



THE JOINT STAFF

NMCC

 THE NATIONAL MILITARY COMMAND CENTER  
 WASHINGTON, D.C. 20301
RDO03002450<sup>1</sup>

MEMORANDUM FOR RECORD

4-Oct-01

FROM: DDO, OT-2, NMCC (BG Winfield)

SUBJECT: OT-2 Analysis of NMCC Response to Terrorist Attack on 11 SEP 01

1. Operations Team Two (OT-2) was on-duty the morning of 11 SEP 01 when the terrorists attacked the World Trade Center towers and the Pentagon. We remained on-duty for 16 hours, coordinating the communications and the conferences used to manage the military response.
2. The attached documents detail our observations, analysis and recommendations for improvement, along with a chronology of the major events.

2 Attachments

1. NMCC Report on Terrorist Attack
2. NMCC Integrated Chronology

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 Deputy Director of Operations  
 National Military Command Center

Declassified Under Authority of the Interagency  
 Security Classification Appeals Panel,  
 E.O. 13526, sec. 5.3(b)(3)  
 ISCAP Appeal No. 2012-156, doc. 26  
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## NMCC Report on 11 Sep 01 Response to Terrorist Attack

### Observations/Analysis

#### Preliminary Events

- FAA takes 18 minutes after transponder is turned off before reporting hijack on first aircraft (AA-11) to North East Air Defense Sector (NEADS). Unknown whether response is reasonable given lack of prior warning and no knowledge of FAA procedures
- FAA reports second hijack (UA-175) to NEAD five minutes after first report.
- NEADS scrambles fighters out of Otis AFB one minute after second hijack report. Unknown whether the six minutes from the initial report is a reasonable response time given situation.
- 2 x F-15's get airborne out of Otis AFB eight minutes after scramble order, which is six minutes after first impact on tower. Unknown whether this is a reasonable response time given the alert status.

#### Pre Conference Actions

- NEADS authorized intercept immediately, but NORAD fails to notify NMCC of hijack and does not request any conference at NCA level until NMCC initiated a Significant Event Conference (SEC) 30 minutes later
- FAA reported hijack to NORAD, but did not bring NMCC into their hijack conference, nor do they request one from NMCC.
- NMCC's first indication of the crisis occurs when CNN/Other news agencies report that an aircraft (or bomb) had exploded into the first tower of the World Trade Center (WTC).
- SOO immediately contacts FAA for information on the potential aircraft accident and learns for the first time of a hijacked aircraft diverting into JFK;
- SOO reports info to ADDO and starts a chronolog of events.
- ADDO notifies J-34 of potential terrorist incident.
- CNN reports/NMCC observes second aircraft hit second WTC tower.
- ADDO notifies J-34 of definite terrorist attack. J-34 initiates a CSG team recall. ADDO briefs CJCS EA, who called in from CJCS aircraft enroute overseas.
- DDO office and EA Cell inundated with calls—delays DDO from directing a SEC for five minutes and prevents DDO/ADDO from closely coordinating SEC conference members. Disrupts/delays EA from building conference.
- DDO puts SEC on hold prior to it actually convening to respond to a NOIWON conference convened by CIA. CIA is requesting information on incident, NOT disseminating any info. 20 minutes elapse since initial report on CNN before SEC is actually convened.

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~~SECRET~~Conference Procedures

- ┆ Sig Event Conf comes up with CINC's and Services as directed by DDO
  - ┆ No FAA in Preset Conf. DDO directs FAA to be added to conference once it comes up. (No Red Switch FAA number available-so FAA delayed in getting into conference)
- ┆ ADDO dedicated to secondary phone providing updates to senior leaders
  - ┆ Unable to help DDO manage conference
- ┆ SLOP Advisor rolled in to aid DDO/ADDO
  - ┆ Supported DDO in conferences
  - ┆ Answered phones
  - ┆ Provided updates to senior officers in the NMCC, so DDO could concentrate on conference
- ┆ NORAD requests/DDO concurs with transition to Air Threat Conference before FAA ever brought into SEC.
- ┆ Pentagon gets hit after SEC was dropped and before Air Threat Conference completely stood up. STRATCOM calls to confirm we are still operational.
- ┆ When Air Threat Conference convened—services get dropped due to preset configuration—DDO not immediately aware of this
  - ┆ Unable to keep FAA in a secure conference due to mismatches with STU-III baud rates
- ┆ DDO directs EA to add SECDEF to conference as soon as ATC is convened and attack on Pentagon is reported
- ┆ NORAD has no domestic air coverage without FAA—Unable to provide air picture w/o AWACS
- ┆ OSD Cables unable to connect neither SECDEF nor DEPSECDEF to Air Threat Conference for over an hour. SECDEF arrives at the NMCC in person and joins the conference using the DDO's phone
  - ┆ DDO unable to direct conference for 15-20 minutes until SECDEF relinquished phone--an additional line was opened into the conference for SECDEF use later on
  - ┆ CWO/Red Switch Maintenance add additional handsets to phones to help individuals in the room monitor phone calls
- ┆ All NAOC aircraft go offline during launches and are unable communicate for a 10-15 minute period
- ┆ Comms to Presidential relocation assets worked as expected.
- ┆ NORAD unable to provide accurate updates on CAP status in Air Threat Conference.
  - ┆ It took 50 minutes from the time the CAP was established overhead DC for NORAD to report it in the conference
- ┆ WHSR demanded an open line with the NMCC on the NOIWON since they were not tied into the conference by WHCA or PEOC
  - ┆ Tried up one DDO (BG Seip) for the entire time
- ┆ DDO needs mechanism to capture taskings/assignments/responses during conferences, as well as provide follow-up if necessary.
- ┆ Phone management insufficient to handle flood of calls and maintain situational awareness.
- ┆ DDO office not capable of functioning as a working CAT space—insufficient phone/work space—too much noise

