

**Naval Historical Center
Oral Interview Summary Form**

Interviewers:

CAPT Michael McDaniel
CDR Karen Loftus

Interviewer's Organization:

Navy Combat Documentation Det 206
Navy Combat Documentation Det 206

Interviewee:

LCDR Joe A. Listopad

Current Address:

Pentagon
N80X

Date of Interview:

19 Nov 2001

Place of Interview:

NC2, Crystal City
Arlington, VA.

Number of Cassettes:

One

Security Classification:

Unclassified

Name of Project: Pentagon Terrorist Attack Incident

Subject Terms/Key Words: Pentagon; Terrorist Attack; 11 September 2001; triage; evacuation; lessons learned; Defense Protective Service; FBI; carnage; Navy Command Center; renovation

Abstract of Interview:

Interviewee Information:

Was born in Wisconsin and lived throughout the Midwest. His father was a former Marine who became an appliance repairman. His father went back into the military in the Army, he has since retired. LCDR Listopad was interested in nuclear power in high school and entered into the Navy nuclear program. Went to boot camp in Great Lakes, IL. in July 1984. After boot camp went to A school in Great Lakes. Due to his excellent grades he was accepted into the ROTC scholarship program to Iowa State University in Ames, Iowa. He majored in nuclear engineering. After graduation and being commissioned he went to Orlando for the Navy nuclear power school. After power school he went to Charleston, SC for prototype school. Served in the fleet on the USS Daniel Boone and then was transferred to Omaha, NE. After more training he served on the USS Columbia in Pearl Harbor, HI. In 1999 transferred to OPNAV N8 in Washington DC as a programmer. Currently working in N80 for CNO/VCNO Decision-Making Cell which deals with scheduling, coordinating and administrating decision-making meetings. On 11 September his office was in 4D447 in the Pentagon which was about 100 feet to the right from the impact point.

Topics Discussed:

1. They had just moved to new spaces in the Pentagon in July. The N80 shops, about 52 people, were in one workspace, mostly cubicles. Did not have any TV's or radios in the workspaces to

hear about the World Trade Center (WTC). By word of mouth they heard about the WTC and then they heard about the second tower being hit. Being a target never entered his mind.

2. When he heard the explosion and felt the Pentagon shake he announced to everyone to get out of the building. In their spaces there was no dust or smoke, and all the lights remained on. He did not realize it was a plane, he thought it was a bomb. They exited the building to the A ring and into the center courtyard. As they got into the center courtyard they looked up and saw the smoke, then they realized the smoke was coming from their area.

3. Immediately began to take muster of all the people who were in their code that were in the center courtyard. They were in such a hurry to get out of the office no one had thought to bring the office roster sheet so they got paper and began writing names down. There was a call for people to help injured people. DPS didn't want anyone to come into the building and prevented them coming into the building, there was mass confusion. Like chickens with their heads cut off. After a period of time ADM McGinn (N7) came over and told people to just go home. If they did not have a job to do they were ordered to get out of the area so they would not be additional targets. Finally they were moved into south parking but continued to take muster of anyone who were in their code. Finally accounted for all the people in their office.

4. First thing they had to figure out was where they were going to work. Their offices had some smoke damage but mostly water damage due to the fire fighting efforts. The ventilation system was shut down and mold grew and damaged the office even more. Their office first moved to the Navy Annex to work. They were very lucky in that they were able to retrieve programming data since their computer system was backed up every night. The FBI escorted some of their employees into the Pentagon spaces to retrieve data. He thought that they were very lucky to get the data.

5. While they were in the Navy Annex it was apparent there was not enough room for them. They also had to find computers for the employees and surprisingly it happened very fast. In an emergency you will have funds available. Some employees they requested if they would take leave since they did not have any room or computers for them.

6. Lessons learned:

-Continuity of Operations was a big deal. There were plans for essential personnel to be identified and how they would keep working but the plans never took into consideration a disaster of this magnitude. From a data standpoint where do you back up the data? If you are depending on paper copies what do you do if you don't have the paper copies anymore? I think you need redundant backup capability of computers and paper.

