

**Naval Historical Center  
Oral Interview Summary Form**

**Interviewers:**

CAPT Gary Hall  
CAPT Mike McDaniel  
CDR Karen Loftus

**Interviewer's Organization:**

Navy Combat Documentation Det 206  
Navy Combat Documentation Det 206  
Navy Combat Documentation Det 206

**Interviewee:**

LT Megan Humbert

**Current Address:**

[REDACTED]

**Date of Interview:**

4 January 2002

**Place of Interview:**

Navy Annex, Arlington VA

**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:**

1. Born in [REDACTED] PA and went to high school in CA. Decided to become an aerospace engineer. Looked into the Naval Academy and graduated in 1995. Selected to be an NFO; spent two years at Pensacola. Reported to F-14 FRS (F101) in Virginia Beach. After one year she decided to convert to the Intel community. Went to VF-32 in Virginia Beach as an Intel Officer. Made two cruises with the battle group. Reported to the Pentagon in April 2001 to work for the CNO as an Intelligence officer. NIMJIC National Military Joint Intelligence Center and IP (Intel Plot) for CNO.
2. On September 11<sup>th</sup> LT Humbert reported in to the watch at 0600. Her spaces were a part of the Navy Command Center spaces. Brief at 0830 for ONI; Office of Naval Intelligence. Saw the planes hit the World Trade Center. Comments were made if it was not an accident their work was going to drastically increase. During a VTC there are no phones allowed, so during that brief they were somewhat cut off. After the meeting she answered a phone call from the NOE1, a watch officer network for the DC area. Details on the attack were slim at that point. She began to type up the report with a petty officer of the watch, IS2 Jason Lhuillier. Phone call from the Navy desk at the NIMJIC said that there was a third plane. (She found out later that the call about the third plane was about Flight 93, not Flight 77.) Did not say where it was located except that there was a third plane inbound to D.C. IS2 Lhuillier took the information to the back room where her bosses were located. She was hanging up the phone with another watch officer when the plane hit. Stuff was coming down on them; it was loud. Didn't seem ultradark because there was fire all around. Felt like it was a sheet hanging on her, but it wasn't heavy. She removed it from her. Her first thoughts were "Oh my God, I'm alive," to "Oh my God, I have to get out of here." "I can't believe that didn't just kill me." She was

grateful that she knew what had happened, that she hadn't had to waste any of those first few moments wondering. Instantaneously there was smoke in the room so thick she couldn't breathe, and she wished she had died, or could get out. She did not want to suffocate. She fluttered her arms up to get out of what was on top of her. She had a big bump on her right forehead. She went to the door behind IS2 Lhuillier who said that he couldn't open it. He got up on a desk to get into the conference room and could not get out that second door. He looked into the hallway and saw fire. At that time LCDR Chuck Capitz told them there was light in a certain direction. They climbed a wall between their room and the one next to them that had come down. Capitz went first, then the IS2, and then LT Humbert. IS2 went into an open area between B and C ring. He said, "Come on, give me your hand." She remembers saying, "I can't make it." He again yelled at her to give him her hand. She does not remember how she got out (IS2 pulled her out) but at that point she was in the corridor and could breathe again. SN Cole and IS3 Polacek and IS2 Gully were out there.

3. Knew there were 6-7 people inside the IP. OIC CDR Dan Schanauer, AOIC LCDR Vince Tolbert, Senior Naval Analyst Angie Houtz, Presidential Intern Brady Howell, two LT briefers, Darin Pontell and Jonas Panik were all back there, as well as the VTC operator, Gerry Moran. She was only fifteen feet from these friends of hers who died. (LT Humbert found out later that these seven were found in DIA spaces, not where they were last seen alive).
4. In the corridor she saw several people jumping out of the second story windows. One lady broke both her legs at the femur. LT Humbert was yelling into her space hoping someone would hear her and come out.
5. She kept walking back and forth trying to draw attention to where her friends were. She went into the B ring looking for fire equipment. She was unable to find a single ax. People showed up with fire extinguishers. She saw no one come out after the people who jumped out with one exception. 5-10 minutes later a man came out who was so badly burned he hardly looked human. He made it out on his own. He was completely unrecognizable. Smoke was billowing out of the hole. It was heating up. MPs tried to get people to leave. Heard windows creaking trying to bow out with the heat. Thought the windows would break but they did not. No glass out there. Their spaces were burning and just got worse. No firemen showed up, and they were losing hope for their friends. At some point the MPs made them leave. An Army Captain remained and she gave them instructions as to where they were. As she left through the Pentagon, she thought about the two planes at the World Trade Center and hated being in the building at that point. Went through the courtyard and found IS2 Gully, and proceeded out the 8<sup>th</sup> corridor, North Parking. Crossed the street and caught up with two others.
6. She lost a layer of hair; some of it was singed. She had a burn on her head where something touched her when she crouched down.
7. They met up with someone from NIMJIC and started trying to build rosters. Standing on the North Parking side; still had not seen the damage. Gully had his keys; he was going home. They were going to walk to her apartment. They were approached and asked to help on the North parking side; to stand guard at what was to be the morgue. Decided to set the morgue up on the other side. Walked around the Pentagon to South Parking.

Went to the helipad area and saw the collapsed structure. Saw a piece of American Airlines jet – silver, red and blue. Helped to move supplies (water, food). First saw firetrucks at this time, in the South Pentagon parking lot.

8. Director of Naval Intelligence (DNI) there at that point – they had walked back from the Capitol. Gave them muster of the people that were unaccounted for. She got home about 2000. She had called her mother while in North Parking.
9. It was so drastic. She was fifteen feet from the seven of her friends who died. It was almost as if you either lived or died. She knew by the afternoon that they probably would not make it. No one had responded, and the fires were raging.
10. That night one of her friends came over, and she spent a lot of time on the phone. She stayed alone that night. She watched the news since she still had not seen the disaster at the World Trade Center. She had thought when she heard about a plane heading toward Washington that the White House or the Capitol were more at risk. Besides, the Pentagon was so big if something happened on the other side it would not be known immediately. Never a feeling she would be affected. In the instant the plane hit, everything that was important changed. She slept that night but not much. That night was the only night that she had vivid terrorist attack dreams. She dreamed of a plane with a fighter escort crashed into a stadium.
11. She stayed home the next day and spent a lot of time on the phone. The first month she slept little, with the TV on, and dreamed little. Got only as much sleep as her body needed. Felt very happy to be alive. Went back into work on Friday or Saturday at 09 in Suitland MD which is where their watch was set up. The next week she was back at the Pentagon at NIMJIC. She took comfort in being able to read the message traffic and know what the U.S. knew of the attacks. Over the next month she went to each of the seven memorial or funeral services. One body was not found for six weeks. That was a very difficult time. ONI had a memorial service approximately one month after the event. Each had at least a memorial service in the area. Jonas Panik's funeral was in Pennsylvania and they drove to that one.
12. Thirty-five people that work CNO IP. They technically belong to ONI, but they are a tight knit group. It is a high visibility position briefing CNO, VCNO and N3/N5. Briefers and DNI were here at the Navy Annex after the attacks. They were all back at the Pentagon a month and a half later. Sad because they were missing a core group of their people. Took comfort in the bureaucratic routine. Three months after the attack they are getting back to a normal routine. Feel a new sense of importance about their jobs. New people have reported aboard to replace the lost.
13. They stand a five section watch: a watch officer, a petty officer of the watch, a briefing section comprising then three, now four officers. There is a graphics shop that supports the briefers (separate from the Navy Command Center's graphic shop); a chief petty officer; a senior watch officer/AOIC. The senior watch officer, now the AOIC, had called in sick on September 11<sup>th</sup>. Otherwise he would have been in the spaces where the seven were killed. Also staffed with A VTC operator and a Senior Naval Analyst. Stood up a terrorism watch with reservists that were activated. The Watch officer writes a CMIH (CNO's Morning Intelligence Highlights). Day watch collects the topic that will

be briefed. The eve watch prepares the CMIH and the mid-watch finishes the product for the brief the following day. Briefers and watch officers pass information back and forth to each other. She will probably become a briefer next (for approximately six months) and then will probably go back to ONI. She has left her options open as far as whether or not she will stay in the Navy.

