



Former Agents of the FBI Foundation Oral History Heritage Project

Subject: Attacks of September 11, 2001 -15th Anniversary Interview

Interviewee: Arthur Eberhart Oral History Interview on June 2, 2016 in Vero Beach, Florida. Special Agent Service Dates: 1975-2002

Assigned Locations:

Interviewer: Robert Kelley, Special Agent Service Dates: 1976-2005

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Summary:

Arthur Eberhart was SAC of the Administrative and Technical Divisions of the Washington Field Office (WFO). On September 11, during a staff meeting his secretary informed him of the first tower being hit, then the second. When the Pentagon was hit, he knew Washington, D.C. was under attack and activated the WFO command post. The Rapid Deployment Team was activated and sent to New York, an investigation into a hijacking at Dulles Airport was initiated, agents were dispatched to the Pentagon which needed to be secured as a crime scene, a Joint Operation Center was setup at Ft. Myers, and they were trying to determine what was happening to Flight 93 that was headed for Washington. On September 13, Eberhart was assigned to the Pentagon as the Senior FBI Agent and remained there close to five weeks as part of the Incident Command Structure. The situation at the Pentagon was unique since it was a live, working crime scene and access control was important. There was also a close working relationship with the military and issues dealing with classified documents. Eberhart discusses his experiences, the challenges, and valuable lessons learned about controlling access into a possible toxic environment, working in a joint team effort with the help of many federal agencies, police divisions, fire departments, and many other groups, and the people who played very important roles.

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FEDERAL BUREAU OF INVESTIGATION
Interview of Former Special Agent,
Arthur R. Eberhart,
Robert M. Kelley, Interviewing Agent
June 2, 2016

Robert M. Kelley

(K): My name is Robert M. Kelley. I am a retired Special Agent of the FBI. I'm talking by telephone to Art Eberhart at his home in Vero Beach, Florida. This conversation is being recorded for the Society of Former Special Agents of the FBI for the Oral History Project commemorating the Fifteenth Anniversary of the attacks on the World Trade Center and the Pentagon, September 11, 2001.

Per our conversation the other day he received and completed the waiver form. Thank you very much and again I thank you for having volunteered to be interviewed for this project. Your time is certainly appreciated.

As information, after this interview is completed it will be transcribed by a former Bureau steno. You will then be sent a draft for your review and corrections or changes if needed. Following your review, you will receive a copy of your transcript and a disk containing the transcript.

As a caution I remind you not to disclose the identities of any informants. Sensitive material could be redacted by the Bureau to preserve security.

Please begin.

Arthur R. Eberhart:

(E): Thank you Rob. Again my name is Arthur R. Eberhart. I go by Art.

On Nine-Eleven, I was assigned to the Washington Field Office in Washington, D.C. My position at the time was the SAC of the Administrative and Technical Divisions of the Washington Field Office.

I'd like to point out the management staff of the Washington Field Office on duty that day. The Assistant Director in Charge was Van Harp, who was in South Carolina on summer vacation that day. There were two other SAC positions, one for the Criminal Division, who was no longer assigned to the office. She had just been promoted to Headquarters. The other SAC position was for the National Security Division, which was vacated by retirement.

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E: Two SAC positions were vacant at the time of Nine-Eleven. There were seven ASACs assigned to the Washington Field Office at that time and I believe on Nine-Eleven there were only three in the office. Just to give you an idea what the senior management staff looked like on Nine-Eleven.

I first learned about the World Trade Center, when the first plane hit the tower, I was having a staff meeting and my secretary, Lisa had come into my office and said that a plane had flown into the World Trade Center. I asked her to just keep monitoring it and then she came in and informed us that the second plane hit the tower.

The Washington Field Office on Nine-Eleven had what was called a Rapid Deployment Team, a group of people, who could work remote crime scenes. Mainly they did a lot in Africa during the bombings at the embassies.

Jim Rice was the Supervisor of that group activated the Rapid Deployment Team to prepare to go to New York City. We then heard a helicopter had come in at a landing pad at the Pentagon and had burst into flames and there was a fire at the Pentagon.

Jim Rice had called the Pentagon and found out that it was actually the third plane that had hit the Pentagon, so we knew that we were under attack in Washington.

