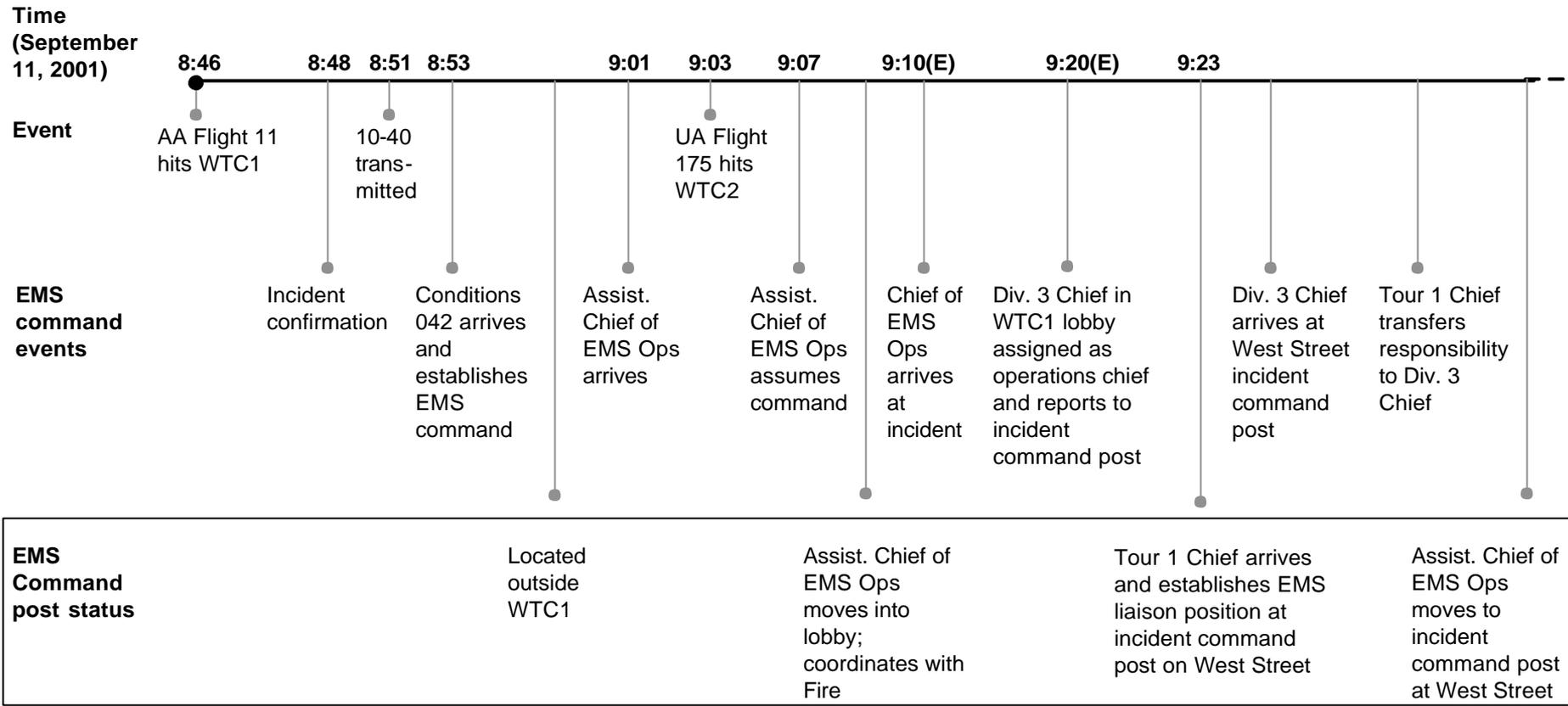


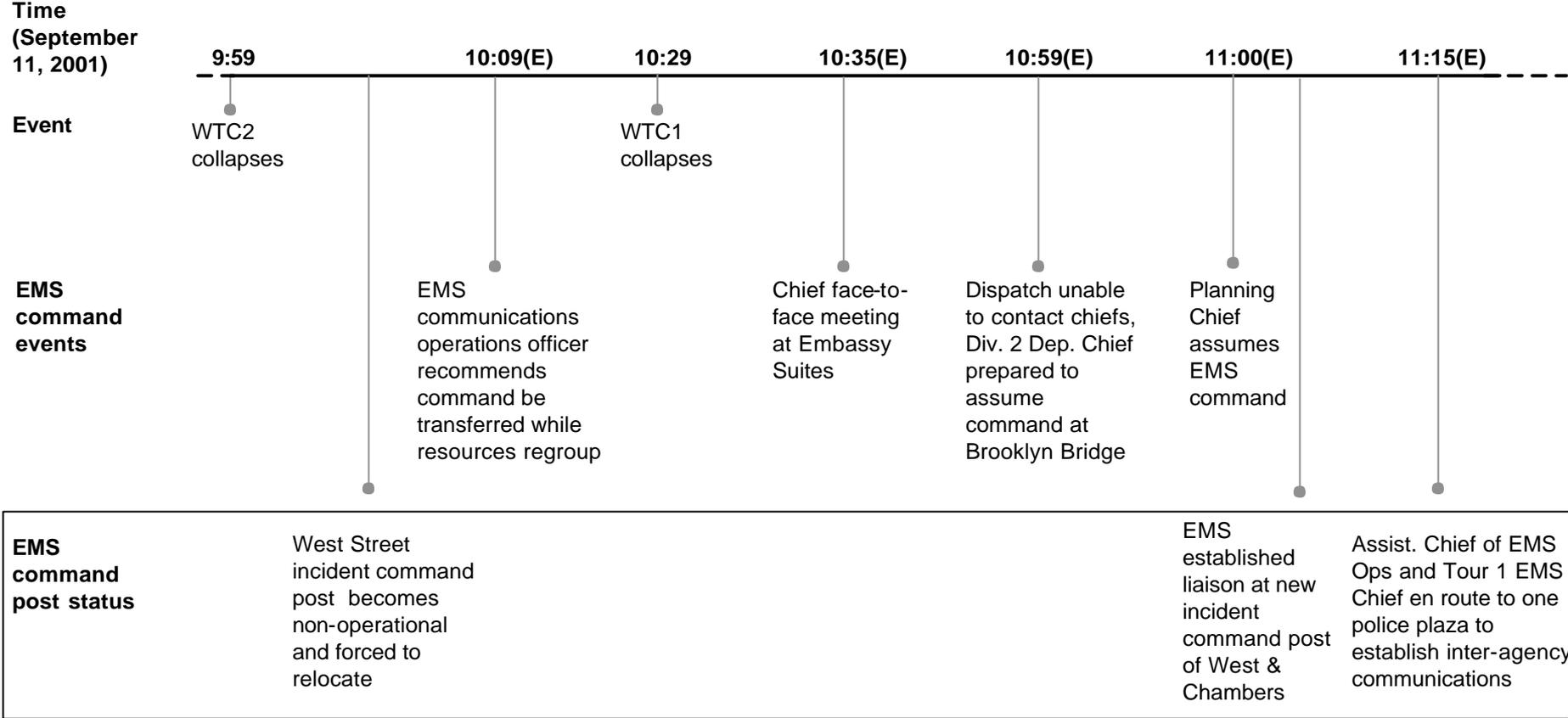
# Exhibit 12

## EMS COMMAND AND CONTROL TIMELINE



Note: E = Estimated, AA = American Airlines, UA = United Airlines  
