

**Naval Historical Center  
Oral Interview Summary Form**

**Interviewers:**

CAPT(s) Michael McDaniel  
CAPT Ray Pietrezak

**Interviewer's Organization:**

Navy Combat Documentation Det 206  
Navy Combat Documentation Det 206

**Interviewee:**

Mr. Jim Buczek

**Current Address:**

Navy Annex  
FOB #2  
Arlington, VA

**Date of Interview:**

27 Sept 2001

**Place of Interview:**

Navy Annex

**Number of Cassettes:**

One

**Security Classification:**

Unclassified

**Name of Project:** Pentagon Terrorist Attack Incident

**Subject Terms/Key Words:** Pentagon; Terrorist Attack; 11 September 2001; triage; evacuation; lessons learned; Defense Protective Service; FBI; carnage; Navy Command Center; renovation

**Abstract of Interview:**

This subject is the Management Group Supervisor for Federal Office Building (FOB) #2 for Federal Facilities Division. In other words, he runs all the building management facets of the Navy Annex.

1. Has worked in the building management specialist frena for over 27 years. Served as Chief of Technical Staff in the Pentagon for 12 years before being tasked with the renovation of FOB #2.
2. Was in the Pentagon for a meeting the morning of 11 September 2001 from 0830 to 0930. Was walking across the courtyard when the plane hit the Pentagon. He heard the plane, saw the tail section, heard the explosion, saw the smoke and fire.
3. He saw others were helping so he decided to go back to FOB #2 to see if anything had happened there and to coordinate assistance to the Pentagon. After seeing that things were under control at the Annex building he pulled some managers together and began coordinating a rapid response team.
4. Coordinated going to local grocery stores and obtained water for rescuers, etc. Others assisted in directing helicopters to evacuate critically wounded.
5. Described the decision and coordination of efforts to establish a secondary Navy Command Center. There was no pre-established plan to set up a make shift Command Center. This was creatively established by personnel on scene.

6. The fire alarm system at FOB #2 was continuously going off. Even though no damage at the Annex had occurred the fire system had to be manually reset.
7. Mr. Buczek decided to put up a large white board where the public had begun to bring things for a makeshift memorial where people could put pictures, letters, cards, etc.
8. There was no formal plan as to disasters such as this as in how to provide assistance. All pitched in where needed upon seeing the need.
9. The only scenario up to this incident had been routine fire drills. In subsequent meetings the need for additional scenarios have been discussed in light of the potential terrorism threat. The potential threats discussed were (1) fire, (2) false fire alarm, (3) bomb threat, and (4) biological/chemical attack. The evacuation procedures would need to be different in each of these scenarios.
10. The need for a voice communication system was discussed that would reach every area of the various buildings and the need for these systems to be able to be used in secure environments. It was mentioned that security restrictions in the various environments had impeded progress in this type of system. Mr. Buczek described the different agencies that these scenarios would be discussed with. He mentioned future meetings with an expert who has done planning with the National Basketball Association and the city of Phoenix.
11. The use of emergency breathing apparatuses was discussed. He spoke of the building management having suits in their inventory that provided emergency breathing capability. He mentioned their responsibility being to escort firefighters, etc. into the building and being responsible for securing utilities. Currently they have six personnel trained to go into the building to determine what the casualty might be.
12. The issue of staging emergency breathing apparatuses and heart defibrillators in public areas. They recently purchases five total mask bridges that contain 10 minutes of emergency air. These are for building management for emergency use. Currently there is nothing of this sort for the building tenants.
13. He mentioned the fire detection system currently being used in FOB #2 being overly sensitive, causing frequent false alarms. He also mentioned the advantage of having many exits in FOB #2.
14. The issue of how building management was identified during the aftermath was discussed. The use of white hats and hand-held radios helped identify those who knew the facility best and could provide direction. They were also able to supply hand-held radios to other agencies (i.e. FBI, etc.) enabling them to identify and communicate additional needs of assistance.

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**Transcript of Interview:**

**Interviewee Information:**

Mr. Buczek is a Management Group Supervisor for Federal Office Building (FOB) #2 for Federal Facilities Division. He supervises all the building management facets of the Navy Annex.

