

[REDACTED]

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Interview with [REDACTED]

Interviewer: [REDACTED]

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[BEGIN SIDE ONE, TAPE ONE.]

[REDACTED] -- This is [REDACTED], Commander of MHD Task Force Eagle. It is October 17th, 2001. The time right now is 12:15. I have in front of me [REDACTED] of the Fourth Squad Light Rescue Platoon. [REDACTED], we went over and discussed the Memorandum from the Chief of Military History. Did you read this and voluntarily sign this agreement?

[REDACTED]: Yes, I did, sir.

[REDACTED] And you understand this agreement?

[REDACTED] Yes, I do, sir.

[REDACTED] All right, thank you. Where are you from?

[REDACTED] I'm originally -- I was born and raised in Kingston, Jamaica. I've been living in Connecticut for the last 20 years.

[REDACTED]: Are you married?

[REDACTED] Yes, I am.

[REDACTED] Family here?

[REDACTED] Yes, they are.

[REDACTED] Sons, daughters?

[REDACTED] I have twin girls, two daughters, age three.

[REDACTED] Three years old?

[REDACTED]

[REDACTED] Yes, sir.

[REDACTED] Give us a brief overview of your military career up to the date of the incident.

[REDACTED] Okay, I first started out in the Connecticut Army National Guard and I went active duty in 1991. My first duty station was Fort Campbell, Kentucky with the 20th Engineer Battalion. I was stationed there for one year. Upon reconstruction of the engineers, our battalion was then moved to Fort Hood, Texas where I still served with the 20th Engineer Battalion. I'm a part of the First Cavalry Division.

I served there for three years. Upon completion of my assignment, I was then PCSed to Germany where I served with the 16th Engineer Battalion. I deployed to Bosnia for 11 months, almost 12 months, almost one full year and upon completion of our mission in Bosnia, we came back to Germany and my unit was redesignated to the 54 Engineer Battalion. I was with A Company, which was part of that Allied Mobile Force Land, which is basically essentially part of NATO's Quick Reaction Force. We're the only engineers that directly belong to the NATO's force.

So I was able to travel all over Europe including Slovenia, Italy, Norway several times to work with all the NATO

[REDACTED]

forces. I came -- I was then PCSed to Fort Belvoir on a compassionate reassignment because my daughters, when they were born, they were two pounds and one of them needed an operation. So I came here on a compassionate originally, and then when I re-enlisted while I was here, my compassion status was changed. So I've been here for two and a half years and currently serving in the Light Rescue Support Squad.

[REDACTED] What MOSs do you hold?

[REDACTED]: Only one, I am a combat engineer, 12.

[REDACTED] How many people are in your unit?

[REDACTED]: My current unit now?

[REDACTED] And you're a squad leader, am I correct?

[REDACTED] Right, in my squad there's a total of seven including myself.

[REDACTED]: And you are in which platoon?

[REDACTED]: The Light Rescue Platoon.

[REDACTED] And how many people are in the Light Rescue Platoon?

[REDACTED] I'd say 30, I'm not sure of the exact number, between 28 and 30.

[REDACTED] Are there four squads in the platoon?

[REDACTED]

[REDACTED]: Yes, but they're not equal in strength.

[REDACTED] Okay. What special skills do your people have in the Light Rescue Platoon?

[REDACTED]: Our special skills includes EMT, we have EMTs. We have certain individuals that went through the Fairfax Rescue School and we had one -- some of them that we brought in from an external school that teaches rescue operation of how to do proper rescue techniques and how to rescue. And some of us are air assault or slick which is pretty much how to rig.

[REDACTED] So you've worked with other governmental agencies in training scenarios then?

[REDACTED] Yes, sir, I have. I've worked with Montgomery, Fairfax Task Force One. Also each year we go to Roanoke, Virginia. They have what's called rescue challenge. Each year it's at a different -- every two years at a different location and for the last two years I've went to Roanoke, where we compete with all the -- all other rescuers. They send a team. Each one of us sends a team.

[REDACTED] What sort of scenarios have you worked on in the past in regards to rescue when you were doing training with the outside organizations?

