Teacher Answer Key

Case Study

1. The drills worked because they made the right response automatic rather than optional. Employees did not need to believe in the danger or remember instructions; their bodies knew the route because Rescorla had timed and repeated the drills until evacuation was habit. Preparation succeeded despite skepticism, which is exactly why Rescorla insisted on practicing.
2. The announcement was wrong, and following it cost lives elsewhere in the building. Rescorla's authority and preparation gave his people a trained alternative to the official instruction, and they trusted the drill over the loudspeaker. The episode shows that good preparation includes the judgment to act on it, even when an official voice says the opposite.

Multiple Choice

1. B
2. C
3. D

Matching

1-C, 2-E, 3-A, 4-B, 5-D

Fill-in-the-Blank

1) 343, 2) South, 3) 25,000

Short Answer (Sample Responses)

Q1: It shows the sacrifice did not end when the towers fell. Workers who survived the day accepted months of exposure to toxic dust to recover victims for grieving families, and many paid with their health years later. The full cost of the rescue effort has kept growing for decades, which is why Congress passed the Zadroga Act to care for them.

Q2: Both men repeatedly re-entered danger to bring others out, and both died doing it. Crowther improvised in the moment, using his volunteer firefighter training and a red bandana. Rescorla's heroism began years earlier: his drills prepared 2,700 people to save themselves, so his decisive moment was the payoff of long preparation rather than pure improvisation.
Q3: Strong answers will cite the Flight 93 passengers, who were ordinary strangers who voted and then acted despite obvious fear, and Crowther or Rescorla choosing to climb back up when they could have escaped. Each example shows people feeling fear and deciding to act anyway, which supports the claim that courage is a choice rather than an absence of fear.