Has worked in the building management specialist arena for over 27 years. He has served as Chief of Technical Staff in the Pentagon for 12 years before being tasked with the renovation of FOB #2. At the Navy Annex (FOB #2) he is involved with the customer service needs, renovation and structural improvements to the building.

**Topics Discussed:**

Q. (3:29) Tell us about that day, just waking up, where you were. Where you were coming to work.

A. Normally I wouldn't have been in the Pentagon, but the director had a staff meeting. So our staff meetings start at 8:30, normally over at 9:30. Staff meeting was over at 9:30 and I spent

some time in the hallway talking to some people and then I was going across the courtyard to talk to the Chief of the Safety Occupational Office, who has offices on the E ring and the 5<sup>th</sup>, between the 5<sup>th</sup> and 6<sup>th</sup> corridor. On the way over heard the plane come out of the sky, caught part of the tail, seen the hit, and black smoke. First reaction was to go inside and see what happened, because we'd been informed before then at staff meeting that the Trade Center was hit by a plane, and you know we were thinking, "Gee, that's not a common thing to happen. " So we were on a little bit of alert.

Helped a few people out of the space that they were coming down the stairwells and then I see there's a lot of people aiding other people, and I thought well, I've got to go back to my building FB2 to see if there's been damage up there. So I went out in the parking lot, got in my van, come back up. The building was being evacuated, and as it was evacuating, two of my managers were standing around and I said, we determined, well we've got to be the first response team down here to try to help out, because we knew our building wasn't being damage and the security was handling it, Metro Security was handling the problem.

So we took some of our vans. Took the backseats out of the vans so we could use for transferring the people. We went down to the site. The fire department was down there. State police were down there. Rescue people were down there. We helped with some of the injured people to get them into the ambulances, so that, the ambulances were acting as hospital rooms at that time. They weren't transporting people. The helicopters were taking out the most serious people. So we helped set up some of the aid stations, and one group manager he brought down fifty 5 gallon jugs of water, because there was no water on the site and that's desperately needed when people are full of smoke and things of that nature, to clean them up and see what's wrong.

Another group of managers went up the hill to the Safeway and to the Giant to get all the water we could get from that area to bring down. Some of the other managers helped in bringing in helicopters and the FBI came to us and said, "We need some more people. We're going to put them in vests." So we came up the hill and asked for volunteers. Two volunteers, and we got six Marines to jump in the car, and the six Marines came on down with us. They put vests on them and they directed in five or six helicopters that were staged at different areas and we stayed down there too, because the aid station just kept moving from side to side and relocated under the bridge of 110, because while all this was happening there was still the threat of another plane in the area.

Q. (06:37) How were you getting that word?

A. It was coming by the DPS. DPS and the state police had radios and the FBI had a radio.

Q. (06:46) DPS being?

A. Defensive Protective Service. Yes. Since all the DPS people were down at the end of the area that was hit by the plane, there wasn't many up here, so we had people standing outside for two or three hours, so we said, you know, "These people are standing out here two or three hours let's bring some water to them" on the hill, because it was very hot. They were getting dehydrated and they didn't know what was going on. So our people grabbed some water, brought it up here and took care of that part of it.

Basically, as I said, we left the people down there to handle the moving of stationary equipment to aid people and better their situations.

That night a lot of the people whose office areas was damaged in the Navy were coming into our building, and we stayed that night real late and prepared office space for them. Because we had to set up another strategic command center, because the Navy's main Strategic Command Center was hit down there.

There was other people who knew the operation and they were coming in from just about everywhere, all parts of the country, so we created some space for them up in the Marine's office and we did some extensions for them for telephones, so they had telephones at that time.

Couldn't do any landlines because this was eight, nine o'clock at night, you know. Provide them with whatever desks we could provide for them and 'til the next day so we can get some contractors in here to you know, set them up in an office so they could work through that period of time.

