

Federal Agencies And Other Groups In The Alfred P. Murrah Federal Building April 19, 1995

1st Floor: Social Security Administration
General Services Administration
East Extension - Social Security Administration
West Extension - Loading Dock

2nd Floor: America's Kids Day Care Center

3rd Floor: Department of Health and Human Services
Defense Audit Agency
Defense Investigative Services
General Accounting Office
U.S. Army Recruiting Battalion
Federal Employees Credit Union

4th Floor: Department of Transportation/Federal Highway Administration
U.S. Army Recruiting Battalion
Raymond's Place Snack Bar

5th Floor: Department of Agriculture
Customs Office
Veterans Administration
Housing and Urban Development Inspector General
Department of Labor

6th Floor: U.S. Marine Corps Recruiting
(most of this floor was vacant)

7th Floor: Department of Housing and Urban Development
Drug Enforcement Administration

8th Floor: Department of Housing and Urban Development

9th Floor: Drug Enforcement Administration
U.S. Secret Service
Bureau of Alcohol, Tobacco, and Firearms
Conference Room

Total Federal Agencies: 16

Other: Day Care Center, Federal Credit Union, Snack Bar



Investigation Of Physical Injuries Directly Associated With The Oklahoma City Bombing Injury Prevention Service Oklahoma State Department of Health

Submitted by the Injury Prevention Service, Oklahoma State Department of Health

Background

On April 19, 1995, the worst terrorist bombing in United States history occurred in Oklahoma City, Oklahoma. Within one week of the blast of the Alfred P. Murrah Federal Building, the Injury Prevention Service of the Oklahoma State Department of Health began an investigation of physical injuries *directly* associated with the bombing. On April 21, 1995, Jerry R. Nida, M.D., Commissioner of Health, designated physical injuries and other health-related conditions associated with the bombing a reportable condition for special study (Oklahoma Statutes 63-1-106).

Purpose

The purpose of the investigation was to:

- Assess the magnitude of fatal and nonfatal injuries, extent of disabilities, and costs associated with the bombing.
- Determine if there were identifiable environmental risk factors that affected injury severity or outcome.

Methods

Case Definition. Any person treated by a physician for a physical injury *directly* associated with the blast (i.e., excludes injuries to search and rescue workers).

To achieve the objectives, it was necessary to investigate multiple sources of data, including:

- **Hospital Medical Records.** Medical records of persons admitted or treated and released from the emergency department were reviewed for all Oklahoma City metropolitan hospitals (including suburban hospitals); medical and epidemiologic information was collected.
- **Ambulance Run Reports.** Received copies of ambulance run reports.

- **Physician Survey.** Surveyed selected physician specialties in a 5 county area to obtain medical and epidemiologic data on patients treated in private offices or clinics.
- **Building Occupant Survey.** Located agencies from the Murrah and adjacent buildings (Water Resources, Journal Record, YMCA, Athenian); all occupants (survivors and decedents) were mapped by location at the time of the blast and severity of injury.
- **Newspaper Survey.** "Searching for Survivors," a survey printed in the *Daily Oklahoman*, called for survivors to report their injury status; all surveys were sent to OSDH.
- **Governor's Office Survey.** A call for personal stories of survivors, rescuers, and families for possible inclusion in the book, *In Their Name*; all were shared with OSDH.
- **Office of the State Medical Examiner.** Received copies of all Medical Examiner Reports.
- **Hospital Business Offices.** Received information regarding hospital charges for all persons treated in a hospital.
- **Survivors Survey.** Requested additional information from persons included in the building occupant survey or persons treated in a hospital to ascertain risk factors contributing to their injuries.

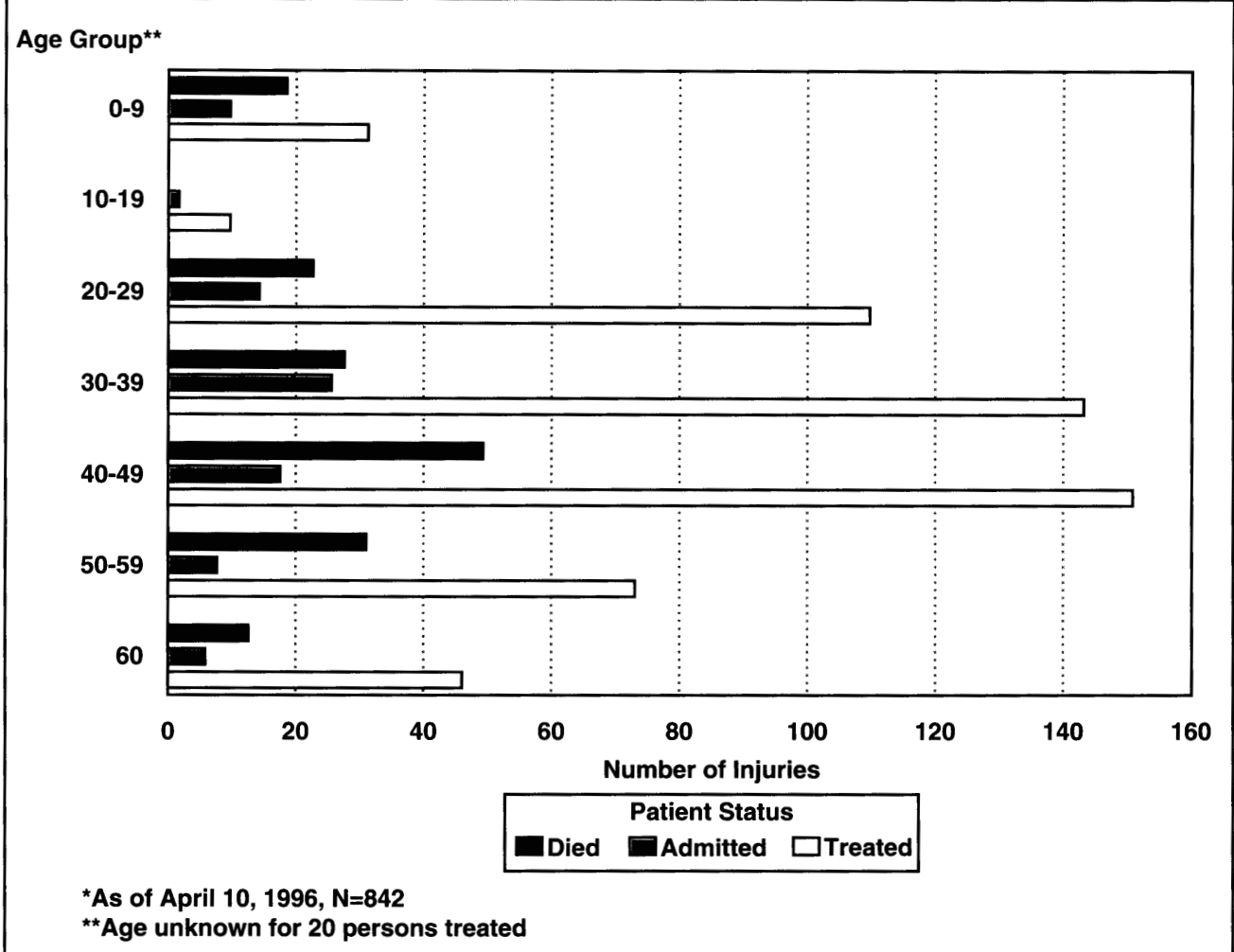
Results†

A total of 842 persons were injured as a direct result of the blast or during escape following the blast.

Summary of Injuries (842 persons)

- 167 people (including 19 children) died;‡
- 442 people were treated in area hospitals;

Oklahoma City Bombing Physical Injuries* by Severity and Age



- 83 were admitted to hospitals;
- 359 were treated and released in emergency rooms;
- 233 people were treated in a private physician's office.
- Over 80% of the injuries and deaths occurred among persons 20-59 years of age (Figure 1).

Types of Injuries among Hospitalized Persons (83 persons)

- 80 (96%) were treated for lacerations, abrasions, and contusions;
- 38 (46%) were treated for fractures or dislocations;

- 35 (42%) were treated for head injuries;
- 23 (28%) were treated for eye injuries;
- 7 (8%) were treated for burns.

Types of Injuries among Persons Treated and Released (359 persons)

- 310 (86%) were treated for lacerations, abrasions, and contusions;
- 19 (5%) were treated for fractures or dislocations;
- 41 (11%) were treated for head injuries;
- 29 (8%) were treated for eye injuries.

All Oklahoma City area hospitals and hospitals in Edmond, Norman, and Midwest City treated blast patients. Hospitals in

closer proximity to the downtown area received greater numbers of patients and the more severely injured.

Locations of Deaths and Injuries

Deaths

Total of 167 deaths

- 163 deaths occurred in the Alfred P. Murrah building (Figure 2), including 118 workers, 15 children in the day-care center, and 30 visitors (including 4 children) in the building;
- 2 deaths occurred in the Water Resources building;
- 1 death occurred in the Athenian building;
- 1 death occurred outside near the blast;
- Additionally, 1 death occurred after a volunteer rescuer was injured entering the Murrah building after the blast.

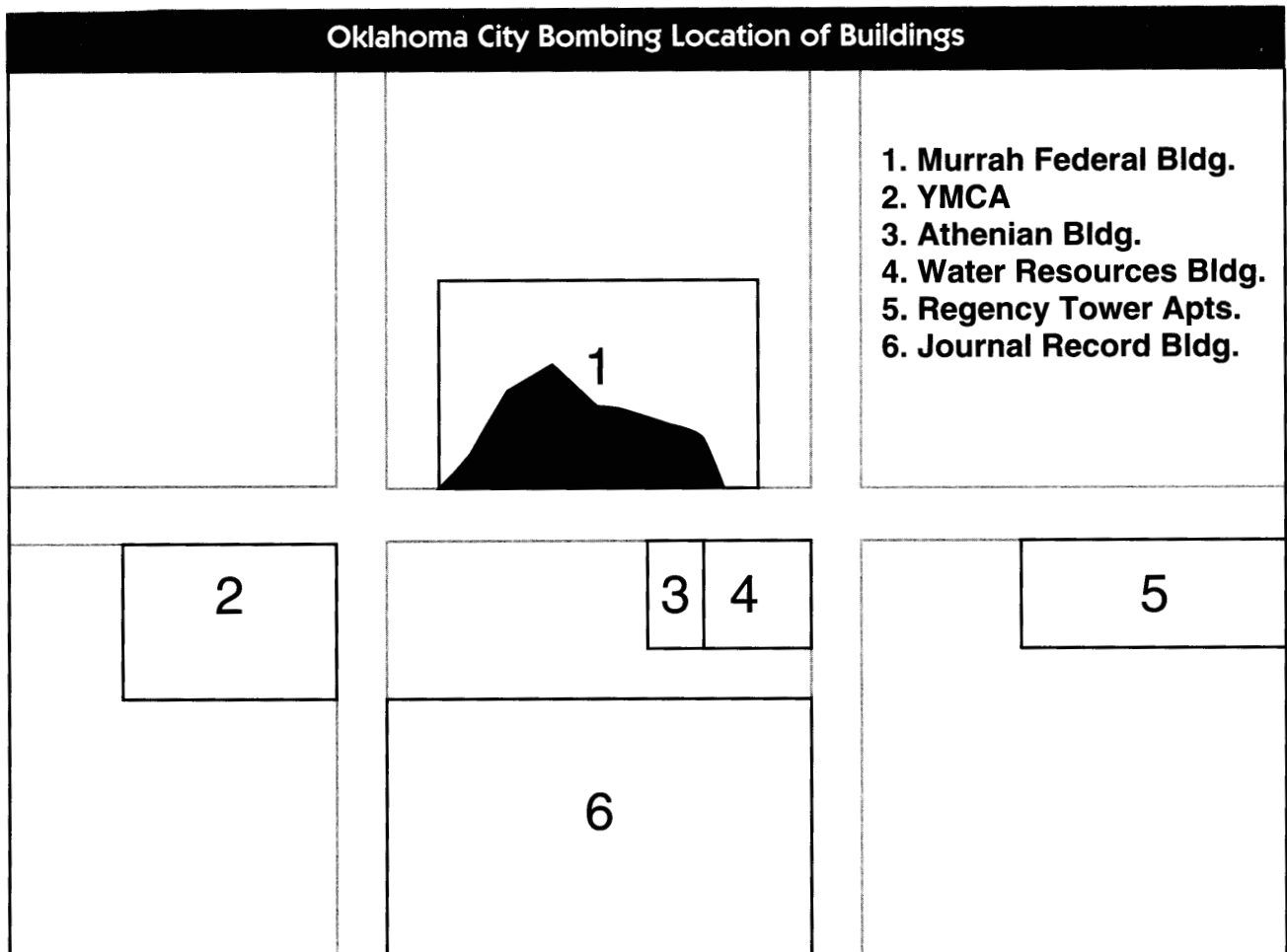
Occupants of the Alfred P. Murrah building experienced the heaviest losses (Figure 3). 45% (163/361) of the building occupants died, and 46% (166/361) were injured, yielding a combined fatal and non-fatal injury rate of 91% (329/361). Within the second floor day care center of the Murrah building, 76% (19/25, 15 children, 4 adults) perished.

Non-fatal Injuries

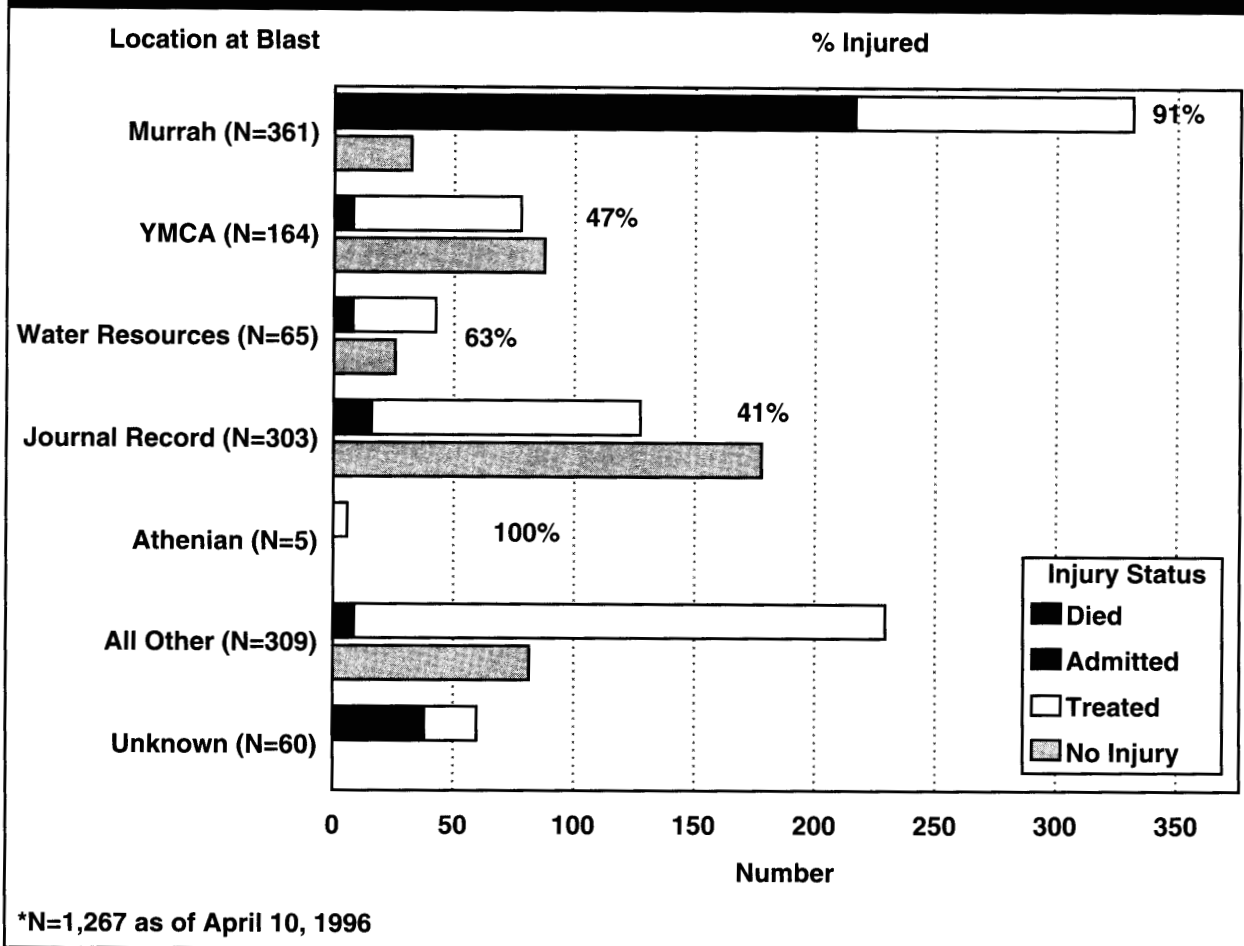
Total of 675 non-fatal injuries

- 412 (61%) of non-fatal injuries occurred inside the following 5 buildings:

Murrah	166 injuries
Journal Record	126 injuries
YMCA	77 injuries
Water Resources	39 injuries
Athenian	4 injuries
- 167 (25%) of non-fatal injuries occurred in other buildings.



Oklahoma City Bombing Injury Status by Location at Blast*



- 60 (9%) of non-fatal injuries occurred in outdoor locations.
- For 36 (5%) of non-fatal injuries, the location at the time of the blast has not been ascertained.
- At least two-thirds of the injuries among hospitalized persons will likely or certainly result in disability.

Government Employees

- 98 (59%) of those killed in the blast and 140 (22%) of those injured were federal government employees. 3 (2%) of those killed in the blast and 126 (19%) of those injured in the blast were state government employees.

Hospital Charges

- Charges for acute care at hospitals exceeded \$2.5 million (excludes emergency transport, physician, surgeon and rehabilitation charges).

- Mean emergency department charges were over \$350.
- Mean hospitalization charges were over \$28,000.

† Preliminary results as of April 10, 1996. Includes only injuries associated DIRECTLY with the bombing (i.e., excludes injuries associated with search and rescue).

‡ There was one additional death of a volunteer rescuer resulting in a total of 168 deaths.

Source: Injury Prevention Service, Oklahoma State Department of Health, 1000 N.E. 10th Street, Oklahoma City, Oklahoma 73117-1299, Telephone (405) 271-3430, Fax (405) 271-5149



The American Red Cross The Relief Efforts

The American Red Cross, founded in 1883, was initially an organization developed to provide assistance to soldiers during wartime. Their mission today is to prepare for and cope with emergencies of all types. During the disaster, the American Red Cross was directed to provide immediate assistance to victims of the disaster through direct service in mass care (feeding and shelter), family services, medical service, and welfare inquiry. Mental health care was also provided at the family assistance center and all Red Cross relief locations.

Red Cross materials and equipment resources were mainly used for internal support while five Red Cross emergency response vehicles were assigned for food transport. Other materials used by the Red Cross consisted mainly of administrative resources, office supplies, and bulk items that have been donated or purchased to support the disaster medical services.

The Red Cross action plan, as of 4-24-95, was:

1. To maintain a sufficient level of mass care to meet the needs of clients and support personnel (approximately 3,000 meals were needed each day).
2. To continue family assistance programs in conventional context and evaluate special considerations or modifications to meet the special requirements of this operation.
3. To move toward closure of operations and transitions back to local chapter responsibility. The Red Cross plan was to continue to work with families until emergency and additional needs had been met.

At the onset of the incident, the Oklahoma Restaurant Association took the lead role in feeding the rescuers. The Restaurant Association was having their annual conference in the Myriad on April 19. The Red Cross slowly began to take over the feeding operations within about a week of the blast.

The Red Cross self-initiated a demobilization effort when the requirements for food were decreased to a point where needs were not great; there was no official release, but 25 rescue efforts ended and operations downsized. Their efforts were then focused on relief work at their office in Shepherd Mall.

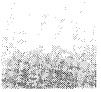
In the months following the bombing, the Red Cross has been performing a variety of family-related services, such as providing housing, food, and day-to-day living expenses. Plans are to work at the Shepherd Mall location for at least a year; three month activity reviews are being performed to determine the level of efforts needed there. The Shepherd Mall location has casework offices, nurses, mental health experts, and a Red Cross disaster training center.

The Red Cross noted that the community dedication to assistance became evident due to the many distribution points around the area and the difficulty in shutting them down — people did not want to leave until they were assured that the need was no longer there. In addition, the crime scene aspect of the disaster made the relief effort somewhat more difficult to manage than other disaster areas.

The American Red Cross Disaster Action Team has about 30 active members in Oklahoma City and about 100 highly involved volunteers. The organization goal is to have 1,500 disaster trained volunteers available to assist in times of disaster. Another 300 trained and experienced workers (paid and volunteer) came in from around the country during the incident.

Funds began to pour into the Red Cross during the rescue operation, and donations continue to come in. The total contributed and earmarked for bombing relief was \$12.1 million as of January 5, 1996.

Money given to Red Cross's Disaster Relief Fund is distributed nationally as needed, but any donation designated for a local chapter stays in the community. The Red Cross has worked with 1,275 families who are



victims of the bombing. The organization has placed \$4.35 million in the hands of victims for such expenses as funerals, rent, housing, and physical and mental health needs.

