

# **9/11, A LOOK BACK, AND A LOOK FORWARD ...10 YEARS LATER**

*The story of the U.S. Army Corps of Engineers' part in  
the 9/11 response and recovery efforts in New York City as  
told by the people on the scene*



**U S Army Corps of Engineers**  
**New York District** BUILDING STRONG<sup>®</sup>

This is a special publication by the U.S. Army Corps of Engineers New York District in honor of the tenth anniversary of September 11th

Commander and District Engineer  
Col. John R. Boulé II

Chief, Public Affairs  
Kenneth Wells  
Kenneth.Wells@usace.army.mil

Editing and Design  
Chris Gardner  
Christopher.P.Gardner@usace.army.mil

Graphics and Images  
Daniel Desmet  
Daniel.Desmet@usace.army.mil

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

## On the cover...



Graphic from Port Authority of NY & NJ, via [www.wtcprogress.com](http://www.wtcprogress.com).

A nighttime image of the lower Manhattan skyline as imagined with rendered imagery of the new World Trade Center complex incorporated, including One World Trade Center which will be the tallest building in the city when completed.

Once complete, One World Trade Center (nicknamed by some “Freedom Tower”) will be 1,776 feet tall and have 2.6 million square feet of office space. It will be part of a larger complex that will include several office buildings, a monument and museum, a performing arts center, a transportation hub and more. To read more about One World Trade Center’s construction and what it means check out “As One WTC rises, so does hope” on page 42.

## Office of History Artifacts...



Throughout this publication information has been included about various artifacts from September 11th, 2001 that have been kept by the U.S. Army Corps of Engineers, Headquarters, Office of History. These artifacts were collected by the Corps of Engineers during the response and recovery operations following the 9/11 terrorist attacks. Many of the artifacts were collected at the Staten Island landfill where the Corps managed the examination and disposal of debris from Ground Zero.

Page 3	Commander’s Reflections
Page 4	New York District’s worst days and its finest hour
Page 7	Closer Look: Responding on the Water
Page 9	Closer Look: Structures Specialist
Page 11	Closer Look: Debris Removal
Page 13	Closer Look: Emergency Power
Page 15	Closer Look: Helping Others Across the Country
Page 16	A leader remembered
Page 17	Afghanistan: The mission continues
Page 18	New York District Reflections
Page 21	Reprint of Fall 2001 <i>New York District Times</i>
Page 41	Ground Zero transforms into ‘Freedom Tower’ (photos)
Page 42	As One WTC rises, so does hope



# Commander's Reflections

## A tale of tragedy, endurance and redemption

There's no question that 9/11 had a dramatic impact on New York City and this nation as a whole. When it happened, I was serving in South Korea as a battalion executive officer on a training exercise near the North Korean border. Since there's a 12-hour time difference, we initially had trouble getting accurate information. We huddled around an armed forces radio broadcast listening to the sketchy reports. When it became clear what had happened, I knew things had changed forever.

As we mark the 10th anniversary of 9/11, it is appropriate to reflect on its meaning and impact on us and our organization. The attacks on the Twin Towers and the Pentagon represented the worst terrorist acts committed on American soil, and, for the Army, it began an era of persistent conflict which still endures today.

Here in New York District, people witnessed these attacks firsthand and lived through the terrifying hours that followed. The struggle to comprehend what had happened and the scramble to check on loved ones were some of the most difficult hours an individual can face. As a District, there were challenges to be overcome as well, such as emergency response, damage assessments, reconstitution and year-end closeouts.

Yet throughout it all there was a sense of determination, professionalism and hard work that speaks to the soul of this District and that comes from the people who work here. Each and every one of you played a part in helping the District get back on its feet. You spent long hours aboard the drift collection vessels or handled the logistics and IT functions necessary to reconstitute the District at alternate locations. You worked debris recovery missions and served as liaisons between government agencies.

When the call to deploy went out, you've answered time and time again, putting aside your personal lives and heading into harm's way to help work on crucial construction projects in both Iraq and Afghanistan. Projects designed to help the people of those countries live better lives. More than a hundred members of the New York District have deployed to these countries in the past nine years—many for multiple terms and all of it not because you were ordered to but because you wanted to make a difference. You wanted to serve.

You've poured your hearts and souls into 9/11 and its consequences from the time it happened to the many projects that followed because that's who you are as a District—a team that is committed way beyond the design and construction of facilities and infrastructure. I believe it's the primary reason why our District is so successful today, because the soul of this District, its very heartbeat, is committed to doing whatever is necessary to see every mission, no matter how difficult, through to a successful end.

Throughout this issue you'll see stories about 9/11 and hear personal accounts from teammates about what this 10th anniversary means to them. I encourage you to read them and take them to heart because they're a fine example of the collective spirit that is New York District. As your commander, I can firmly say that it's an honor to be leading such a world-class team as we continue to build upon a tragedy that changed the world as we know it but reaffirmed who we are as a District.



**Col. John R. Boulé II**  
**Commander**

## *Essayons!*

# New York District's worst days and its finest hour

*When the September 11th attacks took place, the Corps of Engineers worked tirelessly to assist with the many facets of the massive response and recovery effort to help a city still reeling. This involved both teammates from here in New York as well as several from around the region and the nation who dropped everything to lend a hand.*

**By Vince Elias, New York District**

The September 11th terrorist attacks on the World Trade Center in New York City ten years ago amounted to one of the most tragic days in American history and altered the path of world events. The attacks claimed thousands of lives and reduced the Twin Towers to rubble. Fifteen million square feet of office and retail space were lost, and another 17 million square feet were lost in nearby damaged buildings.

It was a time when the U.S. Army Corps of Engineers drew on the full resources of its eight divisions, dozens of districts, labs, and centers and performed crucial missions to help the citizens of New York City. The Army Corps played key roles in using working boats to shuttle stranded personnel from Manhattan, working with FEMA on the ground at the site of the disaster, managing the removal of debris and the landfill mission. And, amidst all of this, New York District eventually reconstituted itself in an alternate location to facilitate fiscal year-end awards and close outs.

For the New York District, 9/11 was particularly harrowing because the District's main offices are housed in the Javits Federal Building at 26 Federal Plaza mere blocks from the World Trade Center complex. After the attacks, the Javits Building became inaccessible and remained closed until late September. This prompted the commanding general of the Army Corps' North Atlantic Division to declare New York District a victim District. The initial emergency response and recovery assignment went to the Army Corps' New England District, based just outside of Boston. The New England District commander was designated as the North Atlantic Division commander (forward) who acted as division leader on the ground and established an emergency office to accommodate any requirements by FEMA, the City of New York and New York State.

Joseph Seebode, the Deputy District Engineer for Program and Project Management at New York District, was the official Corps liaison to the City of New York in the wake of the 9/11 tragedy and assisted with the coordination with various city, state and federal agencies on opportunities where Corps of Engineers capabilities both locally and from around the country, were available to support response and recovery efforts.

"I remain extremely proud of the U.S. Army Corps of Engineers, and my New York District colleagues, for the



**Emergency responders center around a Corps of Engineers Rapid Response Vehicle that was stationed near the wreckage of Ground Zero in the days after 9/11. Many visiting Ground Zero now, seeing construction and rebuilt buildings, might find it hard to imagine the scene following the attacks both in the footprint of the World Trade Center complex and surrounding it. (File Photo)**



valiant engagement in the minutes and hours immediately following the tragedy. The Corps team responded as I knew they would, rescuing and evacuating people via Corps vessels, supporting many rescue and recovery operations, and deploying professionals and practitioners who hit the ground running and were instrumental in assisting with the logistics for debris management, inspection and control,” Seebode said. “Within a few days of Sept. 11, 2001, we had well over a hundred Corps experts in New York working on rescue and recovery operations. Our people showed the true meaning of esprit de corps, and I am proud of our response and our efforts in a time when the nation needed us most.”

***“I still find hard to comprehend the magnitude of this tragedy and I feel a deep sadness whenever I think back on that day.”***

Joseph Seebode, Deputy District Engineer for Programs and Project Management, New York District

Seebode, who was on a PATH train heading into the World Trade Center Complex when the first plane struck, said that 10 years later he still remains personally affected by what he witnessed on September 11th 2001.

“I still find it hard to comprehend the magnitude of this tragedy and I feel a deep sadness whenever I think back to that day. I watched people perish— innocent people who had reported to work on September 11, 2001 like any other day. I will never forget what I saw and it still hurts.”

**EMERGENCY TRANSPORT**

Amid the chaos, Army Corps boat crews from its Caven Point, marine facility in New Jersey shuttled thousands of stranded citizens on Corps vessel across the Hudson River out of Manhattan. On the return journeys, they transported emergency personnel into Manhattan supplying fireboat and fire truck crews with necessary fuel, food, and water that enabled emergency responders to remain on station.

Within a few days, an Emergency Operations Center was up and running at Pier 90 on Manhattan’s west side. In the days and weeks that followed, New York District reconstituted itself in order to be able to carry out its regular missions as well as assist with ongoing emergency operations, like organizing the removal of debris from Ground Zero to the Staten Island landfill, and overseeing the inspection of the debris. Other New York District personnel worked from satellite offices awarding and closing out critical year-end contracts.

Robert Goldfarb, chief, logistics management, New York District, and his staff were relentless in providing necessary supplies and computer equipment thereby enabling Corps personnel to function while working at the satellite offices.

