

**Naval Historical Center  
Oral Interview Summary Form**

**Interviewers:**

Capt Michael McDaniel

**Interviewer's Organization:**

Naval Historical Center

**Interviewee:**

Capt Mark H. Davidson, USNR

**Current Address:**

██████████  
██████████

(w) Reserve Forces Policy Board

**Date of Interview:**

28 Feb 02

**Place of Interview:**

Pentagon

**Number of Cassettes:**

One

**Security Classification:**

Unclassified

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

**Subject Terms/Key Words:** Pentagon; Terrorist Attack; 11 September 2001; Reserve Policy Board; National Guard, Reserves

**Abstract of Interview:**

**Interviewee Information:** Capt Davidson was born into a military family. His father is a retired Air Force Tech Sergeant. Capt Davidson was born in the Los Angeles area, moved about 5 times until his father retired in the Santa Barbara, CA area. He decided to join the Navy to see the world. He attended University of California, Los Angeles on an NROTC scholarship. He became a Surface Warfare Officer spending four years at sea on the west coast, *USS Cleveland* (LPD 7) from 1980-82 and then a tour on the *USS Wadsworth* (FFG9). In 1984 he went to the OPNAV staff on the N4 staff. He then left active duty, joined the reserves and picked up an MBA. He went into the banking business. During the Clinton administration he was asked to be the Deputy Assistant Secretary of the Navy for Reserve Affairs. He took the position. After leaving the Clinton Administration position he did some work in the Office of Net Assessment in the Pentagon. His area of focus was on personnel management in the Guard and Reserve. The major emphasis was that we have to transform to meet asymmetric threats.

**Topics Discussed:**

On 11 Sep Capt Davidson was in Washington, D.C. to attend the Reserve Policy Board, an organization that is chartered by law, that reports to the Congress via the SECDEF on all issues of the Guard and Reserve organizations. They were meeting at the Army Navy Country Club. That morning Undersecretary of Defense for Personnel Readiness David Chu was speaking to them. He was discussing roles and missions of the Guard and Reserves especially in light of the bombing of the World Trade Center. They all thought he meant the bombing in 1993 until he told them someone had just attacked the World Trade Center that morning. Up until then they had been unaware of what was happening in New York. It was about 0845. There were a series of general officers in the room at that time. There was a senior Air Force Master Sergeant on the Reserve Force Policy Board staff that suddenly started scurrying around the room whispering in

people's ears. Then cell phones started to ring and pagers went off. Finally General Whiteland (sp?) stood up and announced that the Pentagon had just been bombed. The meeting was adjourned.

The Secretary of the Army's EA came up and grabbed him by the elbow and whisked him out of the room into his staff car and away. Dr. Chu was whisked away and the meeting was postponed. Capt Davidson went to the roof with Adm Cotton (UNSR - SELRES) and a Coast Guard Admiral. They could see a large plume of smoke. Two gentlemen who had just finished a round of golf described how they had seen an American Airlines jetliner come over the roof at tree top level doing 400+ knots.

His first thoughts were of the offices of the Assistant Secretary of Defense Reserve Affairs with whom he had done much work. Someone told him they had moved two weeks prior. He then thought about the drug enforcement people in that area as well as the new Navy Command Center that had just opened in that area. Adm. Cotton, in his civilian career, is an American Airlines pilot. He had a communications device linking him to the airline network. It gave the details of the plane that hit the Pentagon, displaying the name of the pilot – Chic Burlingame who was an IMA on the ASD Reserve Affairs staff prior to retiring. They saw some of the names from the flight – Bud Flagg and his wife Dee. Bud had retired back in 1995 but was still a strong presence in the Navy Reserve world.

Through ADM Cotton's PDA there were reports that the White House was on fire and a car bomb had exploded at the State Department. Capt Davidson called his wife in California and told her not to turn the television on, we were under attack and this was war. During this phone call the E ring façade collapsed and it sounded like another explosion. Initially he thought it was the jet fuel at the helo pad but it was actually the outer section collapsing. It was late that evening before he was able to talk to her again because the volume of cell calls locked the system.

They watched the tragic collapse of the World Trade tower buildings in New York on a television at the Army Navy Country Club. They felt helpless. Some of the flag and general officers had gotten into their cars and driven to Army Navy Drive, but it was absolute gridlock and 10 or 15 minutes later they were back. They were locked down until 1500 or 1600 when traffic finally cleared on Army Navy Dr. The bridges were closed. Capt Davidson went over to the Ritz Carlton Hotel and there were people sitting at the bar crying.

Later on he found out the White House hadn't been on fire and there was no car bomb. It was frustrating having to rely on media reports. One of the flag officers was convinced that this was a cover for a biological attack. This would distract forces and response personnel and perhaps they should all go in a closed room. There was a lot of nervous conversation and anxiety. Not knowing what was going to happen next, if this was of a broader scope or scale and then not being able to get through to staffs or other organizations for additional information, was very frustrating.

