

**Naval Historical Center
Oral Interview Summary Form**

Interviewers:

Capt Michael McDaniel

Interviewer's Organization:

Naval Historical Center

Interviewee:

CDR Dave Radi

Current Address:

████████████████████
████████████████████

(w) VCNO Deputy Executive Assistant

Date of Interview:

29 APR 02

Place of Interview:

Pentagon

Number of Cassettes:

One

Security Classification:

Unclassified

Name of Project: Pentagon Terrorist Attack Incident

Subject Terms/Key Words: Pentagon; Terrorist Attack; 11 September 2001; C NO IP; Navy Command Center; Reconstitution; Leadership

Abstract of Interview:

Interviewee Information:

CDR Radi is a first generation American. His father came to the United States at age eight from Czechoslovakia. Both his dad and his uncle were drafted during World War II serving at the Battle of the Bulge. His father eventually ran Admin at Hickam Field Air Operations in Hawaii. Using the GI Bill his father was able to get both his undergraduate and graduate degrees, teaching high school and coaching football for 36 years. The year before he was a sophomore in high school CDR Radi went to the Naval Academy's football camp. One day the midshipman came up to the camp and this made an impression on CDR Radi. CDR Radi graduated from high school as his class valedictorian but was unsure about what he wanted to do. He remembered the football camp and the midshipman, applied and was accepted to the Naval Academy. Because he was found to be colorblind he entered Naval Intelligence. Tours have included the White House Situation Room, the CNO's Intelligence Plot, educational opportunities at MIT and Harvard, the joint staff, sea and squadron tours, and an aide for both SECONDFLT and LANTFLT Commanders. He had finished his joint staff tour during the summer of 1999. The Director of Naval Intelligence asked him to come to CNO IP (his second time there, having previously been there as a Lieutenant) to be the Officer in Charge. He left this position in October 2000 to become the VCNO Deputy Executive Assistant. CDR Dan Shanower relieved him.

Topics Discussed:

When he was stationed in CNO IP it had been located in the Navy Command Center on the fourth deck D ring. During his time there they had planned the move of the Navy Command Center to the new wedge. Sometime in August the Navy Command Center moved down to the first deck. They had a state of the art facility in the new spaces.

On 11 Sep he got in around 0515, which was typical. The Vice Chief was having a budget meeting in the CNO's office that morning around 0900. CDR Radi had been tempted to go running during this time, but for some reason had put this off. He was in the office where the television was on, volume off (as was typical). Someone noticed the coverage of the first World Trade Center tower being hit. He thought about the man he worked for as both SECONFLT and LANTFLT Commander, ADM William "Bud" Flanagan. When ADM Flanagan retired he went to work for Cantor Fitzgerald, the firm that was decimated in the World Trade Center. CDR Radi tried to call ADM Flanagan on his cell phone but got no answer.

Shortly after this the second plane hit the second tower and people started yelling in the office. At this point he knew this was no accident and called the CNO's Intelligence Plot. LCDR Vince Tolbert answered the phone and told him they had no information but were working on it. The CNO and VCNO remained in their meeting during this whole time, although they were aware of events.

CDR Radi and Capt Crowder (VCNO's EA) received a hotline call from the Operations side of the Navy Command Center. They told them the FAA was reporting a third hijacked plane headed toward Washington. Capt Crowder looked at CDR Radi and made the point they should keep it among themselves. Capt Crowder went to give the news to the VCNO. CDR Radi started thinking about the possible targets in Washington – the Capitol, White House and the Pentagon. He thought about how easy it would be to determine which face of the building holds the offices of the leaders.

He got a hotline call from the N3's Executive Assistant calling to confirm they had received the call from the Command Center concerning the third plane. While they were still on the phone CDR Radi looked out the window, said "Well, there it is", and the plane hit the Pentagon.

He was struck by how muffled the sound was given he was only about 100 yards away. He wasn't thrown or jarred, but remembers seeing chunks of concrete and debris going past the window. The aides and enlisted people immediately ran out into the passageway to try to help people get out. The VCNO came in and talked about seeing black smoke. They quickly policed the office to lock up sensitive material. CDR Radi, CAPT Crowder and the VCNO quickly left the office, seeing the CNO and his two EA's leaving their office simultaneously. They went down to the National Military Command Center. The CNO and VCNO were already determining how the Navy would reconstitute the staff and where they should go. They immediately talked about the options for relocating. CDR Radi got strength from this example. He was proud that the people evacuating were not panicking and things were orderly.

It was clear that a lot of the leadership was converging on the National Military Command Center so Capt Crowder went in with the VCNO. They immediately realized the impact area

was probably close to the Navy Command Center. CDR Radi was given the job of trying to determine who had survived and what Navy leadership was left.

CDR Radi found the VCNO's flag writer, Chief Lefleur, Petty Officer LeMay and the Admin Officer, Lt Ennis. He enlisted their help in finding the leadership. The only leaders CDR Radi found were VADM Ryan and RADM(sel) Pat Dunn. Most of the people he saw evacuating the building on his side (toward the river) were unscathed.

He then ran into some people from CNO IP. He saw that day's watch officer, Lt Megan Humbert as well as IS2 Lhuillier and SN Cole. It hadn't dawned on him, until he saw them, the Navy Command Center may have been hit. When he saw the CNO IP people he could tell they were singed. IS2 Lhuillier was missing his crackerjack blouse because he had used it to put out flames on a person. CDR Radi was happy to see them, at the same time realizing how close they had been to the impact. They all tried to tell him at once that they were missing people from IP and they tried to get to them. They were in shock, but not in panic. He tried to comfort them. He was proud of them later that day when he saw them up at the Navy Annex. They had not been relieved of their watch and until they were they weren't fleeing their post.

Shortly after this he got a call telling him that the VCNO had gone to the Navy Annex. CDR Radi and the other VCNO staff members with him, made their way up to the Annex. They remained there until about midnight or 0100 of the next day with the VCNO running that operation. The CNO and the SECNAV went to the Navy Yard. They communicated with teleconferencing. CDR Radi went up to the Marine Intelligence SCIF (Sensitive Compartmented Information Facility) to try to gather intelligence. It was still pretty unclear about who was responsible and how many attacks had occurred.

By early evening they were pretty close to a roster of the 42 people who were ultimately lost. Most of that day was spent accounting for people. CDR Radi was amazed at how quickly they were able to get an accounting of people. The VCNO insisted that for the people they couldn't account for, the person who contacted them would have some attachment to the missing person.