 Source: EMS interviews, dispatch tapes and transcripts

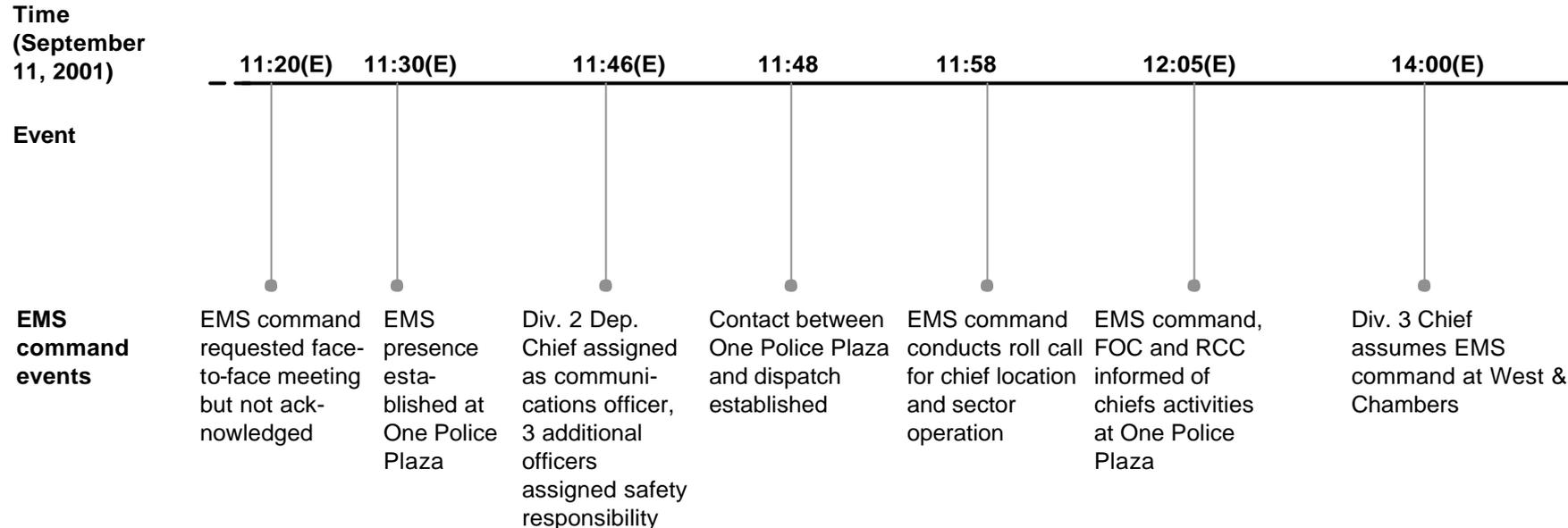
# Exhibit 12 EMS COMMAND AND CONTROL TIMELINE (CONTINUED)



