

**Naval Historical Center
Oral Interview Summary Form**

Interviewers:

Capt Michael McDaniel
Capt(sel) Carol O'Hagan

Interviewer's Organization:

Navy Historical Center
Navy Historical Center

Interviewee:

Capt Thomas Joyce

Current Address:

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██████████
██████████

Date of Interview:

26 NOV 01

Place of Interview:

NC 2

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:

Interviewee Information:

Capt Joyce was raised in ██████████, Long Island, New York. His father was a New York City police officer in New York City. He was recruited to play lacrosse at the Naval Academy. He grew up in the town that builds the F-14 and wanted to fly the F-14. When he graduated in 1979 he went to flight school and then to San Diego to three different squadrons. Worked at the Naval Air Systems Command, then screened for command. Went to Harvard University where he received a Masters in Public Administration. Then commanded VF-111 and followed that up by going to the Naval Academy as a battalion officer and Ethics instructor. He then reported to the Joint Staff at the Pentagon as the Director of Interagency Policy, then to the Navy Staff as the Deputy for Aviation Plans and Requirements in April 2001.

Topics Discussed:

His office had just moved into the new wedge. They were located on the fifth floor, space 5D453. There was one huge open area with desks and cubicles in the D ring portion of the space, then the front office was in the C ring portion. There were about 100-110 people in the organization. They moved in there around the first week of June.

On 11 Sep he arrived at work around 0535 as he normally does. There was a routine morning going on and he was working on the computer. Someone told him they had seen an airplane hit the World Trade Center on the news. Since he grew up in New York he pictured a small Cessna hitting the building and felt bad, but didn't think much of it. The person reiterated that he needed to go see the TV and Capt Joyce did so. As they watched TV the second plane hit the second

tower. Everyone said, "This is coordinated". Capt Joyce called a friend on the joint staff at the National Military Command Center. The friend told him they thought the two planes were hijacked airliners with people on them. He called his wife, who is a teacher at Emmanuel Christian School, and told her to tell the kids to start praying.

He put the phone down and turned to the people in his office and said, "We could be a target here." He decided to go for a run to think through what had just happened. He had many friends from New York City. He was facing his window when the airplane hit. He was standing on an expansion column which must have buckled on impact and it threw him backwards three or four feet in the air. As he was thrown back he saw the fireball come towards the window and thought, "This is how it ends."

Parts of the false ceiling had fallen and the office was filling up with thick, black smoke. He could smell the JP fuel burning. They started picking people up and ushering them out of the office. There were three secretaries who had collapsed and were hysterical. He went to the D ring where a lot of destruction had occurred. The windows had been blown away and there was fire. There were people with some pretty good cuts and bleeding. They made sure all those people had gotten out and were in the fourth corridor. He and another person went to the E ring to try to find anyone who may be left. Capt Joyce had noticed a group of people in a conference room down there earlier, but he couldn't get there.

They tried to go down a ladder but as soon as they opened the door smoke and flames came up. They turned around and continued to go towards the center courtyard, still on the fifth floor. Moments after they left the E ring it collapsed.

He went to the N76 spaces and most of their false ceiling had collapsed. He checked for people. Two people were coming out and said they were the last people out. All the power had gone out but the sprinkler systems had not come on in that area. The automatic PA system came on telling people there was a fire in the building and to exit. They went to the third floor and Capt Joyce gathered a group of guys off the escalators to check out the third corridor, as he had noticed there were people coming from every corridor except the third. They went to the third corridor but couldn't get any further because of the fire.

They went to the second floor, which had even more damage. There were people coming out of there but it was dark and black.

It was a courteous evacuation; people letting others go before them. It was like ants making their way out, all walking, not really speaking.

They tried to go out the center courtyard but security wouldn't let them for fear of getting trapped. They had to go down to the Metro and up by South Parking because there were so many people trying to get out. Once out those in uniforms ran towards the scene, those not in uniform ran for Crystal City. The uniformed personnel went to see what they could do to help. There was about 15 or 20 minutes between impact and the time they got out. The emergency personnel on the scene shooed them away, they didn't want them to help. They stood by for about 2 or 3 hours to make sure help wasn't needed.

There were about 10 or 12,000 people walking away from the Pentagon. Capt Joyce and a few others waited on the ramp getting on the HOV to 395 South. There were FBI and police there

who asked them to wait and see if they needed any help. Out of nowhere a man came walking up 395 holding a bandage on his head and blood was pulsing out of his head. His pants had been cut off at the knees and he had been burned badly on his legs. He was just mumbling. Capt Joyce flagged a motorist coming out of the district down and asked them to take the man to the hospital. They pulled over and put him in the car and drove him to the hospital.

Everybody coming out of the district was pulling over asking if people needed rides or to use a cell phone. He got a ride to Metro and made his way home.

