots of ribbons which expressed the cares and concerns of people. The ribbons included green for prayer, royal blue for the bombing, purple for the children, blue for the State of Oklahoma, yellow for the dead, and white for hope.

President Clinton declared Sunday, April 23, to be a "National Day of Mourning" for those killed in the Murrah Building bombing. At the request of Governor and Mrs. Keating, President and Mrs. Clinton and the Reverend Billy Graham agreed to come to Oklahoma City to participate in a memorial service on Sunday. Security arrangements for a presidential visit to a city which was the site of a terrorist bombing were very tightly organized. OCPD and the other law enforcement agencies stretched their operations to maintain perimeter security at the rescue site and provide security, traffic, and crowd control for the service, while continuing their ongoing operations.

The memorial service was scheduled to begin at 3:00 p.m. at the Oklahoma State Fairgrounds Arena. Citizens were told that the Arena would be opened at 12:00 noon, and they must be in their seats by 2:00 p.m. The first citizens arrived at 3:30 a.m. Most arrived by mid-morning. By 12:00 noon, over 18,000 people stood in quiet, orderly lines. They visited, exchanged stories of the bombing, and sang hymns. The Arena provided seating for about 11,000. Those who could not get in the Arena were seated in the ball park and an exhibition building and watched the service on large-screen televisions.

Fairgrounds and Parks Department crews worked under the direction of Mrs. Keating and her staff to prepare the Arena for the service. Local and national florists donated roses, tiger lilies, and chrysanthemums. Sections of seating were reserved for the families of the victims and for a contingent of rescue workers. The families were given yellow roses. Teddy

bears were provided for those who lost children. Others attending received red roses.

The presidential party arrived at Tinker AFB. Police helicopters and motorcycle units were assigned as part of the escort from the Base to the Fairgrounds. Mayor Norick requested that churches in Oklahoma City and throughout the nation toll their bells at 3:00 p.m. in remembrance of those who died in the bombing. The ecumenical service, called "A Time of Healing," began with the singing of "Amazing Grace." The Oklahoma City Philharmonic Orchestra, the Canterbury Choral Society, and soloists provided music which gave comfort and inspiration. President Clinton, the Reverend Billy Graham, Governor Keating, and other dignitaries and religious leaders spoke of remembrance, faith, courage, and healing. After the service, Reverend Graham toured the rescue area in a golf cart to bring words of support and encouragement to the workers.

On Wednesday, April 26, work at the rescue site and throughout the City stopped for a moment of silence. Governor and Mrs. Keating, Mayor and Mrs. Norick, and other leaders joined the rescue workers on NW 5th Street in front of the Murrah Building. In City offices, workers gathered in conference rooms and formed circles. At 9:02 a.m., brief words of remembrance and prayers were said for the dead and the injured.

City Government

The Mayor, Council Members, City Manager, and City staff worked to support the rescue effort and



State and local officials gather with rescue and law enforcement personnel to observe a moment of silence at the Murrah site at 9:02 a.m. on April 26.



continue the business of governing and administering all of the City's operations. Each Tuesday morning's Council Agenda began and ended with information about the rescue work. The Council officially received banners, donations, and offers of support and commended the rescue workers and the many volunteer efforts. The Council then turned to items that are the bread and butter of municipal government — specifications were approved, bids received, contracts awarded, zoning applications considered, and ordinances adopted.

On April 22 and 23, City and community leaders faced the difficult decision of whether or not to hold the six-day Festival of the Arts. The Festival was set up and scheduled to open Tuesday, April 25, at the Festival Plaza and the Myriad Gardens, just six blocks south of the Murrah Building. This event, listed as one of the top ten festivals in the United States, had served as an annual Oklahoma City celebration since 1967, drawing crowds of up to 750,000 each year.

The feelings of the Oklahoma City Arts Council leaders, Festival sponsors, and the community itself, were divided. Some leaders felt it was important for the Festival to continue as a sign that the community would not yield to an act of terrorism. The Arts Council developed plans to incorporate remembrances of the dead and injured and tributes to the rescue workers in Festival activities. Others, including some scheduled Festival vendors, felt that holding any event, particularly in the downtown area, was an act of disrespect to the victims.