That day was a long day. It was what I would call a whirlwind. I was the senior person in charge at that point, since Mr. Harp was out of the office. As the senior FBI person in the office, I had activated the command post at the Washington Field Office.

We had numerous things to do. We had a hijacking; the plane had taken off from Dulles Airport. We had to initiate a hijacking investigation at Dulles Airport. We had to find out who was on the plane, get manifests, find out about the luggage, retrieve and review video tapes, and so I sent a squad of agents to Dulles to start that investigation.

Then the calls starting coming in from Headquarters, we had a lot of conference calls with Headquarters. Obviously, we dispatched agents to the Pentagon.

E: Initially, there was a search and rescue mission at the Pentagon and so it was the fire rescue team, who was trying to put the fire out and get people out. The FBI's mission was securing the crime scene and estarting to look

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for any evidence that was outside the actual Pentagon itself, on the grounds surrounding it. FBI teams started doing manual sweeps.

Bob Blacksmith, who was my ASAC was sent to the Pentagon to be the senior FBI person on the first day. We set up a JOC, Joint Operation Center at, I think, it was Fort Myers. We had already pre-determined a location there, so we opened up a JOC and we started getting it staffed with computers and getting the right people there.

Being in Washington, D.C., of course we had a lot of other commotions going on. At the time, we started getting people from Congress calling up trying to find out who was on the airplane and what was the status of the incident. We had to deal with a lot of the distractions.

The day lasted into the night. There were a couple of other things we were dealing with at the time. Of course we had Flight 93 that was heading for Washington and so we were tracking it with that FAA and trying to determine what was going to happen to Flight 93.

Eventually through some conference calls with the FAA and some other government departments, we learned that that flight was probably not going to make it to Washington, so that took that pressure off of us. But it forced evacuations on two occasions out of the Pentagon.

Let me see what else I can cover on that first day. We had a reported explosion near the State Department, which turned out not to be factual and a fire at the Capitol, which was caused by workers.

It was just what I would call a whirlwind day. It was non-stop and it continued long into the night. I actually left the office at two or two- thirty the next morning, went home, got a bag and left for the Pentagon.

Assistant Director Harp returned the following day on nine-twelve. It was difficult getting him back because of the shut-down of all aircraft.

E: The other thing I'd like to mention on Nine-Eleven, the Attorney General Ashcroft, at the time, was actually flying back in on the FBI aircraft into the city. So we had to try and get him back in safely and back into the city.

I was in the Command Post on nine-twelve, then on nine-thirteen, I actually went to the Pentagon and I became the Senior FBI member at the Pentagon. I became part of the Incident Command Structure.

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The FBI's mission was multi-tasked. First of all, it was the safety of the first responders, the integrity of the crime scene, the recovery of any human remains inside the Pentagon, the recovery of any evidence that we could use eventually to support any type of future trials of the terrorist attack.

Being in the Pentagon, we also had the recovery of any classified material. Finally, it was returning the Pentagon back to the military, so they could run their DOD operations.

One of the things that I think was very unique to the Pentagon was what I would call a live, working crime scene. We had thousands of military personnel, who still had to come into the Pentagon every day and do their own job and get prepared for a potential war. Access controls became very important at the Pentagon.

Initially, we had to provide a first responder hot zone perimeter, so we could only have certain people who needed access to actually go inside the Pentagon and so we set up a hot zone access and controlling that became extremely important.

Prior to my assignment to the Washington Field Office I was a Section Chief for a group based down in Quantico that had specialized people, who were able to respond to weapons of mass destruction incidents and one of my units was the hazardous materials response unit. I requested to activate them to come up to the Pentagon and they were the people who controlled access into the actual Pentagon crime scene itself to do work inside the hot zone.

E: They had to log everyone that went in and out of the Pentagon crime scene. They had to make sure the responders had the right protection gear on. We also had monitoring capability of the air, so we knew what we were dealing with every day. We knew if there was any toxic material in the air and that would change the type of protection gear we would have to wear.

That became very helpful in the end because if people made claims that they were in the Pentagon on certain days we could actually go back to the log and find out if they were inside the Pentagon or not inside the hot zone.

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We also set up a perimeter of first responders, so only the first responders who had access could get inside and then we had of course, the perimeter around the entire Pentagon which was actually controlled by the Arlington County Police Department.

