

1: American Ground: Unbuilding the World Trade Center by William Langewiesche

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Inevitable bad little bad choices are made and can snowball. They had low pay. Hazen was directed to take the aircraft not to the closest possible airport but back to Miami where a better qualified emergency crew would be present. However, after the crash there is a tension between the 2 because the press was rushing for a story and NSTB was being cautious o Several factors were discovered during the course of recovery that led to the flights doom? The jet was old and had a series of electrical failures that had resisted the attention of a mechanic and mysteriously fixed itself? They had been refurbishing old jets thru outside contracting to update the crafts. Most of the work was done by temps. It appeared that the FAA had neglected its duties. Deborah Sontag, Case Who Brought Bernadine Healy Down? The Hudson County chapter thought embezzlement was going on by the director. When Healy found out she turned it over to a local prosecutor who indicted the director and book keeper on stealing funds from the Red Cross. Several board members were upset and said she was too harsh and should have suspended them without pay. Jonathan Lyons, Spring -Dr. Bernadine Healy, 57, former President of the Red Cross, a former cardiologist and aspiring politician. A former Harvard medical school graduate and mother of two -The Red Cross, founded by Clara Barton in , generates 3 billion in revenues a year as a quasi-government bureaucracy. Though successful, it is a difficult institution to lead. The leader must be a strong bureaucratic manager and also strive to be a people-oriented leader. Healy faced serious pressure over a slow response to the terrorist attacks on the Pentagon and the dismissal of two women who operated the Disaster Operations Center DOC , the Virginia-based command center for disasters. When Healy uncovered significant fraud in one of her Jersey City, N. Healy hired several high-profile executives to oversee the process of upgrading blood collection, testing and processing, which had come under fire by the F. Two months after assuming command in September , she made a speech to international officials chastising them for the inequity of the exclusion of M. Wisconsin established the fund but never put money into it. During the recession Wisconsin was among the states that were experiencing the highest levels of fiscal stress. The FY Budget Act 16 -In formulating the budget legislators had to deal with a budget gap that had both cyclical and structural causes. Expenditure Decisions -Republican governor Tommy Thompson and the state legislators increased spending and cut taxes. Thompson in his reelection campaign promised to dramatically increase state aid for K schools without raising state general taxes. There was no opposition that was reported to the tax cuts. European and some of the Far East economies were growing slowly or were in a recession before the U. Remedies Proposed and Implemented -During a deficit lawmakers have four options. Remedies -Act 16, the biennial budget bill was passed in August of contained five major initiatives. Consequences -Groups that were helped by these tax breaks were anti-tax elements of the business community and upper-income individuals.

2: Stillman Cases Outlines

In American Ground, William Langewiesche brings us deep into the heart of the World Trade Center collapse site, and the process of recovery, with extraordinary depth, and incredible confidence, delivery the untold, powerful story of what is known as 'The Unbuilding'.

