



After Action
Reports





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City of Oklahoma City

Alfred P. Murrah Federal Building Bombing

After Action Report

Purpose

On April 19, 1995, the Alfred P. Murrah Federal Office Building was bombed in the deadliest act of domestic terrorism in the history of the United States. The City of Oklahoma City responded immediately and effectively by conducting a rescue and recovery operation that has been described as exemplary. The purpose of this report is to document the City response, identify the tasks performed, describe the resources used, evaluate the interaction between agencies, examine the management of resources committed to this tragedy and those required to maintain routine levels of service in the community. Finally, by examining each City department's response, it is hoped that ideas for improvement can be developed.

Scope

This report contains descriptions of each of the departments in the City of Oklahoma City, including the mission, staffing, resources and routine duties. This description is followed by the description of actions performed in support of the emergency response to the Murrah Building bombing. The Fire Department and the Police Department completed individual After Action Reports that are more comprehensive than the general City report. Those two reports appear in their entirety as separate appendix items.

Methodology

The information appearing in this report was gathered by several means including review of budget information for departmental facts, review of any special reports submitted by each department, response to a questionnaire survey by the Document Management Team, and personal interviews with department representatives when necessary. These accounts were then arranged according to the City's Organizational Chart, which is attached. Every effort was made to gather complete, concise and accurate information and present it

in a manner that reflects the organization and values of the City of Oklahoma City. However, as with any undertaking of this magnitude, some omissions and errors are bound to occur. Hopefully, these are few, of small consequence, and tolerable.

Background

Oklahoma City, the state's capital city and the seat of Oklahoma County, is located in the center of the state and at the crossroads of two major interstate highways. The city has an incorporated area of 621 square miles and abuts or surrounds more than 20 smaller cities. The population is approximately 465,000. The metropolitan area population is about 1,000,000.

City Organization and Services

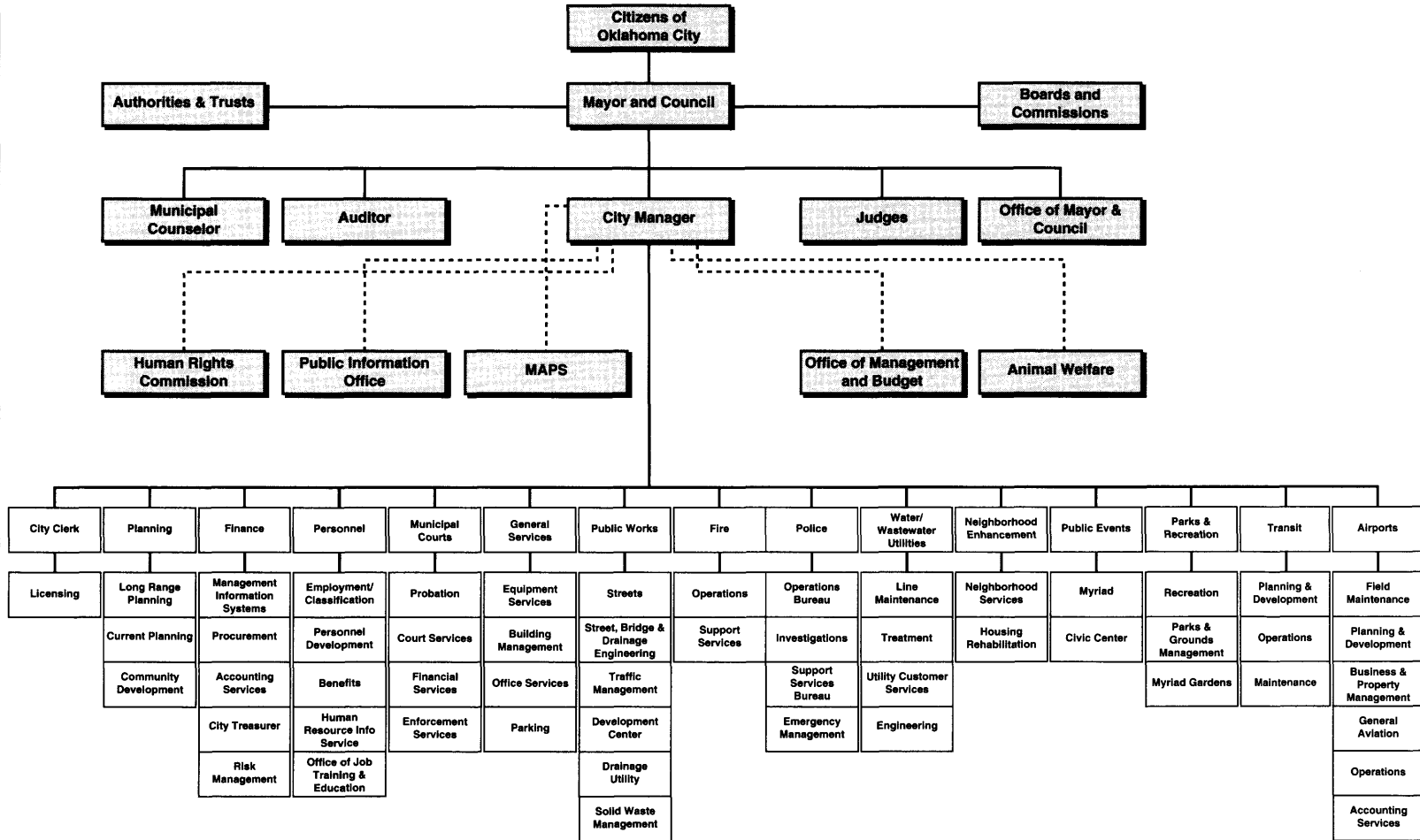
Oklahoma City has a Council-Manager form of government. The mayor is elected at large and presides over the City Council. Eight council members are elected from wards. The Mayor and Council govern the City and appoint the City Manager, Municipal Counselor, City Auditor and Municipal Judges. All day-to-day operations are under the direction of the City Manager. The City Manager appoints the department heads, prepares the annual budget for Council adoption and administers the City's funds. The City has a work force of more than 4,000 employees. The 1994-95 budget for City operations was \$385,428,733.

Major city functions include operation and maintenance of water and wastewater treatment and distribution systems, maintenance of an extensive network of streets, bridges and traffic control devices, maintenance of the storm drainage system, provision of solid waste collection, and operation of parks and recreation facilities, a performing arts center, and convention center. The City operates Will Rogers World Airport, a regional hub, and two general aviation airports. The public school systems are

City of Oklahoma City

Organizational Chart

1994-1995



under their own separate jurisdictions. All utilities except water and sanitary sewage are operated by private companies under franchise agreements with the city.

Fire and Police Departments

The City's Fire and Police Departments are under the command of a Fire Chief and a Police Chief who are appointed by the City Manager. In 1986 citizens voted general obligation bond funds for Fire and Police improvements including construction or renovation of fire stations, construction of two police briefing stations, improved public safety communications and implementation of the 911 Emergency System. In 1989 citizens voted an additional $\frac{3}{4}$ cent sales tax dedicated to public safety. Since 1989, these funds have been used to increase the number of police officers and firefighters and to provide improved training, facilities and equipment.

Between 1989 and 1995 Oklahoma City's Fire Department added over 200 new firefighters, nine new front line companies, and three additional stations. Almost all front line fire apparatus was replaced. Two new trucks with 135-foot aerial ladders were purchased for downtown area fire stations. New equipment included trauma kits for all apparatus, hydraulic rescue tools or "jaws of life" for all rescue squads and 20 engines. Additional emergency medical training was provided so that 65% of all personnel were EMT-D certified in 1995.

The Police Department added 200 new officers and two more briefing stations. The four briefing stations allowed the Department to disperse its day-to-day operations to the quadrants of the city for more efficient operation. The Department added an eight member mounted patrol unit used in the downtown and the stockyards, additional trained dogs and handlers, a forensic lab, canine and equine center, improved training, completed the take-home car program, and new mobile command post.

In 1995 Oklahoma City's Fire Department had a total force of 1010 well-trained men and women. The Department's front line apparatus included 32 engines, 13 trucks, 6 rescue squads, 11 brush pumpers, 6 tank pumpers, 6 heavy tankers, a HazMat (hazardous materials company) and an air unit. The Police Department had a total of 995 sworn personnel, 302 civilian personnel and 43 recruits in training.

Emergency Medical Services Authority

Ambulance and emergency medical services for Oklahoma City and many of the surrounding cities are provided by the Emergency Medical Services Authority (EMSA). There are two other ambulance services. Mercy Hospital EMS provides services for some of the cities in the far north and far west metropolitan area. Midwest City Ambulance Service provides services for some of the cities in the south and far east parts of the metropolitan area.