Abstract by:
YNCS(AW) Kathleen Wright
28 Nov 2001

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Topics Discussed:

TRACK ONE

Q. (28:50) Where was your office located until the 11th of September?

A. 4D447. So if you -- and later on reviewing some of the pictures that appeared in the Post and other stuff -- the plane impacted about 100 feet to the right of it was about where the office was. Up on the fourth deck, which sustained much less damage from the initial hit than say first and second decks.

Q. (29:30) Before we get into the events of that day, tell us some other key issues when people look back at this thing, you mentioned a couple issues that you are working on in your shop. What are some of the key issues that you were working on, working with, working up to 11 September and then later on, I want you to talk about how that might have changed since 11 September.

A. Prior to that point, and at that point, the N80 shop was working on preparing the POM. And it was a weird year. Rolling out the POM was delayed because we had the election which delayed things because you have to wait to see who gets elected to which way you are going to go. And of course the election results were delayed as well, so that pushed a little bit farther. Then some key appointments were delayed again. In addition, another factor in 2001 was the QDR -- Quadrennial Defense Review -- was being conducted and that interfaced with the POM such that if the QDR studied the whole Navy, decided this is what the Navy has to have, it would be foolish if the POM would fund something radically different from that. So we had to wait for the QDR to reach some conclusions, take a look at what they were saying, and then say, "Does the CNO buy the recommendations of the QDR?" "Yes." Okay let's POM in that direction. Let's put our money so it dovetails with that. Let's not shoot ourselves in the foot right off the

bat. So we were delayed for that and then the QDR came out late. So things were very delayed and that's what we were working on at that time. Finalizing, what the POM was looking like, looking at the budget and transferring the data. We finished the POM, 2002 to 2007, and then we turned the data over to N82, the budget guys. We say, "Hey here's what we think. We're going to turn the data over to you." They're really interested in the following year because the rest of it is still our bailiwick. They're interested in the next year so that's the data they were working on. And the turnover of that data is not a simple process. Here's the dollars, here's the programs, here's why we were thinking that. Then they take a look at it and they might make some modifications to it. That was the thrust of what was going on at that time.

Interestingly enough that week I was filling in for N80's executive assistant -- the office manager for N80. The incumbent who had the job was out of town that week doing some other business so I was sitting up at the front office by the admiral, as well as doing my other job, just some additional duties at that point.

Q. (32:32) Describe your office -- the physical layout of your office.

A. Well, it was ironic. We had moved in late July into the newly renovated part of the Pentagon so we got out of the old plaster board and pipes hanging from the ceiling and flaking paint, part of the Pentagon, the twenty-year-old carpet into the new Pentagon. New carpet, new desks, much more business-like environment -- what you would see in a high rise. Nothing frou-frou, but nice surroundings to work in and make you feel a little better about coming to work. You could come to something new, something a little fresher. It was a new experience for us. All of N80, which is about 52 people, was in one office area. A lot of us in cubicles, some of us in offices on the periphery, and in the past we had been spread out in different offices-- some

remote from each other, in different corridors, or different rings. But now we were all together, so that was different. It was nice for the admiral. He had all those people pretty close, so that was a significant change. But most of us still worked in cubicles as we had before the move.

Q. (34:09) What was the chain-of-command in your office?

A. Our two-star admiral, Ron Route (sp) is N80, the Navy's head programmer. He doesn't have an XO, which is not exactly shipboard environment. He has a deputy. At that time his deputy was Mr. Mark Moeller (sp)—he's an SES (Senior Executive Service). So it's a civilian deputy to a military head and that's pretty much the norm within OPNAV codes. It gives the advantage of, the admiral had a two- or three-year tour, but the SES hangs in there for quite awhile. So the SES – the civilian deputy – is the continuity person. Below them were the different branches. There was N801, which were the programmers. That was the job I was working at when I was doing ship depot maintenance and then submarine warfare. There is 802 and that's a smaller branch that has to do with administering the databases, the computers and the servers that contain all the programming data. There is 804 – that's a Department of the Navy program information center and they work with congressional questions and helping prepare Navy principles for testimony – congressional testimony. They make sure that we're always telling the same story to the congressmen and senators. It wouldn't do any good to answer the same question from two different congressmen, two different ways. That would just be a bad thing, so they coordinate all the responses. They get the questions, they farm it out to the appropriate codes, get the answers from the codes, make sure everything is kosher and all the answers jive and then send it back. So that's 804. And there was my little cell, 80X. CAPT Earle is 80X and I worked for him.

