

**Naval Historical Center  
Oral Interview Summary Form**

**Interviewers:**

CAPT (S) Carol O'Hagan  
CDR Richard Fahy

**Interviewer's Organization:**

Naval Historical Center  
Naval Historical Center

**Interviewee:**

LCDR Michael W. Way

**Current Address:**

**Date of Interview:**

14 Dec 2001

**Place of Interview:**

Crystal City

**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:**

Enlisted in 1972. Became an AT and several tours in AIMD. Discharged in 1976. Spent 2 years in the reserves. He was discharged. In 1980 he went back on Reserve duty. In 1984 he received his degree in Industrial Design. He returned permanently to active duty during the Gulf War. His specialty is industrial design and manufacturing.

**Topics Discussed:**

He currently works with N8 (Readiness for Aviation Readiness Reporting). He came onboard to the Pentagon in March 2001. His office moved from C ring (4C455?) at the expansion joint off the 5<sup>th</sup> corridor to the C ring off the 3<sup>rd</sup> and 4<sup>th</sup> corridor which was remodeled as a big, open bay. That move was completed at the end of July 2001. There were windows behind them, but it looked down on to the "new commissary" - 4 stories of concrete wall. About 100 people worked in the space. There were a handful of private offices and then the rest were cubicles.

Before Sep 11, they were working on logistics and logistics maintenance. That morning, he was working on revising a power point presentation focusing on the QDR. He was working on his pitch on the SES. Manning and management will fundamentally change at the O and I level of maintenance. Part of his work is making the joint strike fighter being sophisticated to tell what's wrong with an airplane, and the DD-21 (now DD-XX) doing diagnostics and maintenance to reduce manning and contract out for work. It's a great idea, but it has a lot of kinks and will take a while to fix. Post 9-11, little has changed for his agenda ... if anything, it will codify what they will do.

On Sep 11, he arrived at the Pentagon at about 8 am. He worked on the computer and kept tabs on the status of the WTC attacks, but concentrated mostly on his PowerPoint presentation.

When the Pentagon was hit, the building shuddered. You could feel the impact more than hear it. It sounded like a thud. The cubicle shook and the monitors rocked back and forth. There was a black and orange fireball through the window that looked like he had seen at other plane crashes. He's seen about 7 air crashes in his life. There was light gray steam. Stuff started falling. He said, "We've been bombed, we need to get out of here." They looked out the window, and he thought that someone had fired a missile at the Pentagon. After the plume of fire evaporated, there was a constant stream of black smoke.

He told everyone to get out, and everyone headed for the door. Three or four people combed the office spaces. People were closing their computers, while others immediately left the room. It was orderly. Corridor 4 was filling up with smoke. So they headed to Corridor 3. Something didn't seem right. At the intersection of 3 and 4, he stopped the "up" escalator. He and 3 others started to funnel people between the escalators and stairs. Corridor 3 was empty, but corridor 4 continued to fill up. He went down 3, went back to 4, and then back to 3 around the E ring. He headed back down to the intersection. He headed back down 4. There was good air on the left hand side of 4. There was nothing but dirty air on the other side. He ran into Jim Yohe and an Army Colonel. They grabbed a fire bottle and got on the floor and looked down the floor. At that point, the smoke gave about a foot and a half of visibility. Jim and LCDR Way headed down to a group of people and directed them towards them. That was one group.

They started looking at the doors on 4. They got further down on the D ring, but they were losing visibility. There was about 6 inches of visibility, but they could see feet down corridor 4. They yelled down the corridor. This was 10-11 minutes into the explosion. No emotions – based on his Navy training. You never run away from a fire.

They had to get very close to the "feet." They had been in the smoke for a while. A lot of people were standing, so they were choking on smoke. They had gotten to the intersection from the E ring where the blast had been, so they were making it that long stretch, getting to the 4<sup>th</sup> corridor but not knowing if they can proceed to the 3<sup>rd</sup> corridor. Having the voices yelling out in the direction of the 3<sup>rd</sup> corridor finally convinced the "feet" to headed in the right direction.

At this stage, 3 was chest high in smoke. He headed down the escalator, and turned around and looked around. People were lugging others out of the building, people had their skin falling off, and some were still smoking. It was organized chaos of people coming out of the C and D rings. There were flash burns, severe burns, blackened and stunned faces, contusions, etc. There was a big Army guy with one pant leg left and his waistband. The Army has to get rid of the green shirt because it was just plastered on to him.

In the courtyard, there weren't many people there. People were sitting on the little stools, and there was just one ambulance. There was a guy who was burned on one side. About 3-4 people started to empty the ambulance of medical gear. They used IV bags, a handful of sheets, and any medical equipment they could find. The clinic people went down corridor 8 to get more medical gear and in the next 12-20 minutes, they started to get stretchers, backboards, and sheets. They needed oxygen and sheets. All of a sudden, two cruise boxes (foot locker) showed up with medical gear. It was full of bandages, IV's, etc.

His medical experience includes EMT (First responder) and basic life saving technique. His comfort level with this is pretty good. He was getting overrun by burned people – about 15 or 16

people that needed immediate attention. There was nothing. He was in the center courtyard. He had taken about 4 IV's off the ambulance and they were used right away. The gazebo was open and he grabbed 2 cases of water and poured it on "smoking" people. They covered the sheets with water. They needed oxygen since they only had 6 bottles and 5 masks for everyone.

The next problem was smoke inhalation victims. The broken bones were sent near the trees. The burn victims were near the ambulances. They grabbed a jitney and went to the clinic and grabbed 4-5 oxygen bottles and headed back. There was one woman who had taken a vapor blast and had flash burns and was going into respiratory arrest. There were no intubation tubes, but they finally got her intubated. She became combative. She may have had her eardrums blown out. She probably stopped breathing 3-4 times. They put her on her side since she started to get sick. One of her eyes had sustained a painful flash burn. She finally got a good mask and good air.

There were people standing by ready to help. They needed people to hold IV's. One of the problems with doing IV's was that there was no flesh on the arms, so they put the needles into their feet.

There was one LTCOL who had a perfectly intact shirt but the skin on his arms was gone. Another person had his clothes melted on him.

Most burn victims were in shock. One severe burn victim was pissed and he didn't want to be touched and wanted to get out of the courtyard.

After a while, it got under control. There was one General who tried to manage the triage, but he was basically a nuisance and was ignored. There was little regard for rank. There were a lot of khaki and a lot of marines. As time went on, more and more army people showed up.

When the front of the building gave way, everyone became silent. It was a distant rumble sound. It was sort of a slow motion feeling. Then there was word that another plane was inbound. There were rumors that the State Department had been bombed.

When they had to evacuate the courtyard, the maintenance people took the injured on the jitneys. The walking wounded were told to leave. All wounded had someone to take care of them. Some were hauled on backboards. The evacuation out of the North corridor (corridor 8) was chaos. One ambulance had 5-6 people in it. Minivans showed up. No one knew where the hospital was.

One great idea was using "asthma whiffers" to relieve the people who had a hard time breathing. The burn victims were the highest priority, and broken bones were lower priority.

There was a guy with a broken leg who tried to stand up and severely exacerbated the problem.

There was a guy with a camera over the chain link fence near the flagpole near the boats. He was quickly moved away.

Everyone was pretty calm, but it was organizationally crazy.

He was out of the courtyard for 15 - 20 minutes before they decided to go back in to the Pentagon. They latched up with the fire department and combed what they could comb.

After about an hour, they were told to evacuate again. There was a woman who came out 3<sup>rd</sup> corridor who had been in an office. She had smoke inhalation, but she didn't clear out of the building until after an hour from the time of impact.

There was a marine who was pretty hysterical who asked if anyone had seen anyone from NCC.

His feet turned brown from wading into water. There were only 20-25 firefighters in the courtyard. The inner courtyard was completely different than the outside. There were only 2 ambulances available. The triage was ad hoc but effective.

There were no hoses in the fire cabinets. There were no breathing apparatus' anywhere. There were no medical boxes. For every extra OBA (oxygen breathing apparatus), they could have saved one extra person. A breathing oxygen bottle was essential. IV's were essential. Gauze and tape were also needed.

About 65-70 people were saved by looking through corridors and guiding them in the proper direction.

About 11 am, they started to think about body bags. The first estimate was about 150 bodies. The wind started to shift from the NW (blowing onto the new section) to the South West and the old section started to burn. By about 2 pm, the body bags arrived. They organized how they would be laid out. Eventually, there was a lot of confusion and indecision about what to do about recovering the bodies between the FBI and FEMA. They had gloves and masks. At about 5:30 pm, it was decided that they would not recover the bodies. FEMA was taking pictures and interviewing people. They ended up leaving the morgue intact

The clinic was still located down at the end of the 8<sup>th</sup> corridor. When he went back and forth to the clinic, he was watching the TV of the WTC, but it didn't sink in that the WTC had collapsed until around 3 pm.

They were organized to go down various corridors to check if anyone was down there. The medical people stood by. It looked like a Chinese laundry, with everyone hanging out their wet clothes and socks.

Kelly Ennis convinced the fire department to give him a mask to go and search the areas. He was in there for 40 minutes but found no survivors. He confirmed the status of the spaces and especially the condition of the command center, which was "trashed." They estimated about 100 died in the Pentagon at that time.

If the plane had hit one of the old sections of the Pentagon, about 500 people may have died. The airplane made it to the B ring. The plane probably would have made it all the way to the courtyard if it had hit the old building. But, you also have to look at the physics of it – the wings might have stayed intact and slowed up the progress of the fuselage. Eventually, the fuselage would have been sheered off. The wings would have made it to the D ring. For instance, the landing gear just kept going.