For some reason the fire alarm went off in the building. The only two people who got up to go outside were Capt Davidson and retired Air Force Major General Will Hazzler. He had been with the Air Force Inspector General. He had been discussing his history with Middle Eastern terrorist groups and threats in Southwest Asia. As they were having this conversation there was an eerie quiet (because all air traffic had been grounded), except for emergency vehicles. They

heard the whine of a jet engine doing a steep left bank turn. It was an F-16 Falcon right over the Army Navy Country Club with a full rack of weapons.

On 16 October he was invited by the former Adjutant General of the New York Guard to go see ground zero in New York. That day the core temperature of the fire was 1100 degrees. The construction and fire department personnel were like walking zombies. There was an odor of a dense electrical fire. If you never knew those two buildings were there you would have no recognition that two buildings had been there. In the buildings around the World Trade Center there were chunks of building missing. There were also chunks of the World Trade Center latticework façade looking like somebody had taken them by hand and jammed them into these other buildings. These sections were up to 30 yards long. The Guard personnel up there had a resolve and a mission that nothing could get in the way of.

Capt Davidson ended up staying in Washington, D.C. for an additional two weeks after 11 Sep on the OPNAV staff assisting on ADM Totushek's staff with mobilization. It took about 3 days before the fires were extinguished. The day after that he went into the Pentagon. He walked down the A ring on the Fourth deck near where CHINFO's office had been. He came up the Eighth Corridor. There were puddles of water and broken glass. At the VCNO's office was the beginning of no man's land. There was still smoke in the air. It felt like walking into a damaged battleship that could still operate. The lights were back on; people were back in their offices. There were extra fans trying to blow the smoke out. There was soot, ash and dirt everywhere. They had cleaning crews working 24 hours a day, seven days a week.

During the next few weeks there was a massive mobilization effort. Who would be recalled, where would they go, what were the fleet requirements going to be. They hadn't done a massive mobilization since Desert Shield/Desert Storm. Everyone needed additional Master at Arms because of the increased Force Protection. VADM Ryan (Chief of Naval Personnel) had his office set up with a, and for the days following 11 Sep VADM Ryan was in the office 24 hours a day.

Capt. Davidson attended ADM and Mrs. Flagg's funeral at the Naval Academy on 21 Sep 01. After that he flew on a commercial flight. He was very aware of the people around him on the flight, as was everyone else. West of the Appalachians, outside the area of immediate involvement the events of 11 Sep did not have the same impact. The post- 11 Sep attitudes on the East Coast are different than they are in the Midwest and West Coast.

The mobilization was not, for the most part, a unit mobilization. They are looking at individual fields of expertise, and mobilizing them for that purpose. In the reserves it will no longer be one weekend a month and two weeks a year. It won't be will I be recalled, but when and where. Employers will have to come to terms with this and offer flexibility. In the future the Reserves will go more towards this specialization role, not only in military expertise but in a person's civilian areas of expertise as well.

He thinks there are two areas within the Reserves where they should do a rigorous review. The first is in the Office of Homeland Security and the second is CINCNORTHAMERICA. There will have to be a heavy Reserve and Guard participation. During the Clinton Administration they proposed creating a CINCNORTHAMERICA. The US military, especially the Navy and Marine Corps pride themselves on being forward deployed. FEMA and the Department of Health and Human Services historically have handled environmental and health related

catastrophes in the United States. How would this fit in with CINCNORTHAMERICA? What would their role and mission be?

Abstracted by:  
CDR Carol O'Hagan  
12 Mar 02

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**Interviewee Information:**

Capt Davidson was born into a military family. His father is a retired Air Force Tech Sergeant. Capt Davidson was born in the Los Angeles area, moved about 5 times until his father retired in the Santa Barbara, CA area. He decided to join the Navy to see the world. He attended University of California Los Angeles on an NROTC scholarship. He became a Surface Warfare Officer spending four years at sea on the west coast, *USS Cleveland* (LPD 7) from 1980-82 and then a tour on the *USS Wadsworth* (FFG9). In 1984 he went to the OPNAV staff on the N4 staff. He then left active duty, joined the reserves and picked up an MBA. He went into the banking business. During the Clinton administration he was asked to be the Deputy Assistant Secretary of the Navy for Reserve Affairs. He took the position. After leaving the Clinton Administration position he did some work in the Office of Net Assessment in the Pentagon. His area of focus was on personnel management in the Guard and Reserve. The major emphasis was that we have to transform to meet asymmetric threats.

**Topics Discussed:**

A. (10:13) I that day, was back in Washington D.C. to attend the Reserve Forces Policy Board which is an organization that is chartered by law, that reports to Congress via the Secretary of Defense on all and any issues pertaining to the services Guard and Reserve organizations.