Q. (36:17) Take us through the events of 11 September. Walk us through your whole day.

A. Sure. Showed up at work about 6:30. That week was a little different than normal because I was filling in as an EA and I had to get there as early as I could. For me that means driving from Manassas to the Vienna Metro Station – that’s about twenty miles – catching the first Metro at 5:26 and that brought me in via the Metro system and a couple of changes to the Pentagon. That got me to the office about 6:30. Normally, I take the junior railway express from Manassas to Crystal City and then I Metro from Crystal City into the Pentagon, about 7 o’clock. But I wanted to get there as early as I can so I can look at all the paperwork ahead of the admiral. So I was there about 6:30. We were progressing through a very normal day processing paperwork, making sure the admiral’s schedule was squared-away, and I think it was something like 8:45 or 9 o’clock where someone in the office mentioned that something had happened at the World Trade Center – a bomb had exploded.

Q. (37:38) That was the first word you got?

A. That was the first inkling we had that the day was going to be anything unusual. That’s a bad thing. So people were trying to find radios or TVs, which were very rare in our office. We don’t have radios commonly or TVs. There was in our old offices a concern that – typically we did not have radios or TVs because of security concerns and we work within a locked environment because we have secret documents at the highest level of classification, so we commonly didn’t have radios or TVs due to security requirements. I’m not sure how or whether they’re still in place. Obviously, in many places in the command center, which has a higher level of classification, I’ve seen TVs there. So, it could be a security –

Q. (38:38) What could the security concern be?

A. That a TV or radio could be converted into a transmitting device. And I've seen this before and certainly within SCIFs, those things are not allowed for that reason. And I think we held onto that belief, maybe it's a hangover from previous requirements. I'm not sure it's actually a hard-and-fast requirement. But be that as it may, we had zero TV coverage and darn few radios. They were trying to figure what was going on, log onto CNN.com and find out what was happening.

A few minutes later I found out it wasn't a bomb, it was a plane that hit it. I remember thinking at the time, "Well, that's kind of unusual. I mean, how you do hit this building in front of you?" The first thing you think when a plane hits a building, that's a heck of an accident. How do you do that? Then we got word that the other tower was hit and we started thinking that this is not good, this is a planned evolution – a terrorist event. And I honestly gave no thought that we would get hit. I've spoken with other people since and I hear people saying that after they had heard about the World Trade Center, people would jokingly say to each other, "Well we're next, or we could be next", or something like that. I have to say honestly, the thought never crossed my mind.

So, I was sitting at my desk and it was about 9:30 and all of a sudden I hear a loud boom. And I felt the building shake, which is quite an event because the Pentagon is just built like a bunker. Nothing had ever moved that building. I recall reading stories and a few days after the events that loud noises, loud booms were not uncommon from door slamming. I had never heard anything remotely like that. As soon as I heard and felt that though it was instant. The first thought through my head was, "We've been hit."

Q. (41:02) By an airplane?

A. No. Just, we've been hit. I knew it was no door slamming or anything like that, and I stood up and my mind was racing. A lot of this was unconscious, just instinctive. I said, "Ladies and Gentlemen, we are getting out of here." I think I said that in a raised tone. So we got people moving towards the front door –

