

[Home](#)[Background](#) [Attack](#) [Aftermath](#) [Evidence](#) [Misinformation](#) [Analysis](#) [Memorial](#)**Aftermath****aviation**[civil aviation](#)[Bin Laden charter](#)**Ground Zero**[environmental impact](#)[lawsuits](#)**agencies**[access restrictions](#)[steel removal](#)**official investigations**[World Trade Center](#)[FEMA](#)[Silverstein](#)[NIST](#)[Pentagon](#)[Kean Commission](#)[9/11 Report](#)**repressive policies****attacks on freedom**[legislation](#)[USA PATRIOT Act](#)[Homeland Security Act](#)[Military Commissions Act](#)[Homgrown Terrorism Act](#)[executive orders](#)[secret government](#)[wiretapping](#)**attacks on individuals**[detentions](#)[assassinations](#)[harassment](#)**attacks on nations**[Afghanistan](#)[Iraq](#)**human rights abuses**[torture](#)**terror attacks**[anthrax attacks](#)

Ground Zero Players

Who Oversaw the Ground Zero "Cleanup Operation"

The man on the spot on the day of the disaster was Rudolph Giuliani. As mayor he was in a position to control much of what happened to the crime scene of the attack on Lower Manhattan. He had the power to award contracts, and could do so unilaterally, since they were emergency contract awards. He also had the power to use the police force to control who was allowed access to the site.

Government Agencies

The federal agency that wielded the most control over the operation was the Federal Emergency Management Agency (FEMA), which was involved from the beginning. The U.S. Army Corps of Engineers (USACE) also participated. Allen Morse, chief debris expert for the Corps, served as a technical adviser to FEMA.

A persistent rumor holds that FEMA personnel were deployed before the attack, based on the following remark made by Tom Kenney, a member of the FEMA National Urban Search and Rescue Team, to Dan Rather in an interview. ¹

We're currently one of the first teams that was deployed to support the City of New York in this disaster. We arrived on late Monday night and went right into action on Tuesday morning.

However, that FEMA had deployed early was denied by FEMA officials, who said that Kenney had misspoken. The *Boston Herald* spoke with Kenney's wife, who said that her husband went to New York City on the 11th, not the 10th. ² Michael Ruppert concurred that Kenney had misspoken, on the basis of interviews with members of the Hyannis, MA, Fire Department, who said that Kenney had set off on Tuesday with the other members of the Hyannis FD emergency team. It shouldn't be surprising that Kenney confused Monday with Tuesday given that he was sleep-deprived by long shifts at Ground Zero when he was interviewed by Rather. ³

The issue of the timing of Kenney's deployment is overshadowed by the revelation that FEMA was planning a bio-terror drill, called TRIPOD, in New York City for September 12th, and already had equipment in place before the 11th. In his testimony to the [9/11 Commission](#) former New York City mayor

Rudolph Giuliani said:

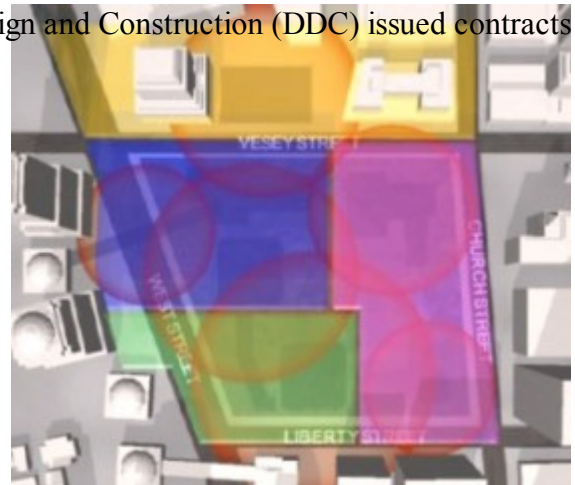
... the reason Pier 92 was selected as a command center was because on the next day, on September 12, Pier 92 was going to have a drill, it had hundreds of people here, from FEMA, from the Federal Government, from the State, from the State Emergency Management Office, and they were getting ready for a drill for biochemical attack. So that was gonna be the place they were going to have the drill. The equipment was already there, so we were able to establish a command center there, within three days, that was two and a half to three times bigger than the command center that we had lost at 7 World Trade Center. And it was from there that the rest of the search and rescue effort was completed.

The transcript of Giuliani's interview was omitted from the commission's website.
[4](#)

Corporations

New York City's Department of Design and Construction (DDC) issued contracts to four contractors, called Construction Managers (CM), who were responsible for debris removal. According to an USACE website, each CM was assigned a zone or section of the debris removal, and was controlled and monitored by a three-person DDC team. [5](#) The four CMs were:

- Tully Construction, Sacramento District
- Bovis Lend Lease International, Mobile District
- AMEC Construction Management, Portland District
- Turner Construction, Baltimore District



The documentary *Up From Zero* contains this graphic indicating the zones of Ground Zero assigned to the four "Construction Managers."

Two New Jersey companies were among the bidders that won the contract for removing more than 60,000 tons of Trade Center scrap. Metal Management Northeast bought 40,000 tons, and Hugo Neu Schnitzer bought 25,000 tons. Neu Schnitzer East is one of the largest scrap recyclers in the nation. President Alan Ratner of Metal Management said the company had bought 70,000 tons of scrap steel by January of 2002. [6](#)

Controlled Demolition Inc. (CDI) appeared to be a key player in the expedient removal and recycling of the steel. CDI was retained by Tully Construction Co. Inc, one of the site's four cleanup management contractors. On September 22,

2001, CDI submitted a 25-page "preliminary" document to New York City's Department of Design and Construction, which approved the plan.⁷ The commissioner of New York City's Department of Design and Construction and the man in charge of Ground Zero cleanup efforts was Kenneth Holden.

Weeks Marine Inc. created two steel offloading areas at Pier 25 and Pier 6 in the last week of September to accelerate the removal of steel.

Great Lakes Dredge and Dock Co. was awarded a contract for \$790,500 to deepen the Pier 6 site to facilitate barge removal of debris.

[8](#) [9](#) [10](#)

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