Another \$.5 million has been spent by the organization for mass care. This category of relief includes 194,000 meals the organization has provided for victims, volunteers, and rescue workers. It also includes operating shelters and service centers—providing cots, supplies, and personal-care items—and travel expenses for out-of-town mental health volunteers.

Around 350 psychiatrists and social workers, all trained in Red Cross Disaster Mental Health, are in Oklahoma City to volunteer for the Red Cross and they have made more than 20,000 mental health contacts with victims, family members, rescue workers, or even other Red Cross volunteers.

The following is taken from an account prepared by Larry Johnson and presents an overview of the Red Cross response from his perspective as Director for Emergency Services:

Mr. Johnson was on his way to attend a State Emergency Management meeting on April 19 at the Oklahoma Military Academy in north Oklahoma City. As he was getting out of his car, he received a message on his pager that read "Report to the chapter immediately. There has been an explosion downtown." He immediately got back into the car and drove south to the downtown area. There was a large black cloud of smoke drifting north out of the downtown area. As he reached the Oklahoma County Red Cross Chapter, the Disaster Action Team members and other staff were loading the Emergency Response Vehicle with every first aid kit in the chapter.

Mr. Johnson then left the chapter and went to the Emergency Operations Center where he made contact via the radio with David Hackett, the Red Cross Disaster Coordinator. Mr. Hackett was already on the scene and described the situation to Mr. Johnson. After speaking with Mr. Hackett, all volunteer functional chairman were notified and each began to assume their role.

The Disaster Action Team responded immediately, providing first aid and helping those hurt in the bombing. They performed mass care duties out of the Emergency Response Vehicle, serving cold drinks and snacks. About 25 members of the Team went into the building and helped firefighters pull people out of the rubble. The Team members continued to provide assistance to the rescue workers for the next several weeks.

Back at the chapter headquarters, the volunteer response was overwhelming. Over 2,200 volunteers registered the first day. The field next to the chapter was filled with cars, and they began parking on Lincoln Blvd. Traffic control was then organized with checkpoints at both ends of the block and on the chapter compound itself.

People began bringing various supplies to the headquarter's loading dock. The media was broadcasting the needs of the rescuers and people were responding with unbelievable generosity and speed. A volunteer team had to be organized to identify the donors, categorize items, and move items to the old chapter building, which became a warehouse.

When requests for equipment and other items were made, those requests were filled. If the item was not on hand, local merchants, such as Walmart, were eager to donate. Several times during the first night of the rescue operation, volunteers went from store to store and delivered items to the site. The aggressive response from the volunteers in meeting the requests of the rescuers set a positive tone for the entire relief effort. The rescuers from around the country were astounded at the availability of supplies, and they did not have to spend any of their own money on necessities.

It became readily apparent that the chapter's telephone system was incapable of handling the number of calls. Callers to the chapter heard nothing but a constant ringing, as if no one were there. In the Command Center at One Bell Central, Southwestern Bell, and AT&T Wireless donated cellular telephones; logistics did an excellent job of keeping track of which phones were issued to whom. The Mid-Oklahoma Radio, Inc., operations manned the radios and provided support and services for an extended period of time.

The Tulsa Red Cross Chapter which is the state's program lead unit for disaster's, was contacted. The chapter was totally supportive and agreed to see what they could do in providing for the disaster needs. Contact was also made with the National Disaster Operations Center, and they were told that the highest level of staffing support would be needed immediately.

Within hours of the bombing, it became apparent that hundreds of responders would have to be fed. Jeannie Brown, the Mass Care Chair, quickly organized a response to the need. The Restaurant Owners Association just happened to be having a convention at the Myriad that day, and they donated 3,000 already pre-

pared meals. Ms. Brown also arranged for Taco Bell to establish a site for distributing food from a self-contained trailer operation. Mazzio's Pizza also brought in a trailer for food distribution. A canteen was set up inside the chapter that was supported by McDonald's and Grandy's. The canteen also had fruit, drinks, and desserts as well as main course meals.

Ms. Brown also made contact with St. Luke's United Methodist Church, which is located near the downtown area, to set up a temporary shelter. This church became a focal point for victims and local clergy members. Managers were appointed, and McDonald's became the primary food provider through the emergency response vehicle. Approximately 177,000 meals were served at this location.

The chapter building was being used for several important functions. The executive suite became a child-care area for children who weren't severely injured and a waiting area for families of missing children, with mental health personnel being available as needed. The FBI also used a conference room to interview witnesses. The Oklahoma City Police Department came to the chapter building in the early afternoon of April 19 to investigate a bomb threat. The officers searched the building and nothing was found. Because the front entrance already had a registration area with limited access, a security system was easily put in place to check Red Cross identification and limit access.

The chapter Public Relations Coordinator was extremely busy handling reporters' inquiries. During the first 48 hours, many requests for supplies that were made through the media were erroneous and the community responded to all the requests. Even though the donated items were used, the overwhelming initial response created a situation that was difficult to handle.

The Red Cross Damage Assessment team was out quickly to review the amount of destruction to dwellings. The initial assessment proved later to be very accurate, and the report on the Regency Tower Apartment Building was crucial to the response to help these victims.

Since the FBI established a perimeter of the bomb site as a crime scene, the Red Cross had to significantly change the way it otherwise operates. To access the area an FBI identification badge was required. The chapter's Volunteer Coordinator worked closely with those in charge of identification, and a liaison was set up to help Red Cross volunteers obtain credentials. However, requests for ID badges got out of hand, and the Red Cross

Coordinator had to then validate each request for FBI identification. There were some people at the site with Red Cross ID badges who did not have major assignments; however, very few problems occurred.

Some management operations required close attention. The county medical examiner designated the First Christian Church as the official notification center. It became the central place for families to congregate who were awaiting the rescue or recovery of a loved one. While this facility was not an official Red Cross facility, the bulk of the support was provided by the Red Cross. The majority of the support was in the form of mental health. Families were sheltered from the media and were provided with daily updates from the Fire Chief. The medical examiner also made official notifications in a special room at the Church. The Red Cross was instrumental in transitioning the mental health function over to the long-term mental health recovery organization - "Project Heartland."

On Saturday, April 22, much of the Red Cross operation was moved from the chapter headquarters to a vacant building on Sheridan Ave., southwest of the bomb site. The building served as office space for the Red Cross for two months. Much of the office equipment was loaned by such companies as AT&T and ComPaq. The building also housed a canteen, supply area, conference room, training center, and communications center. (This office closed on June 21, 1995, and the remaining operation consolidated to the Chapter and the Service Center housed in Shepherd Mall).

The City-County Health Department designated the Red Cross as the only food service provider within the perimeter. The Restaurant Owners Association provided food from restaurants, such as Red Lobster and Outback Steakhouse, and UPS delivered the food to the Red Cross Mass Care Volunteers. The primary food distribution point was the Southwestern Bell parking garage at 8th and Harvey. The Myriad was also used as an eating area as well as for housing the rescue workers.

About ten days into the incident, the Restaurant Owners Association contacted the Red Cross and notified them that they would need to return to their restaurants. A meeting was held to see how the Red Cross could take over the food preparation. However, some members of the Restaurant Association wanted to stay and arrangements were made to use some members.

In order to store and disperse all the donated goods from across the nation, a warehouse was estab-



lished at the Coca-Cola facility near the fairgrounds. The warehouse provided plenty of space to house such things as medical supplies, Red Cross supplies, water and juice, food, and personal hygiene items.

The warehouse was effectively supported by volunteers from the Fred Jones organization as they provided both people and transportation. The warehouse continually supported logistics distribution points at the Southwestern Bell building and the old post office. All items not used in the disaster were properly distributed to other nonprofits in the local community.

To serve the immediate needs of the occupants from the Regency Tower Apartments, a service center was set up at the Trade Winds Motel, where most occupants were relocated. These victims sought assistance at the Trade Winds since that was where Red Cross had placed them several years before when the apartment had a large fire. A service center was located in the ballroom so that the elderly victims could easily access assistance.

A service center was also set up in Shepherd Mall. This service center will be in operation for at least a year. The mall provided a place for victims to come for help and allowed for easier access to the FEMA assistance center. The Red Cross continues to assist clients by providing one-on-one meetings with clients to assess and meet disaster-related needs, assistance with long-term medical needs, relocation expenses, mental-health counseling, etc.

The Red Cross served more than 176,500 meals to victims of the disaster, as well as anyone involved in the rescue and relief efforts. Red Cross volunteers worked with other agencies such as the Southern Baptist Convention and the Oklahoma Restaurant Association to prepare and serve hot meals 24 hours a day at the building site, the Myriad, the Family Outreach Center, and at other relief locations.

Two Red Cross shelters housed 68 people in the early days of the disaster response. Those people and more than 340 others who were displaced in the bombing were placed in temporary housing, and many are continuing to receive assistance by the Red Cross with rent, meals, and other living expenses.

More than 20,000 people have received crisis counseling from 1,088 Red Cross mental health workers to help them cope with the emotional effects of the bombing. Though the state-funded Project Heartland, local mental health workers trained in disaster and crisis

counseling continue to meet with individuals and families who have been traumatized by this disaster. The Red Cross continues to assist with expenses and arrangements for long-term mental health needs and therapy.

Thousands of Red Cross disaster volunteers and paid staff, along with rescue workers and other relief workers, have also met with Red Cross mental health workers throughout the relief operation to debrief and discuss their experiences.

Registered nurses and other certified medical personnel have cared for 1,046 people with injuries and health-related items. These services continue to be available to victims, families of victims, staff, and relief workers.

More than 9,500 Red Cross volunteers and paid staff have assisted with relief efforts in the wake of the Oklahoma City explosion. The Red Cross assisted in locating 1,568 families or individuals from Oklahoma City through the Disaster Welfare Inquiry process.

Feed the Children

Larry Jones, President of Feed the Children (FTC), was in charge of the organization's response to the disaster. FTC is an international nonprofit Christian organization that was founded in 1979. Its primary mission is to provide food, clothing, medical equipment, and other necessities to people who lack these essentials due to famine, drought, floods, and other disasters.

FTC has become very effective at obtaining supplies and equipment as a result of relationships with suppliers that have been developed by the Procurement Department. These relationships with national and international organizations result in their receiving surplus materials that allowed FTC to quickly provide the rescue workers items such as hard hats, raincoats, and tools. FTC stocks a warehouse with drinking water, plastic sheeting, ready-to-eat food, energy drinks, tools, shovels, rakes, and hard hats.

FTC has about 100 workers at its Oklahoma City headquarters offices at 333 N. Meridian. During a disaster, many "normal" jobs are put aside, and everyone works only on disaster-related duties. FTC became involved in the bombing response efforts as a result of their disaster-related functions and their nearby location. They self-dispatched to the site with the organization's primary objective being to support the search and rescue efforts, the Medical Examiner, and law enforcement personnel. FTC also viewed its mis-

sion as assisting displaced persons, survivors, victims' family members, and providing monetary assistance grants to help cover funeral expenses, lost earnings, uninsured losses, rent and mortgage payments, medical bills, and other expenses.

During the Oklahoma City disaster, FTC established a distribution site one block north of the Murrah Building. This disaster response was somewhat different in that the large semi-trailer trucks that FTC normally uses to distribute their supplies were virtually impossible to maneuver in the downtown area. FTC realized during the first few hours that they would need to use smaller vehicles for this emergency because of the unusual location and the security and investigative efforts that were taking place. A fleet of mini-vans and cargo vans was quickly made available by local car dealers, which solved the problem.

Due to its Oklahoma City location, FTC became involved within a matter of minutes after the bombing. No specified shifts were put into place; FTC operated around the clock the first week and a half. By the second weekend, FTC would close its relief site a few hours a day.

Whenever FTC saw there was a special need during the rescue effort, the need would be addressed and filled. This aspect is somewhat different from other relief organizations in that FTC was able to help in many different ways and without restrictions on the type of relief that could be provided. When rescue workers began asking for help in obtaining hard-to-locate tools, such as vent blowers, heavy duty rotor hammers, drill breakers, demolition hammers, and hydraulic cable cutters, FTC was able to locate the tools within hours and have them sent to Oklahoma City by overnight air freight. Displaced persons relocated to the Trade Winds Motel were provided assistance by an FTC trailer, which was parked at the motel and stocked with basic items.

As noted previously, relief supplies and rescue materials were moved by various means such as trucks, automobiles, etc. FTC was able to provide bedding and pillows to the Myriad for the out-of-state rescue workers. Perishable and nonperishable food items were provided to the Oklahoma Restaurant Association, who prepared meals for on-site personnel.

Before the rescue effort ended, more than 5,000 volunteers passed through FTC's doors, contributing over 26,000 hours of volunteer labor. Much of the help provided by FTC was practical equipment such as wheelbarrows, shovels, flashlights, batteries, gloves,

and respirators. New clothing was also provided, including hundreds of pairs of socks and underwear, shoes, boots, and personal hygiene items.

After the incident, FTC continued to be involved in helping displaced persons; it opened a distribution center for donated goods at the AMC Flea Market. The 25,000-square-foot warehouse was converted into a huge supply center where bombing victims and displaced families could pick up groceries, clothing, and just about any other item they needed at no cost. The distribution center was later relocated to the Windsor Hills Shopping Center (23rd and Meridian).

FTC has prepared case management reports on all people they have assisted. They also maintain a database of individuals that helped. This database has been useful to the Justice Department in the pursuit of information regarding this case.

As noted earlier, one of FTC's roles is to help fill gaps left by the other relief organizations. For instance, the organization provided shelter for a man who claimed to have lived at the YMCA but for whom there was no record. In another case, FTC agreed to pay health insurance premiums for a grandmother while she took leave from her job. One more example is where part-time wages were replaced helping an individual recoup one-third of his monthly earnings. FTC made available boxes with items necessary to set up a home for persons left homeless from the disaster, including some 400 families who lived in Regency Tower. The boxes included items such as cereal, soup, diapers, cleaning supplies, personal hygiene items, and tools.

Larry Jones was the co-host for the *Geraldo Rivera Live* show broadcast on April 20, 1995. The show helped spread the word nationwide of the great needs that existed in Oklahoma City as a result of the bombing. According to Larry Jones, FTC was ready for a disaster but never expected to have one in its own backyard.

Soon after the disaster, staff set aside regular work and went into an emergency mode with personnel deployed to the relief efforts. Immediate needs included safe drinking water and ready-to-eat food for the rescue workers. FTC provided over 130,000 meals before the relief effort was over. Staff and volunteers served thousands of meals at the downtown command center. At the FTC offices, volunteers made sandwiches, boxed supplies, and helped load trucks.

Feed the Children called all funeral homes in the city to make sure that no funeral expenses for bomb-

ing victims were coming out of families' pockets or from life insurance settlements, according to George Mamo, V.P of Administration. Covering the funeral costs would allow life insurance money to go directly to the victims' families. FTC helped pay all or part of the funeral expenses for 45 of the people killed in the bombing.

FTC's cost of involvement in the bombing response efforts has not been determined. However, FTC had 100 individuals on staff that worked all their time for one month on the disaster efforts. They received approximately \$2.85 million in monetary donations and \$900,000 in gift-in-kind donations.

The Salvation Army

The Salvation Army began in England in 1865 and began to serve Central Oklahoma during the 1890s. The Salvation Army is an international organization that provides ministry as a part of the Universal Christian Church and helps to provide basic human needs without discrimination.

Salvation Army forces were on site with a serving canteen approximately 30 minutes after the explosion. By noon on April 19, four canteens were on site, with the total reaching six that evening. Canteens provided 24-hour-a-day service through May 1, 1995, and 16-hour-per-day service through May 6, 1995. A mini-canteen was placed at the back of the "pit" area immediately in front of the Murrah Building. Following implosion of the building, federal law enforcement officials requested a canteen that remained in place through the second week of June.

During the first phase of the disaster, The Salvation Army through local dealers, also provided an RV for official briefings in the media area and another RV for the National Guard Company assigned to the First Christian Church.

The Salvation Army established an assistance center the Monday following the disaster, with space given to Traveler's Aid who had lost access to their office. In the days immediately following the bombing, mobile teams were sent out to improve access to services. The Salvation Army continues to follow up with telephone checkups and home visits where appropriate. Continued home care is expected to result in additional referrals for extended counseling where needed. The Army is partnering with the Calm Waters outpatient counseling center.

According to the *Journal Record*, the Salvation Army provided around-the-clock food service for 18 days af-

ter the bombing from five canteens at the bomb site. Volunteers served about 103,000 meals. Salvation Army service continued through early June.

The Salvation Army also distributed more than 100,000 items at the scene to rescue workers, volunteers, and news people. The items included gloves, hard hats, knee pads, socks, and rain ponchos. The organization has spent thousands of dollars on transportation of relatives and caskets to funerals around the country and to pay the actual funeral expenses.

As of August 1, 1995, the Salvation Army's disaster service totals were:

Total families served	-	1,010
Total individuals served	-	1,241
Total housing assistance	-	229
Total clothing assistance	-	537
Total food assistance	-	1,460
Total utility assistance	-	468
Total transportation assistance	-	1,559
Total out-of-town transportation	-	111
Total incidentals	-	328
Total nights of lodging provided	-	5,889

The Salvation Army officers and volunteers offered support and spiritual counseling to many families going through or awaiting the notification at the Family Service and Resources Center at the First Christian Church. Within the first week, selected officers in social work set up Disaster Social Services to offer immediate financial assistance for families and individuals affected by the blast.

The Salvation Army decided to lease space in Shepherd Mall and continue offering disaster services through the end of the year. "There are many unknown factors coming in the future. All we can do right now is fill immediate needs first. We expect to see victims and families return for more assistance as unexpected difficulties and costs arise. Many will continue to need rent, mortgage, utility and other assistance in the next six months", said Major Marshall Gesner, Area Commander.

The Salvation Army Disaster Relief Canteen totals were:

Total meals (hot meals, sandwiches, snacks)	105,040
Total beverages	129,432
Other (gloves, hard hats, shovels)	103,829



Total volunteers	1,579
Volunteer hours	67,234

Assistance provided at the Shepherd Mall location through December 31, 1995, was as follows:

Number of cases (family or single individual)	881
Food and meal vouchers provided	2,121
Prescriptions	97
Local Transportation (trips)	2,355
Funerals assisted	16
Out of town funeral travel (individuals)	110
Out of town transportation	117
Utility and rent assistance	1,453
Relocations (families)	5
Nights lodging supplied	7,387
Other service	662

More than 120 Salvation Army officers from 15 states were brought in to help man canteens, set up disaster social services, and to offer spiritual and professional counseling to rescue workers and families awaiting notification. Over 1,400 local volunteers were the mainstays of The Salvation Army disaster relief efforts.

The Salvation Army also provided Christmas assistance to over 100 families from its disaster case load. The total funds raised through December 31, 1995, for the disaster were \$3,805,000, of which \$1,696,612 had been expended by year-end.

The Oklahoma Restaurant Association

The Oklahoma Restaurant Association is located at 3800 N. Portland in Oklahoma City. It is a trade organization comprised of food service professionals, including restaurateurs and vendors. It holds an annual convention the third week in April at the Myriad Convention Center in Oklahoma City.

Bob Clift, Executive Director and Debra Bailey, Director of Operations described the organization's role during the incident:

The Oklahoma Restaurant Association holds an annual trade show at the Myriad; the show opened on Tuesday, April 18, 1995. A large amount of food was being stocked on hand at the Myriad. Immediately after the bombing, the Oklahoma City Fire Department called the show because they knew that it was in

progress. The Fire Chief's Office asked if the Association could serve lunch that day for the rescuer's. All the exhibitors wanted to aid in the relief effort and close the show. The exhibitor's began to prepare food 30 minutes after the explosion. In addition to rescue workers, displaced workers also began to arrive at the Myriad.

A reception area was set up in the arena with food, drinks, and televisions (after the first day a hot kitchen was set up). The main serving area outside the Myriad was located at 8th and Harvey. A unit was at 4th and Harvey on April 19th to make sure they had food and drinks during the first night.

The entire Myriad show itself began to be converted to a giant catering kitchen, and the Restaurant Association contacted OG&E to assist in setting up cooking equipment. The transition was made easier because the Association had many caterers on hand, who are trained in serving many people and in sanitation procedures.


Supervision of people became somewhat of a problem because so many wanted to help. The Association scheduled 120 volunteers per eight hour shift; many others had to be turned away. About six locations, including the family assistance center, were being served at some point by Association individuals.

Association individuals were easily spotted through the use of hats with "ORA" on them and bright red name badges. United Parcel Service was used to shuttle the prepared food to the bomb site since they also were easily identifiable. About 20,000 meals were served the first day, 15,000 the next day, and 10,000 thereafter.

The Association noted that many professional associations played a role during the incident, such as the Hotel/Motel Association, the Nurses Association, and the Veterinary Association. Major food distributors and equipment dealers helped locate refrigeration for cold food and a freezer truck for frozen food. After the first ten days, the Association's food preparation responsibilities were turned over to the American Red Cross. However, many of the Association's personnel wanted to continue, and some of the cooks stayed on to prepare hot meals.