[REDACTED]

[REDACTED] When we work with the outside organization, we had Fairfax come up and set up a couple of exercises for us at A.P. Hill and in their local training area. And most of it consist of to do with the scenario in D.C., regarding our primary target or anyone that would deem that if a bomb was to go off, we would need to try to rescue. So we had -- we'd go to Onley Maryland, to do whatever big exercise which is called Golden Eagle, where we do a lot of our training.

We go through as if, you know, a motorcade was hit and things like that or a building collapse on top of -- a garage bombing and a building was collapsed on top of vehicles.

[REDACTED] Had your unit undergone any sort of MASCAL training prior to the incident on the 11th?

[REDACTED]: I don't exactly know what you're asking.

[REDACTED] Mass casualty.

[REDACTED] We -- yes, I would say yes, because we train as if we come up at the site of the bomb and there's going to be multiple victims and multiple people there, so we were trained to -- the IRT usually is the -- the Initial Response Team usually is the first one there. They're pretty much the bread and butter of the team. They usually get their first, do a building

[REDACTED]

assessment, try to set up as much as they can, try to immediately help the people that are easily helped, not entering the building but just if there's rubble that he can move off the person and provide first aid, they'll do that and at the same the IRT is responsible for insuring that the main body, the main force comes in and set up -- you know, set up, show you exactly where they need to be.

And also the IRT sets up the casualty collection area. They provide all the information. They do lock-out, tag-out where they make sure all the power and the water is turned off, so that when the main body gets there, all they have to concentrate on is the rescue efforts. So a lot of the work comes from -- usually the IRT is the one, it's vital for them to get there and do what they have to do.

[REDACTED] Now, in light of what you say, you've trained with governmental organizations, what specific kind of Army training did you do to get -- to be ready for an event such as the 11th?

[REDACTED] There is -- the only type of training we have done, we've worked with a lot of, you know, evacuating. We bought some heavier dummies and things like that but we have

[REDACTED]

never went I'd say out of the ordinary of our training to find -- you know to be prepared for what had happened because there is nothing -- no one in their right mind expected anything like this to have ever happened. So we never really trained for something like this. We pretty much had a set scenario of what we thought it would go down, how we expected it to be.

[REDACTED] Considering the events of the 11th, and looking back on it in your perspective, was the training that you'd undergone useful for that day?

[REDACTED] The training was useful in doing my job but there's no training could have prepared me for what I saw.

[REDACTED] Now, tell me about the day of the attack. Where were you when the attack happened?

[REDACTED] Initially, we were going through a rescue system, where we teach all the new people what's expected of them and how to do rescue, all the new people who haven't done rescue before. They just came into the unit within a short period of time.

[REDACTED]: Regularly scheduled training then?

[REDACTED] Well, it's -- we waited till we get a certain amount of people and this is their RS-1, we call it. It's where

[REDACTED]

we teach new people basics about rescuing. We have a classroom set up. We had two weeks set up to teach them and I was actually studying for -- to be the instructor of the year for the MDW. I was in my office and someone came in -- [REDACTED] came in and told me that someone -- a plane had flew into the World Trade Center, and I was like, "Okay".

Then I got another call that a second one hit. Once I heard a second one hit, I got up and started telling everybody, "Hey, we need to start getting ready", and I walked into the classroom because they were having class and told them, "Hey, something is wrong; you know, we need to get ready". And at that time, the pagers started to go off. And we ran to the motor pool to get ready for our mission.

[REDACTED] So your actions -- you had already started thinking in terms of mobilization then, based upon the information that you had from the outside.

[REDACTED] Yes, because I don't know exactly where -- I know that if individuals were able to hit the World Trade Center with planes, who knows what it can -- I mean, it's just a natural thing that if something is not -- if it's not right somewhere else, we just need to be prepared because you never know where we

[REDACTED]

can go.

[REDACTED]: So do you remember what time you became aware of the attacks on the World Trade Center?

[REDACTED]: The time, actually, I believe it was around 10:00 something. When it happened on TV, we got told pretty much right away.