The day of Nine-Eleven, I was asked by a lot of different agencies inside Washington how they could help. So one of the best uses of the other agencies was the U.S. Secret Service. They volunteered to come into the Pentagon and do access control for us. So we were able to turn access control over to them. We had the Secret Service set up a badging system which allowed us to verify who was inside that area, where the first responders were staying.

One of the issues you have at any major disaster is a lot of people will what I call self-dispatch resources, people show up and there were literally thousands of people who came there from all over the East Coast to try to help. But in a lot of cases, they were there on their own. They were not under type of command structure. We literally had to sort all those people out and only allow people after the second or third day into that area that needed to be there. We appreciated the people trying to help but if they're not part of the command structure, they really don't need to be inside there. So that became one of the lessons learned; how you control access.

We used probably every Federal agency in the area but I would like to point out some and their duties. The Arlington County Fire Department were the first responders and they were the lead in our Incident Command Structure until the Pentagon was safe to turn over to the FBI.

E: The Assistant Fire Chief became very, very important to us and his name is James Schwartz and he controlled the search and rescue probably for the first of five or six days.

The Arlington County Police Department under Chief Ed Flynn was part of the Incident Command Structure and they controlled the outside perimeter around the Pentagon just keeping out people who did not need to be near the Pentagon.

The first couple of days, we were certainly concerned about a another attack. Again we didn't know if there was going to be any more attacks on the Pentagon so the far outside perimeter became very important.

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The police that secured the Pentagon was the Department of Protective Services, their Chief Jester was part of our Incident Command Structure and he had the security outside the crime scene of the Pentagon.

One of the most unique things that the FBI normally does not have in a crime scene was the working relationship with the military. We actually had a two-star General, General James Jackson who was the Commander of the military district of Washington, D.C.

General Jackson was part of our Incident Command Structure and he was supplying us with young soldiers from what was called the Old Guard from his district and they were actually part of our recovery of human remains teams after the scene had become secure.

One of the other duties of General Jackson was our liaison for any other military personnel inside the Pentagon. One of the missions he had every morning was to come into our Command Center and go over the list of what the military thought was important that they had to get back into the area. There were rooms that had been destroyed by the explosion of the plane but he would come up with a list to see if we could get into those areas of the Pentagon. He would tell me what was important and what wasn't important and then I would tell him if we could safely get into those areas or if there was even an area left and if we could recover any type of documents. We worked very closely with General Jackson on a daily basis.

E: The other issue with the recovery of human remains, we had to resolve was with the Medical Examiner for the State of Virginia, who wanted to do all the autopsies and identification of any of the human remains.

When I was the Section Chief at Quantico I had deployed with the Rapid Response Team of the Washington Field Office to Kosovo to do war crime investigations. We worked investigations with members of the Armed Forces Institute of Pathology in Dover, Delaware, where all body recoveries and identification for the military are done.

We had developed a very close working relationship and since we did not know how many military people had been killed inside the Pentagon I had made the decision that it would be much better to work with the Armed Forces Institute of Pathology rather than the Virginia Medical Examiner because they would have all the records, the fingerprints, and DNA records of all military personnel and they had agreed to do any of the civilians that were on the aircraft or inside the Pentagon.

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We had to work out an agreement between them and the Virginia Medical Examiner, who would only give over the body recovery mission to AFIP if the Attorney General actually signed off on it. I had to get Attorney General Ashcroft to write a letter to her saying that the Armed Forces Institute of Pathology would handle all the remains.

Because AFIP was in Delaware we had to set up a logistical routine, so we actually set up a temporary morgue in an actual warehouse area, a temporary morgue at the Pentagon and we did initial processing of any human remains. We photographed the remains, recovering any personal data and items, then transported them to Dover, Delaware by helicopter. We would take the remains to Bolling Air Force Base by truck and then actually fly by military helicopters up to Dover. I think we made two missions a day.

The other Federal agencies that responded; DEA, CID, and ATF provided agents. The other big group of people that became very, very important to the crime scene was the Urban Search and Rescue groups that came in from all over the country. Arlington provided one and the rest came in from all over the country and their mission was to basically go to the Pentagon and determine if there were any living or bodies in the rooms. They would mark rooms or areas that had remains for the FBI to recovery. Then they did structural repair by shoring up pillars that had been blown apart inside the Pentagon to make sure that it was safe to go in those areas.