The VCNO was using the head of Marine Operations, GEN Bedard's, shadow office in the Navy Annex. CDR Radi used a dry erase board there to keep the tally of the missing.

Things didn't hit him until he was driving down 395 that night and his cell phone rang. It was an Israeli civilian with whom he had attended Harvard graduate school, calling from Israel.

Earlier in the day CDR Radi had also received a call from his wife telling him that she had received a call from ADM Flanagan trying to check on CDR Radi. ADM Flanagan had been running late that day and had been about to enter the first World Trade Center when the plane hit there.

In the days that followed in addition to a CACO being assigned to each family the senior leadership had said they would also have someone from each victim's command serve as a representative to the family. John Marshall, the civilian who had originally hired Angie Houtz, was the command representative for Angie Houtz's family. He called CDR Radi to ask him to

say her eulogy. He had never done anything like that, but feels it was the easiest thing he ever wrote. Her funeral was two Sundays after 11 Sep. He really wanted to convey what a special person she was. Afterwards her family thanked him for expressing what special things she had done. He felt giving this eulogy was healing for him. She actually was the first civilian to fill the position of watch officer in the CNO IP. She had just assumed the civilian senior analyst position in the CNO IP. Even though she was a civilian they viewed her as a shipmate.

On 12 Sep the Salvation Army brought a food van. He went to thank them, thinking they were from Arlington, VA. There were three men in the van, two older men and a younger black man. They had come up from Norfolk and were sleeping in the van to bring the people at the Pentagon food. CDR Radi got their names and addresses and the VCNO sent them thank you letters.

Matt Birdwell, LTCOL Brian Birdwell's son is the best friend of CDR Radi's son. LTCOL Birdwell was badly injured in the Pentagon on 11 Sep. CDR Radi found out that LTCOL Birdwell was hospitalized in the Washington Hospital Center. He couldn't find out anything more than that he was in critical condition. On Friday after 11 Sep the VCNO went to the hospital to visit the Navy members. When the VCNO came back he described the condition he found the hospitalized Navy members in, as well as LTCOL Birdwell. He told CDR Radi that LTCOL was in worse condition than LT Schaeffer. Every night for weeks CDR Radi's son would say a special prayer for LTCOL Birdwell. They would often have Matt Birdwell over to their house while his father was in the hospital.

Abstracted by:
CDR Carol O'Hagan
14 May 02

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Topics Discussed:

Q. (09:46) Where was CNOIP?

A. Sir, I could, if the blinds were open I could see where the CNOIP was that I knew, that I knew both as a Lieutenant and then when I was in charge, and that was in what I will always refer to as *the* Navy Command Center on the 4th floor, 4th deck of the E ring, just behind us here. It's gone through some changes since I'd been there as a Lieutenant you know, until coming back as the Commander in charge, but co-located right with the Command Center. But during my tenure as the boss, one of the things that we had planned - like a lot of things at the Pentagon, you plan and you plan these different moves and renovations and you just never thought they were going to come to fruition, but - was the move of the Command Center into the new wedge. While I never got to occupy it, I know just because even moving the Vice-Chief's office, obviously the Vice-Chief was a big customer of the CNO's Intelligence Plot. So I you know, the great thing was while I left the job I still got to see my kids all the time and so I know it was with great excitement, I think barely a month maybe six weeks prior to the attack that the Intelligence plot moved from you know, it's forever home as far as I knew there 4D - fill in the blank - down into the new command center which is of course where the plane had struck. But I just knew they were just - and I had only made it down there once, but just going down there that one time that I did and just seeing how proud they were, because it was just, I mean I loved the old space, but it was just, you wouldn't have designed, designed it from the start the way the old Intelligence Plot was. So they really had a, you know, kind of almost state of the art facility down there, which really facilitated what we did there, which again, there was no such thing as video telecomms twenty years ago. Now it's a key part of not only gaining information, but also disseminating it, helping us with the analysis and so just the design of the whole Intelligence Plot that was

destroyed in the attack really was, it made a lot of sense. I don't know how much sanity I brought to it but you know, but then you know one of the awful things about all this as I think back, is had they not moved that we – had it been delayed even more, Dan and the rest of my friends would have probably, you know, relatively calmly exited the Pentagon the same way I did you know, on the 11th. They'd still be with us.

Q. (12:58) Tell us about the 11th of September. Just kind of walk us through that day. Relive as many details of that day as you can.

A. Yes, sir. Yeah, I you know –

Q. (13:07) Where you began, or the whole morning just tell me.

A. Yeah, it was, it was a very, very regular day, and regular maybe isn't the best term to use for not well as me, but the Vice Chief's office is a pretty dynamic place so there was nothing in particular that I remember about the early morning, because I get in around 5:15, 5:30. But one of the things that I do enjoy, that I take a break during my thirteen or fourteen hours each day is I try to plan a run or a workout in the pool. And I was tempted that morning, because the Vice Chief, the N8 and a couple of others were having a budget meeting in the CNO's office that morning that started at nine o'clock. I still have the schedule squirreled away somewhere because I know I wanted to keep it from the 11th, but it was scheduled for about two hours, and it was those kinds of meetings that I'm not invited to that I like to target to run away and, and, get my run in.

But I don't – for no particular work reason I kind of delayed a little bit that – you know, I normally would have bolted like two minutes after he goes at nine o'clock. You know, memory's

going to fail me a little bit, but I think the first plane, or you know, we were in the office and of course the TV's on, but most of the time we don't have the volume on and you know, somebody said, "What is that?" you know, in New York with the first tower. Well, I'm sure you're hearing from a lot of people, I mean, I, the thing – I thought of two things.

I said, "It's got to be," you know, "an accident." Although you know, I kind of looked outside our window and as everybody knows it was just a beautiful day here in Washington and it clearly seemed to be you know, a beautiful day in New York. So there was that little gnawing thing, how could some you know, even a small aircraft have been you know, that, that far off. Then I also thought of a former boss. I mean the things that you think about. I said how I had been an aide to the Second Fleet Commander and it's the same man that went on to be the Atlantic Fleet Commander. So I was with him for twenty-five months. ADMIRAL WILLAM FLANAGAN, BUD FLANAGAN. I knew when he retired he went to work for Canter Fitzgerald, the firm that was just absolutely decimated in the World Trade Center. And for, at that point he had been retired for five years and he had been on me for five years, "Hey Dave, come up and see my operation here."

I mean he was a pretty senior person in the organization.