14. She relied on her network of family and friends to remain strong. It is so much to get your mind around that she thinks she is not much beyond the shock stage. She talks a lot with her friends.
15. Lessons learned: they have switched to NEXTEL walkie-talkie phones that are charged up and ready to go in case of an evacuation. Having a mustering point seems pointless since you will be herded in one direction. Their procedures as to reconstitution of the watch have been defined.

Abstracted by:  
CDR Loftus  
15 Jan 2002

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**Transcript of Interview:**

**Interviewee Information:**

Born in [REDACTED] PA and went to high school in California. Decided to become an aerospace engineer. Looked into the Naval Academy and graduated in 1995. Selected to be an NFO; spent two years at Pensacola. Reported to F-14 FRS (F101) in Virginia Beach. After one year she decided to convert to the Intel community. Went to VF-32 in Virginia Beach as an Intel Officer. Made two cruises with the battle group. Reported to the Pentagon in April 2001 to work for the CNO as an Intelligence officer. Works for National Military Joint Intelligence Center (NMJIC) and Intel Plot for CNO (CNO IP).

**Topics Discussed:**

TAPE ONE—Side One

Q. (425) Could you tell us about the day of September 11<sup>th</sup>? Walk us through that day.

A. I showed up in the morning at 6:00 o'clock, which is our normal time for the day shift watch to show up. Started off as a pretty busy day. A couple of different things going on in the Intel

world, so just really running around with that. At about--it was a Tuesday--at 8:30 on Tuesdays and Thursdays they do a video teleconference with ONI. So a bunch of the N2 staff was down there, the DDNI, MS. LONG and a bunch of her people were all around the conference table for the brief at 8:30. The brief started--somewhere through the brief our OIC, CDR SHANOWER, DAN SHANOWER, he came in--I believe it was him--and told MS. LONG something. The next thing we knew, on the TV, was the pictures of the World Trade Center. And so we watched that for a little while. Knew that the first plane had hit, but didn't really know anything as to what it was. But from right then they said, you know, "Was this terrorist stuff? What is September 11<sup>th</sup> in history? Is that a significant date?" Anything like that, because basically if it is an accident--the intel watch, there is nothing we can do about it, but if it is terrorism, we got a whole bunch of work to do now. So just started running around with that. It is kind of a weird situation when the videoconference is going on, there is no phones allowed to be on. So we were somewhat disconnected from the outside world because all our ringers were off and we were left with e-mail. So I went out of the room a couple of times just to try to get calls over to the Terrorism Center and see what they thought. They were obviously busy; answered whatever my question was.

Q. (678) Where are they located?

A. They are at the Navy Yard.

Q. (059) Building 111?

A. The ATAC.

Q. (060) The ATAC, okay.

A. And so I gave them a call, came back into the room. At some point in there, our secure phones, which is on the Watch Officer Network for the whole D.C. area, that started ringing, which of course--well we had moved spaces, to these new spaces. It was the new wing. We had moved just a couple of weeks ago and so that was the first time I had heard that new secure phone ring. As far as I knew all the ringers were off and it was a real low ring so it took me a little while to figure out what it was and I was the only person not in the conference room itself that heard it. I was the only one there. So I went and picked it up and so got I basically about half way into that and they were talking about the second plane. I believe when I went in to make that call is when the second plane had hit and everyone that was in that room, I can remember them saying "Oh my God, the second plane hit. Did you see that?" You know, all freaking out and I remember thinking, that--like I'd look at the TV and it wouldn't be on, it would just be showing aftermath. I just remember thinking, they'll play that all day. I don't need to turn around to see it. But they had said--I said was it a big plane? Because as soon as the second plane hits you realize that it really is terrorism and we just got a whole bunch of work to do. Then I came back in and then they started talking about the two planes is what they were talking about on the network and what details they had at that point, which weren't many. And so then I started to type that up because we type up those with as much detail as we can from that phone call. And so that's what I was doing. I started typing. And that conference had cleared out at some point. I told them what I knew at that point, what little information we had and they kind of broke up and left. Then sitting there working on that, I had another Watch Officer with me--Petty Officer of the Watch with me, IS2 JASON LHUILLIER, and so it was the two of us just trying to get everything done that we could. And then LCDR CHUCK CAPETS, he came in to get some intel material. I

remember walking up to get him because I hadn't met him before and so I didn't know who he was. There had been people in and out due to the earlier intel things, due to the other stuff. We had a regular circus going on.

Q. (196) So he was not part of your organization?

A. No, he is an Intel Officer but he will come by to pick up stuff and look at that type information that he does not have access to and is where he usually is. So he showed up. I got a call--now that our ringers were back on and everything was back to normal--I got a call from one of the other Watch Officers and she was asking me if I needed her to come in and I said, "Well, no, not at this point, but you're the first person that I heard from--well I said, "If you could, I'm sure I could use help answering the phones or something." But I hadn't really worried about it. And then she said she was up in New York and then I said, "Don't even worry about it. We'll take care of it. It'll be fine." So she's the first person I heard from. Later on finding out, of course, that everyone was trying to call, but our phones were off so no one could get through. Well I talked to her and--let me go back, before she called we got a phone call on our secure phone from the NMJIC, from our Navy desk at the NMJIC, and they said that there was a third plane. So the—

Q. (105) Excuse me, where are they located, the NMJIC?

A. They are located in the D/E ring area of, like in between the 8<sup>th</sup> and 9<sup>th</sup> wing. So on the other side of the Pentagon.

Q. (107) Did they tell you that it was heading towards Washington?



A. They said there, I believe it was something vague from what got past me. It was actually the Petty Officer of the Watch that had answered the phone. And he said, "Third plane to D.C." And I said, "Well, what does that mean? Does that mean it's coming to D.C.? Does that mean it was hijacked when it was supposed to be coming to D.C. and is going somewhere else?" And he really didn't know because they didn't really know when they passed that. But he had some details. He went and took that to six of our people who were in the day shop who were all back in CDR DAN SHANOWER'S office and he saw all six of those people, passed them that information. They were doing our little wrap up, our hot wash in the morning that I typically attend. They were back there talking about that. He told them, "Hey there's a third plane." They said, "Well that's not enough information. Let's wait. We can't do anything about that quite yet." And they went back to their meeting. He came back into the room with me.

Q. (125) Who were you required to pass that information onto, if anyone, from NMJIC?

A. To our office directly, and usually if we have like, the secure phone itself, I would pass to the DNI and he would decide whether he was going to take it to the CNO, VCNO or if I was. That kind of thing. But this was all very early, developmental stages in the process. I didn't really have enough information to write it up, and we get full--NMJIC actually records it, so we get a full documentation. So we usually bounce them off those. But I had given--the DNI wasn't actually there. He was going to the White House.