Previously, we'd always met down in the SECDEF conference rooms, down on the second deck of the Pentagon, over by I think corridor nine or something. And the previous Executive Director of the organization AIR FORCE MAJOR GENERAL WILL HAZZER had moved us actually over to the Army Navy Country Club the previous year. So, the board meeting was actually taking place over at the Army Navy Country Club. We, for the annual meeting have a variety of senior DOD officials come in and talk with us about their initiatives and challenges, etc. That morning September 11<sup>th</sup> at the podium was UNDERSECRETARY OF DEFENSE PERSONNEL READINESS DAVID CHU, and of course, we had started the meeting and things were happening, and SECRETARY CHU was discussing roles admissions of the Guard and Reserve and how transformation was important, especially in light of the bombing of the World Trade Center. We all looked at each other and said, "Bombing the World Trade Center that happened back in '93." And he alluded that someone had just attacked the World Trade Center and we didn't know with what, how, etc., at the time. We're in this conference room over there.

Q. (12:00) About what time was this?

A. This is at about I want to say eight-forty-five, close to nine o'clock. And if can recall the first impact was at eight thirty-six a.m. and the following impact, the next flight hit the other tower at about twenty minutes after that.

Q. (12:23) And who all was in the room?

A. Well a series of Flag and General Officers. The Desk Officer from the Army was in there, ADMIRAL DAVE SAROY (phonetic) from the Coast Guard Reserve and Training, ADMIRAL JIM COTTON, excuse me JOHN COTTON, ADMIRAL JANE EASTWOOD (phonetic),

MAJOR GENERAL RICH WHITELEY (phonetic) who's the Executive Director a variety of Air Force officers and other general Army officers. Several Marine Corps general officers, MAJOR GENERAL PANARO (phonetic), MAJOR GENERAL WILLIAMS (phonetic) and then all the ancillary staff. And standing at the back of the room at the same time was Secretary of the Army TOM WHITE and his staff.

And it was very interesting because there was a Senior Mast, Air Force Senior Master Sargent on the RFPD staff who suddenly started scurrying around the room, whispering in various ears. And then cell phones started to ring and beepers, pagers started to go off. It was it was analogous to turning a light on in a kitchen and watching all the bugs scurry. Finally, GENERAL WHITELEY stood up and made an announcement that the Pentagon had just been bombed. And in relation to the World Trade Center attack we all knew that something of a massive scale was going on.

Q. (13:46) All you knew up to that point was that the World Trade Center had been bombed, they didn't specify or?

A. Right we didn't know that an aircraft or aircraft plural had crashed into the Towers and how tragic and horrendous that was at that time. So, GENERAL WHITELIN (phonetic) very quickly adjourned the meeting. There was an Army Major

Q. (14:08) So the pagers and stuff started going off before that word was passed? And then the word was passed?

A. Then the word was passed, because too many people

Q. (14:13) You knew something was going on.

A. Exactly, to many people started getting up and I knew something extremely serious had happened when Secretary of the Army's loop, one of his EA's, this major came up and literally grabbed him by the elbow and didn't let go. I don't want to say drug him out the space, but he was whisked out of the room and put in the back of his staff car and off they went, with lights going in his armored Cadillac.

DR. CHU was pretty quickly whisked away and we cancelled the meeting. Decide to postpone and I remember ADMIRAL SAROY, Coast Guard and ADMIRAL COTTON and I found our way to the roof. Arlington Heights is in the way of a direct visual view down to that section of the Pentagon just off 395, that and the Navy Annex. However, you could see a large plume of smoke coming out. And as we were standing up on the roof these two retired gentlemen who had just finished a round golf described to us in great detail of an American Airlines jetliner that had just come over the Army Navy Country Club a few minutes before, treetop level doing four hundred plus knots. And that was the aircraft it was on it's final right into the building. And the, that description if you've ever been around tactical aircraft you can tell your, you're locked on to trajectory. An aircraft that size and that speed, the pilot had to know to some extent what they were doing to zero in like that. To think of that, they'd been one or two degrees off angle who knows that they would have possibly hit the Country Club or Sheraton Hotel or the Navy Annex or something. And then to gather in what had happened my first thoughts actually were the offices of the Assistant Secretary of Defense Reserve Affairs. I had done so much work down there with various members of the staff. That's back when CHARLIE KRAGEN (phonetic)



Principle Deputy Assistant Secretary of Defense, but my mind immediately flashed on to all those folks. And somebody from the RPDF staff said, “Oh know, they’ve moved,” about two weeks before to new facilities within the Pentagon. And then I thought about the folks in the SOLEC (phonetic) organization the Drug Enforcement folks were down there in that particular section of the E Ring. Knew also that the new Navy Command Center had just opened down there and gee, you know, we’ve had a fair number of Navy Reservist that stand that watch down there.

And also ADMIRAL COTTON happens to be in a civilian occupation, an American Airlines pilot. So, we had a communications device linked in to the airline network and it gave the details of the plane that hit the Pentagon and displayed the name of the pilot CHICK BURLINGAME (Editors note: CAPT Charles Burlingame III, USNR ret), CHICK had been an IMA on the Reserve Affairs, ASD Reserve Affairs staff before he retired. He was a drilling reservist down there. And then some of the names from the flights and BUD FLAGG and his wife DEE, BUD (RADM William “Bud” Flagg and Mrs. Darlene Flagg) had retired back in 1995, but is still a strong presence in the Navy Reserve world. And then to see some of the names of the guys and the women that were down in the Command Center and some of the folks from the N3 staff who while they weren’t close friends I recognized three of the names because they’d been down to see me as the Deputy Assistant Secretary to brief me on various issues going on in N35.