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- NMCC support system personnel (CCOD, DSOD, CCSD) were invaluable in providing assistance to the NMCC OT and in executing taskings with their area of responsibilities.
  - Admin NCOs were assigned to NMCC DDO office where they gathered notes of significant events/decisions made within the conference and around the table in the NMCC
  - CCSD provided paint masks for the fumes/water for burning throats
- Conference inputs from PEOC/WHSR appeared out of sync/behind real time. Unsure of where they were getting their information, but sent conference on several chases for information when nothing was there. (eg-reports of inbound aircraft 25 minutes out, 15 minutes out, 5 miles out, etc)
- There were no procedures in place to authenticate engagement decisions relayed from the NCA/Vice President (ie-Authorization to shoot down commercial aircraft was relayed by a Lt Col from PEOC)
- Senior leaders (CINCs/Service Chiefs/SECDEF/NSC) were not in conference, but appeared to be coordinating with each other outside the conference.
  - Decisions/actions not shared with participants
  - Lost VCJCS & SECDEF to multiple SVTS convened by NSC for long periods of time. No NCA direction in conference during this time
- DEFCON change decision was made without reviewing/implementing any of the prearranged coordination actions contained in CJCSM 3402.01 (Alert System of the CJCS)
- DDO asked for acknowledgments rather than directing EA to poll the participants during Force Protection Condition or DEFCON changes, so there was never any record of who did not respond.
- NMCC prepared and sent DEFCON change EAM within minutes of SECDEF decision
  - Several Service Command centers reported not receiving message. (EAMs are transmitted without a subject line, so it is likely that it was deleted without review in the massive increase in message traffic that occurred.)
- There was no discussion/consideration/direction for bringing POTUS into the conference until he arrived at STRATCOM and joined in of his own accord. VPOTUS did provide inputs through PEOC. Joined conference directly to talk to SECDEF when he first arrived in the NMCC.
- DDO/Conferees needs means to coordinate low-level tasking off line. FAA passed requests for flight authorizations into national level conference rather than working issue directly through NORAD FAA rep off line.
  - VPOTUS was unsure what procedures to follow for flight approval when SCATANA is activated.
- NORAD reports of CAP locations were too fast to follow in conference. All conferees should slow reports down when reporting detailed information.
- DDO distracted from conference by queries/discussions within the NMCC
  - Missed pertinent information which had to be repeated
  - DDO should hand-off conference to ADDO, SLOP or Sr EA when engaged in external conversations

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## Recommendations

### Equipment Enhancements:

- ▣ Digital recorders for DDO/EA with automatic timestamps
- ▣ Digital recorder on EPC phone at Surveillance station.
- ▣ Digital recorder w/timestamp for DDO room to capture offline conversations and bong box inputs
- ▣ Speaker/recorder at table to broadcast conference throughout room
- ▣ Place additional phone lines in DDO office (separate numbers with rollover from x7104/7105) for coordination with/by senior officers
- ▣ Smoke ventilation system for NMCC spaces
- ▣ Video camera in DDO office with monitor in EA to provide situational awareness and additional security over Presidential authenticators
- ▣ Upgrade external agency communication equipment to ensure compatibility with Red Switch conference.