Reviewed by Paul McLeary We made it. Over the past year just about anyone with some form of media access has weighed in with their take on the situation: Sadly, little that has been written or spoken has caught the American imagination in any lasting way. *Unbuilding the World Trade Center*. First serialized in *The Atlantic* this past summer, it stands as the longest piece of reporting the Atlantic has ever published and has now been reprinted in book form. Although the press was largely denied access to Ground Zero, Kenneth Holden, the city official heading up the cleanup effort and a fan of *The Atlantic* offered Langewiesche, an Atlantic correspondent, almost unrestricted access to the site and the planning meetings that regularly took place, resulting in a book that manages to explain the intricacies of perhaps the most hurried and scrutinized engineering project ever undertaken. In his harrowing and stunningly sober account of the cleanup effort, Langewiesche is able to put a human face on the tragedy without resorting to overt sentimentality or hand-wringing. *American Ground* takes place in a world all its own, completely cut off from the realm of public debate and political posturing that swept the nation after the attacks. The men on "the pile" as they called it had no time for any of it. Their job was to clear 1. On the morning of the attacks, an obscure city department called the Department of Design and Construction DDC, which had been created in by Giuliani to oversee the repair of sidewalks, sewers and municipal infrastructure, rose up to take the lead in the cleanup effort. This was as big a surprise to Kenneth Holden, the head of the department and his lieutenant, Michael Burton, the men who would direct much of the cleanup, as it was to everyone else. They simply happened to be near city hall that morning for a meeting, and not being able to find anyone else willing to begin sorting things out, took it upon themselves to start arranging for the transport of lights, machinery and men down to the site by time darkness fell on the first night. They would continue to head the project until the very end, much of the time coordinating the efforts from a hastily slapped together command center in a kindergarten classroom at PS 89, just a few blocks away. The workers were given the responsibility and rose to the occasion. Langewiesche himself got involved in some of the engineering expeditions into the center of the pile, once navigating the subterranean caverns below the surface to check the integrity of Freon tanks thought to be dangerously close to exploding, sickening or killing people for blocks around. On his trek through the subterranean labyrinth below the city he found that "The ruins Although we all know what happened that morning, often in gruesome detail, he manages to dig just below the surface time and again to illuminate the minute of how the towers fell by telling the stories of the men who built them, maintained them and then had pick up the pieces. The focus of the book is so tight that little mention is made of the terrorists who visited the nightmare upon the city, and Giuliani is simply a phantom character mentioned in passing when speaking of the careers of the engineers who worked at the site. There is some serious mythmaking here to be sure, as Langewiesche pushes his thesis that the site "was a turbulent and quarrelsome place, it was also courageous and creative, an authentic piece of American ground. Langewiesche pulls few punches, especially concerning the recklessness and bereaved arrogance the FDNY showed in trying to stall the cleanup until they recovered all of their lost. While their grief was undoubtedly real, he brings the myth that has sprung up around them over the past year back down to earth. They are simply blue-collar men: He exposes the fact that the firemen quickly became resented at the site for the importance they placed on the remains of their own, while at times seeming to care little about the remains of others. And it was absurd for the living to group and rank them. Populated with surprising moments of beauty, like describing the first snowfall of the season that blanketed the site or watching the remains of the towers be buried under earth at Fresh Kills or loaded onto freighters bound for Asia so the steel could be melted and recast ; *American Ground* dispatches with the now-familiar hysterical accounts of heroism and loss in favor of a deeply original and deeply felt tale of American perseverance and sacrifice. Like the architects of our democratic experiment itself, the men who unbuild the

towers worked without backup plan or blueprint, taking charge where needed, and letting the process work itself out where order simply could not be imposed. He lives in Brooklyn, New York.

3: Reviews | American Ground: Unbuilding the World Trade Center by William Langewiesche

Langewiesche had unrestricted access to Manhattan's Ground Zero during the post-September 11 cleanup, and his triptych of articles (originally published in the Atlantic).

4: American Ground - Wikipedia

Excerpts From 'American Ground: Unbuilding the World Trade Center' Part One: The Inner World After nine months of unrivaled access to the disaster site, our correspondent tells the inside.

5: American Ground: Unbuilding the World Trade Center by Tracie Miller on Prezi

American Ground is a tour of this intense, ephemeral world and those who improvised the recovery effort day by day, and in the process reinvented themselves, discovering unknown strengths and weaknesses. In all of its aspects—emotionalism, impulsiveness, opportunism, territoriality, resourcefulness, and fundamental, cacophonous democracy.

6: NPR Choice page

The result is "American Ground: Unbuilding the World Trade Center," a comprehensive look at the inner workings of the World Trade Center cleanup effort—and the longest piece of original.

7: Case Study: Chapter 6 - Zone of Truth

William Langewiesche's "American Ground" reads like something Edward R. Murrow might have written, if he had been born on the planet Vulcan and beamed down to the site of the World Trade Center right after the attacks.

8: American Ground Unbuilding World Trade Center, Nov 18 | Video | www.enganchecubano.com

American Ground Unbuilding the World Trade Center. He is a correspondent for The Atlantic Monthly, where American Ground originated as a three-part series.

9: American Ground: Unbuilding the World Trade Center by Devon Williams on Prezi

The inner world -- Rush to recover -- Dance of the dinosaurs At the center of the book is the team of engineers, many of them instrumental in building the towers, who now must collaborate in the sad task of disassembling them.

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