

**Naval Historical Center
Oral Interview Summary Form**

Interviewers:

CAPT Gary Hall
CAPT Michael McDaniel
CAPT Terrance McGinnis
YNCS(AW) Kathleen Wright

Interviewer's Organization:

Navy Combat Documentation Det 206
Navy Combat Documentation Det 206
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Navy Combat Documentation Det 206

Interviewee:

LCDR Rachelle F. Logan

Current Address:

NDW Public Affairs
Building 200
Washington Navy Yard

Date of Interview:

30 Nov 2001

Place of Interview:

Building 1,
Washington Navy Yard

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:

She was born in [REDACTED], NC and went into the Navy in 1984. She had a cousin in the Navy and he was her role model. She entered as an enlisted Dental Technician. She finished her degree and went to Officer Candidate School in 1989 in Newport, RI. She was commissioned as an Unrestricted Line Officer (URL). She has had two tours at the Washington Navy Yard and one at the Pentagon. She worked for Chief of Naval Information (CHINFO) while at the Pentagon. She currently is the Public Affairs Officer (PAO) for the Naval District Washington (NDW). She has one more tour to go and then she will retire with 20 years.

Topics Discussed:

1. She is the regional public affairs officer for Naval District Washington, which includes nine facilities in the Washington area (from Bethesda, MD all the way to Solomon's Island in southern Maryland).
2. On 11 Sept she was watching CNN, which as a public affairs officer is standard procedure. She watched the immediate coverage of the World Trade Center being hit. She was suppose to go to the Pentagon for a meeting but missed the shuttle because she was watching the CNN

coverage. The offices where she was supposed to go were hit (no one was hurt). She was told that the Pentagon was hit and watched the immediate coverage on TV. She immediately knew there would be casualties, they would need Casualty Assistance Calls Officers (CACO) for the families and the CACO's would need training on how to deal with the media. She gathered her staff and told them this was not a drill - it was real.

3. She gathered base collateral PAO's to assist with the situation. Her staff briefed the chaplains and the CACO's on how to deal with the families who wanted to do interviews with the media. Once the media had the names of the families they immediately hounded the families for interviews. Initially none of the families wanted to do interviews with the media. The media followed family members in their cars; they put cameras up in their windows; the media held some families hostage in their own homes.

4. The CACO's handled the media by not speaking to them when they went to see the families. The CACO's had the family pick a spokesperson for the family if they chose to talk to the media. She drafted up a statement for the families to tell the media that they did not want to speak to them and to leave them alone. The families need time to grieve and it took some families several weeks to fully grasp what had happened.

5. In the CACO manual there is not enough information/training on how to handle the media. She relied on her experience over the last 18 years on how to handle the media scrutiny of the Pentagon attack.

6. When a family wanted to talk to the media she tried to set up the interview with a major national media outlet (CNN, NBC etc). If the family spoke to a local media outlet they would be hounded for more and more interviews with larger media outlets. It was better to speak once with only one national outlet.

7. Chaplains and CACO's worked very closely almost like a "tag team" with the families. When LCDR Logan spoke to the media she always mentioned both members of the team. You really could not mention one without mentioning the other.

8. With the Pentagon attack you had some situations where the wife did not want to talk to the media but the mother and father did. Internal family fighting. Some relationships have been ruined for life. In-laws have fights, other family members talked when they are not authorized to speak for the family. This was the worst part she had to deal with. She had no authority or power to tell other family members not to talk to the media.

9. Now (30 Nov 2001) some of the families want to talk to the media. They have gone through the grieving process and are ready to talk. They are now setting up interviews with 48 Hours, 20/20, Washington Post and Washington Times. Also the media is now interested in doing stories about those who helped, the support personnel.

10. As soon as DoD released the names of the Pentagon victims the media went to the telephone white pages and looked up addresses of the families. At times the media were at the homes of the family before the CACO's could get there (the CACO's were contacting the families in person to tell them the official government list of names had been released to the media. The

initial casualty notification had already been done). After the Joint Family Center was stood up release of information to the media by the Navy and Army was more coordinated.

11. Briefing the CACO's is not normally part of the job description of a PAO. LCDR Logan knew from experience she needed to brief the CACO's. Many of the CACO's had never done this before and need the training on how to conduct themselves in front of the media.

12. On 10 Sept 2001 President Bush visited the Washington Navy Yard. For two weeks leading up to his visit LCDR Logan and her staff worked very hard to make the event happen. She was so happy to see the police convoy leave. As soon as the President left she thought they could take a breath - it was going to be a good week, everything went perfect for his visit.

13. LCDR Logan put together a "lessons learned" about this experience for the next NDW PAO. She is also going to forward a copy of her lessons learned to CHINFO so they can put together guidance for PAO's when major disasters occur.

14. To facilitate the pass down of information LCDR Logan had her NDW web master put together a private web site. You needed a password to enter the site. It was a tool on how the CACO's got the most updated information.

Lessons Learned:

-The CACO manual needs to provide guidance and or training for dealing with the media. Many CACO's have never been CACO's let alone having to deal with the news media. This is especially true when a major disaster happens.

-Guidance for PAO's needs to be developed. When major disasters occur you need guidance or a lot of experience on how to handle the situation. Example is the Pentagon and the USS Cole attack.

Abstract by:
YNCS Kathleen Wright
4 Dec 2001

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Interviewee Information:

LCDR Logan was born in [REDACTED], NC and went into the Navy in 1984. She had a cousin in the Navy and he was her role model. She entered the Navy as an enlisted Dental Technician. She finished her college degree and then to Officer Candidate School in 1989 in Newport, RI. She was commissioned as an Unrestricted Line Officer (URL). She has had two tours at the Washington Navy Yard and one at the Pentagon. She worked for Chief of Naval Information (CHINFO) while at the Pentagon. She currently is the Public Affairs Officer (PAO) for the Naval District Washington (NDW). She has one more tour to go and then she will retire with 20 years.

