

[REDACTED] - INTERVIEW

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Interview with [REDACTED]

Interviewer: [REDACTED]

Interview Date: 11 December 2001

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DEPARTMENT OF THE ARMY WITHOUT THE APPROVAL OF THE  
ORIGINATING AGENCY.

[BEGIN SIDE ONE, TAPE ONE.]

[REDACTED] Here's how it's going to go. I'm [REDACTED]  
[REDACTED] I'm with the 305th  
Military History Detachment. And what I'd appreciate is if  
you let me stop this and then rewind and we'll turn it back  
on. So that sounded pretty good. The background noise  
isn't too bad.

[RECORDER TURNED OFF AND RESTARTED.]

[REDACTED]: I'm with the 305th Military History  
Detachment. 305th Military History Detachment is assigned  
to the 99th RSC, Reserve Support Command, a new building.  
Just moved to a place called MOON Township with the Post  
Office of Coraopolis, PA, spelled C-O-R-A-O-P-O-L-I-S. And  
we're down here with Taskforce Noble Eagle to do the start  
coverage of what happened here at the Pentagon.

Today is the 11th of December 2001. It's 13:58  
hundred hours and I'm also here with [REDACTED]  
[REDACTED], and I think that's all the  
people we're going to mention. And could you introduce  
yourself?

[REDACTED]: Yes, my name is [REDACTED] or [REDACTED]  
[REDACTED] formally.

[REDACTED]  
[REDACTED]  
[REDACTED] And why don't you just tell me your duty position now. What do you do here, we're at the Pentagon by the way. And what do you do here at the Pentagon?

[REDACTED]: I'm a Natural Resources Specialist and I've worked for the Office of the Director of Environmental Programs.

[REDACTED] You're going to have to bear with me here, Office of Director of Environmental Programs, okay. Before we get into that, explaining what that's all about, maybe you could tell me a little bit about your background. Do you have any military background at all?

[REDACTED] Yes, I do. I was in the military from March of 1968 through March of 1971, three years. I was stationed in Germany. I was with the 409th Airborne Mechanized Infantry. And when I left the service I was a Sergeant E-5.

[REDACTED] Okay. So when you left the service, did you go right into military, to government work?

[REDACTED]: No, I didn't. When I went back, I worked for a year and then I finished my Bachelor's Degree at Rutgers University.

[REDACTED]: What was your major?

[REDACTED]: My major was Wildlife Biology and Management. Then I went off to work for another year to save up some money and went on to do graduate work at West Virginia University. And then after many, many years, I went back to college again and got a Master's Degree at the University of Maryland in Technology Management.

[REDACTED]: At what point did you, tell me a little bit about your work career.

[REDACTED]: Okay. After I got out of West Virginia University, it was hard economic times. There really weren't any jobs available. I worked on a farm for about a year before I finally got a job with the U.S. Fish and Wildlife Service. I worked with them for a few months, and that was in 1978, December of 1978. Then I went to work for the Marine Corps in 1979 where I stayed for one year. Went back to the Fish and Wildlife Service for two years and then went to the Army and I've been working for the Army since --

[REDACTED]: When was that?

[REDACTED]: I'm trying to figure that out. March of 1982. That was in California.

[REDACTED]: Where was that?

[REDACTED]: Seventh Infantry Division at Fort Ord ,

California.

[REDACTED]: And all this time, various jobs in the environmental field?

[REDACTED]: Well, I worked as a Wildlife Biologist, right in the environmental field. When I was at Fort Ord, I've worked at Biology then left that for a few years and did general environmental management. In 1979, I went to Maryland at Aberdeen Proving Grounds School, was then the U.S. Army Toxic and Hazardous Materials Agency, later to be called the United States Army Environmental Center, and worked in environmental management and had an opportunity to come back into conservation where I started working as a Biologist and Natural Resources Specialist. But then that was about five years, six years ago that I transferred back into conservation.

[REDACTED]: When did you start working at the Pentagon?

[REDACTED]: I started working at the Pentagon, let's see, it was September, 2000. I came here on a detail and then later converted to a long-term term position.

[REDACTED]: So that, is that the position you hold now?

[REDACTED]: Yes, it is.

[REDACTED]: And what is that duty position?

[REDACTED]: That duty position is the Natural Resources Specialist.