EMSA, which also provides services to the City of Tulsa, is organized as a public trust. The trustees, or governing board, are appointed by the Mayors of the two Cities and include City officials and medical personnel from both communities. In Oklahoma City, EMSA operates from two locations. An Administration and Communication Center is located at NW 10th and Walker. A Maintenance Facility is located at SW 23rd and Walker. Ambulances are placed on standby at key points throughout the city. EMSA operates 35 fully equipped ambulances and has 100 trained field personnel plus an administrative staff. Each ambulance carries a paramedic and an Emergency Medical Technician (EMT). Almost all of EMSA's administrative staff are paramedic trained and can support field operations as needed.

Mayor and City Council

The mission of the Mayor and City Council is to provide effective executive and legislative leadership in the development of City policy and administrative review for the City of Oklahoma City.

The City of Oklahoma City Charter designates that the City shall be governed by a Mayor, elected at large, and a City Council of eight members that are elected from the Wards in the City. The Mayor and Council Members serve in a part-time capacity. The Mayor receives \$2,000 per year for his services, while the Council Members each receive \$20.00 per week. As the elected representatives of the citizens, this Council forms the political body charged with policy making, budget approval, and direction for the City of Oklahoma City. The Charter also specifies that the Council shall employ a City Manager to conduct the day-to-day operations of the City, implement the policies approved by Council, and employ persons in the City Departments to provide City services to the citizens.

The Mayor and Council also directly employ the City Auditor, Municipal Counselor, City Manager and Municipal Judges. The Mayor's staff (2 in number) and Council support staff (4 in number) are City employees under the supervision of the City Manager and are assigned to assist the Mayor and City Council members. Total budget for this function is \$411,770 and their offices are located in City Hall, 200 North Walker. These professional staff are administrative in nature and provide services to assist the Mayor and Council members including: Development of policies; appointments to Boards and Commissions; development of economic, social and cultural programs; implementation of MAPS; support to Neighborhood Initiative and Urban Land Institute programs; maintaining communication and support to the many and varied professional and business organizations in the community; and maintaining close communications with constituents through some 300 plus neighborhood associations/homeowners organizations to identify community needs and assist in services.

Mayor and Council Response to Murrah Building Bombing

The blast at the Murrah Building was felt immediately at City Hall, where three staff and a Council member were in the office at 9:02 a.m. Feeling the explosion, they exited the building to identify the sources of the tremor. They reentered the building and initiated calls to all Council members to inform the Council of this tragic event. Telephones were heard in unison as persons around the world called to express their concern and offer assistance. One of the first calls was from the Office of Prime Minister of England. Staff remained in the building until the second alarm was given; some staff returned to the building to assist in the administrative offices, while others met emergency crews to offer assistance. At 5:30 a.m. the following morning, two staff people were in place to begin receiving the innumerable calls. Many calls were family members and employees of the Murrah Building who reported and wanted to share information concerning possible victims or other information concerning the bombing. Processes were in place to refer all official information to the Oklahoma State Bureau of Investigation that had a temporary office in City Hall. An information data sheet was developed and updated daily by Council staff to offer the most appropriate referral for each call. Telephone schedules and additional personnel became necessary to receive the overwhelming number of calls.

The Mayor reported that he felt the explosion at his office in northwest Oklahoma City, and learned that the media was seeking information. The Mayor contacted City Hall staff, and issued an emergency directive for persons not to enter the downtown area. At 10:00, the Mayor had been transported by police to the scene to meet with the Police and Fire Chiefs, and the FBI Agent-in-Charge. The Mayor reported that the emergency services were quickly gaining control of the incident, and that he felt it was important to leave the response in the hands of the professionals, but did offer whatever support was needed. The Police Chief asked the Mayor to obtain the National Guard, and to assist in the Unified Command Structure that was being assembled to handle the incident. The Mayor agreed, and arranged for the National Guard by contacting Governor Keating's Office. The National Guard Units were in place by 6:00 p.m.

The Mayor recalled that he then met with this Command Group again at 1:00 P.M. At this meeting, arrangements were made for a formal press conference at 4:00 P.M. at the Civic Center Music Hall. This conference was delayed for the Presidential news briefing, and when the conference did start, the Mayor, Fire Chief, Police Chief, and FBI spokesman addressed the reporters emphasizing that everything was being done in good order, and that the situation was being properly handled. The Mayor also stayed in close contact with the Council Members to keep them informed of developments in the rescue and recovery operation.

The Mayor reported that two key decisions were made by the political leaders of the City in the first hours of the incident. First, the professionals handling the response, fire, police, support units, were allowed to do their jobs without interference, and with the full support of all available resources. Second, the facts surrounding the incident were communicated to the press in a candid, complete, and truthful manner. The Mayor felt that the success of the response was due to the quality of the people involved.

National and international media requests were coordinated by staff to schedule appearances by the Mayor and Council members. Victim information sheets were updated daily as a sources of information for requests from organizations and communities. Meetings were held with several victims' families to assist with referrals based on individual needs. Staff provided vital coordination of City and County officials for the various memorial services and other programs held to honor the victims of the bombing. Staff served

as the central point of communication and coordination for many other activities and operations; i.e., out-of-state dignitaries, attending out-of-state events to honor Oklahoma City, etc. The Council members and the Mayor made numerous visits to the site to support rescue and recovery efforts, provide media support, and respond to requests from volunteers and rescuers. To address other community needs, Council visited schools and talked with school children about their fears and concerns and met with City employees who were not directly involved in rescue and recovery efforts.

The activities performed by the Office of the Mayor and Council extended for several weeks beyond the event and resulted in extended work hours to respond to the emergency. Work continues in the Disaster Relief Fund and in response to other communities. No overtime expense, special supplies or equipment were incurred by this operation of City government.

City Manager's Office

The Mission of the City Manager's Office is to provide accurate, timely, and professional information and recommendations to the City Council; to aid in the development of City-wide policies; and to provide support and coordination of administrative and legislative actions needed to implement policy set by Council. Essential to this mission is the selection and leadership of capable Department Heads, provision of adequate resources for those departments, and ensuring the City is operated in an accountable and effective manner. This mission is accomplished by the efforts of the 105 people assigned to 6 Divisions, and using a budget of \$68,285,597.

The 6 Divisions of the City Manager's Office are: City Manager's Office (Administration), Management and Budget Office, Public Information Office, Human Rights Commission, Animal Welfare Division, and Metro Area Projects Office (MAPS). The operation of each of these Divisions is described below and includes both the regular duties performed, as well as the additional duties required as a result of the April 19, 1995 bombing of the Murrah Building.

Administration Division

This Division is the primary contact point between the City Administrative Departments and the Mayor and City Council. This involves the participation of the City Manager's staff of 18 in meetings with Council, citizens, and the various Departments in the effort to

oversee and coordinate the activities of the Departments. The regular work is during an administrative weekday schedule, with offices located at City Hall, 200 N. Walker.

At the time of the blast, City Manager Don Bown was away from City Hall at a meeting, while his staff worked at City Hall. Upon learning of the explosion, Mr. Bown returned to meet with his staff. By 10:00 a.m. Mr. Bown and his assistant drove to the Command Post to speak with the Fire and Police Chiefs and receive a status report. After obtaining the information, and learning of the scale of the incident, he contacted Public Works and authorized whatever emergency support was needed, including supplies, equipment, and manpower. The City Manager remained on site until the late in the day, but emphasizes that his duties were limited to providing support to the Departments involved in the rescue and recovery operation, and in turn advising the Mayor and Council on the rapidly evolving incident.

The support of the City Manager's office consisted mainly of coordinating the efforts of the City's Departments so as to quickly and dependably supply the Emergency Services with whatever was needed. The City Manager maintains a policy of hiring excellent, professional Department Heads, and then trusting their expertise and experience for capable management of their departments. This proved to be the case in this incident, as the Emergency Services as well as the Supporting Services responded in an exemplary manner. This allowed the City Manager to attend to the ordinary duties of operating the City, thus ensuring uninterrupted service.

Management and Budget Office Division

The Management and Budget office is charged with preparing, coordinating, and monitoring the City's operating and capital budgets. The staff of 14 prepares yearly revenue forecasts, monthly revenue and expenditure targets, and five year revenue and expenditure projections. Working as a Division within the City Manager's Office, this effort insures timely and accurate budget information for proper management of the City. These duties are performed during the business day at their offices located in the 100 N. Walker Building.

On April 19, 1995, the explosion at the Murrah Building was felt at the Management and Budget office, prompting the people in the Division to check the building for damage, and to report that none had been sustained. The staff was advised of the incident, and all



personnel were allowed to leave. The Management and Budget Office reported that no personnel were involved in the Rescue and Recovery Effort at the site of the bombing, but that in the later days of the response, they did become involved in a support role that consisted of identifying funds, and making them available, for payment of expenses involved in the response. The staff reported that this work continued up through September 1995, as late totals were compiled and Emergency Federal Reimbursement was sought.