The United Way

The United Way made \$100,000 available immediately to its partner agencies to cover extraordinary expenses associated with the tragedy. Temporary office



space was provided for the Downtown YMCA, Community Council, and Central Appointments, which were all housed at the Downtown YMCA building and displaced by the blast. Dozens of disaster-related meetings were held in conference rooms at the United Way.

The United Way's Community Network Database was used to track major funds that have been established to provide needs and services to disaster victims. The Community Network Database was developed at the request of the Governor's Office. IBM played a critical role in helping establish the network database by providing the United Way computers for use at agencies and then helping link each computer to the network system. A total of 31 computers were used to develop the network database.

The United Way goal was to provide current information on all those affected by the disaster. In a joint effort with FEMA, a Community Database survey was sent to everyone who had a FEMA number—approximately 2,200 individuals. The survey asked for name, address, phone number, name of spouse, children, effects of the bombing, location at time of blast, and other comments about the bombing.

In addition to the Red Cross and the Salvation Army, two local partner agencies affiliated with the United Way, other partner agencies were also involved in the disaster response efforts. The following agencies and their contributions were outlined in the United Way Special Disaster Report dated August 1, 1995:

The American Heart Association — Relief workers were supplied with 300 T-shirts, 300 pairs of sunglasses, and 300 water bottles.

American Lung Association — Lung safety kits were provided free of charge to those involved in the cleanup efforts.

Areawide Aging Agency — The needs of 60 elderly residents of Regency Towers are being monitored by Areawide Aging Agency. The agency has secured funds to move the 60 residents back into the Regency Towers if they elect to do so.

Associated Catholic Charities — Associated Catholic Charities has provided financial assistance for death certificates, financial assistance to individuals, and counseling services.

Boy Scouts of America — Last Frontier Council. Exploring units with a speciality in fire, medicine, emergency services, and law enforcement were called to the

scene immediately after the bombing. They assisted as needed during the rescue and cleanup process.

Camp Fire Boys and Girls — Day camp has been provided for those children who had an immediate family member lost or injured or had an immediate family member directly affected by the tragedy.

Celebrations Educational Services — Assistance for one Hispanic family whose father/husband was killed in the disaster has been provided.

Community Counseling Center — A variety of counseling services are being provided to those affected by the bombing. Community Counseling Center will be a major provider of case management personnel in the months ahead.

CONTACT Telephone Helpline — Provided a telephone helpline.

The Daily Living Center — The Daily Living Center has provided food for a family who lost a husband in the disaster. They have also provided care for the mother of a victim, and two care scholarships have been provided to two elderly clients whose families were impacted by the disaster.

Girl Scouts — Red Lands Council. Teddy Bears were collected and distributed to Children's Hospital, YMCA Day Care, and First Christian Church. The staff of the Girl Scouts also volunteered first aid services through the American Red Cross.

Goodwill Industries — Provided counseling services, overflow warehouse space, and assistance to victims of the bombing.

John Keys Speech and Hearing Center — Free hearing evaluations and follow-up for 12 patients were provided.

Latino Community Development Agency — The Latino Community Development Agency has been providing services to Latino bombing victims and their families.

Legal Aid of Western Oklahoma — Legal Aid staffed a legal booth at the Salvation Army from April 24 to May 2. They have provided direct legal services to 30 families affected by the bombing.

Mental Health Association — Mental Health Association has provided information regarding counseling services, disaster education, referrals, etc.

Neighborhood Services Organization (NSO) — Provided on-site nursing staff on the day of the bombing.

Retired Senior Volunteer Program — Twenty-five volunteers from RSVP assisted the American Red Cross, First Christian Church, Feed the Children, and the Food Bank, putting in 600 hours during relief efforts.

Sunbeam Family Services — Sunbeam Family Services continues to provide professional mental health services and will continue on a long-term basis as counseling services are needed.

Travelers Aid — Travelers Aid has assisted 164 people with lodging, birth certificates, prescriptions, and local and long distance travel.

Tri-City Youth and Family Center — Tri-City Youth and Family Center has provided counselors at the Family Support Center. Counselors assisted with debriefing and staffing a hotline. They continue to provide counseling for two families.

Youth and Family Services, Inc. — Forty-two persons have been provided individual counseling related to personal reactions to the bombing — a total of 38 hours of counseling. Youth and Family Services collaborated with local mental health agencies and hosted two community crisis debriefings.

The Private Sector Donations

According to Cathy Ginter, Business Manager for the Fire Department, offers of donations of materials and supplies began to pour into the Chief's Office almost immediately after the bombing. "We were inundated with phone calls... from people wanting to donate... We had cranes parked in the field across from Headquarters by lunchtime. The response from the business community in ways that they could help was immediate. The offers for equipment donations included power generators, saws and extraction equipment, gloves, boots, medical equipment, etc."

Other free services that were offered included funerals for the victims, airline travel for families of victims, long-distance service for rescuers, counseling services as needed, and veterinary services for rescue dogs.

The Fire Chief in charge of maintenance, John Soos, stated that when news media personnel announced that items such as generators were needed, untold numbers brought generators to the bomb site. The generators were taken out of cars and pickups by the firefighters. In fact, it was difficult to track and identify all equipment donated due to the sheer numbers.

As the operation downsized, equipment left was warehoused and the fire department tried to locate the owners. If that was determined to be impossible, the items were donated to churches, relief agencies, and hospitals. During the incident, local merchants such as Walmart, allowed the City to set up emergency charge accounts. Later, Walmart canceled the charges and donated the goods, as did many other area merchants.

During the operation, Chief Soos established a marker board of people who were offering to donate or sell items. Their name and number would be written down and this method seemed to work effectively. For future disasters, Chief Soos recommends that there be a more central notification system for the media to receive information about what is needed to avoid surpluses of certain items. Also, one central receiving point should be established to ensure donated goods are checked in and can be traced back to the owner.


The Mayor's Fund

According to Mayor Norick, the Mayor's Fund was established to deal with the donations that began to pour into City Hall in the days following the bombing. "From day one we never requested donations, but every day more money came in the mail. We started the Mayor's fund to deal with an unsolicited flood of checks and cash."

The Community Foundation was chosen to administer the Mayor's Fund. The Community Foundation is a nonprofit agency established in 1969 which administers funds, endowments, and investments for more than 250 charities with assets totaling over \$115 million.

Providing for the educational expenses of the approximately 150 children under age 22 who lost one or both parents is underway. The Mayor's fund will help with scholarships in years to come as well as the immediate financial needs of older children who are now in school.

"The fund will assist with summer and fall education expenses for those kids who are already enrolled in college; the Foundation has contacted many of these students," Norick said. "Placing this fund with the Community Foundation is the best way to ensure the donations, which came from all 50 states, are spent and invested wisely. We have an obligation to be good stewards so years from now the fund is there for the children and other survivors," Norick said.



In addition to educational support, the Mayor's fund will help pay medical costs, property losses, and mental health needs, including:

- Financial assistance for unreimbursed property loss and medical costs resulting from the explosion.

- Medical expenses that insurance or worker's compensation do not cover.
- Psychological screening of school-age children who had relatives killed in the blast.

Communications

The rescue and recovery effort utilized every available communications system. Landline, cellular, two-way radio, and digital communications were all vital in the first hectic hours of the disaster and throughout the days that followed. Each system provider maintained service, directed system resources to the rescue work, and provided countless hours of support and equipment.

The public and corporate communication systems that supported the effort include the City of Oklahoma City's two-way radio system, E-911 Communications, Computer Aided Dispatch, Southwestern Bell Telephone, AT&T Wireless Services, and Southwestern Bell Mobile Systems. Other metropolitan areas cities, Oklahoma County, and the various State agencies that supported the rescue work utilized their communications systems. The Urban Search and Rescue Teams brought in their own systems. FEMA brought in a Mobile Emergency Response System (MERS) that linked federal agencies sent to Oklahoma City with Washington, D.C.

City of Oklahoma City Communications

Two-Way Radio System

The Oklahoma City Fire Department maintains the City's two-way radio system. This system serves all departments which have mobile personnel and equipment, except for the MassTrans Bus System which has a private maintenance contract. It is the basic system for communications between headquarters' units and field personnel, and it allows users to hear all communications over their assigned channel. The system serves the Fire Department; Police Department; Emergency Operations Center (EOC); Public Works Department including Streets, Traffic Operations, Engineering, Inspection, and Sanitation Divisions; Department of Airports; Parks and Recreation Department; Building Management Division of General Services Department;

Animal Welfare; Neighborhood Enhancement Services; Water and Wastewater Utilities Department including Water and Sewer Line Maintenance and Utility Customer Services Divisions; the MassTrans Bus System; and the Oklahoma City Zoo.


The City's two-way radio system is actually 35 systems, with the older systems operating in 150 Megahertz (MHZ) ranges and the newer ones in the 450 MHZ bands. The system utilizes repeaters, towers, and transmitters located across the city and linked by telephone lines. Radio transmissions go to three to six receivers and are transmitted to a voter by telephone line. The voter selects the best quality signal and sends it by telephone line to a transmitter site where it is transmitted over the air.

The system depends upon the integrity of the repeater and transmitter sites and of the telephone landlines. If the telephone/and lines or any of the major system components fail, direct communications from radio to radio is possible. In this circumstance, handheld transmissions would be limited to one-half mile and car radio transmissions to about 15 miles.

Each department's or major division's radios operate on a designated channel or channels. The channel selection for each radio is preprogrammed by Fire Communications. Traffic on each radio is limited to the designated channel or channels. This allows each department to control access to its radio communications but precludes direct radio communication between the various departments. The Emergency Operations Center, which is part of the Police Emergency Management Division, monitors traffic on the City's radio system. Units from one department can radio the EOC and have messages relayed to a unit in another department.

The two-way radio system provided dependable, but unsecured, voice communications especially in the early stages of the event when landline and cellular





phones were overwhelmed with calls. Each department or division exercised control, limiting traffic to essential communications.

Fire Communications Maintenance Center

The Fire Communications Maintenance Center is responsible for maintaining the City's two-way radio system. It is located at 600 N. Portland in the Fire Maintenance Center complex, which is adjacent to the Fire Training Center. The Chief Fire Communications Officer is Ron Rainbow.

The bomb blast was heard and felt at the Maintenance Center. Personnel went outside and looked to the east. They saw the column of smoke towering over downtown. Reports from those arriving at the blast site were heard over Fire's radio system. Personnel at Communications and Maintenance responded to the disaster. Chief Ron Rainbow dispatched his personnel to inspect each tower and transmitter site. None of the sites or the landline connections serving them were damaged. Throughout the incident, he had men and equipment on standby to repair any parts of the system.

One of Chief Rainbow's first concerns was to ensure there would be an adequate supply of handheld radios and batteries. The Department uses several different models of radios, each requiring a different battery. He immediately contacted the major suppliers to tell them what had happened and arrange for delivery of radios, batteries, and battery chargers. The vendors supplied about 900 radios and over 3,000 batteries.

A Communications Center computer program was used to program the new radios to designated channels. Fire Communications then delivered the radios and batteries to the Logistics Command Center, which was set up on 7th Street north of the Murrah Building.

Once Chief Rainbow had seen to the security and needs of the communications system, he assisted Chief Soos of Fire Maintenance in the general mobilization of supplies and equipment to support the rescue effort. This work continued until about 10:00 p.m. on April 19.

The two-way radio system experienced only one problem during the incident. For a brief period, Fire and Police were getting "cross talk," or hearing each other's communications on radios at the Murrah site. The cross communications came from the emergency telephone lines at the site. Southwestern Bell Telephone and Fire Communications quickly corrected this

problem. Fire Communications did not have personnel at the Logistics Command Center where the handheld radio batteries and chargers were supplied. Many batteries were probably discarded because they were not properly charged before reuse.

When the Multi-Agency Coordination Center (MACC) was established at the Myriad Convention Center, Chief Rainbow was assigned to be the communications coordinator for all of the agencies. He was assisted by Major Larry Finch of his staff. They coordinated the provision of handheld radios and cellular phones.

The work of Fire Communications assured that adequate radios and batteries were available to support the rescue and recovery work and that the City's two-way radio system functioned reliably throughout the incident.

Other City Radio

Each City Department used its radio channels to dispatch equipment and personnel and to maintain communications in support of the rescue effort. Public Works Chief Dispatcher Ron Stephens was assigned to the command post and later to the MACC operation at the Myriad Convention Center. He utilized the radio to order supplies and equipment for logistical support.

Fire Dispatch

Fire Dispatch is located in Station 1 at 820 NW 5th Street. Its mission is to dispatch emergency vehicles on every call. The Dispatch Center has three consoles and each is equipped with a two-way radio, a telephone, and a console for the Department's Computer Aided Dispatch system. In a corner behind the consoles is a light board with a map of the city that shows all but the two newest fire stations.

When a station is responding to an alarm, a red light is displayed for that station. The Dispatch Center is staffed by five-person crews on 24-hour shifts. The Chief Dispatcher is Harvey Weathers.

The 9-1-1 Emergency System immediately transfers all fire calls to Fire Dispatch. The calls are answered by two dispatchers, one who talks with the caller and a second who listens to the call and enters the information into the Computer Aided Dispatch system that identifies the location of the incident, the map number of the incident, and the closest responding unit. Units are dispatched by audio and/or radio. They are

given the map number to facilitate a quick response to each incident.

In addition to the direct lines from 9-1-1, the Dispatch Center answers two "Information Only" numbers published in the telephone directory and the seven digit Fire Emergency phone number that was used before the 9-1-1 system was put into operation in 1989. Fire's two-way radio system is assigned 12 channels and usually operates on channels one, two, and three. Channel selection is made by using a switch on the radio. Channel four is a mutual-aid channel that can be used to provide radio communication with other metropolitan area fire departments.

On the morning of the incident, Chief Weathers and five dispatchers were on duty. The morning had started as usual with a 7:00 a.m. audio test for all stations followed by a radio test for all of the rigs. The bomb blast shook Fire Station No. 1, which is just six blocks west of the Murrah Building. None of the communications equipment was damaged. The command personnel and all truck and engine companies from Fire Station No. 1 self-dispatched toward the column of smoke from downtown.

The Fire Dispatch Center was active within seconds of the bombing. All the phones began to ring. The first calls were from security alarm companies. The force of the blast activated alarm systems that in turn rang Fire Dispatch. Alarms were activated in buildings as far as 16 miles from downtown. Other calls came from people wanting information about the noise they had heard.

Two-way radio was critical to fire communications in the early hours. Fire Dispatch's tape of April 19 records immediate radio traffic beginning with Engine 17 reporting a large column of smoke "south of this address." The District Chief reports he is establishing command at 6th and Harvey. The Research and Development Officer reports the need for multiple alarms and identifies the Federal Building as one of the damaged buildings. The Shift Commander orders Dispatch to start multiple Emergency Medical Services Authority (EMSA) units. The Fire Chief orders a stop to radio traffic and orders commands set up at various buildings damaged by the blast. He calls for a pumper to put out the car fires. The Fire Chief then orders a General Alarm for every available piece of equipment.

The radio channel in use at the time of the bombing was dedicated to the incident. Dispatch assigned one console to cover the incident channel. The dispatchers made sure that every request and every trans-

mission to other companies was received. All nonincident traffic was put on another channel and monitored at a second Dispatch console.

The Fire Department's Incident Command System operated from a mobile Command Post at the Murrah site. The Command Post handled most of the communications at the site. Fire Dispatch sent one dispatcher to assist at the command post. Dispatch monitored the Command Post traffic. They noted the materials and equipment that were being requested at the site. Often they had identified a source and were ready to act when the directive came from the Command Post.

Throughout the incident, Dispatch's time was divided between support for the rescue and recovery work and receiving and dispatching nonincident calls. Dispatch received offers of help from metropolitan area fire departments and coordinated the placement of those units at vacant Oklahoma City stations to provide non incident coverage for the 621-square-mile city. Maintaining control of what units were available at over 30 fire stations was a demanding duty for Dispatch. Two-way radio communication between Dispatch and the other fire departments was maintained by using channel four. The other fire departments do not have OCFD's detailed maps. When these departments responded to nonincident calls within Oklahoma City, Dispatch would talk them to the site over channel four.

By 10:00 on April 19, four off-duty dispatchers had reported for duty. All telephones lines rang constantly throughout the first days with requests for information and offers of assistance. Chief Weathers directed the work of the Dispatch Center and assumed responsibility for coordinating offers of assistance. Dispatch maintained a log of offers of materials, supplies, and services and faxed the information to the command post. Over 40 double-sided pages of offers were recorded. He also took calls from the media who could not contact the Public Information Officer and provided information to them.

During normal operations, the Fire Department is the first responder to all calls for EMSA. Because of its more compact service areas, the Fire Department is usually able to reach the scene before the responding ambulance. On the day of or the day after the blast, EMSA contacted Fire Dispatch and recommended that the Fire Department not respond to these calls since so much of its equipment was at the Murrah site. The Fire Department accepted this recommendation and

did not provide medical first responder services for about 22 hours.

During the incident, communications within the Fire Department were enhanced through the use of cellular phones. These phones were used for requests for manpower and supplies so that radio communications could be used either for crucial information or for information which needed to be heard by all users.

Police Communications and Dispatch

The Police Communications Center is a part of the Department's Emergency Management Division under the command of Captain Ron Owens. The Communications Center is located at 4600 N. Martin Luther King Boulevard. The Communications Center includes the City's E-9-1-1 and Police Dispatch Center and the Emergency Operations Center. The Center has 15 incoming 9-1-1 lines, seven nonemergency lines and two overflow lines.

The 9-1-1 Center answers all calls to the 9-1-1 Emergency number. Calls for the Fire Department and for EMSA are transferred to their respective dispatch centers. There is a direct ring-down line to the Fire Dispatch but not to EMSA. All calls for Police service are processed at the 9-1-1 Center using a Computer Aided Dispatch (CAD) system. The Dispatch Center monitors the police two-way radio system and has a dispatcher assigned to each of four patrol frequencies and one to the administrative frequency. The Center can communicate with the Fire Department by two-way radio and by digital communications through the computer aided dispatch system.

The Emergency Operations Center (EOC) monitors the City's other two-way radio channels and provides assistance as needed. The EOC is the dispatch center for the Animal Welfare Division. When the City's downtown offices are closed, the phones for the City Manager, Council Support Staff, and major departments and divisions are set to automatically ring at the EOC.

The 9-1-1 Center has 15 telephone consoles, each of which can answer 2 calls at one time. There are six two-way radio consoles. At the time of the bombing, Lieutenant Scott McCall was on duty as Supervisor. Allan Garlitz and Tony Harrison were the Communications Supervisors. In addition to the supervisors, twelve 9-1-1 dispatchers, two EOC dispatchers, and four staff people were on duty. Within the next 90 minutes, 17 additional dispatchers were called in or voluntarily reported for duty.

The first call reporting the bombing was received at 9:02:20 a.m. Within the next hour, there were over 1,800 call attempts on the 9-1-1 lines. Of these, 1,212 received busy signals because all of the lines were in use. The Center handled 338 9-1-1 calls within the first half hour and a total of 488 calls within the first hour. Normal activity for a Wednesday morning is 80 calls per hour. Most of the incoming calls were related to the disaster, but others were for unrelated incidents.

For the next three days, call volume was at 20 percent above normal. In addition to the 9-1-1 calls, the administrative lines were flooded with calls for information and offers of assistance.

The first eight to ten minutes were very frustrating as E-9-1-1 and EOC personnel did not know exactly what had happened. The noise and force of the Murrah explosion had been so great that citizen calls and police radio were reporting an explosion at points all across the city. One officer reported a bomb north of Lake Hefner, which is more than ten miles north of downtown. As Police cars approached the Murrah building and reported damaged buildings and walking wounded, it was clear the explosion was downtown, but the site was still not identified. Friends and relatives of downtown workers were calling 9-1-1 and the EOC for information, and the staff could not tell them what had happened or what buildings were involved. The explosion set off residential alarms all over the city. Once staff realized the magnitude of the blast, they canceled out the alarm calls because they did not have the manpower to check them out while handling the emergency.

While local media knew to call the City's Public Information Office, out-of-town media were calling the EOC and 9-1-1. The reporters were wanting to tape statements and demanding to stay on the line until they could get information. Staff needed to direct all resources to the disaster. They quickly adopted a policy of telling the media to call Public Information and then hanging up on those calls. Staff also began to receive calls from across the nation with offers of every kind of assistance.

During the first hours, 9-1-1 and the EOC handled a number of duties. Two dispatchers worked as a team to handle all the two-way radio traffic for the Police Will Rogers Patrol Division whose district included the incident area. They relayed vital information to and from the police officers at the site. Two other dispatchers were assigned all Will Rogers Patrol Division and

Hefner Patrol Division traffic not related to the bombing. They assigned whatever units were available to handle those calls. Many off-duty police officers with take home cars called the Communications Center to place themselves on duty. Communications assigned many of the nonincident calls to them.

Two dispatchers were assigned to return 83 abandoned 9-1-1 calls. These were calls that were recorded on the system but which hung up before they could be answered. There was concern that calls from the downtown area could have been from victims needing assistance. All abandoned calls were called back, starting with those from downtown. This process took several hours, and it did not identify any persons requiring help.