[REDACTED] What time were you aware of the attack on the Pentagon then?

[REDACTED] Shortly thereafter. It wasn't confirmed, there was multiple targets supposedly been hit in the area but they said one of them was the Pentagon and we -- you know, we wasn't sure, but we were still getting our gear together, you know. Everybody was mobilizing, still.

[REDACTED] How long did it take you to mobilize and account for your squad?

[REDACTED] My squad was mobilized and ready to be in D.C. within less than 30 minutes, we were ready to go.

[REDACTED] What equipment does your squad use?

[REDACTED] My squad was the Initial Response Team. We were -- we had everything in our A22 cargo backpack and everything.

[REDACTED]

[REDACTED] Which is what?

[REDACTED]: Well, our A22 cargo bag consists of -- we carry our self-contained breathing apparatus. We carry enough tools just to initially get there, do initial recon and help as many people as we can and set up.

[REDACTED] What kind of tools do you carry in that bag then?

[REDACTED] Okay, we carry our self-containing breathing apparatus. We carry the generator. We have extra air bottles. We have power cords. We have saw alls, saw alls, it's a cutting tool.

[REDACTED] Could you spell that?

[REDACTED] It's s-a-w, a-l-l, saw all.

[REDACTED] Okay.

[REDACTED] We also have air bags to be able to lift heavy objects like concrete blocks.

[REDACTED] How do those work?

[REDACTED] You pretty much hook up your SCBA bottles which is the bottles that the firefighter -- your tank that you normally do as firefighters are in the back for air. You use your air tank to hook it up to a valve and we use that to

[REDACTED]

regulate the pressure, to raise it up and so each one of the bags have different, how many tons it can lift.

[REDACTED]: What was the size of your generator and what was it used for?

[REDACTED] The generator, I don't know the exact size of it but it's a small one, a very small one and it's used for using power tools. You know, we have Bosch power tools what we used to drill concrete. We have air monitors, devices which are used so that if a firefighter stops moving for awhile, then he will send an annoying noise so that we can find his location.

[REDACTED]: So what time did you get your people to notify them? What actions did you take once you knew something that you started moving people in that direction? Go through the steps that you did.

[REDACTED] Okay, once we initially got our page, we all -- everybody that was -- we stopped everything that we were doing and just ran. I mean, we left the lights on, everything and just ran. Ran to the area, got to the motor pool. The first thing I did was we got into the right uniform. I started getting my guys, yelling to them we needed to get the bag hooked up, we needed to get into the right uniform which is a change into our

[REDACTED]

rescue uniform out of BDUs and we also needed to get all of our NBC gear.

I changed out training filters to real filters because I don't know what is expected and with me being the Initial Team, I'm going to be the first one there, wherever I was going. So I don't know if people were going to be there before me, if there's chemical use or what.

Once I gather up everyone, we pulled our HUMMVES to the front to find out how we're getting there, the means of transportation, if we're driving or flying. In this case, we were going to fly from Davison Air Field. We was ready to go. We got a briefing from the Commander. You know, the Commander went with us, but he briefed us, let us know what was going on, the intel update.

We had our ruck sacks. Once we got outside another squad would go out there to the air field, put the A22 cargo bag on the strip so that the helicopter can pick it up and we would just load the plane, the aircraft and be ready to be flown where we were needed at.

[REDACTED] So you were briefed that you were going to fly from here, from Davison Air Field to --

[REDACTED]

[REDACTED] McNair.

[REDACTED] -- to McNair. And at McNair --

[REDACTED] McNair, we went and we staged and we waited until -- to find out if all the -- if there was any possible targets. The Pentagon wasn't our primary target but if our primary target would get hit, then we'd go there. So we waited there for a couple of hours.

[REDACTED] Now you spoke that the Pentagon wasn't your primary target. What was your primary target?

[REDACTED]: Sir, I don't even know if I can tell you that. I don't want to --

[REDACTED] Subject to security classification?

[REDACTED]: Yes, sir.

[REDACTED]: Understood. So the Pentagon then was not your primary target.

[REDACTED] Right, sir.