I remember that it was the fog of war because over ADMIRAL COTTON’S communications device through his PDA there were reports that the White House was on fire, that a car bomb had

exploded at the State departments. And I got on the phone and called California and warned █████ not to turn the TV on, that we were under attack, and this was war.

Q. (18:41) Did she, did she have any word or were you telling her what was—?

A. I was telling her it was six-thirty a.m.

Q. (18:47) Describe that conversation.

A. I called her on the cell phone and at the time I didn't think it was surprising that I got through. I was on the roof of the Army Navy Country Club and I said, "Hi, whatever you do, don't turn on the TV, don't let the kids see this right now. But we're at war. We're under attack in Washington, D.C. A planes crashed into the Pentagon and there are other explosions." And what was interesting right around that time the E ring façade the outer section collapsed and it sounded like a second order detonation, it actually sounded like another explosion occurring. And initially I thought it was the JP down at the helopad that one of the gas tanks had cooked off, but no it was actually the wall collapsing, that outer section as the fire took place. She's a very stoic individual so █████ said, "Okay, look out. Call me when you're alright." And I wasn't able to get back to her until very late that evening, because just after that the volume of cell phone calls apparently just locked the network down. You couldn't get calls out, you couldn't get calls in. There was a landline that was located in the Army Navy Country Club that we could attempt to make calls on. It was probably about thirty percent effective. Just about that time also, the staff at the club rolled in a TV and we were able to see the tragic collapse of the buildings up in New

York. It was stunned silence in the room and we felt absolutely helpless. We had the TV, we had JOHN COTTON'S PDA and—.

Q. (20:41) Who all was there, now? The same group?

A. Pretty much the same group, it was interesting because some of the, some of the flag and general officers got in their cars and drove out to Army Navy Drive and it was absolute gridlock and ten, fifteen minutes later they were back. (chuckles)

We were in essence, we were locked down probably until about fifteen or sixteen hundred, is when traffic finally started to clear out on Army Navy Drive. And the bridges were closed. I was staying over the District. I couldn't get across the bridge, so I ended up, I have a close and wonderful friend who always if you ever get in trouble go to the best hotel in town. So I went over to the Ritz-Carleton Hotel with one of the staff officers from the RFPD. And absolute total strangers sitting up at the bar and people just crying their eyes out over this thing, over the significance that had taken place.

I placed a few quick phone calls. I phoned MR. MARSHALL at his house and chatted with him for a few seconds. And then another acquaintance of mine the secretary of the Air Force he actually lives up in Annapolis, I phoned him. He said that he was okay and Air Force staff had whisked him off to a location that he didn't want to discuss, but that he was all right.

I didn't make it back to the residence I was staying at the District to well after midnight because of snarls of traffic and everything else. It was around that time listening to the news reports that I found out that, no, there hadn't been a car bomb at the State Department. No, that the Capitol and

the White House had not been attacked and it was, it was the fog of war. To be locked down like that and not be able to see the full visual effects and having to rely on media reports, it was frustrating. It was frustrating, because a lot of the flag and general officers, that who were trapped up there in the conference room, just we felt absolutely, totally helpless. And here we were a bunch of A type personalities just wanting to roll out to our offices or staffs or whatever the case may be and roll up our sleeves and do something.

Q. (23:04) Describe the conversation.

A. Nervous, very nervous. One of the flag officers was convinced that this was cover them for a biological attack of some sort. That this was going to distract forces and response personnel and that maybe we shouldn't be standing outside. Maybe we should go in a closed room or something. A lot of discussion about, gee why couldn't we get the bar open, especially in the sea services guys, we were all wondering why we couldn't get the bar open. Because we just wanted to, not drown our sorrows, I don't want to say that, but just think of something else. But a lot of nervous conversation.

There was one of the staff officer with the RFPB who was seven months pregnant and there was a worry she was going to go into labor. Her husband was assigned to one of the staffs over here in the Pentagon, turned out he was okay, but just a lot of anxiety, a lot of anxiety. Not knowing what was going to happen next, not knowing if this is of a broader scope or scale and then just the frustration of not being able to get through to staffs or other organizations for additional information to find out, you know, is there something else we need to be doing? Do we need to

get some of these general and flag officers back to these offices or even if they had an office in certain instances.

I remember I actually ended up sitting down with GENERAL LEO WILLIAMS, a major general in the Marine Corps and I had some discussions, some business to conduct with him regarding joint forces command. And I just found myself delving into that in an attempt to get everything else out of my mind. Just anything you could do to get your mind off of it. Some of the folks though were absolutely glued to television and those scenes of the World Trade Center and then also what was happening here at the Pentagon. I don't know my general character, there's nothing I can do about it, I get even more frustrated sitting and watching it, so I had to get up and do something.