Topics Discusses:

Q. (04:48) What are your roles and responsibilities in your current job?

A. I'm the regional Public Affairs Officer. We have nine installations that make up Naval District Washington, and it covers from Bethesda, Maryland all the way to Solomon's Island

down near Pax River the Naval Observatory, Nebraska Avenue, Potomac Annex, all those installations make up NDW. We have one Public Affairs Officer and that is me. We have NAVSEA who just recently joined the Navy Yard with 5600 employees with their own separate Public Affairs Officer, so with the exception of him and NAFAC, I'm here for the Region. So I handle all of the press queries, media coordination, official visits and any public affairs related issue falls under NDW Public Affairs, along with the *Sea Services* weekly newspaper, which is under my, in my realm also.

Q. (05:45) Who reports to you and who do you report to?

A. I report to Admiral Weaver, the Commandant. Who reports to me? I have a staff a journalist, photographer and NDW webmaster, they all report to me, and any reservists that come in to, which we have now as a result of the Pentagon tragedy. We have accumulated a few very dynamic reserve officers that I'm trying to keep for good, because they have brought a different perspective to the day-to-day functions that we deal with. They brought a different level of professionalism, because the people that we have were out there in the community working. So they are happy in one aspect that they are part of history and that they are able to give us immediate support that we need at this critical time, because the day-to-day functions needed to continue. But with this unexpected tragedy that brought on a whole different set of responsibilities. So it's a marriage made in heaven to me that we have them and that they were able to come.

Q. (06:55) Are they Public Affairs Officers?

A. Yes, public affairs, journalists and photographers.

Q. (006:59) Reservists?

A. Yes. All reservists, yes.

Q. (07:01) And how many of them are there?

A. Right now I have a reservist out at NAF Andrews. I have a Lieutenant PAO that's in my office, and I have a photographer that's in my office.

Q. (07:13) All reservists?

A. All reservists.

Q. (07:14) Had they been recalled or are they doing it -?

A. Yes, they've been recalled.

Q. (07:18) For a year?

A. Yes. That's correct, for one year, and I hope more, because I don't think the momentum is going to die down, because we now have to be in a more pro-active mode as opposed to reactive. Public Affairs is mainly reactive. We react when the plane hits. That's when we go into our normal responsibility mode, but now we're trying to prepare if in case something ever happens like that again. So we're updating SOPs, We are making sure our recall with the media is up-to-date constantly. We are keeping in contact with all of the, the local media. I use STEVE OVERS (phonetic) of the *Washington Post* and then television media. We're constantly keeping them aware of what's going on, so that there are no surprises, because everyone was caught off guard.

Q. (08:10) Yes, we definitely want to hear more about that. Take us through 11 September. Take, just walk us through your day.

A. OK, I do, I watch the news all day, CNN. In the morning I normally look at the local news to see if there's anything around the Naval District Washington, anything near our bases, near M Street, near Navy Yard, that is on the news that could affect either the flow of traffic in and out of one of the basis, because we need to let people know what's going on. And also if there's something nationally happened, I need to let the Commandant know. So I watch the news all day. That particular morning, no different. Actually I was supposed to be at the Pentagon around ten that morning, and the Towers being hit, I missed the shuttle. So I was just kind of ticked at that because I knew I was supposed to catch that 9:15 shuttle and because I was so watching the Towers, that I looked up and it was 9:20 and I thought. "Man," and then at 9:40, you know the Pentagon was hit. So it was a blessing in disguise, for me anyway.

The people that I was going to see was hit, so, were hit and they finally, one of them called my husband at home and said, "Tell her I'm OK, because I know she was on her way." So because you know I was on my way to that particular part of the building.

When stuff like, when the Towers were hit, we had to start.

Q. (09:37) Did you see that. I mean when they brought on the news, when they broke into the news, you were at your - ?

A. Yes, because I was actually sitting there already watching it. And then I saw the second plane hit, and then we started getting the calls back. There was another plane in the air, so we went into condition Delta at that time.

Q. (09:53) Who do those calls come from?

A. The Pentagon, and Command Center I think, or somewhere in that vicinity of people that were getting the intelligence in at the time through our security. And that's all we knew. That's all we knew at the time, and we figured most likely, and this is personal, probably the White House, which we now know that it was true, that probably the Pennsylvania plane was headed in this direction. We just weren't sure where exactly it was going to hit, but we had to be prepared because we are a naval installation. We have the highest ranking Navy officers on this facility. We have NAVSEA who's controlling our ships. I mean that's who we have living right here on these grounds, so we went into the condition that provided the maximum coverage. We shut it down. Couldn't get in, couldn't get out.

So what we did in Public Affairs? As soon as I saw the smoke I said, "We have casualties. We're going to need CACOs. CACOs are going to have to make notifications. Notifications will be made with cameras, with media, with reporters standing out there, because this is a local story." So I immediately briefed my department. Put them all together in one room and said, "Look, this is for real. This is not a drill. We got to do this."

We got our media contact list out and started preparing blank press releases on various things that could have occurred, if in fact something had happened on the Navy Yard. We were preparing for that.

The other part of it, this is before the reservists, I took my limited staff and we started doing that. Then we, we started making phone, I started making phone calls to the collateral duty PAOs on the base, because when I realized that CHINFO, which is my headquarters in the Pentagon had been hit, I did not have them as an asset. Because normally something like this, they would have

immediately come over here and provided support. But when I got the call that they had been hit, I said, “OK, they’re not there for me right now.” So I called the collateral duty PAOs on the base and I assembled about eight or nine of them. From NAVSEA, JACK GREEN from the Historical Center, CAROL ALLISON from JAG. These are all the base PAOs, and I put them all in conference room. I had already typed up some guidance on “this is what we need to do,” to tell them to handle the media, because a lot of the media was going to be on the doorsteps of a lot of these family’s homes as soon as they got a name. As soon as they got a name they headed toward a lot of homes. So we briefed the CACOs and the Chaplains on this is what you need to do when you walk up to that door, to make that notification if the media is there, or if they’re there, or if you’re there and they call, this is what you need to do. We provided guidance on how to deal with the families wanting to do interviews with the media.