Public Information Office Division

The Public Information Office handles the City's internal and external communications. At the time of the bombing, the office had 21 full-time staff people, Director Karen Farney reports directly to the City Manager and personally handles media relations. The Action Center/Customer Service office has five employees, while the creative section of six provides writing, design, photography, video, cable programming, publishing and Internet services. Offset printing, large volume copying, and mail are handled by six people in the print shop section. Two administrative employees provide support for the operation.

The Public Information Director was out of the office when the bomb exploded. As soon as phone contact was possible, the PIO staff relayed the City Manager's direction for the director to come to the Command Post. This began a morning of gathering and verifying information, talking with the Police and Fire PIO's to establish procedures and boundaries before the arrival of the national media. At this point, most information was shared informally with rumor control being the highest priority.

Back at City Hall, the Action Center was jammed with calls from citizens as well as reporters seeking information. This was the beginning of a long and complex response by the PIO. With more than 300 news agencies staying in town, around-the-clock cellular phone communication was necessary, and all staff had to work directly with reporters as well as respond to citizen calls. By the end of the first week, reporters and producers from coast to coast had PIO's number and called frequently.

To reduce duplication and increase accuracy, the PIO staff prepared a daily information update sheet for internal distribution to all offices in the City. This was especially useful for Mayor Norick who was the spokesman for the City. This happened for two reasons: first, many of the news people were from the east coast,

where the strong mayor form of government is prevalent. Second, the City Manager decided early in the incident to assume a behind-the-scenes role, leaving the Mayor to speak for the City. Media requests for the Mayor were referred directly to his office.

Early on, there was such a demand for information by so many agencies, that arrangements were made for press briefings to be conducted in the Hall of Mirrors at the Civic Center Music Hall. These briefings involved the Fire Chief, Police Chief, FBI representative, Medical Examiner representative, and FEMA spokesmen. These briefings were set up and conducted by the PIO office, and proved to be an effective method of informing both the print and television media of the most current status of the operation. This grew into a media center with added phone lines, extra audio equipment, and regularly scheduled briefings. Later in the incident, this operation was moved to the Multi-Agency Coordination Center with the PIO director assuming the duties of Joint Information Center director. The PIO reports that the provision of information to the television reporters near the site was left to the Fire and Police PIO's, while the majority of the print media were directed to the City PIO for information that was more in depth. The PIO also established contact with the public information staffs of the other agencies such as the Red Cross, OSBI, Medical Examiner, Health Department, and FEMA. The PIO acknowledged FEMA's technical support, but noted that FEMA had different philosophies related to priorities that led to some tension.

The resources used by the PIO consisted of computers, cellular phones, video equipment, printers and fax machines. In addition, the services of COX Cable, Channel 20 were used to distribute updated information on a continuous basis. The Public Information Office reported that the daily updates were prepared and distributed starting on April 23 and ending on May 19, 1995. The PIO reported that media relations were generally good, although quite intense through the duration of the event.

The media attention continued through the date of the implosion, and even beyond. This required that the PIO continue to devote significant time and effort long after the operation ceased. Some of those duties included answering the flood of mail received at City Hall, coordinating the coverage of the implosion, and releasing news items concerning the federal recovery funds administered by the City. Finally, the PIO published a Memorial book that paid tribute to the cour-

age and dedication of all City employees by including several personal accounts, dramatic photographs of the activities, and recognition of employees.

Animal Welfare Division

The Animal Welfare Division of the City Managers Office is responsible for the safety of the public by control of excessive, unwanted and vicious animals in Oklahoma City. This is accomplished by the efforts of this Divisions 46 employees who perform duties ranging from containing and monitoring animals involved in bites of humans, to disposing of animals through adoption, reclamation, or destruction in accordance with state law. This involves the operation of round-the-clock services to pick up animals, as well as the operation of the Animal Shelter to house animals. This endeavor is funded by a budget of \$1,834,956 for fiscal year ending June 30, 1995.

The Animal Welfare Division reports that the on-duty Animal Control Officers self-dispatched to the area of the Murrah Building shortly after the blast. This placed the Animal Control Officers in a position of being first responders, providing some emergency search, rescue and evacuation assistance. As the incident progressed, the tasks turned to assisting in the movement of persons from the damaged area and security around the scene. After this initial response, the Animal Control Officers learned of reports that some animals had been left behind in the Regency Tower Apartments, when that hi-rise was evacuated. This necessitated making their services available to check that. There were no animals found in that building.

After the events of the first day, the Animal Welfare Division was called on by the Incident Command to provide assistance for the Search and Rescue Dogs being used in and around the Murrah Building. This assistance took the form of providing feeding and veterinary services for the dogs. This response by Animal Welfare involved approximately 20 members of that Department, and continued for the duration of the incident, as the search dogs continued to be used by the rescue workers. The personnel of the Animal Welfare Division were scheduled into shifts to provide this coverage, and made use of some supplies that were on hand, as well as supplies that were donated in large quantities.

Metropolitan Area Projects Division (MAPS)

The MAPS Division of the City Manager's Office is responsible for the development and implementation

of management and control systems for budgeting, accounting, architecture, engineering, construction and reporting on the Metropolitan Area Projects. This operation, funded by a special 5-year, one cent sales tax, employs a staff of five at its offices in the 420 W. Main Building. That staff performs these duties during week-day business hours as the arrangements for the various projects are made. The Projects are extensive construction projects including a ball park, convention center, public entertainment areas, and supporting facilities in the downtown Oklahoma City area.


The MAPS staff was not directly affected by the bombing of the Murrah Building on April 19, 1995. This division was not called on to provide any resources to the rescue and recovery operation, nor did it provide any assistance to the support of that operation. There was no adjustment in operating hours and no interruption in the normal services performed in the MAPS Division.

Public Works Department

The Oklahoma City Public Works Department, under the direction of Paul Brum, provides a wide variety of services to assist in the development and maintenance of the City's infrastructure. This mission includes maintenance of streets, bridges, drainage and traffic control facilities; management of solid waste disposal; review and issuance of construction-related permits; completion of bond projects; and providing professional support to other City Departments. This mission is accomplished by the efforts of the 580 people working in the six Divisions of the Public Works Department. With a Department Budget of \$37,240,176, Public Works is one of the larger departments and contributes significantly to the daily operation of the City. A description of the Divisions of Public Works and their regular duties follows. Finally, the Public Works Department's efforts and costs in the Murrah Building Incident are included.

Administration Division

The Administration Division of Public Works supervises and coordinates the efforts of the other five divisions. Strategy is developed, direction determined, and overall coordination is provided for the five divisions in order to ensure timely completion of capital improvement projects, proper maintenance of streets and drainage, and dependable removal of solid waste. This division also acts as liaison with other City Departments as well as Boards and Commissions in mat-



ters of public works. The Administration Division has 31 persons assigned to their office located at 420 W. Main. Normal operations of the Administration Division are conducted during business hours Monday through Friday.

Street Maintenance Division

The Street Maintenance Division of Public Works handles pavement maintenance and drainage maintenance in Oklahoma City. Typical duties of the 205 people in this division include repairs to concrete, asphalt, gravel, and unimproved streets, as well as maintenance to the drainage systems. This Division also handles removal of obstructions to roadways, including snow and ice control during winter. With Division Offices at 2121 Westwood and working yards at several other locations, the Street Maintenance Division work-week is primarily daytime hours Monday through Friday, with on-call and late-shift work when needed.

Solid Waste Management Division

The Solid Waste Management Division handles the removal of garbage, trash, and other solid waste from the entire city. The efforts of the division's 114 employees are enhanced by private contractors, and together they serve over 136,000 customers. From offices located at 11501 N. Portland, this division operates open trucks, dumpster trucks, compactor trucks, street sweepers, and coordinates the services of the landfill dumps. In times of disaster, this division works whatever hours are needed, as determined by the Public Works Director.

Traffic Management Division

The Traffic Management Division of Public Works is charged with the development and implementation of traffic plans, acquisition of needed equipment, and the maintenance of equipment. The Division's 76 employees work a regular work week, including night-time traffic signal maintenance. In case of emergency, the Division works shifts and hours as needed. The Traffic Management Division has operating offices at 1401 S. Shartel, where the supplies for traffic signals, signs, barricades, and markers are stored along with the Division's trucks and equipment.

Engineering Division

The Engineering Division of Public Works employs 87 persons in four work sections. Those sections are Bridge and Drainage Design; Field Services; Paving and Resurfacing; and Storm Water Discharge. This Division

works with consulting engineers and contractors to verify plans, inspect work of contractors, keep and distribute engineering records, and provide engineering services to other City Departments. Projects include construction of streets, bridges, storm sewers, and improvements to City owned buildings. This Division has offices at 420 W. Main.