The air suction was incredible when the plane impacted. You felt the rumble and the pressure. You didn't hear the boom. That makes sense since the sound wave went up. The pressure wave goes straight up.

LCDR Way thinks he will receive the Navy and Marine Corps Medal for his efforts (He ended up getting the Navy Commendation Medal in the week following this interview.).

In reflection, he's not so gung ho about his career. He still gets intense, but he's more focused on himself. The impact killed many of his "smoking buddies" - Marv Woods, Melissa Barns, Chief Smallwood, and Callabrerro.

Everyone has changed. There's a degree that you can't take things too seriously. There are various levels of remorse.

The biggest frustration was that they weren't prepared. They didn't have the supplies or the "wherewithal." There were people who were treated that they couldn't be saved because they needed to be taken to a hospital immediately. They should have done more comprehensive disaster drills. There needed to be more medical kits. The maintenance guys were real heroes because they were running things around in their jitneys. Everything was outside. There were tons of medical equipment outside of the Pentagon, but no one was bringing it inside to the courtyard because no one was allowed back in.

If it had been the WTC, many people would've died. Decisions were being made by looks – not rank. You just knew. Great team work. It just came together – like osmosis. They treated and transported people inside of 50 minutes. It was a tribute to the military and public service people. They Navy doesn't run away from a fire.

Having moved 6 weeks earlier is incredible. It's sad for the NCC and the Army comptroller shop. The Arlington fire chief didn't listen to the guys on the inside of the courtyard tell them that there were 175 to 200 still in the building on a radio, but no help was provided. The picture on the inside was completely different than the outside. On the outside, it was FBI, FEMA, or other organizations. On the inside, it was unilateral and worked great. Organized chaos.

Abstracted by:  
CDR Rich Fahy  
18 December 2001

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**Topics Discussed:**

Q. (12:17) Can you talk a little bit about some of the issues you were dealing with in your job before 11 September?

A. We're still looking at what in the future's going to be the way we do logistics and logistics maintenance. The morning of the blast, I was hot and heavy into revising a death by PowerPoint presentation to get a spin on a couple of things that had been changing from QDR (Quadrennial Defense Review). You know the stuff coming out of the QDR shop, and then of course all the

DPG stuff the Defense Planning Guide and stuff that was coming our way. And so I was working up the beginning of the pitch for my SES (Senior Executive Service), MR BRUCE POWERS.

And just, you know we'd been really—things had started finally to really pick up pace and I was getting stuff for my, I have a contractor who's looking into alternative maintenance. In the future where we are going is, you know, needs to get decided. I mean it's going to change fundamentally the way that we do business in all of our maintenance. In having been O level maintenance and I level maintenance, and I'm familiar with depot level maintenance some of the direction that we're getting from Congress and from out of the Secretary's office is really going to change things. It also will change manning. It will change the way I manage if I was an "O" (Organizational) level guy. It will change the way I manage as an "I" (Intermediate) level guy. You know it will change the way I budget for money. So these are things you know we're kind of, we're being told the guidance but we're not, you know the execution is kind of haphazard at this point. The gist of my study is to get before the CNO and say, "Where do you want to go with this?" I mean the ideas are great, you know the concepts are great. You know, you're looking at joint strike fire being sophisticated, tell you what's wrong with an airplane to DB21 which is now DDX in the interim, that will do the same thing. You're talking about prognostics, auto-degrading weapon systems. You do maintenance when it's at your convenience. The airplane or the ship is still workable so when you get an availability you can down the thing. Your logistics pipeline's already turned on. Your parts are there. You have high tech tutorial, the whole bit and you've basically minimized your manning the squad room, you've minimized your manning in the AIMD, or the IMA for the shipboard folks. And you've taken the depot level repairables and put them to a great degree out into the private sector, in rather than the public sector. And that's a fundamental shift and of course, it's restricted by Title 10, so you have congressional issues

you've got to deal with. So this seemingly you know, bright idea actually has lots of kinks in it. And I at that time, I'd already spent about three and a half months pouring over all the ramifications, you know of this. You know and so I've become a Title 10 guru and I've become a, you know I've read all the defense planning guidance on this stuff. And it's funny post 9-11, I mean, nothing has really changed. Actually, it's caudified in a lot of directions. We were getting some—they're actually putting, writing things that we we're saying, "What do want me to do, man?" You know, and again it still runs into the same issues. It will fundamentally change the way we do maintenance, which is kind of interesting.

Q. (16:12) Let's move to the morning of 11 September and kind of just walk us through your day. Getting to work in the morning. What was going on. What kind of day it was. What happened.

A. Just a regular old day you know, coming in on the Metro, get off at the Pentagon. Wander on up, hit the little cafeteria up there off the 5th corridor. Get your coffee, you know. Do your, you know, meet and greet, you know the morning socialize thing. I'm one of those nasty smokers so you know I get to take a break. I got in right around eight. Again, I'd been working on this presentation and opened it up first thing and took a look at it. Started hacking away at it and then I took a break. Headed on downstairs. We would all meet, we being the collective smokers, would all meet right there right outside of corridors 5 and 6, back when we were in the old spaces. Then in the new spaces we met off of 3 and 4. So, and because we'd all moved it was the same gang it was just a matter we all got transplanted to the other side. All the folks in the Navy Command Center and bunches of Army guys on and off, you know, that was our meet and greet in the morning, a handful of contractors, you know. And so, it was just a regular old morning



talking with the guys from the Command Center and you know listening to everybody wank about whatever the hell happened the day before.

I picked my FMB bubbas, the financial management guys, you know I pick their brains for stuff that's coming their way because they get, occasionally get better rumors about where we're going budget-wise and so that was just part of it. So I headed on down probably about ten after nine, had a smoke was shooting the bull with MARV WOODS and a handful of others. It was just a regular old morning. Headed on back up.

Outside they were talking about something going on at the World Trade Center and it was like, "Ah yeah," you know my mind really wasn't into that one. So it was like okay, back up, back on the computer you know, doing my thing. AL BRADY (phonetic) a submariner who's a couple of puka's down from me, you know he's going, "Wow there's something going on at the World Trade Center." I was sitting there thinking you know, it's conceivable a airplane could hit, you know. I mean they hit the Empire State Building, you know, I mean I remember that, and that was a B-25 as I recall. So I was like, "Yeah, yeah, yeah." So I'm warring down into this PowerPoint thing and I hear AL saying another airplane has hit the World Trade Centers. And I'm sitting there going, and he goes, "It's a commercial, these are commercial airliners that have hit the—" So I'm going all right you got, you peaked my attention now.

I clicked out of my presentation and tried to get out on the network. It was like this ain't happening and so I'm going okay, alternative B, Yahoo.com. So we hit Yahoo and Yahoo pops up and it's got the news flash thing, and I hit the news flash and I read probably of two-thirds of the first sentence when just the entire building just shuttered. This huge just, you could feel it more than hear it. "Thud!" into the building and the puka just started, just shook. The monitor's rocking back and forth and I hear AL go, "Oh, wow!" and look over my shoulder and there's this

fireball just black and orange thing that I've seen before in plane crashes going up the wall behind me. And it's like, "Woo! Woo!" so I turn around and I go to the window and I realize, OK, there's steam, and I've seen plane crashes. You know, I mean over the years I think I've seen like seven plane crashes. It's just part of naval aviation up close and personal. So the orange had gone away just incredibly fast and then there was the light gray steam and then stuff started coming down. I'm, you know, this hard hat goes flying and bounces down into this prison courtyard that we all laugh about and all I've said is, "We've been bombed, we need to get the fuck out here!"

AL's looking at me, my boss looks like she's about to have a stroke. You know everyone more or less got to the window, took a look at it, assessed and said, "Oops." As, you know it wasn't very long that we were looking out the window. I mean it didn't take a rocket scientist to figure out, you know it's coming down. And I figured, having been a cynic you know, that somebody fired a missile into us, because you know the airplane connection didn't hit, you know.

We'd always talked about some crazy going up into Arlington and setting up in the cemetery and firing something into the building. You know, hell we'd even talked about airplanes crashing into the building when we had all the little bug smashers come flying over, you know.

Occasionally, we'd get a real jetliner, but most it was bug smashers little commuter twin engines going right over top of the courtyard. But it was, no, we figured this is pretty damn deliberate.

Q. (22:07) What did you actually see when you were looking out the window?

A. When I first looked over my shoulder it was the, you know the enveloping ball with that orange glow inside.

Q. (22:18) You're looking out the window from—?

A. I'm at my puka looking back because the window was right behind me. And so it was like, looking, I'm looking over at corridor 3, and the wall opposite that and so right, literally over top of that is, was the place that was hit. You know, didn't know that, but again the entire—took up virtually a hundred and twenty degrees of my view. So, it was you know fairly obvious, okay. It has hit right next to somewhere.

Q. (22:59) Did you see any remains of anything looking like an airplane?

A. I was curious about what was coming down, okay. You know it was, the debris was small you know. You know the hard hat was the biggest thing I saw, but there were, there was fabric and there was chunks you know, and it wasn't all connected, you know. But the fact that after the fireball went up and it faded really fast, I mean and it struck me as curious that, about the steam. You know because that's what you typically see in an airplane crash, is there - as it vaporizes you get to, you see that. But that didn't, again didn't connect, but as soon as the plume dissipated there was a steady stream of black smoke. It was like this is not good, this thing is, you know whatever it's done, it's done a lot of damage because it's not fading away. So it was like, okay, you know, "Houston we have an anomaly."

So, I headed on around the pukas and just basically said, "Everybody, lets just get out. Just get out." Most everybody was like, boom, heading for, heading for the door. The old maintenance officer came back at me, you know. One of things about being a maintenance guy is you own all the troops. So what do you do? You make sure everybody's out. So there were like three or four of us just combing the area and then—.