The Center was required to activate the Police Emergency Response Team (ERT). Phone calls had to be made to team beepers programmed to activate over 70 team members. Each team member then called Communications to find out where to report. There was a problem making these pages as the phone lines were always busy. The ERT members in turn had difficulty making calls to the Center to receive information on where to report for staging.

Until landline phones could be installed, the Police Command Post used cellular phones. The cellular system was overloaded. Because the Command Post could not be sure of getting a line out, they never broke the first connection with 9-1-1. For the first 24 hours, the Center placed one dispatcher in charge of monitoring the open line. Requests for materials, equipment, and other support were sent to 9-1-1 over the open line and then dispatched to City departments and other agencies that could respond. Some communication with the Command Post was established using a mobile data terminal.

The EOC dispatchers quickly became involved in locating equipment and supplies that were needed at the incident and in dispatching requests to City departments. They were instrumental in locating barricades, fencing, and dozens of other materials needed at the site. They also began to take the calls offering assistance and developing a log of items that might be needed. The City's downtown offices were closed at about 10:30 a.m. because of the threat of a second bomb. EOC staff handled all of the calls that automatically rang to the EOC.

The Oklahoma State Bureau of Investigation (OSBI) was working to compile a list of all of the people who

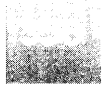
had gotten out of the Murrah Building. At the press conference held on the evening of April 19, all people who had gotten out of the building or who knew someone who had were asked to call City Hall. Because it was after hours, these calls came to the EOC even though people were on duty downtown. EOC personnel took on the duty of answering these calls and compiling a list of those known to be out of the building. They compared this to the list of persons who worked in the Murrah Building and crossed off the names of those who had gotten out. This helped create the list of persons still needing to be accounted for.

The 9-1-1 Center had a direct ring-down circuit to the Fire Department but not to EMSA. Because so many citizens were calling all of the emergency services, E-9-1-1 dispatchers experienced difficulties in transferring calls to the EMSA Dispatch Center. This problem continued for several hours after the bombing, highlighting the need for a computer or radio link between them.

By the time the shift changed at 3:00 p.m. on April 19, they had received over 1,500 enhanced 9-1-1 calls. The 9-1-1 call total for the first 24 hours was 2,969 calls with an additional 700 calls to the EOC. After the first 24 hours, most Police communications for the incident went through the Command Post, lessening the impact on the Communications Center.

For the first 24 hours, routine processing of Police priority 4, 5 and 6 calls was discontinued so that Communications staff could deal with disaster-related calls. The EOC did not respond to Animal Welfare calls. The Communications Center continued to receive a high volume of calls throughout the incident. When the site became a crime scene, citizens called with investigation information. Once the FBI was involved, these calls were directed there. The Communications Center was the focal point of all kinds of calls. The Center did not have direct communication links with other agencies and in many cases did not have direct phone numbers for many officials. A great deal of time was spent trying to get information or requests to the right person. The relocation of the MACC to the EOC was a great asset to the Communications Center as calls or information could be given to an agency representative who would handle it from there.

The Communications Center did an excellent job of handling 9-1-1 calls and supporting the Police Department and the rescue and recovery effort. Commu-



nications staff were subject to a great deal of stress both from the long hours of work and from being closely related to the disaster without being able to directly participate in the rescue work. Most staff took advantage of the stress-relief sessions offered to all those associated with the incident.

Mobile Data Terminals

Over 800 Mobile Data Terminals (MDT's) are in use in Police and Fire vehicles. These provided secure messaging capability during the rescue effort and were critical to the exchange of sensitive information. The Police Mobile Command Post had six live MDT's. These were used to communicate with vehicle-mounted MDT's and some handheld MDT's throughout the rescue effort.

City Communications

The Management Information Systems (MIS) Division of Oklahoma City's Finance Department is in charge of landline phone and computer networked communications within city government. Technical Support Manager Lucien Jones was in charge of the Communications Section. The City uses a centrex phone system that allows four-digit calling on over 2,500 lines within the system.

The switch for the system is located in one of the Southwestern Bell downtown buildings. The City has an extensive fiber-optic computer network that encompasses all of the downtown office buildings including Police Headquarters and Fire Station 1.

Jones is a member of the Oklahoma Disaster Preparedness Council and had participated in emergency communications planning for Oklahoma City. Jones is a former police officer and was closely involved in all areas for Police communications. He knew his role would be to maintain the City's internal communications systems and to coordinate City needs with the corporate communication providers including Southwestern Bell Telephone and AT&T Wireless Services.

Jones was at his office in the 100 N. Walker Building when the blast occurred. The explosion shook the seven-story building, which was undergoing extensive renovation. Jones and the others in the building rushed outside, thinking that there had been a construction accident. Once Jones saw the smoke from the explosion, he returned to his office to check on the communications system. The computer and phone networks were not damaged. They functioned without problems during the incident.

Sometime after 10:00, Jones and MIS Director Kerry Wagnon proceeded on foot to the blast area. When they neared the site, they were met by the people rushing to evacuate the area because of the threat of a second bomb. Jones eventually worked his way to the interim Police Command Post site at NW 8th and Harvey. Jones learned that the Police mobile command post urgently needed new landline phone numbers. The mobile command post had a "cellular" network, which allowed the phones to operate over the cellular network. The media, which used scanners to listen to Police radio communications, had learned the phone number of the Command Post and broadcast it to citizens as a number to call for information about missing or injured persons. The Command Post did not have this information. The flood of citizens calls disrupted Command Post communications.

Jones had a long established working relationship with Southwestern Bell. He requested that the first available lines be connected to the Command Post. Bell ran the closet four lines into the Command Post. All of the numbers were active numbers; two of them were to a nearby doctor's office and one was to a church parsonage. The numbers rang at both sites, prompting some confusion. But they enabled the police to disregard the number broadcast to the public and to have landline communication in and out of the Command Post. When the police Command Post was relocated to the Southwestern Bell Headquarters site, new phone lines and numbers were provided. As a result of this problem, the Police Department never again broadcast the Command Post phone numbers. Instead, the numbers were released through computer aided dispatch and were given out at Police shift briefings.

Jones provided continuing assistance to the Police Command Post. He coordinated phone placement orders with Southwestern Bell Telephone. He coordinated efforts between AT&T Wireless Services and the Police Department to locate a Cell on Wheels site on N. Walker. He was in charge of relocating the MACC phone system from the Myriad Convention Center to the EOC.

Corporate Communications Systems

The corporate communication providers in Oklahoma City gave every possible support to the rescue effort. Their assistance began within minutes of the bombing and continued throughout the incident.

Landline, cellular and long distance services were provided to every department, agency, and nonprofit group involved in the rescue work or in serving the victims and their families.

Southwestern Bell Telephone

Southwestern Bell Telephone Company (SWBT) is the franchised landline telephone provider for Oklahoma City. Its corporate headquarters, known as One Bell Central, are located in the former Central High School building between NW 7th and NW 8th Streets, just two blocks north of the Murrah Building. This four-story building fronts on Robinson Avenue. On the rear or Harvey Avenue side, there is a covered parking area adjoining the building and a large surface parking lot. Additional surface parking lots are located across Harvey Avenue. SWBT has personnel and equipment in several other downtown buildings, including the building just south of One Bell Central.

The bomb blast caused considerable damage to all of SWBT's downtown buildings. The glass was blown from most of the windows on the north and west sides of One Bell Central, and there was other damage to the building. The damage and the threat of another bomb caused SWBT to evacuate One Bell Central and its other buildings. The voice mail system for the vacated offices continued to function. This allowed relocated SWBT staff to monitor and return calls from agencies needing their assistance.

Within two hours of the blast, more than 12 million calls were attempted in Oklahoma City. This is three times the normal volume. Because so many people were attempting to use their telephones, some callers did not get a dial tone on the first attempt. SWBT immediately implemented emergency network controls. Disruptions in service were minimal and were limited to the early hours of the disaster. By mid-afternoon on April 19, there was little, if any, delay in call completion.

Southwestern Bell Company President David Lopez offered all of his company's resources to the rescue and recovery effort. SWBT contributions would include: use of One Bell Central's covered and surface parking areas as the site for Command Post vehicles; provision of telephone lines to all Command Post vehicles; use of One Bell Central as a dormitory area for two USAR teams and other rescue support functions; provision of telephone lines into the various command

and logistic sites within the perimeter including the Murrah loading dock area; provision of telephones and switching equipment for the MACC at the Myriad; provision of telephone lines to the media area; computer Aided Design support for the rescue and recovery work; protection of the climate-sensitive E-9-1-1 call processing computers, which were located in one of SWBT's damaged buildings; and mobilization of volunteers who assisted in all areas. Southwestern Bell Mobile Systems, a division of Southwestern Bell Communications Corporation, provided cellular communications support. This work is described in the Cellular Communications portion of this section.

Telephone lines for the Command Post vehicles parked at One Bell Central were provided by extending phone lines from the building. In many cases, a working phone line was identified in an office and ordinary telephone wire was extended from the phone jack, out the office, down the corridors, out the back door, and into the Command Post. These lines were subject to a great deal of wear and tear and required frequent maintenance. Because the lines were run at random, there were no hunt groups for agencies with several phones. Some phones, if not answered in several rings, would go to the former user's voice mail. These were minor problems that were more than compensated for by Bell's prompt provision of these phone lines.

The above and underground telephone lines serving the buildings in the immediate bombing site were severely damaged or destroyed. Because all of the buildings in area were evacuated, emergency restoration of service to those buildings was not required. However, secure telephone service was needed for all the agencies participating in the rescue and recovery work within and around the perimeter and for the media area known as satellite city.

By late afternoon on April 19, SWBT established a special center for handling service orders for phones needed for the incident area. Every organization within SWBT that played a role in putting in a phone was connected to an open conference line, which was monitored 24-hours a day. When a phone line was requested for a site, each group responded with the required information. This system expedited installation and prevented duplicate service orders.

Technical Support Managers Gene Clark and Curtiss Dougherty were in charge of providing telephone service to the incident area. Both men had extensive work in telephone installation and

maintenance. Helping them was a core group of employees from the downtown offices and personnel on loan from other city sites and from across the state. The work group numbered 10 to 15 employees each day. The work went on around the clock during the first week of the disaster.

One of the first assignments for Clark and Dougherty was to bring telephone lines to the loading dock on the west end of the Murrah Building, which was being used as a Command Center. To do this, they pulled an inch thick 100-pair conductor cable from the Federal Courthouse on NW 4th Street through the pedestrian tunnel that connected the Courthouse to the Murrah underground parking garage, then through the garage and the Murrah Building, and into the loading dock. This line provided connections for about 60 telephones and for computer modems and fax machines needed to support the rescue work. Heavy equipment used in the parking garage damaged the telephone cable that had been placed on the ground. Clark and Dougherty made a number of trips into the garage and eventually attached most of the cable to overhead water pipes to prevent further damage.

SWBT provided over 100 phone lines to the Myriad Convention Center to support the MACC and the USAR teams headquartered there. They provided phone lines for FEMA including a switch for FEMA's communication system. Over 300 lines were installed to support the General Services Administration (GSA) staff at the Medallion Hotel. Temporary lines on 5th Street and on 6th Street served the U.S. Marshal's Command Center, nicknamed "Red October." Temporary lines also served Feed the Children and other agencies and support groups. Four lines were provided to the temporary morgue at the Methodist Church.

The installation work group estimates that roughly 1,500 phones were installed within the perimeter in the first week of the incident. Most of the lines were temporary lines of ordinary telephone wire run from the nearest pole or underground connection. These lines were subject to frequent mishaps. They were pulled down by tall trucks, run over and pulled apart, or damaged by foot and vehicle traffic. The installers were constantly at work repairing, expanding, and improving the system.

Clark and Dougherty used a golf cart to make rounds from One Bell Central through the incident area and to the Myriad Convention Center and back. They stopped along the way to make repairs and take ser-

vice orders. They carried cellular phone batteries and distributed them upon request. They delivered medical and supplies and equipment, loaned out tools, and sometimes brought rescue workers back to One Bell Central.

Several attempts were made to reestablish part of the phone system in the Murrah Building in order to provide better communications for the rescue workers. However, the equipment was so damaged that it was not possible to restore any service.

Southwestern Bell enclosed the covered parking area at One Bell Central with plastic sheeting in order to provide a protected area for rescue workers. Tables were set up in that area and phones provided. Southwestern Bell's personnel began to return to their downtown offices in the week after April 19. Much of their time was given to day-to-day support of the rescue workers who used One Bell Central as a dormitory.

After the first week, requests for new phone services were reduced but the work of caring for all the temporary services was ongoing. Toward May 5, as agencies and some of the media left or reduced their personnel at the site, SWBT began to remove some of the temporary lines.

Cellular Communications

Cellular communications rely on cell sites and mobile switching centers. A large coverage area is divided into smaller areas called cells. In each cell there is a site where radio transmitters communicate with the cellular phones in that cell. Calls travel from the phone to the transmitter in the cell and then to a switching center that sends the phone signal to the number being called. The cellular systems interface with Southwestern Bell's landline phone system.

AT&T Wireless Services and Southwestern Bell Mobile Systems are the two corporate cellular communications providers in Oklahoma City. Both augmented equipment and cellular capacity to handle disaster-related traffic. They provided and distributed hundreds of free phones to all of the government and volunteer agencies involved in the rescue work and provided battery charging and exchange programs. Many persons and agencies in the rescue effort commented on the excellent cellular communications support. On many occasions the two cellular companies worked to support each other in order to provide the best resources to the rescue effort. Their support for

this work was accomplished while maintaining operations for the rest of their service areas.

AT&T Wireless Services

AT&T Wireless Services operated under the name "Cellular One" during the Murrah bombing incident.

AT&T Wireless Services Sales offices were located at 5509 N. Penn, about five miles north of downtown. The force of the bomb blast was so great it shook the building. The AT&T Wireless Services staff knew a major disaster had occurred and began to react before they knew exactly what had happened. The reports from downtown were broadcast by area radio and television. A meeting of all personnel was called for 9:30 a.m. but was not held. The FBI's headquarters are located in 50 Penn Place. The entire building was evacuated shortly after 9:30 a.m. because of concern that the FBI could be the target for another bomb. For the rest of the day, staff operated from another facility.

AT&T Wireless Services had been an active participant in the Oklahoma Disaster Preparedness Council and had participated in disaster planning with emergency service agencies and area hospitals. They had previously provided backup cellular systems in all area hospitals, the E-9-1-1 Center, and in the Fire Department's chiefs' vehicles.

Bently Alexander, Director of Engineering and Operations for AT&T Wireless Services, provided leadership on the technical side. He was in Seattle on the morning of the bombing and returned to Oklahoma City that day. He was in communication with his staff using cellular phones.

AT&T Wireless Services first response to the bombing was to ascertain the impact of the explosion on its system and network and to determine whether or not any of its equipment had been damaged. None of its facilities or capacities were damaged. The next response was to anticipate and determine what the resulting system impact would be from the demands of emergency crews, rescue workers, media, and others who would use the cellular system.

For the first 30 minutes, there was a serious problem with congestion as so many people attempted to use their cellular phones. AT&T Wireless Services Engineering and Operations staff knew they needed to balance the system, provide additional capacity, and provide priority phone service to the incident area. AT&T Wireless Services Marketing staff knew they needed to implement their disaster plan that called

for the immediate provision of phones to Fire Department and other departments and agencies working at the Murrah site and to develop a plan to distribute and recharge batteries.

The Engineers began making adjustments to the system so that it would handle traffic more efficiently. Four cell sites served the downtown area. They focused on balancing the traffic so that if one cell was blocked, traffic would move to another cell. They also saw the need for a level of priority service for the phones supporting the rescue effort. This could be accomplished by adding a feature to their switch. This was done, and a certain number of channels in each cell site were set aside and assigned priorities within 60 to 90 minutes of the bombing.

The use of the restricted, priority channels prevented congestion and blockage problems on the cellular phones used at the disaster site. For the public at large, nonpriority phones continued to have some level of blockage until AT&T Wireless Services added additional capacity to the system.

As a part of AT&T Wireless Services preplan with the Oklahoma Disaster Preparedness Council, a Cell on Wheels (COW) was made available for such emergencies. By 9:29 a.m., AT&T Wireless Services engineering personnel had confirmed that the COW was available and ordered it to be mobilized and brought downtown. The best location for the COW would be outside the building at Main and Walker, which housed their downtown switching equipment. Arrangements were made through Lucien Jones of the City to locate the COW on Walker Avenue. This required blocking two lanes of traffic to accommodate the cell and its 80 foot tower. The COW was in place, connected to the existing switch, and working by 6:00 p.m. on April 19. It added 30 voice channels to the cellular phone system.

After watching traffic overnight and the next morning, AT&T Wireless Services determined they needed more capacity for the Murrah site. They identified a site at NW 9th and Robinson and entered into a handshake agreement with the owner to use the parking lot for the COW and the roof of the building for a microwave and antenna. They began to mobilize the second site at about 11:00 a.m. in the morning and had it operational by 6:00 p.m. The COW was connected to the AT&T Wireless Services switching equipment through a microwave radio. This COW added 38 voice channels.

The two cells on wheels had added the needed capacity to the system. However, the channels that

connected AT&T Wireless Services to landline phones were experiencing blockage. AT&T Wireless Services requested an expedited order for the installation of 48 trunk lines for interconnection to the phone company. This work was done and relieved most of the cellular congestion.

On Friday, April 21, AT&T Wireless Services received a call from GSA regarding communications for the Presidential entourage and Secret Service for the Memorial Service to be held at the Fairgrounds on April 22. In response, a third cell on wheels was mobilized and placed at the Fairgrounds and phones provided as needed. This system was put up on the morning of the Memorial Service and taken down that evening.

Also on Friday, AT&T Wireless Services learned that FEMA was setting up a command center at the Myriad and there was discussion that other agencies might be located there. AT&T Wireless Services decided to use a microcell to provide additional phone service at the Myriad. This is a low-power device that has quite a bit of capacity. It would handle the traffic requirements inside the Myriad without increasing the demands on the rest of the system. The vendor for the microcell was AT&T Network Systems. AT&T took a system that was being manufactured, rushed it through completion and testing, and express shipped it to Oklahoma City. AT&T Wireless Services had electricians in the Myriad to provide the necessary power and install the wiring. The equipment arrived at 11:00 a.m. on April 22 and was installed and operational by 4:00 p.m. that afternoon.

The center that FEMA planned for the Myriad had quickly evolved into the MACC. While landline phones were also installed, cellular phones played a major role in communications between agencies at the Myriad and between the MACC and the agencies at the Murrah site.

By the Monday after the bombing, cellular phone traffic was beginning to level out. The three downtown cell on wheels sites and the additional channels that had been added to the existing cell sites had added almost 300 channels to the AT&T Wireless Services system. The capacity was adequate, but there was concern that upward growth could still tax the system. AT&T Wireless Services worked with AT&T to expedite a previous order for planned switch growth, which had been scheduled for July. AT&T expedited the order; however, the new switch was not installed until after the close of the rescue and recovery work at the Murrah Building. The new switch gave AT&T Wireless Services

the excess capacity to support disaster deployment in the future, if needed.

While the Engineering and Operations staff worked to provide system capacity, AT&T Wireless Services Marketing staff implemented a plan to provide cellular phones to all agencies at the disaster site. They realized they needed more phones and worked with inventory and district management staff to bring in phones from regional offices and from across the nation.

Key Marketing staff members coordinated immediate distribution of phones, starting with the Fire Department, the FBI, and the ATF. Major Accounts Manager Richard Marley worked with Fire Marshal Gary Curtis to locate a site near the Murrah Building where phones could be distributed and batteries charged. The site at One Bell Central was selected. By 1:00 p.m. on April 19, AT&T Wireless Services began to move a phone supply to that location. Because of security at the disaster site, they had to park about four blocks away and carry in 30 or 40 phones at a time.

Nine employees staffed the AT&T Wireless Services phone distribution center. Runners were used to take phones and batteries to Command Posts, logistic sites, and nonprofit agencies in the disaster area. Phones were also provided to the staff of the Family Assistance program at the First Christian Church. As the rescue and recovery work progressed, AT&T Wireless Services runners familiarized themselves with the various support locations and made rounds with fresh batteries.

They carried messages and helped in every way they could. They were constantly deploying phones and keeping them charged. The distribution center staff and the runners were AT&T Wireless Services workers who volunteered their time to work at the disaster site in addition to regular job duties.

There was a melting pot of various cellular phones allocated to the disaster. Workers kept phone lines open. This depleted the batteries in about an hour. There wasn't the time or the electricity to recharge batteries at the site. AT&T Wireless Services quickly recognized the need to supply one type of phone, especially to those working within the perimeter. They requested all suppliers to provide the Motorola Ultra Classic II with rapid charger. Standardizing the phones as much as possible helped the cellular companies in the job of supporting communications within the perimeter.