Development Center Division

The Development Center implements and maintains plans, ordinances and regulations regarding land use and building regulations. This division has a staff of 67 people that are involved in review of building plans; fees and permits for construction; inspection of all structures for safety and code compliance; and enforcement of building code requirements. This division has offices at 420 W. Main, but much of the work is done "in the field" by inspectors. This division reviews about 1,500 commercial building plans and issues about 44,000 permits annually.

Public Works Department Response to the Murrah Building Bombing

During an emergency, the Public Works Department adjusts its hours of operation as necessary. This happened April 19, 1995, when the bombing of the Murrah Federal Building occurred. Shortly after the blast, Director Paul Brum and key staff members went to the Command Post to assist in coordinating the efforts of the Public Works Divisions. There, Brum worked closely with the Fire, Police, FBI, and FEMA to provide the services of his department in support of the operation. This would become a round-the-clock effort that lasted until May 5, 1995. This effort was well understood by Brum and his staff because of their participation in the July 1994 Integrated Emergency Management Course at Emmitsburg, Maryland. From that training, the Public Works managers knew the managers from the emergency services, the missions and needs of the emergency services, and the support needed from the Public Works Department. The involvement of Public Works in the City's effort at the Murrah Bombing was calculated at \$38,607 in personnel costs, with \$17,995 in supplies costs.

From the Street Maintenance Division offices, at 2121 Westwood, Street Superintendent Ed Jones heard and felt the explosion. Jones had also attended the FEMA training in 1994 and understood the role of his division in an emergency. This role involved establishing open roadways for emergency traffic, supplies of dump trucks, backhoes, and other equipment for de-

bris removal. In addition, street trucks were used to haul various items needed by the Command Posts. These large trucks and trailers were staged along NW 4th near Shartel to be immediately available. Finally, Street Maintenance erected perimeter fencing, built an asphalt walkway for the memorial service, transported items left at the Memorial Site, and handled clearing and repair of streets in the immediate area of the Murrah Building.

The shock of the blast at the Murrah Building was felt at the Solid Waste office, and within minutes, that Division's personnel contacted the Public Works Department office downtown, learned of the disaster, and obtained assignments. As the magnitude of the operation became apparent, the Solid Waste Division was tasked with supplying port-a-potties, dumpsters, cans, carts, and trash removal at the site. The use of a variety of services from the contractors also proved invaluable. In addition to trash removal, Solid Waste was tasked with street sweeping in the area, due to the enormous amount of broken glass left by the blast. The effort included establishing regular solid waste collection service during the time of the operation, and responding to special requests at any hour day or night.

Shortly after the blast at the Murrah Building, the Traffic Management Division head reported to the Public Works Director, and made available all the resources from Traffic Management. Those resources included barricades that were erected to block traffic around the outer perimeter, signs used to re-direct traffic, and over 5,000 feet of snow fence that was used to secure the scene. In addition, the Traffic Management Division maintained a continuous liaison with the incident commanders in order to respond with additional barricades or equipment as needed. This effort included not only the Traffic Management supplies, but also supplies provided by vendors who regularly work with this division on traffic projects.

When the explosion was felt at the Engineering Division office, the staff contacted the Public Works Director for assignments. Shortly afterwards, the division assisted in providing engineering services for the rescue and recovery effort. Some of the duties performed included surveying city owned facilities for damage and making arrangements for repairs when necessary. Throughout the incident, the Engineering Division maintained contact with the Multi-Agency Coordination Center to facilitate timely delivery of service.

On the day of the explosion, the Inspections Services section of the Development Center Division self-dispatched to the scene. Superintendent Bob Hood and his Assistant Boyd West went to the Command Post at NW 6 and Harvey. Once there, they met with the representatives of the Fire Department, Oklahoma Natural Gas, and Oklahoma Gas and Electric. Using the training that had been provided at Emmitsburg just one year earlier, these inspectors began to divide the downtown area into sections so that inspections could be done in an orderly manner. This involved setting up teams that included mechanical, plumbing, and electric inspectors. These two teams were joined by volunteer engineers, and then they began a survey of damaged buildings moving from the center of the blast area outwards. Mr. Hood reports that there were over 300 buildings damaged in the square mile around the blast, but that no buildings were immediately condemned.

Water and Wastewater Utilities Department

The Water and Wastewater Utilities Department's mission includes supplying high quality consumable water; treatment of wastewater to meet or exceed health and environmental standards; maintaining and improving both water and wastewater treatment facilities; ensuring accurate billing and collection; and promoting conservation and awareness of water-related issues. This is accomplished through the efforts of the 593 employees working in the Department's five divisions. With a Department Budget totaling \$40,237,756, the Water and Wastewater Utilities Department is one of the largest City Departments. This Department, located at 420 West Main, is headed by Director James D. Couch. Following are descriptions of the regular responsibilities of each Division within the Department and a description of the extra efforts made by the Department in the days following April 19, 1995.

Administration Division

The Administration Division of the Water and Wastewater Department provide essential management and coordination of the Water and Wastewater activities and operations. Typical duties performed in the Administration Divisions include planning, record keeping, dispatching, and controlling the efforts of the other divisions of the Department. The Division has 25 employees working a weekday schedule.



Line Maintenance Division

The Line Maintenance Division of the Water and Wastewater Department consists of 92 employees working in Water Line Maintenance, and 119 employees working in Wastewater Line Maintenance. The responsibilities are similar in that both groups are involved in the digging-up and repairing of leaking water or sewer lines, valves, and connections. This work includes routine maintenance, done during regular shifts in the work week, as well as emergency work done at any hour as needed. To handle these responsibilities, the Line Maintenance Division maintains a central parts warehouse as well as a fleet of trucks, backhoes, and other specialized equipment.

Treatment Division

The Treatment Division of the Water and Wastewater Department consists of 127 employees working in the Water Treatment Plants, and 43 employees working in the Wastewater Treatment Plants. The duties, although different, are essential for clean, safe water for the City. The Water Treatment Division operates the reservoirs, canals, and treatment plants to produce clean, treated water for the City. The Wastewater Treatment Division operates the sewage lift stations, treatment plant, lagoons, and release of treated wastewater that meets environmental standards. As expected, these duties require round-the-clock operations, and the Division schedules shifts accordingly.

Engineering Division

The Engineering Division of the Water and Wastewater Department consists of 20 employees in Water and 19 employees in the Wastewater Sections of this Division. These employees work a daytime work week at the 420 West Main Building. These workers prepare engineering reports and studies pertaining to the water or sewer systems; maintain and update records for the field atlas sheets; provide graphics and drafting support for planning of water and wastewater needs of the City; and review and approve all changes to the City's water and sewer systems. In addition to these duties, the Geographic Information Systems is operated by the Engineering Division. This function involves the maintenance of a computerized graphic mapping system and supporting data base that is created by combining aerial photography with satellite Global Positioning System information. This GIS function is used by other City Departments as a planning resource, and maintains the most current geographic information available. This advanced capability to provide quick

and accurate maps would become invaluable in the days following the bombing.

Utility Customer Service Division

The Utility Customer Service Division is responsible for reading water meters, billing, keeping accurate location information, handling customer inquiries, handling start-or-stop service orders, enforcing regulations regarding water, sewer, and refuse by water disconnections, and replacing or repairing damaged meters. These responsibilities are handled by the 148 persons in this division. The majority of these employees work a weekday schedule, with some after-hours or on-call work as needed. Customer Service offices are located in City Hall, 200 N. Walker; and the 616 Colcord Building. The field offices are at 600 N. Pennsylvania.

Water and Wastewater Response to the Murrah Building Bombing

The explosion at the Murrah Building was felt at all of the offices and plants of the Water and Wastewater Department, as well as at the various job sites. The immediate response from the Line Maintenance Division was that on-duty supervisors drove towards downtown in a self-dispatched effort to determine what had happened. While en route, these employees were contacted by the Emergency Operations Center radio, and directed to the area of the explosion to turn off water at damaged buildings. These first responders report arriving to find people, some injured, walking from the area around the Murrah Building as the first Fire Engines arrived.

After learning that the Fire Command Post had been set up at 6th and Harvey, the Line Maintenance Crews reported there and received instructions to close water valves at the Water Resources Building, the Athenian Building, and the Murrah Building. These assignments were completed within the first few hours by entering the meter pits and closing the valves. After the water to the damaged buildings had been shut off, the Fire Department requested portable pumps to assist pumping out the below-grade floors of damaged buildings. These pumps, as well as a variety of other water handling tools and equipment, were brought to the area by other Line Maintenance personnel.

As the day progressed, the Line Maintenance Division directed that its dump trucks, backhoes, and other equipment be brought to the staging area on NW 4th near Shartel so as to be available if needed. The

Division workers also began checking the water system in the area for damage caused by the blast. Several damaged lines, including a leak into the blast crater, were found and shut off. The Line Maintenance Supervisors report that the majority of the emergency response was concluded by the end of the day on April 19. Line Maintenance then placed a representative at the Fire Command Post in order to handle any subsequent needs regarding water or sewer lines during the rescue and recovery. As the operation continued over the next several days, the Line Maintenance Division repaired or replaced several damaged water valves in the area around the Murrah Building to control leaking water.