Initially no family agreed to do an interview. None of them, but the media started hounding them. They started hounding them, (sounds like she’s lightly pounding her fist or flat of her hand on the table) and hounding them. “Just give me some reaction please. Just anything.”

They weren’t ready. So what we did, the CACOs, with our guidance was able to interfere with them trying to get in on—we had cameras peeking through kitchen windows. We had reporters hiding behind cars to catch them as they drove up in the parking lot, following them with cameras, trying to get them to get a state—it got that bad. It got to that point.

And the CACOs would call me. “Commander, I’ve got a family here who is being held hostage by the media. She wants to go to the grocery store and she can’t leave because there’s fifteen media.”

I reminded her that 911 is a very active number, to use it. If she needed the media to leave her alone and they were harassing her that badly, that 911 was still a valid number. And that's what they did and the police would just come and remove them from their property to the public street. We had national and local media contacting us for interviews, for pictures, for anything that they could get their hands on, and this was within 72 hours that the accident hit. Families did not want to do that, so we made sure not one family's privacy was invaded due to media, and that was due to the fact that we had trained these CACOs on what to do and to say out front. So the families were very happy on that aspect.

Q. (14:56) Where'd you get the information that you provided to the CACOs.

A. From eighteen years of training, sir. Just from my regulations, from me knowing that if a CACO is walking down the sidewalk and a photographer and a media truck and all those people are there, and they start yelling questions out to that person, that CACO's under no responsibility or no, he does not have to speak to that reporter. He can just keep going to the house and go straight in. They can throw questions all they want, but it's—and I told the CACO to remain in control of what is said about that family.

Also told them to go inside the family and get them to pick a spokesperson. I provided them with a standard message from the family. A statement, I drafted up a statement saying, you know, I can't remember right now what I said, but I drafted up a statement for each of the families that they could use as an example and they could have someone read it to the media, that "right now, please respect our privacy. We will speak to you once we have made arrangements." It was to that effect and I told the CACOs and I did some on the spot media training with the CACOs that you may have to be that person to speak in front of the camera, so be prepared.

Some of them, it was the first time they'd had a CACO duty, the first time that they ever had to do anything of this magnitude, but the better you train a person, the more comfortable they feel about what they did. And a lot of them did go on camera to do some of those statements. No problem. Absolutely no problem, and it helped the family keep their privacy when they needed it, because the media they were calling these families at midnight.

One mother took her three hours to get in her house because the media was in her driveway and she just didn't want to talk. She just didn't want to talk. She said she circled her block for three hours.

We had people trying to get in Navy housing, posing as friends. *Washington Post*, posing as a friend of a family member and, you know, I had briefed the security officers on each installation about allowing media on our installations. Absolutely not, because friends were here. We had friends of the victims that were here, that the media was just, "OK, so you won't let us talk to the family. Can I talk to the friend?"

"That's up to the friend." They would, you know, wanted to come in, so one reporter literally asked me, TV reporter, very well known, wanted to know if he could come and sit in Subway and just catch people as they were walking out.

I said, "So you can come in and get your sub-sandwich." Because that's invasion of priv—he can't do that. I mean if he was at a McDonald's on the corner, I can't say he can't do that. He just happened to catch some friends, but on this installation, I wouldn't allow that. I just would not allow that, because people have, they needed time to grieve. They needed time to get over the shock, because I think it took several weeks for some people to really grasp what had happened. The victims were considered missing at least the first two weeks. So a lot of people had issues with that.

“We see the fire burning. Why are you still saying that they’re missing?” That was the other thing that a lot of the families, after a few weeks said, “OK, he’s not coming home. So could you change the status.” But that was all DNA related, and things like that. Things that were beyond our control, but in the media they were considered as missing. We still have five that are considered missing, and one family remarks, “But they’ve already started rebuilding the Pentagon area and you’re still declaring him missing.” But I guess that’s about the best terminology that, DOB is using to refer to the ones that did not have any, enough remains to, to positively identify. And I think the status will change on that.

Q. (18:58) Is there adequate guidance in the CACO directives covering this or did you have to rely more on your – ?

A. I relied on what –

Q. (19:05) Your own training?

A. Yes, sir, that’s exactly what I had to do. And when I talked to Miss McDonald, the CACO coordinator, I said, “A couple of minutes is not going to do it right now. I need to sit them down. I need them to understand the dynamics of this entire situation. They have to understand how important it is that they stick to their guns. They don’t buckle under pressure if the media starts hounding.” Because the media in DC is probably the worse I’ve ever seen in any city, because they have all the politicians and they’re use to people using them as a tool. And they’re use to getting their way. But not in this case, because my whole goal was to protect the privacy of the families. Whatever the family’s wishes were that’s what I reacted on.

Some of them wanted to talk. We set up interviews, “Forty-eight Hours,” CNN, and “Twenty-Twenty” and everybody. I coordinated, I was in the kitchen on most of those interviews. But, and that was the wishes of the family though. The family say they would do it, then I set it up. So I’m saying “that I’ll talk to one media outlet and then I don’t want to do anymore.” That’s fine. And when they request things like that, I make them, I let them go national. I say, “All right, let’s hit everybody at one time.” Because a local Arkansas newspaper, they only did the coverage in that town, but you only want to speak once, so let’s go national. Let’s go to CNN. Let’s go to *USA Today*. So that you don’t have to do it but once, because normally when you go to a small town like that and just use their media outlet, that will spark something on the national level. And they want them to come and do it again. So to avoid that, I recommended to most of the families that we go national, and we did.

Q. (20:52) And you helped make those decisions? And you made those decisions? Did you have anybody you had to go through to do that, or was it -?