E: They did a lot of structure building out of basically railroad ties, building these structures inside, so the floors would not collapse.

The one thing I didn't bring out is the size of the Pentagon. Most people who looked at the Pentagon visually remember the collapsed area that came down and a lot of them probably think that that was the main damage to the Pentagon.

But actually the Pentagon on the first floor on that side of it had been totally gutted, the explosion took down all walls on that side of the Pentagon. I don't remember the exact length but it's something like four hundred and fifty feet on one side of the Pentagon. So it's a long, big building. The second floor of the Pentagon was half destroyed and the third floor was probably destroyed by a quarter and as we got up to the fourth and fifth floors there was just a lot of heat and smoke damage. Plants looked like they had not been water for years.

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If there is one positive thing, that side of the Pentagon had just been renovated and it was pretty much vacant. There were just a few groups that had been moving back in to the Pentagon on Nine-Eleven. It is really what kept the body count down very low.

If the attack had been weeks later, hundreds, if not thousands of military people probably would have been injured or died during that explosion. But fortunately for the DOD, there were very few people who were actually taking up offices on that side of the Pentagon.

Some of the issues we had were trying to deal with the classified documents. We did not want to slow down our recovery of evidence, so we worked with the Army CID. All paper that was found inside our debris field was turned over to the Army the CID and they became responsible for actually sorting and identifying any classified documents. So that was a big time saving element for us.

The other thing we wanted to deal with fairly quickly was any airplane parts. We had an airplane that was in thousands of pieces inside the Pentagon and we did not want to be responsible for tagging every piece of airplane part so I got an agreement with the Assistant United States Attorney that airplane parts would not be considered evidence.

E: We knew an airplane had hit the Pentagon and so we made an agreement we would separate all airplane parts in our debris fields. Those airplane parts were put into large cargo bins and they were shipped to a separate burial site that has been kept secret so we would not have people trying to go find souvenirs from the Pentagon. So they were all buried separately at a private burial site. I early established a rule that no one would take any souvenirs from the crime scene.

When the FBI became the Incident Command Leader, we needed to clear all debris from inside the Pentagon as rapidly as possible.

We basically used any type of front-end loader and manual labor to load everything, all the burnt debris into dump trucks and move it to a secure area. We secured the north parking lot of the Pentagon and that became our debris field. We would take a front end loader of debris, spread it out over the north parking lot area and then the proceeded to do a manual search.

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One of the big concerns of DOD was that we were using improper protocols to recover every remain that we could recover. I had a close working relationship with one of the chief doctors at AFIP from being in Kosovo with him and so we had worked out written protocols that were acceptable by the military.

We ran cadaver dogs over these long lines of debris which were only six inches high and the cadaver dogs would find any human remains and then that was of course put in evidence bags and taken to our temporary morgue and eventually went up to AFIP where they would do actual DNA examines.

After we did two manual searches, we would go back through it with cadaver dogs one more time to make sure that we didn't miss any type of human remains. After the final search, all the other debris was put into it in separate piles and non-evidence was just buried.

E: Some of the other issues, I kind of touched on before, but it was a troubling problem. I called it self-deployment of people. On the first day, Washington, D.C. Fire Department self-deployed and they were under a different command structure from Arlington County. So we had to work that out so that everybody's under the same command structure. The same thing happened with ATF, after I initially asked them to wait until they were requested and had a clear mission but they self-deployed to the Pentagon.

In mass disaster areas like this one, a big problem is just the logistical aspect of it. We had to find lodging for people. We had to get rooms at hotels. We had to figure out how to feed people and so there were a lot of agencies that played a tremendous part of handling those issues. We also need medical and mental health support.

The American Red Cross became very helpful responding immediately and then they provided food and oversaw control of hundreds of items that were basic necessities such as hard-toed boots, clothes, socks. They set up almost like a mini supply depot for clothes.

Groups like Southern Baptists came to do food. The Salvation Army also came in to do food. A lot of the retail stores showed up with just basic supplies; flashlights, batteries, shovels, and rakes. Companies even provided four-wheel vehicles so we could get around the Pentagon.