On Saturday, April 22, Arts Council leaders and Fire and Police representatives met with Mayor Norick at City Hall. They considered a number of factors including the continued closing of Hudson Avenue as the site for artists booths, versus the need to open the street for access to the rescue site. They looked at the provision of safety and security for the Festival and whether the highway ramps into downtown could be opened. It was clear that holding the Festival would further stretch the City's public safety and logistics resources. All parties agreed to do further assessment and keep in contact.

The Executive Committee of the Arts Council met Monday, April 24, and reached a difficult-but-necessary decision to cancel the Festival. Artists, who had come from 30 states to show their support for Oklahoma City, accepted and applauded the decision. The Arts Council called Mayor Norick, who held an im-

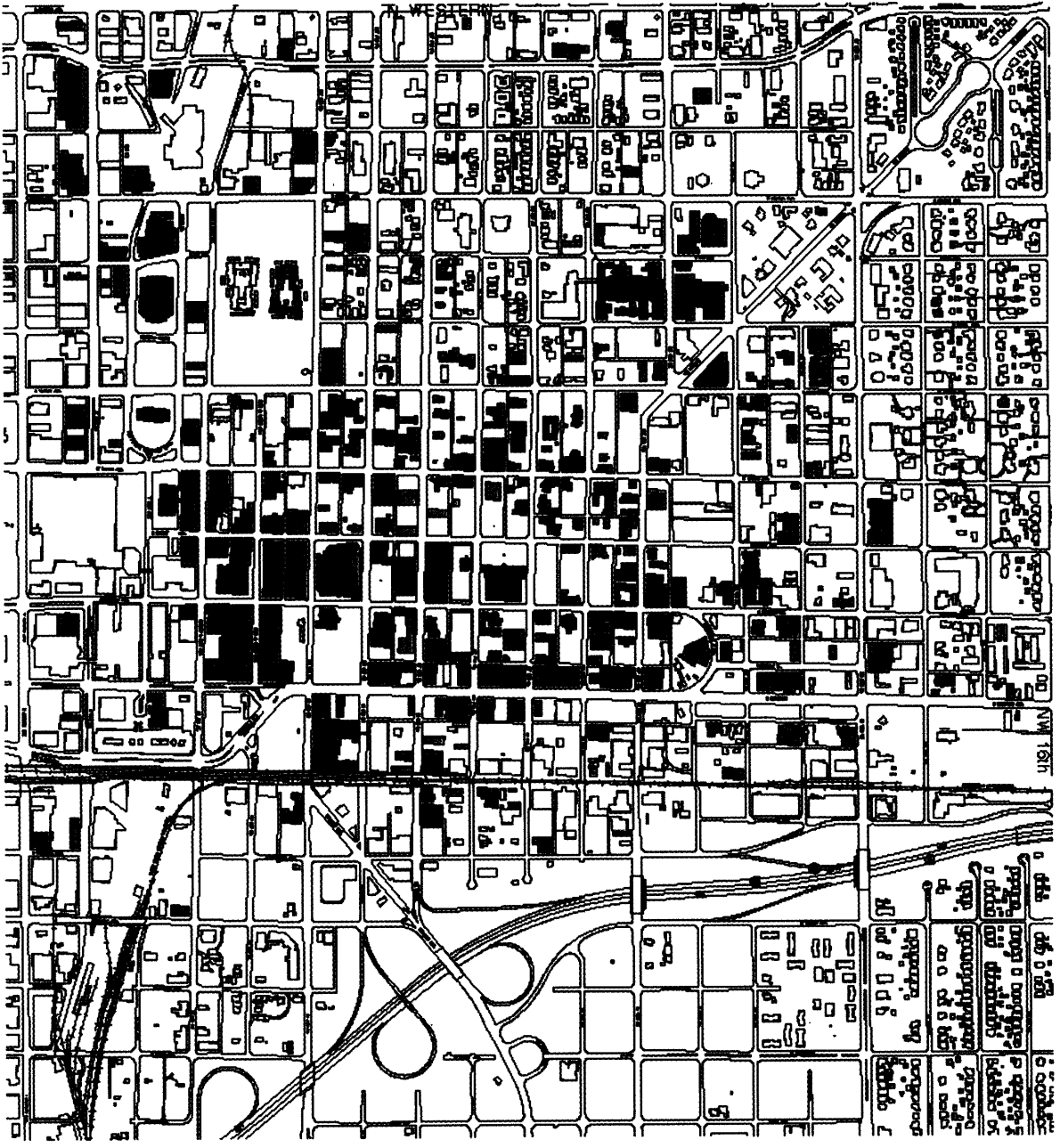
promptu press conference to notify the public of the cancellation.