Q. (24:38) Do you remember how you, how you were getting everybody out? Were you screaming “Get out! Get out!”?

A. No, no, no it was like no, it was just (snapping his fingers) “Everybody out, just out,” you know, you know “You don’t need that. Just get out of here.”

Q. (24:51) Do you remember what people were doing? Were they grabbing their jacket, or were they screaming, or were they—?

A. Oh hell, people were closing their computers (chuckling) you know. There were other people that were gone. I mean like (makes a sound like brushoo) you know, and it was like, “Don’t run.” You know and but literally there were people who literally closed their computers. It was like, “Nah, this ain’t happening,” you know, “That computer can stay.” In hindsight, I wish I would of done that, but you know hindsight is always a hundred percent. But, most of the folks were pretty orderly getting out of there. There was a little bit of hysteria. You know, where people were shrill, you know and it was, I don’t know having been through you know airplane crashes you hunker down. It just, all of sudden something comes over you, I don’t know what it is. It, you know, you just, “Okay, we’re on a mission now and so just out, out,” you know, “come on out, out, out.” So we ushered everybody out and they were mentioning that corridor 4 was filling up with smoke. I’m not even sure who said that but they were coming back my way. Pretty sure it was BOB BRUNION (phonetic) but it, you know it was like, “Fours filling up with smoke.” It’s like okay, so we’ll go the other way. So we head on over to corridor 3 and we get out in the corridor and it was like it didn’t, it didn’t seem right. Something didn’t, didn’t quite seem right. And then there were people getting crazy and running, and so I started, you know, “Don’t run, don’t run,” and so I turn around and I’m doing the traffic cop thing, you know. I’m looking at

people's faces and trying to figure out, okay who are these people? Where are they coming from? You know, "quit running," on and on and on. I got down to the intersection of 3 and 4 and the up escalators was still on. I don't know who it was, but I just reached out and grabbed somebody. I don't even know who they were. "Turn the elevator off," or, "Turn the escalator off," you know, I mean it wasn't rocket science. It was just, "Turn the escalator off."

The guy walked over and pushed the button, that was it, stop. And so we were, there was about four of us there. A couple of guys on one side of the escalators and a couple, me and someone behind and I can't remember who—I know the face. We were just following people, you know, "You go down the escalators. You go down the stairs." You know because it was starting to build up. And you know and I'm watching the faces coming on down and then that was it. I mean it was like all of a sudden that was the end of the people coming out and I'm looking down 4 going, "It's seriously filling with smoke." I'm looking down 3 and it's empty and I'm going, "That doesn't feel right." You know it just didn't seem like the right number of people to have come out. You know, so I headed back down 3 and cut through one more time and took a look into 4, and then cut back and went all the way to the end of 3 and looked back around the E ring and there was nobody coming out. So, I headed on back down to the intersection.

There was a Second Class Master-at-Arms, I met up with him and told, and sent him back down 3 and said, "If you see or hear anybody," you know, "tell them to come to you." Okay, and then I headed back down 4 and we realized by then we were getting good air out of the section between, anything on the left hand side of 4 was still pumping clean air. We were getting nothing but dirty air on the other side. So, we, I ran into JIM YOHE (phonetic) and an Army Colonel or a Marine Colonel who were at the doorway and so you know grabbed a fire bottle. I had a, you know, I had some napkins and you know, it was like okay I can breath through these. We

grabbed the fire bottles and got on the floor and started looking down the corridor. You know, we started yelling and we could see feet, and it was like, “Come this way,” you know, and at that point the smoke was, we still had about a foot and a half of visibility. We could make out the end. We could see the E ring. And they wouldn’t come, you know. You know and I’m sitting there going, okay did the Second Class not start yelling at the—you know, I’m sitting there going, did we get a disconnect about them to come down the corridors. And so JIM and I just said, “What the hell if they’re not going to us, we’re going to them.”

So we started heading down and saying, “Come our way,” you know. “You can get out,” you know. “Come this way, you can get out.” And lo and behold you know, this little gaggle of people starts drifting on out, you know and like I say we’re squatting doing the old crab walk. Then finally these folks all go past us and so it’s like okay, that’s one group. So then we started trying the doors on 4. You know it was like, we were passing each other doing every other door to see what other spaces we can get in. We got into the spaces further down on the D ring, took a look in there and nobody was there. And then, you know we were losing visibility and we were no longer able to see back to the escalators. And so, you know it’s like, you know, we should probably be moving and then something, I think it was JIM, said, “There’s more people down there.”

So we’re back down on the floor laying on the ground. Well now we’re down to about six inches of visibility and no, shit! Here’s feet down there again, you know and it’s like, okay. We stuck our face in a doorway got a whole bunch of air and then headed on back down 4, yelling at these people to “Come to us. Come to us. Come to us.”

Q. (31:12) Now at this point, what, how far, how long has it been since the impact?

A. Probably ten, ten minutes, maybe eleven. At yes, about ten or eleven minutes.

Q. (31:26) And your emotions?

A. Nothing yet.

Q. (31:32) Nothing.

A. Nothing.

Q. (31:33) Fear, anger, scared?

A. No, it was, you know, I was just, curiosity, I mean I was like, you know. I was— plus I was, some of the people's reactions were like, "Okay this is really serious." You know and the little man in the back of my head saying, "Alright get your shit straight and make sure you do this right," you know, and that's about it. And of course I'm thinking, "OK, we've got a fire bottle. We've got something to cover up with. I know where I'm at in the building." You know, we're doing all the right things.

Q. (32:04) What do you attribute all that to, you know?

A. Good ol' Navy, boy, they (slaps his hand) they you know, you know it's like you've been there and done that, you know. You don't run away from a fire on a ship you know. Well actually you never run away from a fire. I've gotten in trouble for this before and with civilian fire personnel. "What'd you do that for?" Put a fire out at a friend's house. They were pissed because we didn't call the fire department. We only call them afterwards because we didn't want the insurance liability for the damage that we did putting the fire out.

Anyway, so you know, we got down. We head on down toward them, and it was so weird. You had to get so close to people, you know, and I'm getting, you know, the psychology of it now is you had to get close enough that these people you know no matter what condition they were in, and by this time they were all coming out. They had been in the smoke a while, OK.

Q. (32:58) They had been standing or they were now, they were all crawling?

A. No, a lot of people were standing. I mean just standing. What was happening you know in hindsight was that they were getting to the intersection and they knew they were at the intersection, but they didn't know if they could get out from the intersection.

Q. (33:14) Where were they originating from to get to the intersection?

A. They were coming down off of the E ring over where the blast actually was, and so they were making it, you know, that long stretch down the E ring, getting to the 4<sup>th</sup> corridor and then not knowing if they can proceed. Then realizing, you know, and I can see them, you know, the little man in the back of my head would be saying, "I know it's smoky ahead of me but should I just keep heading for the 3<sup>rd</sup> corridor. You know and so it was OK, you know "Come to our voices. Come to us." You literally had to get, we had to get down by the D ring or better for them to come toward you, and then this second group lo and behold here they come, shuffling out and you know we, JIM and I looked just basically, we were losing visibility then in the corridor, the way out. So it was like, "We need to get out of here."

So we headed down there and we got back down. Three was now filling with smoke. It was about chest high, you know but you could still see down underneath it. The Second Class came



back down out and someone else came back down and said that they didn't see anybody else down there. So we just said, "OK, we won't go down."

So headed down the escalator and turned around and looked and just all, and you know now things are dawning on me. You know, "Houston we really have an anomaly." People are lugging people out of there. There's folks with their clothes blown off, skin draped all over the place, still smoking. You know people literally lugging folks down the passageway.

Q. (35:14) How do you lug somebody. How –

A. You know you've got – they're hanging on. They're on your shoulder doing everything they can to be held up while two people are literally dragging them dead footed down the passageway coming toward you. It was like Holy Moly, Houston, no kidding. So I started looking at this going, OK, I latched onto, I have no idea who this person was and it was just a matter of "I'll get you out of here." So it was fairly organized chaos at this point. People were latching onto folks that were coming out of the C and the D rings and then down out of the smoke with you know, just every - I mean it was just weird.

You had folks that had obvious flash burns. You had folks where the clothes were literally you know their waistbands are in tact and their shoes are on, and they're burnt. I mean severely burned. You've got the rest of the muskrat looking crew, you know where everybody's face is all black and they're just stunned. And then you know you're looking around at folks, you know contusions and all this. It's like OK, so I latched onto this one Army guy, and behind me they were work – there was a big (emphasis) guy, big Army guy and I mean and he was blasted big time. Had one pant leg left, and his waistband. The guy was burned just unbelievably. You know I mean the skin, and the Army's going to have to get rid of that damn green shirt, because that

thing just melted on him. Then as he made his way out it just peeled, literally peeled off of him. It was like, “Oh, God, here we go.”

So, a couple of folks were helping him and we headed on down, down the escalator and then headed out to the courtyard and I got out there and it was like, “There’s nobody here.” You know, there was an ambulance pulling in. There’s people from the clinic coming toward us. Then a handful of clinic folks with, that had brought, apparently had brought blankets and stuff, but for the most part it was like, people, you know this is like 12, 13 minutes into it and we have a ambulance and people sitting on the little stools right outside the courtyard.

So the guy that I was with who was, I took a look at him and you know he was just basically burned on one side, you know. Some other people came along and kind of started to usher him away and I started looking around going, “This ain’t hacking the program here.”