Oh that was the other visual, significant visual impact was for some reason the fire alarm went off in the building and the only two people, I don't want to defame the character of the other general and flag officers that were there (chuckling in the background), but the only two people who got up and left the room to go out to the parking lot were myself and retired Air Force General WILL HAZZER. And WILL had previously been with Air Force IG and was discussing his history with Middle Eastern terrorist groups and threats in Southwest Asia and Saudi Arabia, etc. that he would typically have to brief the Air Force chief of staff on. And just at that time as he and I are having this conversation, you have to remember now that there was no more air traffic all commercial air traffic had been diverted and grounded throughout the entire system of the United States, so there's an eerie quite, with the exception of emergency vehicles. Suddenly we heard the whine of a jet engine doing a steep left bank turn. It was an F-16 Falcon, right over the parking lot of the Army Navy Country Club with a full rack of air to air weapon under the belly of the aircraft. If that doesn't get your attention nothing else will. I mean this guy was

probably pulling a seven-G turn over that parking lot at a relatively low altitude. And you could tell that he was under positive control of an air traffic controller of some sort and they were vectoring off someplace else, but that was a pretty significant sight seeing that F-16 doing that sharp bank turn with its AIM 7s and AIM 9s up under the, in its weapons platforms. And that was the only aircraft in the air, other than that it was an uncanny eerie silence after that aircraft passed over. Where I reside when I come out in the district up in Georgetown is in the flight path of National Airport and for the next several days the only aircraft up were F-16, F-15's and AWAC's (phonetic) and you know somebody that knows the difference can definitely hear the difference between a commercial aircraft and a tactical aircraft and that's what you were hearing for the next several days. It was a strange, eerie quite, aviation-wise.

I move fast forward I guess to October, was invited by the former Adjutant General of the New York guard to go up to New York to tour the emergency operations center and ground zero and that was the sixteenth of October I went up there.

Q. (28:19) Describe that.

A. The day I was there the core temperature of the fire was eleven hundred degrees. This is a month and five days after the attack that the fire was still burning significantly. The construction personnel and the New York Fire Department personnel at the attack site had a two thousand yard stare. I mean these guys that were walking zombies. An odor of a dense electrical fire hung over the location and you couldn't pick anything out. You never knew that those two buildings were there. You'd have no recognition that those two buildings were there.

Q. (29:14) Had you ever been in there?

A. I had, I had on business. This is...traumatic. For some reason I remember up West Drive just by the World Financial Center, looking at a stoplight that was, had been broken over and it's hanging at an odd angle and the codes that are coming off the stoplight were still filled with pulverized concrete dust. And then looking around at the World Financial Center and One Liberty Plaza the buildings that surrounded the Trade Center it looked like somebody had taken a giant a cake knife and hacked pieces out of these buildings. You could look in and see offices, desks, computers, file cabinets that were still open and in some of these buildings - the façade of the World Trade Center was rather distinctive lattice work and these other buildings, just chunks of the World Trade Center façade just looking like somebody had taken by hand and just jammed them in and we're talking sections that are thirty yards long, just jammed into these buildings. So I mean everything from Styverson High School in Manhattan south, was, was this one friend said it was like Beirut. It was a war zone with the amount of destruction.

So, but I've got to tell you I've not seen a resolve in people like I've ever seen when I went up there. I visited also the Emergency Operations Center. Fair number of guard personnel, the New York Militia and then the New York Army Guard and Air Guard and the task force that they had set up and the security they were providing and it was a mission. They didn't let their emotions get in the way of the mission. And these were just citizen soldiers. Some of them who on September 11<sup>th</sup> went right down to the site started with the recovery operations. There was a Marine reservist as a matter of fact, that he was one of the first people to the site after the attack. Started immediately trying to do recovery, trying to dig survivors out of the rubble. And then

seeing family members of EOC waiting in line to file claims. I remember significantly that there was a woman wearing a traditional Muslin scarf sitting in there and she was waiting to file a death claim. So it didn't discriminate, just like it didn't discriminate here between active, Reserves, civilian and contractor it didn't matter. It's just the senselessness of it all.

I, rewind a little bit back to the week of the attack. I ended up staying out here for two additional weeks on additional duty training on OP man staff assisting with mobilization for the effort with ADMIRAL TOTUSHEK'S staff. I remember coming in, it took, I think it was about three days before the fires were finally extinguished. The day after that I came into the building. I don't know I walked down the A Ring on the fourth deck, back where CHINFO (Chief of Navy Information) office use to be and came up, I guess this is the eighth corridor here CNO's corridor. Of course, there were still puddles of water and broken glass and right here at the VCNO's office that was the beginning of no man's land. There was still smoke in the air, and I don't know it just felt like you were walking into a battleship that had been damaged, but it could still operate. It was still battle ready, still could answer all bells. That was the sense of feel I had walking around here. The lights were back on, people were back in their offices. Sure they had a lot of blowers going, and extra fans trying to blow the smoke and stuff out. And then the following week I came through and they had the cleaning crews going through this place, because there was soot, ash, dirt all over the place just everything was caked with it. But these cleaning crews they had them working twenty-four hours a day, seven days a week and you could literally see the progress, space by space, passageway by passageway in here. In a matter or weeks they had this place cleaned up.