Q. (133) Did the conference end?

A. Yeah, the conference had ended and broken up, but I told them all that information before left. So I knew they had a rough idea as to what was going on. So when the secure phone of that

third phone call happened he went and told the people that we report to directly, our commander that we work for, and told them. They said that that is not enough information to pass it up to the DNI or the DNI's office. He came back in. I answered the phone from my fellow watch stander and when I got off the phone with her, I said, "Don't worry about it since you're up in New York. Somebody else will take care of it. It'll be fine." So she gave me her number that she could be reached at. I wrote that down and said, "Call me if you need me." I said okay. We said bye. I went to hang up the phone and--it seems to me in my memory of it that the phone went dead as soon as we said bye, which seems odd, just too quick to have hung up. I was holding it to my right ear, and I put the phone down into the cradle and I just continued down. Because I don't know if I heard it, felt it, I don't know what was first, but I feel like it was one continuous motion. I saw it hit the cradle and then I tucked into a ball at my chair with the right side of my head up towards the ceiling and the next thing I knew it just felt like stuff was coming down on us and it was loud. It didn't seem ultra-dark because there was fire in there with us. But I definitely felt like something like a sheet was over top of me. And I don't really know what it was, but it didn't feel heavy. I kind of stayed down there in that initial position, thought, "Oh, my God I'm alive. Oh, my God I'm going to die or just let me get out of here." Those were my first real thoughts. I never felt like I didn't know what happened. I felt like I knew that that phone call was--that it was a plane that hit the Pentagon. Later found out that that phone call was actually for the plane that crashed in Pennsylvania. That plane was supposed to be 20 minutes out at that point. It was not a call for the plane that crashed into us, supposedly. So I always felt like I kind of knew what happened which, for some reason, was somewhat of a relief. I didn't have to waste any of that initial time as to what just happened. I was stuck in, you know, more of a, "I can't believe that didn't just kill me." I mean instantaneously, there was smoke in the room and I felt

like I couldn't breathe. I thought sure I was going to die in there and I had wished that it had been instantaneous because I didn't want to suffocate or I wanted to get out.

Q. (168) Were you thinking that at the time?

A. Yes, those were my first three thoughts was, "I can't believe I'm alive. I wish it had been instant or let me get out of here." I thought I'm going to die. And after those three thoughts go through my head and I get off of that, just like you were in the middle of a sheet on top of you and you had no idea which way to get out, I just kind of fluttered my arms to get out from underneath from whatever I was under. It felt kind of like cloth. Like maybe the drywall sheet or part of it had come down on me. I don't know what it was.

Q. (175) But it definitely was something?

A. Yeah, there was stuff on top of me, but none of it felt ultra heavy. I did have a big bump on my right forehead so something heavy may have hit me or I don't know. But after I got up, I went to the door, we actually have two--like I said, our watch floor was a room, and then the conference room was actually a room, but there was no wall dividing us. We had desks set up to be the divider so we could see into that room, but we couldn't walk directly into that room. I went to the door. I was behind IS2 LHUILLIER who had gotten up and gotten to the door before me. He said, "I can't open the door!" I said, "Open the door," not taking in what he had said and he said, "I can't open the door!" and that just confused me. I couldn't understand why we couldn't open the door. So he tried at that door for a little bit and that wasn't moving at all. He got up on the desk to get to the other door for the conference room and could not open that door either, but he says that he looked into the hallway and saw fire. So he could kind of get out that

door a little bit, but he couldn't actually open the door to get out. But it didn't look like a viable exit, there was fire and basically said we can't go that way. About that time when we were exhausting both of the normal doors which should be our escape route, LCDR CHUCK CAPETS called and said there was light over that way. He was actually in the same room as us when it all happened. That time frame between that call that said a third plane and when the plane hit had to have been less than five minutes because LHUILLIER had just gone and given that information and came back and CHUCK CAPETS says he hadn't decided what to do with that information yet. He hadn't caught up. So it was a very short amount of time. He said he saw light that way so LHUILLIER says, "Come on, Ma'am," or something and I yelled at him not to call me Ma'am at that point because it was a life threatening situation which both things were kind of funny in the aftermath. Because, like him calling me, "Ma'am" and me taking the time to yell about it like either of those were necessary. But we went up and over what was a wall between our room and the room next to us that had come down. It should not have been a walk- way. We went up and over that and I believe CHUCK CAPETS went first turned back around, grabbed LHUILLIER'S hand and pulled him over. I know that LHUILLIER had turned around and grabbed my arm and helped me up and over and so I was the last one out of that room. I believe he went to where the voices were or whatever. I could see light from that room. Like I said I never really thought it was dark, but it was always that yellow flame type color and a ton of smoke, so I never really felt like it was so dark that I couldn't see but you really couldn't see much. I could always see him, he was in whites, I was in khakis. He said he could never see me. But he also stuck his head into that hallway of smoke so I don't know if he couldn't see because of the smoke or couldn't see because it was dark.

Q. (219) The wall that he pulled you through, was that inside the command center or was that on the other side?

A. No, no we're still all in the SCIF, the CNO IP area. That was our graphic shop that we actually went into. Then he goes up and over the next wall, which was an area that was blown out into the A and E ring. So it was open area between the B and C ring. So basically our offices--the one wall, the back wall of the offices was to that E ring. So we went--the first wall just took us down actually more towards where the explosion had come from those wall had come down, but then we take kind of a left down to the A and B ring. He goes out and he says, "Come on and give me your hand" or whatever it was that he said. I remember saying, "I can't make it. I can't breathe." He yelled at me to give him my hand and I don't know if he came down or I got up, I don't know what happened, but the next thing I knew my hands were grabbed by him. I don't know if it was just him or him and CHUCK CAPETS. They pulled me out, or helped me out and I at that point was in the corridor and could breathe, just kind of catching my breath. I saw three of our people that were in the graphic shop at that point, SN SARA COLE, IS3 JESSIE POLACEK and IS2 STEVEN GULLY, and they were all out in that corridor. They had been out of the graphic shop for a very short period of time before we got out there and at that point we were trying to get our six, seven people that were left inside. We knew the six-day shop people who were in that meeting because IS2 LHUILLIER had seen them just moments before with that grey phone call. Normally that meeting that they were in would be something that I would go to, so had I taken that phone call and taken that information back to them I easily could have been back there. If they had asked him a couple of more questions and kept him there, he could have been back there. But our OIC, CDR DAN SHANOWER, our AOIC LCDR VINCE TOLBERT, our day Senior Naval Analyst ANGIE HOUTZ, a Presidential Intern, BRADY HOWELL, and

then two fellow Lieutenants who were briefers, DARIN PONTELL and JONAS PANIK, they were all back there. We didn't initially think about our VTC Operator GERRY MORAN because no one had seen him. He came in and changed my TVs probably about 10 minutes before the impact or so. So no one knew for sure if he was in that space or not because he goes to get coffee after the morning VT. We didn't know where he was, but we knew those six people were in there. We knew where they were and we tried to get somebody to come that had breathing apparatus or something so that we could send them in. We kind of did a muster out in there and thought of who we knew wasn't out and after a little while—

Q. (265) So you stayed in the corridor?

A. We stayed in the corridor. We stayed in this corridor for probably about an hour.

Q. (266) And this corridor is which one?

A. It's between C and B rings and it's open. We were on the first floor. It is one of the few areas where it's open all the way top to bottom.

Q. (269) How close were you to them, I mean physically? Twenty feet?

A. Not more than 15-feet probably. I mean they were, you know, an office and a hallway apart. And from the depictions that I've seen from the Pentagon people, they are basically the tip of that wedge that the aircraft makes, they were right at the tip. So we were just to the right side of the tip. And we stayed in that corridor. The second floor people started pushing out windows and the first window that came out, I'd say probably three or so Army guys jumped down from that window and a bunch of people stood around and tried to catch them, you know tried to break

their fall. That was probably a good 10 to 15 feet up that those people had jumped down from. And after that window, like while those guys were catching, I was walking up and down just trying to yell back into there trying to get somebody to get people to come out to know which way to go. People started pushing out another window. So we called and got people over there and a couple of guys had jumped down and then a bunch of civilian ladies had jumped down and the one lady--we were trying to keep them calm, but they were trying to jump out, and the one lady had jumped out and they caught her really well, the guys that were catching caught her really well and went to move her away and another lady came down with no one there to stop her and me and another guy picked her up. I think she had broken both her legs at the femur bone because when we moved her and I set her down, her one leg moved and you could tell it was just totally, totally broken and she was in shock. So at that point I don't, you know, I don't really know how many people had continued to jump out because I was helping attend to her and just yelling for help, yelling for somebody to get something so that we could move her because her legs were broken. She was obviously in shock because she wasn't yelling in pain or anything and she just seemed a little out of it. And they got a board and started to take her off. I remember feeling frustrated because we got her up on the board and I picked the side of the board and was ready to go with somebody else and they were like, you're a woman you don't need to carry this. It's too heavy or whatever. So I walked away. But I just remember feeling frustrated like who cares let's go. And that was kind of the general feeling in the whole area, it's just you couldn't figure out what was the best thing to do.