“Arrangements were made to transport employees from transportation hubs to Fort Hamilton,” said Goldfarb. “Motor pool vehicles were repositioned away from 26 Federal Plaza in order for employees to continue their missions. Additional cell phones were procured for employees, essential for communications and placed on the

government property books and Logistics Office staff transported personnel to and from the FEMA Emergency Operations Center.”



**WORLD TRADE CENTER**  
TRUCK DOCK  
TEMPORARY PARKING PERMIT  
COMMERCIAL VEHICLES ONLY

1) PARK IN DESIGNATED SPACES ONLY  
2) THREE MINUTE TIME LIMIT  
3) TIME BEGINS AT VALIDATION  
4) THIS PERMIT MUST BE TOTALLY VISIBLE IN WINDSHIELD  
5) VIOLATORS WILL BE IMMOBILIZED BY AUTO CLAMP

TIME IN : \_\_\_\_\_

**Office of History Artifacts...**

This World Trade Center delivery parking pass, dated “September 11, 8:01 a.m.,” was found in a damaged truck at the Staten Island Landfill.



VISIBLE IN WINDSHIELD

6) VIOLATORS WILL BE IMMOBILIZED BY AUTO CLAMP

TIME IN : \_\_\_\_\_

The attack on tower one occurred 45 minutes after this trucked parked in the garage.

**EMERGENCY SUPPORT PERSONNEL TO FEMA**

More than 140 Corps personnel deployed to New York City from around the nation to support the mission including the initiation of an emergency

***Corps Responds cont'd on 6...***



support function cell to interface with FEMA. The cell was part of the federal response plan and involved developing mission assignments and execution strategies to help assist FEMA.

There was an enormous amount of smoldering debris in a relatively small geographic area in lower Manhattan referred to as the 'red zone,' a restricted area from Canal Street to Battery Park consisting of 310 stories of buildings in a 12 square block area.

More than 1,000 workers, 240 trucks, 70 barges, and 260 pieces of heavy equipment removed debris from ground zero around the clock. Army Corps emergency personnel worked together with personnel from various federal agencies in the days following the attacks.

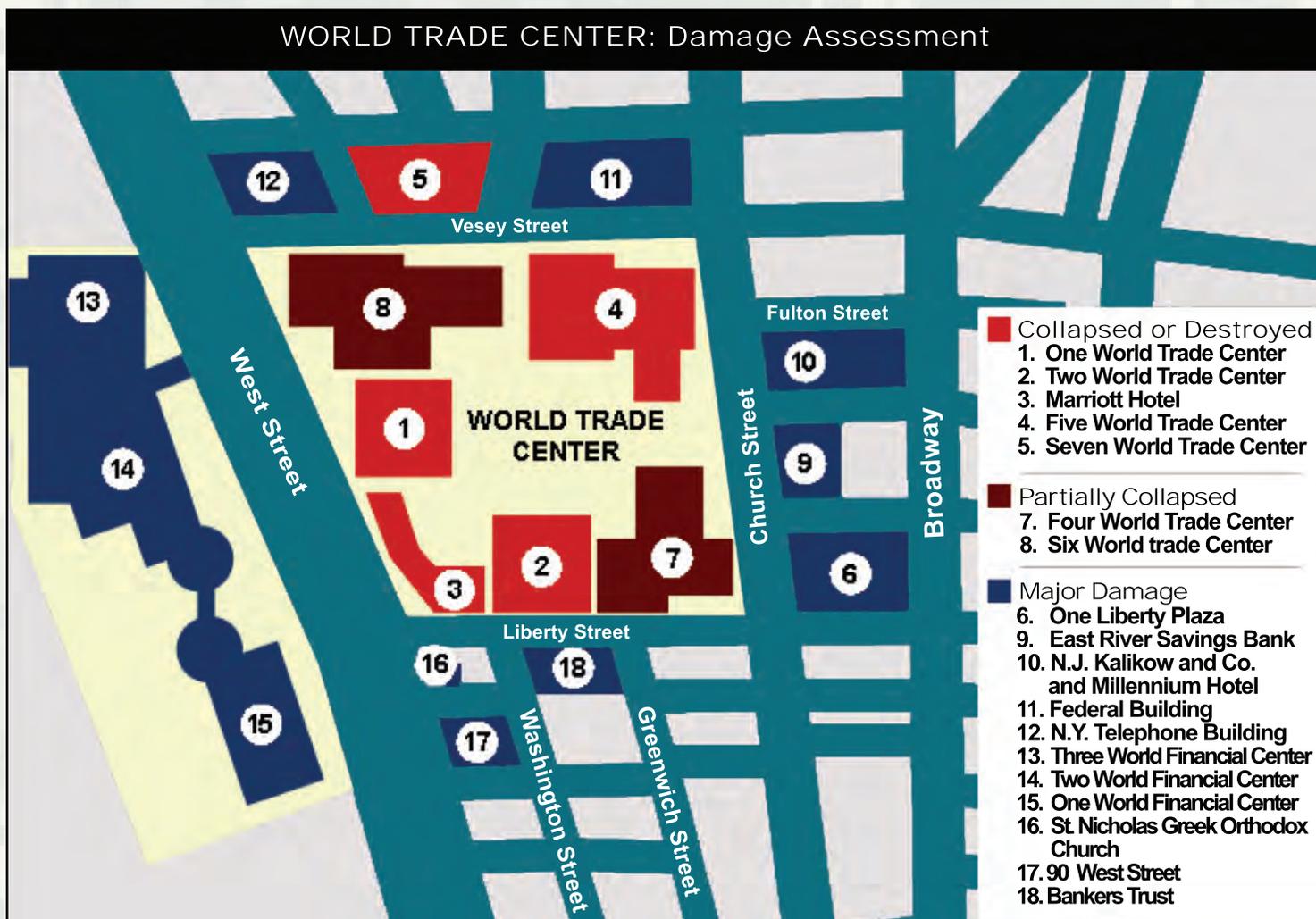
Wayne Stroupe of the Army Corps' Research and

Development Center caught the first commercial flight out of Jackson, Miss. following the attack.

“The work was non-stop with long days; you finally just burned out after a couple of weeks. I met heroes every day from around the Corps and other agencies that were doing their jobs as part of the team effort in this response. I would bump into many of these same Corps professionals later in Iraq and on hurricane deployments. I am always amazed at the professionalism, wide range of expertise, and dedication that Corps personnel have to get the job done and the mission completed.”

Due to the fire department's tactical and communication vehicles being destroyed when the towers collapsed, the Corps also deployed tactical operations center (TOC) team members along with two self-contained mobile command and control center Rapid Response Vehicles (RRV) packed with communications

*Corps Responds cont'd on 8...*



The World Trade Center attacks destroyed and damaged much more than just the Twin Towers of the World Trade Center. This map, based on area assessments soon after the attacks, gives an idea of some of the other buildings in the vicinity that were collapsed or destroyed, partially collapsed or suffered major damage. (File Graphic)



## A CLOSER LOOK: *Responding on the Water*

# **Corps vessels answered call on harbor after 9/11 and continue to do so today**

When the Twin Towers were attacked on September 11, 2001, New York District was hosting Corps of Engineers working vessels from Districts all along the Atlantic Coast for Coast Guard-sponsored training. Once the magnitude of what had happened in Manhattan was clear, all of the Corps crews sprung into action to provide whatever assistance they could.



**DCV Gelberman, a New York District drift collection vessel, works near the North Cove Marina near Ground Zero soon after the terrorist attacks of September 11th. Corps of Engineers working vessels from various Districts in the region were part of emergency response and recovery activities immediately following the attacks. (File Photo)**

“The second plane actually flew overhead, right over Caven Point, and one of the guys that was out there said ‘we’re under attack, something ain’t right here,’” said Joe Meyers, captain of Patrol Boat Hocking then and now. “We were all just in disbelief and the plane flew into the second tower and we got the startup sign and everybody went to their boats and got underway to help however we could.”

Corps vessels worked as part of an impromptu floatilla of boats in the harbor, sometimes referred to as “Dunkirk II,” to help ferry thousands of people from lower Manhattan to either New Jersey or Brooklyn. On return trips Corps vessels brought crucial supplies for emergency responders, including water, food, fuel and equipment.

Once Ground Zero was evacuated, the vessels continued to assist however possible, including ferrying personnel, such as debris specialists, to and from ground zero, and also bringing supplies to Manhattan.

Along with things like fuel and water, Meyers said people would bring food, clothes, lanterns, and shovels to a public pier in Jersey City, which would be transported to ground zero along with emergency service personnel.

Today, Corps of Engineers vessels continue to support emergency operations missions of all kinds, with New York District vessels regularly responding to disasters in and around the New York Harbor.

Some of the more notable emergency response activities have also involved planes. Soon after 9/11, Corps crews provided assistance after American Airlines Flight 587 crashed in Queens soon after taking off from JFK International Airport. In January 2009, Corps vessels were again quickly on the scene when U.S. Airways Flight 1549, later known throughout the world as “The Miracle on the Hudson,” safely made an emergency landing on the Hudson River.

Some response and recovery activities the Corps assisted with then included the stabilization of the jetliner out of the way of navigation and the search/surveying for and recovery of the plane’s missing engine from the bottom of the river.

Meyers said he enjoys being able to help when the need arises in the harbor.

“It’s good to be of service in those situations, to have a platform where we can assist with saving a life or property is a good part of this job.”