### Procedural Enhancements:

- ▣ Establish a Domestic Event Conference for terrorist actions that includes all applicable players.
  - ▣ Establish Air, Ground and Sea communication plans to optimize conference participants for response to attacks in each medium
  - ▣ Ensure WHSR is monitoring/able to inject information into conference.
- ▣ Formalize admin NCO recall for support during major contingencies. Assign specific "battle station" duties to assist DDO
- ▣ Establish procedures for obtaining movement clearances from appropriate authorities when military takes over control—broadcast procedures/numbers to all participants
- ▣ Establish procedures for authenticating engagement decisions that go beyond the current ROE
- ▣ Establish handoff procedures between DDO/ADDO/SIOP for monitoring conference when DDO involved in discussions with senior leadership.
- ▣ Ensure command centers know to elevate all terrorist related incidents in the US immediately to the NMCC
- ▣ Establish procedures to check the communication links for the new Domestic Event Conference on a periodic basis.
- ▣ Conduct Night Blue Alpha or Bravo exercises to familiarize senior leadership with the capability and functionality of the various conferences
- ▣ Consider bringing the President into the threat conferences earlier in order to get immediate guidance and to establish the NMCC conference as the principle decision making forum

//Signed//

JOHN A. BRUNDERMAN, Lt Col, USAF  
Operations Team Two  
National Military Command Center

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# 11 SEPTEMBER 2001 INTEGRATED CHRONOLOGY

This document is a compilation of events, logs and transcripts from telephone conferences that occurred on 11 Sep, 2001. While times are accurate for most items, entries from the Air Threat Conference (ATC) should be considered accurate within a matter of minutes. Please note this a chronology, not a transcription. In many cases the comments from the ATC are paraphrased, not verbatim.

RED           EVENTS FROM NORAD CHRONOLOGY

BLUE          OTHER EVENTS

BLACK         NMCC ATC CONFERENCES

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1159Z   AA FLIGHT 11 TAKES OFF FROM BOSTON ENROUTE TO LA

1214Z   UA FLIGHT 175 TAKES OFF FROM BOSTON ENROUTE TO LA

1220Z   AA11 STOPS TRANSPONDER SQUAWK OVER HUDSON RIVER

          AA FLIGHT 77 TAKES OFF FROM DULLES

1238Z   BOSTON CENTER NOTIFIES NORTHEAST AIR DEFENSE SECTOR OF HIJACK OF AA11

1242Z   UA FLIGHT 93 TAKES OFF FROM NEWARK

1243Z   BOSTON CENTER NOTIFIES NORTHEAST AIR DEFENSE SECTOR OF HIJACK OF UA175

1244Z   2 X F15 SCRAMBLED FROM OTIS AFB, MA

1246Z   AA11 IMPACTS THE WORLD TRADE CENTER

1247Z   NORAD COMMAND CENTER NOTIFIED AND AUTHORIZES INTERCEPT

1248Z   CNN REPORTS FIRST AIRPLANE STRIKE AT WORLD TRADE CENTER

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1250Z UA FLIGHT 175 DEVIATES SOUTHWARD TOWARDS NEW YORK CITY.  
AA FLIGHT 77 TRANSPONDER IS TURNED OFF  
DDO/ADDO BEGIN JOINT STAFF NOTIFICATION

1252Z 2 X F15's SCRAMBLED FROM OTIS AFB TAKE OFF.

1300Z NMCC CALLS FAA: FAA PROVIDES BRIEF OF EXPLOSION AT WORLD TRADE CENTER POSSIBLY FROM AIRCRAFT CRASH. ALSO, HIJACKING OF AMERICAN FLIGHT 11 FROM BOSTON TO LA, NOW ENROUTE TO JFK AIRPORT

1302Z CNN REPORTS SECOND EXPLOSION AT WORLD TRADE CENTER  
J34 REPORTS INITIATING ANTI-TERRORIST TEAM RECALL

1307Z ADDO, SOO, EA AND DDO CONFER ON NEED FOR SIGNIFICANT EVENT CONFERENCE. DDO DIRECTS CONFERENCE BE CONVENED

1315Z CIA CONVENES NOIWAN CONFERENCE; 767 CONFIRMED HIJACKED. DDO DELAYS SIGNIFICANT CONFERENCE.

1320Z ADDO DIRECTS INITIATION OF SIGNIFICANT EVENT CONFERENCE WITH CINCS AND SERVICES.

1321Z 2 X F15 FROM OTIS AFB ESTABLISH AIR CAP OVER NEW YORK CITY

1325Z DDO ENTERS SIGNIFICANT EVENT CONFERENCE.  
DDO ASKS FOR FAA (NOT IN CONFERENCE)  
JFCOM REPORTS CAT TEAM IS STOOD UP  
AF REPORTS CAT TEAM IS STOOD UP

1333Z EA RELAYS NORAD REQUEST FOR AIR THREAT CONFERENCE TO DDO  
NORAD PROVIDES UPDATE - 2 FIGHTERS AIRBORNE WITH 2 TANKERS  
DDO CONCURS WITH NORAD REQUEST, DIRECTS TRANSITION TO ATC  
NORAD REPORTS 1 MORE AIRCRAFT ENROUTE TO DC

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1334Z SIGNIFICANT EVENT CONFERENCE DROPPED