The Arts Council's financial loss was approximately \$550,000. These funds normally support community arts programs. The organization itself, which is Oklahoma City's designated arts agency, was in jeopardy. Other arts organizations, including the Oklahoma City Philharmonic and Ballet Oklahoma lost substantial anticipated revenue. Ultimately, arts supporters from 47 states sent donations which, combined with benefit performances, helped provide the needed funding for the Arts Council and its member groups.

Mayor Norick and Assistant City Manager Bullard were at the rescue site both day and night to show their support and appreciation. City departments that continued to have an active role in supporting the rescue operation included the Mayor's and the City Manager's staffs, Public Works, Public Events, Transit Services, General Services, and the Public Information Office. The Public Information Officer headed the MACC's Joint Information Center while PIO staff wrote press releases pertaining to local matters.

On April 22, the Public Works Department received clearance from the FBI to begin removing glass and debris from streets and sidewalks outside the perimeter and within the north part of the outer perimeter. Street maintenance crews used brooms and shovels to collect rubble and place it in trucks. This operation continued through the next day. Several tons of debris were hauled from the area. During the rescue operation, Public Works crews removed a traffic signal and safety-fenced an area at NW 6th and Harvey. This allowed a contractor to remove a damaged wall that threatened the safety of workers walking on Harvey. Streets crews filled potholes in the parking lots that were used to stage shoring materials and heavy equipment. The Solid Waste Management Division of Public Works and the Parks Department provided dumpsters and trash cans throughout the perimeter, and scheduled regular and as-needed trash removal services. The Traffic Operations Division maintained the barricades and provided portable stop signs and other traffic control devices.


Public Works organized a damage survey of the area bounded by NW 24 to SW 3, from Douglas to Walnut. Staff members did windshield surveys to determine the extent of the damage and identify all of the buildings with shattered glass and/or possible structural damage. Code Inspectors made tours of all heavily damaged buildings to determine whether or not they were structurally sound. The Assessment Team identified 300



MURRAH BUILDING BOMBING APRIL 19, 1995

- LEGEND
- Broken Glass/Doors
 - Collapsed Structure
 - Structural Damage




 The City of
OKLAHOMA CITY
 Public Works Department
ISSUED SEPTEMBER 1995

buildings with broken glass, 15 buildings with structural damage, and 10 buildings that were partially or totally collapsed. Public Works contracted with a local engineering firm to make complete structural surveys and provide a written report on the most heavily damaged buildings. Public Works also developed base maps which identified damaged buildings. The maps were color-coded to show the severity of the damage to each building. Inspection Services staff accompanied OG&E and ONG workers in the outer damaged area as utility lines were tested and either turned on or repaired.

The Public Events staff became a full-time support staff for the MACC, the USAR task forces, and the Oklahoma Restaurant Association. Several events, including a large Future Farmers of America convention, were canceled because all of the Myriad's space and staff were dedicated to rescue support. The Public Events staff at the Civic Center Music Hall provided support for the morning news conferences until they were moved to the Myriad Convention Center.

The Transit Services Department provided on-call and scheduled bus services for the Fire Department and the USAR task forces. Buses were provided to transport firefighters to and from staging areas and transport USAR task forces to and from the Myriad. Buses were also provided to meet special needs such as transporting USAR task forces to dinners held in their honor. Transit Services provided 600 half-fare tickets to the Red Cross and Salvation Army to give to persons in need of transportation.

The Equipment Services Division of General Services maintained 24-hour operations during the incident to repair police vehicles and equipment used at the rescue site, while maintaining its normal level of service to the City's fleet. The Division supplied gasoline and diesel fuel to the vehicles used in the rescue work. The Parking Services Division located, recovered and repaired the parking meters from the blast area.

