

New York City Office of Emergency Management Response to 911

Charles Jennings: Our next speaker is going to be representing the New York City Office of Emergency Management, that's Richard Rotanz, he has a unique and diverse background in emergency management. He's had 30 years in the New York City Fire Department or 30 years in the fire service of which 23 years in the FDNY. He's faced of course all the manner of disasters and that you would expect in that kind of career. He was also worked with us here at the College and was instrumental in us as we initially started our charge to develop the curriculum in emergency management. Rich is a graduate from John Jay College with a criminal justice, John Jay College of Criminal Justice with a degree in protection management as well as other graduate studies from Boise State University and Stony Brook. Rich was assigned to the Mayor's Office of Emergency Management since the fall of 2000. He is Deputy Director of planning and research. He has directed New York City's planning initiatives in such areas as bioterrorism, preparedness and has established capabilities such as syndromic, surveillance and emergency medication distribution process that enabled New York City personnel to handle the anthrax letter attacks in the fall of 2001. Moreover after New York City's EOC and the World Trade Center was destroyed on September 11th, Rich played a principal role in reestablishing and running the EOC now located on Pier 92. Rich.

Richard Rotanz: Thank you very much for having me here today. Before I get started I'd just like to say thank you to all those who responded to the World Trade Center disaster, especially working out there in the field in the emergency operations center on

Pier 92. It's very heartwarming to see folks, not only here from our old New York neighborhoods and across the river in New Jersey but from around the country. It was very heartwarming to see people from all walks of life chip in. But just to give you a brief idea of what the animal of OEM is all about, it started as an office of emergency management for the mayor's office in 1996. Mayor Giuliani signed an Executive Order in 96 in April of that year and started this office to do all the planning and respond coordinations for all of New York City.

OEM is broken up into various areas. One of them is the responder's unit, or operations. They go out to the field in the city streets to coordinate all the inter-agency actions. Building collapse, large water main break, large catastrophe such as god forbid we have it again, another airplane crash like we had in the Rockaways. But incidents such as that our response out there to facilitator to each of the commanders to help get the event under control and facilitate that inner city commander whether it's police, fire, department of health, as fast as possible. Another segment of the OEM is called planning which I had the nice pleasure of running. And the planning what we do in the planning division is to establish what we're now in the process of doing, an all hazards of plan. And what that does is to umbrella all the hazards as far as natural, technological and civil hazards under one basic plan and address each one of them as an annex. Very similar to the federal response plan. And also we have a watch command which I'll point out to you in our slides. Next please. EOC which I'll refer to short is the Emergency Management Operation Center, is it serves as a major point, is a place that you could bring all our agencies together, for other city, state, federal or non-governmental agencies and help

coordinate all our counter disaster efforts and at times planned events. Now a planned event could be a New Years Eve, 2000 2001. It could be a parade, a parade from Macy's Day parade, it could be a Yankee's Day parade. It could also be a planned event as far as watching a hurricane coming up the coast, or sometimes a potential snow storm or other weather factor that's coming down the line. A heat wave could also be considered a planned event, even though it's a disastrous event at times, but it is also observed and it's also forewarned.

Also I neglected to mention about OEM, myself I am hired by New York City Fire Department as a Captain. John Odermatt, who was here earlier this morning, he is a 2 star Chief in the Police Department. We represent a hybrid of many different agencies. Department of Health, Department of Corrections, American Red Cross. And what's good about that is the planning director is I get to pick the brains of all these experts and say alright we'll go in this direction, but one person raise their hand for the Department of Health, the Department of Sanitation, whatever they represent, would say we're not addressing this issue. And this strengthens our planning and also strengthens our response down the line in the case of an event.

This facility also provides for an environment that addresses the six functions of what an emergency operation center should be. And I referred to a professor down at disaster Research Center at Delaware University, by EL Quarantelli, a lot of his writings show up in some of our literature in FEMA, I've seen 8 books throughout many different colleges here in our country, and I'm going to go over those six functions momentarily. Next

please.

This used to be our home. Right now we used to be the Office of Emergency Management. We're now a charter agency and we're somewhat homeless and the same time in our boxes and in our coveralls here at Pier 92. But just to give you an idea of what it used to look like, here was our watch command. And what the watch command's function which I'll address now, they're the eyes and ears of what's going on out there in the city streets. They have their finger on the pulse --that's fire, police, EMS, DOT, Port Authority, the airports. They listening and monitoring the radio to find out if anything is coming down the line. We also monitor utilities such as Consolidated Edison on their heater breakdowns and their power outages. So we get a sense of where any particular hazardous situation is going by visualizing and listening to our frequencies.