1337Z NEADS LOSES RADAR CONTACT WITH AA77 AS IT IMPACTS THE  
PENTAGON

AIR THREAT CONFERENCE INITIATED

1338Z EA POLLS CONFEREES - VCJCS EXEC RESPONDS FOR VCJCS

1339Z DDO ENTERS ATC AND PROVIDES UPDATE OF AIR ATTACK ON US,  
POSSIBLE THREAT TO CONUS

1340Z NORAD UPDATE - CONFLICTING REPORTS FROM FAA ON HIJACKS.  
ONE HIJACK A/C OUT OF JFK ENROUTE TO DC  
2 FIGHTERS SCRAMBLED FROM OTIS, AFB  
NO ASSESSMENT; CINCNORAD NOT DECLARING ADE  
NORAD RECOMMENDS RECONVENING WHEN MORE INFO IS  
AVAILABLE

1340Z UA FLIGHT 93 TRANSPONDER TURNED OFF

1341Z DDO BRIEFS EXPLOSION AT 5TH CORRIDOR OF THE PENTAGON

DDO DIRECTS CONFERENCE REMAIN UP, DIRECTS EA TO ADD SEC  
DEF TO CONFERENCE

EA CONTACTS OSD CABLES, REQUESTS IMMEDIATE CONTACT  
WITH SECDEF

1342Z VCJCS EXEC ASKS FOR CONFIRMATION ON PENTAGON  
EXPLOSION

EA REPORTS STILL WAITING ON SEC DEF

1343Z NIGHTHAWK ASKS PEOC FOR INSTRUCTIONS

PEOC INSTRUCTS NIGHTHAWK TO PREPARE TO EVACUATE VICE  
POTUS TO NAVAL OBSERVATORY

NAOC SECONDARY REPORTS INITIATING EMERGENCY TAKE-OFF FROM  
ANDREWS AFB

1344Z VCJCS EXEC REPORTS HAVING BRIEFED THE CJCS VIA PHONE

PEOC INSTRUCTS NIGHTHAWK TO REMAIN ON ALERT POSTURE

NORAD UPDATE - POSSIBLE 4TH HIJACK IN PROGRESS

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DELTA FLIGHT 89 FROM BOSTON TO LAS VEGAS  
INDICATIONS FROM CON-R

NO RESPONSE FROM DDO - NORAD REPEATS

EA RESPONDS FOR DDO

1345Z 1.4(g) [REDACTED]

1346Z VCJCS ARRIVES IN DDO'S OFFICE

EA REPORTS NO CONTACT WITH SEC DEF, QUERIES DDO ON  
ADDING DEP SEC DEF. DDO CONCURS

EA CONTACTS OSD CABLES AND REQUESTS IMMEDIATE CONTACT  
WITH DEP SEC DEF

NORAD REQUESTS FAA BE ADDED TO CONFERENCE

1347Z DDO DIRECTS ADDING FAA TO CONFERENCE

PEOC ASKS IF THERE ARE ANY INDICATIONS OF OTHER HIJACKS  
IN PROGRESS

1348Z NORAD DROPS FROM CONFERENCE AND IS RE-ADDED

NORAD UPDATE (SAME AS 1344Z)

1349Z FAA REPORTS DELTA FLIGHT 89 NOT FOLLOWING ITS FLIGHT  
PLAN ROUTE

CINC NORAD DIRECTS ALL AIR SOVEREIGNTY AIRCRAFT TO  
BATTLE STATIONS - FULLY ARMED

2 X F16 FROM LANGLEY AFB, VA ESTABLISH AIR CAP OVER  
WASHINGTON, DC

1350Z CINC NORAD REPEATS - DIRECTS ALL AIR SOVEREIGNTY  
AIRCRAFT TO BATTLE STATIONS - FULLY ARMED

AFOPS ASKS FOR DIRECTION AND HEADING OF FLIGHT 89

1351Z CENTCOM REPORTS CAT TEAM IS STOOD UP

1352Z NORAD UPDATE - FLIGHT 89 MIGHT BE HEADING WEST TOWARD  
CHICAGO  
RECOMMENDS SEARS TOWER BE EVACUATED

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REPORTS ONLY LIMITED INFORMATION ON FLIGHT 89 IS  
AVAILABLE

1353Z NORAD REQUESTS FAA POLL ALL A/C TO CONFIRM IF HIJACK IS IN  
PROGRESS AND TO HALT ALL FAA FLIGHT ACTIVITY

EA ATTEMPTING TO BRING FAA BACK INTO CONFERENCE

DDO ASKS IF FEMA IS IN THE CONFERENCE

1354Z

1.4(g)

EA ATTEMPTING TO BRING FEMA BACK INTO THE CONFERENCE

1355Z AFOPS REPORTS WHITE HOUSE HAS REQUESTED FIGHTER  
COVERAGE

NORAD REPORTS THEY WILL PROCESS WHITE HOUSE REQUEST  
AND PROVIDE ETA

1356Z EA CONFIRMS FEMA IS IN CONFERENCE

DDO RECOMMENDS FEMA EVACUATE CHICAGO [SEARS] TOWER

1358Z WHCA BREAKS INTO CONFERENCE TELLS DDO TO STAND-BY...  
COL ? FROM PEOC RELAYS REQUEST FROM STEVE HADLEY

1.4(g)