Deliveries to the City's Mail Room increased by 400% during the rescue operation. The letters, cards, and donations exceeded the mail room's capacity. Cities and organizations sent oversized cards and banners with thousands of messages and signatures. School children sent pictures and letters to the rescue workers and to the injured children. Baskets of cookies, fruit, and flowers of every variety came to City Hall to be logged in and then sent to the rescue site, fire stations, Myriad, and Family Assistance Center. Shipments of stuffed animals were received and sent to the



Signs of encouragement adorn the walls, and letters are on the dining tables inside the Myriad where workers receive hot meals and some USAR crews are housed during their tour in Oklahoma City.

hospitals. Mayor Norick's mother, Madalynne Norick, came to City Hall to help with the receipt and response work which was overwhelming the small staff. She organized teams of volunteers and staff from other departments who opened and recorded the letters and gifts using a program developed by the MIS staff. The Council Support staff kept some of the cookies and fruit to serve to the staff, volunteers, and visitors. One day a staff member selected a sugar cookie from a pretty basket. On biting into it, she discovered that she was eating a doggie treat intended for the rescue dogs.

Disaster Relief Organizations

FEMA and the City-County Health Department became concerned about the volumes of unsolicited food which citizens were bringing to the rescue workers. This concern deepened when several USAR task force members reported symptoms which could have been the result of eating improperly prepared or stored food. By Saturday, April 22, a decision was made to place the Red Cross in charge of all food service operations with City-County Health Department sanitarians monitoring all food preparation and serving sites for cleanliness, proper cooking, and storage temperatures.

The Oklahoma Restaurant Association agreed to continue meal preparation at the Myriad in coordination with the Red Cross and the City-County Health Department. Most other nonrestaurant food preparation sites, including the Southern Baptist kitchen, were closed. A few fast-food franchises with mobile kitchens meeting food safety requirements were allowed to continue providing food near the rescue site. The media were asked to help tell people not to bring food to the rescue workers. Unsolicited items were given to

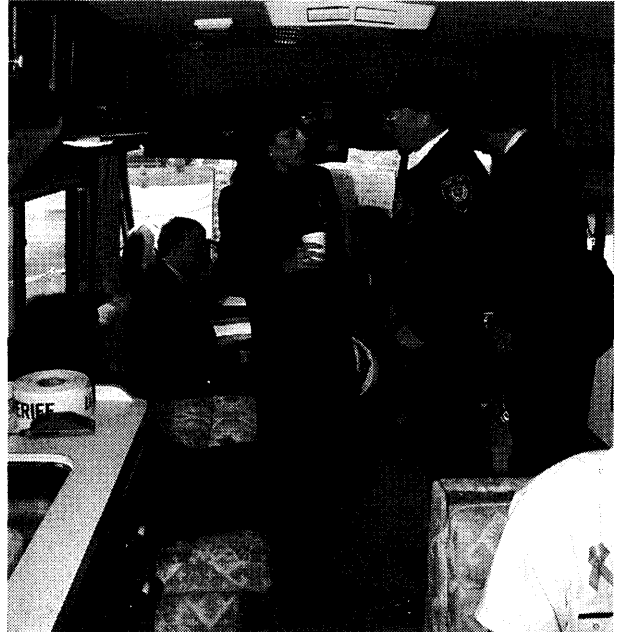
shelters. United Parcel Services continued to provide trucks and drivers to transport the meals. Later in the week, the Oklahoma Restaurant Association, which had provided over 10,000 meals each day, notified the Red Cross that many of its members needed to return to their businesses. A transition was developed with the Red Cross taking charge of the Myriad kitchen. Many restaurant cooks stayed to help with this work. Other restaurants volunteered preparation of special meals for the rescue workers and for different sites.

The Red Cross coordinated a variety of volunteer efforts. The office on NE 6th and Lincoln could not hold the volunteers and donations which poured in. On Saturday, April 22, the Red Cross began moving many of its support activities to a vacant building at 601 W. Sheridan. AT&T and Southwestern Bell provided and installed a switchboard and telephones. The local trade unions provided much of the furniture and assistance in setting up the office. The Disaster Office opened on April 23. Over 100 Red Cross staff and volunteers organized and operated 16 functional areas in support of the rescue workers, victims, and their families.

The operations included Mass Care which coordinated food service for the rescue operation. Also involved were Direct Services division of Red Cross which provided mental health services. The Disaster Welfare Inquiries division received and followed up on calls to locate or provide information to people calling about friends and family members. A Public Relations Office and Government Liaison provided coordination with the City, FEMA, and other agencies. On Monday, April 24, the Red Cross moved its warehouse activities to donated space at the Coca-Cola bottling plant at NW 10th and May. Coca-Cola and several local firms donated staff and vehicles for the warehouse.