"I'm on the 105th floor," and I don't remember which tower it was, but now I see you know, this conflagration in one of the towers, and I tried calling him. I thought about it briefly, I said – I know MRS. FLANAGAN, BARBARA, and I said, "I'm just not going to call home, but I'll call him on his cell phone," and as a compromise. The phone just rang and rang and rang and then I think very shortly after I finished with that is when, you know, the second plane hit and then it was pretty clear.

Q. (16:17) Did you see that as it happened?

A. I did not. I did not. I don't know how I was distracted, but I remember people yelling in the office you know, because you had a tape of the first one, but then so, I didn't actually see and I think we were on NBC. So, but I mean as you know, they replayed it right away.

That's when the sense of well I don't know, fear, great concern. Now there's, now there's something up. It was at that point that I remember calling the CNO Intelligence Plot. I mean that's the role of the Intelligence Plot. That's why we have them here, actually in the Pentagon, not over in Suitland or anywhere else. I mean there our twenty-four by seven you know, (he's pounding on the table) eyes on the world.

I called and VINCE TOLBERT, the number two, DAN's deputy happened to pick up the phone, and as I mean something I, not real routine, but I've done before you know, and we're both Intel Officers you know, "VINCE, what do we know? Has anybody claimed responsibility," and I mean knowing full well that unless these people were idiots, you know in this day and age people don't leave a calling card anymore, at least it becomes quite clear unlike the earlier days of some terrorist grips.

Then I knew VINCE and the gang down there probably wouldn't have anything, but it's almost reflexive for them. You know as an Intel, you know, because I'm no longer doing Intel there I wanted to call and you know, the professional that VINCE was, was you know, "No, Sir," but you know, "Nothing right now, but," you know, "We'll get back to you." Of course, I never had the chance to talk to him again.

Then things kind of got a little blurry because even now, I mean I haven't really thought hard about it. The time, it really seems in retrospect compressed between the second plane and then what happened in the Pentagon, but the more I think about it, I know there was a fair amount of

time pushing, you know forty-five minutes or so. Maybe not that much so I just remember us watching that. The CNO and the Vice-Chief, they continued with their meeting. Of course we knew, we talked to the EAs for the CNO and they knew what was going on, but you know, at that point what can you do? But then the phone did ring.

Q. (18:50) Where was the Vice-Chief at this time?

A. He remained down; they started the meeting at nine o'clock –

Q. (18:55) In the CNO -?

A. They're down in the CNO's office, a small group. I know it was CNO. I know it was the N8 ADMIRAL MULLEN, because it was a budget meeting and I know, the deputy, the then deputy N8, DR. SUSAN MARQUIST, and FCS was down there. Now I don't know if the N7 was or not, but I know the Vice-Chief, and then our two requirements/budget people, the N8, and the Deputy were there.

The next thing, the next key point that I remember is we as EAs have, I mean, big phones and we've got a whole set of buttons to make it easy for us. People we're calling all the time. Just speed dials. We were speed dialed on the then big EA to the Vice-Chief was CAPTAIN DOUG CROWDER, a one-star select, but we got a call from the Navy Command Center, the Intel side. And it does make sense that they got this information and relayed it to us and not the Intel Center, because it came kind of through OPS Center, through the FAA. I don't remember if it was the duty Captain, the O6, that was on or one of his deputies, but both CAPTAIN CROWDER and I, we pick up when one of those hot lines ring and it was that the, almost

verbatim, “The FAA is reporting there is a third hijacked plane and it’s headed toward Washington.”

And with that news, CAPTAIN CROWDER looked at me and said, almost most of it was non-verbal – “Let’s just keep that amongst our selves,” because our secretary was already – I mean you could see, [REDACTED], and I’ll use her name, [REDACTED], had just retired on Friday and I don’t want to call her naïve, but [REDACTED] retired after 32 years in this building and you know, God bless her, she’s one of those that really thought she was in one, if not the world’s most secure building, and so she was pretty frazzled, long before the plane hit the Pentagon.

I don’t think it was you know, anything other than we don’t, you know, I mean, it’s the whole first report, you know, another plane although extremely plausible at that time, his non-verbal was just between us, and then he took off to go down to make sure you know, as the EA to the Vice-Chief, you know, trust, but verify. I’m going to go make sure the Vice-Chief has this news. He never made it back until the plane hit. When that call came, that hot line call there was no sense of timing. I mean, we didn’t know, you know, the information passed didn’t give us an indication if it was one minute out, five minutes out, twenty minutes out. Just a third plane.

You know, the personal side of it was is where my office there, which affords a great view kind of up the Potomac, looking over the Lincoln Memorial, up toward the National Cathedral, is why I’ve enjoyed sitting in that chair, and enjoying that view when I look up for now a year and a half.

There are times when you can hear the planes going in and out of National where it can get so loud that you have to stop a conversation and you know, I almost thought, “Boy, if somebody wanted to cause grave harm to this Pentagon, they would act just like they were going right into National and at the last second you know, plunge in.

So I remember looking out the window and thinking that “Well, OK here’s another plane. It’s quite clear that it ain’t coming to land,” you know. Capital, White House, Pentagon, kind of top three, right? You know, just the thoughts, just the things you see in a day to day basis, how they all kind of spring to the front of your mind. I’m not just making this up in retrospect, about how easy it would be. Come take the public tour to determine which face of the building houses the Secretary of Defense or the leaders of the services. So not to be, I don’t know even what the term is, morbid or whatever, I kind of thought, “Well, if it’s the Pentagon,” I said, “It’s likely to be our place or the next one over which is where the Chairman and the Secretary of Defense is. Little did I think it would be one more, you know the opposite you know, to the left of us, vice to our face or the right of us.

The last thing that happened, CROWDER was gone; on another hot line I got a call from the N3. N3 being the Chief of Naval Operations, from his Executive Assistant, a CAPTAIN JERRY RONCOLADA (phonetic) great guy. He’s in command of a destroyer squadron right now. Calling just to confirm that we had gotten the call from the Command Center on the FAA having a third plane. N3 owns the Command Center and they often kind of check up to make sure they’re disseminating the word to the right people.

While still on the phone, I mean CAPTAIN RONCOLADO (phonetic) finished, “Did you hear about –“ and I went “Yeap,” and then looking out the window, while still on the phone with him is when the plane hit. As he will vouch, I just, because he reminded me afterwards, he said, my words were just simply, “Well there it is.”