Another significant contribution from Line Maintenance occurred on Friday, April 21, as the rescuers attempted to complete the search of the collapsed Athenian Building. The Line Maintenance Division for Wastewater operates a portable video camera designed to be pushed or pulled through small sewer lines for inside examination. This device was used by the rescuers to examine the tightly compressed areas of the collapsed Athenian Building in a search for persons trapped under that debris. Additional remote video search of compressed debris was later performed using similar equipment provided by FEMA. The technique proved to be the safest and fastest way to "look" under piles of rubble.

The Engineering Division of the Water and Wastewater Department also became involved in the earliest minutes of the emergency, when there was an immediate need for accurate maps of the area surrounding the blast. This response involved the people in the Geographic Information System, under the direction of Bobbie Borchardt. As the Police and Fire Command Posts were set up, it quickly became apparent that accurate maps of buildings in the area were in short supply. These maps were provided by GIS, and updated with new information as it became available. As the response continued, the GIS support was moved to the Multi-Agency Coordination Center at the Myriad. This enhanced GIS capability drew the praise of the FEMA staff at the MACC and proved to be a valuable resource throughout the entire incident.

The cost for involvement of the Water and Wastewater Department in the incident has been estimated at approximately \$5,000. This includes Line Maintenance overtime and equipment totaling about \$1,600, and Engineering Division overtime and equipment totaling about \$3,400. These efforts included adjusting

work hours to allow 12-hour shifts, instead of the usual 8-hour shifts, and placing staff at the Command Post or the MACC to ensure a quick response. Even after the emergency response was concluded, the Geographic Information System in the Engineering Division continued to collect and process changes that have occurred to the downtown geography as a result of this incident. All of this was accomplished while continuing to handle the regular duties of the Water and Wastewater Utilities Department.

Transit Services Department

The Transit Services Department provides safe, efficient and convenient public transportation alternatives for the Greater Oklahoma City Area. This is accomplished by the 23 employees of this Department working in the four Divisions. Transit Services has an operating budget of \$1,277,099. The Transit Services Department, through the Central Oklahoma Transportation and Parking Authority, a public trust budgeted at \$11,632,033, operates the bus lines and various parking facilities for the benefit of the citizens of Oklahoma City. Below is a brief description of the regular duties of the four Divisions followed by the account of actions taken in response to the bombing of the Murrah Building on April 19, 1995.

Administration Division

This Division provides the necessary support and direction to the three operating divisions. The fourteen people working in this division handle budgeting, payroll, customer service, planning, and relations with the COTPA Trust.

Development Division

This Division handles the continued review, updating and oversight of the Authority's bus routes including the special services such as handicapped transit. This Division completes its mission with seven employees.

Operations Division

The Transit Operations Division is charged with the operation of the bus system by the COTPA. This objective is handled by the one employee who manages this division and directs the activities of the COTPA drivers in this regard.

Maintenance Division

The Transit Maintenance Division handles the management of the maintenance needs for the fleet

as well as the facilities operated by the COTPA. This objective is handled by the one employee who directs the activities of the COTPA workers for this.

Transit Services Department Response to the Murrah Bombing

From the earliest moments after the blast, the Transit Services Department was involved in the response to the disaster. The initial involvement consisted of providing bus transportation for persons that had been evacuated from the area, including numerous people evacuated from the Regency Tower Apartments. This was done by workers on duty at the time of the blast. As the magnitude of the incident became apparent the Transit Services Department was placed into the structure of the Multi-Agency Coordination Center to address continuing needs for transportation.

Typical transportation needs addressed by the Transit Service Department included small bus and van transportation for rescue workers from outside of Oklahoma City. These duties were performed round-the-clock, as FEMA Urban Search and Rescue Teams arrived and departed the site in shifts, returning to quarters located in the Myriad. Another task performed by this department was the transportation of residents from the Fairgrounds to the Regency Apartments in order to retrieve personal clothing left as they were evacuated. This was conducted in the week that followed the explosion, after the building had been inspected and determined to be sound, but uninhabitable. This operation involved several of the larger buses operated by the Department.

Also involving several of the larger buses, was the transportation provided to survivors and relatives from the Family Center at First Christian Church, NW 36 & Walker, to the Memorial Service at the Fairgrounds on Sunday April 23. Similar extra runs were made throughout the response with the last special operation occurring on May 6, 1995, when 20 buses were used to transport survivors and relatives to a memorial service conducted at the conclusion of the rescue and recovery operation.

In addition to providing these services, the Transit Department provided 600 half-fare tickets for the Red Cross and Salvation Army to dispense to persons left in need of transportation by the bombing. These tickets were used to ride the regular bus routes during and after the emergency response.

During the emergency response, the Transit Department extended its hours to provide round-the-clock support to the emergency response. The Department also continued to operate its regular routes. The overall coordination with the MACC was provided by a regularly assigned Transit Representative working in the MACC. The emergency response by Transit involved 237 employees and used some of every size bus in the fleet. The Transit Department prepared daily activity summaries, and determined when to scale back its effort based on the demand for transportation. The cost of the Transit Department's response was \$21,742.

Airports Department

The mission of the Airports Department is to provide Will Rogers World Airport, Wiley Post Airport, and Clarence E. Page Airport users with the best facilities possible, and to continue to use the airports as a vital economic contribution to the citizens of Oklahoma City. This is accomplished by the 91 people working in the Department's seven divisions, with a budget of \$7,635,436. This effort is enhanced through the Airport Trust, a public trust, which provides funding for capital improvements. Following is a short description of each of the Divisions in the Airports Department, their ordinary duties, and finally their extraordinary response to the bombing of the Murrah Building.

Administration Division

The Administration Division is responsible for media relations, citizen and employee communications, marketing and promotional efforts. This Division operates weekdays with a staff of 6.

Accounting Division

The Accounting Division is responsible for accounting and financial management of the Department by providing the information needed for sound fiscal operation. This is accomplished by the staff of 5, working an administrative weekday schedule.

Operations Division

Airfield Operations Division provides routine as well as emergency management for the Department. Duties include enforcement of FAA regulations, runway maintenance including snow-ice removal, services provided for both passenger and cargo carriers, administering the emergency operations plan, administering the security program, insuring that the Airports continue to meet FAA regulations. This Division completes these duties with a staff of 8 who work varied hours to

manage internal operations and supervise contract workers who provide various services.

Maintenance Division

The Maintenance Division conducts all repairs and maintenance for Will Rogers World Airport as well as limited repairs and maintenance at Wiley Post and Clarence Page Airports. Typical duties include work on grounds, buildings, fuel facilities, roads, security fences, runways, taxiways, lighting systems, and virtually all the equipment used to operate the airports. This Division handles these tasks with a staff of 50 people who work shifts to provide round-the-clock services every day at the Will Rogers World Airport.

General Aviation Division

The General Aviation Division conducts all operations, repair and maintenance at Wiley Post and Clarence Page Airports. Typical duties include ground and building maintenance, fuel facility maintenance, road and runway maintenance, security fence and airfield lighting maintenance. These duties require the 9 workers in the General Aviation Division who primarily work daytime hours.

Business and Property Management Division

This Division is responsible for property management to provide airport users with high-quality service while maintaining the financial self-sufficiency of the airports. Typical duties include marketing, financial planning, negotiation with service providers, lease and contract administration, and support for the Airport Trust. This staff of 5 works a daytime, weekday schedule.

Planning and Development Division

The Planning and Development Division is responsible for coordinating and supervising all airport real property development. Typical duties of this staff of 8 include planning studies, land acquisition, design services, federal grant work, environmental compliance, coordination of airport use and management of facility maintenance contracts. This staff completes its duties in an administrative, weekday schedule.

Airport Department Response to Murrah Building Bombing

The bomb blast was felt by those Airport workers on duty at the time. After discovering the nature of the bombing, the Will Rogers Airport was placed on an increased security status. As the magnitude of the dam-

age became apparent, and the need for additional resources was determined, Airports Director Luther Trent was contacted by the City Manager and asked to provide assistance from his department.

By the afternoon of April 19, the Airport Maintenance Division responded to the need for safety fencing for the area around the Murrah Building. The fencing supplied and erected was the orange plastic fence kept in large quantities by this division. This contribution was provided, along with the manpower to help erect it. As night fell, the need for generators and emergency lighting became imperative. These items were also in the inventory of Airports Department, and were immediately supplied, again with crews to operate them.

As the incident continued, the need to maintain continuous staffing for the Airport's support of the effort became apparent. This required placing two crew members on each of three eight-hour shifts. This scheduling was maintained until demobilization on May 5, 1995. The cost incurred by the Airport Department was determined to be \$10,111.

