

TERRORIST ATTACKS CAN SHAKE THE  
FOUNDATIONS OF OUR BIGGEST  
BUILDINGS, BUT THEY CANNOT TOUCH  
THE FOUNDATION OF AMERICA.

PRESIDENT GEORGE W. BUSH  
SEPTEMBER 11, 2001

**A NATION  
REMEMBERS**

**A NATION  
RECOVERS**

Responding to September 11, 2001  
One Year Later





## A MESSAGE TO THE AMERICAN PEOPLE

**W**E WILL NEVER FORGET THE EVENTS OF SEPTEMBER 11, 2001. The utter brutality of the attack combined with the loss of human lives was unimaginable just 12 months ago. Now it has become part of our shared history: unbelievable yet unforgettable.

On this first anniversary, may we also not forget the courage with which we as a nation responded.

Some, like the Urban Search and Rescue teams, were on the scene in the initial hours after the attack. Others, like the Project Liberty crisis counselors, came in the weeks and months that followed.

Many emergency workers traveled across the country to help their fellow Americans in need. Others, like volunteer Giovanni Guerrero, had only to cross the street to join the historic rescue effort.

Some donated to charitable organizations. Others attended memorial services for the victims in Pennsylvania, Virginia, and New York. Many prayed.

Whatever you did to help, you were part of an unprecedented recovery effort that showed the world how extraordinary our nation is. The work that began on September 11 and continues today could not have been done without your support. Others, like those profiled in this report, may have literally picked up the pieces. But it was your prayers that picked *them* up and kept all of us going during the dark days after the horror.

As in other catastrophic disasters, FEMA acts on your behalf. The programs we oversee and the funding we distribute are in your name. And because 9/11 was unlike any other disaster, we are responding, as you would, with the necessary flexibility to address the unique needs of those victimized by the attacks.

Though there remains much to be done, on this anniversary it seems only right to grieve for those Americans lost and to recognize those who remain: the most courageous and compassionate people the world has ever seen.

**JOE M. ALLBAUGH**

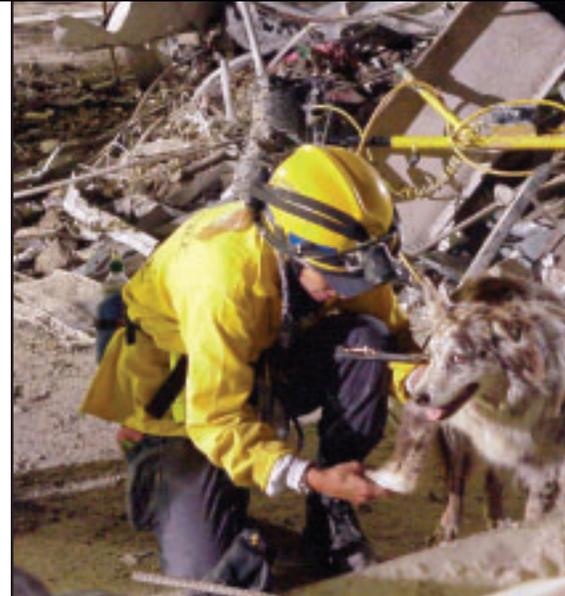
*Director, FEMA*



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**CATHY SCHILTZ**  
*US&R Task Force Member*



## SEARCHING IN HOPE

**W**hen Cathy Schiltz, a 39-year-old mother of three, watched the Oklahoma City bombing on her television in Columbia, Mo., she felt helpless and frustrated. “That’s when I got the idea to get involved with a search and rescue operation,” she says. “And my background as a veterinary technician inspired me to work with dogs.”

Over the next few years, Schiltz became qualified as an emergency medical technician with her local fire department. She trained with her dog, Hawk, an Australian shepherd, and both were certified to join FEMA’s Urban Search and Rescue (US&R) Missouri team in October 1998.

When she watched the televised image of the World Trade Center collapsing in a tragic heap, Schiltz started packing and left Columbia to join the largest search and rescue operation in U.S. history.

Of the 28 US&R Task Forces

FEMA oversees throughout the country, 20 were deployed to New York. By October 7, nearly 1,300 US&R members and 80 dogs had been deployed by FEMA in a \$25 million mission.

“I knew I would be called to go,” says Schiltz. “My husband called right after it happened and said he was taking the day off to be with the kids. I was on a plane by six o’clock that evening.”

By the next night, she and Hawk (named for his resemblance to a red-tailed hawk) joined several other US&R teams at Ground Zero searching through the rubble.

“It was surreal, like Armageddon,” says Schiltz.

For the next two weeks, she watched Hawk scuffle through the debris, hoping to hear his bark and see him lift his paw, the signal that meant he found someone alive. But it never happened. Instead, he lifted his paw in silence almost 50 times.

**“I would look at those firefighters’ faces and know how much they wanted to find someone, and that would keep me going.”**



## FEMA’S URBAN SEARCH AND RESCUE TEAMS

“Sometimes he would look up at me, as if to say, ‘Sorry,’” says Schiltz.

Despite the enormity of her assigned task, Schiltz says she never had time to feel overwhelmed.

“Even when we weren’t out on the rubble, we knew we could be called back at any moment so we had to hold it together,” she says. “I would look at those firefighters’ faces and know how much they wanted to find someone, and that would keep me going.” ■

FEMA activated 25 of its 28 national Urban Search and Rescue task forces in response to the World Trade Center and Pentagon terrorist attacks—the largest US&R deployment in U.S. history. These teams were deployed as part of the National US&R Response System, operating under FEMA authority.

### **US&R Teams Deployed to the World Trade Center**

Arizona Task Force 1 (*Phoenix, Arizona*)  
California Task Force 1 (*Los Angeles City Fire Department*)  
California Task Force 3 (*Menlo Park Fire Department*)  
California Task Force 4 (*Oakland Fire Department*)  
California Task Force 6 (*Riverside Fire Department*)  
California Task Force 7 (*Sacramento Fire Department*)  
California Task Force 8 (*San Diego Fire Department*)  
Colorado Task Force 1 (*State of Colorado*)  
Florida Task Force 1 (*Metro-Dade Fire Department*)  
Florida Task Force 2 (*Miami Fire Department*)  
Indiana Task Force 1 (*Marion County*)  
Massachusetts Task Force 1 (*City of Beverly*)  
Missouri Task Force 1 (*Boone County Fire Protection District*)  
Nebraska Task Force 1 (*Lincoln Fire Department*)  
Nevada Task Force 1 (*Clark County Fire Department*)  
Pennsylvania Task Force 1 (*Commonwealth of Pennsylvania*)  
Ohio Task Force 1 (*Miami Valley Urban Search & Rescue*)  
Texas Task Force 1 (*State of Texas Urban Search & Rescue*)  
Utah Task Force 1 (*Salt Lake Fire Department*)  
Washington Task Force 1 (*Puget Sound Task Force*)

### **US&R Teams Deployed to the Pentagon**

Maryland Task Force 1 (*Montgomery Fire Rescue*)  
New Mexico Task Force 1 (*State of New Mexico*)  
Tennessee Task Force 1 (*Memphis Fire Department*)  
Virginia Task Force 1 (*Fairfax County Fire & Rescue Department*)  
Virginia Task Force 2 (*Virginia Beach Fire Department*)

**VAN BATEMAN**  
*Incident Commander  
Incident Management Team  
U.S. Department of Agriculture  
(USDA) Forest Service*



## A QUICK RESPONSE

**A**fter the unthinkable disaster, all Americans wanted to lend their hands—and hearts—to the historic recovery effort.

But some people, like Arizona-based fire management officer Van Bateman, had unique and critical skills to lend to the rescue effort at Ground Zero, thanks to his 17 years with the U.S. Department of Agriculture’s Forest Service Incident Management Team (IMT).