I was struck by not, “Will I survive?” but just how muffled it was given that I was maybe away a hundred yards or something from it, but where I was looking down into the mall parking lot,

looking a little, about a 45 out of my window, 45 degrees which puts you looking toward Arlington Cemetery and you can see the guard post there, which you know, now is the one where the pictures, there's a couple stills were released just about a month or a month and a half ago of the fireball. That's where that camera was. Well that's where my gaze was, and there was the boom. Certainly not ear shattering. Not even close to it, and I wasn't thrown or jarred, but I remember seeing the chunks of concrete and debris going flying past that, that guard post and it was kind of like "Wow, even though that didn't sound very bad, maybe they'd," you know just that split second well maybe, maybe they missed, maybe whatever, it came up short. But seeing that debris flow I knew it was bad.

Then the next thing was our brave aides, aides and some of the enlisted folk that work in the Vice-Chiefs office immediately ran out in the passageway. They were going out as the Vice-Chief and CAPTAIN CROWDER came in. So I don't know if I was a coward, but it was pretty clear that there were enough running and it was clear what they were going to try to do. Run down and just see if they could help get people out of that way, and in short in my book they're heroes, because they were amongst many that for the initial minute or two just scream, you know, I didn't hear of this, but "follow my voice," and the Vice-Chief came back in and it was pretty clear that you know, just from and as the Aides and all came back, they talked about hear, you know, the smoke getting – the black smoke's coming. What we did was real quick police the office, because I figured you know, the Vice-Chief's office, we have a lot of sensitive things so you know, "What did your daddy do when the plane hit?" Well he was a bureaucrat. He rounded up all the sensitive intelligence packages and everything else. The one Petty Officer took MRS. CARNAHAN and walked her out which was a very good thing. Did that almost immediately and we didn't dilly-dally with the Vice-Chief, but it was, and I would say he wasn't concerned. I

mean, everybody had, you know, a grim look on their face, but I mean we quickly policed up that office. Pulled the door shut and started down toward the CNO's office just in time for, so it was myself, CAPTAIN CROWDER and the Vice-Chief, and just then the CNO and his two EAs came out of his office and I'll just remember it as long as I live. Probably the next four minutes that it took us to walk down to the joint staff spaces. Down to the National Military Command Center, because already those two men, it wasn't "Whoa is me." You know, "What's happening?" Of course, we had all – they had all those questions, but they were already determining about how we as the Navy, we're going to immediately reconstitute our staff – where they should initially go. You know, it was pretty clear we couldn't get back in the building. They were already starting to talk about you know, the Navy Annex, the Navy Yard, the options you know, and again at that point you don't know the magnitude. Is that the only plane toward Washington? I know I and I don't know how many else observed it, but I'll just speak for myself, the strength that I felt in their example of how they purported themselves. My own lasting impression is in egressing the building, while it was a rapid – I – there was no – I saw no hysteria. The guards did their jobs. I just remember being proud that in a moment like that that there wasn't you know people getting trampled. That it was, -

Q. (29:07) Would orderly –

A. It was orderly. It was orderly. Now the doors down here, that exit right out to the mall were, I don't know if somebody flipped a switch but there was nobody getting out of them, and that was a little disconcerting, but there wasn't a whole lot of people. The guards were saying they can't open them. Go down to where you know, the Chairman, the River Entrance and egress from there, and you know despite that little obstacle there, and I mean by that point there wasn't

masses of people, but I mean it wasn't just you know, the CNO, the Vice-Chief and us couple you know, bag handlers. You know there were other people, but just the orderliness of it all. And then, I'll stop this, I mean it was pretty clear that a lot of the leadership was going to converge on the National Military Command Center so CAPTAIN CROWDER went with Vice-Chief and CNO in, and then I was kind of I don't know volunteered, tab, the one thing we did when walking down, the other point of discussion between the four-stars was from where it appeared the plane had hit, it appeared to be in the new section where not just CNOIP, but most of our Navy staff either had or were in the process of reoccupying and there was a great amount of concern you know, for how, how not only our leadership, but our people fared. So I was kind of given the chore, probably mission impossible of "OK, Dave, you go out, use the cell phones and let's just see, let's just see who survived."

You know, and again, not trying to put a value on human life, but I know my job was you know go, go see who of the three-stars survived. To see what we had of the Navy leadership left. So, I exited out onto the parade field.

Q. (30:59) How'd you feel then?

A. Not very well.

Q. (31:02) Well just describe, describe the effort. What goes through your mind? What actions you took.

A. Well, I'll be truthful. There was a number of things that went on in my mind. The one sense of calm that I had and I got to bring this back home, because I am a you know, a husband and a father is that my wife was able to call to the office within seconds of the plane hitting. I know

she says that she will always remember Jim Nickloshefsky (phonetic) from NBC, because that's what she had on and when they broke in and said, hey, I think something, you know, "there's been clearly an explosion," here at the Pentagon, she was able to call in. CAPTAIN CROWDER picked up the phone and said, "██████, we're all OK. We're leaving the building now."

So I had that little sense of relief. So that as I left, you know, it was clearly and understandable, there was a ton of people trying to use their cell phones. Clearly trying to call home and I mean, that I didn't have that burden, not burden, but you know, because it was clear that the cells, or it became clear.

How did I go about trying to find the leadership? You know it's one of those things. Oh, my God, I mean it was a mass of humanity out there, and it was, it still even remained calm there. We initially went all of us down from the parade ground. We all stopped there, then you know the guards are saying, "You need to get further away," and then we went down more toward the river. I hooked up with the Admiral's flag writer, CHIEF LAFLEUR and PETTY OFFICER LE MAY and the admin officer, LT ENNES. So there was really four of us from the Vice-Chief's office, which was, it was just kind of blind luck that we all were able to hook up like that together again. And so I kind of deputized them all. I said, "Try to get hold of your families, but at the same time let's start seeing if we can find the leadership."

All this while we were continually pushed because you know there was some secondary explosions and then I think people on bullhorns, you know, "There's another plane," and it caused people to start moving further and further to the north side of the North Parking lot. And in doing that the only leader that I encountered was the N1, VICE ADMIRAL RYAN.

While he and a guy who's an admiral now, CAPTAIN PAT DUNN, now ADMIRAL PAT DUNN who is the Deputy Chief of Legislative Affairs, so I don't know how, in – I was able to

get some reports from them. CAPTAIN CROWDER was able to call me a couple times so I was able to give him a report. So the cell phone stuff was spotty, but my biggest remembrance of, and again we didn't see really any – I saw people singed and people, but I didn't see anybody as, again on that side of the building, fortunately, you know, I think most egressed kind of the way that I did. They you know, most were unscathed, but I did run into some of the guys and gals from CNOIP, and that's probably my biggest remembrance of you know, the forty-five minutes or so, I guess it was that I was trying to do that job of finding people 'til I realized how futile it was, what - was running into that day's watch officer LT MEGAN HUMBERT.