There were people in there trying to help we stayed and stayed and some of the security people came by with walkie-talkies and we were trying to get firemen to come in. I guess later on they

said, talking to the firemen, they kept getting called off because there were threats of another plane, which was pretty much the rumor for the whole day anyway. I know later, I was frustrated because it seemed like they were working from the outside in and not from the inside out and the inside out was where there were actually people that could be saved. But I don't know. So they went out to the center ring with her and a bunch of the other people that were evacuated. I stayed in that corridor the whole time. I went into the B ring looking for fire axes. Anything like that because some people were going back into the fire, into more where the command center was and trying to help anyone, trying to find people. I guess something was in their way and they were asking for an ax. Couldn't find a single ax. I found like some hard hats and that was about it. People were showing up with fire hoses--not fire hoses, but fire extinguishers. We probably had like 20 to 30 of them, but they really just didn't do anything because by that point the fire had just--I mean so much jet fuel, and now it was burning stuff. We had so much vapor in our office so we just added more and more fuel to it and it was all burning so hot. Guys that tried to go in, I don't think they got in very far at all. After a little while of standing out there in the corridor there was water on the ground and I don't know if that was from pipes leaking or the sprinkler systems or what, there was just water there. So they were taking shirts and putting them in the water and trying to use those to breathe to try to go in to save people. I didn't see anyone get pulled out after the first whatever that was that people were jumping down, 10 minutes later, I don't know. That would be my rough guess. I didn't see anyone after that until probably another five or ten minutes later. This guy came out who barely even looked human anymore. I don't know who he was. He was very burned and his clothes were dark. So somebody made it out and I don't think anyone helped him out, I think he made it out on his own, but I don't know. If I knew him as a best friend I wouldn't have recognized him at that point. So I have no idea



who he was and he was about the only person that I saw that came out after the people jumped down from the windows.

Q. (352) How was the smoke level, did the smoke level--

A. It was billowing out. It was black smoke billowing out of the hole that was there, the fire exit that they were trying to go into. And you could tell it was heating up and as it progressed and some Navy security guys who were down there, some MPs or whatever had come down so they were trying to keep it at a normal level. They tried to get people out that weren't doing anything they tried to get them out and myself and JASON LHUILLIER stayed because we wanted to get somebody in to where we knew the people were. And they let us stay, but they wanted to keep us back and the heat started to build up and you could just hear the windows just creaking trying to bow out with the heat. So we were afraid that the windows were going to blow. The guys trying to jump out the windows were having a hard time getting them off the frame. I mean the windows just didn't break which I guess was their new expensive windows. They just didn't break at all which was great. Like I didn't see any glass out there at all. Lots of papers. Lots of random stuff, but no glass. And went back to look at it later and only those second floor windows, some of them had been pulled out. But you looked up and except I think like one window on the fifth floor that looked like maybe even a fireman had taken a bottle to it or something other than that, they were all pretty much just black. There was nothing wrong. They didn't look broken at all. They didn't crack not even like a shatterproof. They still looked like whole windows except covered with that black smoke.

Q. (378) Could you see flames too?

A. There were flames coming out of our--like our stuff was just burning when you looked in there the flames were getting worse and worse. And just felt frustrated that no firemen were showing up, because we felt like they might have a chance if someone that was trained to go in or somebody had the equipment. You knew you couldn't go back in there because you couldn't breathe. You knew you couldn't get back to there. You need somebody that had breathing apparatus to come in or at least somebody to at least show up and say we just can't go. It's too hot or whatever. I felt really frustrated and then at some point the MPs had said "That's it. You're all out of here. You all have to go." There was an Army Captain who was staying back that we gave directions as to where our people were in case somebody showed. They were down to just a bare minimum of people back there at that point. So we evacuated out, which, I guess was probably about 45 minutes to an hour after it had happened. I remember when we went back through the Pentagon just feeling like there were two planes at the World Trade Center--I felt that threat, I guess, in the back of my mind. But I felt safe when we were outside even though we were only in 15-20 feet between the two buildings in open air. I just felt like I could breathe here. I didn't feel as entrapped as when I started back through the Pentagon. And we went down, I guess that's corridor 4, the 4<sup>th</sup> corridor to the center courtyard and went through there and went through the courtyard. There were people there--I saw the lady that had fallen and broken both her legs, saw her on a backboard and I think some people attending to her. There weren't a ton of people in the center and I guess the other guys--well LHUILLIER had stayed with me, so we left at the same time. When he had been in there before to take somebody to the center area--center courtyard, he said there had been a lot more people. So that kind of upped the intensity for us I guess, even though I wasn't aware that people had evacuated from there. But when we went in to the center we found IS2 STEVEN GULLY, who was one of the people that was with us. He was

in that center court so we got him and we proceeded out the 8th corridor. And GULLY went to try to close some fire doors with only of the two of the four fire doors or something. It seemed like the rest of that area was smoky, but it just seemed eerie. No people there and kind of smoky, but not that heavy black smoke. Went out there and I remember saying there were two planes at the World--so we were jogging through the building because it felt really uncomfortable to be there. Somebody had come down one of the side corridors and said, "There is another plane! There's another plane!" So that made us run faster and so we evacuated out the north parking entrance and ran that way. More people saying there's another plane, and ended up across the street at north parking.

On our way across probably somewhere in that area we caught up with SN SARA COLE and IS3 JESSIE POLACEK. We caught up with both of them. So now all five of us that had gotten out were together. CHUCK CAPETS, lost him in the corridor. He was there helping in that corridor for a long time too, but we didn't evacuate with him and I wasn't sure which way he went. So we showed up over in the north parking where they were having everyone evacuate to. They had medical personnel, but none of us were bad enough hurt that we wanted to go over there, a couple scrapes on people but nothing major. I had some burns. Lost a layer of hair, like the whole shell of hair had just all singed. So my hair felt like there was grass in it. I had like a burn on my head where I had something that was burning touched my head I guess when I had crouched down.

Q. (453) The flames were that close to you?

A. Yes. There was flames in our office, definitely.

Q. (456) Did the ceiling collapse, do you know?

A. I don't know. I don't know if it was insulation that was on me. It felt like something pretty light so it could have been ceiling tiles. I don't know what it was. I don't know what the room looked like at all in there. I think in my mind it looked like what it was supposed to look kind of because I just concentrated on the doors where they were. Then once they said we see light, we were kind of just out of there climbing over whatever was there, but never really concentrated on what went where.

Q. (466) Do you remember the point where you realized I'm going to make it?

A. I said, before I got pulled out into the open air, I said, "I can't make it. I can't breath. I can't make it." It was kind of one of those wimpy things that you do because you just want somebody to encourage you. I can remember running at the Academy and being like, "Oh I can't make it" well before I was ever going to stop just so that somebody else would say, "Come on, you can do it." You know that encouragement, like that's kind of what it was looking back on it. But that instantaneous feeling of: I couldn't breath so I wasn't going to make it.