**This shot of U.S. Airways Flight 1549, later dubbed “The Miracle on the Hudson,” was taken from New York District’s Patrol Boat Hocking soon after 1549 made an emergency landing in the Hudson River. Corps of Engineers vessels were on the scene to provide assistance and helped with response and recovery operations in the weeks following the incident. Corps vessels continue to be ready to assist in emergency situations when the need arises. (Photo by Chris Gardner, New York District)**

— **Corps Responds cont'd from 6** —

and computer equipment. The Corps and FEMA used the DTOCs and RRVs to form a linked communications network throughout the area surrounding ground zero.

The Corps also mobilized two DTOCs to provide the New York City Fire Department with command and control resources.

### SUPPLYING ELECTRICAL POWER

The Army Corps of Engineers' 249th Engineer Battalion was called on to assist with power restoration. The unit, which deploys following natural and man-made disasters to help provide electricity, deployed 31 Soldiers to help install 50 1,500-kilowatt generators supplied by the city.

Five Prime Power Soldiers worked directly with electrical utility personnel from New York City's power company, Con Edison, and installed two generators in lower Manhattan and provided power for buildings in the city's financial district.

"We went to NYC to help the local utility with restoring electrical power to the financial district and Wall Street," said Sgt. 1st Class Jeremy Zemaitis with the 249th Engineer Battalion, who was a sergeant in 2001. "Many temporary power assets were brought into the damaged area and we used them to tap into isolated portions of the power grid so that daily operations in the financial district could be restored."

Generators were also used to power medical triage facilities and transient housing.

### DEBRIS REMOVAL MISSION

One of the most challenging missions to surface was removing an estimated 1.2 million tons of debris from



**A debris monitor takes notes at Ground Zero. Corps of Engineers debris management experts supported and oversaw the removal of an estimated more than 1.2 million tons of debris from Ground Zero. (File Photo)**

the building complex. Transporting such a large amount of debris through one of the busiest cities in the world was a unique task and ultimately, an impossible one. Dredging was necessary in the Hudson River to accommodate barges removing debris from Manhattan and in less than two days, dredging operations began. Corps personnel worked with federal response teams and debris removal experts to develop debris removal plans.

FEMA officially assigned the debris removal mission October 1, 2001 to the Corps to operate the Staten Island landfill to dispose of World Trade Center debris.

The Corps assembled a nationwide project delivery team comprised of experts from the Baltimore, Norfolk, and New England districts; various federal and city agencies and contractor Phillips & Jordan, Inc., responsible for transporting tons of debris from Manhattan to the Fresh Kills Landfill on Staten Island. The mission partners included FEMA and New York City. Under the mission, the firm of Phillips and Jordan, managed contractors working at the landfill.

The debris was mainly structural not trees and residential debris from natural

**Corps Responds cont'd on 10...**

**Office of History Artifacts...**

This door was removed from a damaged New York City Police Department patrol car at Ground Zero. All damaged vehicles were taken to the Staten Island Landfill for processing, where they were then cleaned, decontaminated, and recycled.



## A CLOSER LOOK: *Structure Specialists* **US&R Structures Specialist Cadre took on biggest mission, but not the last**

They had deployed to assist after the bombing of the Alfred P. Murrah federal building in Oklahoma City in 1995. However, when the Twin Towers were attacked and destroyed on September 11, 2001, they knew this would be their biggest mission to date.



**Rick Tillman, New Orleans District, of the Urban Search and Rescue Planning and Response Team looks on as emergency response personnel search through the wreckage following the September 11th attacks. (File Photo)**

The Corps of Engineers Urban Search and Rescue (US&R) Structures Specialist Cadre provides structural engineering support after natural or manmade disasters and deployed to New York City within two days of the attacks.

The team assisted emergency responders with a host of capabilities, including assessment of buildings that sustained collateral damage to watch for signs of collapse and providing multi-level World Trade Center collapse pattern maps for the firefighters to assist them with search and rescue operations, fostering more efficient search efforts as well as their own safety. Working with Corps GIS experts, they were also able to incorporate heat data into the maps, helping to further increase firefighter safety as they searched through the wreckage, which smoldered for days, said Mark Wingate, who deployed as a cadre team leader from the Readiness Support Center (then in San Francisco District).

Corps experts also worked closely with local partners on ways to mitigate the threat of the collapse of the WTC complex's subterranean "slurry wall" foundation, which held back waters from the Hudson River.

Wingate said the threat of the slurry wall degrading further was a top concern during recovery operations, especially once heavy debris removal equipment started to be used.

"As the debris removal mission ramped up commensurate with the transition from response to recovery, things got more dangerous below grade," said Wingate, who is now with South Pacific Division. "There was a vital concern shared by those involved in mitigating the threat of the subterranean wall being further compromised."

Wingate said his last official act before redeploying to San Francisco has stuck with him in the years since.

"One thing that sticks out is the last official business – handing off the last of our collapse pattern maps to the NYFD Special Operations Chief, who said they 'could not have done this without the Corps.'"

Based out the South Pacific Division, the US&R Structures Specialist Cadre includes structural specialists from throughout the Corps of Engineers, and drew upon experts from all over the country following 9/11.

Since 2001, the US&R Structures Specialist Cadre has been called upon several times to support critical search and rescue efforts associated with major events. Its most visible mission recently was supporting building deconstruction and victim repatriation efforts in Haiti following the massive earthquake that struck there in January 2010.



**Scott Ascone, U.S. Army Corps of Engineers, New England District, checks the structural safety of a crevice for urban search and rescue efforts in Haiti following a devastating January 2010 earthquake. Since supporting recovery efforts following the September 11th terrorist attacks, the Urban Search and Rescue Planning and Response team has continued to answer the call following natural and manmade disasters. (Photo by Tom Niedernhofer, South Pacific Division)**

— *Corps Responds cont'd from 8* —

disasters normally faced by the Corps. All structural steel debris went to two salvage yards for recycling. The rest was transported to the landfill site.

Managing the landfill operation presented unique challenges because it was considered the biggest crime scene in history due to the presence of human remains and potential evidence related to the attacks. Debris crews worked around the clock removing about 10,000 tons a day.

Tom Harnedy, now with North Atlantic Division, was the New York District's Chief of the Construction Management Section at the time and was involved in the 'round-the-clock operation.

"Working the World Trade Center debris recovery mission at the Fresh Kills Landfill was a challenging experience for me both professionally and personally," said Harnedy. "As a Staten Islander, having witnessed the tragedy, as well as having family friends who lost their loved ones, I became very aware of the sensitivity of the work the Corps was accomplishing in support of the recovery and the importance of my role as the contract manager for the Corps in this effort."

He added, "I had served in difficult assignments before, but not in one that was essentially a fast paced contingency operation with so much visibility and exposure among other agencies and the public. At the end of the physical operations in 2002, and although it was result of dealing with tragic circumstances, I truly felt my contributions and those of my teammates were absolutely critical toward the operation running smoothly to include maintaining an atmosphere of dignity and respect."

**Office of History Artifacts...**



This coin was designed by Vince Elias of the Army Corps' New York District and issued by North Atlantic Division, to commemorate the role of the Corps, FEMA, the City of New York, and the State of New York, in relief operations following the World Trade Center attacks.



The 10-month effort at the Staten Island landfill ended July 15, 2002 as hundreds assembled at the closing ceremony.

**MAPPING GROUND ZERO USING GIS DATA**

Following 9/11, the City of New York and FEMA used the Corps' Geographic Information System (GIS) expertise in many ways. These ranged from computer-generated maps showing potential hazards and buried fires that could be dangerous to emergency personnel working in the rubble to assessing how much debris remained and the best routes to remove it.

*Corps Responds cont'd on 12...*

**Reflections...**

On 9/11 I was working at the US Army Reserve Center in Schuylkill Haven, PA, where I was assigned as the lone active duty officer in the 365th Engineer Battalion (USAR). I heard about the first plane's impact on the radio and instantly called my brother who worked in the Amex Building right next door in the World Financial Center. He wasn't at his desk, it turned out he was in the north WTC Tower as it was being struck; he was able to make it out. As one of the closest Army construction battalions we instantly went on alert and began to prepare. With all our dump trucks and heavy construction equipment we thought we'd surely be called in but we never were. Months later when American Express moved back into their building my message was still on my brother's voicemail, an eerie memento of the pre 9/11 world.



**Lt. Col. Michael Clancy**  
9-11-01 - USAR (in PA)  
9-11-11 - NAN-EX



## **A CLOSER LOOK: Debris Removal 9/11 Debris Mission was unique, but largest was yet to come for Corps**

The Corps of Engineers often manages the disposal of large quantities of debris after large disasters like a hurricane, and with more than 1.2 million tons of debris in lower Manhattan after the September 11th attacks the Corps was called on right away. However, the World Trade Center debris mission was not like debris missions the Corps of Engineers regularly handles.



**A Corps of Engineers debris specialist looks over the wreckage of the Twin Towers in the days following the 9/11 attacks. The Corps of Engineers managed the removal of more than 1.2 million tons of debris. (File Photo)**

When natural disasters like hurricanes or tornadoes strike, they tend to leave large swaths of devastation, including debris from small buildings and homes as well as a great deal of natural debris like branches and entire trees blocking roads. When the Twin Towers collapsed, they created more than 1.2 million tons of debris, but condensed into a relatively small area in the heart of the nation's busiest and most densely populated city. Rather than trees and remnants of small structures, the debris was made up of the smoldering wreckage of what were two of the world's tallest skyscrapers.

Because the debris was on the island of Manhattan, it had to be placed on barges and sent to the landfill in Staten Island. The Corps had to set up what many considered the world's largest crime lab—the Fresh Kills Landfill on Staten Island to examine all the debris from the attack for traces of evidence, human remains and/or personal affects.