The Salvation Army augmented its staff and work to provide support to the victims and the rescuers, while maintaining its ongoing ministry of service to the needy within the community. The Salvation Army served over 1,000 families who needed assistance with transportation, housing, clothing, utilities, and lodging. Transportation costs for people and caskets were provided for families needing assistance with out-of-town funerals. Warm clothing, boots, rain gear, gloves, and other items were collected and provided to the rescue workers. Salvation Army canteens provided sandwiches and beverages.

Feed the Children utilized over 5,000 volunteers to support the rescue work and persons displaced by



First Lady Cathy Keating discusses the day's activities with Assistant Chief Jon Hansen in a motor home obtained through the Salvation Army, which served as the PIO HQ and was located next to "Satellite City."

the bombing. They provided stocks of bottled water, tools, flashlights, batteries, gloves, and wheelbarrows for the rescue work. They provided assistance in locating specialized tools and equipment. Feed the Children worked to support families enduring hardships. Meals, clothing, and other assistance were provided. Feed the Children workers contacted funeral homes to offer assistance with costs and helped 44 families pay all or a part of the cost of the funeral expenses of those killed in the bombing.

Community Response

Every kind of article or service which citizens, merchants, corporations, or organizations could provide was freely given to support the rescue effort and the victims. Requests through the media for tools or clothing were met with an immediate response. One such request for rain gear and wheelbarrows was aired at noon on April 22. By 2:00 p.m., cars and trucks formed a three-block line that slowly moved to the north entrance of the Myriad Convention Center, where volunteers received hundreds of donations. The community did not want those working at the site to have to pay for anything they needed. Free services of all kinds were provided to the workers, including laundry, dry-cleaning and long-distance telephone calls. Merchants and community groups stocked canteens with clothes, over-

the-counter medications, sun screen, snack foods, and any other articles that might be used by the rescue workers. Corporations and organizations statewide organized fund drives and provided volunteers to assist in rescue and family support activities. Each day's newspaper contained lists of special funds collected to support different needs.

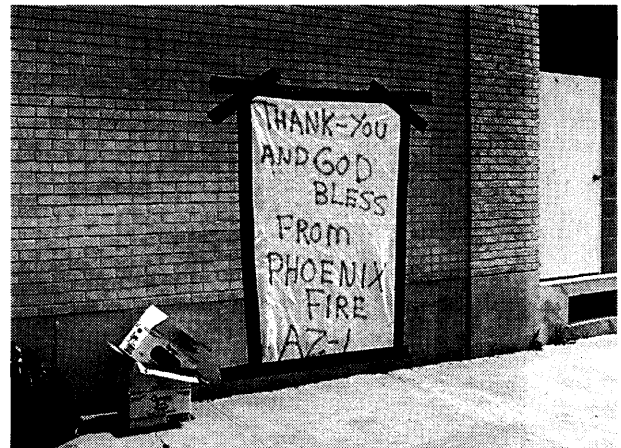
People from across the nation came to Oklahoma City to help. Some came to volunteer to work in the Murrah Building or brought dogs to help in the search effort. Others brought special equipment which might be used to locate survivors. Some came to help the Red Cross and other groups. Chaplains, clergy, and mental health workers came to support the workers and the victims. Medical workers volunteered their services at the site and at hospitals. Dignitaries, national entertainers, and sports personalities came to support the rescue workers and to visit the injured. Donations of money, flowers, stuffed animals, and food were received from around the world.

School children from the community and the nation sent letters and drawings to the rescue workers. A special attempt was made to place the items from children at fire stations and rescue food service sites. The banners and pictures were hung on walls. The letters were placed on the tables to be read during meals. The drawings, simple messages, and prayers were deeply appreciated. Many workers took some of the letters home to keep or to write notes of thanks to the senders.

Thousands of people gathered at the perimeter fences each day. Many brought poems, cards, flowers, stuffed animals, and other tokens to remember the dead. A small shrine for these items developed at a corner near the site. Volunteers tended it each day. People watched what they could see of the rescue operation and offered support to the workers. One of the policemen guarding the site said, "When I needed a lift, I went to the perimeter where I could always find a warm word and a hug."