I mean today sitting in here, we're sitting in offices that were fired damaged, heavily smoke damaged and you can't tell. I mean they're doing a great job. The problem is they'll do a great job recovering and repairing, we just, we can't let anybody forget about this thing, so.

Q. (34:48) Describe the events of those next couple of weeks, in your capacity as ADMIRAL TOTUSHEK's staff.

A. A massive mobilization effort. You know who was going to be recalled? Where were they going to go? What were the fleet requirements going to be? Gosh, we hadn't done a massive mobilization since the, since Desert Shield and Desert Storm. We had certainly done presidential recall for allied force in 1999 in Kosovo. And then also the operations in the Balkans and Bosnia and, but that was at a much smaller scale. And suddenly the requirements because of the force protection issues, gee everybody needs additional mastered arms the security force personnel. Ironically, you know we knew that through the QDR and the Force Protection Assessment work that had been done by the QDR and ADMIRAL SESTAK and his staff, but suddenly it was realized, you know, you've got to do it now. The barn doors open and a few of the horses are out. Let's get this thing shut and do it right as soon as possible. So, I don't know the exact number right now of reservist that have been mobilized, but it was very interesting to see the O-95 staff quickly get up to gear into a mobilization mindset. They're a manpower pool, they're not the requirement source on it. N-35 is the requirement source. The fleets tell N-35 what they need and then CNP's, Chief Naval Personnel does the mobilization. I had actually remained out here through the twenty-first of September and that particular as a matter fact, the twenty-first of September was ADMIRAL FLAGGS (phonetic) funeral out at the Naval Academy. I attended.

At gravesite I was in a brief conversation with the superintendent of the Academy VICE ADMIRAL JOHN RYAN (phonetic) and he made note of his brother, NORB RYAN, who's Chief of Naval Personnel, that right after the attack and his staff set up a cot for VICE ADMIRAL RYAN, and he was literally in the office twenty-four hours a day for a period of time. He was sleeping in the office.

Q. (37:25) I did not know that.

A. And it was interesting also that day when I pulled up to the Naval Academy the gates, the Marine Security Force working with assigned Navy personnel had put up sandbag machinegun nests, squad automatic weapons with ammunition. It was something to see Marine Corp personnel and in full battle dress standing at the gates of the Naval Academy. You never thought you'd see it, but it was there. And then as a drilling reservist going back down to my mobilization site at COMNAVSURFLANT ADMIRAL FOLEY'S staff and pulling up to the gate, gate five at Little Creek, NAB Little Creek, and they've got a amphibious track vehicle out there, basically as a make shift bunker for the gate personnel and the same thing, sandbags, automatic weapons, mirrors to look under your cars the whole nine yards. A credit how quickly they beefed up and lent the force protection condition I guess what it is, is now alpha that's the top. I'm sure it's inconvenient, but it's necessary.

I'm trying to think of some other odds and ends. It's hard to say, BUD and DEE's funeral that day on the twenty-first was—. I needed that personally for closure, because right after that I flew out of Baltimore on a commercial flight and that to me personally was an interesting experience. Of course, while I was the Deputy Assistant Secretary I spent a lot of time in the air, commercial

aircraft and never thought twice about it. That day on the twenty-first subconsciously was a white-knuckle run. Gee, who's sitting next to you on that flight? Is everybody staying in their seat? Is anybody displaying any odd behavior? And you can tell that everybody on that flight was eyeballing everybody else. There was palpable tension aboard a commercial airliner. And of course, thankfully nothing happened, and nothing thankfully knock wood (hear sound of knuckles to wood table) has happened to me in the flights I've been on or hopefully will be on in the future. But it's a different atmosphere when you hop aboard an airplane.

The day I flew up to New York I flew out of Reagan National and had popped in the random screening so my luggage had to be thoroughly searched, and I had to be padded down and my carryon bags ripped apart and interestingly enough the man in front me former Congressman Rick Lazio had the same, same treatment. They went through everything that he had from stem to stern. And then you hop aboard the airplane and your told you'll stay in your seat for thirty minutes on lift off. By the way, when you come back down here on your flight you'll be told to strap in thirty minutes prior to wheels down. And if you get out of your seat, we will not land in the Washington, D.C. area and wherever we land we'll land under fighter escort so please stay in your seat. So that's been interesting also.

When I went back out to the West Coast on the twenty-first it was like a different world, a totally different world. Of course, outside the beltway and outside of New York with the exception of the anthrax here and there - letters, we haven't been impacted west of the Appalachians from the physical stand point. Psychologically of course, there's been an impact, but out west it seems to be that people are doing their part maybe by putting a flag decal on their car or something. That's about as much as an impact as it's had. I don't mean to be condescending to my home but it's a different world as I say west of the Appalachians it a, it didn't have the same visceral impact that

it had out here. Still the attitudes post September 11<sup>th</sup> are different on East Coast I'm finding than they are Mid-West and out West.