**Debris moves between conveyor belts at the special landfill the Corps of Engineers managed on Staten Island for debris from the attacks. Unlike the Corps' more traditional debris missions, all of the debris from 9/11 had to be specially handled and examined for traces of evidence, human remains and/or personal affects. (Photo by Eric Reinert, USACE Office of History)**

While the debris management mission the Corps carried out following 9/11 was a massive effort, and indeed a very unique one, it was surely not the last. The Corps has continued to provide debris management support following natural and manmade disasters since 9/11, with the largest mission ever coming after hurricanes Katrina and Rita caused widespread devastation along the Gulf Coast in 2005. The Corps of Engineers managed the removal of more than 72 million cubic yards of debris from multiple states after the 2005 storms.

Even more recently, the Corps has assisted with debris removal in southern and midwestern states following deadly tornadoes in spring 2011.



**Corps of Engineers debris management specialists check debris being cleared in New Orleans for hazards and/or human remains after Hurricane Katrina in 2005. The Corps' largest debris mission came after the 2005 hurricane season, when more than 72 million cubic yards of debris was removed from multiple Gulf Coast states following the hurricanes that battered the region. (Photo by Marvin Nauman, FEMA)**

Stephen McDevitt, a geographer with New York District's Planning Division and coordinator for the Enterprise Geographic Information Systems (EGIS) now serves as an action officer for the Corps' National GIS Cadre. "I received information in an email message that there was an immediate requirement for GIS data by the Corps' first responders and FEMA. The system data was essential for mapping New York City and capturing data and displaying geographic information," McDevitt said. After retrieving the GIS data from 26 Federal Plaza, McDevitt provided it to FEMA. Other Army Corps GIS specialists such as Kevin Carlock, of the Corps' Rock Island District at the time, and Eric Morrison, of Omaha District, augmented FEMA along with McDevitt and also provided GIS support to the City of New York GIS teams at Piers 92 and 93 in Manhattan.

"GIS was used by emergency responders to get critical information to incident responders and allowed personnel to effectively assist with emergency response, and determine mitigation priorities," McDevitt said. "GIS allowed FEMA and all responders to understand and visualize data revealed in form of maps. Getting the geography and maps created swiftly and accurately was extremely critical. The maps enabled the debris and recovery workers to rapidly access geospatial data that helped them."

## STRUCTURES SPECIALISTS

Corps structures specialists helped the urban search and rescue teams search for any survivors buried beneath the debris.

While firemen and police sifted through the mountain



Corps of Engineers structural experts kept a constant watch on the heavily damaged structures surrounding Ground Zero, to look for any signs they might collapse while recovery efforts were taking place. (File Photo)

of wreckage, Corps structures specialists from as far as San Francisco District monitored hazards and performed safety analyses to mitigate the hazards associated with the search and rescue operations.

Support from the structures specialists ranged from providing multi-level World Trade Center collapse pattern maps to firefighters daily to assist with their search efforts to assessing the structural damage to nearby buildings that were damaged and keeping a constant eye on them to look for signs that they could potentially collapse during recovery efforts.

Corps structural experts also worked closely with local partners to constantly keep tabs on the the World Trade Center complex's subterranean "slurry wall" foundation, which held back waters from the Hudson River.

*Corps Responds cont'd on 14...*

## Reflections...

I was sitting at my desk, 21st floor of the federal building, I heard a large explosion, and our entire building shook. I looked up and saw a huge fireball from the top floors of WTC. I went to the exec office to see what was going on. Mr. John Hartman (chief of operations at the time) was there and said this was a terrorist attack. I made a few quick phone calls to my wife and family. Then I headed out to the streets because my sister, Pat, worked in the WTC as a federal employee. I was scared and worried what may have happened to her. I headed towards the WTC to find her, scared to death, but not leaving without her. I fought through massive crowds heading uptown, as I headed downtown. With a miracle I found my sister safe, but wet and full of soot. We walked to the piers, around 45th Street, to get back to Jersey, total of 14 hours to get home. A day never to forget, one that haunts me terribly. I lost several friends never found that day.



**Michael Murphy**  
9-11-01 - NAN-LM  
9-11-11 - NAN-LM



## A CLOSER LOOK: *Emergency Power* **249th Soldiers regularly help ‘energize’ responses**

The U.S. Army Corps of Engineers’ 249th Engineer Battalion (Prime Power) had been responding to disasters for years when the Twin Towers were attacked on September 11, 2001. It was no surprise that they were called upon to provide emergency electrical support in New York City as well as at the Pentagon.

After 9/11, 249th Soldiers worked tirelessly utilizing commercial generators to re-energize everything from medical facilities to Wall Street, which is critical to the nation’s economy.



**249th Engineer Battalion Soldiers at Ground Zero after the September 11th attacks. Soldiers from the 249th were a part of the Corps of Engineers response to the attacks and helped provide emergency power to critical facilities. (File Photo)**

The Soldiers of the 249th regularly respond to disasters all over the country, ranging from ice storms to tornadoes to hurricanes. If you hear about a disaster causing widespread destruction, there’s a good chance Soldiers from the 249th have deployed to help — often working closely with Emergency Power Planning and Response Teams stationed at Districts throughout the Corps of Engineers that also deploy to support emergency response efforts.

The 249th’s primary focus in these situations are based on local emergency operation center priorities, but is generally focused on life-saving facilities, life sustaining facilities like shelters, mission command centers, police and fire stations and infrastructure such as water and waste-water treatment facilities.

Prime Power also supports Overseas Contingency Operations in places like Afghanistan and Iraq helping provide power for U.S. forces, coalition operating bases, and critical host nation facilities, such as wastewater treatment, dams and a wide range of other necessary public works, to help the local people.

Sgt. 1st Class Jeremy Zemaitis, a Soldier with the 249th, deployed to New York City in response to the 9/11 attacks and said that while he’s extremely proud to be a part of all the 249th’s response missions, for him the New York mission still stands out.

“The mission in NYC was much more profound due to the impact that it had on the nation. All of the Federal, state and local agencies that we worked with were helpful and had a sense of national pride in helping in any capacity.” said Zemaitis, who has supported Prime Power missions across the country since the attacks. “All emergency responses are of utmost importance but this one had an added dimension.”

The Soldiers of the 249th, Zemaitis included, still respond to disasters all over the country offering their expertise and support. Since the World Trade Center disaster, they’ve been called on to provide support following major hurricanes like Katrina and Ike to ice storms in the Midwest and most recently tornadoes in Alabama this spring. They have also continuously supported missions in Afghanistan since 2002 and Iraq since 2003.



**Soldiers with the 249th Engineer Battalion check the electrical requirements for an air conditioning unit at the Island Community Center in Galveston, Texas in September 2008, soon after Hurricane Ike struck the area. Soldiers from the 249th continue to respond to disasters when called upon. (Photo by Brooks O. Hubbard IV, Los Angeles District)**

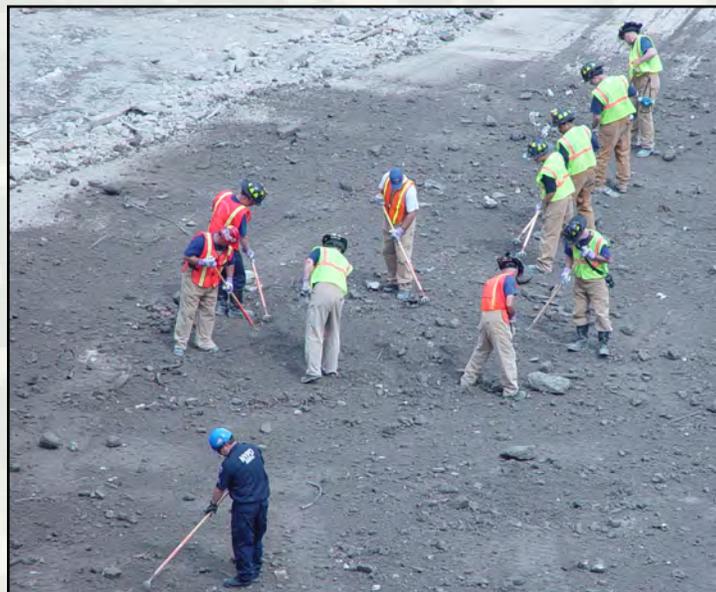
Structural specialists regularly inspected the wall and worked on ways to prevent it from collapsing. This was especially important as the debris removal mission ramped up and more heavy equipment was being used nearby.

## AFTERMATH

Disaster preparedness is critical and the Army Corps continues to accomplish its mission in this area by building additional bench strengths, for planning and by continuing to emphasize the need for response teams, subject matter experts, team leaders and other key assets to cover disasters. The Corps is stronger in several areas since 9/11 and has developed and trained more volunteers to respond including various initiatives underway including contingencies relating to disasters.

New York District distinguished itself in many ways in the aftermath of 9/11. It reconstituted itself in the face of very difficult circumstances and despite inadequate office space, and a lack of communication devices and computers, it successfully completed work on tens of millions of dollars worth of contracts before the end of the fiscal year and oversaw the extraordinary debris inspection and removal operation at the landfill, which safely and efficiently processed thousands and thousands of tons of rubble, inspecting the tiniest fragments for criminal evidence and human remains.