Q. (34:35) Describe that for us. Describe the scene and what was said.

A. It was, it was, in a second, yeah and I, OK, yeah, in knowing or at least thinking where the plane hit, it never dawned on me 'til I saw them – you might think how stupid could you be and not think about your former friend, but I just never thought of the Command Center having been hit. It just never crossed my mind. I just focused on the third and fourth floor where we were and you know the DN3 survived, the DN4 survived. Those kind of thoughts. So when I saw them and I kind of saw the physical shape they were in. They were fine; they were ambulatory. SEAMAN SARAH COLE had a laceration for which she has received the Purple Heart, but I could tell just, they were in their whites, just how singed they were. PETTY OFFICER FIRST CLASS LHUILLIER was removing his, his cracker jacker blouse because he had used it to try to stamp out flames on individuals. That's when it struck me, my God, it's so good to see them then. It was also evident, My God they must have been really close and then you know, all in a flash you know, it, oh my GOD, IP had moved there, and within basically them opening their mouths, I could tell that they must have bore quite a brunt of it, because what I remember is them kind of

all at one time trying to tell me that you know, "Sir, we're missing a lot of people from IP. We tried to get to them." You know when they were using terms like that, I said – and then they quickly, you know, every organization has it's routine and that time of the day and the Intelligence Plot it was after they'd gone around and given their briefs, and you kind of called it the hot wash. You kind of wrapped up you know, the business cycle down there kind of, you do your big show for the heavies in the morning and then yeah, there's people on watch but then you start planning well what questions came with that that we need to answer either during the day, back with the CNO, for the Vice-Chief or for the next morning?

So that involves the O5 boss and kind of the briefers and you know, they huddle down there. One of the things that they had down there because it was a new space, we use to do it in the old on here, right on the watch floor so we were all kind of together, and there was some synergy there, but it also disrupted the watch. There they huddled down in COMMANDER SHANOWER's office and so just from them telling me and having seen in a few weeks prior where they were, you know they described how COMMANDER SHANOWER and EMT, COMMANDER TOLBERG, you know, they were all in there in the brief room, LIEUTENANT PANIK, they were all in that small little office of his with a little conference table, they just said, there just wasn't, it just wasn't there anymore.

So you know I remember the other sense of failing miserably I thought, in trying to comfort them. I mean they weren't hysterical, they weren't bawling, I mean I think like most people, them more rightly so, they were in shock. You know, stumped. I remember then just saying geez I hope I did something to try to, you know, it will be all, - What do you say? I mean what do you say?

At the same time I was proud of them because, incredibly and I would become much prouder even later in the day when I would see them again. And I'll try to make this a little short here, but it was the fact that they were, it was clear that they weren't making it up. You could see it in what was the remains of their uniforms that they had tried to get to their shipmates, which is I think the essence of why we wear the uniform.

You know, these same people, you know, there was an exodus and rightly so from the Pentagon you know, people get home. These same youngsters, you know, they were then later that day up at the ANNEX you know, I just think it's the ultimate testament. They had not been relieved on that watch, and until they were they weren't fleeing their post, wherever that may be, and by far that is the most vivid memory and positive one, as sad as it was that I have of North Parking. Shortly thereafter you know, we were huddled with the N1 and CAPT DUNN and we kind of and I got a cursory call from the aide who had then had hooked up with the Vice-Chief, or at least was able to tell us that the Vice-Chief had gone to the Annex, and being the north side of North Parking, we, CAPT DUNN, myself and CHIEF LAFLEUR, the flag writer we said, "There's got to be a way to get there," and we by the PENREN (Pentagon Renovation) Park and then 110 –

Q. (40:04) You were on foot?

A. We were on foot. Cutting through part of, well actually not through Arlington. We got up on 110 and they of course had stopped all the traffic there and I think just because, you know we were wearing all our epaulets and all that kind of stuff we were able to – I always remember seeing the DPS man that was there, officer. They had stopped traffic, and you know they clear, because the helicopters were landing and all that, and he was bloodied so clearly he had been in

at the scene and helped but now he was back stopping the traffic, but we explained who we were and who we, you know that we were trying to reconstitute up in the Annex and I, so we basically ran down 110 and then off that ramp and up to the Annex. But just that scene there I remember all of us kind of looking over as we ran and kind, it was clear with the helicopters going you know, there was, there were people there doing their jobs you know. This is forty-five minutes later there are, was a fair amount of fire trucks and all that. There wasn't much that we could, maybe we should have run over and tried to help, but at that point, like I said, the cops were trying to keep people away.

So up to the Annex, and once we got through security there, it was there 'til about you know, midnight, one o'clock that night I think is when we, or at least with the Vice-Chief we kind of called it a day.

The Vice-Chief kind of ran the operations up there. I think the wisdom of him, the CNO and the Secretary, the Vice-Chief again, not know what we were up against, there was just one of many, putting the Vice-Chief and as we slowly regrouped, the rest of the two and three-star leadership up there. The CNO and the Secretary went over to the Navy Yard to video, or not video telecomms, but teleconferencing and all that we reconstituted.

I initially got with the Deputy Director of Naval Intelligence. It was clear that the EA was there with the Vice-Chief. I want to say, the best thing I can do at this point is go try to find out do we have any Intel as to what we're up against? And I went with MS. TISHLONG in SCS up to fortuitously, the Marines were great hosts to us up there in the old Annex Building and their Director of Navy Intelligence and his small staff is up there, so they have a SCIF, Sensitive Compartment of Information facility, and I won't lie, we went up there and tried to work the phones a little bit. She being more senior, me knowing some contacts, but you know it was pretty

unclear as to you know, who is responsible you know, at that point. How many of these had gone on, - I – I mean we tried to find what Intel there was and at that point there just wasn't much. So then the rest of the day was – I think it's an important point to point out, and I think maybe others have done it, was the resoluteness of, and I'm so proud of my boss, but of the N1 in particular. Clearly it's his portfolio, but need for an accurate muster. And already then having a sense, I mean I was able to you know say I, but we didn't know if any or many were killed in the Navy, but it was pretty clear to me not trying to be too premature, that it was very likely we lost some soles in the Intelligence Plot. But just the need and the calm way they went about it, you know, we've got to do this the right way.