Q. (41:53) Really. What about in your reserve capacity now, what unit are you attached to?

A. I'm with COMNAVSURFLANT Detachment 606 out of the Naval Reserve Center in Norfolk WAYNE STUARTS (phonetic) the CO down there at Norfolk. I remember in some conversation when I was out here during the two weeks during the mobilization, WAYNE was, he and his staff were putting in very, very long days. They had quite a surge of personnel immobilized in physical security. Anybody with a physical security NEC or master-at-arms rating they were pulled. And it's interesting, I mean the mobilization is not being done, there's, it's for the most part it's not a unit mobilization, so they are not grabbing a command and plugging them into their mobilization billets. What they're doing is looking at reservists in their specialization, their fields of expertise and mobilizing them for that purpose. Classic example, the Reserve unit that I am affiliated with there's a CAPTAIN BEN YATES (phonetic) who's been mobilized not because he's a service warfare officer but because in his civilian role, he works at the office of Naval Intelligence and he has a large amount of awareness and knowledge of riverine boat operations. So he's down at the Naval Coastal Warfare School standing that up as one of the lead instructors for the organization. So it's not because of his warfare specialization, being a captain in the Navy Reserves that he was mobilized. It was because of his civilian expertise over at the office of Naval Intelligence. So it's a different type of mobilization.

Q. (43:40) Will that change the way we do things in the future?

A. Yes.

Q. (43:43) Is that discussion, has that taken place? Is it taking place?

A. Initially it's at an initial level, the Under Secretary of Defense for Policy during the Clinton administration WALT SLOCUM (phonetic) his offices sponsored the Reserve Component Employment Study for the year 2005. That was supervised by DR. TED WARNER (phonetic) who's now with RAND at that time. DR. CHU (phonetic) who's the USD Personnel and Readiness has picked up on that now. They are now in the midst of RCEO8, Reserve Component Employment Study 2008. It was, the genesis for that was the Guard and Reserve Policy Annex to MR. MARSHALL'S study that I wrote. And that delved into you've got to exam or contemplate Reserve personnel utilization not just for military skills, but for other skills that they've developed during their lives, that they can bring to play in a surge capacity or specialization support for the armed services. Reserve skills on line place into that. Now, this shouldn't be done in such a way to damage infrastructure of the Navy Reserve another words the Navy reservists assuming command of a Reserve unit or something. Still we've got to be flexible as reservist and what we're used and when we're used. Which means, gee we've got to look at the laws and the regulations and how reservists are mobilized and demobilized. How they come in and out of the service, because you'll be, it's no longer two weeks a year or one weekend a month. And it's not a question of if you'll be recalled it's a question of when you'll be recalled and for how long.

Q. (45:42) And where.

A. And where.

Q. (45:43) Right.

A. And you know it's going to make it tough on us because there's still a lot of employers out there who haven't gotten the message. And haven't gotten the religion that you know reservist come and go. Not because they choose to, but that's just the way it is. Well we choose to because we volunteer to affiliate with the Reserve but we do it for non-tangible reasons really. Because we know in some level and somehow we're pitching in and were doing something. I guess we're just kind of driven to that. You know the employers out there in America are going to have to, to come to terms with that and offer policies and procedures for reservists that allow that flexibility. And it can't be a one size fits all, so. Yes, I think in the future that you'll see the reservist going more to this specialization role mission. Not only on your military expertise, but also in your civilian role and function too. Be it in the area of policy or law or computer systems information technology and then you cover the whole spectrum. The Navy's a large entity and it has lots of needs and it doesn't always have the skills sets resident in the active program to meet those needs. That's what we're here for. It's going to be an interesting evolution, and that's in essences segue into you know creating a flexible and asymmetric force, a force that can meet threats that aren't readily apparent. How do you gather information and conduct operations against non-governmental entities that threaten the safety and security of America's interests.

Q. (47:36) Since you've been back here in this capacity this wee – you've been what –you been here this week?

A. Right, right.

Q. (47:42) Have you had any discussion or talked to the folks about some of the future of the Reserve force and how that plays into the new NORTHCOM CINC structure? I know it's all being discussed as we sit here, but—.

A. I had a conversation today with a Navy Flag officer and it may be interesting. There's actually two areas that I think there should be a rigorous review for reserve utilization. One is the Office of Homeland Security, within the executive branch of government and then the a, this CINC North America or whatever they're going to end up naming it. There's got to be a heavy not only Reserve participation but Guard participation. There was a fair amount of work done in the Clinton Administration on this issue, and there was a proposal to create a CINC North America and of course, discussions about joint forces command, etc. and what would their role be in the domain. I know that ADMIRAL GAYMAN (phonetic) when he was Forces Command was very much involved in those discussions. But then questions come into play on jurisdictions, training and equipping and where the operating force is going to come from. You know, where the US military prides itself on playing away games. You know, we're forward, especially Navy and Marine Corp. We're forward deployed. We don't claim the home field advantage. The last thing we want to do is play our game on the home field, we want to play it on their field and we want to shape that field and dominate that field. The last thing we want is a fair fight. You know we want a ten to one advantage and to quickly neutralize our opponent in such a way that they learn