The rescue and recovery workers in the Murrah Building were using cellular phones and required a constant supply of new batteries. Someone became concerned that the batteries from the recovery site might be a bio hazard. The Chief Medical Examiner determined that the batteries were not a bio hazard but could be one of the carriers of the flu, stomach viruses and other infections, that were coming into Oklahoma City with all the rescue workers. It was decided to wipe all phones and batteries with disinfectant to minimize the possible spread of infection. AT&T Wireless Services workers did this and wore rubber gloves to protect their hands from the constant use of the disinfectant.

After the opening of the MACC, AT&T Wireless Services moved its distribution site to the Myriad. They set up a post where they could give phones to people as they entered or left. The Myriad provided more electrical power for the constant recharging of the phone batteries. The cellular phones did not have any toll restrictions. Calls made across the country to locate supplies and equipment could be made directly and at no charge.

AT&T Wireless Services estimates that it provided 1,052 phones to the rescue and recovery work and that its contribution of time and equipment was in excess of \$4,000,000. AT&T Wireless Services also provided free phones, pagers, chargers, and voice mail to the Oklahoma City Document Management Team that was formed to write the official report of the disaster.

AT&T Wireless Services also provided a specialized camera that was used in the rescue and recovery work. The camera, developed by Dr. Red Duke of Texas, fits on a helmet and transmits a picture every three seconds using cellular transmission. The camera was mounted on a firefighter's helmet and used to provide site information to the structural engineers.

The firefighter could go into a critical area and transmit pictures to the engineers who would determine whether or not it was safe to continue in the area without further stabilization work. In June 1995, the Oklahoma City Rotary Club purchased this piece of equipment and donated it to the Oklahoma City Fire Department.

Southwestern Bell Mobile Systems

Southwestern Bell Mobile Systems (SWBMS) is headquartered at the Oak Tree Center at 9020 N. May Avenue, which is about 10 miles northwest of down-

town. The blast was heard and felt at the building. SWBMS responded on two fronts — providing phones and batteries for the rescue work and maintaining and enhancing the cellular communication system.

At the time of bombing, SWBMS had three cell sites with 37 channels serving downtown Oklahoma City. By 9:15 a.m. headquarters knew the source of the blast and ordered a test of the three cell sites. They were determined to be undamaged and in service.

SWBMS personnel closely monitored the traffic on the cell sites serving the downtown area. Most cells in the area overflowed with traffic running five to six times the normal load. About 10 to 15 percent blockage was experienced with calls not going through because of the overload.


By 10:00 a.m., plans were made to add channel capacity to all three faces of the central downtown cell. However, this work could not be performed due to the cell's proximity to the rescue site. SWBMS elected instead to add channel capacity to the cells on the east and west of downtown. They also installed a directed retry program between the downtown cells which allows traffic to overflow another cell face.

At noon the Dallas SWBMS office called to offer use of their cell on wheels (COW). While it appeared that there was enough capacity without this equipment, SWBMS believed they should take every measure to ensure support for the rescue work. The Oklahoma City office accepted the COW and began to make arrangements to place it near the disaster perimeter.

By about 2:15 p.m. on April 19, SWBMS had completed the work to add channels to the west downtown cell site. They had selected a site at N.W. 7th and Harvey for placement of the COW and made arrangements for electric service and facilities. Arrangements were also made for a crane to be available to hoist the tower section when the COW was delivered.

Technical personnel worked throughout the afternoon. They added six channels to the east cell site so that a total of 49 channels were available to serve the rescue site. Demand for cellular service increased as the media arrived at the disaster site.

SWBMS continued preparations for the installation of the COW, which arrived at 9:30 p.m. John Coles, SWBMS technician from Dallas, supervised installation of the COW. United Communications erected the 40-foot-high antenna and installed the coaxial cable that linked the COW to the main telephone switching office.



A number of technical difficulties were overcome, and the cell on wheels was operational at 5:00 a.m. on April 20. With the addition of the COW, SWBMS had 65 channels serving downtown. Traffic on the COW was heavy from the moment it went into service.

Monitoring of the system on Thursday afternoon showed that traffic was approaching the Wednesday peak call level. Over 50 percent of the downtown traffic was being handled by the COW and the west cell site. Most of the feedback from the Command Center regarding service quality was positive.

Traffic levels were still high on Friday, April 22. The decision was made to add 10 channels to the COW. The channels were added in the afternoon and other technical work performed to reduce possible interference in the rescue area. The additional cells brought the total cells serving the downtown area to 75. Traffic monitoring indicated adequate capacity with the exception of breaking news events. The feedback on call quality and channel feedback was good. SWBMS's technical staff provided continuing support to the system for the remainder of the rescue and recovery effort.

Within 20 minutes of the bombing, SWBMS staff began delivery of phones to emergency personnel. Staff members Chavez Prince, Casey Richards, and Pam Estep coordinated phone distribution and support. They provided a system for 24-hour manning of a battery charging station and rotation of batteries on and off the chargers. Hourly routes were made to deliver fresh batteries at two dozen sites in and around the perimeter. Company personnel volunteered hundreds of hours of time to staff the distribution center. Approximately 500 phones and 850 batteries were provided to city, state, and federal agencies.

In addition to the phones provided to emergency workers, 10 digital cellular phones were provided to key officials. SWBMS had been testing a digital voice system that changes the voice message into binary digital codes that are transmitted to and decoded by the receiving phone. The binary message is scrambled during transmission, providing call security. The phones

can also be used as standard cellular phones. The 10 digital phones were tested Wednesday morning and then delivered to Governor Keating, the Attorney General, EMSA, the Oklahoma County Sheriff, the Oklahoma County Emergency Management Agency, and two State Senators.

Long Distance Companies

Three long distance carriers — AT&T, SPRINT and MCI — provided support for the rescue and criminal investigation work and to the victims and the community.

American Telephone and Telegraph

AT&T provided free long distance service to the MACC and the Urban Search and Rescue task forces at the Myriad Convention Center. This service was used to make calls to locate supplies and equipment needed in the rescue work and allowed Urban Search and Rescue task force members to maintain communications with their families and others in their home cities.

MCI

MCI stationed a satellite truck on Harvey Avenue, adjacent to the One Bell Central command post areas. MCI ran lines from this truck to each Command Post to provide free long distance service. A line was also provided to One Bell Central for free long distance service for the two Urban Search and Rescue task forces based there. On April 22, MCI used a full page ad in the newspaper to offer free long distance services to all its Oklahoma City customers. City residents who were not customers were offered free calling cards which could be obtained at two locations in the city.

SPRINT

SPRINT provided the toll-free number for the FBI's suspect information hot line. SPRINT provided calling cards for victim's families through the Feed the Children Ministry and the Family Assistance Center. Later SPRINT paid the long distance bills for its customers who had family members wounded or killed in the bombing.

Oklahoma City Document Management Team Murrah Rescue And Recovery Operation Chronology

This chronology of the Rescue and Recovery Operation was developed from original source materials including Oklahoma City Fire Department and USAR task force logs and the records of the FEMA Incident Support Team (IST). Some USAR task forces provided complete logs while others provided operation summaries. The Document Management Team selected items from the logs and other sources which it considered representative of various phases of the operation. The casualty information was taken from the Oklahoma Department of Civil Emergency Management's daily report.

APRIL 19

ACTIVITY

Day 1—Wed.

- 9:02 a.m. Bomb explodes at Alfred P. Murrah Federal Building.
- 9:03—9:05 a.m. Citizens rush to blast area and enter Murrah Building to assist the injured. Eleven Fire units and all Chief Officers respond from downtown area fire stations. (Squad 1, Engine 1, Truck 1, & Engine 51 self-dispatch from Fire Station 1. Truck 5, Engine 5, HAZMAT 5, and Pumper 4 self-dispatch from Fire Station 5. Engine 4 self-dispatches from putting out a transient fire at SE 2 and Congress. Engine 6 and Truck 6 self-dispatch from Fire Station 6. All Fire Officers from Fire Station 1 respond to blast site.) First Police and Fire Officers at the Murrah Building. Emergency Medical Services Authority (EMSA) responds with 24 medics, 7 ambulances, & 2 supervisors. Oklahoma County Sheriff — initial units self-dispatch. Oklahoma Highway Patrol and other State forces in or near area self-dispatch. U.S. Marshals evacuate the damaged Federal Courthouse.
- 9:05 —9:08 a.m. Acting OCFD Shift Commander establishes command at NW 6th and Harvey. Fire Chief orders multiple alarms. District Fire Chief surveying Murrah Building for hazard assessment. Police Department keeping traffic lanes open and assisting the injured. First Animal Welfare Division employees arrive to assist with work. Nearby Utility Company crews respond. Medical workers arrive to assist in treating the injured. First-in Fire Companies working in blast area: Squad 1 at NW 5th & Harvey, 2 firefighters into Athenian Building, rest into Water Resources Board. Engine 51 at Water Resources Board. Truck 1 at NW 5 & Harvey, crew working in Water Resources Board. HAZMAT 5 at NW 5 & Robinson, part of crew at YMCA and rest will enter Murrah Building. Engine 5 at NW 5 & Robinson treating wounded from YMCA. Truck 5 treating wounded at NW 6 & Robinson. Engine 4 and Brush Pumper 4, crews walk to Murrah Building and go to first floor to assist with rescue. Engine 1 treating wounded at NW 5 & Harvey. Engine 6 and Truck 6 at NW 6 & Robinson. Truck 6 begins primary search of Journal Record Building.
- 9:08 a.m. Fire Chief to Dispatch—Federal Building is main target; car fires to be extinguished. Engine 1 and Engine 6 assigned to attack car fires. Fire apparatus at Water Resources, Athenian, Journal Record, and YMCA Bldgs. for rescue operations and assisting injured. EMSA command



structure and triage established at NW 6th and Robinson. Street Maintenance Superintendent surveys damage for City logistics support.

- 9:10 a.m. * Fire Incident Command established. First responding Oklahoma Natural Gas personnel begin to shut down gas to leaking aboveground meters. Some are working in the area of the car fires. Mayor Norick talking by phone to Assistant City Manager and to local media. Citizens and law enforcement officers taking patients to hospitals in their cars. South triage area established on Harvey east of Murrah Building.
- 9:14 a.m. Live television transmission of aerial shots of damage to Murrah Building. All local media are providing continuous, live coverage of disaster.
- 9:15 a.m. * First Fire companies in Murrah Building. Area cities dispatching fire and police units to assist at site. Tinker Air Force Base dispatches Fire companies and other assistance. Oklahoma Department of Civil Emergency Management (DCEM) is fully activated to coordinate the State's response to the disaster and coordinate with FEMA. DCEM goes to 24-hour operations to support the disaster operation. Fire Department reports Federal Courthouse clear. EMSA has committed 34 units to the response, and mutual aid ambulance companies are responding.
- 9:19 a.m. Police Emergency Response Team activated. Command Post Vehicle ordered to site.
- 9:20 a.m. Fourth and Fifth Fire Alarms called, bringing additional companies to stage at FS 1. (Engine 7, Truck 7, Engine 8, Truck 8, Engine 9, Engine 10, Engine 15, Truck 15, Brush Pumper 15, Squad 17, Squad 18, Squad 21, Hose Tender 24, Engine 24, and Squad 34.)
- 9:25 a.m. Oklahoma Gas & Electric shuts off electric power to Murrah Building. ONG crews working in the area. Workers from both utility companies participate in rescue operations in the Murrah Building. Public Works Department orders barricades and heavy equipment to site. City Manager arrives at City Hall.
- 9:27 a.m. First patients transported from NW 6th and Robinson triage site.
- 9:30 a.m. * Vehicle fires nearly extinguished. First Fire Department company begins to ladder Murrah Building. Fire Maintenance is preparing reserve apparatus for use. Fire Communications is checking all radio towers and transmitter stations. State Department of Civil Emergency Management officially notifies FEMA of disaster. Red Cross, Salvation Army, and Feed the Children responding to disaster. Cellular phone companies providing phones to emergency workers. Construction firms report to Incident Command and locate staging areas. First cranes sent to downtown area. General Services Director orders crews to check City buildings for damage. Director of Airports orders security measures at Will Rogers World Airport.
- 9:31 a.m. Police Command Post Vehicle in place at NW 6th and Harvey. OCPD and other investigative personnel searching for evidence and witnesses.
- 9:45 a.m. First Police Emergency Response Team Squad arrives at Command Post. OCPD and other law enforcement units begin to organize perimeter and search for evidence. Governor Keating sends all nonessential State personnel home; makes verbal declaration of disaster. Oklahoma Restaurant Association begins preparing food for rescue workers.
- 9:50 a.m. Fire Department reports Journal Record Building all clear except for elevator.

- 10:00 a.m.* City Manager Bown and Assistant City Manager Bullard start to NW 6th and Harvey. FBI establishes blast-area command post. Southwestern Bell Mobile Systems begins work to add channel capacity to its downtown cells.
- 10:02 a.m. Police E-9-1-1 Center has logged over 1,800 calls since 9:02 a.m. They handled 488 calls and 1,212 received busy signals.
- 10:05 a.m. Last patients transported from triage—210 patients have been transported.
- 10:15 a.m.* Oklahoma Highway Patrol and State Bureau of Investigation establishing command posts. City Manager meets with Fire and Police Chiefs. City command structure established. Mayor Norick starts downtown.
- 10:16 a.m. OCPD reports Murrah Building floors 4–8 clear as best they can determine without dogs.
- 10:20 a.m. EMSA begins to move NW 6th and Robinson Triage to NW 5th Street—told to expect 100–200 more wounded.
- 10:28 a.m. Murrah site evacuated in response to word of possible explosive in Murrah Building. All personnel and units evacuate area. Most stage to NW 10th or to Couch Drive. Bomb Squads ordered into Murrah Building to investigate. OCPD and other units work to establish crime scene perimeters around Murrah site. All downtown offices evacuated.
- 10:30 a.m. Fire General Alarm called; off-duty Blue Shift firefighters to stage at FS 1. Some assigned to Fire to assist with putting all available reserve apparatus into service. Full Police Emergency Response Team of 64 officers, 6 supervisors, and 4 staff have reported to the Police Command Post and been deployed for duty.
- 10:30 a.m.* EMSA establishes Field Hospital at NE 5th and Oklahoma. All future patients will be treated here and then sent to hospitals. Public Information Officers designate NW 7th and Harvey as Media area. Fire Incident Command evaluating Murrah Building and organizing personnel and equipment for next stage of rescue operation.
- 10:32 a.m. Medical Examiner's staff and OCPD move first bodies to temporary morgue at the First Methodist Church.
- 10:45 a.m. Police Command Post Vehicle moved to west side of Harvey at NW 8th. Southwestern Bell provides temporary telephone lines to vehicle.
- 10:55 a.m. FEMA activates Sacramento, California, and Phoenix, Arizona, USAR task forces and an initial Incident Support Team.
- 11:00 a.m.* Fire Command Post relocated to One Bell Central on Harvey between NW 7th and NW 8th. One Bell Central becomes central command post area. Medical Examiner's Office organizing to receive and identify the bodies of the dead and to obtain information on all missing persons. Director of Operations asks State Funeral Directors Association to implement its Mortuary Disaster Coordination Plan. Oklahoma Blood Institute organizes blood donation centers. Southwestern Bell records show that over 12,000,000 calls have been attempted in Oklahoma City.
- 11:20 a.m. OCPD reports outer perimeter controlled.

11:22 a.m. All clear given. Rescue operations resume. Search and rescue teams enter Murrah Building; crews working in Pit and Cave and searching all floors. Begin extricating last survivors. FBI, ATF, and other law enforcement agencies examine all debris for evidence. OCFD organizes secondary searches of other damaged buildings. Four EMSA units and a Triage Team at Murrah Building, remainder in staging areas. Utility companies and City Water Resources Dept. checking and cutting off utilities in the blast area. Utility companies establish command posts. Parks Department providing first aid supplies and golf carts for use in disaster area.

Mayor Norick, Fire Chief Marrs, Police Chief Gonzales and FBI Agent Ricks meet to determine areas of responsibility. Police Chief asks for activation of Oklahoma National Guard. Guard will be activated and will deploy for perimeter control and other duties. National Guard Chaplains activated for death notification duties.

12:30 p.m.* Over 125 clergy and chaplains have reported to Murrah area. Mayor names Chief of Civilian Chaplains. Police, Fire, and FBI Chaplains organize service chaplains.

1:00 p.m. Mayor Norick and others of command group hold second meeting. Decide to hold afternoon press conference at the Civic Center Music Hall.

1:11 p.m. EMSA: Patient transported from the Murrah Building.

1:13 p.m. Medical Unit and amputation kit en route to Murrah Building.

1:15 p.m. EMSA closes primary triage unit by Murrah Building; stages ambulances by Building.

1:30 p.m. Suspicious crate found in Murrah Building.

1:41 p.m. Fire Safety Officer reports he had been cleared to begin removing bodies from the Murrah Building.

1:48 p.m. Murrah Building evacuated; Bomb Squads to investigate crate.

2:00 p.m.* Dr. Sullivan working to amputate leg of victim trapped in the Cave. State Funeral Director's Mortuary Disaster Coordinators meet to implement Mortuary Disaster Coordination Plan. Contact First Christian Church for site. Red Cross conducts initial damage survey. Red Cross establishes emergency shelter at St. Luke's Methodist Church. Regency Towers occupants evacuated; service center established in a motel. OCFD Emergency Medical Services establishes decontamination facilities. OCFD Logistics organizes base in the Journal Record Parking Garage on NW 6th Street. OG&E begins erecting new poles in surface parking lot north of Murrah Building and providing lights directed on the north face of the Murrah Building. Contractors replacing broken glass and boarding windows throughout downtown area. Search and Rescue Dogs of Oklahoma, from Tulsa, OK, arrives with two dogs to assist in search operations. Team leaves Oklahoma City on 4/20/95 at 4:00 p.m. Salvation Army and Feed the Children providing food and support for rescue workers. Civic Center Music Hall staff preparing for press conference.

2:02 p.m. All clear given—rescue operations resume.

2:05 p.m. Region VI FEMA Director arrives in Oklahoma City to coordinate federal assistance.

2:15 p.m.* Southwestern Bell Mobile Systems has added channels to its downtown cell sites.

2:30 p.m. Rain begins in downtown area.

2:40 p.m. Police Command Post vehicle moved to One Bell Central.

2:51 p.m. EMSA: Patient (amputee) transported from the Murrah Building.

2:52 p.m. EMSA: Patient transported from the Murrah Building.

2:58 p.m. EMSA: Patient transported from the Murrah Building.

3:00 p.m. OCFD Blue Shift Officers assume Incident Command duties. Generators, light towers, lumber, buckets, and other supplies and equipment arriving at site. Funeral Director's Committee coordinates plans with Medical Examiner, works to open site at First Christian Church. Southwestern Bell establishes a special center for handling requests for phones in the disaster area.

4:00 p.m.* Amputee extricated from Cave and transported to hospital. OCFD and other services organize Critical Incident Stress Defusings for workers. Associated General Contractors of Oklahoma acting as a clearing house for donated construction supplies and equipment for contractors working at the site. Animal Welfare Division establishes animal care shelter at NW 4th & Harvey. Site will develop into an animal triage staffed by members of the Oklahoma Veterinary Medical Association. Police Department begins issuing entry passes to non-emergency personnel entering the perimeter. City Equipment Services Division goes to 24-hour operation to support vehicles used at the site. Refrigerated trucks are provided for use at the temporary morgue and the Medical Examiner's area. City Building Management Division helps provide electrical service at the temporary morgue and work to prepare to clear debris from the postal substation and board the windows.

4:30 p.m. President Clinton holds televised press conference. Local press conference follows. All persons who escaped from Murrah and other damaged buildings asked to call the Mayor's Office. OSBI agents in City Hall to receive phone calls and develop missing persons list.

5:00 p.m.* Funeral Directors open Center to receive information from families of missing persons. Center is at the First Christian Church (FCC) at NW 36 and Walker. Contractors begin to bring heavy equipment to the Murrah Building. Local iron workers provide crews for rigging for heavy debris removal operations. Red Cross provides a room and counselors for parents of missing children. Oklahoma Congressional Delegation is briefed on events.

6:00 p.m. Oklahoma National Guard contingents begin to report for perimeter security duty. Tinker Air Force Base providing personnel, materials, and equipment. AT&T Wireless Services Cell-on-Wheels at Main and Walker is operational.

6:30 p.m. Phoenix USAR task force advance party arrives in OKC.

7:00 p.m.* Last survivor found trapped in debris of Murrah Building. Extrication work begins. Boldt Construction begins first shoring operation, Column G12. Citizens responding to calls for generators, rain gear, leather gloves, and other items needed for the rescue workers.

8:00 p.m.* Mental Health volunteers and National Guard Chaplains assist families at FCC. Workers clearing the West Loading Dock for use as Rescue Command Area. Public Works and military units erect tents and shelters for workers.

