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Gen. Eberhart 3/1/04

- past experiences that most prepared him for 9/11
  - AD Alert experience 1970's overseas
  - Prior commands on operational + strategic level
  - ACC force provider for NORAD AD

- Threat ICBMs vice LL Aviation
- Alert sites ↓ ALC ↓
  "I've argued both sides of that"
  AS was important, though
  "lasting Debate" over mission relevance
  97-99 vice Chief AF
  ↳ not fam. w/ 4 site Recomm of QDR
- Gen. E seems to have favored using AF for Alerts, vice the ANG
  ☆ "cheaper + better" to do so; would allow for modernization, which was expensive.

Asymm. Threat

- still the "away game" pre-9/11
  Speeches, briefs indicated such
  classic attrition warfare not likely
  ☆ Asymm. Threats w/in CONUS a LE issue
  "we were wrong, sadly we were wrong."
- not aware of RAM study
- spoke to Gen. A about the CM Threat
  ↳ "least prepared to deal w/"
  ☆ trying to rally support + Solution sets

to defend such threat.
- Several exercises by CONR to show the vulnerability of CM threat.
- Feb 2000 N. COR
- "AS in name only"
→ I had some concerns
① Radar picture "atrophy"
FAA thought all "squawk + talk"
ATC leads to Aerospace control
But, we had a hard time conveying the threat or at least need for SA
↳ North American Air Sov. Council started w/in 8 mo to come up w/ shared funding.
Went on record through NATSC to share financial burdens across Dep'ts.
* w/out 9/11 we would have likely lost that fight. Everyone agreed, but didn't want to pay for it or thought new tech would come online.
O Study around FAA stand-up 50 or 60 ...
• USAF transfering people + radars

"We grew too far apart, but are now back.

- FAA training?
Tough to get them to participate; not manned to participate w/ us
- FAA had a min. N.S. role pre-9/11 in Gen. E opinion

- Did PC prevent awareness of the enemy threat?
↳ I wouldn't say that, maybe it complicated it a bit. But #1 reason was not having a documented threat briefed to him like the 9/11 attacks

Threats:
1. Russia (ADIZ violations + probes)
2. Help LE w/ drug trafficking
   a. Follow and pass off
   b. report where it goes/lands
3.

+ missile defense program

- Did debate Terrorism HJ threat
1. Did not postulate Terrorists controlling the A/C.
2. External approach

1 Doc. case where we wirked LOE up NCA for shoot down

- had time; squawking

FAA

- Security ↑
- Trad. HJ

NCR

↳ origin of the threat was external
↳ push out our response

NSSE is not an assigned mission

- Cold War end

(★) PRIORITIES upon taking Command:
Radars ↑ (not atrophy)
Missile Defense (BM)
way ahead for CM Defense

9/11

- CMOC manning ↑ on 9/11
  - made things more coherent; prob. no effect on outcome = time/dist
  - Jogging
  - come in gets a call from Cmd D.C. @ home
  - CMOC, not exec. = real world
  - not excited, think. trad
  - drives into the office

~~perisc~~ pereirc@ntsb.gov

- sees WTC on CNN
- calls CMOC
- reports light A/C, not HJ commair
  - questions, not answers = confusion
- "only as good as FAA"
- 2nd hit; doesn't know about 2nd HJ but knows immed. it was coord.

T atcl
↳ tried to get CJCS (out)
tried DCJCS got him on Hill (w/ Max)
- trying to decide stay here or CMOC
  #1 CMOC manned
  #2 good comms in con; but had dead spots; didn't want to lose comms

- FAA Notification
  ↳ bother you? No, doesn't cost us anything to scramble can't hurt
- Command by Negation used
-

to Myers, "get back to P.
- 9:30 as best we can reconstruct when I left for the mountain
  ↳ my Net was quiet

- walked into CMOC HJ issues going on (later learned it was D89, did not know that then)

- Doesn't recall 11 airborne
- Scramble Langley

- didn't know until recently about the 11 rebirth

- @ CNOC
susp. HJ heading west
↳ thinking about Chicago + what we had to counter it.

- 9/11 relying on FAA to tell us where A/C is

- Gen. A calls on FAA thinks plane in vic. of DC + a little bit about Langley
↳ gets this call prior to getting to CNOC

☆ Missiles won't likely work when you go over 1.3 M

"We poss might have gotten those 2 interchanged, we were confused"
↳ "think the texts support that"

- wasn't aware until recently that Andrews scrambled.

- Assessment sentence = nothing true.

↳ folds 5 : 18 min

WP

- Role in Shoot Down
- thinks it occurred just before he got into the mountain; I wanted to still see a hostile act + put that into the system → hostile intent

↳ believe Gen F. told him
↳ tell come we want to see a hostile act "more specificity"

Pilots likely to be "trigger hesitant, not trigger happy"

If pilot could act a "question of timing"
#1 comms on the TDI
but would have taken action if saw hostile intent

⊗ Assumed order was passed all the way down to pilots
↳ "Most important"

Folder 5 16m in great discussion on diff. btw ATC controlling actions + "Command + Control"

↳ comms w/ Needs key ~~sections~~

D3

- debated adv + disb. ; Pent made the call not a big deal to me → designed for other things
- T. LOE didn't change what we had already told team.

☐ follow-up w/ what Long. Pilots thought upon hearing D3. I think they thought it to be a big deal re T. LOE + what they could do

Reconstruct

↗ Long-term strategic backed by analysis

- fact + op + strategic levels of this
- op level "What really complicated the day?
  i.e. Time/Dist. Problem
  ↳ = FAA comms ↑ + liaisons

☑ #1 Looking @ what needs to be done - FAA
#2 What happened ~~yesterday~~ on TVCS?

☆ Timelines put together as best we could.
Initially are always wrong.

We used them to determine:
#1 Nonfiration
#2 ROE

→ less so to definitively reconstruct the day.

☆ Served us well to help decide what we needed to do.

In no way to be an issue of falsification.

Gen E gives the "I call you @ 7:00 and you write it down as 7:05"

↳ Seems to me

- Put together the timeline as best we knew it. → = military

☆ ① Gen. E firmly stated (twice) that the focus was on 1989

Recommendations:

(1) Biggest Challenge is ID'ing the next threat
This years Superbowl not last year's.

#1 US Confidence
#2 Deterrence

Complexit crew #1 worry.

- ☐ Radars "Funded 04-05, but not out-years"
- ☐ Datalink
- ☐ Comms
- ☑ Modernization efforts

☐ NAS — may follow up

IT Chase in 00-01 Defense Msg. Syst.

→ Tfer to AF? No, ANG does it the best + no one could do it better

- PC Law:
People wanted me to say PC doesn't need (or even need to be Δ'd.
We know of no Δ's that need to be made now → but we'll take a look

100 yrs from Now?

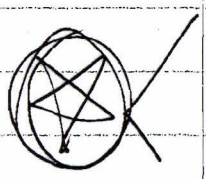
- Never Forget
- Win the war, but be at peace w/ muslim world

Killing T is a pool-like state = minimum
every 1 killed → 100 more
can't do it fast enough.

☐ • Scramble Plan as it exists today
↳ defines in advance where people are going

① New Timeline
- did not order it
- Standing order

reviewed prepared statement
Heavy transcript
☆ No role in creating timeline
Gen. M. called



Immed. after. coord.
↳ Nope
I/we didn't focus on that
"I was fighting the war"

☆ Never participated in any 9/11 spin.

- Bonnie: knows how to tell it like it is, even if you don't want to hear it.