

**MEMORANDUM FOR THE RECORD**

Event: Meeting with Paul W. Critchlow, Sr. Vice President, Communications and Public Affairs,  
Merrill Lynch,

Type of event: Preliminary Meeting

Date: July 16, 2003

Special Access Issues: None

Prepared by: Emily Walker

Team Number: 9

Location: 4 World Financial Center 32 Floor, NY NY 212-449-9900

Participants - Non-Commission: Paul W. Critchlow

Participants - Commission: Emily Walker

I met with Paul Critchlow as a result of learning of a recent speech he gave on Merrill Lynch's response to 9-11. I explained the background for the Commission and that I was trying to write the account of the Private Sector response on Sept. 11. His initial comments are below.

1. The senior executives were staged in a supposedly "bomb-proof" room on the main floor and only left when they heard the rumblings of the Tower 2 Falling and just ran ahead of the ball of dust. They left and went to their back-up headquarters (on West Street) but found they had been evacuated due to a gas pipe leak and ended up at his house in the Village for their Command center. The decision to evacuate the building was taken within 5 minutes of the first tower being hit. They had cameras which filmed the entire event from the windows in Merrill. Their orderliness in evacuation was largely due to a practice hurricane evacuation which was held by the City of New York two months earlier.
2. They had no idea who was in their building or who got out.
3. They had their back-up computers in the same building so if the building had gone down, they would have had no records.
4. Significantly improved their evacuation and security procedures following 1993 bombing.
5. Have a family liaison. Lost 4 people.
6. Have memorial in their building.
7. Created a new post Head of Emergency Preparedness and Continuity of Business Planning staffed by the former Controller.

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Paul gave me the video that they gave to the Merrill Lynch Board. He gave me contacts at Morgan Stanley and NYSE. Robert T. Zito at NYSE [redacted] and Ray O'Rourke 212-[redacted] at Morgan Stanley. He offered to host a full day with Merrill Lynch people who were responsible that day for their evacuation etc including but not limited to Jim Vallone, Head of Emergency Planning and Continuity of Business, Anita Catini 9-11 Family Liaison, Pat Callher, Head of Security and former NY Deputy Chief of Police who was present on 9-11.

He expressed Merrill's sincere desire to cooperate and help us, particularly in best practices and the lessons they have learned for the day. I suggested that I would pass on to Gov. Kean that Merrill is being helpful. He promised to provide us with all written material that they have to offer as well as the video footage they shot that day (which they had given to the news agencies).

9/11 Personal Privacy

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[Classification]

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