[REDACTED]: All right. Why don't you tell me a little bit about what that job entails?

[REDACTED]: Primarily, like most staff jobs in the Pentagon, we coordinate our work with other staff elements and with the Secretariat. We develop policy, in my case, conservation policy. We send out guidance to the major Army commands in order to implement the program where a portion of overseeing the environmental budget for the Army and specifically, in my part of it, with conservation.

Collect and report on the data from the installations. Comes up through the ? Maycomm ? the status of the Army Environmental Program. Although I haven't done it yet, we're involved with going into Congress and providing testimony with our officers and sometimes the staff persons. That kind of sums it up.

[REDACTED]: Sure. Any special projects you were working on, say first of September. Now, when does the fiscal year end?

[REDACTED]: September 30th.

[REDACTED]: Okay. So what were you doing at the

beginning of September?

[REDACTED]: Well, there's a specific law that was passed a couple years ago, it's the ? Sikes ? Act Amendments and that requires integrated natural resource management plans on Army installations and the thing, most important thing I was doing then is really pushing the Army towards completion of those plans because we had a statutory deadline this year in November. So really tracking that and encouraging completion so that we'd be on target for that.

[REDACTED]: Now, what, physically, what office do you, room number do you work out of or did you work out of at that time?

[REDACTED]: [REDACTED].

[REDACTED]: [REDACTED] or [REDACTED]

[REDACTED]: 2A, I'm sorry. The inner ring.

[REDACTED]: So it's the same office I found you in today.

[REDACTED]: That's correct.

[REDACTED]: Do you recall the 10th of September, that was a Monday, what you may have been doing?

[REDACTED]: Not in specific details but generally.

[REDACTED]: Generally.

[REDACTED]: Right, I was in the office on the 10th of

September and I was probably working on tracking down some of the status of our plans and a few other routine things that I work on.

[REDACTED]: When did your day normally start?

[REDACTED]: My day normally starts in the Pentagon about ten minutes to eight in the morning.

[REDACTED]: Okay. So can you take us then to September 11th, how your day started off?

[REDACTED]: Well, in the morning, as we came in, we were just kind of planning out our day and the most important thing is that there was a meeting scheduled with the Department of Defense, a monthly meeting, and that was a Conservation Committee meeting. And we were going over the agenda and actually planning on going to that meeting. And later on that morning, we did leave to go over to Crystal City to attend that meeting.

[REDACTED]: When was the meeting scheduled?

[REDACTED]: The meeting was scheduled to start at 10:00 I believe it was.

[REDACTED]: So when, so you came into the office your regular time?

[REDACTED]: Yes, I did.

[REDACTED]: Preparing for the meeting and why don't



you take me chronologically through the day then.

[REDACTED]: Well, that's, leaving to go to the meeting is when everything started to kind of unravel for the day. My team leader and I left our office and just prior to leaving the office, he asked me to go into our, the Director's office.

[REDACTED]: Who is your leader, your team leader?

[REDACTED]: [REDACTED] is my team leader.

[REDACTED]: Can you spell his name, please?

[REDACTED]: It's [REDACTED], [REDACTED], [REDACTED], [REDACTED]

[REDACTED]: And he had brought me into [REDACTED], and that's spelled [REDACTED], office. They had the T.V. on and I was able to see the World Trade Centers which had just been flown into with the two aircraft. We left the office and headed towards the south parking entrance which was at the end of corridor two in the Pentagon. Had just stepped through the door and were about 50 feet away from the door and I heard an airplane and it was extremely loud and I glanced off to my right.

[REDACTED]: Were you inside the building or outside the building.

[REDACTED]: I was outside the building, 50 feet outside.

[REDACTED]: Fifty feet beyond.


[REDACTED] Right. Walking on that elevated area that's right outside the door. It's actually on the second floor level. And I turned and glanced off to my right and that's when I saw the airplane that flew into the Pentagon and from that point forward there's, was my observation of what happened on September 11th. As I looked over to the right, I saw a plane coming over 395 and very, very low. Essentially coming into eye level as it flew across 395 and come across the end of the south parking off to my right as I went through that door.

And my observation of the plane, there were a few things you take, take things in pretty quickly and you see what you can in an, essentially in a flash but I noticed that the landing gear was up, not down. The noise of the engines was like it was up full throttle, almost vibrating from the noise. It was just, it had to be open wide. It had to be, you know, just as fast as they could push those engines. And I noticed that the flaps were out straight.