Q. (41:33) Were your lights on? Everything working?

A. Everything was just fine. Right off the bat, no dust, no smoke, nothing like that immediately. We're getting people out and I had a couple of enlisted folks working for me. One of them was this young gal – 19 years old -- and I remember she had come and talked to me earlier that morning right about 9 o'clock or 8:30 or so, and she had received an e-mail from her boyfriend. It was like a "Dear Jane" e-mail and in our modern age that's how things are done, I guess, so she was a little bit upset about that. And I was heading out the door and I thought, "I don't want to lose sight of her in this time of great excitement we're having right now." So I grabbed her by the collar. I said, "You're coming with me and don't leave." And then another civilian gal that worked there, an older lady, real good friends with, I said, "I'd better keep an eye on Donna as well." So I grabbed Donna and said, "Stick with me would you?" And we went down, we were on the fourth corridor, the door to come into our office is on the fourth corridor, so we go up on the fourth corridor and people are starting to stream down toward the A ring – the center of the building – and everyone instinctively knew that if we were hit by whatever, it would be on the outer side, so everyone was brownie in motion go toward the inner side. I was thinking at that time, I said, "Okay, that was either a truck bomb or it was another aircraft that hit us." Didn't know at that point.

So we head down the fourth corridor from D ring into A ring, down the stairs and head out into the central courtyard area and turnaround and look and we see the black smoke starting to come up. It looked like it was right near where we worked. That's looks close! There was a call at that point to assemble people all together. It's like the fire drills you had in grade school. We're all going to leave the building and we're going to form up in a certain area, we're going to count noses. We had no plans like that at all. As N80 EA, I talked to the branch heads. I said, "We need to get an accounting of everyone." So I'm running around trying to count people. Of course, I left everything on my desk. I just got up and I left my car keys, my palm, pens, papers – I was pretty much bereft but found a pen, some paper, started to writing down names of everyone we saw. I was doing that for a while. Then there was a call from the door we had come out for some help in getting some injured people out. So back we go into the building, block the doors open, go in to find people. So we're running in to find people and the DPS – Defense Protective Services – says that nobody is coming in and they're running around with guns drawn. So it seemed reasonable to listen to them at that point. At that point when we were going in on first deck, we start to see the smoke and you can smell the smoke. The smoke starts flowing out of the building and we got the doors blocked open and there's injured people in there but they don't want to let anyone in. Well, okay, if you got that under control, but we're standing by.

Then they need some assistance with fighting fires. Okay, we run into the central courtyard and someone had started to collect fire extinguishers. We haul in the fire extinguishers, where do we go to fight the fire, well, we can't let you in. Well, okay, we'll just put this fire extinguisher right here. I cannot blame the guys at all. It was utter confusion. If it had just been a kinetic object that hit the building, collapsed part of it, that would have been one thing; but with the fires

going and mass confusion, alarms going off, and sprinkler systems being cut, inability to fight the fire, it was – people were running around like chickens with their heads cut off. We went back outside at that point, milling about, how can we help; they didn't bring a few injured folks out. There were medical people coming from the Delorenzo Clinic over to help. I vividly recall a lieutenant, a SEAL, he was helping out -- that makes good sense. The SEALs get medical training 'cause when you're in a far-distant land, far from help, I'm sure they know how to take care of bullet holes and other sundry hazards of their profession. I had no medical training and couldn't help there; standing by to bring people out, hustle people around. And the N7, Admiral McGinn, at that point, a three-star admiral, says, "Okay, look, everybody go home. Get out of here. If you're not doing any good here, it's time to leave." That made good sense. We were just another target waiting to happen if another weapon had come in.

So people starting leaving. A few of us were checking out the building again. Is there anything we can do to help? Smoke is too thick, can't go in, got to have guys in respirator gear. Didn't have that, so out we go. We went to South Parking, everyone standing around looking at the building. And now it was the pictures we had seen at that point – smoke rolling out of the building. And while we were in South Parking, heard a loud noise, like a rumble, and someone said, "Did they get hit again?" "Well, no, we would have seen something." Someone said, "Could easily be structure collapse." I believe that's what it turned out to be – just from looking at the time lines later on and what time it was, I think that is what we heard when we were standing in South Parking.

And we were constantly being told by security personnel, "Move farther back, move a hundred yards from the building, move 500 yards from the building." We're getting pushed back, pushed back to Pentagon City, still running around and writing people's names and quizzing people

from the office, “Have you seen so-and-so?” No one has seen him, have you seen him. Eventually we compiled a pretty good list. I think four people we had no idea where they were. Then it got to be time where we said, “Look, it’s now time for everyone to go home, we can’t help here.” I had walked around Pentagon City, talked to everyone I knew, couldn’t find anyone. It was about 11:30 at this point – none of the restaurants were serving beer at this time, which was sorely needed at that point. Well, it’s time to get home.