In every respect, in emergency response operations, resuming its daily activities and pressing on with the projects and programs of the U.S. Army Corps of



Months after the attacks, New York City firefighters and police officers meticulously sift through debris at Ground Zero in May 2002 looking for any personal items that may still be at the site. Corps of Engineers debris management experts oversaw debris operations and managed debris after it left the site, but dealing with it on site was a very personal affair for the city's first responders and they were very closely involved. (File Photo)

Engineers, all Corps personnel contributed vitally to the recovery of lower Manhattan and the recuperation of the nation.

*"I met heroes every day from around the Corps and other agencies that were doing their jobs as part of the team effort in this response."*

Wayne Stroupe, Engineering Research and Development Center, Vicksburg, Miss.

## Reflections...

On September 11, 2001 I was on detail to the Energy and Water Appropriations Subcommittee in Congress. I was at work on Capitol Hill. I watched the live television news coverage of the World Trade Center in my office with co-workers. I knew people who worked in the towers and was deeply concerned about their safety. After the Pentagon was hit, I evacuated from Capitol Hill and left Washington with a co-worker. As we drove across the Potomac River to Virginia, I could see the smoke and fire rising from the Pentagon. It was a surreal sight. Much of Washington seemed to be in a panic with news reports of explosions at other buildings in DC. In the following days I did visit Ground Zero in New York and also had to worry about the threat posed by the anthrax that was found in the Senate office buildings. Ten years later it is still easy to remember that day because there are so many constant reminders from that time which now effect our lives.



**Paul Tuminello**  
9-11-01 - NAN-  
Detailed to Congress  
9-11-11 - NAN-IIS



## A CLOSER LOOK: *Helping Others Across the Country*

# District's Temp Housing team supports responses around the country

Personnel from throughout the Corps of Engineers came to New York City to help after the terrorist attacks of 9/11 and when disasters strike elsewhere New York District teammates return the favor, usually through the District's Temporary Housing Planning and Response Team (PRT).



Members of New York District's Temporary Housing Planning and Response Team pose for a picture outside the Corps' Recovery Field Office in Joplin, Mo., in June 2011. The team was assigned to manage the construction of temporary public facilities in the region, which had been struck by a massive tornado. (Photo Courtesy of Joplin Recovery Field Office)

Generally, the PRT deploys to manage the installation of temporary housing units following disasters, often hurricanes and tornadoes. This includes both individual housing units as well as temporary housing community sites, which are similar to neighborhoods built from scratch and usually comprised of about 50 to 100 homes.

The team can also deploy to manage the construction of critical public facilities, which happened for the team's first time this year after a massive tornado struck Joplin, Mo., in May.

When called upon by FEMA and working in the National Response Framework, the team works closely with the local Corps District responsible for the Corps' recovery efforts and integrates into local emergency response operations for the area impacted by whatever disaster has struck.

Most recently, the PRT deployed to Joplin to manage the design and construction of temporary schools and fire stations there (*editor's note: while this publication was being put together*).

The team was assigned to the Corps' Recovery Field Office set up there by the Corps' Kansas City District to assist with recovery efforts in southwest Missouri after a devastating tornado struck in May.

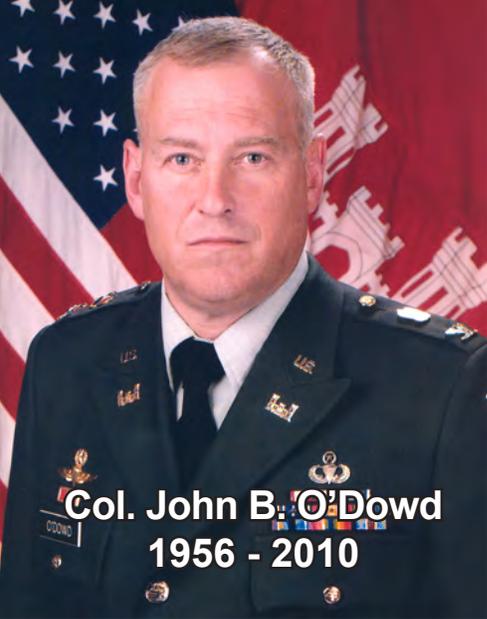
"It's a good thing to give back to the community, especially a community that's been turned inside out and upside down," said New York District's Russ Smith while deployed to Joplin when asked about why he joined the PRT. "You see the damage throughout (Joplin) and it's not the type of thing where you can sit back and not do anything. We're just hoping we can help them get back to normal as quick as possible."

Prior to Joplin, the PRT's last full-scale deployment was after Hurricane Ike struck the Gulf Coast of Texas in fall 2008. The Texas mission was a traditional Temporary Housing Mission and the team managed the installation of more than 3,500 individual temporary housing units as well as three community sites.

The team also deployed to Arkansas in 2006 to manage the installation of temporary housing units there following a series of powerful tornadoes, after Hurricane Katrina slammed into the Gulf Coast in 2005 and many other times as well.



Joe Brown (left), a retired annuitant from St. Louis District and Temporary Housing Mission Manager Russ Smith (center), New York District, talk with a contractor about a nearly completed temporary housing community in High Island, Texas, just northeast of Galveston. After Hurricane Ike struck the Gulf Coast of Texas in 2008, New York District's Temporary Housing Planning and Response Team deployed to manage the construction of thousands of temporary housing units and several of the more complex temporary housing communities. (Photo by Chris Gardner, New York District)



# A leader remembered

The late Col. John B. O’Dowd had taken command of New York District just two months prior to the 9/11 attacks, which took place a few blocks from the District’s lower Manhattan headquarters. In his role commanding the District he was a leader of initial response and recovery efforts, including removal and disposal of more than 1.2 million tons of debris and overseeing the construction and management of the facility on Staten Island to sift through the debris for human remains and personal effects.

“Col. O’D still lives on in our hearts. He was a charismatic, affable, inspiring leader and close friend, and the glue that held us together during 9/11,” said retired Corps of Engineers civilian Peter Shugert, who served as Col. O’Dowd’s chief of public affairs during his tenure at New York District.

O’Dowd, who retired from the Army in 2006, suffered a heart attack and passed away in January 2010. However, he will always be remembered at New York District as well as in Afghanistan, where he was assigned to following New York District.

On August 15, 2010 U.S. Army Corps of Engineers, Afghanistan Engineer District-North, dedicated its new dining facility at the Qalaa House Compound in Kabul to Col. John B. O’Dowd who served as the first commander of the newly formed Afghanistan Engineer District from July 2004-2005.

“This dedication means a lot to those of us who worked side-by-side with Col. O’Dowd. I had the distinct honor at the New York District, and during rescue and recovery operations after 9/11 and to this day still marvel at the leadership, courage, compassion, and composure exhibited by Col. O’Dowd during those trying times,” said Joe Seebode, New York District’s deputy district engineer. “Col. O’Dowd was a hero to us all and I will always treasure our friendship through the years.”

O’Dowd’s leadership set the course at the newly stood up Afghanistan Engineer District for the thousands of personnel who supported its mission. As the Corps’ mission in Afghanistan grew, the Afghanistan Engineer District grew into two Districts, AED-North and AED-South.

In addition to serving as commander of the District, O’Dowd was also the Staff Engineer for Combined Force Command-Afghanistan. In this capacity, he oversaw all engineering activity for the Department of Defense including construction of roads, bridges and forward operating bases.

“It’s fitting we should dedicate this building to a distinguished Army leader and former New York District commander,” said Col. John Boulé, commander, New York District Corps of Engineers. “John O’Dowd earned this honor through a career of selfless service to our nation.”

O’Dowd graduated from the U.S. Military Academy at West Point in 1978 and his military awards and decorations include the Defense Superior Service Medal, the Legion of Merit, Bronze Star, Army Meritorious Service Medal, the Army Commendation Medal, the National Defense Service Medal, Afghan Campaign Medal, the Armed Forces Expeditionary Medal as well as the Master Parachutist Badge.



**A marker and memorial in honor of the late Col. John B. O’Dowd at the entrance of the dining facility dedicated in his honor at the Qalaa House Compound in Kabul. From 2004 to 2005, O’Dowd was the first commander of the Afghanistan Engineer District. (Photo by Carmine Leone, while deployed to AED - North)**



# Afghanistan: The mission continues

International forces, led by the United States, invaded Afghanistan not long after the September 11th attacks, as many of those responsible for the attacks were believed to be in the country. The war in Afghanistan was never just about destroying an enemy — it had to be, and continues to be, about transforming a nation.

That's why the Corps of Engineers was called upon to set up the Afghanistan Engineer District in 2004. The first commander there was the late Col. John B. O'Dowd, fresh from his assignment at New York District that saw him lead the District through the September 11th attacks and the missions that followed.

He took on a mission like none before, one that continues to this day - supporting the infrastructure rebuilding program throughout the war-torn nation. Since O'Dowd's departure as the first commander of AED, the District has expanded into two separate offices, with AED-North in Kabul and AED-South in Kandahar.

The Corps ultimately carries out a variety of missions in Afghanistan. These include being responsible for a comprehensive infrastructure program for the reception and training of recruits, and subsequent stabilization of up to 70,000 soldiers of the Afghanistan National Army. The Corps is also building new facilities for U.S. Forces in Afghanistan and providing technical and mentoring support to the U.S. Agency for International Development and other federal agencies.

Since 2004, the Corps has overseen the construction of well over \$1 billion in projects, ranging from military



**Afghan workers at Camp Commando in southern Kabul build a dining facility. The installation is the first Afghanistan National Army installation to become fully self-sufficient. It was one of thousands of projects the Corps managed and is managing in support of forces in Afghanistan. (Photo by Hank Heusinkveld, while deployed to Afghanistan Engineer District - North)**

projects to support Afghanistan's National Army and Police to things taken for granted elsewhere like national roads to help improve commerce and overall infrastructure.