Bateman and his fellow IMT members, experts at managing large emergency situations associated with wildfires and other disasters, were dispatched to Ground Zero by FEMA under the federal response plan.

The World Trade Center attack created a fireball of a magnitude most had never witnessed, requiring Bateman and his fellow IMT members to adapt their skills to respond to the unbelievable disaster. They quickly assumed a support role

among the many federal, state, local, and voluntary personnel working at the site.

“A 10- to 15-acre disaster, which is the size of Ground Zero, would usually be no problem for our teams,” says Bateman, incident commander of the Southwest Area IMT, one of three Forest Service teams at the World Trade Center site. “But the enormity of the devastation made the search and recovery seem overwhelming at times.”

Undaunted, Bateman and his 42-member team assisted the Fire Department of New York (FDNY) at the Duane Street fire station (Engine Co. 7/Ladder Co. 1) with information collection and intelligence for map updates. They also operated a mobilization center that provided transportation, food, showers, laundry, and other support services for the Urban Search and Rescue teams as well as managed a receiving and distribution center for supplies needed at Ground Zero. Other Forest

**“This is not an assignment I would have hoped for. But it was a humbling experience that I would not have missed for the world.”**



## U.S.D.A. FOREST SERVICE PROVIDES COMMAND LEADERSHIP

Service personnel served as liaisons between the Forest Service and its federal partners, including FEMA.

Bateman, who normally works as a fire management officer at Coconino National Forest in Blue Ridge, Ariz., leads one of 16 national IMTs on call to fight fires and respond to disasters. Each team has a cadre of specialists with specific duties such as logistics, planning, information, and finance. When called out to a disaster, the teams of 37 to 42 arrive outfitted with enough equipment and supplies to carry out a self-contained operation from the moment they hit the ground.

“I think we overwhelm people sometimes with all the equipment and resources we bring,” says Bateman. “We’re trained to manage the entire operation from actual firefighting to developing budgets and processing invoices.”

The USDA Forest Service IMTs were funded by FEMA through a \$16 million mission assignment.

“This is not an assignment I would have hoped for,” says Bateman. “But it was a humbling experience that I would not have missed for the world.” ■

**“We have a strong federal workforce that did indeed rise to the occasion with talents, skills and selfless dedication to the task. It made me proud to be a representative of this great government.”**

*—Ann M. Veneman  
Secretary*

*U.S. Department of Agriculture*

**JOHN SHEEHAN**  
*FEMA Community  
Relations Specialist*



## PROVIDING COMFORT IN A TIME OF NEED

**L**ike many FEMA Disaster Assistance Employees (DAE), John Sheehan knew he might be called on September 11. The Dallas, Pa., resident prepared himself for the daunting task.

“I’m used to working tough disasters,” says Sheehan. “I operate on adrenaline.”

Instead, it was his softer touch that was needed in the days immediately following September 11. Sheehan was one of FEMA’s 60 DAEs assigned to address the needs of those left behind when a plane tore into the Pentagon, claiming 184 lives.

A ballroom at a nearby hotel was turned into a Family Assistance Center, where federal, state, local, and voluntary agencies set up shop.

As a community relations specialist in a typical disaster, Sheehan oversees and manages a team of FEMA DAEs who go door-to-door, handing out information about available disaster assistance and making sure everyone

who needs help is getting it. After the attack on the World Trade Center, community relations workers blanketed downtown Manhattan, handing out fliers in as many as two dozen languages.

Since a majority of the victims at the Pentagon site were in the military, they didn’t need much outside assistance, says Sheehan. But emotional support was something else.

“It reminded me of the old adage: You don’t leave the battlefield without making sure everyone is accounted for,” says Sheehan. “The way the military handled everything was incredible. They really took care of their own when it came to financial and emergency needs. My job turned out to be providing a kind and friendly face. I was a willing listener who allowed family members to express their grief.”

“John was great with the families,” says Lt. General John A. Van Alstyne, the U.S. Army officer in

**“I was a willing listener who allowed family members to express their grief.”**



## FEMA'S COMMUNITY RELATIONS TEAMS REACH OUT AT THE PENTAGON

charge of the Family Assistance Center. “Whatever needed to get done, he was the guy to go to. Thirty-five years of Army service prepares you for everything, but I was not prepared for that number of people in crisis. It was a challenge to bring a staff together to handle this within hours, something that is old hat for FEMA.”

Everything at the Family Assistance Center revolved around making the families feel as comfortable as possible. Memorials for the victims were set up on tables with photos, poems, and fresh flowers. A daycare center was put in place and therapy dogs were brought in and sat for hours, letting everyone pet them.

“Most of the families just wanted to talk about their loved ones,” says Sheehan. “The father of one young woman who died wanted to talk about what a wonderful person she was and how much her little girl

was going to miss her. He became well known at the center for helping other families.”

Sheehan was thankful to be there. “Working at the Pentagon was the most emotional and honorable experience of my life.” ■

**RICHARD (RICK) LOHR**  
*Coordinator, Somerset County  
Department of Emergency Services*



## PARTNERING IN PENNSYLVANIA

**R**ick Lohr and a group of fellow Somerset County, Pa., employees were gathered in their emergency services office, silently watching the horrific events unfold in New York when a phone call brought the tragedy home.

A plane had crashed just 12 miles away. Lohr, emergency services coordinator for Somerset County, took the 911 call.

“I remember my first reaction was, ‘Are planes going to start dropping out of the sky?’” says Lohr.

A nine-year veteran of the office, Lohr soon learned that the downed plane was part of the unforgettable events taking place. Just 15 minutes away was the one plane that did not make it to its intended target because of the courageous passengers aboard.

Though history was in the making, Lohr remembers the less dramatic events associated with the now infamous date.

“When I look back on September 11, I don’t remember anything but the non-stop tasks of the day,” says Lohr. “At the time I didn’t realize businesses had closed down for the day and that mail wasn’t delivered. I arrived at the crash scene at 2:30 p.m. and basically spent the next two and a half weeks there around the clock, getting the resources needed.”

Then-Pennsylvania Governor Tom Ridge designated the crash a state disaster. But, in fact, an integrated partnership of federal, state, and local agencies quickly coalesced and worked together at the site. Led by the FBI, the federal response partners included FEMA, the Federal Aviation Administration, and the Bureau of Alcohol, Tobacco and Firearms, all of which contributed expertise and resources.

Lohr and his staff, along with the Pennsylvania Emergency Management Agency, were responsible for

**“I arrived at the crash scene at 2:30 p.m. and basically spent the next two and a half weeks there around the clock, coordinating and getting the resources needed.”**



## SOMERSET COUNTY RESPONDS

locating, acquiring, and coordinating the resources needed by the contingent of workers at the crash site.

“We processed more than 200 resource requests for items ranging from rubber gloves to shovels to recycling bins to portable toilets and sinks,” says Lohr.

It was an enormous job that required a massive coordination effort—not just of supplies, but of people, too.

Soon after the crash, FEMA Director Joe Allbaugh visited Somerset County to thank and commend all the workers for their hard work.

“Director Allbaugh’s visit was really uplifting,” recalls Lohr. “He was gracious and complimentary of the work being done and made all of us feel that we were working together on the same team.”

As at the World Trade Center site and Pentagon, plans are underway

to build a permanent memorial at the Somerset County crash site.

“It will be similar to the Gettysburg Battlefield memorial and will have as much significance because of all the events of September 11th,” says Lohr. ■

## GIOVANNY GUERRERO

*Volunteer*



## A CALL TO ACTION

**G**iovanni Guerrero was on his way to work on the morning of September 11, 2001. The chiropractor's assistant was walking up the stairs of the Broadway and Nassau subway exit as the second plane hit the World Trade Center.