[REDACTED] At what time did they take you from your -- did they release you from your primary to the Pentagon?

[REDACTED] Sir, I would say within two hours after they realized that all planes were grounded and there weren't going to be any further --

[REDACTED]

[REDACTED] And what time did you stage from McNair to the Pentagon?

[REDACTED] I would say around 12:00.

[REDACTED]: What were your first actions on the ground at the Pentagon?

[REDACTED]: My first actions, once we got there we had to establish a site where we were going to set up. Once my squad, we had a HUMMVEE. Once we got there, we established exactly -- my platoon sergeant, he got with the incident commander to find out what he needs, what he needs immediately. My squad was the first rescue squad among all the firefighters there to have gotten there to be able to do a rescue operation.

[REDACTED]: Now, you got -- just let me clarify for the record, you had a HUMMVEE from McNair to the Pentagon but you flew from here --

[REDACTED] Right, because we needed to transport the A22 bag to the Pentagon and while we were waiting, we -- our platoon sergeant took our HUMMVEE because one of my soldier members, he didn't fly with us because he was on a funeral detail on his way down to Quantico, so the platoon sergeant jumped in with him and they drove up here with MP escort to McNair and we loaded up and

[REDACTED]

then once we got loaded up, we were --

[REDACTED] So you linked up, effected a link-up here then.

[REDACTED] At McNair.

[REDACTED]: At McNair.

[REDACTED] Yes.

[REDACTED] All right, while you were waiting to see if your primary was going to be targeted or not, what were you doing with your soldiers?

[REDACTED] My soldiers, we went over -- I briefed them exactly, you know, about -- I tried to explain to them that what we were probably going to see, we'll never see again, because I know there were victims, multiple victims alone just from the plane. And I tried to pretty much keep their head in the game, because we were all nervous and we were all scared because this was the first time we were going to do it and, you know, but once we got in there and we started doing our job, we pretty much just kept rolling.

You know, everything became -- a lot of things became normal to us as in, you know, we have done this before and some things were new to us. You know, once we got there and we set up, we were told by the platoon sergeant that we needed to be -- he's

[REDACTED]

got permission from the rescue commander that we needed to link up with another firefighter because we were the first ones there. They didn't have the capability to enter the building to do the collapse structure rescue as we did.

So we got our SCBAs on. Got our Self-Containing Breathing Apparatus, got it on and got our flashlights, got everything that we need to enter a building in a confined space.

[REDACTED]: Did you do an NBC sweep of the building first?
[REDACTED]: No, there an NBC sweep was not done for the fact that one, if there was an NBC it would have been burnt up because of the heat. Two, there was already hundreds of firefighters -- you know, there were so many people there, that if there was an NBC threat, it would have been noticed before we would have gotten there.

[REDACTED]: To your knowledge, was an NBC sweep done at all?

[REDACTED]: When I got there, I didn't see any that was done.

[REDACTED]: Now, you got -- how long did it take you to get from McNair across the river to the Pentagon?

[REDACTED]: I'd say 10 minutes max, because we had MP escort. Once we got on there it was a clear shot, straight in.

[REDACTED]

[REDACTED] Did the traffic present any problem at that point?

[REDACTED] No, because we pretty much took the HOV and with the MP escort, they cleared the way for us.

[REDACTED] So you arrived on site about 12:00. How long did it take you from the time you arrived on site to you were entering the building?

[REDACTED] Oh, 30,30-35 minutes, because once we get establish at the site and set up, it wasn't that long, 40 minutes max because there were still fires that were being fought at the same time and we can't enter a confined space with the fires.

[REDACTED] Describe your initial assessment of the scene once you got up to the building and were ready to have your people go in.

[REDACTED] Initial assessment from what I saw that the damage was pretty much contained in one area. I saw that there was a lot of smoke, fire area. So I was expecting, yes, things to be burnt. And I knew that we had to stand air. I was expecting the air to be bad. The air is good, because of the air monitor, we can save our air out of the tank which would allow us to be able to search longer.

[REDACTED]

[REDACTED]: Was there -- when you said that the air was good. Was there any fuel residue in the air?