So there was about three or four of us that just turned around and just started emptying that ambulance out. I mean it was like “Ok, what have you got in the back?” The stretcher was already out and you know I don’t know what the EMT thought, but we just went over his ambulance you know like a bunch of pack rats and was taking anything and everything we could.

So we got a couple of IV bags, and we got whatever we could and then a handful of sheets that he had onboard. I remember heading back over toward the sidewalk and realized this big guy that was burned, they laid him down and it was like, “Oh man, boo bad,” you know, because he was walking wounded. I knew the minute this guy lays down, we’re not getting him out of here.

So I started looking around and going, “OK, we got burns. We got contusions, and we got whatever.” It’s like, Ok, what do we need to do here? It was a matter of OK, lets assess what we got and start getting people to go back and get stuff. So the clinic, a lot of the clinic folks and a lot of the Army folks came out, took a look at the situation and then headed back down corridor

A, and lo and behold we started getting more sheets. We were, we took all the stretchers and the backboards off the ambulance. Some Army guys came over from the other side. They had a bunch of backboards and over the course of about the next 12 to 20 minutes, you know time compression, you know we started getting stretchers and we started getting backboards. We started getting sheets. We were hurting for oxygen. We were hurting for IVs and then finally, and it seemed like an eternity, a couple of, a bunch of Army guys brought two cruise boxes full of supplies. It wasn't really, it wasn't organized. I mean, you know, we'd gotten these people isolated and we're sitting there saying, working with a couple of the clinic folks. We were all just collectively making up our minds who had to go first.

Q. (40:36) What's a cruise box. What's in a cruise box?

A. Cruise boxes are 3 x –

Q. (40:48) Like a locker, like a footlocker?

A. Yeah, footlocker size.

Q. With all medical stuff in it?

A. Yeah, it had, but it was a hodge podge.

Q. (40:52) They got it from the Pentagon? They pull it –

A. I have no idea where they got it.

Q. (40:58) Just came out of nowhere.

A. Came out of nowhere and they opened the things up and finally there were bandages, there was lots of IVs, you know. –

Q. (41:03) So organizationally how did this triage run, this ad hoc triage, the first ten minutes?

Sounds like you were – what's your medical background (chuckle)?

A. You just latched on to them. Way back when, I took the old EMT, what was the American Red Cross First Responders thing, you know. I don't use it unless I'm the first one there, you know. I won't stop at a car wreck unless I'm absolutely like, first. And I know basic you know, I can keep you alive until somebody else comes along. That was the group that was out there.

Q. (41:45) How's your comfort level on that situation?

A. Pretty good. You know I mean I've got, over the years I just developed the old, I can look in your eyes. I can get your pulse, you know. My manner is I usually try to joke with them or something or to get them to speak, just to see how they speak, you know. Nine times out of ten I go to touch your face. I cheat. I get a pulse off your neck. I get to be able to look in your eye. I get to see how are you, how stiff are you. You know because shock is really weird stuff. You just don't know, you don't know, and so is this a person that should be laying down or is this a person who should be sitting up. You know and if I do lay them down, you know, what condition are they in. So it's just one of these get a feel for what condition they're in. The burn folks were, this was really ugly. I mean we were getting overrun by burn people.

Q. (42:44) How many, what's overrun. How many people?

A. There was probably 15 or 16 folks right off that were burned, that needed attention like now.  
In the very beginning there was like nothing, and –

Q. (43:07) And where are you outside?

A. Right outside of corridors 3 and 4.

Q. (43:12) In the center courtyard?

A. In the center courtyard area. And even before those Army guys showed up I was sitting there going, “Water.” You know because I had taken the, I’d taken like four IVs off the ambulance and they were gone just like that, You know I mean all of sudden a hand came up and took them from me. You know it was like as I was heading across all these bodies and then we just kept laying them out. I mean the courtyard off to the left or off to the right was starting to fill up where we were laying them down. It’s like “Oops,” you know, “Here we go Houston. What do I do next?”

So the gazebo was open and so I said, “OK, we need water.” So I ran over there and opened up the little garage door and before you knew it I had a little following. It was really great, I mean, I grabbed two cases of water and went running back and we just started using bottled water on these people. You know, literally smoking people. I mean what do you do? We didn’t have anything else, so we just popped the top and started you know just pouring it on them and then taking and then of course this is necessarily the right thing to do either, but taking the sheets and whatever we had and getting them wet and getting them covered. Because burns, those folks dehydrate so fast, you know. That’s going to kill them. So when the IVs finally started showing up now we started getting some logic to this. Ok, now we, the Army guys brought IVs. We had a

tough time finding sets for them, you know. We're still hurting for oxygen you know. By then we were up to, I think we were only up to like six bottles of oxygen, and like five masks. It was like, "this ain't working."

It started to settle down, the number of people coming out was settling down, but now we were starting to get smoke inhalation folks. The people who were, who weren't immediately drug out and were pretty much walking wounded. We were getting some folks who had jumped. There was a couple you know and it was weird because you didn't – organized chaos. The broken bones and stuff were getting set over by the trees, You know over by, there was a little caved area. So they're all being propped up by the trees. The real bad burn people are over close to the ambulance. The people that are in between are either being sat up or treated. You know and we're just basically working issue the best we can. The stretchers are coming so other folks are teaming up and starting to grab stretchers and you know undoing their t-shirts and heading back into the building looking for folks.

In the process of doing that now, they're starting to chase out these smoke victims. So there was this, one of the guys in the little jitneys, you know, we needed to get oxygen bottles and so one of the civilian maintenance guys, we headed on back in his little jitney, (DVD much better [note: he's remarking about the interviewer's recording device]). We headed back down to the clinic and just went in there and we grabbed, I think we got four more oxygen bottles. Yeah there were, I got four oxygen bottles, actually I think it was five. We had four with regulators and one without. Then just zing, headed on back. Which was, and the timing was actually working out pretty well you know.

We had this one woman who I was working with one of the folks out of the clinic. She had taken a vapor blast, big time, you know. Had flash burns on her eyes and that's what she was

complaining about, but she was going into respiratory arrest on us, and we had no intubation tubes. This was you know, even when the tool kit, or the cruise boxes showed up you know there weren't any tubes and so one of the folks from the clinic got her intubated, but she was getting combative and so you know she pulls the tube back out. But we're finally getting some oxygen on her in between and I'll never forget this. We were, we had her on her side because she was starting to get sick and so we're trying to, we don't know really what all is wrong with her, you know. You know she was just one of these people that they managed to get outside. They managed to lay her down, but she was really, she was combative from the gitgo. So we finally got a good look at the eye and she had a really ugly flash burn on her eye. It looked just gray, you know, and I'm sure that hurt like hell and then it was – didn't want to give her water and like I say the one clinic gal got a tube in her and then she got, the next thing you know she's pulling that thing out.

So I finally got a good mask and some good air, you know playing with the idiot regulators and we started pumping air into her, and of course then she gets sick. This woman had a death grip on me. I'll never forget this. You know I was over the top of her and I was trying to hold her head up and so she could throw up, you know because the last thing we wanted to do was have her choke. Well she reached over and grabbed me, and wouldn't let go.

Q. (48:00) By the arm and just –

A. You know and I'm sitting there and I'm looking up going "Heeeyyy, let go of me!" (chuckle) And finally she started to calm down a little bit and we got a mask on her. We got her head propped up a little bit and then we got her, pried her fingers off of me, and she seemed to have settled down, and so it was like, it was kind of weird there were people standing around just

(snap fingers) ready to help. You know so if you needed something done it was just, “Ok, now you do this.” And they would, I mean we had no IV holders. So once we started getting IVs in people you know it was “You, are now the IV pole. You stay with this person.” And it was neat, I mean –

Q. (49:47) Who was putting the IVs in? Was it just medical people?

A. Mostly the clinic folks and anybody else who had first responders.

Q. (49:58) I’ve done it a couple of times before, but I wouldn’t want to be the first one to do it.

A. Well, you know, I did two and they were pretty ugly you know.

Q. (50:09) Did you (\_\_\_\_ Inaudible)

A. You know it was like, this isn’t, you know I was on my third one and I just handed it to this corpsman.

Q. (50:13) But you successfully did two of them thought, huh.

A. Yeah

Q. Good job.

A. And in hindsight we made some mistakes. It was like “Why am I doing this?” It’s like, the guy, the guy’s got you know and it was funny later we were talking. Another group ran into a burn victim in more or less the same condition and their brain fired faster than ours did. Put it in his feet, because they had their socks and their shoes on. You know trying to find a vein on



somebody whose all their flesh is gone and you're trying to get, you know you've got a little patch of skin left you know and then you've got to hold the IV in place so now you're going to wrap it with gauze. That's really not going to hold it. I mean that wasn't, some of the decisions weren't the best decision you know. It was funny afterwards there was those of us that were saying, "You know we really should have given that guy IVs in his feet."

And trying to get people to sit still long enough for one, especially when they're burned. You know it was amazing we had this black Lieutenant Colonel. His shirt was in tact, perfectly in tact, but the skin on his arms was gone and you know but immediately behind him coming out of the building was somebody who's clothes are just melted on him. It was just you know one of these, how can that be? How can his clothes be intact and yet he's got this magnitude of burns on his arms. You know, you don't know if he was reaching into the fire to do something. You just you know it's one of these, that was interesting, you know.

