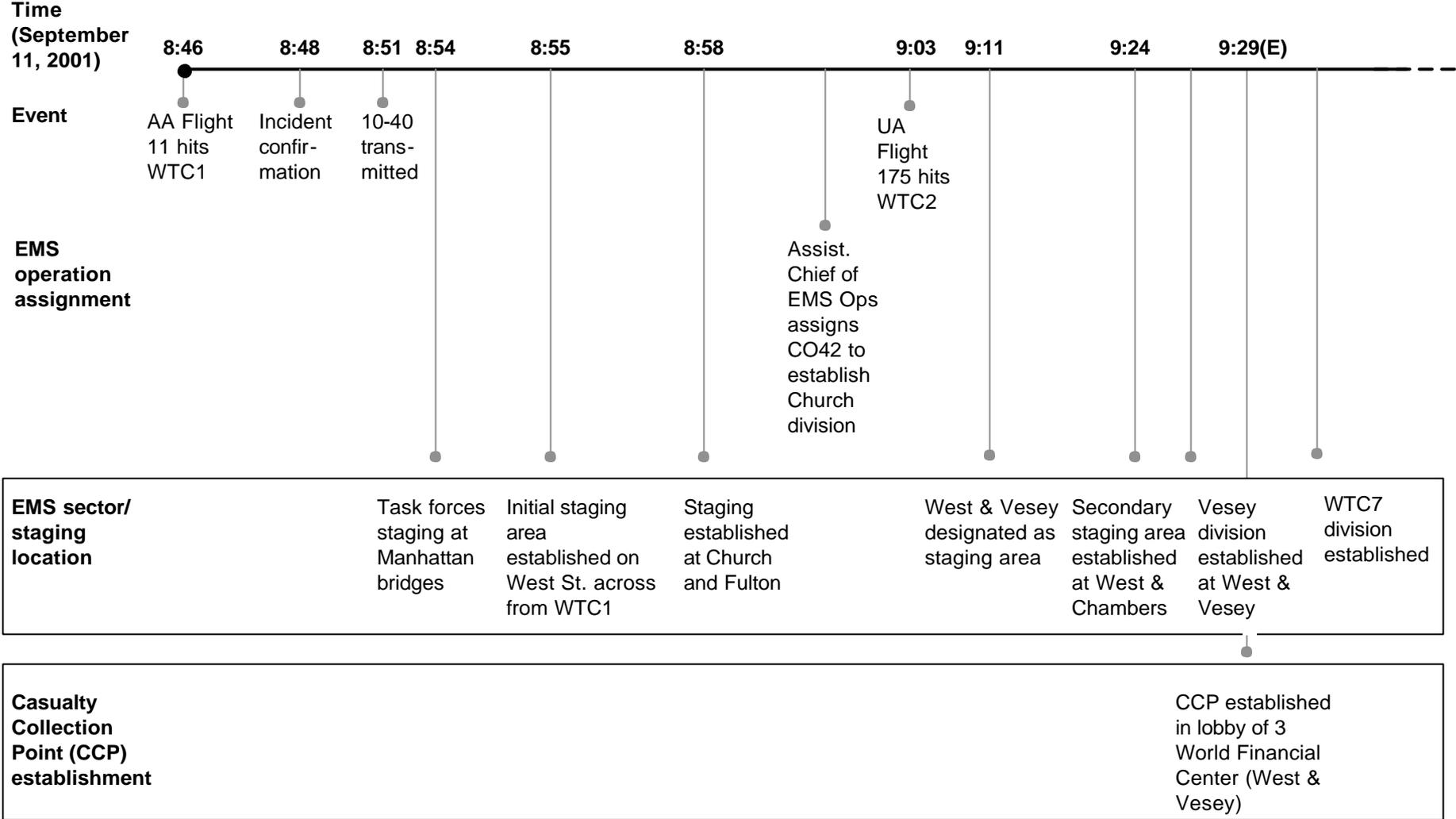