[REDACTED]: Yes, it smelled like the worst smell of jet fuel you can ever smell and you can smell the ash, the burn and the jet fuel was just -- it was evident it was jet fuel.

[REDACTED]: How far in did your rescue team penetrate?

[REDACTED]: We were in the first corridor. We went looking at the hole in the side of the Pentagon. We were on the left side. The first team, because we have two teams in the squad, we took the second floor and we had to search from I'd say about 100 meters to the right towards the gap and another three, 400 meters a total square.

[REDACTED]: Each team has three individuals?

[REDACTED]: Some team has three, some has two.

[REDACTED]: And how are those teams broken up, by experience, by MOS?

[REDACTED]: It's broken up -- there are all combinations. It's broken up by -- pretty much the way I break my team up, I put -- I have two NCOs, each one of the team leaders, and I break them up to spread the experience across each team.

[REDACTED]: Did you go in the building with your team?

[REDACTED]

[REDACTED]: Yes, I went in with the first team.

[REDACTED] So you served then as command and control for your team.

[REDACTED] Yes, I did.

[REDACTED] Were you in contact with any of your elements on the outside?

[REDACTED] Yes, I was.

[REDACTED] How did that work?

[REDACTED] It worked really well, providing that later on we realized that the further we go in the building, the less the communication was, unless we went up to switch to talk-around, so we fixed that part.

[REDACTED]: What sort of communications were you using?

[REDACTED] We have a Motorola, that is a regular standard black Motorola.

[REDACTED] And it -- based upon how far in you had to go, would you recommend a different kind of equipment for this kind of rescue operation?

[REDACTED] No, no, I think that really went well once we went to talk-around. Like I said, that was the best they could do. I mean, we have tried many different types of communications

[REDACTED]

and that is the best one.

[REDACTED] And what exactly is talk-around?

[REDACTED] Talk-around is where you're able to talk freely. You're not -- each one is channeled when you're filled and when you get them, you're filled with so that the fire department can't pick up your frequency. It's pretty much -- you know, it's like they're in a single radius and that's the only channel that is free. He just put us all right into talk to anyone that's on talk-around.

[REDACTED]: Who was directing your efforts from the outside?

[REDACTED]: [REDACTED] was at the entry point with my other team and whatever I needed, he would send it up.

[REDACTED]: Were any of the civilians coordinating with him to direct your efforts as well?

[REDACTED] There -- the civilian I had was he linked me up with a person and he was inside of the building. And there was one civilian inside the building who I would come to report to. I wasn't reporting directly outside. I was reporting to that civilian guy exactly because he'd tell me exactly what he wanted done and I would report to him.

[REDACTED] And what sort of directions was the civilian

[REDACTED]

giving to you?

[REDACTED] He pretty much gave me aerial -- before we go past each room, we have to clear it to make sure that there's nobody there, whether they're alive or dead. And we -- he told me what section and corridor he wanted me to check and we'd clear it as we went.

[REDACTED] Tell me how you would search a room.

[REDACTED]: We'd search a room from -- you can either go from left to right. Pretty much what you do is you stay -- we stayed on line, the way we did it because everything was so burned and open. We stayed pretty much right beside each other on line and just went straight down the line and then turned around and come back so that you could see your footprint to make sure you didn't miss anything and if there's something that's turned over, we'd stop, the whole group would stop, move it, gently move it because the way the building was set up, because most of the support was taken out, you don't want to start shaking things too much.

[REDACTED] How big were the rooms that you looked in?

[REDACTED] The rooms, it was hard to tell what the size of the rooms were because of lot of the dividers were gone.

[REDACTED]

[REDACTED] Inside the building, once you got in there, were you prepared for the sort of damage that you saw?

[REDACTED] No. Nothing could ever prepare me for it and one of the things that will always stick in my mind is the heat, the smell, the feeling that I had. I felt like I was being roasted, because the heat was so strong in there. Even when the fire was put out, there was still some fire in the beginning. There's no type of training to prepare us for what we saw and the type of damage.

[REDACTED]: How did your uniforms and equipment stand up to the heat?