A. The Pentagon, the CHINFO, my headquarters, because they do everything and they still as of yesterday, are still referring all those to me. They get the call first because they are national and I’m local, but just as of yesterday we had CNN on talking to, two Casualty Assistance Officers and a Chaplain. Normally they just want to talk to the CACOs. Would he talk to—and I’ll always put a Chaplain with him, because to me it’s a total package. One couldn’t have done their job without the other. So any opportunity that I get to highlight what the CACO does, I always put a Chaplain there. I always have, because to me they were a tag team. They worked together to accomplish, you know, the notification and all the different stages of getting the family taken care of.

We have internal issues with families when it comes to the media. We have a mother and father, that was their only son who had a wife. The wife says no media, the mother and father says, “But I want someone to know what my son did.” Internal fighting. Still going on to today.

We have some relationships that I think have been ruined for life, because in-laws, different levels of the family that onion, you know, you start peeling away layers and you look at the central core of the family, who is that person’s beneficiary, and it’s normally the wife. So she has a right to say when that person’s buried. Where that person’s buried. Whether or not that person has full honors. I mean she requests those issues, but then you may have a mother and father who are saying, “But I want him with us, or I want him here.” And that was probably the worst part of what I had to deal with, because I wasn’t prepared for that.

I had family members calling me from North Carolina, from Pittsburgh saying, “My sister-in-laws on the phone. She’s on the phone with the media right now. I don’t want her talking. Can you please make her stop?”

And, unfortunately, my powers limit me to just dealing with the people associated with NDW. I got a call from North Carolina down in a small city in North Carolina, that the sister was on every media station down there because it was her brother, but the family up here requested that no media be aired about her husband. And that’s unfortunate, because I know people handle grief in different ways and different stages and it became—there was one family that wanted a day of mourning in his country. They called me to see if I could make them stop. They wanted me to call the embassy to make them stop planning this day of mourning.

I couldn’t do that. I mean I understand the family’s grief and I told her I understood. I said, “I understand, but that’s a country,” you know, and I told her to try to work with the embassy, and the compromise I think was that they waited at least ‘til the person was positively identified,

because he was still considered missing, even though it was three weeks later, I think. There was some medium ground there, but very little.

The majority of the family members, it still, it bothered some people that the media got into their homes is what they fell like. Because one wife called and she said, “How dare they get on national TV and discuss my marriage.” And those were some of the issues that they called me about.

Can I pull the plug on that? Can I write a letter to the station? Can I call the reporter and say, please don’t ask those kinds of questions? Because she said, “That was my marriage and I do not want them discussing my marriage with my husband to the world right now.” Because, and she was right, it prompted them to want to talk to her even more then. That prompted the media to want to talk to them.

The interviews that I’m doing today, 30 November 2001 area as frequent, if not more frequent now, because more families are willing to talk now. So it’s more of a positive remembrance type honor. I’m handling people, they’re looking at support personnel now, more so, in my office.

We’re handling that right now. They’re looking at support, who helped handle this tragedy. How did you all manage to take care of fifty-four families I think, or whatever the finally number is? We briefed those CACOs in forty-eight hours, before they went to each family.

The families are calling me now, saying, “Thank you very much for keeping them out of my house. I’m ready to talk now. “

So we’re setting up interviews with “20/20”, with “48 Hours,” with *Washington Post*, the *Washington Times*. We’re setting up interviews now, currently. The funerals were all heavy media attention getters. Lots of media at each funeral. Lots of media, because I told—just like I kept—I tell my staff to this day that each one of those victims has a story to tell. Each one of

them has, there's a separate story to tell about each one of them. A great story, so we just have to wait for the families to be prepared and get ready to come and talk to us and as soon as they do, they come to us, whatever form they want to use. They want to use television, they want to use radio. They want to do *All Hands*, all internal, all hands *Services Weekly* and things, because our sailor of the year was among the victims, and we did a nice story on him, along with the wife by his side.

So I think we have, now, that we, two months have passed and everyone is, I'll say trying to get back to normal. With us it's not, because we're still dealing with the families. Every week there's a different – I got Redskins tickets for the families to send them to the games. I got Wizards tickets. People call me all the time. What can I do? What can I do?

We go there, it's a media opportunity to set up the cheerleaders and the Redskins player and they come out. They talk to the kids of the victims and things like that. So we're constantly still doing stuff related to the Pentagon tragedy.

Q. (27:55) The information that you pass, or your action and response to some of these questions that you've had, kind of off the cuff, did you have to check any of that stuff –

A. Oh yes.

Q. (28:06) At CHINFO, or do you have pretty free hand at what you do?

A. Because I was trained there, that's where I learned what I knew, was from CHINFO, and everything I do I contact them first.

Q. (28:25) More because you want to, or do you have to? Is that a chain of command thing, I guess is what I'm wondering?

A. Well because the fact the CHINFO, well we started briefings in the morning with the Chief of Naval Personnel, the Commandant's office here and I think several of the offices up and down the East Coast. Every morning we had a briefing. The Public Affairs Officer for the Chief of Naval Personnel was amongst his group that was part of that VTC. We talked every single day for I know six weeks straight on, "OK, what are you doing now? How are you handling this? This is what we have."

So instead of everybody trying to set up interviews, everything is sent to me from CHINFO, from CNP Personnel, from the CNO offices, everything was channeled to me and therefore when I gave my response to queries, to my Questions and A, Qs & As I would send them to CHINFO first, and say, "Look, take a look at this," because they knew more on the national level of regulations and things that, you know if there was something that I missed. I always let them know that I need another set of eyes for that.