Note: E = Estimated  
Source: EMS interviews, dispatch tapes and transcripts

**Exhibit 12**

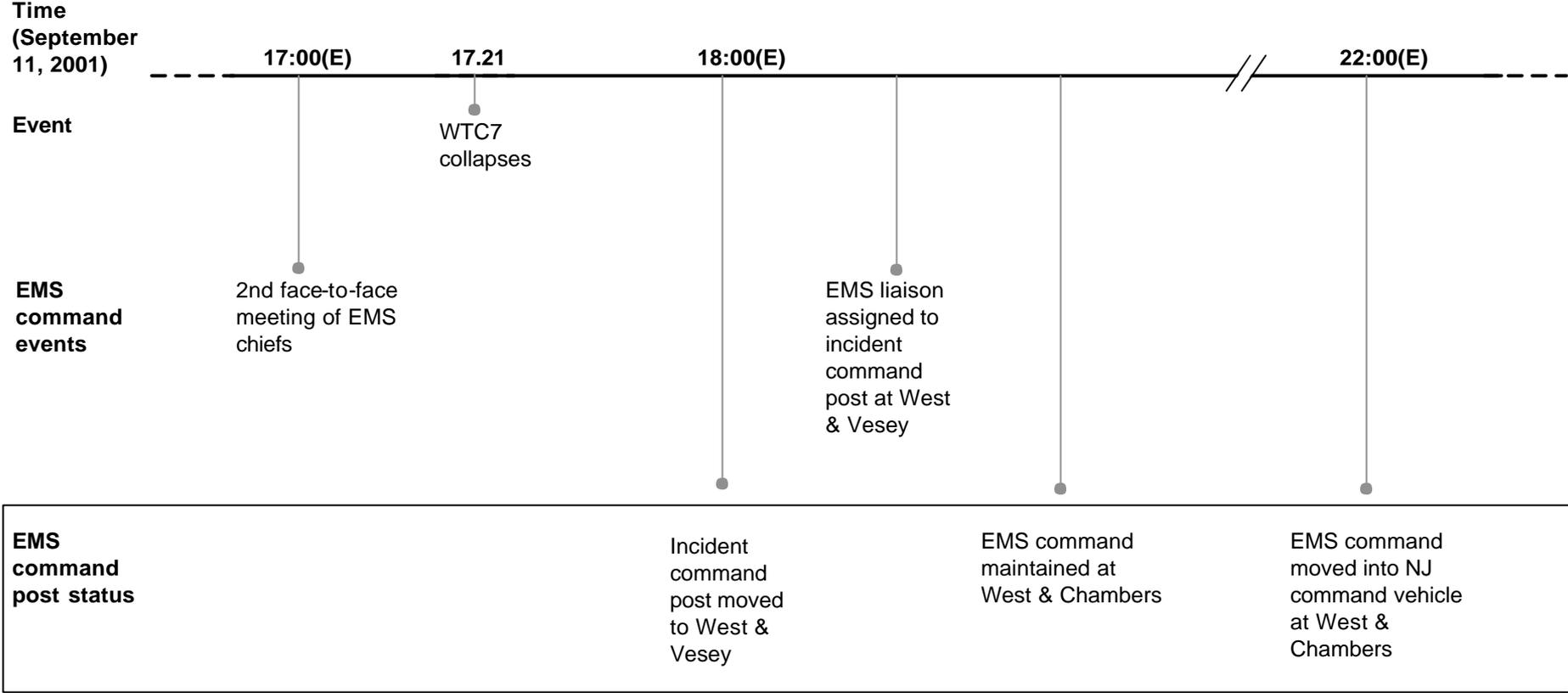
**EMS COMMAND AND CONTROL TIMELINE (CONTINUED)**



**EMS command post status**

Note: E = Estimated  
 Source: EMS interviews, dispatch tapes and transcripts

# Exhibit 12 EMS COMMAND AND CONTROL TIMELINE (CONTINUED)



Note: E = Estimated  
Source: EMS interviews, dispatch tapes and transcripts