"I saw people running towards me," recalls Guerrero. "I didn't know which way to run."

When Guerrero saw a woman across the street fall, he knew the only direction he could run: towards those in need.

"I ran across the street and pulled her up and took her to St. Paul's Chapel," says Guerrero. "Then I thought, 'I just learned CPR and first aid. I might as well keep going to see if there's anything else I can do.'"

Within minutes, Guerrero became one of the countless volunteers who responded to the unfolding crisis.

"Everybody wanted to help," says Guerrero. "Somebody told us we had to leave. Then some guy with the

NYPD said, 'Stay. We need all the help we can get.'"

Guerrero stayed. Initially he helped survivors flee the devastation. Within the first hours, he joined a construction crew that pulled debris from the street so emergency vehicles could get through. On the night of September 11, he helped a triage unit clean rescue workers' eyes.

For the next two days, Guerrero worked at Stuyvesant High School, stocking and dispensing emergency supplies.

After three sleepless nights, Guerrero went home to the downtown apartment he shares with his mother and sister. When he returned to the disaster site the following morning, he was told he needed credentials. In the process of filling out the paperwork, Guerrero stopped to help unload a Salvation Army truck filled with bottled water.

"When I got back in line to get my credentials, the guy behind the desk

**“Everybody wanted to help. Somebody told us we had to leave. Then some guy with the NYPD said, ‘Stay. We need all the help we can get.’”**



## VOLUNTEERS PROVIDE CRITICAL SUPPORT TO RECOVERY

asked if I was with the Salvation Army. A colonel who happened to be walking by at the same time said, ‘Yeah, he’s with us.’”

A year later, Giovanni Guerrero is still with the Salvation Army. Having quit his job with the chiropractor, Guerrero now assists displaced workers and families of survivors to find the help they need. He also helps plan special events for the Salvation Army.

His first assignment was coordinating the organization’s annual Thanksgiving dinner.

“I thought it was a volunteer job,” says Guerrero, laughing. “They told me they wanted to plan a dinner for 1,600 people with food, decorations, music. I was, like, ‘Well, okay!’ And I started running.”

Just like he did on September 11, 2001.

Today, the hardest part of Guerrero’s job is finding places for people like himself.

“For some events we have hundreds more volunteers than we can use,” he says. “It’s hard to say no to people who just want to help.” ■

### THE KINDNESS OF STRANGERS: FEMA’S VOLUNTEER PARTNERSHIPS

Historians will be hard-pressed to find an event in U.S. history that so touched the hearts of Americans.

Whether they felt angry, saddened, or simply numb with disbelief by the events of September 11, most Americans did the same thing: they gave—and in record amounts.

An estimated \$2 billion was contributed to victims and survivors of 9/11. That doesn’t include the more than \$50 million of in-kind services that were donated or the 100-plus voluntary agencies and faith-based groups that arrived at Ground Zero.

Coordinating and distributing the donated goods and services that poured into New York was no easy job. In times of disasters, FEMA works closely with voluntary and faith-based agencies to make sure that the outpouring of compassion and generosity, like Giovanni’s, is put to good use.

“Our role is to work closely with voluntary agencies and our state and local partners in matching resources to needs,” says Ben Curran, FEMA’s Voluntary Agencies Coordinator.

FEMA helped the voluntary agencies divide the critical issues so that they could better focus their response. The range in issues was staggering.

“We had everything from children whose parents didn’t come home that night to people who just needed a hot meal,” recalls Curran.

Responding to the immediate and longer-term needs of New Yorkers was possible, says Curran, because of the common goal shared by the voluntary agencies.

“Everyone involved in the recovery effort knew that we were all striving to meet the wide number of needs in a timely and sensitive manner. The fact that we collectively enjoyed considerable success is a tribute to the New York community and its long tradition of serving those in need.”

**DAVID HART**  
*FEMA Individual Assistance Officer*  
*Disaster Assistance Service Center*



## FROM 9/11 TO ONE-TO-ONE

**G**inny Duffy watched from the window of her 26th floor Battery Park City apartment as the World Trade Center exploded. Horrified, she grabbed her cat, ran out of her building, and didn't stop until she was 20 blocks uptown.

When, for safety reasons, Duffy was unable to get back into her apartment, she was relieved to be able to get personal attention from FEMA's Disaster Assistance Service Center (DASC) in downtown Manhattan.

"When I went to the center a couple of weeks later, I was still so rattled and dazed that I could barely remember my address," says Duffy. "But everyone at FEMA was so helpful. It put me at ease. They were all compassionate, warm and well-informed."

At the FEMA DASC, Duffy found even more than a warm smile. She learned that FEMA could help her and her husband with three months'

rent until their apartment was cleaned and repaired.

Providing disaster information to survivors like Duffy is one of the main functions of a DASC. Though victims and survivors of the September 11 disaster registered for assistance by phone, many also chose to visit one of FEMA's three DASCs to talk face-to-face with a FEMA representative or any of the myriad federal, state, local, and voluntary agencies located in the DASC.

"After a disaster, information is critical," says David Hart, FEMA's Individual Assistance Officer at the main DASC, located on Worth Street in lower Manhattan. "Our assistance programs aren't complicated, but for most people, they were new. A lot of New Yorkers had never heard of FEMA before September 11. So we encouraged people to come to the DASC to explain, person-to-person, exactly how we could help."

**“We’ve never had so many under one roof before. FEMA’s expertise in coordinating help to victims really came to the fore here.”**



## FEMA’S DISASTER ASSISTANCE SERVICE CENTER

With the huge outpouring of voluntary support that the attack generated, there was much information to sort out. “Practically every volunteer organization under the sun came forward,” says Hart. “We’ve never had so many under one roof before. FEMA’s expertise in coordinating help to victims really came to the fore here.”

Given that more than 60 different languages and dialects are spoken in New York, FEMA’s downtown DASC became a city within a city. FEMA hired translators for more than 35 different languages, from Cantonese to Punjabi.

At the beginning, FEMA’s resources were also used to help some of the voluntary organizations that were understaffed and unable to process such a large number of people quickly.

“There were many brave souls who traveled from other parts of the country in the first few days and

weeks to volunteer,” says Ben Hendrickson, who spent the first three months serving as FEMA’s manager for the Worth Street DASC. “But initially, there were still a lot of people who were afraid to come, or couldn’t travel yet, and some of the volunteer groups had a shortage of trained people. We were able to have FEMA employees and reservists pitch in, relaying information on specific and unique needs as well as common concerns.”

Much of the assistance arose from economic hardship in the aftermath of the disaster. “Typically, FEMA deals with natural disasters where there are more-easily identified damages,” says Hendrickson. “But this was different. We had people who didn’t live near the disaster, but who suffered economically because they did business with clients or companies near the site. Others, such as cab drivers and street vendors, lost their customers

but couldn’t always provide documentation for their losses. FEMA adjusted its policies to make sure they got the help they needed.”

At its height, 360 FEMA workers staffed the Worth Street DASC. Eleven months after the attack, more than 130,000 people have visited the three sites.

Though renamed the FEMA Applicant Assistance Center, the information hub is still operating at Worth Street, sometimes seeing as many as 500 people a day.

Says Hart: “We’ll be here as long as it takes to help rebuild New York, one person at a time.” ■

**COL. JOHN B. O'DOWD**  
*U.S. Army Corps of Engineers*



## MOVING SACRED GROUND

**C**ol. John B. O'Dowd was just two months into his new job as the leader of the U.S. Army Corps of Engineers' New York and New Jersey district. Holding a meeting in his 21st floor office in lower Manhattan, O'Dowd didn't see the first plane. But a colleague did.