The Corps of Engineers is also committed to help build Afghanistan's national capacity, so on any given day, as many as 20,000 Afghans are employed working on the hundreds of ongoing Corps projects scattered around the country.



**Afghan heavy equipment operators move earth for a new landing strip at Forward Operating Base-Shank. The Corps manages construction for both Afghan forces as well as international forces in Afghanistan. (Photo by Hank Heusinkveld, while deployed to Afghanistan Engineer District - North)**

Since the District opened in 2004, thousands of Corps of Engineers civilians have deployed voluntarily to Afghanistan to support the missions there, including several dozen from New York District.

"I'm glad I had the opportunity to support the Corps' important mission in Afghanistan," said Andrew Masella, a civil engineer with New York District who deployed to AED-North for seven months in 2010. "It was an amazing experience being able to impact so many lives and really made me proud to be an American."

# Reflections...

The public affairs office invited New York District personnel to share a paragraph with their reflections on the events of September 11th attacks, including what they were doing then and their feelings today. We've included these reflections here and throughout this issue in an effort to give our own teammates an outlet to share their reflections on this 10th anniversary as well as to give readers a window into the thoughts of New York District's teammates ten years later. — *Chris Gardner, editor*

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I was still a full-time teacher in 2001 and was teaching a seventh grade art class when the first tower was struck. A colleague rushed into our art studio and told us what had happened. He ran to the window where lower Manhattan was visible while I tried to calm the children as much as I could. A week or so later, I had my classes create a series of posters and design projects geared to inspire hope and courage for our future. Under the auspices of New York District, I mounted two exhibits of student work in our lobby and arranged for the class I was teaching on the morning of 9/11 to visit Federal Plaza and see Ground Zero. Col. John O'Dowd, our District Commander at the time, met with the children and posed for photos. Their artwork really seemed to affect the people in the lobby. Some cried or got really choked up. I hope that from time to time those children (who're young adults now) proudly recall that day. I also hope they've retained the courage and optimism they so beautifully projected in their art that year.



**Vinnie Perrera**  
9-11-01 - NAN-IM  
(and school teacher)  
9-11-11 - ACE-IT

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**Russell Smith**  
9-11-01 - NAN-PL  
9-11-11 - NAN-EM

I had only been with the New York District for a month to the day. I was a Department of Army Intern at the time, working in Planning. I overheard someone say "a plane just crashed into the World Trade Center!" I got up from my desk to follow others to a south facing window on the 21st floor to see what was going on. Someone said they heard it was a small plane. The gaping smoking hole I saw in the North Tower to me said otherwise. I remember wondering how such an accident could happen on a clear day. I went back to my desk to call my wife to say "did you hear the news?" I had barely picked up the phone when I heard running in the hallway, and someone yelling "get the hell out of the building!" At the street level there were all kinds of rumors circulating about car bombs going off all over the city, and major attacks on numerous cities. The image of the smoking hole & fluttering papers, all the sirens and acrid smell of burning metal is etched into my brain.

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September 11th 2001 is a moment in time that very few of us will ever forget. It was a day marked by death, sadness and hate, but among the chaos it was also a day filled with great acts of heroism, kindness and support from fellow citizens. It's amazing how far we've come and how much the world has permanently changed because of 9/11. For me, 9/11 is a constant reminder of how fragile life can be and how fast things can change. It reminds me to be appreciative of life and those around me.



**Jean Lau**  
9-11-01- NAN- EXEC  
9-11-11 - NAN-EEO



## Reflections cont'd...

September 11, 2001 is a day I shall never forget. I was a personal witness to the death of three thousand of my fellow human beings who died a senseless death at the hands of terrorists. An NAD employee, forward stationed at the EPA offices, I safely left 290 Broadway and was given the opportunity to help a pregnant woman who was trampled by the panicking crowds. Searching in fear for my wife, at PACE University, I was amidst the crowds running away from the cloud of the collapsed Tower 1. Walking North, I turned to see, before my eyes, Tower 2 collapse. In great sadness, I retreated to the apartment of two elderly aunts of mine who resided in Greenwich Village. After hours of worry and anxiety, I finally made contact with my wife, Donna, who was OK - her bus to PACE University was turned back before it got to Manhattan. The same was the case for my older son who was attending PACE at the time. And my younger son was picked up after school by my brother-in-law. In all, September 11, 2001 was a terrible day, but God was good to me that day. I pray for those who were not so fortunate that day.

*- Submitted from Afghanistan while deployed*



**Michael Scarano**  
9-11-01 - NAD  
9-11-11 - NAN-OP



**Estelle Capowski**  
9-11-01 - NAN-EE0  
9-11-11 - NAN-EE0

On the morning of September 11, 2001, I was sitting at my desk speaking to Bill Kozak as the first plane hit the towers. We both could not imagine what was going on and ran to the window. By the time the second plane hit, we all knew this was serious! Vikki Gross, Donna Vaughn and I left the building and started walking toward Chambers Street. We stopped at City Hall because there seemed to be a crowd drawn there. We looked up to witness groups of people jumping from the towers. At first we all thought it was papers flying out of the building but then we saw groups of three and four holding hands and jumping. It is something that I will always remember and my attitudes and feelings have all changed after that moment. Since I began my government career in the World Trade Center, this was so personal. Since that day, I can no longer stand to hear people complain about minor things and have no tolerance for people who feel sorry for themselves, all of the time. It was the first time that I understood the meaning of "Take time to smell the roses." I try every day to not get caught up in nonsense because it is all nonsense!

September 11th started out as a warm, beautiful day that quickly became marred by a most horrendous act which will never be forgotten. On that day I was working in public affairs here on the 21st floor in a windowless office. My daughter, who works at the Harborside area in Jersey City, called to tell me to get out of the building because a plane just went into the World Trade Center. I left the building and joined the many others who crowded the streets of lower Manhattan. People were crying and frightened thinking that there would possibly be several more attacks. Yet in their various emotional states I remember how perfect strangers took care of one another. With virtually no vehicle movement in the city, it took several hours of walking to reach the ferry that would bring me to Jersey, and yet a few more hours to make it safely home. Today when I reflect back I remember the world prior to 9/11 and how it abruptly ended that day and will never be the same. I will always remember the bravery displayed that day by firefighters, law enforcement and all first-responders, and ordinary citizens.



**Mary Stavina**  
9-11-01 - NAN-PA  
9-11-11 - NAN-PA

## Reflections cont'd...

On Sept. 11, 2001, I was not in New York City. I was at home in NJ waiting to be picked up by co-workers to go to a meeting in Atlantic City. Needless to say they did not show up that day. I watched the drama unfold on TV like many others, unsuccessfully trying to reach my boss until I couldn't stand sitting still any longer and drove to Caven Point. That was NY District's emergency relocation site so I thought I would go there to try to help any way I could. A little while after arriving at Caven Point I was asked if I could go be the Corps liaison with FEMA in Edison, N.J. I said "hell yes," and headed there. I spent the next three days there assisting with the logistics of identifying and bringing in various Corps emergency response assets. After the New England District Disaster Support Team, who was officially tasked to manage the Corps response, arrived I was able to return to the relocated NY District management team at Caven Point and help get the NY District back up and running. That Sunday, 16 September, I went through Ground Zero to check up on Corps teams that were on site and I'll never forget the devastation I saw – places that were familiar and inviting just a week ago were in total destruction and unrecognizable. It was an extremely busy time and trying time, but we all pulled together and supported each other. We worked as one team and it was nice to know that when the chips were down we could count on each other. I'll never forget those days, but I hope none of us will ever have to live through something like that again.



**John Tavoraro**  
9-11-01 - NAN-OP  
9-11-11 - NAN-OP



**JoAnne Castagna**  
9-11-01 - NAN-PPMD  
9-11-11 - NAN-PPMD

9/11 is often thought of as a bad day, but I also experienced something good. Like many of you, I left 26 Federal Plaza in a rush, leaving all of my belongings behind. When outside, I was somehow able to gather some coins to call my family on a pay phone to let them know I was OK. I told them that I had no money, but I will get home. When I hung up the phone, someone grabbed my shoulder and turned me around. A rabbi standing behind me, who must have heard my conversation, took my hand and slapped some money into it and told me to get home safely. For me 9/11 symbolizes a day when New Yorkers stuck together in a time of need. Recently, I realized, somewhat embarrassingly, that my feelings about 9/11 are still very close to the surface. While gathering information for a 9/11 article you can read on Page 42, I visited a World Trade Center museum that's in downtown, Manhattan. While there, I approached a woman to see if I could interview her. She was gazing at a wall of photos of the 9/11 victims. She agrees to be interviewed and as soon as I raise my tape recorder to interview her, I begin crying....