The above two top photographs is what our emergency operations used to look like. Used to facilitate 70 to 75 different agencies from all different walks of life, whether they be military, federal government, state government, local and have you, as I mentioned before. Next please. On that fateful day we lost a lot of our friends and loved ones. Here, we show you is that we are at work assessing a case for the next days operations at Pier 92. On September 12th we were going to be performing a major study, time study, for a biological hazard drill on how we're going to distribute medication 8 million people in New York City and god forbid everybody was exposed to anthrax. So at that particular point, where the arrows pointed to the World Trade Center, we were facing in the direction of the first jet that was approaching tower 1. And when tower 1 was struck by

the first plane, myself and two other fellows went down to to the fire city directors office and the first mezzanine level of tower 1 to start and initiate the inter agency unified field command.

And when the fire department showed up with Chief Pete Hayden, police and their field response executives, I myself then went back to World Trade number 7 and with walking through the pavilion of World Trade Center, Tower 2 got hit and I put my sneakers on and started heading back to World Trade number 7. Once back into the EOC operations, we did a spread analysis. Didn't take long especially when CIA, Secret Service and FBI folks are up there waiting for me saying the Pentagon's been hit, there's one ditched in Pennsylvania, and I think there's 1 or 2 birds missing in the air that we can't find right now. So, with that we evacuated building number 7 and made sure that the entire building was evacuated likewise and then sent all our folks up north toward Canal Street.

Fortunately we're an agency that did not lose anyone. Though I'm a fire captain, I lost many friends, but as far as OEM is concerned, I had some minor injuries. A few folks went to the hospital for minor cuts and bruises. I myself for a concussion and a little hard of hearing once in a while, but we're all here. After leaving, after having evacuated everybody from building 7, I went back to Tower 1 to assist with our Director and First Deputy Director with operations and with that time we realized they were evacuated up West Street myself and another OEM planner, who were trapped during the first collapse when Tower 2 came down. After we had dug ourselves out we went back to tower 7, just a little anecdote, to make sure everybody was evacuated. Tower 1 came down on top of us. So, we counted our blessings and we were banged up, he had a broken wrist and like I

said before I had a concussion, we whizzed our way out of the dust and debris and going towards West and Vesey Street.

Now you have to understand I come from a large family. I have 7 sons and 2 of them are trying to be New York City firemen and walking back towards the command center, I had passed one of our excellent chiefs, Chief (inaudible) and Chief Roche and a few fellas there walking around dazed. I had two kids sit me down in the back, poured some water on my head, smacked me around and said Dad. I just saw FDNY. So my two kids found me there, got me up gave me a hug and said you gonna be home for dinner? So with that I got myself orientated, they called mom and besides her screaming and you know where are you and where's dad, they said I was fine and playing around with the firemen in the dust. So, after the collapse here you can see the remaining of the World Trade Center. Specifically it was like 6 hours later that too was destroyed. We worked our way back up to 1 Police Plaza, got ourselves orientated and momentarily went up to the police academy for about 2 or 3 days to set up operations there and in the meantime find a home for us to operate our EOC. Next slide please.

To start off with 6 functions that had been set out by E.L. Quarantelli on Emergency Operation Center, the first part here is to gather all the entities. Coordinate all the government agents, the government representatives so to speak, and what we want to do is to focus on two type of demands. We have agents and response generated demands. And what we tried to do is address these, facilitate these out into the field, facilitate them to the fire department, to the police department, whatever to the commanders in charge.

Now what is an agent generated demand? What's a response agent generated demand?

The agent generated demand is a curve during a particular event. If we have a hurricane or mass flooding, that demand we're looking for sand and sand bags. If we have an event where we have a biological attack, an epidemic, we're now looking for a prophylactic medication, or a curable medication. That's an agent generated demand. The response generated demand is such as that is it facilitates the response. The response to the demands here at the World Trade Center attack was enormous. We need masks, we need body bags, we need gloves, we need respirators, on and on, the list was immense. This was addressed by our field responders and also a forward command post in the mobile bus that we had on site on West Street and we tried to grasp the first two hours as to what was needed to facilitate the rescuers and other responding agencies. Next please. We, one of the other functions here besides coordinating all our agencies, is to make sure that everybody plays nice, everybody is "lovey dovey." Everybody is patting each other on the back. There is nobody arguing who is responsible for what issue. Who wants to be doing this. You're trying to get everybody together and say alright we're going to be doing these particular functions and process at a particular time and everybody agrees to it. Alright we also deal with issues in a timely mobilization problem. All in all with coordination what we're trying to get down to is respond efficiently and respond timely. You don't want to have 10 people trying to do CPR on one person. You want to have it sequentially. Who is going to respond and when. Another point here is that emergency operation center doesn't always focus on event also. During the September 11th crisis up until December 21st, we were dealing with an earthquake of 2.6 that measured on the Richter scale in Queens. We were dealing with Flight 587. We were also dealing with