General Services Department

The General Services Department's mission includes providing all necessary support to the other City Departments in the areas of building maintenance, equipment maintenance, microfilming of records, and the operation of the public parking system, both on and off street. This mission is accomplished by the Department's 148 employees working in the five divisions with a budget of \$10,545,803.

Administration Division

The General Services Administration Division provides management, direction, and coordination for the other four Divisions. Under Director Danny Terrell, the staff of 3 work weekdays at 115 N. Shartel, sharing the facility with the Equipment Services Division.

Equipment Services Division

The Equipment Services Division provides fleet maintenance for all City vehicles except those of Fire, Airports, and Water-Wastewater. This Division maintains operations at the Central Facility at 115 N. Shartel, the Westwood Facility at 2121 Westwood, and the Hefner Facility at 11501 N. Portland. The service is charged to the various user departments and includes repair, preventive maintenance, preparation of equipment specifications, acceptance of new vehicles, dis-

posal of surplus vehicles, and providing fuel, oil and parts. The 73 workers in this section work two regular shifts per weekday to keep the City's vehicles operating.

Building Management Division

The Building Management Division provides maintenance and repairs for most of the City's buildings and facilities. These services are performed by the Division's 65 employees working a daytime, weekday work schedule. From offices at 600 SW 12, services are provided that include electric, plumbing, heat, air, carpentry, masonry, painting and roofing at a variety of locations. This Division also handles after-hour emergencies as required.

Microfilm Division

The Microfilm Division provides microfilming of records, film processing, and document management for the various City Departments in the area of file organization and document storage. From offices in the 420 W. Main Building, the 3 employees in this Division provide this service to the other City Departments during daytime hours on weekdays.

Parking Division

The Parking Division is responsible for determining the demand for both on and off street parking in the downtown area. Duties involved in this effort include coordination with Central Oklahoma Transportation and Parking Authority, operating the off street surface lots and garages for COTPA, and maintaining and operating the on street parking meters. The 4 Divisional employees keep offices in 2 Santa Fe Plaza and operate a number of other facilities in connection with COTPA.

General Services Department Response to the Murrah Building Bombing

The explosion at the Murrah Building was felt at all of the Division offices. Immediately after the blast, the Director called the Division Heads together to evaluate the nature and degree of support that might be required for the rescue and recovery operation. The Department, through its various divisions, would be called on for vehicle support, securing and repairs of City owned buildings, installation of temporary electric service, and securing of parking meters.

The Department Director self-dispatched to the scene, and upon realizing the nature and severity of the incident, had his staff begin to recall and schedule

workers to begin the securing damaged City Buildings. Using emergency purchases of materials, these workers began temporary repairs at several locations.

The Fire Department also requested that Building Management help with temporary construction near the site of the incident. Such things as temporary shelters for Triage, temporary electric service, and office space for the FEMA staff were among the wide variety of services supplied by Building Management Division at a total cost estimated at \$2,854.

The Equipment Services Division Central Facility at 115 N. Shartel sustained broken glass. After securing the facility, the workers there were contacted by Police. The bomb disposal truck's clutch had burned out while the vehicle was responding to the incident. Equipment Services supplied a city wrecker to tow the Police bomb disposal truck to the scene. A replacement was obtained and quickly installed by Equipment Service mechanics. The Equipment Service Division was also called on to supply both gasoline and diesel fuel at the site of the operation. This was accomplished by the use of a tanker truck that was kept available for the duration of the incident. As the incident continued, the decision was made to keep Equipment Services operating round-the-clock to provide quick response for vehicle, generator, and equipment repairs. This special schedule was maintained for the first several days after the incident, and was invaluable in handling the equipment repair needs that developed due to the operation. Over the course of the incident, Equipment Services expended an estimated \$11,887 in services and supplies to support the operation. This Division also continued to provide the regular services for day-to-day operation of the City's fleet.

The Parking Division of General Services was involved in the response to the incident later in the operation. The primary involvement of this Division consisted of locating, recovering, and repairing parking meters that were damaged in the blast and collapse. Once the FBI had released an area, this meter effort was handled by on-duty workers, working regularly scheduled hours. This operation was completed with no extra expenses for parts or labor.

Public Events Department

The Public Events Department's mission is to enhance the quality of life in Oklahoma City by providing numerous and varied cultural, recreational, and entertainment events. To accomplish this mission, the De-

partment provides facilities for meetings, trade shows, conventions, and entertainment events. This Department is divided into three Divisions to allow proper management of the various functions. The three Divisions are the Administration Division; The Myriad Convention Center Division; and the Civic Center Music Hall Division. The Public Events Department budget of \$5,113,138 reflects the commitment of the City to the valuable service this Department provides. The three divisions of Public Events, their normal functions, and their contributions to the rescue and recovery efforts in the days following the Murrah Building bombing are detailed below.

Administration Division

The Public Events Administrative Division is responsible for supervision, coordination, support and financial reporting for the Myriad Convention Center and Civic Center Music Hall. Additional administrative support is provided to All Sports Stadium as well as the various boards and commissions which promote and provide public entertainment in Oklahoma City. Typical duties of the Administrative Division include marketing arrangements and handling ticket sales for events. This mission is accomplished through the efforts of the 8 employees located in offices at The Myriad Convention Center, One Myriad Gardens. The employees work a weekday administrative schedule, with adjustments as necessary.

Myriad Division

The Myriad Division of Public Events is housed at the Myriad Convention Center. This Division is responsible for the management, coordination, and administration of all event activities at the Convention Center. This Division employs 36 people in four work sections. The first section is Myriad Administration which plans, schedules, and coordinates events at the center. The second section is Myriad Operations which sets up and tears down events and maintains the facility. The third section is Concessions which handles food, beverage and catering at the facility. The fourth section is the Stage/Convention Decorating Section which handles stage setup, audio, booths and electrical work. The various sections of the Myriad Division have varied shift hours to accommodate the wide range of events scheduled at the facility.

Civic Center Division

The Civic Center Division of Public Events is housed at the Civic Center Music Hall, 201 Channing

Square. This Division is responsible for the management, coordination, and administration of all event activities at the Civic Center Music Hall. This Division employs 9 people in three work sections. The first section is Event Activities Section which markets and schedules the Music Hall, the Little Theater, the Hall of Mirrors, and the Carousel Room. The second section is the Stage Section which handles all the stage equipment, lighting, audio, and maintenance of equipment at the Center. The third section is the Operations Section, which handles building operation and maintenance. The staff of these work sections maintain varied schedules as required to support the events at the Center.

Public Events Response to the Murrah Building Bombing

At the time of the Murrah Building bombing, there were a variety of events in progress or scheduled at both the Myriad and the Civic Center. At Civic Center, a Symphony performance for school children had been scheduled for the morning. It was immediately canceled with calls to the school board to prevent the school buses from coming to the downtown area. All other events at the Civic Center were canceled. Later in the day, and throughout the incident, the Civic Center provided the large facility needed for the daily Press Conferences held by those officials conducting the rescue and the investigation of the bombing.

Another public event of significance was also canceled for the first time in its history. The annual Festival of the Arts, one of the largest outdoor festivals in the nation, located on Hudson adjacent to Myriad Gardens and supported by the Public Events Department, was canceled. The cancellation of this activity was made necessary due to the closing of a number of arterial streets in the downtown area and the need to keep unnecessary traffic out of the downtown area.

At the Myriad, a trade show for the Oklahoma Restaurant Association was in progress. This proved to be very helpful when the members volunteered to establish the food service needed to support the rescue effort over the next two weeks. All other events scheduled at the Myriad were also canceled, as the large convention center was made available for a wide variety of uses in support of the rescue-recovery effort. The Myriad, with its large open rooms, became the site of the Multi-Agency Coordination Center; the Logistics Center for supplies donated by various individuals and organizations; temporary living quarters for some of



the Urban Search and Rescue Teams; and a communications center for the Federal Emergency Management Agency.

All of these special uses of the Myriad and the Civic Center required that the staffs of each division adjust their shift hours to provide round-the-clock service. Some of the added tasks included arranging and installing additional telephone and broadcast equipment, facility maintenance, and added security. The staffs of each division provided support that was estimated to have cost the Public Events Department \$97,254 from the Myriad Division, and \$15,250 from the Civic Center Division. The involvement of these divisions was gradually scaled back beginning April 27 at the Civic Center, and May 6 at the Myriad. Subsequently, the costs were calculated and submitted to the Federal Emergency Management Agency for reimbursement under the Disaster Declaration.

Parks and Recreation Department

The Parks and Recreation Department's mission includes providing improved parks, public areas, and related services to provide quality leisure and cultural opportunities for the citizens of Oklahoma City. This mission is accomplished by the Department's 202 employees, organized into four Divisions, with a budget of \$11,493,957. The regular duties of these Divisions are described below, followed by the description of special duties performed in response to the Murrah Building Bombing.