USAR Appreciation

The community's appreciation and support of the task forces was expressed in many ways. Employees of Southwestern Bell Telephone, which housed the Phoenix and Sacramento task forces at One Bell Central, provided supplies and services to those groups and honored them with dinners. The task forces housed at the Myriad Convention Center were provided every kind of comfort and service, including a hot tub. The City of



USAR task force members from Arizona left this sign of appreciation and best wishes before they left for home.

Oklahoma City and the State of Oklahoma honored each task force with a Resolution of Commendation. The State Legislature hosted dinners at the National Cowboy Hall of Fame. The task forces recognized and thanked the community. Some sponsored full-page letters in *The Daily Oklahoman* to express their appreciation for the community's support. Others gave donations to relief funds, visited school children, and planted trees.

Family Assistance Center

By Sunday, April 23, the names of only 16 of the dead had been released by the Medical Examiner. As many as 500 people gathered at the First Christian Church each day, hoping for news of missing family members. The demanding, rigorous identification process continued. Through the week, the Medical Examiner's team was able to release 81 more names to the Family Assistance Center. The notification teams met with families to tell them that the Medical Examiner had confirmed the death of their family members.

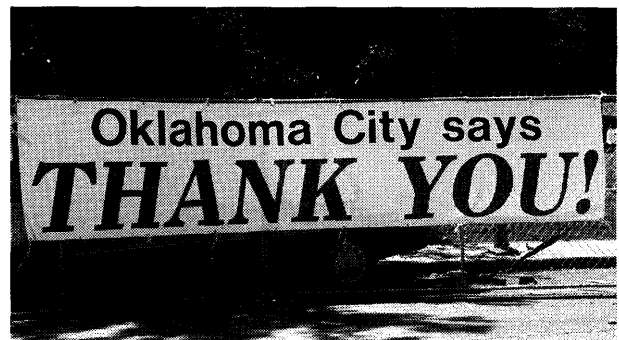
The first few families called to the notification rooms entered hoping to hear news of a rescue. As the days passed, and while hope for survivors was still strong, the Medical Examiner and the counselors helped prepare the families to receive news of a confirmed death. The families found comfort and support at the Center as they endured long periods of waiting. The organizational structure to support the families was clearly defined by April 22. The clergy and the mental health workers established peer-review groups to check credentials and confirm that all volunteers were properly qualified to serve at the Center. The Red

Cross coordinated all support functions. The Salvation Army assisted families with special needs. Federal agencies provided personnel to assist with the paperwork for survivor benefits and sought to support the families. The chaplains and clergy provided spiritual counseling and conducted worship services. The National Guardsmen and the airmen from Tinker AFB provided continuing security. They demonstrated a military-yet-compassionate demeanor in their contacts with the families and shielded the families from the media and the curious.

As the community became aware of the Center, donations and support were offered to the families. Restaurants provided special meals. Therapy animals, including "Charlie" the monkey, dogs, cats, and rabbits were brought to the Center each day to help ease tensions. A supervised play area was provided for the children. Free long-distance service was provided, including a system for families to receive calls from out-of-town relatives. The families developed bonds by eating, talking, and working together. Some families buried their loved ones and then returned to the Center to comfort and be comforted. The families sought to show their appreciation to the rescue workers and others by making and giving thousands of ribbon knots. A worker at the Center began to provide small pins in the figure of an angel. To some at the Center, the angel was the figure of a child or other person killed in the bombing. For others, it was a symbol of protection for the rescue workers. The families added the angel pins to the ribbon knots and tried to see that one was given to each rescue worker.

Concluding the Rescue Operation

On the morning of April 29, the Medical Examiner's Office reported that 109 bodies had been recovered from the disaster site, 107 of which had been identified. The last survivor was rescued on the evening of April 19. A few voids had been found, but they contained no survivors. The evidence showed that the force of the blast was so great that almost all of the dead had perished in an instant. The question facing Chief Marris and Rescue Operations was whether the concern for safety outweighed the hope of finding a survivor. On the evening of April 29, Rescue Command, Rescue Operations, and the IST recommended to Chief Marris that they move from a rescue operation to a body recovery operation. Chief Marris weighed their recommendation and, on April 30, he announced that the work in the Murrah Building would move to a recovery operation.



The citizens of Oklahoma City express their appreciation to everyone who assisted during the Murrah incident through this banner that was placed on the fence next to the structure.