Q. (477) And then when you were pulled through, did you realize that you were--

A. I was out in the air. I mean still it was scary as to you didn't know what was going to happen.

Q. (479) It was still smokey too or was it relatively clear?

A. Yeah, well the smoke was kind of going up until maybe the end when it started to close down, but I mean it was stuff you knew you could breath through as opposed to the really thick stuff in

the trapped space so. After we evacuated we caught up with one of our guys that worked in the NMJIC. Him and I started to do rosters of who was accounted for. Started trying to make calls on cell phones. Stayed over there for a couple of hours or for an hour or two--I don't know-- stayed over there for a while and just started to decide just what are we going to do? How are we going to get home? How are we going to make all this happen? So we are standing on the north parking side still had not had seen at all what it looked like. You couldn't see from there, you could just see smoke coming up. There was all kinds of rumors as to what was going on. Planes were shot down. All kinds of stuff because nobody had access to real news. So we tried to decide what we were going to do. GULLY could get to his truck, he had something planned so he was taken care of and was going home. We had not. I live close so we were going to walk to my house. I didn't have keys to my car, but I knew I could come at my apartment. We were just trying to figure out what we were going to do. As we started to walk back, somebody approached us as we were trying to walk around and asked us if we could help out on that north parking side to stand guard for what they expected to be their morgue. We said, "Yes." So we stood there for a while then they said this is not going to pan out. We probably stood there for 10-15 minutes. It wasn't a whole time but it was a while. They decided it wasn't going to pan out there. They weren't, you know--whatever it was, they were going to set it up on the other side. So at that point, we were like, well I'd rather help if there is something I can do to help. So we asked somebody and they said, "Yeah, they think they needed help on South parking side." So we walked around the Pentagon to south parking, and at one point we kind of walked through where the smoke was coming out and it was just almost like you couldn't breathe again. At this point some of us are starting to cough and get some of that smoke out of our lungs.

Q. (523) So you walked past the impact site then, you didn't go around the metro side?

A. We did go around the metro side. We went around the metro side, but the smoke was kind of coming out right about where we were next to the metro stop and we were like, "Wow, it's still really burning!" Then we came around to the helo pad area so that was the first that any of us had seen what it looked like from the outside. So we see the collapsed Pentagon and it was just amazing. Saw that it had to have been American Airlines because there was a piece of some part of the jet that was that silver and red and blue that you knew that it was American. Stayed there. There was lots of people set up to help. All this water, food, all kinds of stuff coming in. So we moved those kind of supplies and just stood around trying help, trying to do something. And there was just a lot of standing around, standing around. When we had gone to the north parking side we saw people that we were somewhat accountable to, so we relayed our information as to who was out, who was safe and who we didn't know about. I can't remember who it was at this point. I think it was some CNO Staff or maybe some N2 Staff and stuff. Went over, stayed on South parking side where we waited for awhile and then some people from N2 Staff had come down and said that MS. LONG and other people from N2 Staff had set up at the Navy Annex . So since I was the Watch Officer and then SN COLE, just as somebody else from the watch, the two of us went up there to the Navy Annex to pass on the information that we had and to try to help out. We hadn't gotten anything through to--any phone calls where we actually talked to somebody. We did get a couple of cell phone calls out on the other side, but there were mostly just messages left. So we were sitting on the south parking side, then the cell phone lines freed up so we started calling out then. And got to tell people and they had already set up over at ONI, so we passed off the information to them and I don't even know what time any of that was.

Q. (570) Several hours later?

A. Definitely.

Q. (570) Let me ask you, when did you first see a fire truck and did you tell them or did you know at that point those people are never going to make it out because you had seen the flames and everything?

A. We first saw fire trucks by the time we walked over to south parking. So then you figure if they were going in there wasn't anything to do at that point and they were putting water on from that other side.

Q. (580) Did you realize when you were inside that they were trying to fight it from outside?

A. No, I just knew that we hadn't seen anyone and I couldn't understand why we hadn't seen anybody.

Q. (584) And even when you got to the center courtyard there weren't fire people kind of coming from that side?

A. No, we never saw, you know, and at that point we were told to evacuate so we were just trying to get out.

Q. (588) Were there people with hoses at some point though inside the Pentagon working from that way?

A. Not that I ever saw. Not in that first hour or whatever that was.

[TAPE ONE/SIDE TWO]

Q. (596) So what happened after that, when you went up and mustered?

A. Then we passed off the information as to who was okay, who was not. The DNI was up there at that point. I guess they had walked back from the Capital because you just couldn't drive through town anymore at that point. So that was definitely sometime later in the afternoon.

Q. (600) They had walked from the Capital?

A. Yes. By the time that I had gotten, that we had actually gone up there.

Q. (601) What were they doing?

A. They were trying to set up Intel.

Q. (601) Okay, they were in the process of setting it up?

A. They were trying to be a base point of contact and trying to reconstitute all of their stuff up there. We kind of walked through what had happened, gave them the information. They were doing a recall muster, trying to get accountability for all the people that could have been in there. So we were around for those lists to start off, you know whatever, 30 some people that were unaccounted for and just kept waiting for someone in our seven to be accounted for, but they never were. I think when we left they were probably down to about, when I finally left for the day it was probably about 7:00 o'clock at night or so, got home just before 8:00 p.m.

Q. (609) Did you go by yourself or did somebody go with you?



A. A duty driver from ONI had come over and so they drove people home and we had set up, you know, SN COLE had a baby in daycare and had gotten that all coordinated and I needed to get into my apartment because my keys were gone and all those kind of crazy things.

Q. (613) Did you even have the key to your apartment with you?

A. No, the apartment complex came and unlocked my door for me. I actually had called my mom once at north parking because the Chaplain said, "Have you called home yet?" And I said, "No." And he stole the other Chaplain's phone and he said, "Call home!" And so he was making sure that all of us had kind of touched base with somebody back home. So I had called my mom and at some point when I talked to her I said, "Hey Mom, either call my apartment complex and ask them to unlock my door for me," or yeah I guess that's what I had her do at some point. So they did that. They asked if I wanted my dog walked or whatever and I said no because I knew they'd be closed or there was a likely chance they'd be closed by the time I got home so they unlocked the door for me and then they made extra keys later.

Q. (623) I have to share something with you now. I'm really impressed because you are the first person that I've heard interviewed who went through what you did, the people that we talked to from the Command Center, everybody was so shaken up they left. They did not stay around until 7:00 o'clock at night. That really must have taken a lot of guts.

A. It was frustrating because you just wanted to help, that's how I felt, I just wanted to help. I didn't know what to do. I do know what the best thing to do was. You just feel like, "what do I do"? GULLY left because nothing was going on and we decided that we were all going to disburse and then ended up, found something to try to help with. So yeah, we just tried to make

sure that everyone got home. We were drinking lots of water because it was a beautiful sunny day 70-80 degrees. I got sunburned, I think, standing out there and stuff. Yeah, so some of the guys stayed by the crash site, but I don't think they ever really did anything. I think the general feeling was they were going to get the fire out and they were going to be able to go in and get bodies and stuff like that. And it just really didn't happen. You know I kept waiting. Lots of medical people showing up and stuff like that and that was pretty shocking too, later on thinking about it. There just weren't people coming out. I guess the drasticness between life and death. I was 15 feet away from where people died and I made it out relatively okay, 98% fine. Superficial burns and a layer of hair burned off and that was it and I was 15 feet from it. It's just so drastic that either you were dead or alive almost.