- 8:10 p.m. FEMA Director James Lee Whitt arrives in Oklahoma City.
- 8:15 p.m. Phoenix USAR task force arrives at Tinker AFB. Task force to base of operations at One Bell Central. Task force logistics base established in Journal Record Parking Garage.
- 8:30 p.m. Severe thunderstorm in downtown area.
- 10:00 p.m.* Rescue Command moves into west loading dock command area.
- 10:40 p.m. EMSA: Patient transported from the Murrah Building. Sacramento USAR task force arrives at Tinker AFB. Task force to base of operations at One Bell Central. Task force logistics base at Journal Record Parking Garage. Initial six members of the FEMA Incident Support Team (IST) arrive with the Sacramento task force.
- 11:00 p.m. FEMA activates Virginia Beach, Virginia, and New York City, New York, task forces.
- 11:00 p.m. OCFD Rescue Command briefs USAR Incident Support Team (IST) and Phoenix task force.
- 11:30 p.m.* Additional FBI personnel arrive. FBI command post established at 11 NE 6th Street.

*Time is approximate.

APRIL 20

Day 2—Thurs.

ACTIVITY

- 1:00 a.m. Phoenix task force begins operations in the Murrah Building. Task force assigned to search day-care center and first floor and assist in shoring second floor. Teams remove debris; dogs search area. Public Works Department begins removing debris from the Murrah Building to the Oklahoma County Sheriff's Gun Range on NE 36th Street. FBI and other investigative agencies sift and examine the debris for evidence.
- 2:30 a.m. USAR Incident Support Team (IST) meets with OCFD Fire Rescue Command to develop Action Plan for Murrah Operation. IST recommends that a standard evacuation signal be determined and that heavy equipment work near column G12 stop and other operations temporarily halt until a secure perimeter with a single point of entry to the building is in place.
- 5:00 a.m. Casualty Report: 36 known dead, 12 of whom are children. Estimated missing—200. Southwestern Bell Mobile Systems Cell-on-Wheels is operational at NW 7th and Harvey.
- IST—First Incident Action Plan: Provide for the safety of personnel. Thorough search of floors 1–3. Identify number of persons missing by agency and work location. Continue removal of victims and removal of deceased. Complete base of operations for Phoenix and Sacramento. Complete base of operations for IST. Continue to support Oklahoma City Fire Department operations.
- 6:00 a.m. Sacramento task force begins operations in the Murrah Building. Montgomery County, Maryland, and Los Angeles County, California, task forces are activated.



- 7:00 a.m. Medical Examiner's staff begin 12-hour days, handling body identification work. EMSA Field Hospital on NE 5th Street is closed. Oklahoma Restaurant Association working at the Myriad to provide meals for workers.
- The day's work will include: Final search of upper floors by creating a "grid" and moving debris to check all floor space. Debris removal in the Pit. Shoring to stabilize critical areas. Search east extension and remove bodies. Use cranes for removing fall hazards at west end and for heavy debris removal. During the day, shoring work is done on the first and second floors to support weakened floor slabs west of the Pit. This shoring creates the area known as the Forest. Search of north debris pile. Task forces cut holes in large slabs and insert search cameras to look for survivors. OG&E and Mid-Western Elevator Company restore power to one passenger elevator to facilitate moving personnel and equipment to upper floors. Dolese and Midwest Wrecking Company begin hauling debris to the Gun Range.
- 7:15 a.m. FBI briefs Mayor and other leaders.
- 8:00 a.m. City Hall and other downtown City Offices open. County Offices and buildings within the perimeter are closed. Flags flown at half-mast. Inner, Outer, and Traffic Perimeters reconfigured to meet rescue and criminal investigation requirements. U.S. Marshals, Oklahoma City Police, Oklahoma County Sheriff, Oklahoma Highway Patrol, Oklahoma National Guard, and other local and State forces provide security for perimeters. FBI begins examining the burned cars in the blast area. Phoenix task force searching all floors from top down with pole cameras and dogs.
- 8:30 a.m. Representatives of the National Fire Protection Association arrive and are designated to document the rescue operation.
- 9:00 a.m. Medical Examiner's representative briefs families at First Christian Church. Medical Examiner and funeral directors, mental health workers, chaplains, and Red Cross determine framework for operations. Center becomes the Family Assistance Center (FAC). National Guard, Tinker AFB, and Oklahoma County Sheriff provide security for FAC.
- Morning FEMA and OCFD select Myriad Convention Center as the site for the incoming USAR task forces and a Multi-Agency Coordination Center (MACC). GSA establishes a disaster headquarters at the Medallion Hotel. GSA awards contracts for emergency repairs to the Federal Courthouse and the Old Post Office on NW 3rd Street. GSA working to relocate federal offices from the Murrah Building. Area credit unions assist in relocating the Federal Employees Credit Union. Southwestern Bell Telephone providing temporary phone connections for disaster agencies and media area. Pulls 1" cable from Federal Courthouse through Parking Garage to west loading dock to support Fire Rescue and IST Command Posts. Oklahoma Insurance Commissioner and Oklahoma Association of Insurance Agents providing volunteer counseling service regarding insurance policies and claims. Governor's Office establishes a Mental Health Hotline. Additional Oklahoma National Guard troops activated for perimeter security duty. Oklahoma Critical Incident Stress Management Team providing support for rescue workers.
- 10:00 a.m. City press conference at the Civic Center Music Hall.
- 10:30 a.m. Phoenix task force completes canine search of upper floors; no survivors found. Two teams with tools to meet FBI agents at NW 5th and Robinson to work on automobiles.
- 11:33 a.m. OCFD to call Streets Division about steel I-Beams and cover the blast crater.

11:51 a.m. OCFD Rescue requested trenching shovels.

1:10 p.m. Streets Division has I-Beams and plates loaded on a trailer and will deliver when needed.

2:00 p.m. Virginia Beach, Virginia, task force arrives at Tinker AFB. Task force to base of operations at the Myriad Convention Center.

4:00 p.m. Virginia Beach task force begins first operational period at the Murrah Building. Searches east side floors 3–9. Special Briefing for Oklahoma City Council Members.

4:30 p.m. OCFD: Red Cross has knee pads and gloves.

4:50 p.m. New York City, New York, task force arrives at Tinker AFB. Task force to base of operations at the Myriad Convention Center.

5:00 p.m. Public Works Department, Streets Division, begins fencing the outer perimeter.

5:30 p.m. Sacramento task force working on north exterior debris pile; cuts holes in roof slab for search camera inspection.

6:00 p.m. AT&T Wireless Services has second Cell-on-Wheels operational at NW 9th and Robinson.

6:30 p.m. Sacramento task force works with cranes to section and remove slabs on north exterior debris pile.

7:00 p.m. IST Briefing for in-coming and off-going shifts and Fire Rescue Command prior to task force shift change.

8:00 p.m. Montgomery County, Maryland, task force arrives at Tinker AFB. Task force to base of operations at the Myriad Convention Center.

10:05 p.m. Los Angeles County, California, task force arrives at Tinker AFB. Task force to base of operations at the Myriad Convention Center.

11:00 p.m. New York City task force begins first operational period at the Murrah Building. Task force begins rigging large slab of concrete.

APRIL 21

ACTIVITY

Day 3—Fri.

12:20 a.m. New York City task force rigging specialist supervises removal of large concrete slab.

1:00 a.m. Sacramento task force relieves Phoenix task force. Task force searches Water Resources Building.

5:00 a.m. Casualty Report: 50 known dead; number missing estimated at 167.

7:00 a.m. IST Briefing: Provide for safety of all personnel. Continue close support of Oklahoma City Fire Department. Continue operations in 3 search zones: north exterior debris pile, east interior basement, south interior basement (basement is first floor of Murrah Building). Establish a base of operations for Montgomery County and LA County task forces. Update missing per-

sons list—13 agencies with no report. USAR task force shift change. Virginia Beach and New York City task forces relieved by Los Angeles County and Montgomery County.

- 9:00 a.m. Medical Examiner’s Briefing at Family Assistance Center.
- 10:00 a.m. City morning press conference at Civic Center Music Hall.

- Morning Red Cross and University of Oklahoma Dept. of Psychiatry establish free Mental Health Hotline. Additional Oklahoma National Guard troops activated to work at site and at Tinker AFB. Los Angeles County task force assists FBI in dismantling cars, works on north debris pile, and sends one squad for canine search of Journal Record Building. Montgomery County task force assigned to work in the Pit. Two squads work on construction of debris chute. Two squads search second floor. Police Department Property Management Unit receiving and processing personal property found in the Murrah Building and the blast area. National Organization of Victims Assistance (NOVA) arrives in OKC to assist with critical incident stress debriefing operations.

- 1:00 p.m. Phoenix task force relieves Sacramento task force. Part of task force to second floor shoring work and rest to north exterior debris pile.

- 3:00 p.m.* FEMA opens Disaster Field Office at 420 W. Main.

- Afternoon Multi-Agency Coordination Center (MACC) starting operations at the Myriad Convention Center.

- 4:00 p.m. Medical Examiner’s Briefing at Family Assistance Center.

- 6:00 p.m. Phoenix task force working in Water Resources Board Building.

- 7:00 p.m. IST Briefing. Virginia Beach and New York City task forces relieve Los Angeles County and Montgomery County.

- 8:00 p.m. Virginia Beach task force working in the Pit.

- 9:00 p.m. New York City task force: 1 team on exterior debris pile, one team in basement.

- 9:31 p.m. Virginia Beach task force finds safe with money believed to have belonged to the Credit Union, security personnel requested.

- 11:40 p.m. Severe thunderstorms and hail.

- 11:50 p.m. New York City task force: 1 team in basement, 2 teams completing rack shoring, 2 teams search Journal Record Press Building.

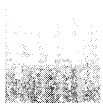
- *Time is approximate

APRIL 22
Day 4—Sat.

ACTIVITY

- 1:00 a.m. Sacramento task force relieves Phoenix task force.

- 1:40 a.m. Operations halted for crane operations.



3:00 a.m. Operations on north side halted due to high winds blowing debris off upper floors.

4:00 a.m. Sacramento task force halts north exterior crane/debris operations while Virginia Beach task force undertakes shoring operation in the basement.

4:35 a.m. Thunderstorm and severe lightning.

4:55 a.m. Virginia Beach task force reports a beam has dropped 4–6 inches and begins shoring work.

5:00 a.m. Casualty Report: 70 known dead; 167 estimated missing. Exterior operations halted due to severe weather.

5:20 a.m. Storm intensifies.

5:40 a.m. Virginia Beach task force reports shoring continues, beam has stopped moving.

7:00 a.m. IST Briefing: Continue close support of OKC Fire Dept. Complete draft demobilization plan. Continue search operations in north exterior debris pile, weather permitting. Continue debris removal and search operations in the Pit and rear of first floor. Continue removing fall hazards and clearing upper floors. Continue search operations and body removal in the Water Resources Board Building. OCFD Fire Rescue: Groups of 25 will report to Resource Pool for 2-hour rotation shifts. Rescue Command working 12-hour shifts.

8:00 a.m. Los Angeles County and Montgomery County task forces relieve New York City and Virginia Beach. Los Angeles County (no times given) 2 teams assigned to develop maps for Joint Action Plans. Team to assist FBI dismantling cars. Squads to work in south operations first and second floors for shoring and debris removal. Squads also to east lobby shoring and debris removal. One dog hospitalized for possible hypothermia. MACC begins 12-hour operational test at Myriad Convention Center.

9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.

9:30 a.m. High winds, rain, and possible building instability halt all operations.

9:36 a.m. OCFD: LA County and Montgomery County have resumed rescue search on second floor, south side.

10:00 a.m. City morning press conference at Civic Center Music Hall.

10:21 a.m. Fire Rescue Command: 25 people will go to Resource Command, 25 to staging, and another 25 will get ready.

Morning FBI clears Public Works Department to begin removing rubble and glass from streets and sidewalks. Red Cross begins moving staff and volunteers to temporary Disaster Office at 601 W. Sheridan.

10:29 a.m. OCFD: Lights, fuel, generators, and heaters are needed for FBI to inspect cars in underground parking at NW 5th and Broadway.

10:45 a.m. Operations resumed in the Pit. One Montgomery County squad in Pit, two squads conducting shoring operations on second floor, one squad at equipment staging area.

11:04 a.m. OCFD District Chief will go to NW 6th and Broadway, part of a building has collapsed, Truck 6 is handling the situation.

11:58 a.m. OCFD: Temperature is 42 degrees. Wind from north at 27 mph. Light to moderate rain continues across central Oklahoma with some lightning.

1:00 p.m. Sacramento task force relieves Phoenix task force.

1:34 p.m. OCFD Dispatch is calling mutual aid fire companies to man stations.

2:31 p.m. OCFD: Fire Department needs to evacuate immediately per Rescue Command.

3:45 p.m. Montgomery County task force: 3 squads to first floor for shoring, 1 squad to Pit for debris removal.

4:00 p.m. All clear to reenter Murrah Building. Medical Examiner's Briefing at Family Assistance Center.

4:12 p.m. OCFD: Mutual aid companies at OKC Fire Stations: Moore at 19, Bethany at 1, Midwest City at 13, Edmond at 17, Village at 34, and Yukon at 32.

4:25 p.m. First and second floor operations cease for crane operation.

7:00 p.m. IST Briefing. Virginia Beach and New York City task forces relieve Los Angeles County and Montgomery County.

7:45 p.m. Virginia Beach task force working on second floor, front east side, second floor on top of Pit, and in Pit area.

8:00 p.m. MACC passes operational test and is fully functional.

9:00 p.m. Operations halted due to weather.

9:37 p.m. OCFD: Due to structural shift on the second floor, crews were pulled of floors 2, 8, and 9.

11:30 p.m. OCFD: Rescue Command update: North side along front edge has been cleared on floors 6, 7, 8, and 9. Currently working on west side of fifth floor; personnel need will be downgraded.

11:35 p.m. Operations stop while Rescue Command and Incident Support Team inspect Murrah Building.

11:45 p.m.* Chief Marrs meets with Rescue Command and Incident Support Team and directs them to develop a unified plan for operations and a solution to the Mother Slab.

*Time is approximate



APRIL 23

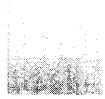
Day 5—Sun.

ACTIVITY

- 1:00 a.m. Sacramento task force relieves Phoenix task force. Incident Support Team, Task Force Leaders and specialists, and Fire Rescue Command meet to establish an Engineering Group; David Hammond of the IST is selected to head the group. All engineering decisions to go through Hammond and then Rescue Operations. Sacramento task force: 2 squads mitigating overhead hazards, 1 squad to search Athenian Building.
- 3:00 a.m. Sacramento team removing debris at Water Resources Board Building.
- 3:30 a.m. First citizens arrive at Fairgrounds for 3:00 p.m. Memorial Service.
- 3:15 a.m. Virginia Beach task force working in Pit, finds safe.
- 3:45 a.m. OCFD: Clearing work begun on the fourth floor. Task force checking roof of Building.
- 4:00 a.m. New York City task force working on fifth floor—all teams use ropes and harnesses.
- 5:00 a.m. Casualty Report: 67 dead at scene, 3 died at hospital; total of 70 known dead of whom 13 are children. OSBI estimate of missing is 167.
- 6:05 a.m. OCFD: Building evacuated by Rescue Command.
- 6:45 a.m. Rescue Operations and the IST halt effort to cut Mother Slab.
- 7:00 a.m. IST Briefing: Provide for safety of all personnel. Continue to support OCFD operations. Must establish a staging area for task forces and firefighters when they are not working. No good place for workers to get out of weather and rehab when work is stopped for safety or weather. Continue debris removal in Water Resources Board Building. Work with crane operator to obtain proper equipment to remove hanging debris. Resume work on north exterior and central pit when hanging debris removed. IST Situation Report: Operations were halted at 2:00 a.m. due to safety issues on both north exterior debris pile and south interior debris pile. The south interior area had to be reshored after additional cracking and movement were detected on the second floor, west end. Teams are searching upper seven floors and moving debris away from edge. Metro-Dade and Fairfax County task forces have been alerted. Six additional IST staff have been activated.
- 8:00 a.m. Los Angeles County and Montgomery County task forces relieve New York City and Virginia Beach. Los Angeles (no times given): Canine and search teams used throughout building. Squads remove hanging debris from edges of floors 3, 4, and 5 at west end of north debris pile. Teams later assigned to shoring first and second floors and overhead hazard mitigation on upper floors. Also assist FBI with cars.
- 8:20 a.m. OCFD: Weather update: Temperature is 42 degrees, winds from the north at 17–22, windchill 20–25 degrees, no rain expected.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.



- 9:31 a.m. OCFD: 6 companies on scene, all assigned out of Rescue Command. Staffing—75 OCFD personnel; 25 in resources, 25 in rescue, 25 in debriefing/outprocessing. Two-hour maximum work rotation.
- Morning Representatives from the Centers for Disease Control and the State Health Department tour the rescue site to check health standards. AT&T Wireless Systems provides Cell-on-Wheels at the Fairgrounds to support communications for Presidential entourage and Secret Service. Flintco Construction installs 4,000-pound capacity man-lift hoist to move workers and equipment to the upper floors of the Murrah Building. OCPD and FBI open joint Scene Permit and Identification Office at the OPUBCO Building at NW 4th and Broadway. Public Works Streets Division continues glass and debris removal. Red Cross opens Disaster Office at 601 N. Sheridan.
- 10:00 a.m. City morning press conference at Civic Center Music Hall.
- 10:30 a.m. Rescue Command and IST assess building stability and overhead hazards.
- 10:55 a.m. Montgomery County: 2 squads to Water Resources Building.
- 11:00 a.m. OCFD: 19 companies on scene and assigned.
- 12:00 Noon 18,000 people at the Fairgrounds for the Memorial Service. Secret Service and law enforcement agencies check Fairgrounds Arena.
- 12:45 p.m. Montgomery County and OCFD parties removing debris from floors 6 and 7.
- 1:00 p.m. Phoenix task force relieves Sacramento task force.
- 1:20 p.m. Metro-Dade County, Florida, task force arrives at Tinker AFB. Task force to Myriad Convention Center base of operations.
- 1:55 p.m. Metro-Dade County initial task force briefing.
- 3:00 p.m. Bells tolled across city in remembrance of those who died in the Murrah Bombing. “Time of Healing” Memorial Service begins at the Fairgrounds Arena. President and Mrs. Clinton and the Rev. Billy Graham join Governor and Mrs. Keating and Mayor and Mrs. Norick and others in an ecumenical service. Moment of Silence observed by rescue workers in the Murrah Building.
- 3:25 p.m. Montgomery County: 2 squads to seventh floor debris removal.
- 4:00 p.m. Medical Examiner’s Briefing at Family Assistance Center.
- 4:30 p.m. Fairfax County, Virginia, task force arrives at Tinker AFB. Task force to Myriad Convention Center base of operations. Mortuary Science Team from Ft. Lee, Virginia, arrives to assist Medical Examiner. Team will assist in work at the temporary morgue.
- 5:00 p.m.* Rev. Billy Graham tours Murrah site. Expert evaluates use of explosives on the Mother Slab, recommends against use.
- 6:00 p.m. OCFD: Weather update: Clearing before 8:00 p.m. Cool, low in the 40s with north winds 10–15 mph.



- 6:23 p.m. OCFD: Explosives will not be used on the Mother Slab, it will be tied back.
- 7:00 p.m. IST Briefing.
- 8:00 p.m. Virginia Beach and New York City task forces relieve Los Angeles County and Montgomery County. Flintco construction crews working to tie back the Mother Slab.
- 9:00 p.m. Phoenix, Arizona, task force is demobilized. Virginia Beach assigned to work in Pit area.
- 9:30 p.m. Southwestern Bell Telephone Company hosts dinner for Phoenix task force.

*Time is approximate

APRIL 24

Day 6—Mon.

ACTIVITY

- 1:15 a.m. Metro-Dade County, Florida, task force begins operations in the Murrah Building. Task force assigned to overhead debris removal on third floor and shoring and bracing on first floor between Columns F18 and E18. Task force also works in the Pit. Virginia Beach also working in the Pit.
- 1:30 a.m. Fire Rescue Command update: Working hard on front, removing large slabs and clearing rebar from west side, 3 crews working in east end. 150 rescuers working on effort.
- 1:45 a.m. OCFD: Squads pulled from first floor while 11,000 lb. beam is removed.
- 1:53 a.m. OCFD: Crane operator must re-rig due to weight of beam.
- 2:17 a.m. OCFD: Beam is removed.
- 3:23 a.m. Task forces evacuate Pit for removal of slab.
- 3:36 a.m. Task forces return to Pit.
- 3:50 a.m. All units to evacuate Pit.
- 4:12 a.m. All clear to return to Pit.
- 4:15 a.m. Crane operators removing slabs from upper floors; all work halted.
- 4:20 a.m. All work resumes.
- 5:00 a.m. Casualty Report: 74 total dead, 60 bodies identified, 36 names released.
- 6:15 a.m. Body of U.S. Marine recovered. Body is covered with U.S. Flag and carried from the Murrah Building by U.S. Marines. Moment of silence observed by all.
- 7:00 a.m. IST Briefing: Continue working in close support of OKC Fire Dept. Continue to remove debris safely and efficiently utilizing combination of task force, OCFD, and private contractors. Provide for safety of personnel. Work in north exterior area removing debris and searching ex-

posed area. North exterior pile is divided into three sections for operational plans: west end—commence operations when hanging hazards are removed by crane; middle—commence removing small debris and looking for voids, do not remove large debris leaning against columns until interior bracing in Pit is completed; east end—debris removal ongoing, will stop work when crane contractor is ready to trim hanging debris, work in Pit will stop as well.