"One of our division directors said, 'A plane just flew by, right across Midtown,'" recalls O'Dowd, whose office is lined with north-facing windows. "I said, 'You're crazy. They don't let planes fly over Midtown.'"

When the second plane hit, it was obvious to O'Dowd, a 24-year Army veteran, that the situation was beyond crazy. "More like surreal," says the Bergenfield, N.J. native.

While the building was being evacuated, O'Dowd and a handful of others remained behind to maintain telephone contact with their federal partners, like the U.S. Coast Guard and FEMA.

"One of the first things we heard was that folks were walking across the Brooklyn Bridge," says O'Dowd. "So we directed our Corps boats to start ferrying people. It was a no-brainer. We just said, 'Go.'"

Eleven Corps boats, normally tasked with surveying channels and patrolling harbors, transported more than 3,000 people back to their homes in New Jersey, Brooklyn, and elsewhere.

Meanwhile, O'Dowd was on a satellite phone, mapping a strategy with city, state, and FEMA officials to remove massive amounts of steel and debris from Ground Zero.

"The steel weighed a ton a foot," says O'Dowd. "We knew we couldn't truck it out."

FEMA asked O'Dowd and the Army Corps to oversee a dredging project to lower the East and Hudson rivers between Pier 6 and the navigation channel maintained by the Corps. The purpose was to allow the

**“When you’re doing something like this, you know you’re making history. You just hope to God nobody else ever has to do this again.”**



## U.S. ARMY CORPS OF ENGINEERS OVERSEE SENSITIVE MISSION

city barge access to remove debris from Ground Zero.

The bigger role for the Army Corps came on October 1, when FEMA tasked the Corps with establishing an effective process for managing the debris inspection from the World Trade Center at the Staten Island (Fresh Kills) Landfill.

In essence, it was a humanitarian effort.

“Everybody knew what our mission was,” says O’Dowd. “We were trying to recover as much as possible: a wedding ring, a driver’s license, anything to send back to the families.”

As the mission concludes—under budget and before the projected deadline—O’Dowd’s contractors are examining the dirt that sat under the equipment that sorted through the wreckage.

“It’s like wiping every footprint away as you walk out the door,” says O’Dowd, who now lives in Brooklyn with his wife and three

children. “Everyone wants to go to sleep at night for the rest of their lives, knowing we did everything we could to find something for the families of those lost.” ■

FEMA assigned the \$125 million mission to the U.S. Army Corps of Engineers to oversee the management of the 160-acre site at the Staten Island landfill, which became the world’s largest crime scene. More than 1.6 million tons of debris and steel were processed during the 1.7 million-hour operation, which came in significantly under budget at \$72 million.

**CAPT. GENE KELTY**  
*FDNY, Liberty Street Firehouse*



## RISING FROM THE ASHES

**L**ocated directly across the street from the World Trade Center, it's not surprising that the Liberty Street firehouse became—in an instant—a refuge for those seeking shelter from the chaos on the streets and the choking mounds of soot.

“All you could see were clouds of thick gray ash,” says Capt. Gene Kelty of the Fire Department of New York (FDNY). “It was like Mount St. Helens had just erupted.”

While falling debris crushed an ambulance in front of the firehouse, two emergency medical technicians worked in the back of the station, tending to two men with broken bones. When the second plane crashed into the tower, debris and dust came flying through the doors, and the back window of the firehouse shattered.

“At that point, we made sure everybody evacuated the building,” says Kelty.

In the next few days, there was talk of closing the firehouse, home to Engine Co. 10 and Ladder Co. 10, also known as Ten House. Kelty was opposed to the idea from the beginning.

“I didn't want to just pack up the flag and leave,” he says. “That would be admitting defeat.”

Instead, Ten House became a staging area, where rescue workers could come for a change of clothes, water or food. Doctors stood by, treating rescue workers for lacerations and eye problems from the dust.

Meanwhile, everyone held out hope, waiting for survivors to emerge from the rubble.

“We had a whole medical team waiting to treat victims,” says Kelty. “We thought we were going to be so busy, but all we found was steel upon steel upon steel.”

By the end of October, Kelty and his men were facing burnout and despair.

**“Ten House will be like a phoenix. We’re coming out of the ashes again, literally.”**



## REBUILDING THE LIBERTY STREET FIREHOUSE

“It was like the movie *Groundhog Day*, but in a war zone,” he says. “Every day, we confronted the same hopelessness.”

Hoplessness and sadness because the Fire Department of New York lost 343 firefighters. Kelty’s Ten House lost six men in the attack, including one who was filling in for a colleague and another who was retired.

When it seemed that they’d also lost their firehouse, it almost killed their spirit, says Kelty.

“Morale was really low for a while,” he says. “All the other fire companies could go back to their firehouses and regroup, but Ten House was left a shell of its former self.”

Although the foundation remained solid, the station roof was damaged, along with the electrical and ventilation systems and interior walls.

Like much of New York, Ten House is being rebuilt. A \$1.45 million grant from FEMA will cover the cost of renovating and preserving the station. FEMA also provided \$28.3 million to FDNY to replace vehicles destroyed in the disaster.

“I think it’s enormously important that we show terrorists that we can come back from a disaster like that,” said R. David Paulison, Administrator for the U.S. Fire Administration, an entity of FEMA. “Ten House is a symbol of our coming back.”

Capt. Kelty couldn’t agree more.

“Ten House will be like a phoenix,” says Kelty. “We’re coming out of the ashes again, literally.” ■

**KENNY WINKLER**  
*Police Officer, New York  
Police Department (NYPD)*



## FIRST A RESPONDER, THEN A HERO

**K**enny Winkler is trained to rescue people with sophisticated equipment and tactics. He'll scuba dive into deep waters or rappel off a building or even out of a helicopter, if necessary.

A member of the New York Police Department's (NYPD) elite Emergency Services Unit (ESU), Winkler spent his career preparing for difficult emergency situations. But not even he could have imagined the crisis that erupted on September 11.

Winkler had finished his overnight shift and was about to head back to his home in Staten Island when the first plane hit the North Tower of the World Trade Center. He raced to the site of the World Trade Center and set to work manning the radios, becoming the main point of contact between the ESU teams already in the building and officers throughout the city on their way to the scene.

"I looked up and saw what I thought were paper streamers falling from the sky," Winkler recalls. "They were 15-foot steel beams that crashed

to the ground, one crushing an ambulance a block away."

Not long after, the second plane hit the South Tower and Winkler started calling in off-duty officers while maintaining contact with those already inside the fated towers.

"I was on the radio with a team on about the 20th floor," he says. "They were telling me that it was difficult to go up because of all the people coming down and then we heard this loud locomotive roar, and communication went dead."

That was the last Winkler heard from anyone on that team. As the South Tower collapsed, Winkler dove under a car, still holding his radio. "Everything went from gray to dark gray to black," he says.

Still under a car, he radioed his teams in the second tower to evacuate.

"It was hard for them to comprehend the enormity of what had just happened because they were still inside," says Winkler. "Many of them didn't rush out. They continued to look for people who needed help."

**“Many of them didn’t rush out. They continued to look for people who needed help.”**



## NEW YORK’S FINEST DEDICATE THEMSELVES TO RECOVERY EFFORT

One team that had been on the 31st floor made it down to the lobby and across the street just as the second tower came crumbling down. “One more minute and they all would have been killed,” says Winkler. “The time between both towers collapsing was 30 minutes. They made it out in 29.”

Sadly, others were not so lucky. In all, 23 NYPD officers were killed, 14 of them ESU members.

Initially, Winkler’s job was to make sure everyone had the supplies they needed. He stood on a steel beam, amidst the rubble of the towers, directing supplies to officers doing search and rescue operations. To make matters worse, a lot of resources had been destroyed in the collapse. “You never knew if one of the walls might start caving in or if the floor would give out below you,” he says.