Q. (643) At what point did you really understand that?

A. I know I thought it was drastic by like the afternoon. I don't know when I first kind of felt that. I guess it was probably then. Because at first you really kind of hope that they were okay, but you knew how bad it was in there and you just didn't see how it would be possible that they were okay. You know, they didn't come out in any wave and we just yelled back in there and yelled back in there to try to get them to be able to come to our voices. But other people in that graphic shop, that one room over from us, had said they were yelling in and we never heard them it was just so loud. It didn't seem necessarily loud but it just must have been because there were fires raging and that stuff.

Q. (652) What did you do that night? You didn't stay alone did you?

A. Actually I did. But one of my friends did come over for a little bit so when I went home I wasn't all by myself, but I was so totally in shock.

Q. (655) Did you realize it?

A. No I didn't really realize it. I told the story over and over again that night, no emotion attached to it. Probably only now three months later is there even, like I can tell the story without, without it really affecting me. But I talked on the phone a lot that night. I tried to call everyone that had called me because I had a lot of people that called. You have to leave your number when you call and leave a message on the answering machine because I don't--people don't know numbers now. I know buttons on my cell phone and stuff like that. I just don't call people's numbers so that was kind of funny. Like once we were up at the Annex and I had a phone and we weren't really doing much, we were just sitting around waiting to get rides, waiting to figure out what was going to go on. I call home, get my messages and I'm like writing down all the people that called me and I'm like, "Okay. What am I supposed to do with that?" I can't call anyone because they didn't leave their number and I don't know it by heart. So that was kind of funny. Even when I called my mom I had to stare at the number to make sure, because I just couldn't remember because I don't dial it. So that was kind of funny. I passed that along you know, because I can call to get my messages but without being home to look at my caller ID, I can't see what your number is. So that was kind of funny. So when I finally did get home it was about quarter to eight, probably something like that. Watched the TV a little bit because I hadn't seen anything since, still hadn't seen the second plane crash into the World Trade Center because I never did see that. Every time it would happen, I wouldn't be looking at the TV So just kind of watched the news to see what happened, trying to make it real to myself I

think because I just couldn't believe what had happened. And I remember when we were sitting there trying to write stuff up and kind of in that shock of what just happened just saying, "Do you know how coordinated this was?" at the two planes. Two planes to hit two buildings right next to each other within a half hour of each other, or whatever the final time is, I knew that that was coordinated and I couldn't believe it. And like I said about hearing that third plane and I asked them what it was to D.C. and we kind of talked about that for a little bit and I remember thinking that the White House or something, you know Congress, something would be the target before us, if it was coming to D.C. I don't think it was a total thought, but kind of in the back of my mind, Pentagon maybe but it's a big building, just thinking, you know, it won't be me, kind of that whole standard thought. I mean I've been in the Pentagon the day that there was like a fire down by the south parking entrance or something and you wouldn't know it. I mean it's so huge you don't know what's going on on the other side of the building unless your fire alarm is going off or something and you saw it on CNN Headline News there's some fire in the Pentagon and fire trucks are there and you're like, "Oh, wow!" I think that was all kind of all in the back of my mind and I'm just trying to do the right thing because it's so important and that drastic change of what was important and was wasn't it was so quick. You know just in an instant what was important in your life and what wasn't was so fast. Like all those things that seemed important like I said, it had been a busy morning and I was trying to figure what was the most important thing to do and like none of it mattered I don't even care. I just wanted to be alive and out of there. Also in the corridor, I remember thinking, am I supposed to care about this classified information because I realized that I was the most senior ranking person from our work space standing there. I'm looking at all of our stuff burn and papers all over the place, thinking, am I supposed to care about classified information because I don't. I'm not staying here to burn with

it once we get kicked out. But also thinking the Pentagon is a secure building and they're going to take care of that. I mean they have people to do that so. Seemed like your brain would get caught on different things like I just kind of just kept asking myself that.

Q. (703) Can you tell us a little bit about after that day? What happened the next day and what spaces you reported to and all that.

A. Sure, we—

Q. (705) Even before you do, that did you sleep that night?

A. Yeah, but not very much. That's really the only night that I've had really strange dreams, was that night, dreams about terrorist attack type like really vivid stuff. I slept with the news on all night and I didn't go to sleep until really late and woke up pretty early. So I probably got just a couple hours of sleep, whatever my body had to have. And I remember dreaming about planes with fighter escort crashing into a stadium and I think that, that was dreaming about them talking about sports being shut down and talking about fighter escorts for planes so that was what I dreamt that night. Then the next day, didn't go into work; stayed home; more talking on the phone and more talking on the phone. Then, I think that whole first month or whatever, I didn't sleep a lot. I'd go to sleep lots with the news on and I'd just go to sleep when I was really tired and I'd wake up, you know, four hours later, two hours later, whatever it was. I don't remember dreaming much at all.

Then, for the first couple days really felt like--well still feel that very happy to be alive feeling. Lots of people calling me. It's kind of weird. Kind of like figuring out who cares about you and

lots of people just calling because I think a lot of people wanted to be close to the event, to know what it felt like or to talk to somebody that had been through it. It was just a really weird feeling, like, realizing that you're figuring out all these people, kind of like going to your own funeral. That kind of feeling. All these people coming out of the woodwork that I hadn't talked to in a long time just calling so that was really, really nice that feeling for it. It made it you know easier to feel that happy to be alive kind of feeling. Still on our seven people that were missing, they were still calling them in the missing status and were going to be that way until they found their bodies. So you held out a little bit of hope for them, but really you kind of didn't feel like there was much chance because you were right there. I think I went back into work on like Friday or Saturday. I went to ONI, which is in Suitland, Maryland, which is where they had set up our watch. Went in there on the weekend. And then sometime that next week, I started back on watch, but I went to the NMJIC, which is where I had worked before so was working the Pentagon. Worked in there and that was my own choice. I wanted to do that kind of because I felt like they were more involved in what was happening. When I had gone into work over the weekend it was kind of cool, kind of comforting, kind of whatever---that I could read the intel stuff to see what we knew. So I felt that relief of feeling like, my job was being able to do something or being able to see who might be responsible and what we know about it and felt some comfort in that. Let's see, what else--worked over at NMJIC for, I don't know, a couple of weeks, and then went back to ONI to stand the watch there. They pulled me back over there. In that, probably a month and a week or so, we had all seven funerals. Went to each of those funerals or memorial services or what have you and that was really hard to do. It just didn't end. You just want it to be over and one of the guys bodies they didn't find, for awhile, so we had that kind of hanging over our head like this is the last funeral but they still haven't found his body so

we don't know when his funeral will be. So even when it was over, it still wasn't really over. I don't know those were probably done about a month, maybe a month and a half after the event.

Q. (760) The last one?

A. The last funeral, yes. Yeah, that sounds about right. Because then they did a memorial service at ONI, which was just about a month later and I think all but one funeral had been done. So yeah, it must have been about a month, like 5 weeks, 6 weeks maybe, until all our funerals were over.

Q. (765) Were they all here in the area?

A. No, they had at least a memorial service here in the area. Like BRADY HOWELL, he's from Utah I think, and so they just had a memorial service for him here. His wife is staying in the area. She actually held the torch for the run, [REDACTED]. So she's here. So everyone had at least a service. I did go to JONAS PANIK, his funeral with some other people that I work with because that was up in Pennsylvania, so we drove to that one.