So everything in that, even though I'd seen the Trade Centers, everything and looking at the plane, I knew that this was not a plane in trouble, it was a plane being used. It was very obvious, there was no attempt to try and

slow down the plane or avoid any catastrophe on the ground. That it was heading towards, I knew by the angle, it was going to hit the Pentagon. And so I knew that there was something going on that probably related to the Trade Centers.

I didn't think about that instantly but after the plane hit the building, the fireball went up, it was obvious that there was something more than just the Trade Centers that was happening that day. And thinking back on it, or even instantly, my first reaction was that I knew there was people on the plane and I knew there were people in the Pentagon that were going to die and there was nothing that I could do about it. My response to that is reach out to a higher power than I am and I just said a prayer for the people on the plane and in the Pentagon that there would be just some mercy in this. And after it hit and I saw the fireball go up and the smoke and then I had to think a little bit about myself because witnessing something like that can have an impact on you and I knew it, and so I just said a prayer for myself that my mind would be protected and psychologically I wouldn't be affected by what I had just witnessed.

 What's going on around you?

[REDACTED]: What was going on around me, actually it was very interesting. I was impressed at what I saw, the reaction of people. Of course, a lot of people saw the plane fly in and the response was there was, there was some terror in the attack. They were hurting over it. But the thing that I thought was incredible is that immediately security people were doing their jobs. I was really impressed by that. I wouldn't have expected it to happen so quickly because the natural response to something like that is panic but they moved people away from the building, they kept people moving away from the building.

They weren't allowing people to come back into the building because that was now going to be a problem and I'm sure they knew that. And so they kept people moving away from the building. They took control the best they could because there was literally scores and scores of people around that they had to try and manage them away from the building.

The other thing that amazed me is that it was within moments, I don't believe it was even a minute, and I started to hear sirens. So somehow people got emergency people activated instantly. You could hear sirens from a number of directions and it really, I don't think it was a minute. I

don't think it was even a minute when I started to hear the sirens. Because I didn't, I kept moving and it was by the time I got down to the bottom of the steps that I heard sirens.

People, the response on behalf of the professionals was very good. Most people knew that going over to the site wasn't going to be productive. You didn't see a lot of people running to where the crash had occurred. Needless to say there's not much you could do on the outside of the building and you couldn't get back in the building. So I think the people probably took the right reaction. A lot of people, of course, watching what had just occurred and talking about it. And there was a lot of people that were quite scared. Quite scared by what had just happened.

**[REDACTED]**: Were you on your way by yourself or were there other people together with you?

**[REDACTED]** There was one other person. It was my team leader, **[REDACTED]**. He actually didn't see the plane coming in. He's worked here for a long time. I don't know exactly how long. But his reaction when he hears an airplane is to look towards National. I haven't built in that reflex so I looked towards the noise and that's why I saw it and he was right next to me but he didn't.

[REDACTED] Did he instruct you to do anything special or react in a certain way?

[REDACTED]: Not really because I think we both just took the reaction that, in a situation like this, you need to move away from the building. You really don't know what's going to occur next but putting distance between yourself and the building, you couldn't get back in so it was just a matter of having to move away from the building.

[REDACTED]: And which way did you go?

[REDACTED]: We went over towards 395, which is across the south parking lot towards Crystal City. And when we got off to the, the road right below 395, we stopped and there were a number of people there. [REDACTED] was trying to get a hold of a phone to let his wife know he was okay and we kind of separated at that point. I had gone down the road to just kind of see if there's anything you can do. And that's when we parted company that day.

[REDACTED] How long did you stay at the site?

[REDACTED]: Probably 20 to 30 minutes at the most. Not too long. As I said, there was nothing I could really do and it was kind of obvious the fewer gawkers around at that point was probably better. And I was going to go seek a phone out and call my wife to let her know that I was

okay. It turned out to be, by the time I got over to the building where we were going to meet, I knew I could make a phone call from there. It was an hour and fifteen minutes approximately from when the plane crashed into the building.

[REDACTED]: Anything else you can describe about the scene?

[REDACTED] Really just the fact that there was a general movement away from the building and lots of emergency vehicles coming in. I was there and I probably saw at least ten emergency vehicles come right past where I was standing. I don't know how many ultimately arrived on the scene but they got there very quickly.