And I was surprised that the Metro opened so quickly because they had shut down immediately after and, of course, no one could get on or off at Pentagon or Reagan. And then they started up again. And I was surprised. I was a little apprehensive about getting on the Metro because the first thing I thought was that this was the perfect time to gas the Metro.

But I figured it was time to go home. Got on the Metro, went to Vienna, and the Metro was quite crowded that day. I’ve seen the Metro crowded and it was quite crowded that day. Went to Vienna, looked at my car and knew exactly where my car keys are. Can’t do a darn thing about it. I’ve been trying to call my wife because I knew she would be a little bit worried about how I was. Couldn’t get through, lines were jammed. Couldn’t get through to her from Pentagon City, couldn’t get through to her from Vienna, so I thought I’ll take a cab home.

There is this cab sitting at the Vienna Metro station and I thought there has got to be other people in my situation, I wonder why this guy has been sitting here for 5-10 minutes while I’ve been trying to make the phone work. Well, no one wants to take this cab. Well, heck, I’m going to take this cab. I get in the cab, the guy turns around; he’s got a turban on his head. So I thought okay. I did go to college who was a Sikh and this guy was a Sikh – religion mostly based in India. Definitely not Muslim, definitely not Arab – different sect altogether. I said, “This guy’s okay. He’s not going to slit my throat and dump me out.” But I think that is why he wasn’t

getting too much business that day. So we took off and it was a rather quiet ride back to Manassas of 20 miles. And we didn't have a lot to say to each other, but finally I said to myself, "This is too uncomfortable. What is he going to think of me?" I thought he was okay, so we started to talk about Indian restaurants. I figure, ask the man who knows. So I got some good tips on Indian restaurants and then it thawed between us. I believe he was pretty apprehensive. He was checking the rearview mirror, what's this upset serviceman going to do to a guy in a turban on a day like this? It was a forty-dollar cab trip, but it was worth it. My wife was happy to see me.

Q. (52:03) Did she know where your office was?

A. Oh yeah. She knew where the office was, but at that point, no one knew the proximity to the hit. All she knew was that the Pentagon got hit and, of course, you think the worst.

Q. (52:20) What about your people? Did you account for them?

A. We did. Got home and started to call around. We had been collecting phone numbers and even better e-mails. E-mail was a lot better that day because with the phones you couldn't get through. But e-mail went through pretty much just fine, depending on who your server was. We were able to track down one guy who had been out of the office getting coffee when the strike occurred. And he had come out of the coffee shop heading back to the office when he saw the flood of people coming this way and he went with the crowd, so he left much earlier and no one had seen him. One other guy we couldn't find for the longest time, but then we realized that he lived in Pennsylvania – he commuted quite a ways –so it took a long, long time for him to get home. So that's why we couldn't find him, but eventually we found out that everyone from our

office was fine. Just fine. I, myself, knew only one person who died -- an intern, heck of a nice guy. Just the nicest guy you would ever want to meet. A real shame. (Editors Note: the Intern's name was Mr. Brady Howell)

Q. (53:36) Where was he?

A. I'm not exactly sure where he was. I believe he was on the fifth deck on the E ring. Normally, the E ring with it's large windows and it's good views is the province of admirals and generals and the privileged. It wasn't a good day to be on the E ring. But I think that's where he was. I'll tell you the truth, I'm not sure how they determined where he was or found him through dental records, DNA, or what.

Q. (54:12) What were some of the issues following that day?

A. Well, one of the first things we had to figure out is where are we going to work, because although the office was not hit -- when we left it was in pretty good shape -- you couldn't get back into the building. Later on we found out that we had some smoke damage, but mostly what we had was due to the large amount of water used on the fire, we had water coming down from fifth deck onto fourth deck and it had soaked down the office pretty well. Well that's one thing. But, of course, the ventilation is turned off, so you've got water, no ventilation. When we eventually got into the office, we had a science project of mold in there. The office was uninhabitable and, of course, at first we couldn't get in because there was still a disaster and then later on a crime scene. So, where are we going to work?