- FIGHTER ESCORTS FOR PRESIDENT  
- FIGHTER CAP OVER DC

DDO REPORTS NORAD IS WORKING FIGHTER CAP AND NMCC IS  
WORKING COOP  
DDO ASK FOR COORDINATION FOR AIR FORCE ONE FIGHTERS IN  
THIS CONFERENCE

1359Z NORAD UPDATE - CINCNORAD ASSESSMENT OF CONCERN

EA GOES TO BOX. ADDO CONFIRMS. THEN HOLDS. BOX IS NOT  
OPENED

1400Z NORAD REQUESTS CONFIRMATION THAT FAA IS IN THE  
CONFERENCE AND IS POLLING ALL AIRCRAFT TO TERMINAL  
POINT. WANTS LOCATION OF ALL AIRCRAFT THAT DO NOT  
RESPOND

DDO SAYS WE ARE ATTEMPTING TO GET FAA ON A SECOND LINE

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PEOC UNDERSTANDS THERE IS A POSSIBLE INBOUND 25 MINUTES  
OUT; ASKS ABOUT ASSETS FROM ANDREWS AFB

DDO ASKS AFOPS FOR AN UPDATE

PEOC STATES A/C IS A POSSIBLE UA FLIGHT

1403Z UA93 CRASHES NEAR SHANKSVILLE, PA

1405Z AFOPS ASKS FOR AN UPDATE - NO RESPONSE IN CONFERENCE

1406Z NORAD HAS NO INDICATIONS OF ANY HIJACK A/C INBOUND TO  
DC

PEOC ASKS FOR UPDATE ON FIGHTER CAP FOR DC - DDO PASSES  
TO AFOPS - AFOPS PASSES TO NORAD

1407Z NORAD STATES THERE IS NO FURTHER UPDATE ON FIGHTERS FOR  
DC

1408Z AFOPS ASKS NORAD FOR AN UPDATE ON FIGHTERS FOR AIR  
FORCE 1

1409Z PEOC REPORTS THE JOC REPORTED UA FLIGHT 93 OUT OF  
PITTSBURG IS 20 MINUTES OUT

DDO ASKS AF FOR STATUS OF FIGHTERS

1410Z NORAD UPDATE - 2 FIGHTERS AIRBORNE FROM ATLANTIC CITY  
ENROUTE TO DC

1411Z PEOC ASKS DDO TO CONFIRM INFORMATION ON FLIGHT 93

1412Z PEOC DIRECTS NAOC AIRBORNE

PEOC COL? STATES VICE POTUS HAS DIRECTED THAT FIGHTERS  
CAN CONFIRM A C IS HIJACKED A C THEY ARE CLEARED TO TAKE  
IT OUT

NAOC PRIMARY AND SECONDARY REPORT THEY ARE AIRBORNE  
AND IN CONFERENCE

1414Z AFOPS ASKS FOR CONFIRMATION THAT AN A/C HAS CRASHED  
SOUTH OF JONESTOWN, PA.

1415Z EA CONFIRMS FAA IS IN CONFERENCE

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DDO STATES VCJCS WANTS TO KNOW WHO IS CONTROLLING  
FIGHTER A/C OVER DC

FAA RESPONDS - WASHINGTON CENTER SHOULD BE  
CONTROLLING FIGHTER A/C

1416Z PEOC CONFIRMS AGAIN THAT VICE POTUS HAS CLEARED AF A/C  
TO ENGAGE ANY A/C INBOUND TO DC WITHOUT AUTHORIZATION

PEOC ASKS TO CONFIRM A/C IS 10 MILES OUT - NO RESPONSE

1417Z AFOPS ASKED TO DETERMINE IF THEY SHOULD PROVIDE ESCORT  
FOR AIR FORCE 1

1418Z DDO TELLS PEOC UA93 IS REPORTED CRASHED IN PA. PEOC  
STATES VICE POTUS WANTS TO KNOW IF IT IS A RESULT OF  
FIGHTER ENGAGEMENT

DDO ASKS NORAD TO CONFIRM HOW A/C WENT DOWN

NORAD HAS NO INFO ON ENGAGEMENT

FAA HAS NO INFO

1419Z DDO ASKS AFOPS TO CONFIRM WHO HAS CONTROL OF A/C OVER  
DC

NORAD STATES CON-R HAS CONTROL OVER A/C OVER DC

1423Z PEOC ASKS FOR CONFIRMATION OF ESCORT INTERCEPT OF AIR  
FORCE 1.

SR CONTROLLER STATES DOD HAS DIRECTED FORCE PROTECTION  
LEVEL D.

1424Z DDO ASKS AGAIN IF FIGHTERS HAVE INTERCEPTED AIR FORCE 1 -  
NORAD SAYS STAND BY.