By nightfall, Winkler got word that two Port Authority officers had been trapped under layers of concrete and steel. The only way rescuers could get to the trapped officers was to crawl

on their stomachs, using small shovels, picks, and battery-operated saws to cut away the steel, piece by piece, as fires burned around them. “It was hotter than a furnace,” says Winkler. “And it was pitch black. All we had were hand held flashlights.” Compressed air bags, capable of lifting eight tons, were used to remove what couldn’t be budged by hand.

Four hours later, the first officer was rescued. He was placed on a stretcher and a human chain of officers passed him over the rubble to a waiting ambulance. It would take another seven hours to free the second officer.

Winkler and his wife, a detective with the NYPD, worked long hours in the months that followed.

“We kept saying there’s got to be more voids in the debris where someone could survive,” says Kenny Winkler, who worked 18-hour shifts, searching through the rubble. “There were, but no one was in them.”

Until January, Winkler had, at most, two days off per month. He

continued the grueling pace until May, when the site was finally cleared. “My oldest daughter is 12,” he says. “She had to grow up real fast.”

Almost one year after the attack, two of Winkler’s fellow officers were identified through DNA. “I knew every one of those guys who was lost,” he says. “You never know when you’re going to miss them. I remember when President Bush visited New York City after the attack. I knew two guys who were snipers that would protect the president when he came. I looked up on the roof tops expecting to see them, like I always did. But they weren’t there.” ■

FEMA’s Public Assistance program provided \$295.4 million to the NYPD for overtime at Ground Zero, Fresh Kills landfill, and incident command centers. FEMA also provided \$5 million to the NYPD for destroyed vehicles.

**ELLEN FOOTE**

*Principal, Intermediate School  
(I.S.) 89 in Lower Manhattan*



## A LESSON IN RECOVERY

**“EPA developed the residential cleaning program to give residents in lower Manhattan the peace of mind that they deserve; to feel that their homes are clean and they can move forward with their lives.”**

*—Jane Kenny,  
Regional Administrator  
Environmental  
Protection Agency*

**D**iscussing a reading assignment. Planning a science experiment. Settling back into a school routine after the long summer vacation.

These were some of the things on the schedule for the fourth day of school at Intermediate School (I.S.) 89, the New York City public school in Battery Park City built in the shadow of the World Trade Center.

Instead, students spent the morning of September 11 on a terrifying field trip.

“About 80 of our middle school students were picked up by parents,” recalls Principal Ellen Foote. “The other 200 kids walked with our teachers up West Side Highway to P.S. 3.”

The frightening mile-and-a-half evacuation away from the burning buildings was only the first step in the school’s journey to recovery.

For the next three months, while the first two floors of the five-story red brick building were occupied by

emergency workers involved in the recovery effort at Ground Zero, Foote and her charges relocated to 12 rooms at a district school on West 17th Street.

“The fires (at the World Trade Center) burned until Thanksgiving,” says Foote, “so there was no sense of urgency to get back before then.”

But by December, students and faculty alike were eager to get back to their home school. “Our older kids especially wanted to come back here,” says Foote.

The challenge for Foote and other school administrators in the Ground Zero neighborhood was balancing the desire to return to school quickly with the need to return to a safe school.

“The Board of Education’s position was simple,” says Matt Sapienza, deputy budget director for the Board of Education for New York City’s 1,200 public schools. “We knew we had to do what was best for the students. We didn’t wait to get approval

**“It’s good to be back.”**



## THE ABC'S OF CLEANING

from anyone. We just went in and got the schools cleaned.”

Of the seven public schools near Ground Zero, two required significant work, ranging from repairing damaged roofs to fixing air-conditioning systems to replacing broken windows. Other schools, like I.S. 89, needed a major cleaning.

Funding for the post-9/11 cleanup effort was provided by FEMA’s Public Assistance program, which granted \$4.1 million to the New York City Board of Education for environmental cleaning in city schools and \$2.9 million for air quality testing inside schools. Another \$3.4 million was provided to the New York City Board for school relocation and transportation. More than \$716,000 was provided for textbooks.

Foote was impressed with the thoroughness of the job at I.S. 89, which began in December and included power washing the exterior of the building, cleaning the

ductwork throughout the school, and even replacing the dirt in the playground. Wipe samples were taken and tested to assure parents and faculty that the school environment was safe and ready for students’ return.

“Returning to a clean, safe school was important for health reasons, but it was almost as important for our morale,” says Foote. “We wanted to be back here and we wanted it to be safe.”

With FEMA’s help, students and faculty returned to the Warren Street location on January 22, 2002.

Returning students to safe schools as quickly as possible was a goal of the New York City Board of Education. According to budget-watcher Sapienza, the learning curve was steep. “Unfortunately I know more about FEMA’s regulations than I ever wanted to know,” he says. “Fortunately, it’s gone well.”

Even more fortunately, students at I.S. 89 will return to school this fall in a sparkling building.

“It’s good to be back,” says Foote. ■

### CLEARING THE AIR

In addition to cleaning New York City public schools, FEMA’s Public Assistance program obligated \$10 million to New York City for exterior building cleaning. Another \$80 million was granted to New York City to pay for indoor residential cleaning.

The indoor clean-up plan was developed by the multi-agency Task Force of Indoor Air in Lower Manhattan created by U.S. Environmental Protection Agency (EPA) Administrator Christie Whitman and included representatives from FEMA, the Occupational Safety and Health Administration (OSHA), and New York City.

**JOHN RIGHTS**  
*Applicant Assistance Specialist  
FEMA MRA Task Force*



## THERE'S NO PLACE LIKE HOME

**J**ames Johnson believes in miracles. Laid off and facing eviction, Johnson, a licensed practical nurse, was packing the last boxes in his Bronx apartment when the phone rang. The voice on the other end was from FEMA, telling Johnson that money for his back rent and the upcoming month was being transmitted to his checking account.

Johnson, 44, had no idea his Mortgage and Rental Assistance (MRA) application was being reviewed again. He later learned that FEMA had expanded the MRA eligibility guidelines to address the needs of people like him who needed help.

For Johnson, FEMA's program flexibility meant a check for \$9,125—and peace of mind.

“Without FEMA I would have been homeless,” says Johnson, who was employed by a home health care company that served clients in lower Manhattan. “I would have been lost because everywhere I turned was a dead end.”

Initially, James Johnson's MRA application was not approved because his employer stated that his release from employment was due to a general decline and downturn in business. Under the traditional MRA guidelines, which tied the loss of income to businesses physically damaged by the attack, the reasons would have made Johnson ineligible.

When FEMA expanded the guidelines to address the needs of residents who worked or lived in the borough of Manhattan and suffered significant income loss regardless of whether their place of employment was damaged or not, Johnson's application came up for review. Hence, the phone call.

“It was a miracle,” says Johnson.

John Rights doesn't consider himself a miracle worker. But he does enjoy delivering good news to people like James Johnson.

“This is a critical job,” says Rights, one of the caseworkers on FEMA's MRA task force charged

**“It’s a good feeling  
to help someone  
keep a roof over  
his head.”**



## FEMA’S MORTGAGE AND RENTAL ASSISTANCE PROGRAM

with reviewing applications for accuracy so that FEMA can assist all those who are in need of help and eligible for assistance.

Rights, a New Jersey resident, reviewed Johnson’s file using the expanded guidelines.

“We spend as much time as needed to understand every facet of each case to determine eligibility,” says Rights.

The expanded MRA guidelines are the broadest interpretation of the program in FEMA’s history. Realizing that many residents in the surrounding area continued to face tremendous hardships because of the unprecedented devastation of the World Trade Center disaster, FEMA heeded the September 11 call of President George W. Bush to do “whatever it takes.”