Well, they shoehorned us into the Navy Annex --up on the hill-- Columbia Pike. Obviously, we weren't meant to be there. It was sized for the people working there, but those folks made room

and allowed us to invade their space and take over some cubicles and desks and some computers, and to move on. We were real lucky with regard to the programming data in that there are nightly saves of that data and the data was retrieved. The FBI escorted a couple of people and got the data tapes out and got it back so we could continue on. The Army, I understand, was not so lucky. They lost their data. And, of course, that late in the programming cycle when you are ready to roll it out, that's pretty bad. I think they have since recovered. We were lucky with out data.

Q. (55:55) When did you go back to work?

A. The following Monday, so obviously the following day there was very little that could be done – just decisions about where to put people and then the issue became, we are shoehorned in, we simply didn't have room for all the people because we were packed into the inner spaces of the Navy Annex among the mostly N1 personnel. But they tightened up and gave us some room to work with. They were really super about that. Another problem we had was that we did need other computers so the Navy turned-to and, of course, no funds were easily found. We gotta have some computers, here is what we need, so we got those in pretty short order to continue on with the programming. The meetings that CAPT Earle and I and the N80X crowd ran were definitely put on the back burner so we were available to N80 basically to do anything and that's what we did. We helped out where we could. We found office space, we found computers for people, we assisted with the admiral's schedule – did whatever we could.

Q. (57:18) What was your main function in the days following?

A. It was hard to say. Honestly speaking, we served as the 911 force, not to be ironic. We answered phones, we helped coordinate the admiral's schedule, we filled in – some people took leave because we told them that we had no room for you, we got no job for you, we don't have a computer for you, we have three different reasons why you shouldn't be here so maybe some leave, maybe some time with the family. It's good and we could fill in for them, we can answer some of the questions for those folks. But it would be very hard to pin down exactly what our job was. It was to do whatever needed to be done.

Q. (58:19) Some of the key issues you were mentioning before 11 September up to that point, what has been the change in focus or some of the biggest changes?

A. The big change was, not this attack has occurred, there are now funds being voted the emergency supplemental to fund the response to terrorism, maybe pre-billed – and then to prosecute the war. The number bandied about was 20 billion, then eventually expanded to 40 billion dollars. Well then the speculation began. Okay, how much of this 40 billion goes to the military and how much of the military share goes to the Navy? And then how do we apportion that? That's the meat of programming. In the main, most of that money was in near-term, maybe being executed right now or being executed next year in the budget. Not so much in the out-years, but some certainly. If you are going to do force protection –anti-terrorism force protection – you are going to do a lot now. You are going to hire some people, but you are going to have to pay them in the out-years, too, if you keep them. If you are going to have new technologies you have to fund that in the out-years. If you are going to equip the ships and stations differently for that sort of thing, there are out-years as well. So that's the sort of thing programmers –the 801 guys in N80- were doing.

That was the immediate focus. There was money there, how are we going to apportion it. They were all over that. For us, for N80X, one thing that became apparent was that, for example, we have a couple of conference rooms where we conduct our meetings for the CNO. Through sheer dumb luck both those made it through but several other conference rooms were taken out. We immediately became a valuable commodity. We started hosting lots of different meetings, which can be a problem because we were used to being right there. We're there and the conference room is right next door or down the corridor. Well now we are remote, we're in the Navy Annex or now NC2. Well how do we administer these rooms? We have to make sure they're opened on time, locked on time, meetings, don't conflict. And that's what we're struggling with at this point. I've got one of my petty officers essentially permanently posted in the Pentagon just to open doors and let people through. And then we go over as necessary to make sure the meeting was run on time and as scheduled. And then to do the other administration of the CNO's meetings.

Q. (1:01:11) Can you think of any lessons learned in all that? Reconstitution is a real focus.

A. I don't think I would be giving anything away to say that continuity of operations or COOP was a big deal immediately afterwards. There had been a plan for essential personnel to be identified and facilities set up to take care of that. But I don't think it had ever assumed a disaster of this magnitude. Those plans had been looked at. From my viewpoint, lessons learned, if you've got vital data – in our case it was programming data—but it could be anything; where do you back that up and do you depend on paper copies? If so, you have to be prepared to not have that because there were several organizations and we had paper documentation around as well. You have to understand perhaps your boss, who is not raised in the computer era, is

more comfortable with paper. You have to be aware that this sometimes happens and you need to evacuate that office because of a fire or because of flooding from a broken water main.