Also with the fact that CHINFO was hit made a difference also. They were re-positioned to Crystal City, the media center, so they were dispersed but we talked daily. We talk still to the day, and it's not written anywhere for me to do that, and I don't think that past PAOs really had that type of relationship with them to call, but the fact that I was coming from there prompted me daily to let them know what was going on. It was automatic. It was automatic and I hope it's something that continues, because they, at that level need to know prior to every single interview, every single television show, everything. They knew before it came on, because at the—hopefully they have a record of all of the news broadcasts that interviewed most of the

sailors, because now the attention is on the carriers and what's going on with the families, out for the holidays and things, so.

They have archives of tapes, videos and things because we record everything. All of that is part of our duty. And the day this hit, I knew exactly what to do. I didn't need to ask. I didn't need, I briefed ADMIRAL WEAVER, through out the en – he and I were side by side.

Q. (Inaudible - 31:06)

A. Oh, we were joined at the hip, sir, that is true.

Q. (31:10) How, I guess thought that we make sure, that you said that you hope it gets, to continue this process and the information flow and the procedures that you followed. Have you, or are you putting together a lessons learned.

A. I already have, yes. I had to do that, and I had to do that to make sure that, I mean, and thank goodness I had just come CHINFO and was here, because I knew exactly what I needed to do. I knew exactly what I needed to do. When I realized that CHINFO had been hit, I'm thinking I've got to go to my resources that here in the Navy Yard, collateral material. Some of them had never ever experienced anything like this, being a collateral duty. And they were also doing –

Q. (31:52) That's not on your resume, huh. (Chuckle)

A. And they were all civilians, they were all civilian PAOs. I got them, I briefed them first on exactly what we needed to do and they were like, "Let's do it," because there was no time to think.

Q. (32:07) So immediately after the attack was there any coordination with the Army, Air Force and Marines in terms of how they were preparing their CACO officers.

A. Please don't make me say that.

Q. (32:18) That's OK.

A. Public Affairs-wise I'll speak on it. I talked to them because we had sailors, I think that live in the barracks, that lived in like Fort Meyer area, and things like that. So those PAOs are saying, "Look, we're getting calls from the media already," because when DOD released the list, they just went to the white pages. That's all they had to do and got addresses. And the media normally was at the homes of a lot of these families before the CACOs even got there on some of them.

And that was unfortunate, but you know, they watch the news. They're right there in the Pentagon. There's a little strip of nothing but media right there in that one wing, and they got the news first. So we tried to beat them to make sure that the families were not caught off guard.

With the Army, when we all, we got the Sheraton Family Assistance Center stood up, that's when we saw the jointness of the Army and Navy. To say, "Look, we are both battling the same battle here." We joined forces. We did. I still talk daily and I always have spoke with the PAO there, because we have funerals in Arlington National Cemetery, and that's run by Army.

So we have to have a PAO there at every single ceremony.

Q. (33:39) Did you see difficulties in coordination in other areas?

A. Absolutely none, no. And, not to sound like a control person, but I stayed a step ahead of every single aspect of it, to keep things from falling through the cracks. I had to because I know what's in my head and I don't know what's in other people's head, so I didn't want to take any

chances of me assuming that someone knew something. So I made sure and most of the time in writing, I made sure that what needed to be done was carried out.

Q. (34:10) When you were shown your, you mentioned that right after the attack you were looking at what might have happened here at the Navy Yard and preparing for maybe duties, and contingencies. Can you tell us what things you were thinking about at that time as time as to what possibly could happen here, or what were---

A. Trying to take myself back to that day. I think where I was going with that was we first of all got a muster sheet together, in PAO, because we have a meeting place on the Navy Yard and I wanted to make sure that if something happened on the Navy Yard, we knew where our muster station was. That was the first thing we had to do.

The second thing was get a laptop together. Because if we have to go somewhere and I have to do some typing, we need to do this. Fox News, I think has a radar over us. They find out sooner, (someone laughs) they find out stuff sooner than we do half the time, so I wanted us to be prepared to handle a press briefing of any kind, because I would probably have to be the one to set that up, because when the Pentagon's hit, people at NAVSEA, they called me and said they felt the blast or they heard it or something. So they called me thinking did something hit the Navy Yard. And I started thinking, OK, we have to be prepared for this. So we selected an off site of where we can go and conduct other meetings. You know, we looked at the Barry (Editors Note: the Display Ship Barry docked at the Wash Navy Yard), we looked at all different types of alternate locations that I could go in and set up, you know, command central, because if 200 (building 200) is hit, then I'm screwed really, you know. So we I tried to get them in the frame of—but my staff they were so excellent. I mean no one panicked, and I told them, “Look, I don't

know what's going on outside these walls, but we need to be prepared now that if something happens the attention is going to come on us," because it was one tower, two towers, Pentagon, what's next. The media would have followed each one of those tragedies as they occurred. If we were next then we would have to be prepared to set up an area, a location for ADMIRAL WEAVER to get in front of the camera and say, "We are taking care of our people."

I'm constantly briefing him. We talk to make sure, that if talking points are needed, we got to type them up. If directions on, if we need to send out a press release, an internal press release to all hands, then someone needs to be able to type that up and get it out to all hands, and tell people that the gates will be closed until midnight, or the gates will open at 9:00 PM, and we were constantly doing. That's what we did entirely for two days straight. Typing up messages to the personnel on the base, to ease their fears. To at least give them the information that we had at the time, because as we were being fed information. We were trying to get it out.

So that was sort of, my thinking was just to get us in the mode of having to set up a briefing station, and make sure that the people, MR DUKE, the Chief of Police, can stand up there and say, "Hey, Navy Yard. We're OK," Southeast Washington, D.C. and you know, we were just trying to make sure that everybody knew what was going on.

Q. (37:47) Commander Logan, to clarify something, you were mentioning that the news media sometimes were at the, the list was released and sometimes they beat the CACOs to the families, was, had the CACOs -?