We had to assign several agents just to handle the logistical aspect of it.

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The one thing that also helped us tremendously and a time saver at the Pentagon was being able to basically scrape down the entire damaged area of the Pentagon down to bare concrete floors. Since the Pentagon was being renovated, we had contractors, who provided a lot of labor and heavy equipment, such as their dump trucks. We used a lot of their frontend loaders and their expertise. They became a big part of our response group to help get everything out of the Pentagon.

One of the other issues being in Washington, D.C., is being in the nation's capital. We had a lot of VIPs showing up. We had a lot of Congress members showing up, who wanted tours and briefings. So that assignment was given to the Joint Operations Center and they would talk to any of the Congress members and then if they deemed that it was appropriate for that VIP to come actually down to the crime scene they would let us know and depending on who was available would talk to those VIPs.

E: We had some foreign dignitaries show up. I remember one day the Premier of Japan had come to observe the crime scene. It became a lot of work just managing all the crime scenes.

Of course we had President Bush show up and Vice President Cheney and Mrs. Cheney showed up. Secretary Rumsfeld would show up almost and get an update from me.

One of the things I think that made our mission, very successful was we recovered remains from every single person inside the Pentagon and the plane. We were not able to positively identify one baby because the parents had been killed and if I remember right the baby had been adopted. But we did recover remains from every person that was on the airplane from some remains and every military person that was inside there. We did recover remains of five individuals which had no identification, no DNA records and those were determined to be the remains of the five hijackers of flight 77.

Washington Field Office was unique and had extensive experiences and capabilities based on several things. First of all, it is in Washington, D.C., and there are major events going on all the time in Washington, D.C., so it is used to dealing with multiple agencies.

The Washington Field Office was very used to doing joint incident command structures, so we understood that the fire chief may be the lead

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person the first couple of days because of search and rescue mission, the FBI would take over after that but we were part of that command structure from day one.

Also the National Capital Response Squad which was Jim Rice's squad worked a lot on hazmat incidents in Washington, D.C. They had great liaison with the fire departments around the area and all the police departments. So again they were used to working under an Incident Command Structure.

My experience running the Weapons of Mass Destruction Group out of Quantico and having the relationship with the Hazardous Material Response Unit, understanding their capabilities to monitor toxic crime scenes and what protection gear we needed and how to keep logs became very helpful.

E: Also the experience of the Washington Field Office, again they responded to the Embassies bombings in Eastern Africa. They responded to the war crime investigations in Kosovo. All those big disaster crime scenes where a lot of agents gained their experience working them.

Also major multi-agency exercises were conducted in Washington, D.C., such as the Top-Off exercises, where you're dealing with the top management of all agencies in Washington. All that training became extremely, extremely helpful.

For me personally, I would say one of the best things that I did when I became an SAC in the Washington Field Office was I paid a visit to the former Chief of Police Sam Gonzalez, who handled the Oklahoma City bombing. I spent three days with Sam pouring over everything he had to go through on a mass crime scene like that and it became very, very helpful for me and he gave me a lot of tips of what he had to deal with. So it was tremendous experience for me.

There are many people that I would really like to identify that played a very important role in the Pentagon's success. First, I talked a lot about Jim Rice. He ran all the evidence recover missions at the Pentagon and reported directly to me.

Chris Combs, who is still with the FBI. He's an SAC now. Chris had the liaison with the fire departments and he became part of their command structure the first several days. He was a great interface with the fire department.

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I mentioned Bob Blecksmith, my ASAC and he became the second in command at the Pentagon so he played a very important role.

Tim Berezney was appointed the SAC of the National Security Division but he had not reported to the Washington Field Office. Tim came over from Headquarters and he ran the Joint Operations Center for us. So he took a lot of the organizational and logistical work away from the actual crime scene. Tim handled the JOC for us.

There were two agents who handled the actual the Evidence Recovery Teams every day and that was John Adams who handled the day shift and Tommy O'Connor who handled the night shift. Those two agents just stepped up to the plate and managed those shifts for us and they reported to Jim Rice.

E: Another agent that played a very, very important was Tara Bloesch. Tara had been in Kosovo on deployment to do war crime investigations. Tara had the ability to run a temporary morgue, the skills and personality to do that. Tara was put in charge of running the temporary morgue.