----- REPRINT OF ORIGINAL FALL 2001 NEW YORK DISTRICT TIMES -----



The following 20 pages are an exact reprint of the fall 2001 edition of the New York District newsletter, the *New York District Times*, which was the first edition put together after the September 11th attacks and is primarily about those attacks and the response to them. We've included it because it provides interesting insight into that time. Everybody remembers where they were when the attacks took place, but a lot of times the feelings, imagery and impressions of the days, weeks and more afterward can be less clear. We hope this serves as both an interesting and informative read, as well as a fascinating time capsule concerning an event that has inevitably impacted us all. Also of note, the flood risk reduction project highlighted on pages 18 and 19 of the reprinted edition continues to move forward and helped prevent a great deal of damage during spring storms in 2011.— *Chris Gardner, editor*





# The New York District Times

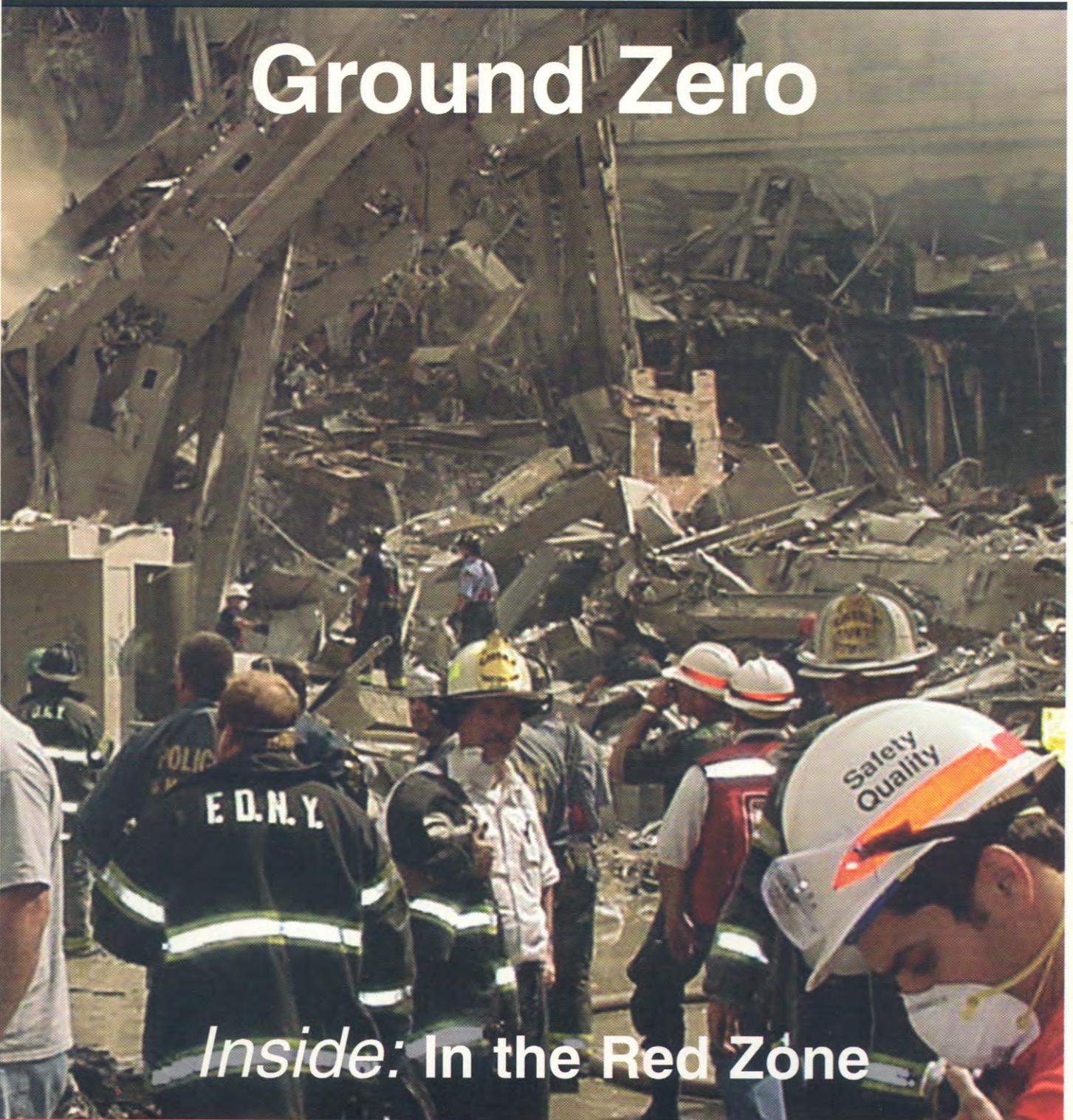


In honor of lives lost

Fall 2001

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

## Ground Zero



*Inside: In the Red Zone*



----- REPRINT OF ORIGINAL FALL 2001 NEW YORK DISTRICT TIMES -----





### The New York District Times

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

**Vol. 26, No. 5**

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

**Chief, Public Affairs**  
*Peter H. Shugert*

*peter.h.shugert@usace.army.mil*

**Editor, Layout & Graphic  
Design**

*Vince Elias*

*vincent.elias@usace.army.mil*

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US Army Corps  
of Engineers®  
New York District

## Commander's Corner



Col. John B. O'Dowd  
District Engineer

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

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

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

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

*Essayons!*

# New York District in the red zone

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

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

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

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

## ENGINEERS AND THEIR WORK

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

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

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

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



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

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

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

The Corps drew upon the full resources of its eight divisions, 41 districts, labs and centers from across the nation to perform its mission. Corps expertise in debris removal, structural analysis, urban search and rescue, emergency electrical power, emergency contracting, emergency repair of wastewater and solid waste facilities, water and ice were made available to FEMA, DoD and the nation in the recovery from the terrorist attacks.

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

(Continued on next page)



## BOAT CREWS HELP CITIZENS, RESCUERS

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

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

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

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

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

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

(Continued on next page)



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

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



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



## STAYING THE COURSE

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

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

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

## FY REQUIREMENTS

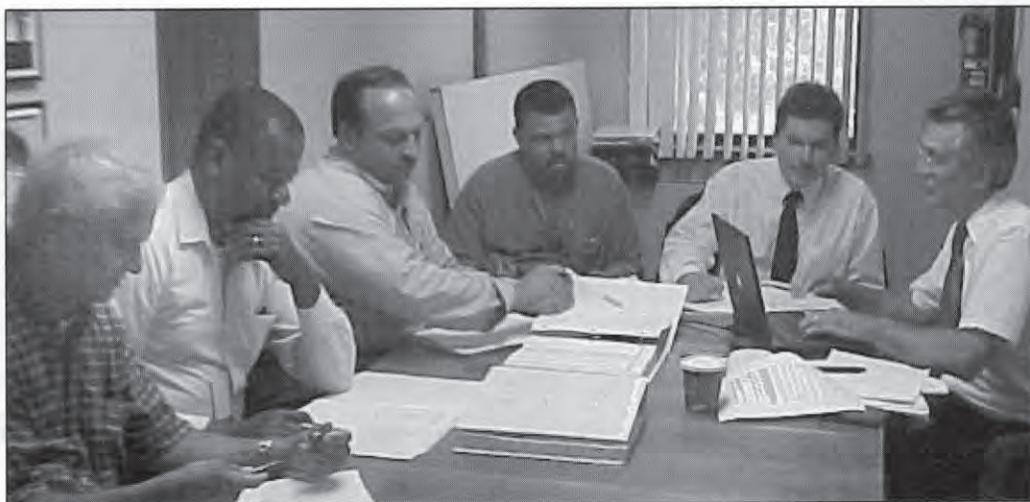
With the operation at Ground Zero, New York District personnel were spread out over the metropolitan area many worked from temporary locations to accomplish year end projects and reports necessitated by the fiscal year-end and new fiscal year.

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

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

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

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



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

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

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

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

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

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

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

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

The Construction division has staffed-up for a \$125 million FEMA directed mission at the Staten Island landfill. Jim Parks, Acting Chief of Construction is serving as the Chief of New York City Special Projects Team.

"On Oct. 1, we were able to work with FEMA and our counterparts at the Pier 90 Disaster Field Office in trying to prepare ourselves for the transition from what the PRTs were doing so that the New York District could wrap up or stand up a team of individuals to monitor the current program that we have been given," said Parks.

(Continued on next page)



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

Randy Hintz at the Emergency Operations Center at Caven Point.



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

Photos: Sue Hopkins



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

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

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

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

## SUPPORT FROM ACROSS THE COUNTRY

### DISTRICTS TEAM UP

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



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

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

### COMMAND AND CONTROL SUPPORT

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

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## CORPS GIS TECHNOLOGY AIDS FEMA

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

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

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

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

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

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

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

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

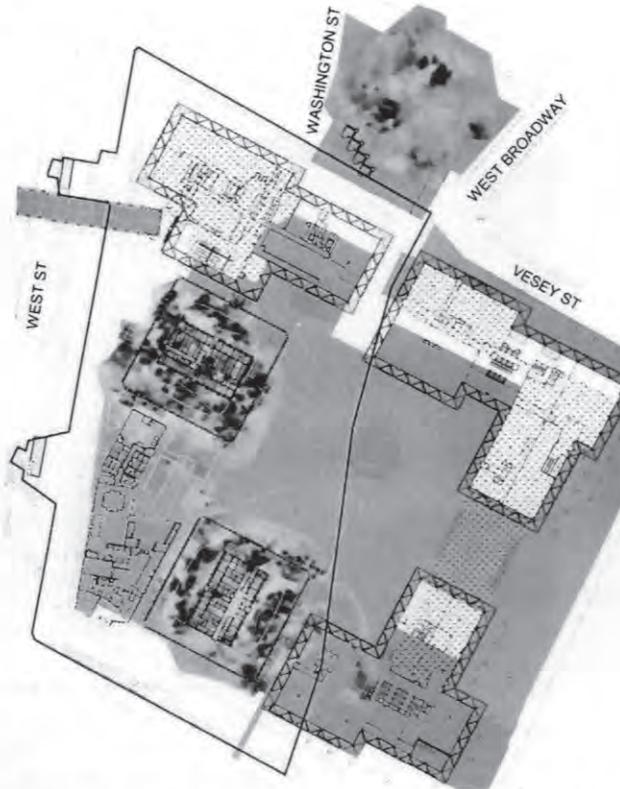
The volume of debris was calculated through GIS analysis. This helped the city determine how much debris was removed. Images were compared daily to determine changes in the site.