A. Not initial, not initial.

Q. (38:03) OK, the CACOs had already been with the families.

A. Yes, yes.

Q. (38:05) They already knew what the situation was.

A. Yes.

Q. (38:07) OK.

A. Yes, because we made notification, I think, that day to most of the families. I'm not sure, but I think we did, but when the families –

Q. (38:12) As a missing status?

A. As a missing status.

Q. (38:16) Status, OK.

A. As a missing status, right.

Q. (38:20) And then the official –

A. But then as DOD started releasing official notifications, the CACOs had to go back and make that notification again.

Q. (38:29) OK.

A. And the media, see neighbors call the media, too. Neighbors can say, "Look, my neighbor works in the Pentagon, and she didn't come home." That's what we got a lot of, and that's why a lot of media was literally there waiting for somebody to come home, because a lot of friends, a

lot of neighbors, and that, so we wrote letters to some of the neighbors to say, please respect the privacy of this family. I actually did that on several occasions at the request of the family. To say, please do not release any information about the children, their ages, their names, where they go to school and things like that.

Q. (39:09) Is the coordination of the CACO effort part of the job description of the Public Affairs Officer NDW.

A. Absolutely not.

Q. (39:14) How did that come about?

A. Just came into my brain. I just saw what needed to be done and I really honestly just said I know based on some of the high visibility funerals that we've had in the past that it was automatic that we would handle the media, because of the high media, event. That I would just tell Barbara McDonald that I'll take care of that. You just tell the family to let me know if they want media there. I'll have media there. If they don't want media there, I'll keep them out. So as soon as it hit, I, the only thing I could think of was that this was going to be a media nightmare. It was just going to be a nightmare for these families. So no sooner then she started calling CACOs, I was calling PAOs. Just automatic, and it was just instinct. I wasn't directed or told or anything like that. I just knew that that had to happen, and I didn't want to wait until somebody said, "Hey, you think we ought to think about this," because I didn't want the CACOs to—I'm a CACO. I'm a trained CACO myself, so I knew I wouldn't want to be caught off guard with, see I love them when they come up to me, because I know how to deal with them, but some unsuspecting CACO who had never had a CACO case in the first place and then to have to walk

up a sidewalk and have a camera stuck in your face, there are ways to not let that get to you, and to remain professional and just go in and do your job.

Q. (40:42) Had you served in the CACO function before?

A. Yes.

Q. (40:48) Is that something that will change procedurally?

A. I'm not sure.

Q. (40:50) From the lessons learned. Is that something that you're recommending that you know, the Public Affairs role in the CACO coordination as well as the person being - ?

A. Barbara McDonald, she has always, always since the day I checked into the command notified me of funerals that she feels will be high visibility as far as the media. She's always done it. But they're ones and twos, nothing to where we have to put together. In her training, I'm not part of her actual training, but if she needs me to come in and speak to them, I do. I do, whether or not that's something that probably needs to be done, I would say yes, but you know I'm not the one doing the training.

I would definitely have the CACOs know that something of this magnitude, if something of this magnitude happens again for them to be prepared and to know to call me, and they all knew to call me twenty-four hours a day, because I was getting calls at midnight, because West Coast media calling to the homes, nine o'clock their time, midnight here, and a lot of the, all the calls were referred to me. Every single one of them. If the family did not want to talk, they referred them to me.

And like I said, the scene at CHINFO today is still referring them, because what we're trying to do, is not bombard the family with so many requests right now, and we're trying to streamline it. If it's a local media and you have a national media, normally I'd go with the national, to—and that covered everybody. That covered everybody, you know.

The last one we did a couple of days ago with CNN was two CACOs and a Chaplain talking about what their roles were during the September 11th and the days after that.

Q. (42:50) So when did you realize that CHINFO was hit at the Pentagon?

A. I got a call from my husband within a, I called him to say I never made it to CHINFO, because they all knew I was on my way, but I called him first and then within thirty minutes he called and said that one of the CHINFO people called and said, that they're OK. So I would say, a couple of hours passed before I knew. Because I couldn't see that wing. I couldn't tell with the smoke what part of the building it was initially. And all I heard was the Command Center. That's what I heard.

Q. (43:27) What helped you get through the day?

A. Working. Exercising, which I hate, but I did it. I mean you know, you, I've been in the Navy for eighteen, it'll be eighteen years next month, and I was OCS when the *Stark* was hit. We didn't know the dynamics of that because we were just told and ran an article in the news, so we really didn't experience that, but that was probably my first tragedy, major tragedy, and then the *Cole*. That was still at a distance, however it effected so many people because we had a lot of the funerals, we did a lot with the funerals and the memorial services and we provided guidance on how to deal with certain things.

But this one had a different feel to it, I guess, because it was personal. It was so close and, you know, my professionalism is unlimited. I mean I knew what I had to do, so. I was tired. I was worn out, you know, because we still had an office to run. I still had an office to run and I still had to get those day-to-day—I had to get the newspaper out. I had to still answer the queries about whether or not the ferry's sinking, and I mean it was—I still had to function, because people still wanted to know. People still wanted to know about whether or not we're having a Cultural Heritage Festival, to know, those things continued and we had to continue with our day-to-day activities, and we did it.

And then I took some leave, and relaxed.

Q. (45:12) At what point were you able to do that?

A. Oh last week.

Q. You could take Thursday off. (chuckle)

A. I took last Saturday and Sunday off, that's what I did, because I'm still, I just, I couldn't go. There's just no way. I couldn't do it. I think I took, what's this December? This is December yet.

Q. (45:32- Tomorrow.

A. Tomorrow, I think I took two days of leave since September 11th but I plan to take (Inaudible - 45:40) (disk blanks out).

(laughter)

But I do plan to take some time off and the day before this happened I had just organized a trip for the President of the United States to come here. And you know, I was so happy to see the

Secret Service leave, because they wore me out. The two weeks prior to that was nothing but President Bush, President Bush, Secret Service. I worked very closely with the Australian Attaché.