[REDACTED]: Our uniforms are not designed at all for the heat and we're collapse structure, that's why we don't usually mess with fire. My -- our uniforms, I think they were made of cotton. I would love for them to be made of NOMAX give me some chance if my uniform was to catch on fire, I'd be able to put it out, but I think it was made out of cotton which really wasn't -- I hope if they make a uniform of NOMAX, I'd rather have one after being in a situation like this because there were still fire, active fires that were in there and diesel fuel spilled all over the place.

[REDACTED]

[REDACTED] So your uniform that you went in were actually what then?

[REDACTED] It's just a jumpsuit. It's an over suit that you put over your BDUs and we didn't go into the bunker gear like the firefighters. It's cumbersome and it's not for out type of need. We don't need that.

[REDACTED]: Going in there, did you have heavy gloves to protect hands?

[REDACTED] We had our standard work gloves, the standard Army gloves.

[REDACTED] The leather gloves with the metal --

[REDACTED] No, those are for concertina, the leather gloves with the white facing that we use for repelling.

[REDACTED]: How did those meet the situation?

[REDACTED] They held up well. I mean, we didn't have any complaints about them, but with the way the water -- the hot water was dripping on the back of our necks, especially me, I really -- it really bothered me a lot.

[REDACTED] Since you were the first team in there, were you able to come across any survivors? Were you able to assist anyone?

[REDACTED]

[REDACTED] The individuals I was with, no, but my second team did. They found several -- they were the first ones to find victims in there also, out of the entire -- and that's before any of the civilian agencies or anybody else.

[REDACTED] Were any of the victims still alive at that point?

[REDACTED] No, sir.

[REDACTED] What was the reaction of your team members when they came across one of the victims?

[REDACTED] They called in the report to let us know exactly what they found to the outside, let them know and where they found them, what -- if the person was alive or dead. And once they finished, they came out, they were pretty much in the same feeling we were, they were pretty much in tears.

[REDACTED]: The Army uses a standardized SPOT or SALUTE report. What sort of report do you use in a situation like this?

[REDACTED]: We don't have a standardized report because since our frequencies for rescue operations, you know, they just said, "We found one victim located here, here, here", and there's no line A, line B, anything like that.

[REDACTED] Based on your experiences from that day, what

[REDACTED]

could you have done different to prepare your soldiers?

[REDACTED] Really, prepare them for what they saw, for what they -- for rescuing? There really isn't anything that I could see that I would have done anything differently. Now that I -- not just that I've seen it, they also saw things for themselves that they know they might have needed to improve, but my squad has been really close. They were really -- really, there's nothing I could tell them to prepare for that, that they have already been exposed to them.

[REDACTED] Do you feel your squad has grown closer as a result of the work on the day of the 11th?

[REDACTED]: In some aspects, yes. In some, no, because each one of us, including myself, because of what happened emotionally it has done something to all of us and it's taking us time to be able to adjust and now that I've been into this environment, I expect so much more of them and sometimes it's growing pains trying to -- trying to get them that you're no longer expecting this. Your standards is this way, where we have to bring our standards up even higher.

[REDACTED] Have your soldiers availed themselves of the various assistances that are offered as far as going to see

[REDACTED]

chaplains or any other resources resulting from how they feel about what happened that day?

[REDACTED] Yes, in fact, after my second team came out, I immediately took the chaplain because, like I said, there were some tears and they just couldn't believe it because they had found a female. She was in a fetal position and she was burned and, you know, they had a hard time dealing with it and since I've been back, I've taken two of them personally to the chaplain myself.

[REDACTED]: It seems then that the actions affected, as I'm listening here that you sort of expect more of them. How will this modify your training, knowing that?

[REDACTED]: Well, we are -- our training is just like everything in the Army. You really don't take it as seriously a lot of times, some of the training. You know, certain things we would say, "Oh, that would never happen". No longer will we ever say that, that will never happen. Any scenario is possible after what we have seen.

[REDACTED] So the training -- the idea that training is routine isn't going to be routine any more is what --

[REDACTED] Right.