I think they are very worthwhile mentioning and if they haven't been interviewed I'd highly recommend them. I know there are many other agents that played just an important role.

I talked about all the other outside agencies, and the people that I felt played a very important role. I want to share a couple of anecdotes that are personal to me. I think the first night after Nine-Eleven it would have been hours of nine-twelve when I was driving home to go get a change of clothes, I lived south of the city and I was driving down interstate 95. As I was driving under all the overpasses and I was amazed how many signs were up supporting the United States and flags flying from them. It was just very heart-warming to see the response of the citizens supporting the first responders and wishing us the best.

One of the personal things for me was one day I decided to take one of the helicopters with the agents who were transporting the human remains up to the AFIP in Dover, Delaware. I actually went down to the base and got onto a helicopter and we started to fly up Dover.

There were two helicopters with agents on it and human remains and we were starting to fly towards Dover and out in eastern Maryland the helicopter in front of us came across the radio, calling a May Day, May

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Day that they were having engine problems and they actually had to do an emergency landing in a field. I was thinking as I'm seeing this helicopter basically doing an emergency crash landing in a field, here we have agents aboard that helicopter with the remains from the Pentagon and we're going to have another disaster in the middle of a corn field.

Fortunately for us the pilot had the skills to put the helicopter down in the field. A couple of farmers had drove out and met us and we had radioed back to our office, the Washington Field Office and they sent some agents down to secure the aircraft and we transported everybody else over to Dover. We got very lucky that day.

E: I mentioned that one of my duties was to give tour inside the First Responder area to some VIPS. After a couple of days, Dr. Healy who was the head of the American Red Cross asked to come visit all her American Red Cross responders.

Dr. Healy met with me and I was walking her over to their tent and I ran into my wife, Patti Eberhart, who was part of the Red Cross Disaster Response Team.

I didn't even know she was at the Pentagon at that point. So I came over to her and gave her a big hug and kiss and Dr. Healy is kind of looking at us wondering why I'm kissing this Red Cross person and so I introduced Dr. Healy to my wife. Patti stayed there for three weeks helping out the first responders making sure they had the right supplies and the food.

The FBI was treated very well so we got first class personal treatment from the Red Cross.

One of the things that happened, and again it was probably around the third week that we were at the Pentagon a tornado actually was coming towards the Pentagon. We had to evacuate everyone out of all the tents and all the other agencies and get everyone inside the Pentagon into a safe area.

So that became quite a drill that day.

The other thing that I'd like to point out is the FBI, and this is my experience, rarely did any type of closing ceremonies at major disasters. But we decided to do that when we turned the Pentagon back over to the Department of Defense.

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We actually had a closing ceremony that day and all the first responders were there and the heads of the different agencies, the Incident Command Structure gave a little presentation and the military, under General Jackson, the Old Guard presented the FBI with a flag that they flew inside the Pentagon and that was turned over to the Washington Field Office and as far as I know it's still in the Assistant Director's area of the Washington Field Office.

E: It was a good closing thing to do. It was very emotional for a lot of the agents. I know I have a video of it but I think it was a very good thing to do and kind of gave everybody a day to think back about spending weeks and weeks there.

If I had to go over some of what I recall, lessons learned for us, one of the biggest lessons learned and one of the biggest mistakes the FBI made at the Pentagon was: we were under strict orders by the Attorney General and by Director Mueller that we were not allowed to participate in any joint media presentations. They were, I guess, concerned since it was a major terrorist attack that they didn't want anybody just speaking at these joint press conferences. It would have been an opportunity for FBI to be part of the Arlington County Fire Department and the Arlington County Police Department giving joint press conferences.

We left our Incident Command people basically speechless from the FBI and we simply could have told a great story about how the FBI were first responders to this major disaster and we did not have to get into a terrorist investigation. In fact, we weren't part of the actual investigation except for the crime scene.

I think we missed a tremendous opportunity and I would hope in the future if there's any other major incidents like this that they would have joint press conferences.

I was ASAC in New York City when TWA crashed and I saw the value of Jim Kallstrom doing joint press conferences with the National Transportation Safety Board. I believed we missed a big opportunity.