Q. (46:08) That's right, that's when they gave the bell, right?

A. That's exactly right. So that, I was so happy to wave at that police convoy when they, I mean seriously I was really relieved. We sat in the office and we took a breathe. And I said, you know this week is going to be good, because things could not have gone any better. It was perfect. It had rained like crazy. It stopped raining just as the President arrived. We did it out in Lucent Park. It was perfect. We came back in the office and we were all so relieved, and feeling good. I mean because we had prepared for something and we worked very hard to make this work, and I was right there up front with the media trying to get a picture of that bell. Beating each other up. Elbowing each other, I mean literally fighting because of their President pool, their press pool, just running with big cameras hanging off of them. I'm just thinking wow, what a life you know. What a life. To be tripped by a cameraman, you know, just so you can get that picture, but that's their job. That's their job to get that front page *Washington Post* picture. They live for that. They live for that. But we were happy to see them go. I know I was and all was well.

And we came in Tuesday morning, because I had been on the phone with the lady from CHINFO, my friend, twice that morning talking to her and she was telling me she wanted me to meet a Lieutenant reservist that wanted to come and do a two-weeks with me. So I was just going to go over and meet this Lieutenant. That's what my plan was that morning. And then I'm looking, I said, "Something just hit the Twin Towers."

She's like, "What?"

I said “You need to find a television because somebody, or something just hit the World Trade Center.” I said, “Seriously.” So she, I called her back and while we were talking, I Said, “the other one was just hit.” And was like complete silence, and then by that time (she knocks on table)

“ADMIRAL WEAVER wants to see you.”

I said, “OK. Here we go.” And I was around the corner I think, and I think that’s when they thought I was leaving, because they knew I was going over there and I was not in the office when they came to tell me that the Pentagon was hit. Most of them thought that I had gotten on the shuttle and left. So they were like panicking.

I walked around the hall and like “What!”

And they thought, “OK, God, we’re so glad to see you!”

I’m like “Why?” and they said the Pentagons hit.

First thing I said, “What Pentagon?” That was my first reaction, like, not this one. I knew then that as soon as I saw it, I knew right then that we, it was major, and we needed to start preparing. So we just got into that general quarters mode and, and, and started assembling everybody and assigning tasking and taking care of business.

Q. (49:08) So you feel you’ve had a chance to stop yet, or you really haven’t, have you?

A. My son turned one on October 25, so I haven’t had a chance, I planned a big party for him. I did a CACO luncheon to CNO and CNP and everybody. So you know, it’s not like me to stop. I’m afraid if I stop I’ll go into a coma or something. So and I’m use to doing it, I’m use, I’m a planner. I’m a big time planner and I plan big things and this is what I do. It’s part of Public

Affairs, this *is* what I do, so. I leave here in probably not five or six months and they keep asking me what do I want to do after this tour. I mean what could I do to top this?

Q. (49:53) What do you tell them?

A. You know, I have not been able to respond because I really don't know what, I mean they have big plans for me. I just sort of look at them. They think, you know, I need to come back down. I really need to come back down, because I will retire in two years, No questions. I'm retiring at twenty,

Q. (50:19) What drives that decision?

A. I just wanted to do twenty years. That's all I wanted to do, and I know I want to work in television, and I'm forty now, and their not going to be doing too many offerings here, you know, after a while, so I don't want to push it with the age thing. Coming into a brand new job a forty-year-old. So I'm looking forward to doing other things, and I've gotten some suggestions from a lot of the media outlets like "48 Hours," and Channel 4 and Channel 16. They've all talked to me about, "you know, you do this so naturally. Is it something you want to do when your retired?"

And I thought about it quite a bit, you know, I—ADMIRAL WEAVER thinks I'm going to go design all the new stuff on the carriers, because I told him I couldn't deal with the colors, but he said, -

(chuckle)

Because that's what I do. That's what I do, and I enjoy what I do. And if something else hits again, we'll go into that same frame of mind. I have it in writing this time. I don't have to create

it. So I did a lessons learned, sort of passed down, you know and it's something that I'm sure any PAO will be able to pick up and say, "OK, what do I need to do now?" And I took them through steps, and this was basically, this is just a portion of it, but this is basically what I knew had to take place at what timeframe. So, and I wrote these as I was going through. But we are putting together a really nice, with pictures, because I have all the tapes of the Cathedral Ceremony, I have tapes of the Pentagon ceremony. I had the *Washington Post* put together a piece on all of their pictures that I got a copy of. So most of the media outlets is giving me copies of stuff so that I can build my own little archive up here, also.

Q. We'd love to have a copy of what you can share with us to put, be part of the naval archives. It would be excellent.

A. Absolutely. We have PETTY OFFICER MOSS's funeral because he was in the, we have all that. We got all that from the media.

Q. (52:18) That would be great to have.

A. No problem.

Q. (52:24) Was your lessons learned specifically for your follow-on PAO, or does that go up the chain of command to ADMIRAL WEAVER and then further up to CHINFO, or - ?

A. Actually this is just for my pass down sort of, but I'm turning it in to CHINFO, because I really think that between myself and the PAO, on the *Cole* to know to go in that frame of mind, that quickly (snaps fingers) and do certain things, I think that between the two of us we probably could come up with some pretty good guidance. If nothing else on –

Q. (52:57) Major Disasters?

A. Yes. Yes, so I am putting this together and I plan to share it, because I mean you've got to know what to do and if you don't know, and it was just based on my training. That's all it was. And this is lucky, a luck of, CHINFO's lucky thing that I was here and that I've been trained as well as I've been trained to handle things like this. And I just knew what to do and that's just, I don't know where it came from, but it was just in me to do.

It couldn't have been handled, I think any better way because the families are happy, and that's the bottom line.

Q. (53:25) I was going to say, the flow of information to the CACOs, did that go through you, or through the Regional CACO Coordinator, or could you talk to us a little bit about –

A. Which type, what type information?

Q. (53:48) well, information about the, to the families about the remains and about their options, and –

A. That went through MISS MCDONALD. The only thing I dealt with the families with was on media issues. I did not get into notification procedures and benefits and what Dover's telling them. I was not involved with that.