Administration Division

The Administration Division of Parks and Recreation plans, organizes, coordinates, staffs, directs, markets, and evaluates the programs of the Department. It also provides staffing for related citizen advisory boards. This Division, with a staff of 9, is housed at 201 Channing Square in the Civic Center Music Hall.

Recreation Division

This Division is responsible for athletics, aquatics, community centers, swimming pools, gymnasiums, and tennis courts. A full-time staff of 47 provides diverse recreational programming at 22 community centers, the HB Parsons Fish Hatchery, and Martin Park Nature Center. In addition, the Recreation Division handles recreational activities at the City's three lakes.

Grounds Management Division

The Grounds Management Division uses 129 employees in four work sections at a various locations across the city. The primary duties performed consist of maintenance and development of parks, lakes, right-of-ways, medians and the grounds of all City office buildings.

Myriad Gardens Division

The Myriad Gardens Division of Parks and Recreation is charged with the operation of the Myriad Botanical Gardens in downtown Oklahoma City. This operation involves daily events at the Myriad Gardens, special events, promotional activities, and the gift shop. These duties are conducted by the Division's 17 employees at the Myriad Gardens, just west of the Myriad Convention Center.

Parks and Recreation Response to the Murrah Building Bombing

Park Department workers initially self-dispatched to the site of the explosion, and were later dispatched to the site by the Emergency Operations Center. Some of the first workers to arrive became involved in the rescue and evacuation effort, until they were withdrawn by the bomb scare evacuation at 10:30 a.m. After that evacuation, the Parks workers were tasked with supplying trucks and other equipment in support of the massive operation.

During the course of the rescue and recovery operation, the Parks Department devoted 52 employees to the effort. In addition to this manpower commitment, the department supplied such equipment as a tent, tables and chairs, sump pump, trash cans and dumpsters, trailers, hard hats and safety glasses. These items were supplied through coordination of the Department with the logistics function at the Multi-Agency Command Center. The Department reports that the items came from in-stock supplies.

One of the contributions from Parks which proved to be of tremendous benefit throughout the incident was the provision of golf carts for the Fire, Police and Investigative Agency Commanders. The Parks Department supplied a total of 10 such carts from the City golf courses. The carts proved to be the best means of rapid movement within the outer perimeter, as well the area around the Murrah Building. These carts were also used to deliver supplies and equipment into the restricted areas to allow uninterrupted recovery efforts.

The costs associated with providing the Parks Department support have been calculated at \$7,607 for personnel overtime, \$39,632 for equipment and supplies, and \$1,116 for landfill charges. From the time of the bombing to the end of the fiscal year, the Myriad Gardens Division lost \$44,935 in revenue, primarily due to the cancellation of the Festival of the Arts.

Planning Department

The Planning Department's mission is to provide planning and community development services for Oklahoma City. Elements of this mission include securing and administering federal grants, providing professional staff support to all development related boards and commissions, and providing assistance to the City Manager and Council in planning matters. This mission is accomplished by the staff of 40 working with a budget of \$10,351,513. With offices located at 420 W. Main, the Planning Department has the following divisions: Administration, Community Development, Long Range Planning, and Current Planning.

Administration Division

The Administration Division of the Planning Department provides management and coordination for the departmental programs, maintains relationships with the various other City departments, and prepares reports for the wide variety of agencies involved in planning for Oklahoma City. This Division has a staff of four.

Community Development Division

The Community Development Division is responsible for meeting all requirements of grants to the City from the CDBG program, the Home Investment Partnership Program, the HOPE program, Shelter Grants, and others. This division designs, implements and monitors the urban redevelopment effort and provides planning support for the Neighborhood Initiative as well as Capital Improvement Program. This work is performed by a staff of eight.

Long Range Planning Division

This division has a section devoted to planning and administration of the Oklahoma City Comprehensive Plan which includes zoning, subdivisions, neighborhoods and park planning. A second section of this division provides drafting and graphic design support to this department as well as other City programs. The services include land use, housing, databases, zoning maps, and land use surveys. This division has a staff of 14.

Current Planning Division

This division has one section that reviews planned subdivision and zoning for optimum land use consistent with applicable regulations, policies and directions. This information is used by all sections involved in the City's planning efforts. The second section in this division handles zoning inspections and enforcement, from issuing permits to final inspections. This division has a staff of 14.

Planning Department Response to the Murrah Building Bombing

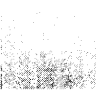
On April 19, the staff of the Planning Department heard and felt the blast from the bombing. After determining that their offices were not damaged, the Department head contacted the City Manager's Office to offer any assistance that might be helpful. Immediate response by the Department was not required.

By April 24, the Planning Department had been contacted by the Fire Department, and asked to assist in the planning and informational support of the Incident Command. This involved the assignment of one staff member full time, and one part time, working hours that were adjusted to meet the shifts operated at the Multi-Agency Coordination Center. The Department reports that it was involved in the MACC both at the Myriad location and the Emergency Operation Center. The Planning Department was involved in preparation of the two daily situation reports from the Incident Command to the Command Posts. This emergency activity was concluded by May 4, 1995. The Planning Department had no extraordinary expenses in connection with the emergency response.

Subsequently, the Community Development Division began administering the federal grant funds made available for recovery and redevelopment in the affected downtown area. This effort is expected to continue for several years.

Neighborhood Enhancement Department

The Neighborhood Enhancement Department's mission is to stabilize all City neighborhoods against deterioration by administering housing codes, nuisance abatement codes and exterior maintenance programs. It also operates the Neighbor Initiative Program to deliver rehabilitation to low income neighborhoods, including the neighborhoods located in the inner loop of the City. This mission involves the efforts of 52 people



working in 3 Divisions with a Department Budget of \$2,800,549. The ordinary duties of each Division are described below, followed by the special duties made necessary as a result of the Murrah bombing.

Administration Division

The Administration Division maintains contacts with the various city, state, federal, and private concerns involved in the enhancement of the neighborhoods of Oklahoma City. This Division prepares the plans, coordinates the work of the other two Divisions, and provides the necessary management with a staff of 2. Other activities performed consist of administering housing programs in connection with the U.S. Department of Housing and Urban Development.

Neighborhood Services Division

Neighborhood Services Division is the largest Division in this Department, having a total of 40 people assigned. The duties performed include securing abandoned housing and arranging for demolition when needed. This Division also enforces the applicable codes regarding nuisances, exterior maintenance, and graffiti removal in neighborhoods.

Housing Rehabilitation Division

The Housing Rehabilitation Division implements the Community Development Block Grant program and the Home Investment Partnership Program. These programs provide technical assistance to qualified citizens for rehabilitation of owner occupied and rental property, exterior maintenance, and ownership opportunity. This Division accomplishes this with 10 employees working to coordinate assistance with inspection, needs assessments, cost estimates, contracting services and loan processing.

Neighborhood Enhancement Response to the Murrah Building Bombing

Immediately upon learning of the bombing at the Murrah Building, the Department Head checked with the Office of the City Manager to offer assistance from his department. No emergency response was needed from this department at that time. However, when the \$39,000,000 in Community Development Block Grant funds became available, the Neighborhood Enhancement Department began to administer those funds. This response continues as those affected apply for recovery grant funds.

Finance Department

The Finance Department's mission is to provide financial management services including collection, accounting, investing, procurement, risk management, information management, and reporting for the sound fiscal operation of the City. This mission is accomplished by the staff of 146 people, with a department budget of \$14,419,000. This Department is organized in six divisions which are described below.

Administration Division

The Administration Division of Finance Department provides the necessary management and coordination of the other five divisions. This is handled by the 3 staff members in Administration working at 200 N. Walker.

Accounting Services Division

The Accounting Services Division is responsible for accurate accounting of the City's financial transactions, including internal controls, outside vendor and payroll payments, reporting, and coordination with auditors. The Staff of 33 works in offices located at 100 N. Walker.

Procurement Services Division

The Procurement Services Division assists all City Departments in preparation of bid specifications, receives bids, analyzes the needs of departments, processes purchase requests, and provides training and support on the Integrated Financial Management and Personnel System. With a staff of 30, this Division maintains offices in the Civic Center Music Hall, 201 Channing Square.

City Treasury Division

The Treasury Division is responsible for processing, depositing, routing, and managing the various accounts for all incoming revenue. In addition, the Treasury Division handles the monitoring of the expenditures from the accounts and reporting the transactions. The Treasury Division operates with a staff of 10 at City Hall, 200 N. Walker.

Risk Management Division

The Risk Management Division is responsible for development, implementation, and administration of occupational safety programs for employees of the City. This Division also handles compliance with OSHA regulations, inspections of work sites for safety, administration of the Workers' Compensation Program, and

protection of City assets from loss or damage. The Staff of 13 operates from offices at 201 Channing Square, but conducts much of their work in other locations.