If you don't have that backed up, you've lost it. Not only that, but you might have to go in and retrieve this burned, waterlogged piece of material because it is of a highly sensitive nature. So I think something to be learned from this is that you need to have redundant back-up capabilities. Maybe you back stuff up and it's on-site, but your backup site could get hit, so maybe you should back it up and have the tapes or data stored on a hard drive in a remote location. That might make sense and that you can't rely on paper. People want paper. We have this idea of going to a paper-less Navy. They're still rebelling that you have to have paper, you have to have hard copies – something to hold in your hand. If you rely strictly on that though and it doesn't take an aircraft hitting the Pentagon to do it – a trashcan fire in an office could evacuate the office. The fire could engulf the office and nothing more, but then all the paper in that office is gone. And if that is the only copy you had, you are out of luck.

And I'm thinking of say intelligence documents. Stuff like that. That would be very hard to reconstitute or in some extreme cases, might constitute the only copy and you certainly wouldn't want to lose that.

Q. (1:04:38) Who are some others that we need to talk with?

A. CAPT Warren Heckleman, CDR James Spence –

Q. (1:05:06) Is that Trapper?

A. Trapper, yes.

Q. (1:05:14) Is there a Mike Spence, as well, or is it just James?

A. I believe his middle name is Mike, so if you go to James Spence, Mike Spence and a Trapper, I think it's the same guy. And you'll know him. He is a fine naval officer. There is not a thing wrong with that guy.

LCDR Michael May. With my own eyes, I saw him doing some medical treatment of injured people. He works in OPNAV N81.

Q. (1:06:10) If you think of some others, you know how to get in touch with us. Have they talked about awards at all?

A. Write-ups for awards have been sent in and those are in the hopper. I think they've had an awards board. I don't believe any have been awarded yet. I expect we'll see some meritorious awards or heroism, and maybe some Purple Heart's for some folks who got injured.

Q. (1:06:42) Anything else you would like to add for the historical record?

A. I never thought of the Pentagon as a hazardous fire zone. One insight that I gained. My wife kept asking how I was doing. I'd tell her, "I'm fine." And her parents, who lived an extremely sheltered life in the small town of Dennison, Iowa, couldn't really understand that. And my wife pretty much didn't understand it. I'm fine. Go to work, yeah. "Aren't you worried, doesn't this bother you, doesn't this affect you". No, it doesn't. She would say, "How can that be, I don't understand that." It forced me to think, "Well, why am I like that?" as compared to people who are having problems. As a matter of fact that day, the people that were emotionally affected – going down the stairways or saw them in Pentagon City sitting on the ground sobbing. And not to be pejorative in any way, it was always civilian women, for whatever reason. I thought,

“Well, maybe I can put this together” and eventually told [REDACTED], “I think it’s because I’ve always considered myself a target and going out to sea on a submarine for however many days or weeks or months at a time, and to pretty much the same extent on a aircraft or ship. One guy makes a mistake in the right way and no one is coming back.” I lived with that for a long time – at any time someone screws up and you’re dead. Still you have to go to sleep at night so you trust the people that are on your ship. Yeah, the building got hit. Going back to work tomorrow. It’s not likely they’ll do that again any time soon. So there doesn’t seem to be any reason not to go to work, but I think it’s that and just being in uniform for awhile that that could happen.

Q. (1:09:31) How did the two that you felt the need to pay attention to as you were exiting -- the enlisted female that you worked with and then the other that you mentioned. How did they do?

A. They did just fine. Donna is a tough gal – no problems. My young seaman – no problems on that score. So she came out okay.