Q. (08:29) How did the word come as far as the requirements, what was needed and what was to go where?

A. People was just walking up to us and saying, "I need this. I need a desk. I need a phone. I need a chair. I need a phone extension, some wire," and you know we were just picking up, making parts

Q. (08:47) Making it happen.

A. Of it and making it happen. That's all we were doing. And then the next day, naturally the Red Cross needed a space in the building. We provide that. The trauma center came in from the Naval, Bethesda Naval Military Hospital. They came in and we provided that space for them. Just a lot of little security requirements that we had to do with other people that were coming in

and doing vulnerability studies on the tunnels that were in the building. Were they locked?

Things of that nature. So, from that point on we tried to help with the parking signs that were needed at the new parking areas, because the complex now was an Alpha, Delta situation where we had to have vehicles outside the perimeter of the fences. We did that.

During this whole time, the fire alarm system was going off, you know, from by ten o'clock to I guess eleven. So we had to come back into the building, because -

Q. (09:51) In the morning?

A. In the morning to reset all those alarms and finally about two o'clock I made a decision to allow the people that were up on the hill to come in, take their cars out of the complex and go home, because we weren't getting any decision from the command center. Normally the command center, DPS will tell us when we can bring people back into the building. Now I knew they were dealing with more than what we had.

Q. (10:19) Sure.

A. A hell of a lot more, and there was no sense in letting these people stand out there any longer in the sun, from 10:00 to 2:00. So we said well people who've got the keys come on and move the cars. People who have to go inside, wait 'til these cars are moved, come and get your keys and leave the building and go.

Next day we decided to put the flag up, the American flag up on top the highest point in the building and let them one, and we'll put the field flag -

Q. (10:45) Is that the one that's up there now? Facing -

A. No, there's one on top of the center of the building.

Q. OK.

A. You know the center of the building, you see a long stack chimney, there's a garrison flag hanging there.

Q. (10:55) OK.

A. Flown late at night. That was the first one up, and then the second one we put up was –

Q. (11:01) Was that your idea?

A. Yes, that was our idea to put the flags up, and you know, they work well, patriotic type thing to do. Then we seen a lot of people also next couple of days doing memorial things, you know, down Columbia Pike, and we decided to put the large board up there, 16 feet by 4 feet, so they they could hang the pictures of the deceased and you know, those things like that.

But there's a thousand things that a lot of people did, you know, that go unnoticed that made a big difference after this whole effort, and we continue to do it.

Right now the Marines have come to us and they say, "Hey, we're bringing in a hundred boxes of secret files. We need someplace to put them."

Q. (11:51) Right.

A. You know, so, and "the files that we're bringing in," you know, "may be soot and dirty, may have algae on them," may other stuff, so we found a room that's pretty much has containment

with no air circulation so this stuff won't spread if that's what they're bringing here. Gave them the keys to it so they can move this stuff in this Saturday.

And believe me space is tight to find right now. As you well know. Like I said, there was a lot of stories. I can't think of all of them right now. That's basically what happened September 11<sup>th</sup>. A lot of the members of my staff just jumped in, just demonstrating a lot of patriotism and courage. We did have a guy that got hurt real bad on, on it, we had to, an electrical car hit him and cut his leg, CLIFF WELDON (phonetic).

Q. (12:45) Right.

A. And he worked, you know, he just got bandaged up and cut his elbow and bleeding and he just kept down there working, helped people. I mean, I'm just telling the story, but those, the guys that were working on my staff were the real patriots, because they just loved to do what they were doing.

One guy over here, PANELL (phonetic), who's our Chief of Security, he did an excellent job. He was by himself pretty much holding the grounds and not letting people back into the facility, under a lot of pressure. I mean he had a lot of two-stars, four-stars in his face wanting to get in here, and it wasn't happening, so.

Q. (13:33) Your initial response was going down the hill and helping out with the water, I mean who was, I mean sounds to me it was more instinct then planned.