Earlier Capt Joyce had found a Naval Academy classmate who had a cell phone and was able to call the school where his wife works. His 15-year-old daughter had been to visit his office two weeks prior and was watching the World Trade Center coverage on TV at school. When they broke in with the report on the Pentagon she knew the damaged area was where her dad worked and was very concerned.

When Capt Joyce went back to his office spaces after the attack his window in his office was the only window that had not broken.

The evacuation went quickly he thinks because everyone had been watching the World Trade Center and saw two planes hit there. They were expecting a second attack on the Pentagon too, and so quickened their pace as they evacuated.

He is an elder at Emmanuel Bible Church and got a call from the pastor on the night of 11 Sep saying they were missing one person from their church (Army Lt.Col). He went to the family's house with the pastor and had to tell the man's 15-year-old daughter that her dad was dead.

He sees the focus of our nation changing in the future from being the kinder, gentler nation to being more harsh. He sees that they are more focused on weapons now in his office. From the Homeland Defense aspect they will need more E-2's for surveillance, more helicopters to protect the ports, more precision guided munitions. His office is just now beginning to get invited to the Homeland Defense game. They need to get smarter on this issue, not just his office but the whole Navy.

Lessons Learned:

They had the SPRINT team visit but it was about 3 weeks later. He thinks this was too late. Overall the SPRINT team did a good job and it was worthwhile.

He was impressed with all the different people that took charge, even endangering their lives. They immediately did what they were supposed to do, focusing on what they have been trained to do.

Abstracted by:
CDR Carol O'Hagan
27 NOV 01

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11 September 2001

Transcript of Interview:

Interviewee Information:

Capt Joyce was raised in ██████████, Long Island, New York. His father was a New York City police officer in New York City. He was recruited to play lacrosse at the Naval Academy. He grew up in the town that builds the F-14 and wanted to fly the F-14. When he graduated in 1979 he went to flight school and then to San Diego to three different squadrons. Worked at the Naval Air Systems Command, then screened for command. Went to Harvard University where he received a Masters in Public Administration. Then commanded VF-111 and followed that up by going to the Naval Academy as a battalion officer and Ethics instructor. He then reported to the Joint Staff at the Pentagon as the Director of Interagency Policy, then to the Navy Staff as the Deputy for Aviation Plans and Requirements in April 2001.

Topics Discussed:

TAPE ONE-Side One

Q. (931) In your capacity that you're working now, tell us about your chain of command, who you work for, then some of the people that work for you?

A. We're in the N7 organization. I work specifically for Admiral MARTY CHANUCK, a one-star and his code is N-780 and he is the head of all aviation plans requirements. We own every airplane that the Navy flies and we own all the weapon systems. So it's actually the biggest chunk of aviation, Admiral CHANUCK. And he works for a two-star, Admiral MIKE MCCABE who's an N-78, and he is air warfare and he works for Admiral MCGINN who's N-7 and who reports to the CNO.

Q. (939) How about those that work for you. Who's in your chain of command?

A. I have five different section heads all at the O6 level that work for us. All have about 15 to 20 requirements officers, one for each platform or groups of weapon systems. So there's probably a total, including contractors, (we have a great majority of contractors), probably a total of about 70 to 80 people that work in our organization.

Q. (945) Tell us about some of the issues that were kind of on the forefront working up through September 11th.

A. We're working budget. We're working the fiscal '02 budget and trying to make sure that we fund two major programs that we have online right now and this really took up the majority of our time. The follow on F-18, we call the F-18 E&F version and the Joint Strike Fighter which was in competition head-to-head Lockheed Martin and Boeing, and as we know now that it was awarded to Lockheed Martin. So we were really spending the majority of our time working through all the budget issues, preparing for the budget to go to Capitol Hill. But specific focus was on those two programs.

Q. (953) I'm going to ask you to expand a little bit later about life since 11 September and some of the files and the issues might have changed other than you're looking at. Tell us about the actual physical makeup of your office that you were in prior to and up to 11 September.

A. We had just moved into the new wedge. In fact, I think we were one of the first new tenants in the new wedge and we were on the 5th floor, 5D453 was our space number. We had one huge open area where we had a lot of desks and cubicles in the D-Ring portion of that, and then we had the front office--the flag offices were in the C-ring portion of that. Again, we probably had close to 100 to 110 people that were between the D and the C-Ring and made up our organization over there. All brand new spaces and everything was just wonderful. It was hard to believe you were in the Pentagon. We moved in there I would say, probably about the first week of June was when we were actually moved in.

Q. (965) So, you were one of the first tenants.

A. We were one of the first ones in there.

Q. (966) Tell us about the day of 11 September, 2001, just kind of walk us through your experiences that day. Take us before you come into work.

A. Okay. I usually wake up, I'll just speak for myself. I wake up about 4:30 and I leave for work. I live in Burke, Virginia, so it's about a 15- mile drive. I leave usually about 5:15 and I'm at the office by oh, about 5:35, 5:40. I get there that early. My boss doesn't get there until about 6:15, 6:30, but I usually do a personal Bible study that I do every morning for about 30 minutes before they get in.