Not because of the press or anything. I mean that was never a consideration, especially not in the early day. But at what point, and I remember the Vice-Chief said, "We are going to write this out, at what point and by whom are we going to start contacting these, the families of these people that we don't have the muster for."

You know initially in the muster you're missing hundreds of people and then –

Q. (44:25) Right

A. It was amazing to me, Captain, how by early evening we were pretty close to the 42 that we had lost. Now that wasn't heads on and I wish, somewhere I'll try to find my paperwork, because I was kind of holy scribe to the Vice-Chief who was running that operation of how, you know how quick, but it was, I don't want to indict the Navy staff too much but I'm not having a great recall plan or anything like that you know, you do it the way -

Q. (44:53) Sure.

A. You would, Division, then the Director, but how quickly we got our arms around that, but then the concern.

Q. (45:01) Copies of that would be invaluable for just, for the archives.

A. OK, yes sir, I will, but I learned so much and I think it was the Vice-Chief, but everybody you know agreeing that the right way to do this is to have some, each of those that we couldn't account for, to have the person who called be somebody that had an attachment to that individual. Maybe not to the wife, or the father at home or something like that, but was an office mate, and you know again, I fortunately, wasn't on the receiving end, but I just think that was you know, really a stroke of not only brilliance as much as humanity.

So while there was so little Intel, I mean you know the bulk of the effort like I said was to start accounting for our people, and that made me you know, at the same time think well OK, where's this going to go, you know SECNAV, the President, you know they were already starting their huddling, but you know so there wasn't pastors coming out yet for all that so we were able to focus on, you know, accounting for our people.

Q. (46:17) Do you recall when you started getting the word, when you got the word about the ones that you knew?

A. Yeah, yes sir.

Q. (46:30) Was there a defining moment with that?

A. No it was more a confirming moment. Memory's not perfect, but I do remember from even in the parking when I ran into the youngsters there, Lieutenant and the Petty Officers –

Q. (46:45) From IP?

A. From IP, of them having a pretty good feel for who they knew was either in that office or and it turns out of our seven from the IP that were killed, six were in that morning huddle with COMMANDER SHANHOWER. He being one of the six and the seventh being our civilian MISTER JERRY MORAN, the guy that ran our video teleconferencing, and where he just had all his equipment in a booth kind of adjacent to that. Now, I don't remember them in the parking lot mentioning JERRY, but I do remember them ticking off and you know, it's the people that one would expect would have been in there.

So as - the little office that the Vice-Chief went into, it happened to have, I guess it was, it was the office where the head of Marine OPs, GENERAL BEDARD (phonetic), he's got his main office down here in the Pentagon, but he also had a small shadow one out there. Fortuitously it had a dryer A support on there, and just being the anal kind of bureaucrat that I am you know, and others, I'm not trying to say N1 wasn't doing it, but I mean I knew the Vice-Chief was going to sit at this desk and so I just started keeping the tally there. So there was no defining moment. It was just when like the N2 reported in you know, "I'm missing seven." It was - we were just so business - I didn't have you know, maybe it was a defense mechanism, maybe it still is today. It's still hard to focus on it. You know, how those people you know not all those seven. I had been gone you know at that point from being in charge eleven months. Whatever it was, yeah, eleven months, ten months you know so some of them didn't you know were new folks. The intern I had never met.

Q. (48:47) BRADY HOWELL?

A. BRADY, I had never met BRADY. I heard people talk about him so, but it was – I think it hit me more as- well my car where it was in South Parking I couldn't get to that night so the one Vice-Chief's aide gave me, who lives down in Mt. Vernon. I guess we left sometime shortly after midnight and as we were driving down 395 you know, for first kind of chance, you know I remember it hitting me then about, right when it started to hit me it just, my phone rang. My cell phone rang, and it wasn't anybody from work. It was a friend from graduate school and how ironic, sadly ironic things can be, he's an Israeli, RON LAREMAN (phonic). We went to the Kennedy School up at Harvard together. Here's a guy that lived through much more domestic terrorism than we had at that point, calling from Israel, distraught over what happened in the states. I can remember then just being, this is bass ackwards, you know, this, we shouldn't you know, but it just shows the quality of that you know, caring about –

So one other thing I'll close the story on my former boss for what it's worth because he's a, I mean a four-star retired Navy admiral. It's not that I didn't keep thinking about him, but we were just so busy. I can remember, I probably maybe was one of the last ones in the United States to know that the World Trade Centers actually fell. Because there was one TV somewhere up there in that Navy Annex and I just didn't get anywhere near it, but my wife was able to get through and call me about four o'clock in the afternoon. You talk about good news that you sometime got, because I remember you know, we had a little bit of time to breathe I think, and I remember telling ADMIRAL FALLON earlier in the day, because ADMIRAL FALLON when he was a two-star had been the Deputy LANTFLT Commander for ADMIRAL FLANAGAN if I'm keeping all these Irish names straight. He said, "Oh, my God that's right, BUD worked in one of those buildings. So I mean you know, we were thinking about him. But my wife called to say that ADMIRAL and MRS. FLANNIGAN called CHRIS worried about how I was and in doing

that were able to determine that A) he was OK, and I kind of joke about it now. He was running about fifteen minutes late, retired no longer had an aide to keep him on time, and he was about to walk into the World Trade Center when the first plane hit.

He, as he is he's just a great guy he tried to you know, I then called him and I remember him saying as he described where he was, he said, "Well you never, Dave, saw a 55 year old run so fast."

But then he kind of started to break down. It was even clear to them at that point, maybe not clear the actual extent of how bad Canter Fitzgerald – I think as we all now know they lost ninety percent of their people or something like that.

So you know, it was an emotional roller coaster, and same time it cut a knot in your stomach about, because then the initial Intel reports which have you know, most have gotten out into the press you know. There's seventy of these planned or there's – It was I think for all of us you know, it was just a real you know, the first twenty-four hours or twelve hours were just – whew you know, up and down. I'd get good news. I'd get confirming bad news of the seven you know, missing from IP. So that's kind of the first day, sir, that I recollect.

Q. (52:41) What about the days following. Some of the key things. I know that you did the eulogy for ANGIE HOUTZ.

A. Yeah.

Q. (52:47) Actually two; no one.

A. Yeah, just the one. The process there, I remember you know, they took all the bodies and the remains to Dover and I can remember because this is the kind of thing we do for the Vice-Chief,

when you get word that you know all the mortuary and forensic, yeah because the FBI was involved, with the Dover I remember him thank God because it was exactly my feeling, saying you know, “We’ve got huge military medical facilities in DC area. Why in the world Dover?” Well I mean, that is you know under consolidating you know, that was the right answer. It was the only place it could be done. So you know in some cases you know, there were identification of remains made sooner than others.