I remember sitting with him. We had gotten the woman who had really gotten the blast, and I turned around and he's there and it was like, "OK, well go raid the little cruise boxes again," and there was actually saline in there, but it was in little pint jugs. I mean it wasn't enough to, you know really, you know, you didn't want to waste it on anybody. So there were a couple of corpsman working to do the right thing. Which really finally you know we were getting really smart. They were wrapping his fingers in gauze, you know, and so I stopped for a few minutes and held his arm up while they were wrapping him, and then finally got to where we could wrap his arms and then pour what saline we had on him and then move on. I mean it's a matter of OK, you got him wrap, you've got him wet. Time to go, you know. There was somebody else, right around, behind you never know and literally you turn around and here's a woman with a broken leg. So it's like, OK, and you're all doing, it's funny, after a while there was like groups of us

who just kind of, we would look at each other and figure out OK, that person's been dealt with and someone's with them. And everyone had someone. You know we did really good at doing that.

Q. (53:14) How do burn victims, how were they responding?

A. Thank God shock took most of it away. There was one guy who was, in later conversations, the guy was pissed, and he was not a happy camper, and he didn't want to be touched and he was just complaining and moaning and you know. He didn't want to be touched. He didn't want to be handled, but he wanted the hell out of there, you know. I didn't work with him but it was a matter of here's somebody who's - the magnitude of their pain I'm sure they, you know, but you're hoping that shocks really going to take this guy and calm him down, because you really don't need that. But they got him out of there, you know, but it's funny you know there are people that can be that injured and the fact that they cut their little finger hurts worse.

Q. (54:08) What was the nature of his injuries.

A. Oh he was burned severely.

Q. (54:15) And he was mad.

A. Yeah, he was pissed. He was mad at the whole thing. He was angry, you know, and you could just tell. (Imitates the growling sound this person was making) and "damn it," you know, "get me out of here. Don't touch me." (all said in a grumbling, angry voice.) And you just "OK." You know, meanwhile you've got other people who are just like (makes the sound of a content

person), they're not even shaken. They're just fine. They're just like "I don't know what's wrong with me. But it's going to dawn on me soon." And you'd go "OK, next."

After a while it was pretty much under control. There were a few people that were, one General in particular, trying to tell us how to do triage. What we needed to do and what we didn't need to do, which I thought was rather interesting.

Q. (55:12) What was that like having a flag -?

A. The guy was an idiot. We didn't pay attention to him. We just kept doing what we were doing. You know, I mean and a couple days later, in fact later on in the afternoon I was talking with the gal from the clinic and it was like, "Do you believe that? Who -?"

It was like, "No. No. We were all doing good." We were doing the best we could with a bad situation with no supplies.

Q. (55:49) Just talking organization behavior, was there any regard to rank during this chaos?

A. No, it was a matter of you could tell who knew what to do, and people that didn't know what to do got out of the way.

Q. (56:00) And breakout between military and civilian, services or anything like that.

A. No.

Q. Was there a lot of still civilians involved in the chaos?

A. Not really. Other than the clinic civilians.

Q. (56:15) So mostly just military?

A. In the very beginning it was a lot of khaki. A lot of khaki and a lot of Marines and then as time went on more and more Army people started showing up. And then there was the Air Force contingent which really wasn't that many in that first round. They actually showed up after they said, "All right, we've got to get the hell out of here," because we had heard, they said another plane was coming and then we heard the front, when the front of the building gave way, because we didn't know what it was, all we heard was this (makes a noise like something crashing) you could have heard a pin drop on grass.

Q. (57:03) And that was after you heard another plane was coming?

A. Yes.

Q. (57:09) What did it sound like?

A. It was just a rumble.

Q. Loud.

A. No, and it was that distant rumbles stuff. Just (makes the rumble noise again). And it was like,

"Oops"

Then they started saying another plane's coming you need to get out, which put everybody into

warble, which you know –

Q. (57:27) So you went from complete silence in the inner courtyard, with the rumble.

A. Oh it, I mean everybody froze. I mean it was just a moment of everybody just, it was like slow motion. It might have been just me turning my ears off, but it was like, “OK, what was that?”

Q. (57:46) And what slowed up for you? What was the slow motion part?

A. Just everything. Well, it –

Q. (57:48) You, or the entire, everything around you?

A. Everybody. Everybody, because it was “What is that?” OK, because you could feel it, which meant, “OK?” And then you were hearing things. Somebody said the State Department got bombed, da-da-da-da, you know, the rumors started flying and everybody, you know it was like, you know that’s too much input. I don’t need it, you know.

So then it was called “We’re serious as a heart attack, you need to get out of here.” Then that was the crazy exodus of all. Ok, you’ve got all these people all pretty much ironed out where you want them to be and they are dead serious about us getting out of the center court.

Q. (58:23) Who is they and how did they pass the word?

A. Pentagon security and then you know we had a lot of the, mostly Pentagon security and then the Arlington Fire Department of course. They said, “Out of here.” And so it was like Ok well let’s gather everybody up and go, and we literally, you know the maintenance guys that had the little jitneys, I mean they had people and you know, you just, if they were walking wounded you insisted that they leave. I had this one woman give me the look of death, like, “I’m not walking,” it’s called.

“Yes, you are.” I latched her up with some Second Class and said, “You go.”

She was like, “Aren’t you going to pick me –“

It like, “No,” nobody - if you could walk you had to walk. I mean that was just the way it was.

We’ll have somebody with you. You know, we kind of made, you know like I say we made sure somebody was with somebody almost at all times. It was just incredible that the buddy system works. I remember trying to figure out who needed to go where. I mean, hauling people out on backboards, because you don’t have anything else, but you know that’s what you do. So that first evacuation of the courtyard was just chaos. We had the little ambulance thing and the whole bit. Well you know down there by the end as you head out the north corridor, in our infinite wisdom we put those big giant pipes. Well guess what? You can’t get by them, OK. So these Marines and esodome (phonetic) muy macho guys proceeded to lift one of those things up out of the ground. That thing goes in the ground like five feet. They’re out there herniating getting that thing out. So we got out corridor 8, out to the north side of the road and started laying people out. You know putting it back in order again. Who’s what, where, when, why and then it was a matter of, “OK, who have you already been with.”

So I went back and said, “OK, now I now the people that I’ve done triage to, and where are they now.” Then there’s one ambulance showed up. I think we’ve got five or six people in that thing. Sent him on his way. Minivans, I mean if you showed up, if you had a car and got to the entrance, you got commandeered. It was weird because we didn’t know where the hospital was. “Anybody know how to get to the hospital?”

The woman, who had taken the blast, we threw her in the back of the Subaru station wagon and I remember she had quit breathing again. I think, that was like round four, but there was no other, couldn’t get to it with ambulances so it was just a matter of minivans, cars, station wagons. You know, threw her in the back.

It's a weird feeling, here's you know, less than brilliant thought. They're sending her to the hospital with an oxygen bottle and I remember thinking to myself, you know, We need that bottle. But it's like "Oh, but she needs it too."

So I remember getting, shimmying her in there and somebody climbed in from the other side and I remember at this point it was like, she was really having a tough time. I just cranked the oxygen up as high as it would go. I think I had the regulator like four. I didn't want to have it run out. The bottle felt good, so it was just a matter of, "you need to keep this on her." She was still very combative, you know, every time she regained consciousness she was just – in hindsight what I think happened, and I can't prove this, but I think she had her eardrums blown out. She didn't understand what we were saying to her, and you know, that's all I can think of is that we're making noises and she's not understanding and all we're doing is pissing her off. That made perfectly good sense later, but at the time it was like, "Why can't I communicate. I'm having a really tough time communicating with you." This is a little more than normal you know, but once you start losing oxygen you just, you do the best you can.

One of the pharmacists, short, older woman, she brought out asthma whiffers, and we passed those out. They were great. I mean you got somebody coming out with the muskrat face and you just sit them down, you know. You check their pulse and you watch them breath for a second and then you say, "Hey, one or two of these." Shoot them a couple of times and then wait twenty, thirty seconds and see if they, you know how much relief they get from it.

If they don't get any relief then it was like Ok, now we're going to try and share another oxygen bottle. We were doing that even out front. You know, trying to keep those who were really having respiratory problems from bagging out on you. So the priority was the burn folks, the

severe blast folks. They were pretty much the first ones to go and then it trickled down to broken bones pretty much after that.

One regret up there was that there was a guy with a broken leg and he was buddied up initially and then something happened and nobody was with him and he tried to stand up, and next thing I hear is, you know, “get a tourniquet!”

And you hear somebody else yell, “Use your belt!” (laugh)

That’s the fear, you get, if somebody gets left alone, especially broken bones, because you know, people don’t think about it. It was like, “OK, this is too weird.” You know but I looked back just as this was all going on and I’m going you know, and I didn’t know where this guy came from he was just, you know here’s another guy with a broken leg, you know.

Then out of the corner of my eye I see this camera lens going and it’s like, “This ain’t hacking the program.” We had just finished stopping the ambulance and here comes this cameraman over the little chain link fence up by the flag pole on the north side there by the pier, or by the boats. I remember, and I’m pretty sure it was a young Marine, I said, “Get him out of here.” And you know, that’s all I remember saying and this kid turned around and just headed straight for the camera and got him out of there.

It was like “You are not taking picture of these people. No way. This ain’t happening.” That’s the last thing the families need is to see on whatever television station you know their, maybe that’s one thing the Navy does badly, or the military teaches you, but you don’t need to be on TV. Because we had some seriously wounded people and someone did not need to see their spouse or loved one, so it was like “Get him out of here!”

It was funny because in hindsight my folks down at Pax River knew that I was alive, because they saw the film segment with me in it. It was like, “oh, OK the good news was..”



But he was coming over and there was some others and we just held them at bay, because you know, literally had people propped up on the trees and stuff, and it's like, "No, you don't need to find out that your husband or your wife or your son is injured from TV". You know so, and you know that was, and it was pretty unanimous over where I was that we weren't going to let them back over the fence. So it was a collective mind decision. I thought that was pretty cool.