Q. (973) Is that with any certain group?

A. Just myself. Usually my boss gets in and then he and I meet at 7:00 o'clock every morning just to go over the issues of the day, see what tasking we have outstanding, go through the message traffic; all the typical things you do to get the day rolling. It was just routine up until about--and I can't remember what time, I was working on the computer and somebody came over and said, "Hey, I just saw on CNN or Fox News, I believe it was, that an airplane has hit the World Trade Center." Having grown up in New York right outside New York City, been to New York City and the World Trade Center many times, I just pictured this small Cessna that lost its way in maybe, the fog and hit the side of the building and fell down and that yeah, while I felt bad I didn't think much of it then. And this guy said, "No, you need to come see this; this is pretty amazing." So I came in and saw the pictures that we've all come to see of what had happened in the first tower. We all just were glued to the television and watching and we, all of us in the office, saw the second airplane, live, hit the second tower. I think immediately we knew we were under attack. I had some things rolling through my mind when I first saw the first airplane, the remnants of it hitting the tower that I'd looked outside and said, "It's clear out there, it's a beautiful day. What could possibly have happened?" Soon as the second one hit, I think we all knew. Everybody said, this is coordinated. Something has happened. So I picked up the phone and called a couple of friends of mine who were still on the Joint Staff whose office's being renovated and they are in the National Military Command Center just at desks in there now and I said, "Can you tell me anything?" And all he said was, "I can tell you that we think those two airplanes were hijacked and they were airliners with people on it." So I put the phone down, called my wife who's a schoolteacher and told her what had happened and I just said, "You need to tell the kids there to start praying." It's a Christian school so they can do that there.

Q. (996) Where do they go?

A. They go to Emmanuel Christian in Springfield. And she's a teacher there and I said, "Don't try to come to me. I don't know what's going to happen, but whatever happens, I'll come to you. Don't come to me." I put the phone down, then I turned to the other guys in my office who work for me and I said, "You know, we could be a target here." And they said, "Well what do you think we ought to do? We ought to leave?" And I said, "Well, no, we can't leave. Where would we go and why would you leave your posts. But we just need to be vigilante about whatever, we just need to be thinking that we could be targeted." I knew it was going to be a long day, so I was looking out the window when the airplane hit, thinking, "It's a beautiful day too. I'm going to be here all day. I think I'm going to go for a run just to kind of loosen up my mind and think through some of these things that have just happened." I have a lot of friends in New York, and so I was kind of overwhelmed by the whole thing. Again, having my dad who was retired from the police department, but had been there for so long, we just have a close relationship with that city. So I just wanted to go out and clear my mind and I was standing at my window--my desk is in the C-Ring facing out towards the E-ring, when the airplane hit. And I was standing on an expansion joint because I remember it must have buckled on impact and it just launched me backwards probably about three or four feet just in the air. I remember as I was going back seeing the fireball come towards the window and thinking two things: thinking, "This is how it ends", just that slow thought kind of, you know--just that floating feeling, I was going back seeing the fireball saying, "This is how it ends," and I wasn't shocked because we had thought we may be a target. And the other thing is I had brought my lunch with me and I remember just as I was going back I must have glanced down and saw a bag of Doritos sitting on my desk that

had fallen out of my lunch and uh, the other thought was, "This is how it ends and I'll never eat those Doritos." I remember specifically thinking about those Doritos. I can't eat Doritos now. (No, I'm kidding). So we get thrown down. There was a number staying in that area and parts of the false ceiling had come in. Immediately the office had filled with quite a bit of smoke, very, very thick black smoke. We first thought it might have been a bomb, but then I could smell the JP fuel burning and the thick black smoke was kind of a give away that it was fuel, so we just started ushering--picking people up and started ushering them out of the office. I went over--we have three secretaries that work in our office and they all three of them kind of collapsed emotionally. They were immovable and we had to pick them up and carry them out. They were hysterical, crying and they had been watching the TV as well. I went around to the D-Ring where the majority of our people are, and there was a lot of destruction over there. Most of the windows had been blown in, there was fire coming into the building there, there were a couple in our office that had been hurt, had some pretty good cuts and a lot of bleeding. They were in the back of the building. I think the impact had caused kind of a chimney effect come up the stairwell, when it hit the top of the fifth floor it just blew out and a bunch of cinder blocks had come through like missiles in the office and caught a couple of them right in the head and just kind of split their skulls open. And they're fine now, they just took a lot of stitches. So we made sure that everybody there had gotten out and we got out to the corridor, the fourth corridor there. And two of us--I don't know who the other person was, I just remember him behind me kind of holding on because the smoke was so thick; we went down to the E-Ring to see if we could find anybody down there. We just knew it, that the impact had come from there to see if anybody was there. I had been in the D-Ring of our portion, right next to the window by the E-Ring looking into a conference room and seeing a group of people in a conference room there.