A. No, we were never part of a plan. We were just part of the group who said, you know, "my God, there's a lot of people who need help down there, and one thing they don't have right away is, is, what do we take down with us? We take down water." Then the FBI says to us, "Well

look, we need paint before we move any damn thing to mark, mark the evidence.” So we went up there and got a bunch of paint for them. We walked the field and we marked, you know, we marked where the evidence was. Picked it up, put a note, you know, zero one, and then spray a one on that thing. Airplane part. Two, shiss (like a paint can), beneath that item, and you know, we got them the paint. Whatever they needed. We were running back and forth doing those things. But the guys, you see it’s hard to track everybody. When you talk to everybody they’re going to tell you different things they’ve done, you know. I pretty much drove the van and said, you know, “Ok, Marines jump out here, help this guy. The water over here,” you know. “Then wood over here. Help them move those sticks over there.”

These guys were getting close to the building and actually, you know helping people into, into different areas.

Q. (14:47) Did you see any chaotic events take place where, you know, people didn’t know where to go or what to do that somebody may have -. Or was it very orderly?

A. Well, one of our guys, DEK (phonetic) GOTHER (Phonetic) he directed a lot of the traffic. He—a lot of the people and we were under what they call another aerial attack, you know, someone would yell out, “There’s another plane on the way! It’ll be here in two minutes!” And you send people, the people that were safe.

Q. (15:18) Somebody did say that?

A. Oh yes, oh yes, that was being, they were all spread out there, you know. “We’re still under attack! Plane’s about two, five minutes away! Two minutes away, three minutes away!” All—it was a commercial airliner that hadn’t been cleared that they landed at the airport.

Q. (15:37) OK.

A. But there was that second plane out there. They didn't know who it was, and at any rate, you'd have people that were running, people who were trying to get out of the Pentagon, get in their cars and leave the scene, and we had to direct them from not going under Columbia Pike from 110, because that's where they had the medical relief set up. And to redirect them another way out, and some of our guys were, you know, doing that until state police were focusing. State Police were there fast. DPS was all there fast, the fire alarm, Arlington Fire Alarm Company was there quick. You know, it was quite a mess at the scene. You had to watch where you were going that's for sure and what you were doing, and how close you wanted to get to this thing. Not knowing what was going to happen.

Q. (16:33) And what would you be stepping on, just plane parts and building parts?

A. Oh yes, construction parts. You couldn't tell what was plane parts. When the plane came in they whacked out around 110, the lighting system. They whacked out the lighting system. They hit a cab and we had injured people up on top of 110 that you know, they were help, we were helping bring down for the service.

Q. (17:00) Right, yes. Through all your years of building management experience and some of the meetings you've been in since the 11<sup>th</sup> September, what are some things that you're thinking; some of the things that are being thought out as far as improvements, ideas to implement, lessons learned?

A. Well, one thing we have to deal with now that we talk about, the terrorists, terrorism and the attack, OK. The evacuation, OK. Before the evacuation was kind of a simple process. The fire alarm went off and everybody left. Now we've got four scenarios. First Scenario is you have a real fire and everybody goes out of the building. The second scenario is you can get a false fire alarm by simply pulling it, whether it's aggitagiously (phonetic) done, or whether it's done by mistake, or somebody bringing a kid in it. And you don't really want to dump the whole building, you want to be able to determine that it's a false fire alarm and then allow people to come back in.

The third thing that happens is a bomb scare. You don't do the same thing with a bomb scare as you do with a fire, that you do with a fire alarm, and scare all the people, OK. You get the people really away from the building, OK? And you don't allow them to go through that area. You see if you're in the area of the bomb scare, you won't allow the rest of the people to come through that corridor area. That, that stairs, you're going to block them off, see, say, "Take another entrance. Take another entrance." OK.

And the 4<sup>th</sup> one now is biological chemicals. You don't want the people outside. You want to keep them inside. Now there's a lot of entrances to the Pentagon. There's more entrances actually to this building, because there's four entrances on each wing, OK. Four times eight, thirty-two. Thirty-two entrances. There's no way you can block thirty-two entrances off. So you need a voice communication system, OK. You need a voice communication system, that is a security system that no one else can go into and listening to what's happening in all the different rooms. They have those systems, wireless systems.

Those scenarios have to be worked out with the agency representatives, with the local jurisdictions, the fire department, and the police department, building management group and

DPS, OK. And the agency representatives have to communicate these scenarios, what you would do on each one to their agency, their tenants. No not their tenants, but their agency. Their counterparts, all right?