Q. (775) Can you tell us about the mood in your organization? How's the organization?

A. Sure. We have roughly 35 people that work CNO IP. We all technically all belong to ONI but it's the 35 of us or so that are over at the Pentagon. So we have always been a tight knit group because there are so few of us. Our job's fairly stressful. I mean the briefers go and brief N3/5, CNO, so they see all the upper chain of command and so they are moving in the morning. So with that builds some real camaraderie and stuff so we are all pretty close. And those day guys, of course, are there every day and so they see people. As Watch Officers, you don't necessarily

see the people that you're opposite watch from, very often. But those guys, of course, see us all so we all, you know, we're pretty close with them. So we had been a tight knit group. We had to set back up at ONI, which was interesting, because they are right there trying to control us when we're trying to be like no we need to do this. And actually the Briefers and the DNI were here at the Navy Annex so we were split. You know people trying to do the briefs stayed close to the Pentagon and I think maybe CNO, VCNO were still in the Pentagon. So they were maybe going over there and briefing, I'm not exactly sure how it was working because I was over at--well I was at NMJIC and then at ONI. So, in that first couple months, where we were at ONI was really disorganized. Really trying to figure out what our new path is and how we're going to make this jointed thing work with the whole goal from them is to get us back in the Pentagon as soon as we can. I guess we probably went back to the Pentagon maybe a month and a half later or so. And once we got back to the Pentagon, it was a relief in a lot of ways, because we were away from ONI. We were back in our element, but it was sad because we were missing our core people, our OIC, our AOIC, some of our best people and all the people that were killed. So I remember being back and feeling it's nice to be back feeling also sad that the other people aren't here and some weird comfort in the fact that the same stupid things were going on. You have to do this now because of this. You know, the same stupid beaurocracy or what have you. You know it was back to normal. You know what I mean. It was different people, but the same junk you know and there is some weird comfort in that, but, definitely different without that same core of people. But nice to know that we were making it, we were continuing and that kind of stuff.

So we've been back in the Pentagon for a month and a half, I guess now, something like that. I'd say we're more back in the groove and kind of pressing on with what we need to do. Like I said,



I found some comfort in what we do. I think that that makes it--we all feel like a new sense of importance maybe, as to what our job means and that we are going to get our revenge. We're going to find the people that did it and bring justice to them kind of feeling to it. I think that is probably how most of us feel at work. Past that, I don't know I'd say we're back to our new normal--back to normal whatever normal is now.

Q. (829) Have you staffed back up?

A. Yes, the new people are in and so we have a lot of new faces, a lot of people that were not there working now.

Q. (832) I kind of have a picture but just kind of officially for the record, tell us about the watch team, describe the numbers.

A. Sure. We stand a five-section watch. So there is a Watch Officer and then there is a Petty Officer of the Watch. There is a Briefing Shop which used to be three Briefers and has now been moved up to four because they were briefing seven days a week after September 11<sup>th</sup> so they pulled in a couple of new Briefers. And then there's a Graphics Shop that supports them, some Petty Officers that do their PowerPoint slides for them and some research and stuff like that.

Q. (840) Can I ask you real quickly, do you share that with the Command Center, that Graphics Shop.

A. No.

Q. (841) They have their own Graphics Shop?

A. They have their own Graphics Shop, yes.

Q. Sorry.

A. No problem. Then, a Chief, which we actually didn't have before September 11<sup>th</sup>. he had gone back to ONI and we had a new Chief slated but she hadn't shown up yet. So we just had a First Class Petty Officer, who was in charge. So now we have the Chief position. That's her only job is to be in charge of the troops. We have a Senior Watch Officer and then the old Senior Watch Officer is now the AOIC. It is a Lieutenant Commander billet, but he is a Lieutenant, one of the few people that worked day shop that didn't happen to be there, kind of called in sick, never calls in sick, called in sick that day, September 11<sup>th</sup> and so is very lucky to be alive. He would have been in there and I think all of us had felt that it could have been me kind of feeling.

Q. (855) How many Day Shop positions are there?

A. I'd say probably about 5 or 6 permanent--actually like 7 or 8.

Q. (858) And what are they?

A. Well, they are leadership more: An OIC, an AOIC, the SWO, the Chief and then a VTC Operator, and then a Senior Naval Analyst. So there is one analyst that we have, a civilian position from ONI. And they basically coordinate the briefs that are going to go. They write back to ONI for input, as to trying get the specific analysts to comment on what topics we are going to try to brief. And we actually have a couple of extra day people right now, like an extra person to help do for the Briefers--actually two people. And then otherwise, we have like I said the five section Watch Officer, five section Petty Officer of the Watch, and then since September 11<sup>th</sup>, we

stood up a Terrorism Watch from our reservists that got activated. So now there are three sections that do two shifts a day. So during the day they are not there when we have other people around. They're there in the evenings and overnight. So again we are probably back up to about 30 to 35 people. During the day the most that is ever in there is probably 15 to 20, but with the extra people for shift work it probably totals out about 30 to 35 people.

Q. ( 876) And can you basically describe what your responsibilities are as the Watch Officer?

A. As the Watch Officer you look through message traffic. We write a daily product, the CMIH, which is the Current Military Intel Highlights or something--CNO's Morning Intel Highlights, is what it is, sorry. I should probably know that. So we write that product. So the day person gets topics together for that. It's mostly a cut and paste from other intel centers. We don't write up original products very often. So the day person gets the topics ready. The evening person kind of writes the articles, puts them in a front and back sheet of paper, puts them in current developments Maritime Highlights and then the night person polishes it off. About 4:00 o'clock in the morning the Watch Officer comes in and starts changing it and that goes out about between 6:00 and 7:00 every morning. So that's the main thing that the Watch sees over the course of the night. But during the day and throughout, you're really paying attention to any message traffic that comes in anything like a secure phone call or anything that is actionable that we need to act on now and tell the senior leadership, "Hey, this is going on."

Q. (896) What sort of interface with the Briefers?

A. The Briefers are like our peers they're Lieutenants, Lieutenant Junior Grades. They work two shifts—

Q. (898) Do you pass the information to them?

A. Yeah, sure. We go talk to them right away. Whenever they are there, they're probably going to take it up the chain unless they weren't there and you know more then you would visit, as far as like CNO or DNI, stuff like that. But they are a hand in hand relationship. We would say, "Hey, did you see this message?" And they work evening shifts. They come in about 2:00 and stay until 10:00 or midnight, something like that. They are a back up briefer. They put the slides together. They get all the back up information ready and then the briefer shows up about 11:00, midnight or I guess probably 11:00, they do turn over for a good while, talk about what they have ready and then they get really ready read all the background information get ready to brief. Then they start doing practice stuff at 4:00 for the OIC who comes in.

Q. (913) They brief the CNO daily?

A. Monday, Wednesday and Friday I think is how it is set up right now.

Q. (915) And so it is coordinated briefs with CNO briefs with the Command Center briefs?

A. But they do the daily briefs to the DNI. They do have daily briefs that they do up the chain.

Q. (916) Over VTC?

A. No, in person.

Q (918) In person?

A. Yes.

Q. (919) So they go over to Suitland to brief the DNI?

A. The DNI is actually at the Pentagon.

Q. (920) At the Pentagon, okay.

A. Yes. And then they do a VTC brief at 8:00 on Monday, Wednesday and Friday and 8:30 on Tuesday and Thursday and that's back to ONI, which is like the one that those guys were sitting in on, on September 11<sup>th</sup>.

Q. (924) Have you had any interaction with the SPRINT team?

A. Just initially. That first day that I went in to work, the Friday or whatever, they had called me in and asked if I'd come in was to sit down with a SPRINT person. Actually, I guess that was Thursday that I went in because then Friday they had a group SPRINT thing, but I went to the National Cathedral for the services there. Yeah, I guess the day that I had gone in to see them was Thursday. So we did like a small session, me and two the guys that were there September 11<sup>th</sup> sat down and kind of talked about it. And then that's been it. I haven't done anything more since then.

Q. (936) What have you used to remain strong? What have you relied on?

A. My network of family and friends really I'd say. Talked about it a lot. I think it's just so much to get your mind around that I think I still really haven't gone much past the shock stage I'd say you know. I mean it creeps in every once in a while where I do get sad about it, but I'd say, probably you know, just talking about it with my friends and my family. Initially maybe details

to the family, but now it's probably more my friends because I don't want them to get scared as to what really happened.