As a result, FEMA Director Joe Allbaugh directed the agency to exercise greater flexibility in interpreting the guidelines for MRA eligibility.

Eleven months after the terrorist attack, FEMA had provided more than \$41.5 million in MRA grants, representing the largest use of the program in FEMA history.

Before September 11, James Johnson had never heard of FEMA or John Rights. He certainly had never heard of the agency’s Mortgage and Rental Assistance program. A year later, he’s glad he applied for assistance — and was home to answer the phone.

John Rights is just glad he was able to help. “It’s a good feeling to help someone keep a roof over his head.” ■

**JOE GUIDO**  
*Owner, Foro Marble  
Company, Inc.*



## TAKING CARE OF BUSINESS

**J**oan Guido and the Foro Marble Company staff watched in horror and disbelief from a bridge near their Brooklyn production facility as the second plane exploded into the World Trade Center tower and then as the towers toppled and disappeared from the skyline.

Like many others attempting to recover from the day no one will forget, Joan and her husband, Joe, soon realized the impact 9/11 would have on their business. “This business is my life,” said Joe. “It’s like one of my children. After September 11, we had complete cancellations and business stopped.”

Manufacturers of custom marble and granite countertops, mantles, floors, and vanity tops, the Guidos were forced to close their Manhattan showroom and downsize their staff. “We made a conscious effort to wait until after the holidays to lay off staff,” says Joan.

At a community meeting in January, Joe learned that the U.S. Small Business Administration (SBA) was offering low-interest loans to renters, homeowners and business owners whose operations had suffered as a result of the September 11 attacks. He was impressed with the FEMA and SBA staff and how quickly his SBA loan was approved.

“Everyone was pleasant, accommodating and helpful,” says Joe. “FEMA employees guided me through the assistance process and SBA staff helped with questions about filling out the loan application. The \$140,000 SBA loan provided working capital that helped our cash flow and enabled us to meet ongoing expenses.”

The Guidos’ loan is part of the more than \$906 million SBA has issued in response to the tragic events of September 11.

As early as September 12, SBA

**“The \$140,000 SBA loan provided working capital that helped our cash flow and enabled us to meet ongoing expenses.”**



## U.S. SMALL BUSINESS ADMINISTRATION HELPS BUSINESS OWNERS GET BACK TO WORK

representatives were working in the FEMA disaster office as well as going door-to-door, distributing loan applications and answering questions from those impacted by the attack.

“It was important that the public knew we were on the job and processing applications as quickly as possible,” said Wade Butler, SBA assistant area director of field operations, who orchestrated the SBA’s response to the disaster. “We processed and approved the first loans on September 15.”

Butler worked tirelessly seven days a week from September 14 until the end of February, meeting with emergency management officials and directing SBA’s response to the disaster. He attributes the SBA’s success in servicing the more than 47,000 applicants to its working relationship with FEMA.

“We were helped substantially by FEMA and could not have done this without the partnership we have,” said Butler. “SBA and FEMA work well together and responding to New York shows just how well this partnership works.” ■

**“New Yorkers are determined that our city will continue to be a great place to live and do business. With FEMA’s continuing support, we will surpass even our highest expectations for the future.”**

—*New York City Mayor Michael Bloomberg*

**APRIL NATURALE, MSW, CSW**  
*Statewide Director, Project Liberty*



## SOMEONE TO LEAN ON

**F**or April Naturale, one of the first challenges after the World Trade Center attack was addressing the needs of young children who saw the fiery crashes replayed on television.

“Many children saw it repeated over and over on TV and were not able to realize it was not still happening,” says Naturale. “Later we saw adolescents struggling to make sense of the world. We saw immigrants who were as frightened here as they were in their old countries.”

Young. Old. Victims. Survivors. Uniform services personnel.

“The needs were so great,” says Naturale. “With a disaster this awful, everyone is affected; everyone has a story.”

April Naturale’s job—and those of the 3,000 Project Liberty counselors she oversees—is listening to those stories. Naturale, who lives in Montclair, N.J., worked for 18 years as a mental health counselor before

she was asked by the New York State Office of Mental Health to oversee Project Liberty.

Funded by a total of \$154.7 million in immediate and regular service grants from FEMA’s Crisis Counseling program, Project Liberty is the largest federally funded crisis counseling program in history.

Administered by the New York State Office of Mental Health, Project Liberty provides free crisis counseling to individuals, families, and groups affected by the attack on the World Trade Center.

“People who normally wouldn’t ask for mental health services feel comfortable with us,” says Naturale, who hopes to reach 2.5 million people through Project Liberty’s print and broadcast campaign. Eleven months after the attack, the program had logged 170,000 contacts and distributed more than 9.1 million brochures.

**“This is government being there for people.”**

From my rooftop I could see the arc of black smoke cut through the sunset over Brooklyn.

As days passed and smoke cleared, it seemed that all we were left with were questions and suddenly empty sky.

...Everyday things became more important because they construct my life. And life is what I'm lucky to have. I was born and raised on this soil. And I stand strong in the knowledge that you can build a lot of new dreams in a whole lot of empty sky.

La Ronda, 29, Brooklyn

## ADDRESSING EMOTIONAL NEEDS THROUGH PROJECT LIBERTY

“This is government being there for people,” says Naturale.

A year after the attacks, the outreach continues.

“A lot of us were in healthy denial,” explains Naturale. “Our brains said: ‘I don’t have time to feel bad about this. I need to go to work. I need to take care of my children.’”

For the most part, New Yorkers tried to keep up their daily routines. But it was not always easy.

“People seem to know they’re not suffering from a mental illness,” says Naturale. “But their symptoms can make them feel afraid and uncomfortable. We remind them that they have the capacity to help themselves. They have the power to feel better.”

Project Liberty counselors employ a variety of methods with clients, including active listening, validation, coping techniques, and talking about the future.

“It sounds simple, but it can be so powerful just to acknowledge that we still need to talk,” says Naturale, who specializes in listening. ■

The \$154.7 million in grants to Project Liberty represents FEMA’s largest crisis counseling funding ever. The amount is greater than the sum of all such grants made since 1974, which total \$147.9 million.

Virginia received a \$4.5 million Crisis Counseling grant from FEMA to address the needs of those affected by the Pentagon attack.



## ON THE (SUB)WAY TO RECOVERY

**“With FEMA’s continued leadership and DOT’s transportation expertise, I know that we will build a transportation system that effectively supports President Bush’s commitment to help ‘New York City come back and come back strong.’”**

*—Robert Jamison,  
Deputy Administrator  
Federal Transit Administration*

**A**nthony Caruso, a New Jersey resident and head of software development for a Wall Street trading company, is grateful for the New York Waterway ferry.

For Caruso and thousands of other commuters like him, the ferry was the only way home from lower Manhattan on September 11, after the PATH train was destroyed in the terrorist attack.

Now, FEMA and the U.S. Department of Transportation’s Federal Transit Administration (FTA) has put in motion a plan that will give Caruso and other New York and New Jersey commuters not only a subway option again, but a much-needed, state-of-the-art transportation system.

In an unprecedented commitment of federal dollars, FEMA and FTA agreed to provide \$4.55 billion for the new transit system, which promises to be one of the most innovative projects to result from the post-9/11 recovery effort.

“This is a one-of-a-kind transit system worthy of a one-of-a-kind city,” said Mike Brown, FEMA’s deputy director, during an announcement of the project in August 2002. “The vision of building a transportation system that will support the economic recovery of lower Manhattan can be a reality.”

Typically, FEMA reimburses only for disaster-related losses and damages. Recognizing the interdependence of lower Manhattan’s bus, subway, rail, ferry and walkways, FEMA broadly interpreted its guidelines to allow maximum flexibility to support lower Manhattan’s transportation needs as the region recovers from the attack.