Q. (45) Where?

A. In the E-Ring. And when we went out to the corridor I remember that they were there and I went down to see if they were there but we couldn't get there. The smoke and the fire was too great and we just couldn't physically get there. We would have been burned had we gone there, so we tried to go down a ladder, opened up a door and go down the ladder. As soon as we opened up the door there, smoke and flames just came up so we turned around and continued to go out towards the center courtyard, still up on the fifth floor and I guess just moments after we left the E-Ring is when it collapsed. And it turns out those people had already exited that conference room while we were still getting all of our people out, they had already come out. We didn't know that. I went down to, I believe it's N76 spaces which are just inboard of ours in the B-Ring and the majority of their ceiling had collapsed, had come down, the false ceiling. So I went into that office, too, to see if anybody had been trapped in there and there was two other shipmates that were coming out and they said that they were the last ones out. So we all then just made our way out. We went down one, two flights of --the escalators had stopped, all the power had gone out. What was interesting was, and I guess because they're heat generated, but we just expected our sprinkler system to come on because there was fire in the building, specifically in our area, and they never did. The automatic PA system had come on saying that there was a fire in the building, to make your exit, but that never came on. Maybe a fire main had been punctured at the impact, I don't know. So we went down to the third floor and I just gathered a group of guys off the escalator because while we were leaving there was people coming from every corridor but the third. And I said, you know, we need to go down here. So we went down to the third corridor about halfway down. We couldn't get any further because of the fire. We knew we

were leaving people behind. It was obvious we were leaving people, because nobody was coming out of there. But we couldn't get down there so we went down to the second floor. I believe the air plug hit between one and two so the second floor had even more damage there and we couldn't get down there either. There were some people coming out of there, but you could see it was just black, dark and black down in there and again, we knew we were leaving people behind. It was an eerie evacuation. Few if any spoke. Very orderly people, very courteous, you go before me, people carrying people. Blood, you know there was people unconscious that people were being carried out. Either they had fainted or had been knocked unconscious and it was just like ants kind of making their way out, everybody just walking, nobody really speaking at all. I think we had all kind of expected it and everybody was in shock. We attempted to go out to center courtyard and there was some security people there that wouldn't let us go there. They didn't want us to get trapped there, so they said make your way out and we wound up actually going down to the Metro and coming up the escalator out by south parking. That was the only way we could get out. It was so many people trying to get out all the different exits. And when we got out, we pretty much were on a dead sprint then, most of us. It was interesting, most of those in uniform were running towards the scene, and most of those not in uniform were running towards Crystal City. It was divergent and very obvious. And we just went to see if we could help--man a structure or a hose or whatever we could do to help. And it had taken us probably from impact to when we got to the scene was probably a good 15 to 20 minutes after we got all our people out and we'd gone looking for all these other people. And there was a lot of emergency people on the scene and they shooed us away. They didn't want us to help. But we stood by and just waited probably for two three hours just waited to see if we could help. There was one point that it seemed like 45 minutes after we were out there, they said another airplane was inbound and so

they moved everybody back and it was quite the sight to see, I would say, ten, twelve thousand people just walking down 395, just walking, you know...walking away from the Pentagon. We just waited down on kind of the ramp, I guess getting on the HOV going 395 south. We waited there to see if we could help and there was FBI and police there. In fact, they asked us, "Why don't you wait and just see if we can use any help." So we did. And out of nowhere, a man came walking just up 395. I still don't know who he is, but he had been in a suit, and he was holding a bandage on his head and blood was just pulsing out of his head and his pants had been cut off at the knees and he was burned badly on both of his legs. He obviously had been in the center of it. Just mumbling, just walking. He had walked out of the building somehow and just kept walking. And so I flagged a motorist that was coming out of the District down; just stood in front of their car on 395 and waved them down and I said, "Would you take this man to the hospital?" and it was two women and they pulled over and they said, "Sure, and they put him in the car and they just drove him off to the hospital, and he was not in good shape at all.

Q. (116) And where was he walking again?

A. He was walking--it looked to me like it was, uh, I couldn't really figure out where we were, but there was a ramp coming on from--it look like if you got on from the Navy Annex there's a ramp that gets on 395 going south and off of 27, I believe there, and he was just walking. I don't think he knew where he was mumbling and holding his head and he had blood everywhere. And I stopped him and said, "Are you okay," and he was incoherent. He was in shock. So we just loaded him in the car and these people drove him to the hospital. We waited probably a couple more hours there and people were pulling over everybody was coming out of the District and cars were just pulling over and saying, "Do you need my cell phone? Can I give you a ride?"

What can I do to help?” It was really neat to see everybody just stopping. So they were just picking people up and taking them to Metro and home, so eventually we just got a ride to a Metro station and made our way home.