numerous anthrax letters. The threat of a Hurricane Michelle coming up the coast. God forbid. God bless it she went out east. And influenza was rising and also labor unrest with the bus private bus strikes that were going on in Queens. Next. Coordination point was initially set on West Street as I mentioned before with the mobile bus. Just north of the attack site and it was merely set up to conduct field ops, get a feel of what was really needed. We also initially was doing an OEM role call. Who was around. Who could respond back by Nextel, by pagers, by radios, by flares. And also to muster up any and all available OEM staff to get to the site. Next please.

Here is an old floor diagram of World Trade Center number 7. If you look up at the top center, that was where the podium is. If you envision the stage here with the podium, where the podium manager would stand up there and have assisting representatives from OEM, the podium here would conduct all operations throughout the EOC. To assist the podium manager you had representatives from FEMA, from CMO. We have a logistics team, we have a recovery team, we have infrastructure. People that look at the bridges and tunnels and power and water and steam. We also have public safety. One person is always monitoring the operations of the police, fire and EMS. Next. Again the watch command. I was doing it before. We had our own watch command that was built later on at Pier 92, but that wasn't facilitated for about a month into operation. Next. Normally before September, we established two levels, two basic levels of activation. We have a limited where key EOC representatives would come into facility. Well what does that mean. During the New Years Eve activation we had for 12 hours, we just had the necessary agencies to be there on scene. And what are those? Con Edison, Verizon, fire,

police, PD& tel, medical, human services. We call in the Board of Education. Why? They facilitate shelters if need be. And there's a handful of others.

During a full blown of activation, September 11th, normally would have about 70, 75 agencies but as it has been, Mayor has that on by September 20th, we had 140 different agencies. What were the additional ones? We had Battery Park City representatives, you had business representatives. You had people from mental health that were they are facilitators, and numerous different clergies, FAA and other military representatives that were not normally showing up to our previous activation. Next please.

A little cut off here. Here is a picture of the podium at Pier 92. As mentioned before we have various different personnel up there. The government folks and FEMA, and FEMA infrastructure, recovery, people with special needs, those are people with handicap, they are not home or bed ridden, they can't get around and facilitate on their own. We had numerous access problems at the World Trade Center site or the area south of Canal Street, then 14th Street as it fluctuated. Accessorize, we had problems getting people to and from. So we addressed those issues with people of with special needs. At one time during our activation, I think the highest amount of people, amount of population at the pier was in excess of 1,200 folks. The size 130 some odd agency representatives. We had our own staffing, we had security people. American Red Cross was putting in tons in everybody's belt lines. For the first week during the activation I lost 8 pounds. Since then I've put on another 25 and my wife's forced me on a diet from them. But here we had people that were showing up to the facility unsure what an emergency operation center

was. We had 130 representatives. So we were inundated by different questions. And besides the questions that were going to the podium manager, and over the podium to other people on stage here, we would have a queuing effect of about 30 to 40 people waiting to just ask us questions of what to do or how do I ask for this. Or what phone number do I have or how do I log on? One of the folks gave me a clicker just to count how many times I was asked a question between 6:00 in the morning and 10:00 at night. And as I passed 1,700 at 2:00 o'clock in the afternoon. Into the garbage. So it was very, very intimidating.