That was, it really did impress me the speed of which they started responding, getting the word and getting vehicles there to respond to the incident. And as I later found out, the one fire truck the Pentagon has, I think, became part of the incident because it's over at the helipad. So it was good that other people arrived quickly.

[REDACTED] You described the security as directing people, did that continue to stay orderly or was there a - describe the mood of the crowd.

[REDACTED]: The crowd was kind of what I expected for people that work with the Department of Defense and for

people that are in the service. They listened to the directions that they were given, they followed them. I didn't see anybody get into an argument with any security people and I saw a lot of security people that were moving people away. They were very obedient to what they were being asked to do. And I think that's what I would expect with the military.

The military is very good because of our culture of following orders and listening to directions that were given by people that have authority and they pretty much followed those directions. Once they got people far enough away, they were kind of going back and keeping other people moving that were coming out behind us. But it was very orderly, a lot of concern on behalf of the people but they were orderly. There wasn't any problems that I could see with the people.

[REDACTED] You're at this scene now, did you eventually decide that you had to evacuate the area, is that correct?

[REDACTED]: Yes.

[REDACTED] And you didn't have your vehicle. How did you leave the area?

[REDACTED] On foot. I don't bring a vehicle.



[REDACTED]: Were people trying to take their vehicles out?

[REDACTED]: I really didn't see a lot of people trying to move vehicles. It was mostly people just moving away on foot. And, again, I'd expect that because most of the people that were outside in that area, when I was there when it just occurred, probably weren't people going for their vehicles to go home. It was roughly, it was before 10:00 in the morning so it was, it wasn't like people were trying to get to vehicles to go someplace. Most of the business that occurs around here is within walking distance or using transportation type services. So, no, I didn't see people.

[REDACTED]: Let's finish out the day then. Where did you go, what did you do?

[REDACTED]: I went over to Crystal City and I just can't remember the name of that building. I just kind of walked there because I know where I'm going but I went over to one of our Department of Defense offices in Crystal City and went up to the floor where we were to have our meeting. I was pretty sure there wasn't going to be a meeting at that point in time but, again, it was to make a phone call.

And I, the first call I made was to my wife and let

her know I was okay. And the next call I made was to my parent organization which is the Army Environmental Center in Maryland to let people there know. I'm actually on their employment roster although I work here. I called them up to let them know that I was okay and away from the building because I knew they would have to account for any people that they had at the Pentagon that day. So I did that.

And then it was a matter of another one of my co-workers was over at Crystal City, had walked over to Crystal City, and she and her husband offered me a ride to their house simply because there was no way to really get home. The Metro wasn't running properly. The MARC trains, which I take to go home, had been cancelled and getting a rental car or a hotel room instantly became a problem. So they offered to let me stay at their house or at least stay there and figure out how I was going to get home. So that was the next step. I was over in Crystal City probably until noontime, plus or minus maybe 15 minutes or so.

And then we started heading south and into Alexandria to where they live. It was a gridlock. It took us probably in the neighborhood of three and a half hours to go the few miles, I think it's only about six or seven miles to their house. And when we got there, I was thinking

about, well, how do I get home from here. And I had a friend that works at Verizon and I thought if I could a hold of him I could probably get home.

Which is an interesting story in itself. Don't know if it's military history but just to articulate it, it was the interesting part was I thought of this friend of mine, [REDACTED] knew he could get me home, knew he'd help out but I didn't have his phone number. That phone number was in the Pentagon. I thought, well, if I can get a hold of my wife, maybe she can track down one of our friends and get his work phone number and I could get a hold of him.

And when I did call my wife, interestingly, he had already called the house and left his phone number in case I needed to get in touch with him. And the series of events was that a friend of mine said [REDACTED] works at the Pentagon, put out an e-mail that went to another friend who put it out on a prayer chain, and this man in the middle of the communications crisis, happened to see an e-mail and it reminded him of me so he called and left the phone number and eventually, around 5:30, he picked me up and I was able to head home. But I would have been spending the night in Alexandria but I preferred to be with my family that night. It was just that kind of a day.

[REDACTED] Let's talk about the 12th then. Were you going to go work, what were you going to do?