Q. (129) How did you get a hold of you wife and when did that happen?

A. It was probably about , I guess, 45 minutes after impact I was in the parking lot and we were all in south parking and I ran into a Naval Academy classmate of mine who had a cell phone and I called the school and got a hold of the office and fortunately I had ran into some of the other dads that I knew that had children at the school and I was able to give an account that I saw this guy, and this guy and this guy and this guy, so I was able to let them know that way.

Q. (136) What had they heard?

A. Nobody at the school knew anything before I had called and told my wife that the World Trade Center had been attacked, and then of course then they rushed and turned on television and news and they heard that the Pentagon had been hit. The church that we attend is located with the school there and is two thirds military so obviously there was a lot of people that were concerned; in fact we did lose one from the church.

Q. (144) Who was that?

A. His name is JERRY DICKERSON. He is an Army Lieutenant Colonel. In fact, I had to bring the news to his wife that night. My oldest daughter, (I have four children, two are in high school and then two are at the school my wife teaches), and my oldest daughter had just been to my new office two weeks prior, so she knew exactly where the location was because I showed her from

outside where Arlington Cemetery and all was, and she was watching it in her class on TV. They were watching the World Trade Centers and then they broke in with an update on what happened in the Pentagon and she knew that was exactly where that's where her dad's office was so, she was quite concerned. Then they closed the schools in Fairfax County, I believe about noon. I eventually made it home, I guess it was about 4:00 o'clock that afternoon.

Q. (157) On the cell phone call, no problems getting out on the cell phone?

A. It took about ten or fifteen attempts to get through. Most people had given up on cell phones, and any kind of phone...people had gone over to Crystal City to try and use the pay phone over there. It seemed like all the lines were tied up, so I felt pretty fortunate that I'd gotten through and I tried to keep it as short as I could. I was only on the phone for less than a minute to tell the secretary at the school to pass on to my wife, and here's the others that I've seen. And she said, "What should we do? What should we do here?" I said, "Well, whatever you do, don't come to the District, 'cause I'm not sure this is over." But it was pretty difficult to get out on the cell phone.

Q. (168) When you were back at the time you were in the building--when you said that kind of everybody was working together like ants you described. Describe what sounds you were hearing. Was it quiet?

A. As I mentioned, it was eerily quiet leaving the building. You could hear the alarms going off and the constant tape in the background, "There's a fire in the building. Please make your way to the nearest exit." That was just constantly going off and you heard feet shuffling and people were talking, but whispering almost. Nobody wanted to make--everybody was thinking, I guess and I

think it was orderly because it was military. People took charge and said , “Okay, I’ll take this entrance and give me these people and you go put a tourniquet on that person and hold pressure on him.” There were people giving orders and others following orders and I think it just went very smoothly that way. I didn’t hear any--let me back up a second. When the airplane hit and before I felt it and was thrown back when I saw the fireball it may have all happened at once, but it seemed like it was a “Swoosh” too, and that must have been the airplane going through. I guess, kind of a swoosh. It almost felt as the building had lifted up and been put down. You could see that everything had shaken. In fact I had a pendulum clock on my desk, an old antique clock, a chimer that I had there. And the impact was such that it stopped the pendulum--right at the exact time it stopped the pendulum. We got back in about a month and a half later and I was able to recover the clock and it was stopped at that very time.

Q. (193) What was the time on your clock?

A. 9:43. I don’t know how fast or slow it was, but I remember it was a little eerie to go back to see that it had stopped. But going back to the sounds, the initial sound was just a deafening explosion, the swoosh, you know the impact. I remember going back and hearing just a loud explosion and then a secondary, when the fireball came and hit the window and I remember hearing it like bounce off. My window, right next to my desk, after going back and looking at all the others, was the only one that was not broken. All the others had broken. I think they had put some reinforced windows in so the glass did not fly in. It seemed to break and just kind of drop. I think we would have had a lot more injuries had the glass shattered and just been projected into the office. And initially, the only thing in our office was our secretaries screaming. You know, they were hysterical. There was three of them. But I think one led to the other screaming and the

third one jumped in and that was the only thing and then, kind of picked ourselves up and said, well I think we need to probably evacuate here. Everybody was expecting, I think because we had just watched two consecutively hit the World Trade Center, it was almost as if you were expecting a second one to hit or a second explosion, something to happen a second time. And so I think everybody's pace was quickened a little bit trying to evacuate the building.