But just on a little lighter note, during the first months besides being responsible for running the emergency operation center, I would go to and from early morning operations at 20th Street fire house and this is where we met with Chief Blaich, and Chief Cruthers and do some interaction plans and whatever the fire department needed at the time, we would facilitate that. I had this gentleman, a 59-year-old Major Will Lockridge, he's unbelievable. I'm running through this rubble and this fellow who's almost 60 years old is keeping up with me, not that I'm an athlete here. But during all the height of the chaos, he had asked me to be his best man. He was getting married the next day. I go "oh, where you getting married? Gonna get married here at the podium? Sure." With this, Mayor Giuliani's walking down the isle in front of the podium and I expressed you know a little surprise information a little lightheartedness amongst all the chaos and all the depression. He goes congratulations that's great. And I informed him well I'm gonna be his best man. And he goes that's wonderful and as I'm looking at the Mayor you're looking for someone to preside over the wedding. So we had a wedding presided by the Mayor here

at the podium. You see where this woman is standing here. 20 glasses of champagne, the red carpet, did a horse and buggy ride and nice little free steak dinner afterwards, it was nice. Next please.

The emergency operation center is broken down into groups as I mentioned very lightly before. And what we try to do is we try to group the agencies into a common goal, common functions. As you see here, utilities speak for itself. Water, power, electric, and other type of fuel. Infrastructure. That's the subset of structure of our railways, subways, streets, bridges, tunnels, airports. We have our public safety, our transportation. Joint information. Very, very important for any of you emergency managers out there in the audience. Joint information with about 20 to 30 different representatives from all different press, offices of different agencies. The intent here is that if this is gonna be announced or made by the Mayor, or if this information is going to be put out to the public, everybody should be on the same page. You try and avoid the rumors, try and avoid misinformation that could adversely effect the operations down at the sites or sites that we had at one time in November combating the flares over in the Rockaways, listen now for an earthquake in Queens. Dealing with the World Trade Center site and monitoring Michelle coming up the coast. Next please. Next slide. Here is just a shot of Pier 92. It housed 183 representatives, about 130 were representatives themselves. Alright.

Here as we say we had federal, city, private and non-profit organizations that we basically operated side by side. FEMA, SEMO and the city and our government agencies

all over 300 reps per shift were working in the EOC and support services and other personnel there. At one time we in excess of 1,000 people I personally cannot go overboard in expressing my gratitude from the folks from New York State Emergency Management and especially those folks from FEMA. We're only a small agency of 60 people in OEM. 25 of those are responders. Another 25 to 30 are another 25 is I'm sorry another 20 is support staff, what have you and I only had myself and about 12 people from planning that are responsible to run the emergency operation center. Now it's 24/7 and my folks that I had to deal with special needs, deal with health, deal with logistics. I had to throw them away from the podium and have them address these issues in numerous action planning. We were back filled by elaborate staff from State emergency managers and also from FEMA. And it's really warming to see these folks come in there and just sit in a chair like they've been working there for 3 or 4 years, 30 years or so. People that were emergency managers from around the country. You tend to be as New Yorkers you start talking to these people from the south and the west with their accents. One fellow walked onto the podium, in fact two gentlemen. One fellow was about 6 foot 5. A guy named Joe Allbaugh, I think he works at FEMA as a Director. Another guy, Bob Fray from Montana, they walked onto the podium and Joe Allbaugh, you know he walked on water. The man is a gentleman. He belongs being the director of FEMA and he introduced me to this fellow who is 6 foot 8 from Montana. And he goes this is Bob Fray Rich. He's gonna help you out with the podium. Hi Rich. Alright so Bob Fray sat down at the podium and he says I'll take care of things Rich for you. No problem. Meanwhile it's 1:00 o'clock in the morning and I'm shot. Well Bob Fray, god bless him, the next time he comes back here I'm gonna buy him a couple of steak dinners because the man was

phenomenal. He reorganized the podium because everybody was dropping like flies. He created databases for us. Had phenomenal ideas and plus he autographed a book that he writes on hunting. So he's a great guy Bob Fray. Next slide please.

This is a little overview, pardon my engineering drawings so to speak, but I tried a little Autocad here, of the EOC as existed back in September and October of 2001. The blank wide square in the middle is our podium which I addressed before we were sitting there. And just to go from the some of the clock on the picture here, the military representatives are naval militia, the Marines, the Army and National Guard. Swinging up to our information center our press folks here. And the utilities infrastructure and basically it says it speaks for itself. Logistics, DCAS department, our agency that supplies the city with anything you need. They were just outstanding. Law enforcement. You had people from State, Department of Conservation, FBI, Intel. You had some people from law enforcement agencies who didn't tell me who they were. Didn't ask. FBI, debris management and transportation. Fire and EMS. They were phenomenal along with human services. Human services engulfed a lot of different agencies and volunteer agencies such as VOED as I mentioned before. Health and medical. These were our PHS folks, morgue. People that run the DMAT the DMORT, Department of Health, New York City Department of Health New York State. Everybody, as you can see, everybody had common goals and functions.