That's the scenario we have to work out now. Those four things that can happen. Before it was just two things, bomb threat, shift (makes a noise) and fire. Now you got two more things. And that's going to be critical, and that's what I'm dealing with now, really, and we're bringing in an expert who's worked out these scenarios with the National Basketball Association, and he's worked it out, he's working it out now for the City of Phoenix. What do you do when these things happen? You know, where's the Command Center, do we have a command center? Ok, well what do you do in each instant? Where does the responsibility lie? How do you protect the people?

That is a lesson learned from the evacuation with what's been happening, because on this kind of problem you can see you can evacuate inside the fences or outside the fences and one of the things that needs to happen, a voice communication system outside and inside. And a lot of things that have stopped us from doing that is the security requirements by the agency.

Do you have a SCIFF, you know, they don't want you to have a communication voice system in there, but the system's been developed. You can put it in there and it acts through a repeater. It acts through a repeater. There's no wires, you can't get into the system.

Q. (21:00) What about like emergency breathing apparatus?

A. We, the building management who has people that have been trained, OK, in biological and chemical fire. We have the full suits to put on and to escort the fire department into the area. Our job is to secure the utilities. Their job is to deal with the situation of the fire department. That's

how it's set up. They're the first response on any of those things, you know, they're more trained than anybody else. So we can lead them to where the problem is, you know. If it's chemical you're going to know it pretty quick, you know. Because somebody's going to get, it enters your skin, your eyes. You can breath some of the chemicals and right away you're affected. It's biological, it takes a little bit longer, you know. But the main thing about that is, we're teaching our people is, you're not trained in it. Get away from it. Just get away from it. Isolate the area, you know, don't let nobody go into the area. Containment. Let the fire department handle it. Those are the experts. We have suits and we have trained people. We have, on our staff we've got about six people who are trained to at least go in and determine where the space is and what's happening.

Q. (22:27) We've talked to some that have talked about stories about going in and trying to rescue people, you know, that were there to try to find those that were injured, like on a ship, you'll have emergency breathing devices, you know, that people can use to get out of the space or whatever. Is there any thought about putting those in buildings?

A. Well not only that but heart fibulators.

Q. (22:48) Right.

A. We install –

Q. (22:51) Like the airports are using.

A. Yes, we've talked to the agencies about those. I think you're going to see some of those now at, in public areas, OK. The – we have a, we just bought five total mask hoods that you put on,

with a little string around your neck and you've got a ten minute oxygen bottle where you can go into a smoke room filled and if you're heroic enough to pull someone out that's fine, but as far as the tenants, they don't have any of that on site.

One good thing about this building is there are a lot of exits. There's four exits on each wing, you know and you don't have to go far to get to an exit. You have windows that truck ladders can reach so you can get out, you know, you're not in a high rise situation where the truck later wouldn't do you any good. Building, most of the building is sprinkled, so as it's being renovated, so there's some big advantages there. And our new, we have a new fire alarm system, which is very sensitive by the way, goes off a lot, just a lot of times somebody's cooking something in a microwave and doesn't realize there's a fire device and be that false alarm you know. So there are, we do have those advantages in this facility.

The Pentagon is more complex. I've done that building for about ten years and they are putting in new fire alarm systems. The voice mail is not that good. That needs improvement.

Q. (24:32) Can you think of some others that we should talk to from your purview, those that you recommend that would be a good part of the story to have?

A. Yes, DOC ALEXANDER would be a good one to talk to, and the other person MIKE BRIAN, CRAIG BRIAN. CRAIG BRIAN on my staff. STEVE GODFREY. STEVE got all charged up in this thing. Did a good job.

Q. CLIFF?

A. STEVE GODFREY, and you could talk to WILLDEN (phonetic) CLAY WILLDEN.

Q. CLAY WILLDEN, right.

A. He's the one sitting upstairs. He's very nice, mild man. JERRY CUTHBERTSSON

(phonetic) He's my assistant. You can talk to him.