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

are now destroyed.

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

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



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

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

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

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

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

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

That long day would lead to many more for Seebode.

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

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



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

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

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

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

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

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

### HEADING INTO THE RED ZONE

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

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

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

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

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

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



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

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

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

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

### BREATHING EASIER

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

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## PULLING TOGETHER

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

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

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

## DFO PROVIDES ESSENTIAL SUPPORT

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

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

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



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

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

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

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

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

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

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

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

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

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

worked together as a team," said Muscavage.

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

## STRUCTURE EXPERTS SHARE EXPERTISE

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## MANAGING THE DEBRIS AT THE LANDFILL

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

## RETURNING TO NORMAL

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

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

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

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

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

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



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

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



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



Photos: V. Elias

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

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



Dee Ward of Construction greets the Chief.



Amy Cardone, Chief, Human Resources welcomes the Chief.



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



## Chaplain holds prayer services and sessions



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



# Elementary school students send letters of support

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

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



Dear N.Y Engineers,  
Ever since the twin towers  
fell, missionaries from my church  
have been going to New York.  
My uncle lives in New York,  
but he's on vacation in New  
Jersey.  
Thanks for helping  
New York  
sincerely,  
Hailey Bunch

Thanks a lot for all  
you have done you are  
very helpful to me. You did all  
you could to help us  
and what you did is good  
for me because you did  
your best thanks  
From Jordan Holland

Three hand-drawn hearts are positioned above a drawing of a person with an American flag. To the right of the drawing is the text 'MVA/We WISE' and '11/9/01'.



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



# Flood project continues despite crossed wires

By JoAnne Castagna

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

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

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

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

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

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

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

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

## CONSTRUCTION RESUMES

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

(continued on next page)



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

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

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

During the plans and specifications phase of



**Greenbrook (cont'd)**

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

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

**COMMUNITY NEEDS**

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

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

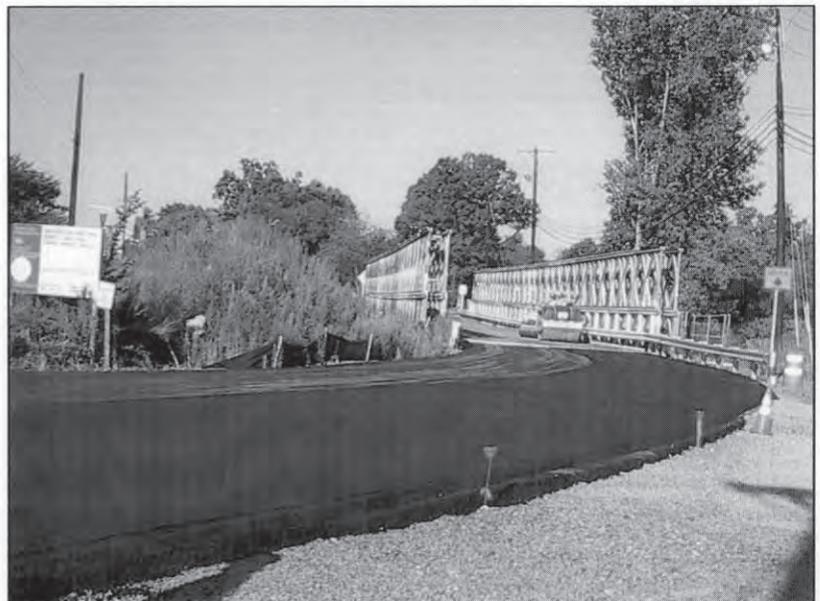


Photos: Felix Chavere

Demolition continues of East Main Street Bridge, Bound Brook.



Crews pave the temporary bridge approach in Middlesex Borough.





## Tidbits

Mary Stavina

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

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

gram was extended to include the Pacific edition, beginning Nov.12.

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

## Safety and Security

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

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

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



**US Army Corps  
of Engineers**

New York District  
CENAN-PA

Jacob K. Javits Building  
New York, NY 10278-0090

**FIRST CLASS MAIL**

Address Correction Requested



# Ground Zero transforms into 'Freedom Tower'



Photos of 9/11 memorials in lower Manhattan and One World Trade Center work by Dan Desmet, New York District

# As One WTC rises, so does hope

By JoAnne Castagna, New York District

It was May of 1986 and New York District's Randy Hintz was literally and figuratively on top of the world. His fiancé accepted his wedding proposal on the top floor of the World Trade Center's Twin Towers in the famous Windows on the World. Ever since then, they went back there to celebrate their anniversary.

Then comes September 11, 2001 and terrorists attack the towers turning the once majestic structures into a mound of smoldering rubble. Hintz, then the District's Emergency Operations Manager, found himself at an all time low as he stood in the middle of Ground Zero, supervising the removal of the debris at a location that once held cherished memories.

As the 10 year anniversary of September 11th approaches, a new One World Trade Center is being constructed at Ground Zero and Hintz, fellow Americans and people from all around the globe said they feel it's just the lift the world needs.

"I'm pleased to see the progress being made at Ground Zero. The area is really starting to show signs of recovery and at the same time recognizing the need for a suitable memorial at the site," said Hintz, today the New York District's Chief for the Operations Support Branch.

He added, "I occasionally walk by the site at lunchtime to watch the progress being made. I remember walking through the Winter Garden in the days that followed 9/11 and seeing the police with their search dogs coming off the pile. The sights and sounds are so different today."

What Hintz is seeing today is the construction of the new One World Trade Center at Ground Zero. Construction of the new complex, previously referred to as the Freedom Tower, began in 2006.

"The new World Trade Center embodies a bold vision: To remember, to renew, and to rebuild the future," states the Port Authority of New York and New Jersey, the developers of the site that are working with a number of agencies in its creation.

One World Trade Center will be set within the footprint of the original Twin Towers on an eight-acre plaza landscaped with a small forest of oak trees.

The complex is being constructed by approximately 1,100 people and it will be the most environmentally-conscious complex of its size in the world. It will include five major new office towers, the National September 11th Memorial & Museum, a Transportation Hub, retail opportunities and a performing arts center.

One of the office towers will be "One World Trade Center" that will redefine New York City's skyline and be the tallest skyscraper in the city at 1,776 feet, and one of the tallest in the world. The skyscraper will include considerable office space, a grand public lobby graced with 50-foot ceilings, an observation deck on the 100th and 102st floors and a 1,776 foot antenna tower, considered an ever-present symbol of renewal and hope for the future.

Hintz said he plans on visiting the new observation deck with his children.

"Before 9/11, my family had a tradition. On the day after Thanksgiving, my kids would take turns coming to work with me, since it was always quiet in the office. At lunchtime I would take them over to the observation deck of the World Trade Center. In 2000 I took my son Nicholas to the observation deck, Thanksgiving 2001 was to be Alex's first trip. Both Nicholas and Alex are looking forward to visiting the new observation deck in One WTC."



**Randy Hintz, New York District's emergency operations manager during the 9/11 attacks, pauses for a photo during recovery operations in December 2001. Hintz proposed to his wife at the Twin Towers in 1986. Like many in New York District, the towers held a very special, personal meaning. He is looking forward to creating new family moments when One World Trade Center is complete. (File Photo)**



As One World Trade Center is being constructed there are a few WTC museums, not affiliated with the construction, in downtown Manhattan where people from around the world can pay their respects now to the thousands of men, women and children that were lost on 9/11.

At one of these museums, Helen Rose, who was visiting New York City from England for a wedding, was choked up as she gazed at a wall of photos of the victims. “The images really give you a sense of the community here. On that day parents were taking their children to school.”

She added, “You realize the vastness of the thing when you see all of faces of the people on all of the walls. It was horrendous.” Rose also added that even though she was not in New York City on September 11, 2001, she and fellow Europeans “also felt the emotional impact of that horrific day.”

Unlike Rose, Pueblo Migues of Argentina, felt that New Yorkers definitely had a much more powerful experience than he did in his country.

“We watched the planes crashing into the towers on the television and it was like watching a movie. We had a different experience than the people here.”

Migues, who was at the same museum as Rose, was visiting New York City for the first time and added, “I’m from the other side of the world and I come here and I feel so close to these people. I’m reading all of these notes from people that describe their experience on that day, what they felt at that moment and I feel close to them.”

Migues added that he feels the National September 11th Memorial & Museum that’s being constructed will show future generations what this experience was like and why it’s important to remember.

One World Trade Center is scheduled to be completed in 2013. When Hintz was asked if he and his wife were going to continue their anniversary tradition after the new One World Trade center is completed, he enthusiastically answered, “Absolutely. We’re hoping to celebrate our 26th anniversary at One WTC in 2013!”



**Pueblo Migues, from Argentina, looks at informational exhibits at the September 11th Museum in lower Manhattan near ground zero in February 2011. Migues said being in New York City and seeing the exhibit made the events more real to him. (Photo by Dan Desmet, New York District)**

This rendering from the Port Authority of New York and New Jersey shows a vision of a completed World Trade Center complex integrated into lower Manhattan’s skyline. To learn more about the ongoing work at the new World Trade Center complex you can visit [www.wtcprogress.com](http://www.wtcprogress.com).