Then you know I ran into a couple of friends, AMY FOWLER. She's sitting there underneath the tree and you know she's all bandaged up. She had a head wound. Next to her is this young black guy. I'll never forget it. He's got blood all over him, and it's like, "What happened to you."

All I remember, you know, "I got hit." (chuckle)

Yeah, it was like, no more to say. "I got hit."

Q. (01:07:12) What did AMY FOWLER tell you?

A, She goes, "I got hit." "Oh, something hit me on the head,"

Q. (01:07:19) So still pretty calm.

A. Yeah, oh yeah, she was fine and you know I just made sure that, you know, because you never know. She was pretty much by herself and she was sitting next to this young sailor, and you know it was like, ok, one more time take a look at them. Keep moving, you know. It was just pretty much craziness you know getting everybody all lined back up, and then slowly but surely we were getting them out of there.

You know, and like I say we propped up the people who could wait, but the folks that had to go, I mean it was just a matter of "Does anybody have a car nearby, " or whatever.

Then they were saying, “Well, now you can’t go back in.” and over to the side the guys that had commandeered and come up with stretchers and stuff were starting to four up and reorganize to go back in, and they were trying to tell us that you’re not allowed back in. Well everybody’s sense of humor just kind of fizzled with that one. It was like, “The hell we’re not going back.” You know we grabbed all the supplies that we could and headed back in and back down the corridors and just you know there was by then, good Lord this had been thirty some odd minutes, somewhere in that range, and you know, we just moved back in and –

Q. (01:08:44) Thirty minutes since you exited the inner courtyard?

A.. No we were only out there for probably, I don’t even think we were out of the courtyard for more than about 15, 16 minutes. Maybe 20 at best but it was, no, we were going to go back, because it was just, no, this is stupid. It’s burning and people were still onesy, twoseying it out, you know with walking wounded. It’s like if people can still walk out of the building there’s a reason to go back, and you know when they said, “No, You’re not going back,” it was just basically a mutiny. People just grabbed the stretchers and grabbed the oxygen bottles and the carts and all the supplies and everything they could and a bunch of people stayed back with the folks that didn’t need to be immediately transported and everybody just headed back into the building. The teams formed up in front of the corridor and started back in. You know I mean it was just the thing to do. They latched up with the fire department which they had did earlier, and lo and behold, you know we combed everything that we could comb. I think the only thing that we - after that first go at the north side then there was another. This was pretty late. I mean it was like good Lord it must have been at about an hour they were telling us that, evacuate again.

So it's like, "Ah, this is ridiculous, " you know. So MIKE MALCHOVICH (phonetic) and CHIEF ALLEGER and I jumped into the ambulance and rode it out. You know it was like, we've already been through this exercise. So it was like and the ambulance driver, you know backed up and we went out. We got outside of the parking lot and this is when I first viewed the front of the building. It was like, "Holy smokes!" you know and I was starting to buy into the fact that it had been hit by an airplane, but it's like, "this isn't good, " you know.

So all of a sudden they say, "All clear, everything's fine."

We're looking at the front of the building, going "This is unbelievable." We pull back around, get back to go back in. MIKE jumps out. We ride the ambulance back in and I think after that there was probably all but about, I don't think there was more than fifteen people came out of the building after that. You know, I think the latest was like an hour and something. There was a woman who came out off of, she came out 3<sup>rd</sup> corridor and she had been hit in her, she was in an office.

Q. (01:11:34) What was the nature of her injuries?

A. She was just, she'd just been sucking smoke, you know, but she was, she just didn't go. She got into the office and there was reasonably good air, and she stayed there. You know, and none of us in the collective mind thought about going back down corridor 3, because that wasn't where things were happening.

I remember just before this there was a young marine who was just almost hysterical. "Has anybody seen anybody from NCC?"

I'm going, "No," and by then it's dawning on me, that no, we haven't seen anybody come out. So I headed down corridor 4, down on the first floor just to get a feel for what was going on

down there, and I crossed over by C heading toward D and it was like ooh, I mean it was really weird. I mean it was hot, chest high up. It was like just incredibly hot, acrid smoke, but yet down around your feet it was cool. It was just a weird feeling and then this Arlington Firefighter's coming at me, going "Get out of here!" You know, it's like, if he's leaving, I'm leaving. So it was like, OK, we're out of here. This is not the good thing.

And a couple of crazy things, they you know I remember we were making, when the second ambulance showed up we were taking stuff off of it and the Arlington Fire Department comes in and a guy is hooking up the standpipe in Corridor 3 and 4, and I asked him, "Why are you doing that?" This was really early on. I mean, "Why are you doing that?"

He goes, "Well that's what I was told to do."

No, kidding within minutes of him hooking that up all of the little alleyways in between the buildings just started flooding. I mean just you know so when you, at first you were able to get across the alleyways, you know. Next thing you're slogging through eight, ten inches of water. You know, never wear brown shoes to a fire. You know your feet turn incredibly orange. It's like OK, this is nice.

So you know the fire department is starting to really work corridor 4, but there was so few of them it was amazing, I think there was only like twenty some odd firefighters on the inside. I mean there was, and we were all starting to realize there was a different world on the outside than the inside. And I don't think the outside knew what the inside was doing. But you know, no kidding there was like a team of ten or twelve guys working corridor 4, and maybe, maybe that number on corridors 5 and 6. The rescue guys teamed up with them and we were finding clusters of where people were. OK, you know we knew that they'd run into three or four bodies here, and there or four bodies there, and you know it, the guys that had gone through early on, literally if

you did not reach out and grab us, we didn't find you. You know and we were all starting to lament, you know, "This is really stupid."

You know the fire cabinets that were in the old, section, you open up. There's no hose. There was no breathing apparatus anywhere. You'd think that the Pentagon would have a thousand little first aid kits you know, the little baby oxygen bottles and some tourniquets and some gauze and some tape and you know, the baby IV. I mean they cost ninety bucks a piece you know.

You'd think they have thousands of those somewhere, you know. No. It was, now the ridiculousness is starting to, it's starting to dawn on us, how stupid this is and we're all starting to get angry. You know I mean had we, I swear to this to this day for everyone OBA we had we could have saved one more person, because we couldn't get to them and they couldn't get to us. But had we had the ability to go in, we could have got them out. You know it basically was if you couldn't get to us or somebody that was with you didn't get you out, we couldn't get back in to get you. And like I said, all we needed was OBAs and that was it.

Or you know even a HEEDS bottle in some spaces. You know it was just ridiculous and then outside for us who were doing any of the first aide stuff literally those little cheap – well, they're not cheap, but like I said the little baby oxygen bottle, I think it only lasts like twenty minutes, but you got a little oxygen bottle, a mask and some of them I've seen, some of them have got an IV in it and a roll of gauze and some tape. I think that's about all that's in the damn thing. That would have been better, I mean easily you know instead of us trying to share oxygen masks with people who can't breath. I mean that's pretty damn ridiculous. I mean here you are OK, you get about ten breaths and then you take it and put it on the person next to them and you know then you tell somebody, "OK, now do this for me." You know and you get up and you move on to somebody else and you look back to make sure they're doing it.

You know I mean it was a lot of people's dander had finally started to kick in because we weren't getting any more help. I mean it was just two ambulances and maybe twenty-five firefighters. That's it, you know, and so it was really out of sight that we were doing what we were doing.

But in the meantime we started setting you know we had set up a pretty good triage area. You know we were set for the ability to go back in and go get people. We were finding out in short order that wasn't going to be possible.

So it was like, "Ooops" you know and like I say at best fifteen more people came out. I think total my guess is we got about probably the gang collectively got out 65, maybe 75. You know it wasn't a big number. I mean it was, it was a big number for as few of us as there were, you know, but it really could have been you know, especially after a while when they teamed up with the Arlington Firefighters and we identified you know people that got caught in stairwells and you know office spaces and that we identified where the casualties were.

So this was going on around eleven thirty-ish, and I went to the, I know the guy's space, one of the security guys for the Pentagon I said, "You need to get a hold of Arlington and see if we can get some body bags."

He said, "Yeah, that's not a bad idea." He goes, "Well how many do you need?"

I said, "Ask them for a hundred and fifty."

Then we all started thinking, "OK, what do we want to do," and that was the beginning of planning the morgue. That's exactly what we did we started pestering them for body bags, thinking about how we were going to do this, and what lab stuff we needed for it, you know, and let's go get what we can get. It was kind of a weird moment, because right about then was when the wind started to shift. The wind had been blowing out of the northwest which was blowing the

fire onto the new section. Well we were fairly confident at that point because the new section wedge one, was open bay. So those who could get out were out. The areas that were frustrating was the old section with all those curtain walls, that parts of that blew in like ten, fifteen, twenty yards. So people got trapped in those little curtain wall offices, OK. You know, where folks in the puka, at least those who could get out, you know you could see somebody in a puka. You could do something to get them out, unless of course they were totally incapacitated.

So you know by this time we had a fairly good confidence factor that the folks in the new section, those who could get out were, we were able to get them out. But it was the old sections off corridor 5 that we were getting you know pretty much, you know we can't get to some of these spot.

The reports were coming back where we had identifying where people were, but now the wind is blowing straight into the courtyard and then slowing but surely drift starting to come out of the southwest and damned if that old section of the building didn't start really burning. By about twelve thirty, quarter to one when we were finally, you know they were telling us the body bags are on their way, you know. We'd raided the gedunks. We started feeding people you know I mean it was just, we broke into all the Coke machines.

I love this one stories great. We broke into the one water machine right there at the Gazebo after the water we'd already stole out of the Gazebo was gone and someone said, "You know, there's a Marine over there gathering up all the money and putting it in a bag."