Management Information Systems Division

The Management Information Systems Division is responsible for the coordination and management of the various information and communication technology systems operated by the City. The 55 employees of this division do research and planning, recommend improvements, and maintain the telephone and computer systems. With primary offices located at 100 N. Walker, and various service persons in the field, the MIS division provides round-the-clock service to keep the information and communication systems operating effectively.

Finance Department Response to the Murrah Building Bombing

The blast of the bomb at the Murrah Building was felt at the various offices of the Finance Department, prompting each division to begin to respond to the incident. The earliest, longest and most extensive response was by the Management Information Systems Division, which had some staff members arrive at the Command Post within the first half hour. This proved to be a valuable resource when, due to the communications problems, the Telecommunications Section of MIS helped with the arrangements for emergency phone services for the rescue command posts on the first day of the incident.

This assistance with communications support expanded to include computer services when the Multi-Agency Coordination Center became operational at the Myriad Convention Center on the third day. This support with both telephone and computer service continued at the various incident locations using the City telephone and computer networks for the next three weeks. The efforts of the MIS were estimated to cost about \$330 in overtime and about \$10,000 for telephone installation and service.

Also responding on the first day of the incident were personnel from the Procurement Division and the Administration Division. These two divisions provided the Fire Department with early advice and support for emergency purchase of supplies and services. As a result, the primary procurement of supplies, materials, and equipment for the rescue and recovery operation was coordinated by the Fire Department Business Manager, with only reporting made to the Finance De-

partment. This assistance by Administration and Procurement was made within the normal daily operations of the two divisions.

The Risk Management Division of Finance Department reports that it was not immediately affected or involved in the rescue operation. It does report, however, that it has processed a number of worker compensation claims as a result of injuries sustained by City employees at the incident. In addition to these claims, the Risk Management Division has handled some claims arising out of City equipment accidents related to the Murrah bombing. This division handled all of these matters during the regular course of business, with no overtime or extra supply expenses reported.

The Accounting Services Division and the City Treasury Division of the Finance Department reported that they had no direct involvement in the incident.


Office of City Clerk

The mission of the Office of City Clerk is to maintain public records in a lawful and efficient manner that allows effective use of those records by City departments and the public. This Department also regulates business activities through the issuance of certain licenses and permits. This mission is accomplished by the efforts of a staff of 15, working at the City Hall, 200 N. Walker. This Department is funded with a budget of \$742,542, and operates during weekday business hours.

On April 19, the force of the blast was felt at the Clerk's Office, prompting evacuation with the other City Hall Departments. After the office was secured and found to be safe, it was closed for the remainder of the day, along with the rest of the City Hall offices. This office re-opened the following day, resuming regular service. The Office of City Clerk reports that it was not involved in the rescue and recovery effort, nor in the indirect support for that effort.

Personnel Department

The Personnel Department's mission involves assisting other City Departments in improving human resources management to increase productivity, improve job skills, improve morale, and increase job satisfaction. This mission is accomplished by a Staff of 71 people, with a budget of \$5,595,364. The members of the Personnel Department work in six Divisions as follows: Administration, Employment/Classification, Personnel Development, Employee Benefits, Human



Resource Information Systems, and Office of Job Training and Education. Typical duties of the Staff vary by the Division.

Some of the duties performed in the Personnel Department are recruiting for the City, screening applicants, referring qualified candidates to departments, and providing career counseling for employees. Other duties include determining training and education needs for the various departments, designing and coordinating training programs, and monitoring the programs for effect. In addition to these duties, the Personnel Department administers the Employee Benefit Program that provides health and life insurance, as well as other benefits. Finally, the Personnel Department manages the Personnel Resource System to accurately maintain personnel records in good order, and the Job Training Partnership Act (JTPA), a federally funded program to assist economically deprived citizens back into the work force.

The Personnel Department's staff was not involved in the direct rescue and recovery efforts and it did not receive any additional assignments. The Department continued its regular operations and incurred no unusual costs related to the bombing.

One Division of Personnel, the JTPA Division, did become involved in the effort to restore the lives of people who lost employment due to the bombing. Under the terms of the Act, there are provisions for training workers displaced by a disaster. When the U. S. Department of Labor made this assistance available in May, the JTPA was designated as one of the agencies to administer the \$800,000 in federal assistance. The JTPA Division assisted affected workers by placing eligible displaced persons in both public and private sector positions. This element of the response continues today.

Municipal Courts Administration

The Court Administration Department's mission is to support the Municipal Criminal Justice System by the timely and equitable administration of justice. This mission is accomplished by the 74 employees working in the 6 Divisions, with a total budget of \$4,190,789. These six Divisions of the Court Administration Department are: Administration, Judicial, Probation, Court, Financial Services, and Enforcement Services.

They are located in the Municipal Court Building, 700 Couch Drive, and in the Police Jail Building, 200 N. Shartel.

The duties include directing and managing Court related activities, such as hearings and trials, managing probation services, maintaining Court records systems, handling the collection of bonds and fines, and providing all manner of support and security for the Municipal Courts.

At the time of the Murrah Building bombing, the offices were evacuated, checked for safety, and then closed for the day. By the next day, April 20, 1995, the Courts Department became involved in handling requests for information from Court and Ticket records and a request for a Court Certified Spanish Interpreter. The Department reports that the requests for information were handled by one investigator and that the interpreter assignment was also handled by one staff member. There was no unusual expense for overtime or supplies in connection with this support, and the efforts were concluded about May 5th.

Municipal Counselor's Office

The Municipal Counselor's Office represents and advises The City, its elected officials, the City Manager and department heads, the various trusts in legal proceedings, and the Municipal Court in the prosecution of violations of the criminal ordinances of The City of Oklahoma City. This department is headed by the Municipal Counselor who is appointed by and serves at the pleasure of the Mayor and City Council.

The blast at the Alfred P. Murrah Federal Building was felt both at the City Hall offices and the Municipal Court Building. Members of the Municipal Counselor's Office assisted in evacuating City Hall, rescuing, treating and comforting people at the Murrah site, assisting emergency medical personnel, driving the injured to various hospitals, and assisting in directing traffic around the area. Other employees donated blood. Some of those who assisted were W. B. Smith, Legal Investigator and a retired police officer, Michael Fouts, Assistant Municipal Counselor, and Marilyn Jackson, Legal Secretary I, who, after checking the Municipal Court Building for safety, went to Northwest 10th and Dewey, set up a traffic control point and for the next two hours assisted with traffic control of emergency vehicles. W. B. Smith assisted Traffic Management with placement of barricades. After being relieved by police officers, Smith, Kenneth Nash, Chief of Criminal Divi-

sion, and Edward Hasbrook, Assistant Municipal Counselor, went to the command post at Northwest 8th and Harvey to offer assistance and later met with FEMA, Police Chief Sam Gonzales, Fire Chief Gary Marrs, and the FBI at the Civic Center. For the next week, Smith assisted Municipal Counselor's staff to obtain badges issued by the FBI in order to attend meetings at the command post and FEMA meetings.

Other personnel in the Municipal Counselor's Office offering immediate assistance were Richard Smith, Assistant Municipal Counselor, who drove five victims of the bombing to local hospitals. Celia Elwell, Legal Assistant, immediately drove to the scene after hearing the call for volunteer assistance and was routed to the emergency headquarters located behind the Journal Record Building. She continued to remain on standby and assisted in comforting one of the bombing victims until the scene was evacuated due to an immediate bombing threat.

During the week after the bombing, Elwell, along with Michele Cole, Legal Clerk II, performed volunteer work after hours with the Council support staff, assisting in responding to and sorting the outpouring of cards and letters from all over the world. James Gunter, Legal Clerk, nationally registered EMT and volunteer firefighter with the Mustang Fire Department, assisted with first-aid and recovery of bombing victims in the Murrah Building. Although most of the Municipal

Counselor's Office legal contributions were offers of legal assistance, the emergency declaration was immediate and efficient. Staff later provided legal assistance in meeting with FEMA, Catherine Ginter, Business Manager for the Oklahoma City Fire Department, and City department representatives to discuss the parameters of reimbursement, assistance in the preparation of resolutions and review of documents for emergency purchases and grants.

City Auditor's Office

The mission of the City Auditor is to perform continuous audits and assessments of City operations and providing this information to the Mayor and the management for use in the management and improvement of the City operation. This Department is headed by the City Auditor, who is appointed by and serves at the pleasure of the Mayor and City Council. The Auditor's Office employs a staff of 13, located in City Hall, 200 N. Walker, with a budget of \$703,250.

The Auditor reported that they were not directly involved in the emergency response at the site of the bombing. The Auditor's Office did report that they became involved in the effort to secure Federal Emergency Management Agency reimbursement about May 1, and that they continue to provide assistance in the review of such claims. They reported no overtime or supply expenses.