Q. (216) Are the secretaries still working for the office?

A. They are.

Q. (216) How has that been getting back in?

A. We gave them about a week and a half off. We did. In fact, the very next day we reported for work on Wednesday the 12th. I was back at the Pentagon at 6:00 o'clock. We were trying to regroup and figure out where we were going to go. It was strange coming in, driving in. The building was still on fire, out of control. The fire was still out of control, and yet thousands of people were going into the Pentagon, you know, going back to work. We had regrouped at the Washington Liaison Office of NAVAIR which is a building very close to the Pentagon and Crystal Gateway Four. We had regrouped on Wednesday morning and worked out of that office for probably two weeks before we moved down here to NC2. We gave the secretaries off for about 10 days of that. We actually did telecommuting. They worked from home. We sent them things they did on the computer at home and sent them back. But emotionally I don't think that they were ready to come back, and we had so much going on work wise that we probably didn't have the time to work with their emotions. I think those of us in uniform just compartmentalized, you know, "Okay, we've been hit. We're at war. We got work to do and we'll take care of all the

other stuff later.” We had lost friends and you are still trying to keep your own personal family together and give them some sense of security, but we had a job to do. So we got back to it.

Q. (241) How did the process of the recall work so you could determine if everyone from your office base was okay? How did all that work?

A. Those that were not over trying to help with the rescue or the firefighting went over to the Navy Annex and set up a recall so they just started calling people and that lasted until about 9:00 p.m. They called. We fortunately in our office had put together a social roster about three weeks prior, so we had fresh copies of that and we were able to account for everybody in our organization by probably 6:00 o'clock that night, the night of the 11th. It was just constant phone calls and each of us had a pretty good handle of those that worked for us, able to call them and make sure, and that took a little while because people were still trying to make their way home and you almost had to wait until they got home to contact them. But I'd say by about six or seven o'clock on the night of the 11th, we had accounted for all, but two and those two we found out were on travel. They were supposed to get back in the afternoon that day, but all the airlines were closed so they were still stuck. But we were able to reach them so it went pretty smooth at least from our organization it went smoothly.

Q. (263) What about the SPRINT team? How familiar are you with the SPRINT team and have you ever used or were you familiar with them before this incident?

A. Just familiar. I knew who they were, what they did. In many of the previous commands I'd been in, or even when I had command I never had to utilize them. We never had an incident that would've caused us to utilize their services but they came and ministered to our organization and

it was good. It was a good-it was a good uh, but, uh, I think my comment to them was, they came late. It was probably almost three weeks after the event that they came and we were all talked out. Everybody in our organization had already talked to all your family, all your friends and I think everybody--our secretaries had already come back to work and we were beyond it. So they came. We made it mandatory that everybody go through and sit with them for at least an hour or two hour session. They had some good things to say and discuss and make us aware of post-traumatic stress, but my comment to them was, "Good idea, but it was late."

Q. (283) How did the leadership know to make sure that people wanted to see them.

A. We probably had a handful, I would say six out of a hundred, a hundred and twenty in our organization that were struggling. Some of the secretaries were struggling. We have three young sailors, Third Class Petty Officers and below that work in our organization who I think were spooked pretty good. And they were struggling. Just some feedback I think we floated to the top was we might want to make ourselves, just to make sure we've done it. Make sure nothing comes back later to haunt us that we probably would bring everybody through the SPRINT presentation just hear what they have to say. I think it was good. I think it was good we did that. It was just--and the SPRINT team, they were doing the best they could. They had so many organizations to go to. A lot needed it more than we did. Yeah, we were there. We got knocked around but we didn't lose anybody. There were some organizations that lost, as you know, significant numbers of people and they needed it a lot more than we did.

Q. (302) Can you think of any lessons learned now that you've had a couple of months to process what you saw, what you've heard that might be helpful, God forbid something like this

happen again? But from an evacuation standpoint or even from a reconstitution standpoint? Then I'm going to follow on with that and ask about the family side.

A. I would have to say that I don't really have any--I can't point to anything on the negative side to say that happened in the evacuation. I was just--having had time now to continue to process it, I was so impressed with all the different people that just took charge. You know, "I'll do this," even at the point where they knew where they could be in danger doing that. You know, "I'll stay here. You go. You take that person. I'll stay here." Everybody just did what they were supposed to do. It's almost like if you--well, you've never ejected out of an airplane--maybe you have, I don't know. I haven't either, but I've been told by those who have that you immediately go back to your training. You kind of focus on what you've learned and everybody seemed to do that that day. You realize you're in the military and you're trained. I've been shot at before so I know what that's like.

Q. (323) In combat?

A. Yeah, so you just know what that's like and what to expect and so I think you were quick to compartmentalize and just do what needs to be done, the immediate tasks and worry about everything else later. And so I was so impressed with the way that was handled. I can't say enough for the emergency personnel from Arlington County and the police and fire who came and helped. So I really don't have any lessons learned that I could say. I'm sure there's been thousands of them, but it could have been a lot worse and we did, I thought, a pretty good job of getting everybody out of there. What was the other one you asked me?