I'm going, "Well that makes sense because we're not here to steal the money, we're here to steal the product." And you know he did, he gathered all the money up out of the thing and put it in a bag, you know so nobody would take the money. It was like we destroyed the machine and stole all the water, but it was crazy.

But you know it was weird. People started getting food together and doing all of this and you know we started talking about, after you saw the nose landing gear in the A ring, it was like, “OK, that is a big airplane,” and I’d been at Bolling so I knew that that, it wasn’t a 37 you know, and the guys, the main tires are out there and they’re giant and I know that, because I worked on that airplane. So now you know, it’s all starting to dawn on us.

One of the weirdest release was going back and forth between the clinic. I don’t know how many times I made that trip, you know, every time you needed something else you go down there and get it. So we got scrubs and we got more stuff, and I don’t know how many trips I made.

Q. (01:22:30) Where’s the clinic location?

A. Right at the end of the 8<sup>th</sup> corridor, but the TVs were still on and so I remember stopping one time and seeing that yeah the World Trade Center’s on fire, but none of it clicked and the good news was most of us in the courtyard didn’t know what was going on and I think that really helped, because I think we all would have gone in sensory overload. So it was all rumor stuff. I mean I did not know that the Towers had collapsed, you know, and then they were trying to tell me that one time and it was like, “Nah, “ you know.

It was like “Yeah!”

“Nay” You know that didn’t sink in ‘til like three o’clock,

We slowly but surely you know the medical folks got pretty well organized and then we started asking questions of the folks that are around. “Have you ever seen a deadbeat burnt body?” You know, we wanted to make sure that if you’d never seen a dead person we didn’t really want you to be with us. We got the body bags at about two-ish, between two, yeah around two and so we started, literally got out the chalk and laid out the corridors and laid out the wedges and then you



know the command decision was, or the group decision was we wouldn't go after any of the, you know I mean there were lots of body parts over where the airplane poked through. So it was, "No, we'll go get intact bodies first."

Then the comedy begins. Then it's called, "No, we don't want you to go recover the bodies."

"Yeah, we do"

"No, we don't"

"No, we want to recover them and we want you to bring them out here."

"No."

"Yeah."

"No," and that went on. I mean that was ridiculous. It just was crazy, you know.

"No, the Arlington says this."

"No, FEMA says this."

"No, the FBI says it's a crime scene." It just started to get to be ridiculous. You know meanwhile we finished setting the whole thing up. We had it all chalk marked out and we had all the body bags laid out and we had a little area set up with gloves and masks and you know we had talked to the stretcher guys on how we were going to do it.

You know, "Bring the body out. Tell us where you got it from" and we'd put it in – you know we were already to do it. You know it was like ready, set, go. And then we were starting to get pissed because now we're finding out, OK, here it is. The old section's burning. Places that when we first set up the morgue, that hadn't burned where there were bodies was now burning. You know and that's the feedback none of us wanted to hear, you know, because we wanted to get the remains out, and it was a collective "we." It was just incredible. The guys came down from Fort

Mead, no kidding this thing was ready to rock and roll and they said, “Nope, you’re not going to do it.”

And this decision took forever to make. I mean it was literally going on five-thirty when they finally said, “All right you can keep the morgue inside, but we don’t want you to go get the bodies.”

But every once in a while, this is really ridiculous you’d get a call from the outside and say, “Can you send a team down corridor 6 one more time and make sure that there’s no stragglers in there?”

So we did, you know because we had these guys organized into teams. So you got all the medical folks waiting outside of the, you know, and you got the teams to go in and come back, you know. So we sent a group through, you know. Radio contacts great. They got to the outside and they told them to go home.

It’s like, “OK.” So were sitting around scratching our butts you know again raided the gedunk, fed the firefighters you know and started raids of big water jugs and started getting water to everybody and you know we’re all sitting there, you know it looks like a Chinese laundry. I mean everybody’s got their shoes all out and drying in the sun and your sox hanging on the back of the benches, you know. I’m looking down, I’ve got these orange feet and blisters all over the place, you know. And we’re all sitting there going, “Boy, this sucks.”

And we’re waiting for the decision. Deciding not to decide is a decision in itself.

FEMA shows up and they’re taking movies of you know interviewing people and we’re there underneath the little parade ground awning, you know, smoking cigarettes, drinking Cokes and waiting for somebody to make a decision and then finally, you know it rolls around that, “No,

it's a crime scene. You're not going to do anything. Leave the morgue in tact, but just tell the medical people and everybody to go home."

So this is fine, not even fifteen, twenty minutes after this, this is like an hour since we sent this one group out to go comb the hallways farm again, does, we get a call. "Can you put together another group and send them down corridor," whatever you know, "to check for any stragglers down there?"

It's like, that was it. Those of us that were left were like, "They have no clue what's going on."

And it's like, "No, we not going to. We're breaking it down. You told us to go home an hour ago and we're not going to send the corpsman into the hallway If you want somebody to go down the hallway, you send somebody. You send your own people."

And this Major's going, "We don't want to tell them that, do we?"

I said, "Yeah, we do. "

It's like, "we don't have anybody to send." That was it. So one last gasp, of course, was good old KELLY ENNIS. GEORGE, his name will come to me sooner or later. It's later in the afternoon.

We already know the Command Center's trashed. We've pretty much got a very good guesstimate of what our casualties are, and KELLY convinces the Arlington fire Department to suit him up and take him through.

OK, here he is, he goes in there with a what, a twenty some odd minute bottle, spends forty minutes in there and he combs everything Navy-wise. You know GEORGE is livid. I'm sitting there going, "You didn't let him go in."

It's like, "No, but he convinced Arlington to let him go in." That old snot, so he takes off and finally comes back out and he's just totally, you know jus totally exhausted and he goes, and he basically confirmed everything that we, the teams had collectively tried to get the picture, and

those of us who hung 'til the end, you know, we pretty much had an idea and he just really went in and actually confirmed, you know.

“These spaces are gone. We don't know where they are. The Command Center's trashed.” You know and so we're sitting there with one of the FEMA guys and the FBI and we were all talking and it was just a matter of folks barking up what they believed and we came up with a number of about a hundred and you know including the airliner, we were saying that no more than 200 people. Probably more like a hundred and seventy-five is all we could conceive of being in the building.

Q. (01:29:45) Including the airliner?

A. Including the airliner.

Q. (01:29:49) How many did you figure were on the airliner?

A. We figured sixty-, I think it was, they had told us sixty-eight or seventy, I forget.

Q. (01:29:57) So you figured about a hundred from the Pentagon.

A. Yeah, because that fit with the stories of this area was not even able to be gotten to and was trashed almost immediately. You know, like I say in hindsight, you know we went places and you know had I known what was going on in the other side of the wall, I would have never gone there. You know I mean that Arlington Firefighter telling me to get out, I didn't realize the other side of that wall was you know, 3,000 degrees. You know I mean he found out the hard way. But it made sense, but we collectively had seen clusters. You know we knew one group had spotted like thirteen folks in an office area that were overtaken. We knew there were four or five people

in this one stairwell, and you know it was just a matter of, we socialized it and sat down and said, “Yeah, it’s hundred and seventy-five to two hundred.”

Q. (01:30:57) I’m fascinated with this whole thing by the fact that they hit the new wedge that was newly constructed. What, just based on your, just a guesstimate and just based on your background, what would you say would have happened had they hit the Pentagon in one of the old parts?

A. I think it probably would have been three hundred and fifty-then, four hundred-fifty. Easily, just because of the way the –

Q. (01:31:31) In the Pentagon alone, or in the, including the aircraft?

A. Including the aircraft. I’d say that the Pentagon probably would have taken, actually you know, if they, ok, if he had come in and whapped the old section while we were still there, instead of coming through where he came through, come over on the next apex of the, yeah it conceivable could have been five finally or more. See that’s the scary part is it’s you know, the airplane made it to the B ring, OK. But it, the fact that it ran through all that new reinforcing, so if they would have come through the old one, I think the airplane would have made it all the way into the courtyard. Simply because, but then again, you have, there’s a tough one with that on,. because it folded the wings back. See you know, doing the physics problem is kind of hard here. Had he hit the old section, the wings wouldn’t have broke off. The wings would have clobbered their way through the building. So there’s the physics of it.

Q. (01:32:58) So actually they would have been, would maybe not would have gone, would maybe not have gone as far, but it would have –

A. No, actually it would have gone further because –

Q. (01:33:06) The wings would have stayed on though, kind of creating more of a drag.

A. Right, but then the, once - the fuselage would have separated eventually from the wings as it was plowing through the E ring. Probably the wings would have made it easily into the D ring. Because it's only pillars, and then you would – the fuselage would have just had enough energy to just continue to keep going. And considering that wall already absorbed all that energy to stop them at the B ring, which was what five hundred seventy, five hundred eight feet, it's you know, because you look at how far the landings gears went, I mean they just kept going. I would venture to say that you know if he landed on a curtain, came in on a curtain wall and the fact and he probably would have got the fuselage to come all the way through, and the wings probably would have stopped somewhere around the D ring. Had we not moved six weeks earlier, five hundred at a minimum, at an absolute minimum.

Then again you know lot of luck you know, slapping the wing on the way in, that helped, but the fact that he was wing up, you know, that would have been, it would have been pretty ugly, and plus the explosion itself. That's where you know, where the walls collapse. Because you would have played hell getting people out. The open bay had, the open bay was good for getting out. The open bay was bad for the fact that the blast went through your space and that's where the poor Army sots on the second and third deck, you know, in the Command Center took the hit. Simply because "Woof." You got woofed whether you liked it or not, and so even though it was around the corner, the fireball still traveled through the space.