1425Z NORAD ASKS FOR CLARIFICATION ON FORCE PROTECTION LEVEL  
D.

DDO CONFIRMS FORCE PROTECTION LEVEL D WORLD-WIDE

1426Z FAA REPORTS THEY THINK A/C THAT CRASHED IN PA IS A  
MILITARY A/C CALLSIGN GOPHER 06

1427Z PEOC ASK FOR UPDATE ON FIGHTERS

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PEOC REPORTS RECEIVING THREATS AGAINST AIR FORCE 1.

DDO CONFIRMS NATURE OF THREAT WITH PEOC

FAA CLARIFIES EARLIER REPORT ON GOPHER 06: FAA REPORTS GOPHER 06 IS THE A/C THAT REPORTED THE CRASH OF WHAT APPEARS TO BE A COMMERCIAL AIRLINER NE OF CAMP DAVID

1428Z FAA PASSES LAT/LONG OF FOR CRASH OF 3951N 7886W. ADDS THAT GOPHER 06 WILL REMAIN ON STATION FOR 30 MINUTES

1430Z PEOC ASKS IF AIRLINER IS UA93

DDO BREAKS IN PASSES TO NORAD THAT THE VCJCS WANTS THEM TO FACILITATE THE CJCS's RETURN TO DC

PEOC ASKS IF THE VCJCS IN IN THE CONFERENCE

STEVE HADLEY ASKS FOR GEN MEYERS - DDO REPLIES FOR VCJCS

HADLEY WANTS TO GET WORD TO VCJCS THAT THERE IS AN AIRCRAFT 5 MILES OUT AND THAT THE VP's GUIDANCE IS TO TAKE IT OUT

1431Z PEOC ASKS IF THE FAA IS TRACKING THAT AIRCRAFT

DDO ASKS FAA IF THEY ARE TRACKING THAT AIRCRAFT

HADLEY CONFIRMS AGAIN THAT THE VP HAS DIRECTED THAT IF THE AIRCRAFT LOOKS THREATENING IT NEEDS TO BE TAKEN OUT

DDO CONFIRMS MESSAGE

HADLEY ADDS THAT ANY INFORMATION ABOUT THE A/C THAT CAN BE GATHERED BEFORE YOU HAVE TO TAKE IT OUT, WOULD BE USEFUL

1432Z DDO ASKS HADLEY TO CONFIRM HIS ID

PEOC CONFIRMS THE CALLER IS MR HADLEY FROM THE NSC

PEOC ASKS IF THE VCJCS IS IN THE CONFERENCE, DDO CONFIRMS HE IS

SEC DEF JOINS CONFERENCE - HADLEY REPEATS THE VP's GUIDANCE THEN ASKS IF THE VCJCS WANTS TO SPEAK WITH THE VP

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1433Z VCJCS TELLS HADLEY THAT THE SEC DEF WOULD LIKE TO SPEAK WITH THE VP

FAA ATTEMPTS TO PASS COORDINATE FOR THE CRASH SITE AGAIN - NO RESPONSE

PEOC SAYS STAND BY FOR THE VP

1434Z VP TELLS SEC DEF HE HAS BEEN IN CONTACT WITH THE PRESIDENT AND ASKS THE SEC DEF IF HE HAS SPOKEN WITH HIM

SEC DEF SAYS HE HAS NOT SPOKEN WITH HIM SINCE JUST AFTER THE PLANE CRASHED INTO THE PENTAGON

VP SAYS THE PRESIDENT IS GOING TO RELOCATE. STATES THEY HAVE RECEIVED AN ANONYMOUS PHONE CALL THAT ANGEL (AF1) IS THE NEXT TARGET. VP SAYS HE ASSUMES THE APPROPRIATE STEPS HAVE BEEN TAKEN TO PROVIDE PROTECTION FOR AF1

SEC DEF STATES THAT IS TRUE

VP ASKS IF FORCES ARE ON A HEIGHTENED STATE OF ALERT - SEC DEF CONFIRMS

1435Z VP CONFIRMS HE HAS HAD THREE REPORTS OF A/C APPROACHING DC AND REITERATES HIS INSTRUCTIONS TO TAKE THEM OUT

SEC DEF ASKS WHO THOSE INSTRUCTIONS WERE GIVEN TO (SEC DEF ENTERED THE CONFERENCE PRIOR TO GETTING A BRIEF FROM THE DDO)

VP SAYS INSTRUCTIONS WERE RELAYED FROM PEOC TO THE OPERATIONS CENTER AND AIR FORCE

SEC DEF ASKS VP IF WE HAVE AIRCRAFT UP THAT HAVE THOSE INSTRUCTIONS

VP SAYS HE UNDERSTANDS WE DO. AND THAT THEY HAVE ALREADY TAKEN OUT A COUPLE A/C

1436Z SEC DEF SAYS WE CANNOT CONFIRM THAT. ADDS THAT WE KNOW AN AIRCRAFT IS DOWN, BUT THERE IS NO PILOT REPORT THAT THEY DID IT

SEC DEF ADDS THAT THE ONE IS DOWN NE OF CAMP DAVID

VP BREAKS CONVERSATION TO TALK TO POTUS..