GIS was used as a display of some of our maps has. Also, Powerpoint was phenomenal.

Where was the Trade Center, where are things now. I think I could probably state that we

had the first emergency responding mapping unit. We took an old ambulance, put in plotters, databases, couple of database managers, some digital cameras and a satellite dish and went down to flight 587, server mapping unit and gave anybody whatever maps they needed of the Rockaways and also fly over pictures, real time. It was very very rewarding. Towards the left of mapping and health (end of side) everybody here in this room here how are we gonna communicate with each other about I need 1,500 body bags. I need 15 hearse stalls. I need a crane that can pick up 3,000 tons. OEM had their own software, it's called Nice Trak and some of you have visited some other emergency management agencies on the west coast use this software called E-team. Now I'm not advertising E-team, but this is the software program that we use. Now what this does it facilitates information to and fro throughout the whole emergency operations center plus it's web based orientated, meaning that we had folks in Staten Island, folks at different agencies around the east coast that were tuned in and locked into this web base, website I'm sorry, E-team. If I needed a certain amount of material, I would put the request in. The request would be seen by everyone, especially the folks in the logistics team on the podium. To give you a little example, someone needed 40 steel plates. Well everybody had 40 steel plates. Where do you want them, how do you get them there? We need one fellow came up with me with one very unusual two very unusual requests. One request was from well I'm not gonna tell you the agency, but they wanted 15 video cameras, 14 TVs, all sorts of equipment plus this equipment that explosive, this that. Signed by another agency. And the other agency came up to me and indicated well I didn't ask for this. And I go well look in the back of the page and it gives you your code to find out who's making these requests. So we had some sort of electronic security to prevent any

wrongdoings or mistakes may have you. But the E-team facilitated us. Kept a record ongoing record on the requests that were made, requests that were denied, requests that were filled, requests that could not be done.

What this all turns into is a term used in the field of social sciences and emergency management. Emergent resource management. You're merging all the resources into one entity, the emergency operations center, and you're managing these resources as much as efficiently as possible to give the fire chief, the police chief, the public health nurse, whatever that person needs as expeditiously as possible. Next.

This shows you one little example of a group Human Services. These are some of the agencies that were there. You have world church services, you had Catholic charities, New York Cares. You had American Red Cross and on and on. What's important about this is that during our incident accident plans with the fire department and also back at EOCs we gave a certain agency the lead. I was feeding people at the World Trade Center site, the American Red Cross was the lead agency. And a lot of people would ask why. Why don't you just feed these fellows that are down here. They're working hard and vigorously and they're just starving. They need their energy. But we had to control the feeding patterns at the World Trade Center site because when the fellows were done with their work tour or they needed a break, they would leave the site, clean up, go some place that was regulated and eat. There were refreshments and then go home or come back. It fluctuated from time to time. We didn't want anybody backing up a tractor trailer with a bunch of waitresses holding steaks and burgers and shrimp cocktails walking into the site.

Everybody drops their tools and looks and everyone wants the burgers. We try to keep the health hazards down as much as possible. If you want to have a lead agency from each one of these groups. Next please.

Emergency operations center is supposed to act as a form, a format of a platform for policy decisions. We used to have in the mayor's conference room as the World Trade Center's facility. We also have abilities for teleconferencing and phone conferencing. Here as I mentioned before, we wanted to develop into an action plan at the emergency operation center, or a site like we did at Drain Street fire house. Here at DOC as far as policy decisions, every 12 hours for the first two months within the 24 hours and now it's every 48 hours, we develop these situation reports. What's going on. We facilitate from all our representatives in New York City. What's going on in your agency. What needed to be said and a situation report very similar to what the chief was showing you in an international plan, we give about a 30 page report to the executive staff at EOM and send it over to the police, fire and other important. This is a shot of our old mayor's conference room in the World Trade Center 7. We set up on the mezzanine level of Pier 92 very similar to that. Not as luxurious. Not with all the cameras and the smoke and mirror effect, but that's what we did at Pier 92. And this is our old facility at World Trade Center 7. Next please. Just to elaborate a little bit further on our instant action planning. We're now to help the medical policies. We're going into environmental testing work, and worker health safety policies and plans and we coordinated DEMAT the DEMORTS and there are other operations that were necessary to try and make it as safe as possible.