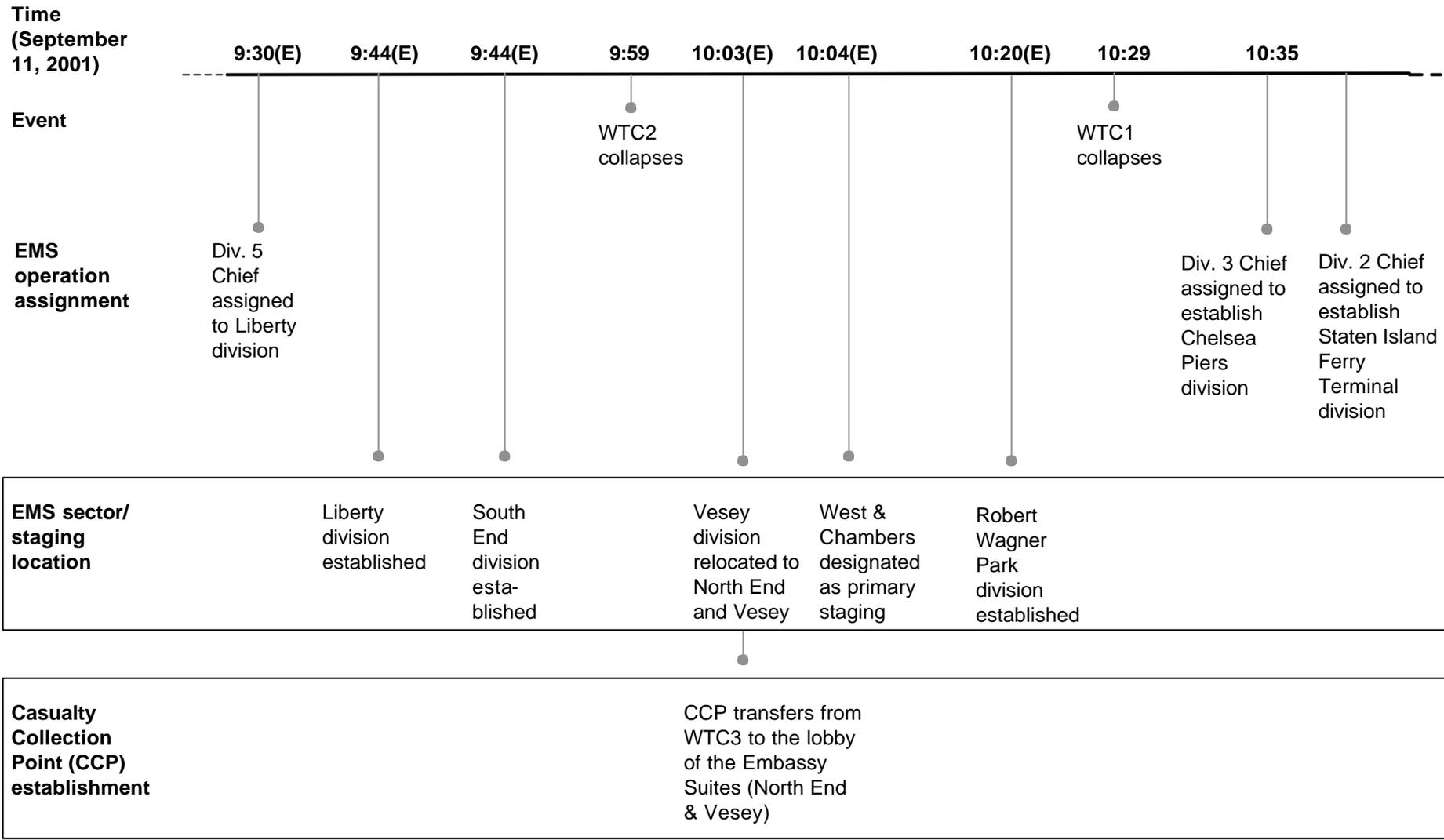