Q. (54:11) Did you have much interface yourself with Dover?

A. No, not at all. I was in the briefings and I heard what was going on, but MISS MCDONALD would go back and brief the CACOs. What we did in Public Affairs to alleviate the time lapsing

between someone getting the information and getting it to all forty-seven CACOs, I set up a private web and gave each of the CACOs the password and we daily updated with all the information that came out of the briefing. So that at any time, at any day, any time of the day they could go in and logon, go to that private web and get everything that they needed. That worked fantastically. The Army called us on that one and wanted to do that.

Q. (54:58) Who developed that?

A. My web master. The NDW Web Master LINDA BETTS (phonetic) so she was constantly, all the information that we got on a daily basis, any CACO from any computer could go in and check that private web and get the information that was being released.

Q. (55:14) Is that web site still up?

A. Yes, it is. Just like the CACO luncheon, that's how we got the invitation to all of the CACO users, the CACOs is via that web site. So only, and you had to have a password, password protected, yes, because it was very sensitive information we put there.

Q. (55:34) That's right.

A. And that worked. That was just another tool that we used to get, get the word out. That was just another tool. We sat in a meeting and we met everyday on what can we do to make sure that these families are getting information and BARBARA would come to, I mean the CACO people would come to us and say, "How do we tell them all at once that this is going on?" So we used every available tool we had to make sure that they were taken care of.

And I spoke to the families daily. I was, because my telephone number was on the refrigerator door on most of them, that if they really had a problem with some questions, just call me. And they did.

Q. (56:18) And the CACO provided them your name and –

A. Yes, I told them to give it to them, because the CACOs would go home in the evening and yet their phone was still ringing and a lot of them just didn't know what to do, so and then I—all of a sudden the media started reciting "Yes we know, call LCDR Logan." Yes, it got to that point because, the families, I just didn't want them to think that they were helpless after the CACO left, because we had one case where we had a CACO drive off. The reporter drove in. Had been watching for that car to leave. And no sooner then that, as soon as the mother opened the door, she had my name and number on a piece of paper to show it to the reporter. And that's how a lot of them dealt with it, because she wasn't ready to talk yet. She just wasn't ready to talk, so.

Q. (57:10) Knowing that you have a meeting to go to in a little bit, we're running out of time, I want to ask you kind of an introspection question. What did you learn most about yourself through this? And then to piggyback on that, what would you say was your most memorable moment?

A. The first part, what did I –

Q. What did you learn about yourself?

A. Learn about myself?

Q. What about yourself, maybe surprised you, or –

A. That I knew as much as I knew. And that I was able to take it and actually utilize what I'd been crying and whining because I had to go to school and learn. It paid off. I was surprised that I knew what I knew and that it worked. It worked, every single bit of it.

And the most memorable moment, was when I saw that second tower hit, I think that probably sort of struck me, and then I see the Pentagon burn. Because I don't think anyone got that on tape with the Pentagon being hit, so, I don't think so, but I think that probably brought it to home, like this is for real. This is no joke. You know, frame of mind? We're in war, that's my frame of mind and to this day. I brief the senior watch officers, I'm the senior watch officer on the base for the region and I'm constantly, constantly briefing them on "we are at war" and they know too, to contact me for any event that occurs, because now we have the suspicious packages. Now we have the Anthrax issues, which still, this is phase two. We're going through phase two right now, and will there be a phase three, probably, but now I think we are so prepared right now to handle whatever now. I do, I feel we are prepared, you know. With all of you here, number one, you know, they called you all in.

I do, I do, I just feel like we are, you know,

Q. (59:19) What about a most fulfilling moment?

A. That I could go home that first night when they, when they – they closed the base. They closed the base and the fact that we were able to leave, because they wouldn't let us leave. I mean and I understood that. I know Delta means shut down. I know that that's what that means. So, and I thought that we all worked together, the fact that we worked together, the whole base, you know. So. And we're still working together thank goodness. This brought us all to a

different perspective on how we do business. How we tell the Navy story. I mean that's our whole purpose for being here anyway, to tell the Navy story. That's what I do, and we learned to do that better. I think we figured out a way to do it right, because the Navy hasn't gotten any negative press about the way we handled any aspect of this, not one negative story, which is very good as opposed to what we went through with Tailhook, you know, I think the Public Affairs has gained a trust now that OK, you can believe me when I tell you this, that you know, I can't speak for the White House spokesperson, but I think now when Rumsfeld speaks, he speaks and he is telling people just what we need to hear, and what's going on. He's telling. So I think you know, the Oprah Winfrey show is the Rumsfeld show to us in Public Affairs.

(everyone laughs)

Because we watch it every day just to see what's going on.

Q. (01:01:00 I'll make sure we pass that along to him.

Q. (another) He'll like that comparison.

A. That's how we, that's how I see it. I have to see him everyday, you know.

Q. (01:01:07 To feel better.

A. To feel better, you know, so.

Q. (01:01:13) Anything else you'd like to add for the historical record.

A. I think this is a wonderful thing you all are, I really do, because I would like to hear it once it's all put together and stuff. I think it's wonderful, so and video, if I have it, you'll have it.

Whatever you need.

Q. (01:01:26) Thank you.

A. Because I have a lot of video. I don't have a lot of recordings but I have a lot of video. So

Q. (01:01:32) And your family, you have a husband and a one-year-old -?

A. And a seven year old daughter.

Q. Seven year old daughter.

A. And a one year old son. Who just, I kept my daughter away from a lot of this, you know, so my son could care less, as long as he can bit somebody he's doing good. So, you know, and they're doing well and I'm doing well, and I'm glad I was able to use what I knew in a way that I needed to use it so that's good.

Q. (01:02:14) Thank you.

A. Thank you.

Q. Thank you so much for your time. It's been excellent.

Transcribed by:
Ethel Geary
April 1, 2002