[REDACTED]: Well, I didn't think that we were going to work. Actually I found out before I'd started home that we weren't to report back to the Pentagon.

[REDACTED] How did you find that out?

[REDACTED]: We managed to call up the Colonel that I work for [REDACTED]

[REDACTED]: He's not stationed here at the Pentagon?

[REDACTED]: Yes, he is, but from my co-worker's house, we were able to leave a message for him and then he called back over to that house and told us not to come into the Pentagon, to stay at home for that day and they would get in touch with us and tell us what to do from there as far as reporting back to work and where to work and etc. So I did stay home that next day and pretty much followed the events of the day and listened to the news reports and took an awful lot of phone calls from friends checking up on me and what have you.

[REDACTED]: When did you get instructions?

[REDACTED]: I did get instructions that day. It was either in the afternoon or early evening. Our Executive Officer called up and told us that our office couldn't be

occupied so we wouldn't be able to actually get back into the Pentagon to work and they would keep us informed of that. And they were very good about communicating with us. He was the first one to call then, [REDACTED] called my house the next time, I think it was the next morning. I can't remember exactly right now. But since we're unable to get back to the Pentagon, on the 13th, I went to the Army Environmental Center in Edgewood, Maryland, and I worked there that day. Since there's office space there and that's the organization that actually among their ? TBA ?.

[REDACTED] Was life back to normal when you went to Edgewood or how did work change for you. Was it still focused on the jobs you had been working or was there a new angle.

[REDACTED]: Well, it really couldn't be focused on exactly what we were doing primarily because we couldn't access our computer systems and get to the actual work that we were doing in the office that day. And because I was going to a meeting, I didn't carry any work with me other than what I was going to do at that meeting.

[REDACTED]: Why couldn't you access your systems?

[REDACTED] Well, our offices were shut down. The Assistant Chief of Staff for Installation Management's

office was, General Van Antwerp, was the General Office.

[REDACTED]: Could you please spell his name?

[REDACTED]: Van Antwerp, V-A-N A-N-T-W-E-R-P. His office was right adjacent to the crash so our ? acts ? and offices were part of the incident. And our computer services that go through everything just, I think, just crashed on us computer-wise for a short period of time. I think they were probably up and running pretty quickly but I was at a remote access and I didn't have the remote code for a couple days to get into the computer. And that really only covered being able to use the e-mail. I can't get into my hard drive when I can't get to the computer. And I didn't have most of my work on the local area network for the particular work I was doing at that time.

Although there was plenty of work that I could pick up and when I went over to the Army Environmental Center, I could start with square one with some of the work and really not miss a beat too much as far as accomplishing work. But in a case like this, you'll find that, you know, for that first day or two afterwards, not that much work is done because people were communicating about the event a lot. And I think that's the normal human reaction. It would be strange if it wasn't like that. It was the focal point of

the nation at that point in time and any federal worker is not going to be any different from anybody else. So, they want to keep up with what's going on.

[REDACTED] When were you able to get back to your offices?

[REDACTED]: I can't remember the exact day. I would actually have to go to a calendar to figure that out. But within a week, I was able to get back into the Pentagon and at least retrieve some things from the office. We were able to get in for a day and then we were actually pushed out of our office for a while. Two reasons, one they locked it up. We weren't able to get back in so it added a few more days.

But I started working in my office again, probably a week and a half after the event and we didn't have electricity in our office. We actually had to run electricity in from the hallways to light up just small fluorescent lights and we got our computers working, some of us. There was about five or six of us that were working in that office and we were able to get the computers running and get small lights on.

We didn't use printers or copiers or anything because they would take too much electricity to run in on extension cords from the hallways but we made the effort and

actually got most people working pretty quickly considering our offices were impacted. We didn't have electricity for quite a while in the office that I'm in. Primarily, as I understand it, it was because the electric box or the electric distribution box for that office was actually in the sector that the plane flew into and there was danger in using that, number one. And it was also part of a crime scene investigation.

So getting electricity wasn't in our power to determine when we're going to get it. And when it came back on, things got back to normal within the office very quickly. But for a while, we had people scattered at many locations working. Anything from Edgewood, Maryland, some people worked at home for a few days, some people worked in different offices in the Pentagon.

[REDACTED]: So life's back to normal now?

[REDACTED]: Yes, life's back to normal. I think the only thing is that there's changes that we have to live with as a result of the event, simple things.