Exhibit 13 EMS INCIDENT ORGANIZATION TIMELINE



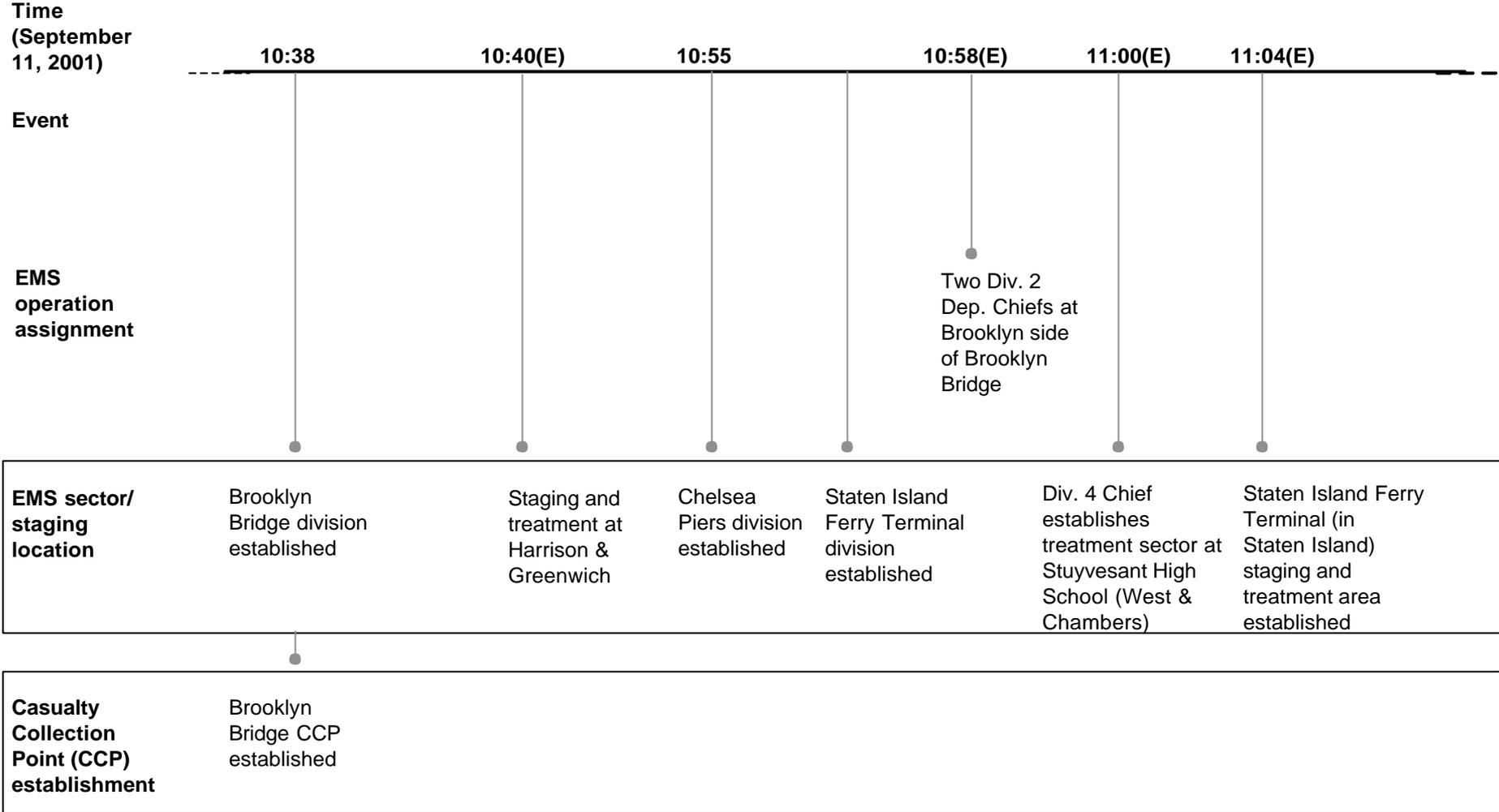
Note: E = Estimated; CCP = Casualty Collection Point
Source: Interviews and dispatch tapes

Exhibit 13 EMS INCIDENT ORGANIZATION TIMELINE (CONTINUED)



Note: E = Estimated; CCP = Casualty Collection Point
Source: Interviews and dispatch tapes

Exhibit 13 EMS INCIDENT ORGANIZATION TIMELINE (CONTINUED)



Note: E = Estimated; CCP = Casualty Collection Point
Source: Interviews and dispatch tapes

Exhibit 13 EMS INCIDENT ORGANIZATION TIMELINE (CONTINUED)

Time (September 11, 2001)	11:21	11:50	12:07	12:10(E)	12:15(E)
Event					
EMS operation assignment					
EMS sector/ staging location	Forward staging at West Broadway & Chambers	New Jersey side ferry terminal staging and treatment area established	West Broadway & Chambers shutdown due to gas leak; resources moved to Chelsea Piers division		Resource staged at Broadway & Reade (100 Academy personnel)
Casualty Collection Point (CCP) establishment				Designate locations for 3 CCPs	
				<ul style="list-style-type: none"> • Javits Center • Brooklyn Navy Yard • Yankees minor league Stadium (in Staten Island) 	

Note: E = Estimated; CCP = Casualty Collection Point
Source: Interviews and dispatch tapes