[REDACTED]

[REDACTED] Did you have much trouble accounting for your people during the rescue? Did you make certain they stayed in constant contact or how did you exercise command and control?

[REDACTED] Okay, well, if we had to split, we always stayed in teams, no matter what, so there's always three of them together, a minimum of two. I never had a problem with command and control. You know, like I said, when the squad is working together, which is the majority of the time. The whole squad will be working together. They -- I was command and control and everybody knew.

I have two NCOs that I hold accountable for their people, so, no, I didn't have a problem with command and control.

[REDACTED] How long of a time were your people able to stay in the building?

[REDACTED] Well, initially from the first time we went in while there was still heat, I would say 20 minutes. After the fire and everything was put out, hours. We'd stay in there hours because we -- when I was out we put on respirators and we could stay in there for hours, six hours or however as long as we could work.

[REDACTED] Now, since you were the initial response team,

[REDACTED]

the IRT, how then did -- how then were you used after the first couple of hours?

[REDACTED]: After the first couple hours the rest of the main body showed up, they pretty much relieved us, let us be able to pull out and get a break and get some down time. Then we started in rotation to get everybody -- we had different -- we had to rotate because we had different attack points. At one time we had people on top, a different squad on top trying to push holes through the building, so if you're not actually attacking the problem or the building, you're actually on stand-by, so when the other team needs a break, your team or your squad goes.

[REDACTED]: So you were continuing to attack by searching and --

[REDACTED] Right.

[REDACTED] -- by continuing to search and rescue then.

[REDACTED]: Yes.

[REDACTED] What sort of sleep and rest plan did you exercise for your squad?

[REDACTED] Initially, the first day we pretty much got to sleep when we could and then we started doing -- once

[REDACTED]

everything was set up and we had all the teams broken up and we integrated all the task forces, we did 12 on and 12 off, which, you know, by the time we get done it's more like six on, you know, six off, I should say.

[REDACTED] How much interaction did you have after the first couple hours with other governmental and non-governmental organizations?

[REDACTED] A lot, because a lot of the other firefighters we knew from Rescue Challenge or you know, just generally walking around and we got to know generally who each other was. I mean, we knew who they were but a lot of people didn't know who we were because this was the first time we had deployed with them. So, yeah, we interacted really well with the other fire departments.

[REDACTED] And so you had, in a sense, a habitual relationship because of the training you'd done with the outside organizations.

[REDACTED] Yes.

[REDACTED] And that paid off.

[REDACTED] More than you would even believe, sir.

[REDACTED] From your perspective again, what lessons did

[REDACTED]

you learn and that you're going to incorporate for the future?

[REDACTED]: I learned that, you know, when the first initial attack happened, I was pushing my guys so fast and so hard that it didn't give me the opportunity to stand back and put my team leaders to work and analyze and make sure that nothing is forgotten or anything like that. So that's one thing I would do, you know, put my guys, my team leaders to work while I can sit back and make sure, I have a checklist and stuff that I need if this ever happened again.

[REDACTED] Do you have an ARTEP manual for your operations?

[REDACTED] No, we haven't.

[REDACTED] What do you use -- I think you -- are you all developing and ARTEP manual?

[REDACTED]: Yes, we are.

[REDACTED] What do you use right now to base your actions on or to set standards for?

[REDACTED] Well, we base them off each exercise that we go through, you know, from your experience, from where you're going because no matter how you try to set something up twice, there's always more than one way of doing it, so you can't really say this is it and that's the only way it is when it comes to

[REDACTED]

rescue.

[REDACTED] Are there any civilian manuals that you use in particular that you've found useful?

[REDACTED] No, we have no civilian manuals. You know, even the civilian manuals still are basic techniques, routine techniques.

[REDACTED] Is there anything else you'd like to add, Sergeant Williams?

[REDACTED]: Not at this time.

[REDACTED] All right. This is [REDACTED] concluding the interview of [REDACTED]. The time is approximately 12:50 a.m. October 17th, 2001. This concludes this interview at this time.

[WHEREUPON, AT 12:50 A.M. THE INTERVIEW WAS CONCLUDED.]