It was weird. Because when we were still, when we were sitting at the desk when it hit, you could, it actually stopped the air-conditioner for a second. You heard the (he makes a swooshing sound) of the air on the other side of the passage way getting dissipated, you know and then you heard, you know and it was weird because you could feel it. You felt the impact, not only the rumble, but you felt the pressure with it. And it's weird because you didn't hear the boom, but that made perfectly good sense, because the wall, you know, he hit the wall right behind us, so that the sound wave went up, and I've seen that before with plane crashes. The pressure wave is straight up. We never got hit by the pressure wave. It moved over us. It's one of those weird things, but the fact that he dissipated all that energy hitting the new wall, yeah, you know, I couldn't imagine that. I mean I look at where we used to live and think about all the you know, Whoa, because it you know like I say, one the puka's were crammed in there. You had hallways to contend with. You had curtain walls cave in. That would have been the ugly sight, where you know this, luck of the Irish for us, they dissipated a lot of energy. Folded the wings back. Concentrated it to two decks with three taking the blast.

The fact that that old structure hung on before it collapsed made the difference in the world getting all those people off the E ring, you know. And the fact that they could make it down around the corner and then the folks that escaped via corridor 5 could make it up the ledge, I mean where you hear of people that had to literally climb up because it initially fell about two feet almost three feet, the building collapsed, and so you had to go up over the collapse to continue on toward the 5<sup>th</sup> corridor, but it hung for thirty some-odd minutes, you know. So if you were walking wounded or somebody could get to you, you got out. After thirty-five minutes, it was over.

Q. (01:37:39) Have you been recognized at all, or do you know if you're going to be recognized?

A. Yeah, Monday we have a ceremony.

Q. (01:37:47) Tell you what you're going to get?

A. Yeah, the Navy/Marine Corps medal.

Q. (01:37:48) That's fantastic.

A. Then we're giving out the Purple Hearts and all that stuff.

Q. (01:37:54) Do you get a Purple Heart for that?

A. No, I made sure –

Q. Did you have any kind of –

A. I told my boss don't even go there. I mean bruises, cuts and blisters does not make, nah, you know and aside from that you know, the folks who got injured from the blast deserve it. You know those of us who went back in, no, Navy/Marine Corps medal's fine. I'll buy that.

Q. (01:38:16) I'll say.

A. You know, I mean, we were crazy to stay. In hindsight, you know, I mean –

Q. (01:38:27) Any personal reflection here three months later on how your life is different personally or how you look at life? How you look at your career? How you look at your personal life from when you did on September 10<sup>th</sup>?



A. It's you know, I'm not as hell-bent and determined career-wise. I mean it's like retirement's right around the corner. I've been in forever, you know.

Q. (01:38:56) Are you getting out after -?

A. I'm going to look at Commander, you know, that's my goal, E-5 to O-5. You know, I mean that's fine by me. I'll put scrambled eggs on my hat and send me home, you know. Go teach college somewhere and take it easy. But it took you know some of the, you know I still get intense, I mean I - that's one of those OK I'll my job. I'll do my damndest in my job, but if you know, if my job starts really, if it starts to effect me I think, you know I'm in a retreat to meet. You know, I just, this isn't you know I look at you know great people. Like I say they killed all my smoking buddies down there, you know, I had talked to every single one of them folks over the course of the last –

Q. (01:39:47) Who do you remember in particular?

A. Oh, MARV WOODS, and MELISSA BARNES, and CHIEF SMALLWOOD, and just the gang, mostly know them, CABALLERO and over the course of the week's prior, you know I knew every single one of them. You know you knew what things were going on and off with them, you know, and it was a weird revelation around ten, almost going on eleven that I had not seen any of them. And then when I, you know it was like, You know I betcha their not there anymore. Like I said, to MAUREEN, she was like la-la.

It was strange, this was weird. There was a Chaplain's conference, so we had all kinds of high-powered Chaplains who were at the Pentagon that day and I remember having one of the Chaplains latch on to her, and asked if she was OK. She was in warble, and she was too.

But I you know it was one of these, we didn't, she was too shocky to go say, we don't think anybody made it out of there, because we didn't you know, and so I figured WARRANT OFFICER ALAN and all those guys were gone. You know, and it was maybe strange.

Q. (01:41:14) Different relationship with your work mates, co-workers now?

A. Oh yeah, everybody's changed. Everybody's changed. You know there's a degree of, you know you can't take this too seriously, because you could be gone tomorrow morning at nine o'clock, you know.

Q. (01:41:26) Stronger relationships?

A. Yeah for the most part. You know you've got the folks that are going through, you know, they have various levels of remorse and stuff. You know.

Q. (01:41:39) Do you have any "What ifs" or frustrations.

A. Biggest frustration was the fact that we weren't prepared. You know –

Q. (01:41:48) Did you ever think of "Why didn't I, " or "What could I have done more, " anything like that?

A. Not a whole lot of woulda, shoulda, couldas. You know we made the best out of what we did. Could we have done better? Yeah, you know, but again we didn't have the supplies. We didn't have the wherewithal. We made you know, we made the best out of a bad situation. Should you know, personally should I have done, you know - there's a couple of folks that we treated that I regret that we couldn't, we really couldn't do anything. You know, I mean it was a matter of, you

know this – you need to be out of here like now, and it wasn't happening. And you knew that you know they weren't going to make it. You know and you just, you just go, it's very frustrating, and you hope they do, but, you know.

Again, you know such cheap, not cheap but you know, take disaster drills and you know whoever was in charge of disaster drills should just be taken out and shot. You know, you've got the biggest office complex in the world. It's right underneath an air – you know why weren't we every thinking about an airplane crashing into the building and taking it seriously? Why wasn't there, you know, one thousand little medical kits in a back of a mini van parked off the reservation somewhere that was available? Why weren't there OBAs and stuff available to the folks inside the Pentagon? Why did we have to rely on an outside fire department, you know? You know some of the heroes in all of these were like the maintenance guys. I mean they were making logistics happen, you know. I mean when it came down to going and helping folks steal food and water and you know to feed what was going on on the inside of the compound, you know, what made me really pissed was when I ran into MIKE MOUCAVICH (phonetic) afterwards. He had gotten out of the ambulance on our way back in, he said everything you ever wanted was outside. Everything, he said it was incredible it was a smorgasbord of medical supplies, but were they letting anybody come inside and bring it in? No the two lonely ambulances and a couple of fire trucks. You know it was pathetic on the inside. Yet these guys were trying to keep the fire from penetrating inward, and yet, you know in stairwells. There were people trapped in stairwells we could have go to. That really pissed a lot of us off. And I mean, of course we've come up with sick jokes already. You know, "If this were the World Trade Center, we'd all be dead."

Which is true, because we went back into it, but we did it with, everybody did it with the best of intentions and in the worse circumstance, you know. And again, the organization of the chaos the fact that decisions were being made by looks. I mean you didn't even have to talk to some people in the process of treating the other people. You just knew, you know, and it was just that fact that that kind of teamwork can come together like osmosis and actually happened. You actually treat and transport people inside of fifty minutes with literally nothing you know to start with is amazing.

Q. (01:45:42) It's a tribute to the military to a large degree and the people of military background and federal workers and public service and I mean if you were going to hit something –

A. Oh yeah, yeah, you –

Q. (01:45:55) Hit the wrong place, if you want –

A. And again, the khaki, I mean, just the Navy's - you don't run away from a fire really made – is big deal.

Q. (01:46:12) Have any last remarks for the historical record, any lasting impressions, deep thoughts?

A. You know in having had moved six week earlier, just the fact that we moved is just incredible to me. You know I mean sad for the Navy Command Center and sad for the Army Controller shop, but had we not moved you know and the fact that that building was just you know, no kidding. It was the combination of the fact that we moved into a place that we could evacuate from with some ease and then it was hit where it hit, And that's on the old golly gee good luck

side. Then on the bad luck side, or on the frustrating side it's called, the folks on the outside not knowing what was going on on the inside and then the stupidity of the Arlington Fire Chief to not listen to us who – when we gave them our swag from the inside of how many people were in that we believed were casualties.

Q. (01:47:45) What did you tell him, and how did you tell him?

A. We told him 175 to 200.

Q. (01:47:49) Casualties?

A. Casualties

Q. (01:47:50) And how did you tell him?

A. There was an Army Major who had, who was on the radio with him and the questions was asked how many casualties do you think that are in there, and we said a hundred seventy-five to two hundred. Tops.

Q. (01:48:05) Broken in to how many burn and how many broken bones.

A. No, I mean still in the building.

Q. (01:48:11) Oh still in the building.

A. Still in the building, yeah. And then he comes out not even a couple of hours later and says it's 800 and set everybody into warble. You know, listen to your own people. It was like who

was at the top of the food chain. On the outside I guess it was accommodating. I loved the stories I'm hearing from the outside.

FEMA, "I'm in charge."

FBI, "I'm in charge."

You know, there was, you know, inside the courtyard there you know there was a little bit of a power grab early, but afterwards it was like no, you know, it was a unilateral, you know, you didn't need it. You didn't need somebody to be in charge you just needed somebody to be able to communicate to the outside. You know.

Q. (01:48:54) That's great.

A. Yeah, for the outside yeah, "I'm FEMA, I'm in charge."

Q. "I'm the FBI, I'm in charge"

A. The FBI agents there were pretty cool too, you know all these young deaf (phonetic) guys, you know they all run around with their little, yeah they were amazed at what we were doing, too.

No shit, like organized chaos.

Q. (01:49:13) Thanks very much for your time, and for giving your story.

A. You guys going to be having nightmares if you keep talking to folks like us.

Everyone chuckles.

Transcribed by: Ethel Geary  
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