I talked a little bit about this but the need to monitor your hot zones, where agents and other people are going inside a very possible toxic environment. You have to control those access points, you have to keep logs and you need to keep air monitoring, what your monitoring for and you have to keep all those records. Hazmat Response Groups did a tremendous job doing that and they kept all those logs. We used EPA and

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OSHA to monitor the air so we were monitoring inside the Pentagon and outside the Pentagon to know the type of protection gear the people must use.

E: Any future leaders, who may read this, I think they need to seek out experts before it happens. They need to know what their teams are capable of doing, what expertise there is in their office, in their area, their territory. They need to participate in exercises. Those things are very, very valuable.

I mention spending days with Chief Sam Gonzalez on Oklahoma City and it was extremely valuable for me.

You also need to understand what is the big picture. As a senior leader, it's very important to know what the needs are of your people, how to keep them safe and what logistically support they need to get their mission done.

You also need to know, things are going to happen outside your control, somethings are always going to go wrong, such as that tornado or the helicopter going down and you just have to prepare for that and be flexible because sometimes it's just not going to go well.

I'm going to touch on this very briefly but people in other agencies also need to know what the mission is. I will praise all the agencies that responded to the Pentagon that day and for five plus weeks the FBI was there. A lot of the other agencies provided resources over those five weeks to get this job done.

Initially we did have issues with the senior management ATF. They were not willing to accept that they weren't part of the Incident Command Structure. We told them what we needed for their mission. We told them that we needed man power. We needed resources. We told them they were very good at helping clearing mass debris areas. The agents on the ground there did a tremendous job. They worked hard, they drove bobcats, frontend loaders for us. They supplied bobcats so the street agents from ATF were tremendous. We just had some confrontations for the first week with the senior management of ATF.

Most of the Federal agencies that called me on Nine-Eleven asked me how they could help such as the Secret Service and they offered to do access control; very helpful.

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E: My response to most of the Federal agencies that day was, “This is a Search and Rescue Mission, it’s being run by Arlington County Fire Department, the Incident Command Structure and we’ll let you know as soon as we can best determine our needs and how we can use your expertise”.

So when they showed up, they had to understand what their mission was and how they can best help that Incident Command Structure.

I would also say one thing that people need to understand is, it’s very important to look for what I would call possible facilities to set up a Joint Operations Center and the Washington Field Office had actually picked out several buildings at Ft. Myers prior to Nine-Eleven.

So right away we knew where we wanted to go and they allowed the Washington Field Office agents to get over there, talk to the Army and get permission to use the facilities on Ft. Myers and Tim Berezney could get right in there and train and get that set up.

Personally I didn’t understand prior to Nine-Eleven the importance of the Urban Search and Rescue Teams. They came in from different states. They were very, very valuable. We had a building collapse so they came in and went into a very hazardous environment and looked for anybody that was alive and then they would determine if those areas were safe to go into and then they shored out the areas that weren’t. So they became a tremendous and valuable resource.

You also need to get some type of identification system at the perimeter as soon as possible. You have to sort out who needs to be there and who doesn’t need to be there.

I’ve covered a lot of ground. I hope this helps. I think I covered almost everything I’d like to talk about. Although I was the senior FBI official there for close to five weeks, this was a joint, joint effort. I mean you can’t single one person out and say that this person was responsible for managing this or managing that. This was a team effort. It was a multi-agency effort and it even included a lot of the outside agencies.

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E: We could not have finished this as successfully and as quickly as we did and turn the Pentagon back over to DOD as fast as we did without the support of all the outside agencies including the Red Cross, the Southern Baptist, the contractors and all that showed up with resources and manpower.

The official date that we turned the Pentagon over was September 28th to the Department of Defense at our closing ceremony but the FBI stayed in the north parking lot for another two and a half weeks mulling through all of the debris that was still there.

We had piles and piles of debris and all that had to be sorted through and looking for human remains, evidence and the airplane parts.

I'm proud to say I was part of it. It will be something that changed my life forever and I'm proud that I had the opportunity to serve there and it was probably the, I hate to say this, "The highlight of my FBI career" just getting the opportunity to work with so many great agents and so many great FBI support people.

I didn't mention our photographers that came to the Pentagon but we had photographers and other support people that were helping us. It was a great honor to work with them and work with all these other agencies.

I think that concludes my presentation. So I'll go back to you Rob.