I’m trying to think now about how I was first, yeah, I was contacted by – I’d never, while Angie was alive, I’d never met her parents, although we’d tried and I think we were as successful as maybe you can be in our organization. We always had people on watch. I’m trying to do things as a small you know, there was only thirty of us and so we’d go to Naval Academy football games and tailgate. The youngsters all did more things than us oldsters, but yet we kind of had a, I thought you know, a nice sense of family. Everybody kind of liked each other and got along, but Angie had volunteered a number of times said, “Hey, my parents live down in Southern Maryland. They have a pool. We can sponsor -,” you know, more than willing to sponsor something and it was always we couldn’t pick the right time to do it, but it wasn’t her parents, so I didn’t have a you know, a direct tie to them. But one of the civilians that was involved in additional hiring of Angie out at ONI (Office of Naval Intelligence), she had done a Summer internship while she was still at the University of Maryland, Baltimore Camp, Baltimore College, contacted me, John Marshal, and because Angie’s was, was really one of the first funerals, and he had – and I didn’t know JOHN very well at all, but I really came to admire him. You know in addition to a CACO being assigned to each family, once again I think the strength of the senior leadership, in particular the N1 here, ADMIRAL RYAN, and the Vice Chief another saying that,

“We will not only have a CACO, but we will also for each of our families, we’ll have somebody from their organization.”

Q. (55:24) Was that made for all Navy?

A. Yes sir.

Q. (55:27) OK.

A. For all the Navy and I tell you the Vice-Chief can be an enforcer, You know, the N1 kind of emergency Command Center was set up. They kept really good spreadsheets and so it was clear who the CACO was with all those, and I think it was a nice kind of division of labor. Not that the CACOs didn’t do a whole lot in you know, go to know the families and provided credible support, but you know, until that bond established you know, they had somebody from each and every command and that’s what JOHN MARSHALL was, not the CACO, but the Naval Intelligence rep to the CHANTIER family. ANGIE’s mother has remarried and it was JOHN, the family had asked would you be involved in this memorial service and I remember him calling me and saying, you know, “Dave, ANGIE thought a lot of you and would you, would you do it?” Of course, you immediately say, “Yes,” and then you realize my God I don’t have, thankfully, I don’t have an experience in the world to draw upon you know, to go about doing something like that. I’ll tell you Captain, it was probably the easiest thing I’ve ever written in my life.

Q. (56:47) Really?

A. Yeah, I remember because her funeral, her wake, memorial service was on a Sunday night, so this would have been – Dave do the math - Tuesday the eleventh, yeah, well it had been not the

following Sunday, but the next one, two Sundays after. And it was quite good, I think I – JOHN asked me to do that on a Friday and then it was Sunday night it was done. So I can remember by that point we were still working long days, but I was at least getting home and not going right to bed, and I just went down to the home computer and typed it out, and I –great people, my, VINCE TOLBERT was the Deputy to DAN SHANOWER, he was killed, but the Deputy when I was there is LCDR MARY SOBREY (phonetic), and just one of my, I didn't know her prior to getting the job, but one of the greatest people in the world. I sent it to her and I sent it to a couple of Lieutenants, just to take a, am I, you guys know, you know, you knew, I knew her as the boss and we all got along, but still you know, there's still that boss kind, and they gave me nice suggestions and a couple anecdotes to throw in.

I am a ham. I guess I love what I've done, especially in Naval Intelligence, because a lot of it is communications; it's briefing. Especially the verbal, but in that Catholic Church out there, I mean I wasn't nervous, but I real, I wasn't nervous in that sense of boy if I don't give a good brief I may not get a good FITREP. I was nervous in that boy, I really want to convey what a special person that she was.

Don't tell me that God doesn't look after you here, because I really, I think, took a simplistic, I want to talk about what she did. How important it was, and how important her example was and I didn't know until afterwards 'til, I mean her immediate family and friends came up that the good trooper that she was you know. Working in Intelligence you know, she just kind of kept to herself and I think it gave them some comfort if any could be found in that what their daughter or granddaughter was doing was pretty important stuff, and that she really did it well and that those that she worked with really loved her and she loved them. So with a lot of help you know, I know it was healing for me you know, as hard as it was, I hope I never have to do it again, but

she was special. You know you kind of think well geez you know she was just one of those that you know if she'd had wore a uniform she would be the top lieutenant. I mean it wasn't that she was a kiss-up or anything like that I mean they were all really quality people, or I mean, I hate to be blunt, I wouldn't have had them there. I wouldn't have been dragging them along with me to answer questions of the CNO and Vice-Chief. I mean I'll sound a little egotistical here, I've been through it before and you don't want a wilting flower there, but I also can't stand you know, if those lieutenants are stabbing each other in the back. So she didn't kiss up to the boss or anything like that. I mean she was just rock, rock solid, and I ended up putting her in a position in the Command or in the IP that we'd never had a civilian you know have before. It's kind of, not that I'm a rebel or anything, but she, she earned it and it was a change from when I was there as a Lieutenant to being in charge the incorporation of civilian Naval Intelligence personnel there and I wanted to show them if you do well, I'll put you in every position in our - will hold here.

Q. (01:00:46) What was the position again?

A. We had two different watches that we filled and with the civilians we normally only let them stand down in the National Military Joint Intelligence Center. You'd say wow that's probably a bigger watch then being on the little Navy watch. Yes and no, down in the NMJIC down for the Joint Staff, there's probably a dozen people on watch in any one time. There's a Navy watch officer, an Army watch officer, a CIA watch officer. Up here on our watch in the Naval Command Center, and the IP being the Intelligence part there is one Intelligence watch officer and one enlisted watch stander.