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FAA PASSES THAT AN AIRCRAFT THAT IS SUPPOSED TO LINK UP WITH AFI IS NOT UNDER ATC CONTROL FROM JACKSONVILLE CONTROL

- 1438Z NORAD UPDATE - CONFIRMS 2 FIGHTERS, E3 AND TANKER ARE OVERHEAD OF DC
- PHONE CUTS OVER TO ADDO LINE - DISCUSSION ON PREPPING 222 FOR DEFCON CHANGE
- 1440Z DDO INJECTS SEC DEF DECISION TO GO TO WORLDWIDE DEFCON 3. PREPARED TO GO TO 2. ASKS FOR ACKNOWLEDGEMENTS.
- AF OPS ACKS. THEN EA BREAKS IN TO BEGIN POLLING
- VP RE-ENTERS CONFERENCE
- 1441Z VP TELLS SEC DEF THE PRESIDENT WOULD LIKE TO HEAR FROM HIM.  
WANTS STATUS OF FORCES. LOCATION HE CAN GO TO, AND INFORMATION ON A C INTERCEPTS
- SEC DEF STATES VP IS APPARENTLY IN A SVTC THAT DOES NOT COME INTO THE NMCC
- VP EXPRESSES HIS DISBELIEF
- SEC DEF TELLS VP HE IS RECOMMENDING DEFCON 3
- VP TELLS SEC DEF HE SHOULD CONFER WITH POTUS AND LET HIM MAKE DECISION. ADDS THAT HE AGREES
- SEC DEF TELLS VP HE WILL PUT SOME NOTES TOGETHER AND CALL THE POTUS SHORTLY. THEN ASKS THE VP WHERE HE IS
- VP STATES HE IS IN THE PEOC
- SEC DEF SAYS HE IS ASKING DEP SEC DEF TO GO TO AN ALTERNATE SITE
- 1443Z DDO DIRECTS CONFEREES TO WAIT ON IMPLEMENTING DEFCON 3
- 1446Z DDO RE-ISSUES DEFCON 3 DECLARATION. DEFCON 3 IS DECLARED BY THE VCJCS AT 1046 EDT.
- 1447Z NORAD UPDATE: 2 FIGHTERS OUT OF ELLINGTON FIELD, TX ENROUTE TO ESCORT AFI. ETA PENDING.

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1449Z PEOC DIRECTS VENUS 7 TO DIVERT TO BARKSDALE AFB.

1452Z DDO INFORMS CONFEREES THAT EAM CHANGING THE DEFCON LEVEL WAS JUST RELEASED.

DDO REPEATS DEFCON INFORMATION

1453Z FAA ASKS DDO TO REPEAT DEFCON INFORMATION.

1455Z PEOC ASKS FOR CONFIRMATION ON THE FINAL STATUS OF UA93. NEED TO KNOW IF IT IS THE RESULT OF A FIGHTER ENGAGEMENT.

DDO STATES HE CANNOT CONFIRM, ASKS NORAD.

NORAD STATES THERE IS NO PILOT REPORT OF AN ENGAGEMENT. NORAD CONTINUES ON TO PROVIDE AN UPDATE ON FIGHTERS FOR DC AIRCAP AND AF1 ESCORT.

1458Z FAA STATES THEY HAVE AN A/C CALLSIGN VENUS 7 [SENEX] REQUESTING CLEARANCE.

DDO STATES IF THE AIRCRAFT IS VENUS 7 IT IS CLEARED.

1459Z PEOC ASKS FOR FIGHTER INTERCEPT TIME WITH AF1.

NORAD STATES TIME IS UNAVAILABLE.

DDO ASKS FOR LOCATION OF AF1.

1500Z NORAD PROVIDES A LAT/LONG FOR AF1 [3117N 08891W?]

1501Z FAA STATES SAM 500049 DEPARTED WITHOUT AUTHORIZATION

VENUS CONTROL CONFIRMS FLIGHT IS VENUS 7

DDO ASKS IF THERE ARE ANY UNKNOWN TRACKS IN VICINITY OF DC.

NORAD STATES THEY ARE TRACKING ONE A/C OFF THE EAST COAST NOT APPROACHING DC. OTIS FIGHTERS ARE MOVING TO INTERCEPT.

1502Z NORAD PROVIDES AT LAT/LONG FOR THE TRACK [4102N 06728W] OFF THE COAST OF MA.

FAA ASKS NORAD TO CONFIRM THEY HAVE AIRCRAFT CIRCLING DC AT A FLIGHT LEVEL OF 2300 FT.