[REDACTED] Why don't we talk about that, lessons learned and changes.

[REDACTED]: Well, I think some of the lessons learned is within the building or anyplace in the Army is the



importance of being able to contact and know where all your people are at any point in time. We did very well with that but I think that there's some offices that probably didn't have rosters up to date to contact and make sure, so it took a few days for the Army to be able to make sure that they knew where every person was. It didn't take them very long but it wasn't 12 hours and they knew what was going on. I think they could do that better.

[REDACTED]: Was it a normal course of business to have a roster of all the personnel?

[REDACTED]: That would be normal business practice in an office, make sure that telephone numbers were up to date and addresses.

[REDACTED]: Were they?

[REDACTED]: In our office, I believe that they were. I don't believe that that was the case defense-wide but it certainly was, I know that after the event, they were going around and making sure that, that's a business practice that can probably slip with time. You don't do something too often and you begin to fail in it so it's could one of these things where you need to have a constant reminder to update your roster of personnel, home phone numbers and addresses. We did pretty well with that, I'm sure we did, because we

knew our office was accounted for that first evening. We knew where everybody was and everybody was okay and etc. in my immediate office. In fact, within, the Assistant Chief of Staff for Installation Management, the first time I spoke to my Colonel, there were two people that were unaccounted for in that whole organization and those two people had been killed in the incident.

[REDACTED]: Can you share with us who they were?

[REDACTED]: Well, the one lady I didn't know. Just give me a little bit, my mind went blank on it right now.

[REDACTED]: We were talking about lessons learned, what else?

[REDACTED]: I'm not really sure if, from the perspective of working in the office, there's other lessons learned, at least not at my level.

[REDACTED]: It can be personal, it can be things that you heard about that have changed. How about, let me just ask you this. You weren't in the office when the plane struck. Have you heard of how people reacted, the evacuation, did it go smoothly. Did you talk to anybody about that?

[REDACTED]: Well, actually the lady and her husband who offered to bring me to their home, the lady works in my

office and she was in the building. And she was a lot more scared than I was. I don't know if that's just a personal thing or related to being in the building when it was struck and she told me that she felt the building shake. It's not a very long walk from our office to the point where the plane completed its penetration. You can probably walk there in 35 seconds from my office door.

So they felt the impact and they knew something had happened. There were alarms and people took two courses of action. It's kind of a flight or fight reaction since some people immediately went away and tried to get out of the building and some people figured out where this must have occurred and went towards it to see if they could help. But I think the reaction that I saw with a lot of people that were in the people, and when I spoke to them later, is that they were scared but they were able to get out of the building very quickly, had no problems with it whatsoever.

Nobody said anything a problem getting out of the building but those that left immediately just took the straightest path to where they were going and there were people in the hallways that kept them, some people from going towards where the plane had crashed. So there were people that took control in the building which, again, is

something I would expect to happen in the military life. That's what our leadership is trained for, that's what military people are trained in the battlefield to be able to make battlefield decisions. This became a battlefield and what I saw is people making decisions about what to do. Just like they would on the battlefield.

Makes me feel good about the way we train our soldiers because they reacted that way in the building. That's what I heard from soldiers and that's what I heard from people that talked about them. I think the civilians followed suit in that. There's a lot of good leadership in the Army. So people were directed away. Some of the military people went to see, especially military people that I know of, went towards the incident to see if they could help.

Unfortunately, the type of smoke and situation, you weren't able to get very far. I've heard of incidents of people that were able to help some folks on the periphery of the incident but within the scene where it was really hot, I don't know too much. I simply heard about people helping to direct people away from the smoke. They knew a way out and helped other people, the type of heroic events and the events that you would expect to hear out of an incident like this. But the getting out, worked very

well for people. They seemed to get direction and they knew where to go. In our case, where we would go to assemble, may not have been the best direction to go for the first assembly area. That's one of the things, I guess, and another lesson learned is that people are better informed about where do you go to assemble so you can count noses.

[REDACTED]: You mean now they are?

[REDACTED]: Yes, I don't really believe, I hadn't worked in the Pentagon that long but I don't believe that I was ever informed of an assembly area for our office.

[REDACTED]: So you were at how many, how long were you in again, in the Pentagon before this incident?