By the end of October we registered over 10,000 injuries. Somewhere from a splinter or something in the eye, to a few fellows had third degree burns and minor fractures. Next. Again, we had on the business continuity side, which is very very prevalent and there was very pressing issues from the Mayor's office, from the Governor's office and from the President's office, on economic recovery to lower Manhattan. And instant action plans were devised on how fast folks are going to get back into the site itself. And steady efforts were made to reopen and close the site. Zone boundaries were drawn and adjusted to and there were adjustments to the operational concerns, the security concerns and safety and environment health. Next please. The third function is operations management. Again as I mentioned before, it's a constellation of agent and response to their demands. They vary from agency to agency. One of my logistics folks that was substituting from Rhode Island was asking me why is this particular agency asking for 1,500 nail files, emery boards, Vaseline, camphor and hand gloves. You know the latex gloves. And I asked where this particular request was coming from. And they were requesting this equipment to go down to Staten Island landfill. I tried to explain the dynamics that these folks are down there digging through the piles and trying to keep the degree of remains and other objects from underneath their fingernails. So that was an agent generated demand, not a response.

And also, as the events proceeds or the time line lengthens, the change and demands either diminishes or they alter as we indicated before with those requests in the Staten Island landfill. Next. Function 4 was information collection. Damage assessment, record keeping, security analysis, ongoing security analysis we tend to forget, some folks do,

that this is the largest crime scene ever in the United States as far as geographical scenes concerned. We had to gather it. We had to analyze it and we had to disseminate it to the proper people who should be getting it. A lot of this information was not made public and shouldn't be made public, but then eventually they got to the press there was \$4 million worth of gold in certain parts of the World Trade Center. There was vaults left open with very important documents and later I think recently just found out that they had a recent drug bust because they found some certain evidence. Next.

And again this is how information is disseminated through different levels of security through E-team. Next. Public information and public information officer. I mentioned before, very, very important. The mass media, the EOC should be the point of contact as to what's going on in that particular event, whether it could be the World Trade Center, it could be a New Years eve event. And the emphasis on here is to get out accurate information to the press. The press a lot of people say well the press is this, the press is that. I think the press is great. If you use the press, not use them, but work with them, they'll facilitate what ever information that has to be out there. There may be a little glamorous or you know may play it up a little bit but if you're given the right information, have them buy into your operation, they'll be a great ally to you. The public information officer, he may be at a location other than EOC but in this particular case it was true. Our public information officer, Deputy Director Frank McCartin, he was at the EOC many, many times and also down to site to control cameras and other video shots of the site because it was still a crime scene. Next please. Just to give an example how important the press is, this is during the beginning phases of the lock down of lower

Manhattan. So we have another form of outreach program through press it's called EMOLS, it's called Emergency Management On Line System to our website. This was presented on EMOLS. Next. It shows you how the site and itself shrunk from shutting down streets. Next.

There you go one more time. It just shows you how people are now being informed. They can go back to their business. They can go back to their homes. There is going to be trains open. There is going to be buses now going up and down north and south on Church Street. The press will inform the public as you want to inform as best as possible. And next slide please.

During the first few weeks it seemed to be very annoying. You're thinking about all your loved ones and fellows that you worked with for many years that are still trapped there at the World Trade Center site. But as an emergency operating center it's very important, we too, as New Yorkers, go out to various different sites around the world. Armenia earthquake, the bomb in Oklahoma. Other earthquakes on the west coast. We go there, we offer our assistance. We also we study what's going on in their particular operations so we learn good points and also bad points from their operations. So we have to be a host at the same time. We had the President of the United States come up here down to site. We had the Governors. We had Sheiks and Prime Ministers from around the world coming in to our emergency operation center. But the first 8 to 9 weeks, I probably saw more dignitaries and celebrities that I'll never see in a lifetime. 1:00 o'clock in the morning I'm sitting there with my head over here holding a cup of coffee. Some guys

giving me a hug. And I'm looking at him going who are you? "Big Pussy" from the *Sopranos*. Like what are you doing here I thought you were in the water? But, and right behind me and standing there and the voice was Bobby Valentine. Hey Bob. Hi. How you guys. But he took it well. But they were there to help. Some of these folks I'd never seen one of the celebrities and dignities going around with photo ops. And I'm being sincere about that. They would show up and say is there anything we can do? And when you have a guy with hands like this and he talks with an accent like Arnold Schwarzenegger shaking your hand you know he was very, very good. So, up so times up. That was my last slide anyway. So, thank you very much folks.