In addition, the disaster’s impact on lower Manhattan’s landscape and travel patterns presented a chance to provide a new transit system, one that will replace damaged components while stimulating economic recovery. It will also address the anticipated ridership increase.

**“I thank President Bush and FEMA Director Joe Allbaugh for their unwavering commitment to helping New York recover and rebuild since September 11.”**

*—New York Governor George Pataki*



## HISTORIC FUNDING FOR A NEW ERA IN TRANSPORTATION

“This funding will help us move forward to rebuild and improve our crucial transportation infrastructure; an essential component of our ongoing effort to bring lower Manhattan and New York City back even stronger and better than before,” New York Governor George E. Pataki said when the funding plan was announced. “I thank President Bush and FEMA Director Joe Allbaugh for their unwavering commitment to helping New York recover and rebuild since September 11.”

Projects under consideration include a new PATH terminal, a new Metropolitan Transit Authority-New York City Transit Center, and a pedestrian concourse extending from the World Financial Center to Broadway. The final decisions as to what transit projects are built and how to build them will be done at the local level.

Once the plans are finalized, construction on the projects is expected to take three to five years. In the meantime, commuters like Anthony Caruso will continue to ride the ferry to lower Manhattan.

“Of course the ferry is busier now than before September 11,” says Caruso. “And it doesn’t run as often as the PATH. I’ll go back to the PATH when it is up and running again.” ■

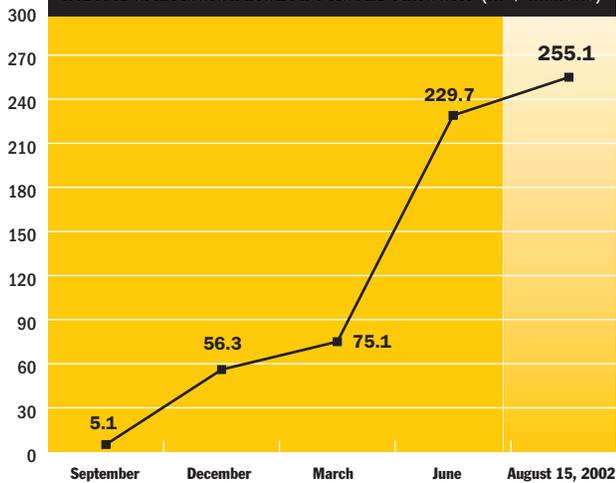
**In response to the events of 9/11, FEMA’s Public Assistance program funded several transportation projects, including:**

- \$2.75 billion for new transportation network
- \$33.0 million for emergency ferry service
- \$15.0 million for additional emergency train service
- \$9.1 million for road repairs
- \$5.2 million for temporary pedestrian bridge and walkway
- \$1.0 million for emergency bus service
- \$315,000 for emergency traffic operations

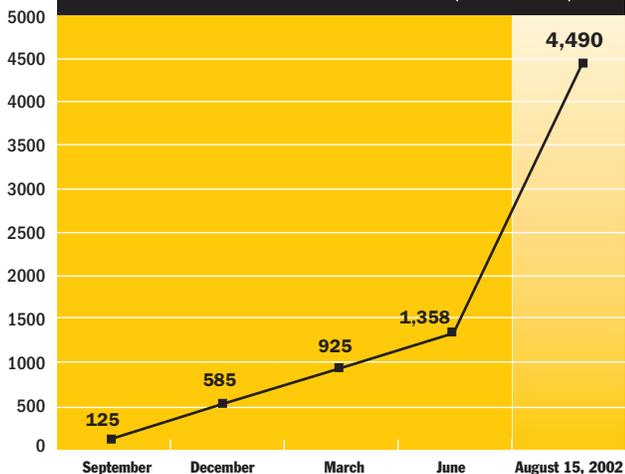
# DISASTER ASSISTANCE SUMMARY

<b>AID TO INDIVIDUALS AND FAMILIES</b> .....	<b>\$ 255,106,592</b>
<b>DIRECT EMERGENCY ASSISTANCE FROM FEMA (US&amp;R &amp; Mission Assignments)</b> .....	<b>\$ 297,711,792</b>
<b>AID TO GOVERNMENT AND NON-PROFITS</b> .....	<b>\$ 4,490,764,717</b>
<b>TOTAL</b>	<b>\$ 5,043,583,101</b>

**INDIVIDUAL ASSISTANCE APPROVED AMOUNT (In \$ Millions)**



**PUBLIC ASSISTANCE APPROVED AMOUNT (In \$ Millions)**



## AID TO INDIVIDUALS

### DISASTER HOUSING (EXCLUDING MRA)

- 8,957 applications processed
  - 5,287 applications approved (59%)
- \$26,507,066**

### MORTGAGE & RENTAL ASSISTANCE (MRA)

- 11,818 applications processed
  - 6,187 applications approved (52%)
- \$41,571,933**

### INDIVIDUAL & FAMILY GRANT (IFG)

- 43,660 applications processed
  - 6,139 applications approved (14%)
- \$8,102,703**

### DISASTER UNEMPLOYMENT (DUA)

- 6,657 claims processed
  - 3,201 claims approved (48%)
- \$12,418,005**

### CRISIS COUNSELING FOR STATES AFFECTED BY WTC DISASTER

#### IMMEDIATE SERVICES GRANT:

STATE	APPROVED
NY	\$ 22,777,134
CT	\$ 818,210
MA	\$ 1,547,426
NJ	\$ 2,585,283
PA	\$ 16,414
	<b>\$ 27,744,467</b>

#### REGULAR SERVICES GRANT:

STATE	APPROVED
NY	\$ 132,148,243
CT	\$ 923,747
MA	\$ 1,159,500
NJ	\$ 4,530,928
	<b>\$ 138,762,418</b>

**SUBTOTAL \$ 166,506,885**

**TOTAL AID \$ 255,106,592**

# FEMA ASSISTANCE TO DATE AT A GLANCE\*

## PUBLIC ASSISTANCE

*Is aid to government entities and certain not-for-profit agencies. Over 1,000 Public Assistance grants have been prepared to date.*

Examples of Public Assistance grants include:

## LOWER MANHATTAN TRANSPORTATION INFRASTRUCTURE

- \$2.75 billion to revamp lower Manhattan transportation infrastructure (in addition to \$1.8 billion contributed by U.S. Department of Transportation for a total of \$4.55 billion)

## DEBRIS REMOVAL

- \$437 million for debris removal
- \$90 million for landfill operations and debris disposal
- \$96 million for costs associated with insurance coverage obtained for debris removal activities

## EMERGENCY TRANSPORTATION

- \$33 million for emergency ferry service
- \$15 million for additional emergency train service
- \$9.1 million for road repairs
- \$5.2 million for temporary pedestrian bridge and walkway
- \$1 million for emergency bus service
- \$315,000 for emergency traffic operations

## CLEANING AND AIR MONITORING

- \$10 million for exterior building cleaning
- \$2.9 million for air quality testing in schools (see *Board of Education*)
- \$4.1 million for environmental cleaning in city schools (see *Board of Education*)
- \$80 million for indoor residential cleaning

## FIRE DEPARTMENT OF NEW YORK

- \$105.6 million for Ground Zero overtime costs
- \$28.3 million for destroyed vehicles and related equipment
- \$103.9 million for death benefits
- \$1.5 million for restoration of Engine Co. 10/Ladder 10 Firehouse
- \$2.3 million for cleaning fire apparatus

## NEW YORK POLICE DEPARTMENT

- \$295.4 million in overtime at Ground Zero, Fresh Kills landfill, and incident command centers
- \$5 million for destroyed vehicles

## NYC BOARD OF EDUCATION

- \$2.9 million for air quality testing in schools
- \$4.1 million for environmental cleaning in City schools
- \$3.4 million for school relocation and transportation
- \$716,000 for textbooks