Q. (333) Tell me about the family. How old are your children?

A. I have four: 17, 15, 13 and 11.

Q. (335) All girls?

A. Two and two.

Q. (336) Keeping the family together, the home front. Lessons learned or input; things that you used?

A. I had, I think, an overwhelming sense when I was making my way and we hitched a ride to the Metro and we had to walk a couple of miles, it took a long time to get home. Traffic was overwhelming, as well, so I had a lot of time to think and I'm going to speak from a spiritual perspective here. I felt just an overwhelming responsibility--I'm the spiritual leader of my home and how I respond to what happened to me at the Pentagon will set the pace for how my family responds. So I knew I couldn't come home--while I was overwhelmed, it was emotional, I knew I'd lost some friends--I knew I had to put my game face on when I get home and set, kind of, set the pace right from there. So I had been reading that morning in my Bible study some scriptures that I thought were very appropriate and I just shared those with my family. We had a time of prayer as soon as I got home, and once they saw that dad was okay-- he didn't lose anything, wasn't cut, wasn't bruised, and that I told them I really think God protected me and our office. So that was fine, that was good enough for them.. That was what they needed to know. In contrast, there's a number of families in our neighborhood whose kids are a couple of months later now are still struggling. You know, because mom and dad are on edge or they're panicked about it and they're still struggled, but my kids, "Yeah, my dad was there. Yeah, some guy tried to kill him. But he's fine now and we're pressing on. God's in control."

Q. (367) Could you share the scripture verses from that morning with us?

A. Psalm 91. It talks about God being-- you sitting under the shadow of the Almighty. And I said that I can tell you a firsthand account that I stood, or sat under the shadow of the Almighty, because I saw that fireball coming at me and I thought that was it. But God protected us, so I just shared. Also verse 11 from that same Psalm talks about the angels watching over you. He gives angels charge over you so you don't stumble and trip with your feet. And how true that was for us that day. And really, for my kids and my wife, that was what they needed to hear.

Q. (378) And that's where you had been that morning, in that Psalm?

A. Yes.

Q. Amazing.

A. I need to share one other thing which was probably the most difficult thing I've ever done in my life, was I'm an Elder at Emmanuel Bible Church in Springfield; it's the same church where the school is located. And so one of the pastors called me about 9:30 on the night of the 11th and he said, "We are missing one from the church. Will you come, and we want to go pray with the family and just give them some encouragement," and when I got there, I had to tell a 15-year old girl that--and I knew where her dad worked, that her daddy isn't coming home anymore. And that was the most difficult thing I've ever had to do in my life was to have to look this young lady in the eyes, because she said, "He's not coming home, is he?" And I said, "No honey, I don't think he's coming home." I never want to do that again. I don't know how these pastors or chaplains do that stuff, but I'd much rather be shot at than have to do that.

Q. (401) ...only child?

A. No, no, they had two children but the younger boy is, I don't know what, he's got some kind of abnormality. He's not all there all the time, but the 15-year old high school freshman is "whew!"... like... her eyes were a laser beam in the mind saying, "Tell me, I want to know." And fortunately they found his remains and were able to put some closure on it, have a funeral and all, but, I never want to do that again. Painful.

Q. (412) Had the CACO or the chaplains been to the family before that or were you the first one?

A. No. Well, I went as an elder not as a military and they knew me from the church and that's it. They had been getting phone updates from his three-star general who happened to be in the other side of the building in another office when the airplane hit. So he was giving the wife updates every so often, just what they'd found. His wife was very, "Well, he's probably just caught in the rubble; he'll make it through." You know, she refused to accept it. She didn't want to accept it. But his daughter was pretty savvy.

Q. (426) Wow. Who are some others we should talk with?

A. Let me recommend you talk to a Commander DON BRASWELL. You did talk to him already? Okay. He actually went into the E-Ring and got some of these people out that I was looking for. There's a LCDR TOM MONROE from N77, in fact, and I know him from church. But his office was right next to mine up on the 5th floor. In fact, he called. He had heard that I had been killed in this thing and called my wife the night of the 11th to offer condolences, and I answered the phone. So he was a little bit surprised.

Q. (445) How would he have heard that?

A. He knew where our offices were and he had heard that they were completely destroyed and that everybody was lost in that office. There were so many rumors running around. An odd thing was, as soon as we got out of the building and we were running over towards the crash site, two F-16s over flew the Pentagon, supersonic. They had been scrambled, I guess from Langley; came up and they got there about 10 minutes late or so, but it sounded like a huge explosion, “A Baboom! Baboom!” And immediately everybody looked toward the District expecting to see a huge plume of smoke coming out there, but nothing, so we didn’t know what it was until we saw the F-16s flying around.

Q. (463) Who else?

A. I’m trying to think of guys that I’ve talked to who were right close to the action. Have you talked to CDR BOBBY GREENBURG?

Q. No.

A. He was one of the ones in our office that was injured. He had got the flying cinderblock in the head. He works right up in the 10th floor upstairs here.

Q. (471) That would be great, that would be good, I’ve heard that name.

A. You taking civilians, too?

Q. Absolutely.

A. Amy Fowler, she's the other one that was injured. If you'd had seen her desk when we went back in to recover our personal effects. It was a miracle she survived.