their lesson and don't come back and try it again. So that being the case, when you get into the area of homeland security, homeland defense and you have discussions with local civic leaders and gee what's the difference between a massive earthquake and or what's the difference between a hurricane or a natural outbreak lets say of a virus that goes to pandemic levels. I mean look at the influenza epidemic or pandemic of 1918. What's the difference between that and the introduction of a biological agent, manmade agent through a terrorist attack? How do you respond to that? That's not a military function per se. It's a military function, because we can certainly martial and bring resources to bear for remediation and consequence management. But something along those lines, gee that's a separate section of government, Health and Human Services, Centers for Disease Control. If it's a criminal act, Department of Justice, and if it's not of a major scope initially there's a governor in a state that gets to make the call. And if that governor doesn't make the call the federal government has no rights or authority to enter into that jurisdiction. As I say there's, there's guidance and regulations that come into play under PDD's 3962 and 63 for consequence management. One of those PDD's makes the major players FEMA and the Department of Justice in this area. So if we have a North America command what's the role and function? I mean, down to the point of what's the ROE? What's the rules of engagement? If you're, as I say, if you're a local citizen and I had a very robust discussion with DR. DAVID BALTIMORE, who's the president of CAL TECH in Pasadena, and it was interesting. If you have one of these events in your hometown, who do you want rolling down the street? Do you want your National Guard or the Tenth Mountain Division? The consensus was you want your National Guard, because these are local citizens who are trained to respond. Who should be trained and equipped and staffed at such a level that they can respond. Where as the Tenth Mountain Division is a prime fighting organization that is trained to fight and win our



Nations wars and should be used as such. To have them in your local community over an extended period of time may not be the best utilization of those resources. Where as I say, your State Guard organization, they're your neighbors, they're your co-workers and if you train and equip them properly they can respond to those events. They can be just as effective and efficient.

Of course the problem then is needs to be some modification to U.S. Code, Title 32 needs to be reexamined. Title 10 needs to be reexamined because of the funding issues on that. Case in point is up in New York the way that the Guards being utilized in New York at the World Trade Center that's not a federalization. However, they are carrying out federal rules and functions, but the federal government isn't reimbursing the state of New York for that.

However, the Guard members in the airports, under Title 32 the federal government is reimbursing the states for that activity. So you end up in the deep weeds on some of this stuff. So if you create this new four-star will it be just a force on paper or will it be a real force and how will it be utilized. What's going to be their role and mission, and will that really stop another September 11<sup>th</sup>? As I said, all the heavy armor divisions and all the carrier battle groups in the world couldn't have stopped the 11<sup>th</sup> of September from taking place. A robust intelligence network and new real time information and analysis and dissemination of that information, yes it most definitely could interrupt and interdict those sorts of events. But asymmetrical approach is to heavy of an investment to make and we can't stretch this fighting force that thin all over the world. So, you do that through playing to your advantages, our technology, our infrastructure, our ability to rapidly gather, analysis and disseminate information or ISR information sensors and reconnaissance capabilities, which goes back to military transformation.

Q. (54:33) It will be interesting to see how the history unfolds from this point forward, obviously, a very pivotal time in history.

Where do you go from here, big picture? You know your term, but then big picture where, from all your experience where do you see yourself fitting into—?

A. Oh, I will go wherever I am directed at least in Navy service from that standpoint. I certainly enjoy still having some robust conversation with members of OPNAV staff on Reserve roles emissions. I can play kind of a shadow advisor. I was in that role with ADMIRAL SESTAK and going to renew my acquaintance with ADMIRAL WACHENDORF in that regard and actually end up over here at CNA doing some work on the sides, consulting for them. And then I've got three wonderful clients that I do some commercial work for and one of them is putting me on the Board of Directors, that's nice. And it's been able to allow me time to reconnect with my kids which is very, very nice.

Q. (55:49) You were, they were still were in California while you were here. That's—.

A. That's right, that's right that's why I had all the commercial air travel. And it's, it's really, really great to see them. I mean, I, that was a very impactful statement by the President when he addressed the joint session of Congress and the things that he asked the American people to do. One of them was just to go home and hug your kids, and that still has an emotional impact on me because having been here the day of the attack, and as a matter of fact there was a Chief Petty officer who's son was aboard the flight that hit the Pentagon (Editors note: reference is to Bernard Brown III). And that young boy that won a science award was headed out to California

with one of his teachers. It just goes into frustration and rage you feel personally about that event, but the important thing is, is to channel that in a positive sense.

Q. (56:46) Anything else you want to add for the historical record?

A. Well it was great to run into you MIKE. It renewed my acquaintance with you. I was looking at you yesterday in the theater and I thought, "I know that guy," just didn't recognize you in uniform I guess. (interviewer chuckles) But it's good to hear that your dad's doing well and that you're doing well, too. Thanks for the opportunity to contribute.

Q. (57:05) Thanks for being with us Martin.

Transcribed by:  
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