IST Current Situation: Overhead hazard removal continues on the north side with crane crews cutting large overhanging concrete pieces and slinging them with the crane to the ground. Debris removal commences again on north exterior east end and north exterior west end. Debris removal continued from second floor into the northwest debris pile. Debris removal by hand in the central Pit continues. Crane operators secured large hanging slab on eighth and ninth floor and cut away small hanging pieces.

- 8:00 a.m. Sacramento task force notified it would return to California on 4/25/95. Los Angeles County and Montgomery County task forces relieve New York City and Virginia Beach. Oklahoma City Police Department begins releasing cars left in the perimeter area on April 19. FEMA activates Puget Sound, Washington, and Menlo Park, California, task forces. New York City task force assigned to north debris pile. Part of Montgomery County task force to overhead debris removal and rest to first floor.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center. City Transit Services Department begins transporting residents of the Regency Towers Apts. to retrieve essential items from their apartments.
- 9:30 a.m. Montgomery County: 1 Squad to second floor debris removal, 1 Squad to upper floor search for voids, and 1 Squad to eighth floor debris removal. All New York City Squads assigned to overhead debris removal.
- 10:00 a.m. City morning press conference at Civic Center Music Hall. OCFD: Fire Recruits working 8-hour shifts starting at Noon with supervision from Training.
- Morning FEMA Disaster Mortuary Team has been activated and is providing assistance to the Medical Examiner. Oklahoma National Guard support at 375 personnel. Arts Council Board meets and decides to cancel the 1995 Festival of the Arts. Transit Services Department providing bus service for Fire Dept. and USAR task forces. Deliveries to City Hall Mail Room are increasing substantially. Mayor's Secretary and Council Support Group working to log items. Red Cross moves warehouse activities to Coca-Cola bottling plant at NW 10th and May. Salvation Army and Feed the Children providing support to victims and rescue workers. Area churches, charitable organizations, and mental health groups providing a variety of services.
- 10:45 a.m. IST notifies New York City task force that its operations period will change to 8:00 p.m. to 8:00 a.m. Task Force to return to base of operations for rest. Upper floor operations halted due to instability.
- 11:15 a.m. Montgomery County resumes operations—upper floor hazard removal. One squad assigned to recover a file cabinet with sensitive material.
- 1:00 p.m. Fairfax County task force begins shift. Assigned to search and rescue operations on north exposure. Montgomery County rigs file cabinet on seventh floor for removal by crane.
- 1:30 p.m. FEMA and Oklahoma Department of Civil Emergency Management brief City department representatives on documenting costs for applications for FEMA disaster funds.



2:30 p.m. Metro-Dade task force ends shift.

3:15 p.m. OCFD: Informed by MACC of possibility of winds up to 50 mph; people were moved out of building and put in a safe place.

4:00 p.m. Medical Examiner's Briefing at Family Assistance Center. Operations resumed in the Murrah Building. Montgomery County task force working in Pit, Los Angeles County task force working on north exterior debris pile.

4:40 p.m. Pit operations halted for horizontal bracing.

4:52 p.m. Pit operations resumed.

7:00 p.m. IST Briefing. Southwestern Bell Telephone sponsors dinner for Sacramento task force. IST notifies Fairfax County task force to stand down and return for duty at 1:00 a.m. on 4/25.

7:39 p.m. Puget Sound, Washington, task force arrives at Tinker AFB. Task force to base of operations at Myriad Convention Center.

8:00 p.m. New York City and Virginia Beach task forces begin last shifts. Relieve Montgomery County and Los Angeles County task forces. New York City working on north exterior debris pile. Virginia Beach working on exterior debris pile and in the Pit.

9:00 p.m. Phoenix, Arizona, task force departs Tinker AFB.

9:22 p.m. Menlo Park, California, task force arrives at Tinker AFB. Task force to base of operations at Myriad Convention Center.

10:00 p.m. All task force operations halted for removal of large slab.

10:15 p.m. Operations resumed.

11:40 p.m. Large piece of concrete is broken into smaller sections.

Midnight Operations cease for removal of large slab.

APRIL 25

Day 7—Tues.

ACTIVITY

12:10 a.m. Operations resume after slab is lifted.

1:00 a.m. Fairfax County and Metro-Dade County task forces begin shifts at Murrah Building. Metro Dade: 2 Squads on north face and 2 in Pit. OCFD: Work is progressing in the first floor and Pit area; heavy concentration of work on north face.

1:45 a.m. New York City task force squads sling last piece of concrete before being relieved.

2:20 a.m. New York City task force holds moment of silence and prayer service and then returns to base of operations at the Myriad.



- 2:25 a.m. Pit evacuated.
- 2:30 a.m. Operations resumed.
- 3:30 a.m. OCFD: Approx. 25 personnel working in the Pit, consideration being given to removing large floor sections. Metro-Dade task force requests harnesses and rope gear.
- 4:30 a.m. Pit evacuated.
- 4:35 a.m. Operations resumed.
- 5:00 a.m. Casualty Report: 80 total bodies recovered. 65 bodies identified. 46 names released.
- 6:18 a.m. OCFD: Winds will increase with gusts of up to 35 mph within the next hour.
- 7:00 a.m. IST Briefing: Remove hanging debris between Columns 18–22 from floors 3, 4, 6, & 7 using crane and contractors. Trim small debris off large slab at floor level 9. Continue to remove debris from between Columns 12–16. Continue debris removal operations in the Pit by removing slab and shoring behind stairs to facilitate using a Bobcat to help remove debris from first floor. Cease operations around Columns 16-22 during time crane is removing heavy debris. IST Current Situation: Overhead Hazard removal from Column 14–16 completed. Removal of hanging hazards has not been completed between Columns 18–22. Debris pile on north side between 12 and 16 has been reduced considerably with an effort directed by OCFD to get as far down toward the first floor as possible in this operational period. This is an effort to get some idea about how much longer it will take to finish the job. Debris removal on the east end of the pile continues with noticeable reductions. Debris removal in the central area between 16 and 18 has also made noticeable reductions. Large beams and slabs have been exposed and can be lifted by crane in the near future. The Pit area continues to be worked with movement horizontally beneath some of the floor slabs taking place instead of vertical movement.
- 7:00 a.m. Los Angeles County and Montgomery County task forces relieve Fairfax County and Metro-Dade County. Los Angeles County Squads working on overhead debris removal and on the north exterior debris pile. Later in the day, all Los Angeles task force assigned to the exterior debris pile. Montgomery County task force assigned to search and debris removal in the Pit.
- 8:30 a.m. Oklahoma City Council holds regular meeting at City Hall.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.
- 9:30 a.m. Pre-Shift briefing for Puget Sound task force.
- 9:38 a.m. Fire Rescue Command Objectives: Debris removal from back side of basement (first floor), working to remove all hanging debris from building, rescuers will work on north debris pile as situation will allow.
- Morning Public Works Department begins survey of damage area to determine extent of damage and identify buildings with shattered glass and buildings with possible structural damage.
- 10:00 a.m. City morning press conference.

11:00 a.m. Pre-Shift briefing for Menlo Park task force.

12:09 p.m. OCFD: U.S. mail has been found in the building.

12:28 p.m. OCFD: U.S. Postal Inspector on way to pick up mail.

1:30 p.m. Sacramento, California, task force departs from Tinker AFB.

1:52 p.m. Fire Rescue Command: Working on rubble pile between Columns 12–14. We have rubble down from second floor to first floor between 14–16. All other rubble still at second floor level. High angle removal of debris at 50–60% completed between Columns 14–18. Working to enlarge the Pit. Seven crews—63 men working at this time. We have no injuries.

2:00 p.m. Menlo Park and Puget Sound task forces begin first shifts in the Murrah Building. Puget Sound task force searches east side of building. Task force members are hoisted from floor to floor through the large heating/air conditioning ventilation ducts. Other task force members are assigned to search and shoring work on the first and second floors near the Pit. Menlo Park task force joins Los Angeles task force for search and debris removal operations on the north exterior pile.

2:20 p.m. Pit operations halted for heavy debris removal.

2:25 p.m. Pit operations resumed. Montgomery County ceases use of jackhammers to reduce noise.

2:35 p.m. City Council arrived on scene, escorted to building by OCPD Chief Gonzales.

3:30 p.m. First of several brief work stoppages in the Pit for horizontal bracing work.

4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.

4:05 p.m. Fire Incident Command: Army fatigues are being donated to OCFD. All companies coming downtown will go to FS 1 to be outfitted with fatigues. Crews with wildland firefighting gear do not need fatigues.

4:25 p.m. Task force work in Pit resumes after another short halt. Resume using jackhammers.

4:45 p.m. OCFD firefighters will wear structural firefighting helmets but will use donated leather gloves as gloves must be thrown away after decontamination.

5:30 p.m. New York City and Virginia Beach task forces at Cowboy Hall of Fame to receive Proclamation from Oklahoma Legislature.

7:00 p.m. IST Briefing.

8:00 p.m. Puget Sound and Menlo Park task forces relieved by Fairfax County and Metro-Dade County.

9:00 p.m. New York City task force to dinner with Lt. Governor Fallin.

10:45 p.m. OCFD: Command Post notified of light failure at Decon Station #2, notified OG&E Command Post.

APRIL 26

Day 8—Wed.

ACTIVITY

- 5:00 a.m. Casualty Report: 92 bodies recovered. 81 bodies identified. 73 names released.
- 7:00 a.m. IST Briefing: Continue north exterior debris removal. Continue debris removal between Columns 12–18 to reach floor area; work on cutting large leaning slabs into smaller slabs for cranes to remove; begin to remove debris from between Columns 18–22 and clear to floor when all overhead hazards have been removed. Remove debris from Bowl using crane and man-baskets. Use caution around cranes and heavy equipment on the north side. Pit area has become hazardous and will require removal of slabs and debris from north exterior side. Debris removal has been accelerated by coordinated deployment of crane-slung debris buckets. IST Current Situation: Overhead hazard removal from Columns 16–22 is underway. Should be completed by 8:00 a.m. Work continues on the debris pile from the west and east ends. Debris removal from central pit area on south side also continuing with some shoring operations in that area to stabilize slabs. The opening from the first floor into the Pit is complete and has facilitated a rapid increase in the volume of materials moved. The Pit area is becoming hazardous to operate in due to the depth the debris has been excavated. Further effort in this area should be made by removing the leaning floor slabs on the north exterior area between Columns 18-22. As that debris is lowered, further work from the Pit may be possible.
- 8:00 a.m. Los Angeles County, Montgomery County, and Menlo Park task forces relieve Fairfax County and Metro-Dade County.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.
- 9:02 a.m. Moment of Silence observed at Murrah Building and in offices across Oklahoma City.
- Morning Oklahoma National Guard troops begin assisting FBI and ATF with debris sifting and search work at the Sheriff's Gun Range on NE 36. Approximately 60 troops working 8–10 hour shifts.
- 10:00 a.m. City morning press conference.
- 10:30 a.m. OCFD: At 2:00 p.m., 75 people are coming in squads on 8-hour rotations. At 10:00 p.m., 75 people for 8-hour rotation with crew of 6 officers on a 12-hour shift. Break into 25 man crews. These will be off-duty personnel.
- 12:15 p.m. Virginia Beach task force departs Tinker AFB.
- 2:00 p.m. OCFD: 100 fresh firefighters arrived for increased debris removal.
- 2:50 p.m. OCFD: Front coming at 3:15 p.m., wind will shift to west at 20 mph. At 4:30 p.m., wind will shift to northwest at 25–35 mph. Temperature will decrease.
- 3:45 p.m. Cold front has passed through, winds from the north at 30–35 mph. Temperature will decrease to 60 degrees.
- 4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.
- 6:00 p.m. New York City task force departs Tinker AFB.

7:00 p.m. IST Briefing.

8:00 p.m. Fairfax County, Puget Sound, and Metro-Dade County task forces relieve Los Angeles County, Montgomery County, and Menlo Park.

8:10 p.m. Metro-Dade Squad 1 attempts to gain entrance to the Pit area from first floor parking garage; progress about 15%. Other squads working in the Pit area.

9:06 p.m. Puget Sound task force: half performing overhead debris removal on ninth floor at Column 18 and rest working on north exterior debris pile.

9:24 p.m. Building evacuated when structural engineers note large, unstable panel is shifting.

9:42 p.m. All work resumes.

10:00 p.m. OCFD: 115-person task force to work 8-hour shift: 57 Red Shift, 25 Blue Shift, and 33 Mutual Aid.

Evening High winds with windchill in the 20s.

APRIL 27
Day 9—Thur.

ACTIVITY

12:05 a.m. OCFD: Heavy equipment operations have been completed for the time being. Crews moved to the slide area pile with a heavy concentration of work on the pile.

1:45 a.m. OCFD: Rescue Command gave situation status as last of large slabs removed by crane, work on the pile resumed.

3:00 a.m. OCFD: Temporary work stoppage on the pile to lift floor sections; work in that area will resume shortly.

3:30 a.m. OCFD: Everyone pulled out of the Pit to check northwest support beam possibly pulling out. It was determined that the bolts on the beam were loose. Small crew working on the front west end.

5:00 a.m. Casualty Report: 93 total bodies recovered. 89 bodies identified (14 children). 97 missing.

5:20 a.m. OCFD: Work resumed in Pit area. Work on front concentrated toward east side of the indentation.

6:30 a.m. OCFD: Work has stopped for crane removal of slab. Work to resume in approximately 30 minutes.

7:00 a.m. IST Briefing: Continue to remove debris from north exterior exposure. Break large slabs into smaller slabs and lift clear with cranes. Continue to remove debris from Pit area. Break spreader beam in Pit and remove five known victims. When hanging hazards are removed from between Columns F22 and F26, commence debris removal on east end of debris pile. Pit has been cleared to the ground floor. Slab movement around the Christmas tree at F22 caused

brief evacuation of the structure. Crane crews working to reposition crane to remove further debris from east tower. The debris pile between Columns 12 and 14 is down to the first floor with no additional victims located.

- 8:00 a.m. Los Angeles County, Montgomery County, and Menlo Park task forces relieve Fairfax County and Metro-Dade County. Metro-Dade County task force remains until 9:30 a.m. in an attempt to free the body of a victim.
Los Angeles task force assigned to debris removal on all three sections of the north exterior debris pile. Half of Menlo Park task force to overhead debris removal and rest to north exterior debris pile.
- 8:05 a.m. OCFD: Received notice that file cabinet requested by HUD has been located. Dispatch to contact HUD.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.
- 9:10 a.m. Montgomery County task force resumes operations. Two squads on north pile and two in Pit.
- 9:30 a.m. Metro-Dade County task force ends operations in the Murrah Building. Puget Sound task force returns to the Myriad for rest; will change shifts.
- 9:40 a.m. OCFD: Changing cranes in the front of the building at this time; will take approximately two hours. East side debris removal on third floor overhang at this time. Also working in east side Pit on debris removal.
- 9:52 a.m. Montgomery County squads in Pit using air bags to move a large slab with bodies trapped underneath.
- 10:00 a.m. City morning press conference. Pit operations halted for several minutes due to falling debris.
- 11:44 a.m. OCFD: Fire EMS reports moving restrooms to a better location; trying to get hot water to Decon tents and restrooms.
- 1:00 p.m. OCFD: Safety fence is being constructed on the upper floor ledges; debris removal continues.
- 2:35 p.m. Pit operations halted for 20 minutes for slab operation on the second floor.
- 3:00 p.m. OCFD: Fire EMS reports preparing for 3:00 shift change; preparing to decon all members and send to CISD.
- 3:37 p.m. Oklahoma National Guard processes request for two front end loaders and one "cat" to support the debris sifting team at the Gun Range.
- 4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.
- 4:50 p.m. OCFD: Working on front west pile and on the east pile over the Pit.
- 5:30 p.m. Begin phased moving of the Multi-Agency Coordination Center (MACC) to the Oklahoma City Emergency Operations Center.
- 6:10 p.m. Oklahoma National Guard processes request for one fork lift to support debris sifting operation.

7:00 p.m. IST Briefing.

7:05 p.m. Pit interior cleared for rigging operations.

7:22 p.m. Pit's west side slab was brought to the ground. Rigging crews pull slab out of Pit area.

7:27 p.m. Rigging operations completed on large slabs.

7:40 p.m. Pit operations halted due to exterior operations.

7:50 p.m. Pit operations resumed.

8:00 p.m. Fairfax County and Metro-Dade County task forces relieve Los Angeles County and Menlo Park. Fairfax County assigned to work on north exterior debris pile.

8:15 p.m. Montgomery County task force hangs Maryland State Flag in the Pit.

8:27 p.m. Pit operations halted and evacuated due to exterior operations.

8:30 p.m. OCFD: Working with rescue crews in conjunction with cranes in removing large concrete slabs and debris. Crews are working in the Pit area. Continue body removal and debris removal.

8:45 p.m. Operations resume. Montgomery County working to free a body trapped on east side of Pit.

9:00 p.m. Montgomery County task force unable to free body. Task force ends work in the Murrah Building and passes operations in the Pit to Metro-Dade County.

9:30 p.m. MACC is fully operational at the Emergency Operations Center.

10:00 p.m. OCFD: Public Works Director brought building inspection area map by Command Post.

10:20 p.m. OCFD: Rescue operations suspended in the Pit due to structural shifts of concrete slabs. Pit area operations will not resume until area evaluated by structural engineers.

11:30 p.m. OCFD: Large pieces of concrete are being removed from the front area and once removed operations will continue on the north face of the building.

APRIL 28

Day 10—Fri.

ACTIVITY

2:30 a.m. OCFD: Rescue is making several large picks on the front. Once completed, we are planning on rescue efforts to continue on the west end. Dade County doing work on the east front. The Pit area is still shut down due to shifting concrete slabs. Rescue efforts slowed down by "pick" efforts.

2:42 a.m. OCFD: C shift released due to Pit area shut down, not to resume this shift.

5:00 a.m. Casualty Report: 105 total bodies recovered. 103 bodies identified. 92 names released. 79 missing.



- 5:30 a.m. OCFD: Incident Command objective update: 50–60 firefighters working across front rubble pile. Pit area shut down, do not expect to work in the Pit the rest of this 12-hour shift. Weather: skies will remain partly cloudy to overcast through 8:00 a.m. Increasingly lower clouds will move into area. Winds from southeast at 5–10 mph. Temperature in mid to upper 40s with 20% chance of showers.
- 7:00 a.m. IST Briefing: Use cranes in pairs to work the north exterior area removing heavy debris and searching voids/exposed area for additional victims between Columns 12–28. No work to be done in Pit until area is declared safe. Extensive heavy debris lifting and debris removal were accomplished in all areas on the north side. North side operations continue to focus on major slab and heavy debris removal. Pair of cranes are proving effective on the east and west aspects of the north face rubble pile when used with OCFD and USAR forces. The Pit was determined to be unsafe and work ceased at 11:00 p.m.
- 8:00 a.m. Puget Sound and Menlo Park task forces relieve Metro-Dade and Fairfax County. Puget Sound task force assigned to debris removal on the north exterior pile. Task force works in close cooperation with crane operators setting up lifts of heavy debris. Menlo Park assigned to remove overhead hazards in the east tower.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.
- 9:40 a.m. OCFD Progress report: not working in Pit area. Currently removing concrete slabs in the front area. After completion of operation, work will resume in Pit area.
- 10:00 a.m. City morning press conference. Press Conferences moved from the Civic Center to the Myriad.
- Afternoon Los Angeles County task force departs Tinker AFB.
- 1:40 p.m. OCFD: Schedule for 3:00 p.m. rotation—Engines 21, 16; Trucks 7, 22, 30; and Tank Pumper 3.
- 3:00 p.m. OCFD Personnel on site: 70 OCFD, 28 volunteers.
- 4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.
- 5:00 p.m. Montgomery County task force attends U.S. Congressman's reception.
- 6:20 p.m. OCFD: GSA has strong concerns about the structural integrity of Column F22, it needs to be shored.
- 7:00 p.m. IST Briefing.
- 8:00 p.m. Metro-Dade and Fairfax County task forces relieve Puget Sound and Menlo Park.
- 11:00 p.m. OCFD: Engines 34, 13, 19, and Truck 8 stay on scene, all others on duty return to stations.



APRIL 29

Day 11—Sat.