Q. What would you say are some lessons you learned about yourself during this?

A. I—it's not so much lessons I learned about myself. It's lessons I learned about the people, you know who would follow you into battle. I respect the people that really work for me. I was just so amazed at their patriotism, and their courage knowing at any time you know, something could happen while they were helping other people. I didn't have to ask for their help. I had more than enough. I had to have some people stay behind to cover this building and they demonstrated just unbelievable energy and a willingness to do whatever they could do to help. And they were smart enough not to get in the way to cause confusion, you know. They went to somebody who knew, at the site, a commander who knew how to tell you, "Look I need people to bring in helicopters. I need you to bring in water. I need you to bring me the paint. Need you to go up on the bridge and see what help is needed up there with the accident." And they would come back, "OK, that's done. What's next?"

"Well, we need to move these tents, these stakes, we need to move this, this big tarp," you know. And those are the things they were doing. The little things. They weren't heroes as we know heroes from Medal of Honor running into a building and dragging somebody out

Q. (27:08) And they weren't trying to take over.

A. They were not trying to take over. They were just being helpful. "What else do you need me to do?" You know, and like I said, they stayed down there four to six hours and we come up

here. Then things started happening up here. So all of a sudden you had people coming up with these files that need to go places, and “I need a desk,” and “I need a phone,” you know. When you’re dealing with a lot of the brass, they don’t know the details, they just know the want.

(interviewers chuckle)

Ok, and then after that we got like it says, then you start dealing with a lot of the space that was needed. But I learned that if you have the right people working for you or the right people around you, you know, they’re going to carry you through. Because everybody got courage from everybody else to do wants. I’ve got a great group of managers here. People working for me, that’s why –

Q. (28:09) Do you see a real sense of camaraderie –

A. There’s a lot of conuity (phonetic)

Q. We can really see camaraderie just amongst your guys that we’ve worked with, just in our little, getting things together. Has it always been that way, or is this -?

A. Well, no it’s not always been that way, you know. Look my job is not to do the grunt work, you know. My job is to inspire the people doing the work. Understand what they’re doing and listen to what they’re saying and encourage them, you know to be better than they are, you know. I’ve got a career ladder program for the people. As they get better, they get better they get promoted, you know. If they don’t get promoted then I try to develop in other ways so that they can get some recognition or get better, a better position, or just so they like their job, you know. I’m their champion, so to speak. Don’t put that in there, but you know.

Q. (29:02) (chuckle) Too late.

A. If I'm the guy that's going to act like an, you know, A-hole, that's how they're going to act. Their perception, so if you're under control and you know, and you inspire them and you got to jump in and do work. You just can't sit back. You've got to show them that you're working. You're with them when they have problems. And you got to trust them and trust their judgement and that's what I do. I say, "You go out and you make a mistake, don't worry about it," you know. "It can be corrected. I'll back you. Don't worry about it. But don't do nothing. Don't do anything, do something. Get it done and if you're not sure what to do then come back to your supervisor, ask him for assistance, but be accountable." And that's their attitude. They like to come to work. They got some perks I give them, you know, but that's justifiable, because they work hard, you know. A guy can give you eight hours in two hours, or he can wait around eight hours and might give you two hours. So you've got to be happy in your job. Right? That's what I try to do. I try to make them feel that they want to come to work and they do and they do a good job. They like camaraderie.

I call them my family and we keep our problems here, if we've got problems and we resolve them. It's a good bunch of guys.

Q. (30:21) It's very obviously they're a bunch of good group, just being here four days and just working with one, you've obviously put together an incredible team and –

A. They are, they're excellent.

Q. (30:29) Under the trying circumstances of what they do, still the positive attitude is just incredible.

A. They do. They're very, they're very smart about what they do and how they do it, and they're very good customer oriented. Right away, you ask for something, they get it to you right away (snaps fingers).

Like that wall, if you ask somebody to do it, get it painted. They did that without asking me, you know. I said fine, do it. Help the guys. I don't care.

"Is that OK?"

"Yes, hell man, go ahead. You do it. I've got other things to -"

But yes, it's a good group and we continue to support whatever we can do with the renovation and this whole process, you know.

Q. (31:13) So I guess would you say that, I mean when you talk about lessons learned I mean were you surprised by your guys responding?