~~SECRET~~

NCT0011100

NCTA000149418



~~SECRET~~

NORAD CONFIRMS THEY HAVE A/C CIRCLING DC AT 2200 FT.

NORAD PROVIDES HEADING/DISTANCE OF A/C 070 120 MILES  
FROM CAPE COD.

DDO ASK NORAD TO CONFIRM THERE IS STILL AN AIRCAP OVER  
DC.

NORAD CONFIRMS.

//Signed//

PETER A. NEWELL, MAJ, USA  
Operations Team Two  
National Military Command Center

~~SECRET~~

NCT0011101

NCTA000149419

RDOB 0300 R + pl

Names of Joint Staff personnel remaining on duty 11 Sep 01

\* Indicates those still on the Joint Staff

CJCS GEN Shelton (was over Atlantic Ocean; in Pentagon approx 1730)  
 VCJCS \*Gen Richard Myers  
 DJS VADM Scott Fry  
 ??? CAPT Ryan????  
 OCJCS/LC CAPT Jane Dalton  
 OCJCS BG Gerald Rudisill  
 OCJCS MSG Crider  
 OCJCS/PA LTC Rheinlander  
 OCJCS/PA LCDR Christopher Dour

J-2  
 Vice J-2 RADM Jacoby

J-31 MG William Ward  
 J-3 EA Col Gary West  
 J-33 Brig Gen John Rosa  
 J-33 EA CDR Scott Gage

Operations Teams

OT-2 BG Montague Winfield  
 OT-1 Brig Gen Norman Seip  
 OT-3 BGen Duane Thiessen (afternoon shift)  
 OT-2 CDR Patrick Gardner  
 OT-2 LTC Ryan Gonsalves  
 OT-2 \*Lt Col Brunderman  
 OT-3 LtCol Shawn Reinwald (afternoon shift)

J-33A CAPT Charles Leidig  
 OTE \*CDR Warren Ryder  
 OTE Lt Col Jerome O'Brien 1.4(g)  
 OTE LtCol Brad Shumaker  
 OTE \*Maj Michael McCarthy

J-33A  
 CCSD \*Col Susan Kuehl  
 CCSD \*CDR Eric Moss

J-33A  
 OBB \*Mr Charles Erb 1.4(g)

J-33A  
 CSOD \*COL Rob Milford 1.4(g)  
 CSOD Lt Col Jeff Gruner 1.4(g)

CSOD \*Ms Belinda Jackson 1.4(g)  
 CSOD \*MAJ Mike Keith  
 CSOD \*LTC Milton Larson  
 CSOD Lt Col O'Reilly  
 CSOD LtCol Ross  
 CSOD Lt Col Dotterway  
 CSOD LTC Buccheit  
 CSOD \*SFC Elaine Fitzgerald  
 CSOD \*TSgt Tommy Roberts  
 CSOD \*TSgt Alvin Tabalanza

J-33B/JOD  
 JOD Chief COL Curtis Scaparroni  
 JOD NG COL Dan Knapik 1.4(g) (as CAT team chief)  
 JOD HLS \*Mr Tom Matthews  
 JOD WHEM Lt Col Steve Ruehl  
 JODPAC CAPT Robert Reilly  
 JODPAC \*CDR Larry Gordon  
 JODPAC \*CDR Donna Looney  
 JODEUR COL Al Bryant  
 JODEUR MSgt Robin Frank  
 JOD \*Lt Col Mike Craig 1.4(g)  
 JODCENT Col Rex Estilow  
 JODCENT Col Hawkins

Army DOMS (now assigned to JOD)  
 JDOMS LTC Dalzell (in AOC HLS on 9/11)  
 JDOMS MAJ Wood (in AOC)

J-33C/SOD  
 SOD Chief COL Pete Gustaitis  
 SOD \*COL Gilbert Nelson  
 SOD \*Lt Col Steve Otto  
 SOD \*LTC Whitmarsh 1.4(g)

J-34 BG Jonathon H. Cofer  
 J-34 \*Col Anthony Goins  
 J-34 \*Ms Mary Marable  
 J-34 \*SFC John Braamse  
 J-34 \*GySgt David Watson  
 J-34 \*Maj Steve Jones  
 J-34 \*Major Gino Amoroso  
 J-34 \*Lt Col Robert McCreadie  
 J-34 LTC John Quakenbush  
 J-34 CAPT Marvin Heinze  
 J-34 Lt Col Linda Wildes

J-38/NOD Col Gary Proctor  
J-38/NOD CDR Kriete

## J-5 Policy

J-5 \*CAPT Doug McClain  
J-5 \*Col Mark Bucknam  
J-5 CDR Don Hornbeck  
J-5 CDR Dave Hulse  
J-5 LtCol Dave Berger  
J-5 Lt Col Steve Williams

J-6

J-6 LTG Kellogg  
J-6 Vice Brig Gen Charles Croom  
J-6 EA CAPT Normand  
J-6Z COL Sherry Balko