Q. (1:10:05) How old is [REDACTED]?

A. [REDACTED] is [REDACTED] and [REDACTED] is [REDACTED] – two sons. They heard about it at school. [REDACTED] definitely heard about it at school and [REDACTED], I think, knew something was going on, but not as much details -- third grade compared to sixth grade—what they’re going to tell the kids. And it was interesting. I didn’t know exactly how things transgressed until just last week when we went to school conferences. And [REDACTED] was no big deal. And [REDACTED] had made the decision not to take him out of school that day. She came home early from work but she made the conscious decision not to take him out of school. For one thing, she would have to go to school to pick up and she was

concerned that she would miss a phone call. And another thing was when you come out of school and you sit at home and could do nothing. She didn't know what they had been told. She thought that there was more to be gained from staying in school and I think she made exactly the right choice.

██████ had heard something had happened, but not much. We talked with ██████'s teachers about what happened and they had announced that the Pentagon had been hit by an aircraft and Joe was in math at the time so his math teacher told us this was a good day to – he said, “██████ do you want to go to counseling office?” and he said, “No, I'm okay.” And she said that during the course of the next half hour she was teaching the subject, but still watching him, and she could see as it sunk in and near the end of the class he said that he wanted to go to counseling. He went there and hung out with them. And then they came home from school at the normal time. I was home by then; I had gotten home about half-an-hour before hand. They came in the door and I said, “Hi, how are you doing guys?” We talked it over and I said, “Not a scratch on me, no problems, it's like I've always told you. I gotta go away for Navy stuff but I'll always come back. You don't have to worry. You could put a hundred planes in the Pentagon. I'm always going to come home.” So they were okay with that.

They're bloodthirsty. They're not happy with these bad men, so we talked over the terrorism thing and all this sort of thing and they are doing fine. Very resilient.

Q (1:13:02) Anything else you would like to add for the historical record, so when Joe the fifteenth comes to the Naval Archives?

A. No, I think we are going to be okay. I certainly used up plenty of tape time.

Q. (1:13:22) We appreciate your taking the time to talk with us.

A. Not a problem, captain.

Q. (1:13:26) Let me ask you one more question. What is the biggest thing you've learned about yourself through all this?

A. I thought about this a lot actually. That if I am ever in the proximity or a witness to either a terrorist action or some accident or something, I want to help more. I think back to it and I think that I left too soon. I should have hung around more. I should have insisted on going in and helping. That does gnaw away at me a little bit. I would have liked to have helped more. Okay, well, would that nothing else like this happened but if it does happen again, I want to rush in and help more. I think everyone is very proud and maybe envious of –like the New York firemen. They were below the radar screen beforehand. But everyone sees what these guys do. In the military it usually takes a war or some non-combatant operation where we really get a chance to show our bravery and to exercise all our training to do our job. But these guys are ready to do it at a moment's notice any day. And I think everyone thinks that is great and now people are realizing what great guys they are. For me, I would like to be like that. I would like to think that I could be that brave and to help out. That's something that is lodged in the front of my mind now.

Q. (1:15:31) Where do you go from here?

A. With any luck, I'll get orders to the Marine War College in Quantico to go there for a year and then after that, I believe I'll be posted back in the DC area. It's kind of a rarity. I think I'll

get orders to go somewhere and it won't require me to move 'cause Quantico is about equal distance from Manassas as it is from Arlington.

Q. (1:16:08) What do you see yourself doing after the Navy?

A. If they kick me out – when they kick me out – I'm definitely in for at least 20. My family has made something of a career of living off the government. My brother – six years younger – when he completed high school he also joined the military. He joined the Marines. I told him about the conversation I had with my Dad. I said, "I guess we know whose the idiot." He's doing very well. He's been in for about 11 years and just selected for E-7 for Gunnery Sergeant. He's a fantastic kid – a great Marine. The only thing that sounded remotely interesting to me after the Navy would be teaching at the high school level. Dangerous as it might be, but in point-of-fact it's like the training and mentoring we do with our enlisted. You have to approach them in the same way and if you take the tenets of Navy training, the constant repetition of breaking it down into small pieces, questions answered back and forth, then I think that could serve high school students well. Long as they don't knife me or gun me down in the passageway. That would be what I would like to do.

CAPT McDaniel: Thanks so much for your time.

A. No problem.

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