[REDACTED]: Well, I was here for about a year at the time.

[REDACTED]: Was there every a fire drill that you participated in?

[REDACTED]: Once, I believe there was a fire drill that I participated in and I've heard of others but you're not in the office every day, it just might be chance that I was out. But it's not something that I remember having occurred for, you know, once a month or anything like that. In fact, no place I ever worked did they do that once a month. That was only when I went to school.

[REDACTED]: Any other lessons before we move on? Any ways that they're changing doing business in your office?

[REDACTED]: Well, certainly with evacuation and with rosters. But as far as our business goes, not really changing the way that we're doing business. Our business is installation management and I would suspect the real lessons are more the people in operations and the people in emergency response and how do you avoid an event like this or can you avoid an event like this. And I'm not really privy to the work that they do. I just really wouldn't know.

One of the things that, I guess, when I started working at the Pentagon actually surprised me which maybe shouldn't, but it did, when you would see airplanes fly directly over the Pentagon, I always thought this is not a good idea. But transportation is important, you have to move lots of people around in the Washington, D.C. area and National Airport is obviously an airport of choice especially when it comes down to politicians and everything and they're going to need it. But how do you avoid a problem like we've just had and as it turns out, it didn't come out of National, it made it all the way over from Dulis. I think at some level they're thinking about what do

you do. In fact, we've heard some of the things that have possibly changed in that arena already, some of the tough decisions that have to be made.

[REDACTED]: Any feelings from personal viewpoint about lessons learned yourself?

[REDACTED]: Well, yes, I guess in a way, although I've always tried to look this way is you do have to live day to day. You have to make sure that when you're communicating with your family and friends and other people you don't leave anything unsaid. I think I learned that a long time ago when my father died that the things I wanted to share with him, that I didn't, and when he died it was too late. And you can look at something like this. Instantly, people were gone, whether on a plane or in a building or within moments of that. And my personal perspective, I think life is too short and too valuable to leave something undone especially when it comes to relationships with your God and with other people.

[REDACTED]: Any final words?

[REDACTED]: Just thanks for giving me the opportunity to share that day with you.

[REDACTED]: [REDACTED], do you have any questions?

[REDACTED]: You said that your own military

experience helped you in this?

**[REDACTED]**: I don't know if I said that but if I go back to my military experience, I was in the Army from 1968 to 1971. We know what was going on back then. In Vietnam there was a \_\_\_\_\_ offensive and although I never went to Vietnam, they sent me to Europe instead. I think that our military was not nearly in the shape that it's in today. We were a military that was not in good shape for combat, I don't believe, during Vietnam.

Our military today is. But what I did learn from my military experience, and I think it's part of the military vamp was an important thing for my life. When I went into the military, I needed to get discipline back into my life and I have a debt of gratitude to the military because during the three years that I was in, I got discipline back in my life. And if you have discipline in your life, I think you can respond to incidents like this a whole lot better than if you're just running footloose and fancy free.

That discipline gives you the ability to think about what's going on and to respond to it, not with fear but with saying I need to take a course of action that makes sense. Fear is your enemy. I think my military experience is part of my going through life that says you don't respond in fear



but you respond using your head. And my response was, and the things that I did think about, I wanted to help. That's my instinct is to help people that are having trouble but I knew that if I went over to the scene of the crash that I would just in the way of emergency response people.

Those people are trained, they know what they're coming to do, they have a job to do and people like me that they don't know anything about become problems in the background, just another person for them to worry about. So it's best to get away from the site and give them their room. Get away from the site, other people here don't have to worry about me. I'm no longer a problem to them, they can focus on what they need to do to respond. So I had to fight my instincts but I thought about it and I said what I need to do is what's best for the Pentagon right now, for the people that are going to respond to this and for the people that need help. I can't go back in so I'm best not being a part of the problem. That was a thought. That was a conscious decision. Not one I wanted to make but the one I had to make.

[REDACTED]: Thank you.

[REDACTED]: I have a document here called Access to Oral History Materials. It's the Army requesting permission

to use this interview for Army purposes. And I'm going to ask you to look it over and if you have any comments or questions, feel free to ask me.

[REDACTED]: Where is my name signed?

[REDACTED]: Sign right there. Thank you.

[REDACTED]: Thank you.

[END OF SIDE ONE, TAPE ONE.]