A. I wasn't surprised by it as much as I was proud of it. I knew if I asked them to do it, they would do it. But I didn't have to ask them to do it.

Q. (31:37) In other words to stay late and to do the work?

A. Didn't have to do it, no sir. I had to chase them home.

Q. (31:40) To do whatever it took to -

A. Yes,

Q. (31:44) They did -

A. 'Cause we were here to ten or eleven o'clock that day, and I said, you know there's no sense in seven of us being here, why don't we set up a schedule. You know where two of us are here and two of us go home and come back and everything else. And, No I was just proud. I was not surprised 'cause, and that wasn't expected of them, but I was just proud that they were there to do it. And I guess down deep inside, you know, my expectations were you guys better do it.  
(everyone laughs)

But, I didn't have to you know, they were there. They were there for the day.

Q. (32:21) Was there anything that identified you guys to the other people. I mean some of the top people probably run into you and know who you are and your people, but –

A. What we did, that was a good question, a very good question. We put on white construction hats, OK, and we had hand held radios. All of us had hand held radios. That was real, real good effort, too, because we took our hand held radios and gave them to our security up here so we could talk to the security up here in case they needed us.

And we gave them down, we had extra ones, and we gave them down to one of the FBI guys down there so he could just keep calling us and say, "Hey, I need, help me with this. I need help doing that." Whatever. So we wore hats and we went down there. We told the DPS guy we're the first response team. And he goes, "OK."

I said, "We've got water back here," you know, a bunch of guys, so we went down there and that's how we were identified. We had the hats, and they note, they seen us –

Q. (33:18) How about with the DPS Command Center, how'd you have that set up for communications? Did they get one of your radios, or you just using your cell phone or landline, or was it just through a runner.

A. No, we got our phone number, emergency phone, they'd talk to me. That phone would not ans-, they weren't picking up on us. But, you know that's why we were up here saying, "Hey look, their situation down there's critical. Don't bother them." We've got to make judgements up here with the people standing out there on the hill, you know. We're going to have to say OK, come and get your cars and leave. 'Cause they were dealing with life and safety.

Q. Right.

A. We were just dealing with people who were inconvenienced, and threatened by it.

Q. (33:59) I guess more what I was going at, was right in that vein, but if it had occurred up here rather than down there and this building gotten hit, is there anything set up to, for you to be able to talk with them where you would have been the critical person to get a hold of DPS.

A. Yes.

Q. (34:18) That's set up like via radio, or how?

A. Yes, all the Defense Protective Service people have radios and if it had happened up here first, up on the third floor, seventh deck DPS had the whole floor. All their criminal and logistics and stations are up there. So we'd have had a ton of people. That all depends if the plane hit there, then they'd all be gone. But quite frankly if that plane hit this building, that had been it,

because it would have been some collateral damage, the whole building would have went. Sure would.

Q. (34:55) Did you notice anybody else going back to your (Unintelligible 34:58). Any other groups that helped?

A. We had a woman, we still have her name, she had stopped off the highway, a nurse, and came down and she was assisting a lot of the people, and she had given us her name and said, "Can you call my office please and tell them where I'm at and what I'm doing?" So we had a regular cell phone and we called the office and told the people there that she was on the site and she was helping. She was just a civilian. Just stopped by. She was a nurse and

Q. (35:30) That's great.

A. And she had a pair of scissors and a roll of tape, and you know, and she was going to work. There's a lot of, a lot that was, like just unsung heroes just stop and running out of their cars and helping. Of course they made a traffic jam, because the car would sit somewhere and no keys.

Q. Well, thank you Jim, this was outstanding. Appreciate it. Like to get a picture real quick if I could.

A. Oh man!

(tape runs on while picture is taken.)

Q. Sorry about popping in on the end, I'm Tom Blake I was supposed to be here for the interview. I was running upstairs today. Just got a message. I called somebody else. But I apologize walking in in the middle of that.

A. Yes.

Q. That was great Jim.

A. Well that's just where it's at.

Q. It's normal people that make a difference. Your command attitude what's really counts here, I mean that's great.

Transcribed by:  
Ethel Geary  
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