## PRIVATE NOT-FOR-PROFIT

- \$5.9 million for New York University for air monitoring, environmental cleaning and emergency educational supplies/services
- \$400,000 for Pace University air quality testing, emergency supplies and equipment repair and materials

## PORT AUTHORITY OF NEW YORK AND NEW JERSEY

- \$28.8 million for overtime
- \$4 million for replacement of destroyed rail cars
- \$11.8 million for operating costs for emergency commuter ferry service

## OTHER DIRECT AID TO NEW YORK CITY

- \$56 million for DNA testing, forensic analysis, equipment, and other tools for victim identification
- \$7.5 million for NYC Family Center
- \$12.9 million for emergency supplies, equipment and services
- \$2.6 million for pedestrian walkway, mold remediation, and emergency response
- \$8 million to NYC for cancelled elections
- \$43.8 million to NY State Police for Ground Zero security operations
- \$20 million to NY State Military and Naval Affairs for activation of National Guard
- \$17 million for temporary relocation of CUNY's Fitterman Hall

## TOTAL PUBLIC ASSISTANCE

<b>APPROVED</b>	<b>\$4,490,764,717</b>
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\*All dollar amounts as of August 15, 2002



## TOP TEN DISASTERS

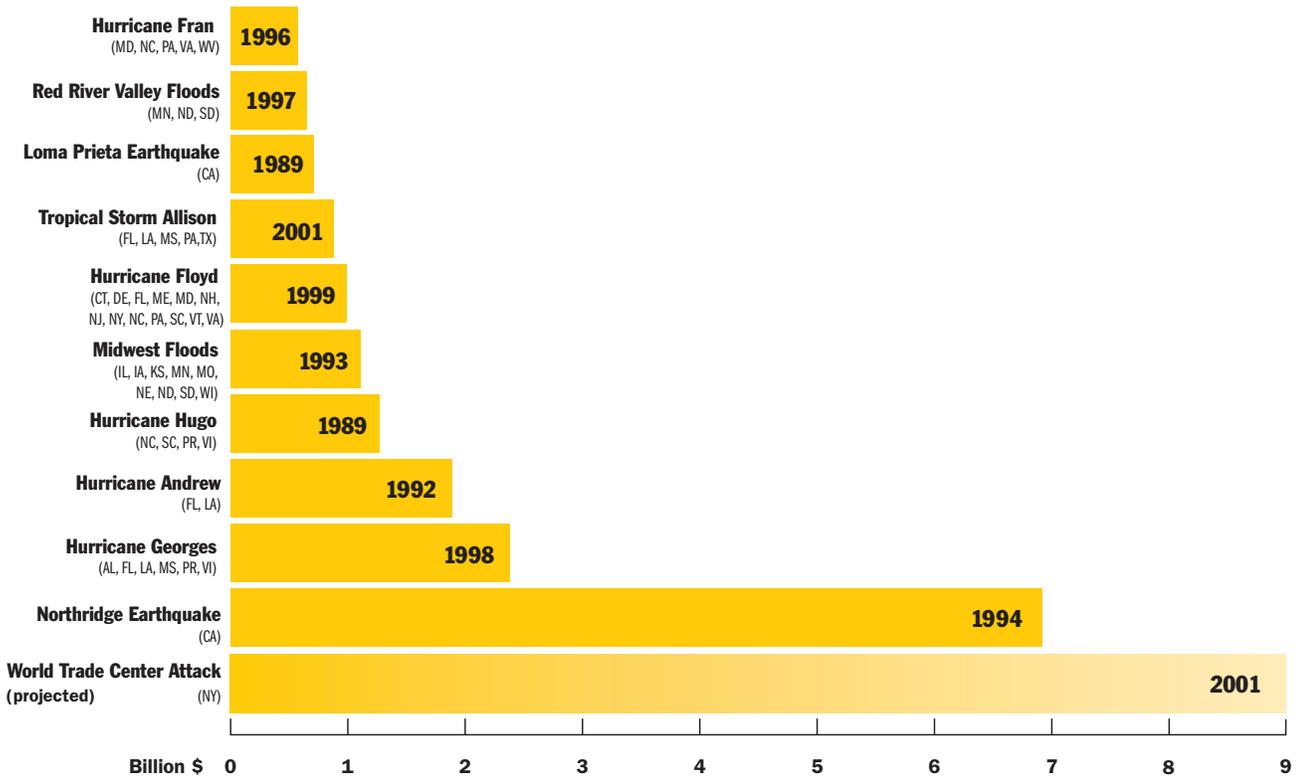
<b>EVENT</b>	<b>YEAR</b>	<b>FEMA FUNDING*</b>
<b>World Trade Center Attack</b> (NY)	<b>2001</b>	<b>\$9.0 billion (projected)</b>
<b>Northridge Earthquake</b> (CA)	<b>1994</b>	<b>\$6.999 billion</b>
<b>Hurricane Georges</b> (AL, FL, LA, MS, PR, VI)	<b>1998</b>	<b>\$2.254 billion</b>
<b>Hurricane Andrew</b> (FL, LA)	<b>1992</b>	<b>\$1.848 billion</b>
<b>Hurricane Hugo</b> (NC, SC, PR, VI)	<b>1989</b>	<b>\$1.307 billion</b>
<b>Midwest Floods</b> (IL, IA, KS, MN, MO, NE, ND, SD, WI)	<b>1993</b>	<b>\$1.141 billion</b>
<b>Hurricane Floyd</b> (CT, DE, FL, ME, MD, NH, NJ, NY, NC, PA, SC, VT, VA)	<b>1999</b>	<b>\$1.086 billion</b>
<b>Tropical Storm Allison</b> (FL, LA, MS, PA, TX)	<b>2001</b>	<b>\$970.0 million</b>
<b>Loma Prieta Earthquake</b> (CA)	<b>1989</b>	<b>\$865.7 million</b>
<b>Red River Valley Floods</b> (MN, ND, SD)	<b>1997</b>	<b>\$735.8 million</b>
<b>Hurricane Fran</b> (MD, NC, PA, VA, WV)	<b>1996</b>	<b>\$622.0 million</b>

\*Amount obligated from the President's Disaster Relief Fund for FEMA's assistance programs, hazard mitigation grants, federal mission assignments, contractual services and administrative costs as of July 31, 2002. Figures do not include funding provided by other participating federal agencies, such as the disaster loan programs of the U.S. Small Business Administration and the U.S. Department of Agriculture's Farm Service Agency.

Note: Funding amounts are stated in nominal dollars, unadjusted for inflation.



## RANKED BY FEMA RELIEF COSTS





We will never forget the tragic events of September 11, 2001. Remembering those who served our nation during its darkest hour is one way of honoring those whose sacrifice is impossible to measure.

We cannot undo the murderous acts that claimed the lives of our fellow Americans. But we can dedicate ourselves to helping those who survived. While the federal, state, local and volunteer agencies involved in the recovery effort have reached many of those affected by the tragedy, there are still so many more who need help.

If you or someone you know need help due to the events of September 11, please call us.

**FEMA Registration Number:** 1-800-462-9029

**Speech/Hearing-Impaired:** TTY 1-800-462-7585

**FEMA Helpline:** 1-800-525-0321

**Speech/Hearing-Impaired:** TTY 1-800-660-8005

**Project Liberty (Crisis Counselors)** 1-800-543-3638 (English)

1-877-298-3373 (Spanish)

1-877-990-8585 (Asian)





# FEMA

**Federal Emergency Management Agency**  
**500 C Street SW, Room 824**  
**Washington, DC 20472**  
**(202) 646-4600**  
**[www.fema.gov](http://www.fema.gov)**