ACTIVITY

- 1:00 a.m. OCFD: Shift change went smooth, fresh crews were briefed by Chief Webb. Outcoming crews to CISD debriefing. All Divisions reported no problems.
- 5:00 a.m. Casualty Report: 109 bodies recovered. 107 bodies identified. 97 names releases. 92 missing.
- 7:00 a.m. IST Briefing: Menlo Park to continue debris removal in the east division in conjunction with cranes and bobcats. Puget Sound to working selected portions of the debris pile in the west division; certain portions of the west pile are restricted from hand work as structural specialists evaluate hanging slabs. Leaning slabs against Columns F18–F22 to be left in place until further assessment is completed.
- 8:00 a.m. Puget Sound and Menlo Park task forces relieve Metro-Dade and Fairfax County. Orange County, California, task force activated. Puget Sound assigned to debris removal from north side including a large number of concrete columns, beams, and floor slabs.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center. Recovery Service Center opens at Shepherd Mall.
- 9:38 a.m. OCFD: Pit area closed due to safety because of slide on 4/28. Meeting for strategy on the Mother Slab. Moving small debris in various areas; working on overhanging materials; working on beams and smaller floor slabs. FEMA—170 on rotation; OCFD 114 on rotation.
- 10:00 a.m. City morning press conference.
- 10:30 a.m. Montgomery County, Maryland, task force departs Tinker AFB.
- Morning Contractors installing sleeves and collars on Columns F20 and F22.
- 11:00 a.m. OCFD: for 3:00 p.m.–11:00 p.m., 75 personnel needed, will use 40 mutual aid and 35 off-duty OCFD. For 11:00 p.m. to 7:00 a.m., need 50 personnel. Will try to use on-duty OCFD, mutual aid will cease at this time. From 7:00 a.m. on, will use 50 on-duty OCFD personnel every 8 hours. Off-duty OCFD personnel wanting to volunteer will be used only if they are able to get 16 hours rest before their regular OCFD shift begins.
- 11:30 a.m. OCFD: Rescue situation—no personnel in Pit at this time; debris removal east and west ends by hand; debris removal by machinery in the middle front area.
- 12:30 p.m. OCFD: Working on mass casualty plan in the event of a collapse.
- 4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.
- 4:18 p.m. OCFD: Notified representatives from ONG and OG&E—request that they stand by while teams in the bomb crater discard more debris and could encounter possible utilities.
- 4:30 p.m. OCFD: Rescue Command situation—working east bight on the pile no further south than Column F. Menlo Park securing overhead in the back of the bight. Assessing structural stability on Columns F20–22. Assisting FBI in excavating the crater.

6:00 p.m. FBI is excavating the bomb crater. Local utility companies standing by.

7:00 p.m. IST Briefing.

8:00 p.m. Metro-Dade and Fairfax County task forces relieve Puget Sound and Menlo Park. Fairfax County working last shift in the Murrah Building.

9:41 p.m. 4" water main is leaking into crater. Water Line Maintenance is on site.

11:30 p.m. Orange County, California, task force arrives at Tinker AFB. Task force to Myriad Convention Center base of operations. OCFD: All personnel for 11:00 p.m. to 7:00 p.m. shift pre-briefed and sent to Resource Pool.

11:35 p.m. OCFD: Stress cracks in F20 and F22 being evaluated by engineers. Menlo Park is securing handling slabs in high areas. Lifting of heavy transfer beams. Fairfax is demobilizing in the morning and asked Chief Marrs meet them at NW 4th and Broadway at 8:00 a.m.

APRIL 30

Day 12—Sun.

ACTIVITY

1:30 a.m. IST informs Orange County task force that it will be split into day and night shifts.

3:10 a.m. Fire Rescue Command ends use of mutual aid companies in the Murrah operation. Tinker AFB party will continue to work in the decontamination areas.

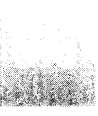
4:30 a.m. OCFD: Contractors have built collars around Columns F20 and F22 and are pouring grout. Crater is being filled with gravel. A Dolese dump truck turned over while filling in the crater, there were no injuries.

4:45 a.m. OCFD: Florida State Flag has been delivered to Metro-Dade County task force.

5:00 a.m. Casualty Report: 122 bodies recovered. 118 bodies identified (15 children). 118 names released. 66 missing (4 children).

7:00 a.m. IST Briefing: Limited hand work on west pile between Columns 16–18 due to hanging slab situation, which is being evaluated. The bomb crater is being filled in to shuffle cranes for further heavy lifting activities. Additional work by cranes and bobcats creates potential hazards, use caution when moving around heavy equipment. The large beam in front of the building has been removed. Continue debris removal from Columns F20–F28 on north front. Continue debris removal from top of pile between Columns 22 and 26 from the interior of the east wing, provided safety is not compromised.

8:00 a.m. Puget Sound, Menlo Park, and Orange County task forces relieve Metro-Dade and Fairfax County. Fairfax County task force begins demobilization. Puget Sound and Menlo Park are working their final shifts. Metro-Dade task force has picture taken in front of site. Puget Sound working on debris pile between Columns 18–22. Squads removed a large amount of debris from sections of floor slabs to facilitate removal by cranes. Orange County task force given tour of Murrah Building.



8:30 a.m. Orange County task force begins operations in the Murrah Building. Squads working on the third floor to clear debris and remove safety hazards.

9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.

10:00 a.m. City morning press conference. Chief Marrs and IST announce that Murrah operation has shifted from rescue to recovery.

Afternoon Metro-Dade task force members visit area schools and YMCA Day-Care Center.

1:15 p.m. Orange County task force working on pile near Column F22.

4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.

5:45 p.m. Orange County task force working in east pile area.

6:15 p.m. OCFD: All crews pulled from site to check slab on the ninth floor.

6:27 p.m. OCFD: All clear given, work resumes.

7:00 p.m. IST Briefing: The incident is officially in the recovery mode. Orange County will begin its second period tonight with half the task force working at a time in support of OCFD. Work was suspended several times due to storm front. Task force members are continuing debris removal from the top of the pile between Columns 22 and 28 on the north front and near the power plant area. There were several evacuations from the building and IST Command Post due to structural safety concerns. All clear at this time and operations are proceeding in the building. Removal of victims continues. Two firefighters are assigned to the eighth and ninth floors to constantly observe the Mother Slab. Several granite panels were dislodged (unknown cause—possibly wind) from the third and fourth floors of the east wall, landing on the roof of the one-story section of the building. Structures Specialists inspected the rest of the panels and advised to remove some of them and brace the other panels. Worked with cranes and contractors to do this while all other personnel were removed from site. Possible movement of Column E-24 on south side.

7:35 p.m. Puget Sound task force marches from staging area to Memorial Slab area in the Christmas tree. OCFD Chaplain offers prayers and thanks. Orange County task force on second floor stands at attention for this brief service.

8:00 p.m. Puget Sound and Menlo Park relieved by Orange County night shift. Orange County continues work in east pile. Several "picks" of concrete columns made. Bad weather (rain and lightning strikes to building) caused several hours interruption of work.

9:45 p.m. OCFD: Thunderstorms moving into downtown area, may produce occasional cloud-to-ground lightning. Weather being monitored for possibility of severe storms around 11:15 p.m.

11:45 p.m. OCFD: Rain and thunderstorms will continue until 3:00 a.m. Occasional lightning possible.

MAY 1

Day 13—Mon.

ACTIVITY

1:00 a.m. OKC firefighters will not wear bunker gear to site. Boots and battle gear have been received from Ft. Sill. Men stationed on eighth and ninth floors to monitor the Mother Slab, also FEMA is monitoring.

3:00 a.m. Skies will remain cloudy until sunrise with gradual clearing by 9:00 a.m. Temperatures will be in 55 to 60 degree range with north winds from 12 to 18 mph.

4:30 a.m. Rescue Command update: Working hard between Columns 20–24, changing crews for fresh manpower.

5:00 a.m. Casualty Report: 136 bodies recovered. 125 bodies identified (15 children). 114 names released. 49 missing (4 children).

6:00 a.m. OCFD: Still digging, slow night because of lightning and loose granite panels on east side.

7:00 a.m. OCFD: Debris removal in the east pile between Columns 22 and 28. There is constant monitoring of the Mother Slab. Column stabilization is proceeding; contractors will add a collar to Column 20 at the second floor level when it is exposed and add a collar at F22. Contractors working to secure granite panels on the east end of the building.

8:00 a.m. Menlo Park and Orange County day shift relieve Orange County night shift. Menlo Park is working its final shift.

9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.

10:00 a.m. City morning press conference.

Morning Four Menlo Park task force members visit families of victims.

11:50 a.m. Puget Sound task force visits schools.

12:00 Noon Fairfax County, Virginia, task force departs Tinker AFB.

3:55 p.m. Metro-Dade County, Florida, task force departs Tinker AFB.

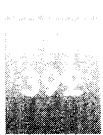
4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.

4:30 p.m. Orange County cuts open a safe on the third floor at the request of the Secret Service.

4:30 p.m. Puget Sound task force to Cowboy Hall of Fame to receive Proclamation and be honored at a banquet.

5:00 p.m. MACC at EOC disbanded, Fire portion is transferred to Logistics.

7:00 p.m. IST Briefing: More progress was made with heavy debris removal on the pile today. Weather and operational conditions were favorable for good production. Operational activities started to de-escalate today. Menlo Park will complete their last operational period today and begin the demobilization process. Orange County will continue to support the recovery operations



and OCFD over the next several days. Monitoring of the building structure continues. Task forces and OCFD made the ground floor between Columns 22 and 28 on the north side of the debris pile and continued south. Crane operations continued with heavy debris removal. Assessment of the potential for using trackhoe and loaders for further debris removal was completed. Additional victims located in Pit area and being evaluated for removal.

- 8:00 p.m. Orange County relieves Menlo Park and the Orange County day shift. One Menlo Park squad remains until Midnight.
- 12:00 Midnight Menlo Park Squad returns to base of operations.

MAY 2

ACTIVITY

Day 14—Tues.

- 5:00 a.m. Casualty Report: 138 bodies recovered. 135 bodies identified (15 children). 128 names released. 39 missing (4 children).
- 7:00 a.m. IST Briefing: Orange County working with heavy riggers in support of OCFD. Heavy equipment will be used to remove debris from top of pile in the Bowl area. Orange County to begin demobilizing on May 3. Monitoring of Mother Slab continues. Extreme caution is the order of the day. Planned de-escalation of Incident Support Team.
- 7:30 a.m. Fire Incident Command Post is closed; incident is turned over to Fire Rescue Command. Fire Department reduces its workforce to special operations force of 15 firefighters. Operations will be limited to daylight hours of 6:00 a.m.–6:00 p.m. OCPD Canine teams will assist in locating bodies. OCPD dogs “Gunny” and “Arlo” to assist in search. Two trackhoes will be used for heavy debris removal.
- 8:00 a.m. Orange County day shift relieves Orange County night shift. Task force working in east pile.
- 8:30 a.m. Oklahoma City Council holds regular meeting at City Hall.
- 9:00 a.m. Medical Examiner’s Briefing at Family Assistance Center.
- 10:00 a.m. City morning press conference.
- 11:00 a.m. Menlo Park task force visits several schools.
- 1:13 p.m. Puget Sound, Washington, task force departs Tinker AFB.
- 4:00 p.m. Medical Examiner’s Briefing at Family Assistance Center. Menlo Park task force goes to Cowboy Hall of Fame for Proclamation and dinner.
- 6:00 p.m. Operations cease for the day. Orange County day shift readies all tools for return to base of operations.
- 8:00 p.m. Orange County task force closing ceremonies at the Murrah Building with OCFD Chaplain.

MAY 3

Day 15—Wed.

ACTIVITY

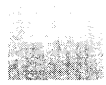
- 5:00 a.m. Casualty Report: 141 bodies recovered. 137 bodies identified (15 children). 136 names have been released. 35 missing.
- 6:00 a.m. Fire Rescue Command begins day's operations. OCPD Canine teams working with OCFD. IST is reduced to a 10-member Technical Advisory Team.
- 8:00 a.m. National Guard's mission at the debris sifting site to end; troops to report to Oklahoma Military Dept.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.
- 10:00 a.m. City morning press conference.
- Morning Members of Orange County task force visit schools.
- 11:26 a.m. Menlo Park task force departs Tinker AFB.
- 2:30 p.m. Members of Orange County task force place an orange tree in the Myriad Botanical Gardens.
- 4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.
- 6:00 p.m. Fire Rescue Command ends day's operations.
- 7:00 p.m. Orange County task force to Cowboy Hall of Fame for Proclamation and dinner.

MAY 4

Day 16—Thur.

ACTIVITY

- 5:00 a.m. Casualty Report: 144 total bodies recovered. 142 bodies have been identified. 138 names have been released. 27 are missing.
- 6:00 a.m. Fire Rescue Command begins day's operations. OCPD Canine teams working with OCFD.
- 9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.
- Morning Orange County task force departs Tinker AFB. Some task force specialists remain to support the IST.
- 4:00 p.m. Medical Examiner's Briefing at Family Assistance Center.
- 5:30 p.m. OCFD has recovered all but five bodies, requests permission to continue the day's operations. Chief Marrs approves continuation of recovery operation.
- 9:30 p.m. Firefighters recover the bodies of three infants.
- 11:00 p.m. Firefighters attempt recovery operations near Column F22 to recover remaining bodies. Operations halted due to concern for stability of column.



11:30 p.m. Chief Marrs declares Murrah Rescue and Recovery Operation completed.

MAY 5

Day 17—Fri.

ACTIVITY

8:00 a.m. OCPD reduces Murrah perimeter. Most OCPD, mutual aid, and Oklahoma County Sheriff's forces relieved of security duties. U.S. Marshal's Service remains in control of inner perimeter.

9:00 a.m. Medical Examiner's Briefing at Family Assistance Center.

2:00 p.m. Chaplains conduct Memorial Service for all who had worked at the Murrah site.

3:00 p.m. Medical Examiner's final briefing at the Family Assistance Center.

Evening Heavy rains. GSA, Public Works Department, and others prepare Murrah site for Memorial Service for victims and families. Flowers, letters, stuffed animals, and other items which had been placed in shrine outside the perimeter are moved to in front of the Murrah Building. Walk way constructed across back of the parking lot north of the Murrah Building.

MAY 6

Day 18—Sat.

ACTIVITY

10:00 a.m. Families of victims begin arriving at Murrah site.

7:00 p.m. Close of visits to site. GSA will prepare Murrah Building for demolition by controlled explosion. Contracts awarded to Midwest Wrecking Company to remove documents and fixtures from the Murrah Building; to Controlled Demolition, Inc., of Phoenix, Maryland for the implosion; and to Flintco Inc., of Tulsa, Oklahoma for emergency structural bracing.

Beyond May 6, 1995

Memorial Service for Murrah Building survivors, May 14, 1995.
Murrah Building imploded at 7:01 a.m. on May 23, 1995.
Last three bodies recovered on May 29, 1995.

The City of Oklahoma City

Lessons Learned from the Murrah Rescue and Recovery Operation

- Be prepared for a disaster by properly staffing, training, and equipping your public safety departments and appointing experienced, professional department heads.
- Develop emergency response plans and encourage positive working relationships between your public safety departments and other departments, and with local utility companies and disaster relief agencies, so that each knows the resources that the others will provide.
- Maintain local control while using all available local, state, and national resources.
- Place command of the disaster operations in the hands of your trained professionals and support them in every way; do not interfere with or try to micro-manage the work of your professionals.
- Designate personnel to work with the media. Be sure that all information is timely and accurate and is released only through your designated personnel. Hold daily press conferences and be sure that other briefings and up-dates are provided to meet various media deadlines.
- Work with your local media to ensure that timely, accurate information is provided to the citizens of your community.
- Work with area communications providers to develop a plan that will provide for immediate landline and cellular communications support.
- Separate the immediate disaster command functions from the support functions by developing and controlling a multi-agency coordination center for the support functions.
- Develop and staff one large logistics center which is located outside the perimeter.
- Be sure the emergency medical service providers, hospitals, and community medical personnel have developed mass-casualty plans and are trained to respond to disasters.
- For mass-fatality incidents - Be sure that an agency or agencies in your community is/are prepared to open and staff a center to receive information from the families of missing persons and to provide effective, compassionate support to the families. Be flexible - Not every disaster will fit the "textbook."



The Oklahoma City Document Management Team

The April 19, 1995, bombing of the Alfred P. Murrah Federal Building in Oklahoma City was the worst act of domestic terrorism in our nation's history. The horror of this incident, which claimed 168 lives and seriously injured many more, shocked our city. We grieved for the victims and their families. The bombing and the rescue and recovery effort focused national and worldwide attention on our city.

Disasters that claim national attention are often natural disasters, such as earthquakes or fires, that involve a large geographic area. As the days passed, we determined there were unique aspects of the Oklahoma City disaster that included:

- The relatively small area of destruction;
- The nature and magnitude of the death and destruction;
- The exercise of local control throughout the incident with FEMA and other federal and state agencies providing personnel and support;
- The dual nature of the work at the Murrah Building and the surrounding area that were both a rescue site and a federal crime site;
- The effective coordination of support efforts for the victims' families;
- The community's wholehearted support of the rescue workers;
- The national and international response to Oklahoma City's tragedy.


Producing an after action report is standard procedure following most disasters. The idea for a multi-agency comprehensive report with supporting documentation was conceived by those working at the Multi-Agency Coordination Center (MACC) during the disaster. Oklahoma City knew that information about the handling of the rescue and recovery work would benefit disaster planning work in cities throughout the

nation and that the disaster would generate continuing interest for many years. The idea was presented to the Fire Chief and the City Manager, both of whom supported the concept and authorized the formation of the Oklahoma City Document Management Team. This Team was charged with gathering all available information and preparing the City's Official Report.

The Document Management Team held its first meeting on May 15, 1995, under the leadership of the Oklahoma City Fire Department. The team was formed from members of the Fire Department, Police Department, other City departments, Oklahoma State University, and the National Fire Protection Association. Some of the City members were assigned full time to the team, while others divided their days between the Team and their existing job duties. Oklahoma State University provided the initial work site at its Oklahoma City branch, which is adjacent to the City's Fire Training Center. Local firms contributed office supplies and equipment. The Team later moved to offices in the City's Civic Center Music Hall. A core group was designated to produce the report and continue the Team's ongoing work.

The Document Management Team's mission was to create a repository of information and to document response actions related to the April 19 bombing. The Team was initially divided into four work groups: Information Collection, Information Management, Report/Presentation Generation, and Analysis. Support was provided by an Operations Section composed of an Office Manager and a Technical Coordinator. The work groups concentrated on their respective areas but provided support for each other. The Team held meetings with City staff to inform them of the work, and they prepared reports for the Mayor and City Council.

The Document Management Team began its work with some documentation on hand from FEMA, as well as from City departments. The Information Collection



and Analysis Groups developed a comprehensive contact list of organizations. A questionnaire and request for documentation were sent to each. The list grew as members reviewed the available information and identified groups or businesses that had participated in or supported the rescue and recovery work. The group contacted those with special knowledge and conducted interviews.

The Information Management Group developed plans for receiving, cataloging, and storing the documentation. The Group worked with a representative from a major computer company that planned to donate an electronic document management system. The Analysis Group developed an initial time line, a matrix of questionnaires, and a draft report outline. The Report Group coordinated ongoing presentations to groups interested in the disaster response.

As the project progressed, the four work groups merged. It was determined that the majority of the group would concentrate on writing the report and assisting in the development of a CD-Rom. A few Team members filed and inventoried reports, questionnaires, and other source documents.

The Team's concept of the report format also changed. A single narrative report in chronological order, with appendices, would form the basis of the City's Final Report. Appendices would include separate reports from the Fire Department, Police Department,

other City departments, and the relief organizations. A more detailed chronology was developed.

When all the documentation was assembled, it included incident reports and logs from the rescue teams, still photographs and slides, newspaper articles from local and national papers, videotape, audiotape, completed questionnaires, source documents from firms and agencies, computer maps, drawings, and many assorted reports. Some of the reports and information were provided in electronic format, but others were provided as paper copy only.

April 19, 1996, was the target date for the completion and release of the City's comprehensive Final Report. The report will be available to all interested parties. A CD-Rom of the event is being produced with the assistance of Global Information Resources, Inc. The CD-Rom will include the Final Report, supporting documents, and an extensive collection of photographs and video.

The City's decision to document the Murrah Building bombing and the rescue/recovery effort is the final unique aspect of the Oklahoma City disaster. The use of a multi-agency team, the production of a comprehensive report on the disaster, and the plan for a permanent, cataloged data base are major undertakings for any city. This work reflects Oklahoma City's continuing concern for the victims and their families, its pride in its response to the disaster, and its commitment to the future.

Document Management Team

CREDITS LIST

The Document Management Team wishes to recognize the following organizations, and fully acknowledge the assistance that they provided toward the completion of this report.

AT&T Wireless Systems	NECI
BMI Systems Corporation	Office Max #492
Best Buy	Oklahoma Publishing Company
Mike Bryan Office Supplies	Office Store #159
Cardinal Paper	Oklahoma State University-OKC
City of Oklahoma City	Oklahoma State University, Fire Programs- Stillwater
Corporate Express	Paper Warehouse #150
Durant Office Supply	Pennwell Publishing Company/ Fire Engineering Magazine
Eastman Kodak Company	S.P. Richards Company
EMSA	Sam's Club
Entre' Computer Center	Southwestern Bell Telephone
IBM Corporation	Southwestern Stationers, Inc.
Interiors for Business	Stow's Office Furniture & Equipment
Internet Oklahoma	Target Stores #243
KETA-Channel 13	Thompson Book & Supply
KFOR-Channel 4	United Stationers
KOCB-Channel 34	Venture Stores #159
KOCO-Channel 5	Wal-Mart #622
KOKH-Channel 25	Westcott Communications, Inc.
KWTV-Channel 9	Western Paper Company
National Fire Academy	
National Fire Protection Association (NFPA)	

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