Q. (950) What's next for you? How much longer do you have?

A. Usually for Officers when we take these orders to ONI they are three years. We do a year and a half at the Pentagon. So I'm approaching a year now. I will probably become a Briefer and then because they stand watches first and then become a Briefer. And we switch between that watch and the NMJIC. So I've already done the NMJIC watch and then I came up to do the IP watch. So I'd either be a Briefer or go back to NMJIC. I have expressed interest in being a Briefer. I'll probably become a Briefer and then once my year and a half is up, then I would go back to ONI. Ideally, of course, you know some people end up stuck in-- like our last Briefer I think started in March and probably--or our oldest briefer finished in March and will probably end in March just because the situation dictated so. Certainly very flexible. They like to only make Briefers brief for about six months because it is a pretty demanding job. It is way too far out to know what job I would do at ONI, but then ideally would go back to ONI for about a year and a half and look at taking a new orders somewhere or getting out.

Q. (972) Did this change the way you feel about the Navy in any way or in your plans about whether you plan to stay?

A. I've never really said whether I would stay or go. I always felt like if I liked it I would stay. If I didn't, I would go. Because I was an aviator and I got my wings, I still owe about six years so my time comes up in about '03. So I always knew I would stay until then. So I did a sea tour first and then I came here to intel, which was supposed to be safer than aviation, which really just

didn't work out for me that way I don't think. Which of course I thought of September 11<sup>th</sup> walking around the Pentagon like I have to call all my aviator friends and tell them I'm okay there is something wrong with this. But hadn't ever really made up my mind and the nice thing about intel is that you really do a different job every time so you know if you don't like it you could definitely get something different. Directly after September 11<sup>th</sup>, I had been leaning towards getting out I'd say before September 11<sup>th</sup> and then after September 11<sup>th</sup> really feeling like intel now just became way more important and feeling like there is really something for us to do and wanting to see how that plays out. You know if it plays out like I really feel like I'm doing something, then I can definitely see wanting to stay in more than I had been feeling. But if it really feels like you know there's other--your hands are tied and you really can't--you aren't helping the way you want to help, then I feel I could go right back to getting out.

Q. (001) Were there any lessons that you learned from this or lessons learned just in general or personal?

A. Definitely that life is short and can be taken from you in an instant. I'm more appreciative of what I have, I'd say. I was having a rough week before September 11<sup>th</sup> and really feeling sad and you know just felt like I can't believe that I was sad all last week. You know, I'm so happy to be alive, that kind of feeling. Like you need to enjoy life. I went and bought a new car after it. I had been kicking around buying a new car. So everyone thinks it's a rash decision but I had been kicking it around. But it's just kind of like, "Well what's my savings doing for me?" I mean I have investments that were fine, but I had enough money that I can afford a new car so I need to enjoy what I have. And feeling like, family is definitely more important or realizing the importance more of family. And I've gone up to Pittsburgh where I have a lot of family still and

a lot more since I'm really not that far. I've gone up, I think three times since then where I'd only gone up maybe two since April. So that was almost six months and I'd only gone up about two times and then since I've been up three times and planning on going up again within the next month. So, really just want to experience what there is to experience not be brought down by the things that seem so important at that time, but can instantly be shone to you that they're just not important, you know.

Q. (035) Organizationally, have there been any changes?

A. Kind of to what we do?

Q. (036) From lessons learned. Not so much your process, but I mean preparation for a disastrous event like this, mustering--

A. Oh, definitely some changes like that. Organizationally, we brought in that terrorism watch so we do have some more people working. The importance of an accurate recall was definitely discovered, not that anyone was keeping an inaccurate recall on purpose, but the accessibility to it and do you have it to grab and do you have it somewhere that you can pull off or download.

All those kind of things became more important. I actually had on my badges I had a recall badge, so I had people's numbers on that and that was so valuable because that's all I had. I mean I made it out fine. My wallet was still in there, but what was on my badge was there and of course since everything was burning I didn't bother to grab any kind of books or anything. We just walked out. So that proved to be very valuable just to have those contact numbers on my person. We haven't made up a new one, but they're working on it. They have set up evacuation procedures and we have our route marked and posted on the door and, kind of a you have to walk



through both of these routes to make sure you know how to do them. They've had drills during the day shop, but if you weren't there you--have to walk through both evacuation routes a plan or place to meet. I would say in the drastic situation that we were in that plan wouldn't be--like what we did was exactly what anyone would do or what they would direct us we were supposed to do or what have you. Because it just got to some extreme and you're only allowed to go where they tell you you're allowed to go. So you saying you're going to meet in this spot really has no value anymore. So I'd say a more defined recall, keeping them up to date, having some form kind of handy for people. We've gone to NEXTEL phones because that was one of the things that was working was that CB or walkie-talkie type part to the NEXTEL was still up so we have those around charged up so we can grab it any time we evacuate. So I'd say mostly like safety lessons learned and then as far as our procedures are more defined or what our shop is going to do because we are so important to the situation that we kind of had, well like what do I do, can I go home? I'm the Watch Officer and no one is going to relieve me on my space. Like, yeah, I went up to the Navy Annex , but because they came and told me. Hey they set up here may you could go there and tell them what you know. But it's not, you know, our procedures as to how we would reconstitute our watch were not clearly defined for the current situation. So that is definitely more defined. Again, we probably did about exactly what you would do. They set up at ONI and they took watch over there and got it rolling. You just make do. If somebody's there, so I talked to them. I knew that they had set that up even before I went to the Navy Annex. So I kind of felt somewhat relieved from my duties as far as the watch goes. At that point my duties were more accountability and telling my story to the chain. But I'd say you know if something get struck, something else happens, you do this is much more defined now, which is important.

Q. (113) Did you have any experience with the fire smoke blocked doors during your evacuation?

A. We didn't go out any doors. We went over walls and out walls.

Q. (115) But I mean when you got to the corridor.

A. Well, when went out the corridor, just that some of those, what should be fire doors didn't exist, otherwise we could get out smoothly from our way we evacuated.

Q. (123) Did you lose everything in the space, all your records and everything?

A. Yeah, I guess they recovered some, like maybe four burn bags worth, classified information or something that somebody's gone through. But any personal effects that they have collected, as far as I know the FBI still has them. So we could have nothing. We could have stuff. I don't know. They were supposed to release that stuff by the end of November maybe or something like that, I still have not heard. So that makes me think we don't have anything.

Q. (137) Yeah, because you would think they would be holding the victims' not yours, right?

A. Well right, but some of our stuff is somewhat mixed in. I kind of had held out a little hope. I mean weird things survive. I kind of held out a little hope that maybe my set of keys had survived for a little while, but at this point, I've replaced everything that needs to be replaced.

Q. (147) Is there anything else you want to say for the record?

A. I can't think of anything else. No, sir.

Q. (150) We really want to thank you for taking your time and telling us your story. It's an incredible story and you're pretty remarkable.

A. Thank you. It didn't feel remarkable when we did it. It just felt as best we could figure out, the right thing to do.

Q. (153) Maybe to go in with that, why do you think that happened? Why did you do the right thing?

A. Oh, I just felt that feeling, honestly—

Q. (157) I mean was it your training?

A. In the back of my mind was, this is the true test. This is where people shine or fall flat. I wanted to do the right thing. I want to shine kind of feeling through the whole thing. So I didn't want to leave until we knew everyone was taken care of. I wanted to try to do whatever the right thing was. The frustrating thing was just trying to figure what that right thing was because it's not a defined situation that you can really think through and say, "When this happens, I'm going to do this." I mean it's just all at the moment, whatever there is to do.

Q. (175) Great! Thank you.

A. Sure.

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