Q. (477) Is that right? How is she doing now?

A. Good. The secretaries pretty much refused to go back in, but she's one of our budget analysts, and she went back in and just stood in front of her desk and wept. I think, just kind of overwhelmed by what she saw. Her desk had been completely crushed by all these cinderblocks. The impact had just thrown her, but cut her on the way out. She'd be a good one to talk to.

Q. Who's that?

A. Her name's Amy Fowler.

Q. (491) Anybody else you can think of?

A. No, not off the top of my head.

Q. (494) Let me ask you this because I have been and will be talking to some of the chaplains from some of the things they've been doing. From your spiritual background, give us your perspective on this time in history, from the spiritual side.

A. Well, I've been on the road speaking quite a bit in fact. Really, what I've been sharing with people is, you know, I personally witnessed on that day--I mean there were people there saying, "Show me the way out? How do I get out?" you know, "Show me where to go?" and that was in a physical sense. And two, three months later people are still crying for somebody to lead, "show me," and you know, this ought to be the church's finest hour. Where you step up and say,

you've been putting your trust in so many other things. The only thing that will really provide you comfort, not only here but for eternity, is Christ, and be able to share that with them. So I've been on the road quite a bit being able to do that. People heard that I was there, you know it happened to me. So they said, will you come and speak to us and tell us something, you know, share with us what happened, how God protected you. So, it's been a unique opportunity. The window of opportunity to share with people is wide open. Campus Crusade put together a Fallen But Not Forgotten pamphlet that has some, I don't know if you've seen them? Our church handed out 81,000 in a week. And usually we'll hand out things and people will just take them and throw them. They said five people out of 81,000 threw it on the ground. So, people are hungry to find out what in the world is going on. Who is in charge. So we have, I think a good story to tell.

Q. (537) Anything else you want to add for the historical record?

A. For the historical record, I am honored to serve a President who is providing great leadership, direction and spiritual focus...

TAPE ONE-Side Two

...in this trying time for our country and I think he's a man of great vision. So it's on the 12th of September when we knew we were at war, it was a pleasure and it continues to be a pleasure to serve a country under his leadership. It's a great time to be an American.

Q. (548) Let me ask you , also on some of the issues from your viewpoint. You talked about some of the things you were working on prior to 11 September. Has the focused changed? Some of the specific issues that you might be dealing with, that your organization might be dealing

with? But also, give me some, from a senior naval officer standpoint, some of where you see this going.

A. Are we unclass here?

Q. Yes.

A. Unclass.

Q. (552) It's for official use only.

A. I think a lot of the day-to-day issues we were working, yeah, budget is still important and we're still doing budget, but we are hyper-focused on wartime effort right now. I mean, we put our game face for war on, on the 12th of September, or the afternoon of the 11th, and we've been focused on that. So we have worked nonstop on ammunition, munitions, weapons systems, to try to make sure the war fighter, those out there on the cutting edge, have got exactly what they need and so we've been working with the contractors who build the platforms and the systems to see how they can max produce, because we know that what we're doing in Afghanistan is only the tip of the iceberg on where this is going to go, so we've got to have a much broader base of weapons and weapons systems. And so we've been working pretty much exclusively on weapons since then. A lot of the other issues still swirl around us, but when in doubt where we put our energy is in the weapons right now. And where do I think it's going? I personally think we'll see...this is real technical now...we'll see a lot more unmanned platforms, UAVs, longer-range standoff weapons. I sense we're not as concerned with being as precise with our weapons, especially as more we go to perhaps, different arenas. We can't worry, necessarily about where the enemy is putting their high value assets next to a mosque or next to a hospital, or, I think

we'll give them fair warning to clear it out and then we'll take it out no matter where it is. So, uh, I think our focus just as the military has probably changed. We've been the kinder, gentler nation perhaps too long, and it bit us on 11 September and I think it's time to deal a little more harshly with our foes and I think we're going to do that.

Q. (574) What about homeland defense?

A. We are probably just now, from a Naval Aviation standpoint, probably just starting to be brought into that fight. It's been really a Coast Guard and National Guard game since 11 September, but as time goes on, they'll need more surveillance from the E-2 platforms. They'll need more helicopters to protect the ports. They'll need more--God forbid we'd ever have to drop weapons on our own soil, but they'll need....those are when we'll need use some of the precision-guided munitions. But we're actually just now just starting to ramp up and get involved or get invited to the homeland defense game.

Q. (583) It will be interesting to watch that whole arena develop.

A. It will, it will because we're probably not anywhere as smart as we ought to be right now on that, so we're playing a lot of catch up on it and I'll speak just for the Navy but I think as a government we're not as smart as we ought to be.

Q. (586) Anything else for the record?

A. I can't think of anything else.

Q. Thank you for taking time with us, Tom

A. Thank you.

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