So it was into that position, she had done so well, excelled so well down working in the Joint world, again I own those people that are on that desk down there that I just thought and she

wanted to do it, that she was game for that position. So as I tried to point out, yeah during the day over here, or on the watch you know, the plot, the commanders there, you know the watch kind of has a crutch, but for those twelve hours of the day that and on the weekends that there's nobody there, I mean that person, that watch officer is the one deciding does this warrant running me down, running this Admiral down, calling them in the middle of the night. I mean for a twenty-six year old, that's a pretty important responsibility being in the front line of defense for the Navy staff. She just did gang busters there, but she had already returned, she had returned her year, because that's all the civilians were sent over for Suitland, she had come and gone from that, but about a, let me get my ducks straight here, shortly before I left to become the Vice-Chief's EA in September of 2000 is when the *Cole* was attacked at Yemen, and it was pretty clear that we needed some help you know. Just, there was just so much involved with that terrorism hitting the Navy for the first time like that that I worked with DAN SHANOWER as a matter of fact. Said, "Hey I need a couple more people to come over," you know, one watch officer and one enlisted just wasn't going to cut it. There were so many questions, and first hand to go up was Angie's you know. She had just recently gone back to Suitland, and she'd come back and helped us get through the *Cole* crisis and it's when the senior civilian position in the Intelligence Plot that came open, the senior analyst, the person other than my deputy that I'd leaned on the most. Now I was no longer in the job. I'm over here, but she came and talked to me. I tried to encourage her. I said, "Yeah, what you lack in experience you will more than make up for in -," in broad, "What you lack in broad base experience you know how the Intelligence Plot works. You know who to go to."

I mean nobody has all the answers, but it's knowing who might have a particular insight at CIA, and NSA and DIA and just that aggressive yet friendly nature of hers that I was happy to

strongly recommend her you know for that senior analyst position and you know kind of because of that she found herself back in the Pentagon when you know her one year of service had long since come and gone.

So I'll close the subject by saying you know maybe guilt isn't the right word, but you know, when I think about how could IP have been spared, well, had they not moved six weeks prior and then in ANGIE in particular you know, had I maybe not encouraged her to want to be you know, I mean she was the one at first "Hey, what do you think, sir?"

And I said, "I think you're a great fit for it."

She kind of played devil's advocate with me. "Well, I don't think I'm experienced enough."

You know, geez, had I told her, "No, you're not. You're still wet behind the ears," she would still be with us, but you know all that said, her family is just, even though they didn't know a lot of what she did. She hid that from them and I mean I, how they would talk a little bit about it, in just the sense of the people that she interacted with and made smarter. But you know, my point being that the family was, they were just so proud of her.

And the other, back to the eulogy, the last little thing, you talk about the hand of God reaching in you know, people would say well you know, "you used this theme in it of calling her a shipmate. Well she's a civilian for one thing. You never called her-." Guilty. None of us walked around in the space over there calling each other shipmate, but that's the first thing that popped in mind and that's how I kind - I'll give you a copy of it you know. Whether you think it was good or not, but I took off on the theme of shipmate because that's how we viewed her. And I'll tell you how I you know, I came back and I dropped in with the boss saying, "Geez, I wonder if these civilians are going to cut the mustard," you know, "against us that are really dedicated mil -."

I felt by and large that was a very naïve and immature view to have, but the fact that she, yeah, she didn't wear the uniform, but she was every bit a shipmate and to me a shipmate means, it's more than a shipmate I mean, maybe it's my A-6 days where I cut my teeth. Yeah, those guys in my squadron mates, my shipmates, but they were every bit brothers and now in this day sisters to me and that's, that's what I meant by that and she really was. I mean she was, when she worked for me twenty-four, twenty-five, you could say well how could she really be a role model? Well, those enlisted kids, kids (said with emphasis) that stood the watch with her and she was the boss, they were seventeen and eighteen.

Q. (01:06:58) Yeah.

A. So she was the adult leader, you know, and not just on how to do the watch but you know, my not biggest fear, but you know these kids were right out of boot school or boot camp and "A" school. It's one thing to be thrown on a ship and go away. You have a lot of structure there, but here they are you know, they're standing rotating watches there in DC. They've got money and a car for the first time, and it wasn't my influence. It was in particular folks like ANGIE that showed them you know, not the straight and narrow, but you know how to do things right.

Q. (01:07:38) Let me ask you kind of introspection question in closing this portion. How is the biggest way this has changed you? Obviously you've got a great career ahead of you. You've got a great ticket set and you're going to be one of the leaders of tomorrow. What has this whole experience and life since, what would you say has been the biggest way that it has changed you or your outlook?

A. Yeah, sure, I guess that a lot of people are answering it this way, probably because it's so true, and I sometimes find in myself not being true to you know, those initial thoughts and kind of a way you want to redirect your life when something like this happens, but just how precious it is. Again I'm an Intel guy so I've never really been on the front line, but I've been on that aircraft carrier, actually on the flight deck when a helicopter crashed and I've seen the spray of blaze and thinking I was going to buy the farm there. You know it's young, dumb and stupid, but yet I got to the point, just turned forty. I'm nothing but a desk jockey anymore, you know. Again, I knew the Pentagon wasn't the safest place in the world, but you know when something like that and the randomness of it all and to think of and again I'll just use ANGIE, but JONAS and some of the others, not that I can pick on, but I can use as just as good of examples of having just brilliant futures and to have them you know snuffed out like that.

I'm one that, I was always, "OK, what's next?" You know, it's not that I didn't live in the moment, but you know I was always, you know, trying to climb the ladder, and I don't want to lose that but I have really come to, it's going to be cliché-ish, but the little things. I mean I have always thought I've been very blessed and proud to be a father, and a husband and all that, but just to take that like many probably have said, just to try everyday just to say, "whew" you know not just the eleventh the events, but to have good health and just to be here.

So you talk about a wake up call probably at a pretty you know, there but for the grace of God, but at a pretty, I'm guessing at forty, at a pretty good time to get a call like that. Then the other thing is I appreciate your words about career, and I'm trying to decide whether I'm going to do a twenty or not, but the fact that maybe you know, I'll go back as I started this with my father. He never once told me to do anything, in the sense of you know, a football coach, you're going to play football, but he told me you never quit anything, but the bigger lesson that I learned, totally

non-verbal was I watched him serve. Whether it was a teacher, or football coach, twice president of the Lions Club. There in a small little town and again he was kind of a big man in Pennsylvania as a football coach, but always giving back. At age 74, retired out in California, he's president of his Lions Club again. So I think I had good role models, I know I had a great role model in Dad, but what it really enforced for me is that not only do I not take the little things, just cherish them, but cherish this country. There are people out there that want to do us harm, and what it makes me want to do, whether I remain in uniform or not is to continue to serve this country. As I try to decide, and it's great comfort to me. It's kind of scary to think about you know, I first put on the uniform I was still seventeen when I started at the Naval Academy. I mean I turned 18 when I was there. And because I played sports and everything in high school the only other thing I've ever done in my life was mow yards for \$5.00. So I've never had another job. So it is scary as all get out to think about not doing this. But I'm trying you know, to balance selfishly a little bit, what will be the next ten or fifteen years in Naval Intelligence, versus and it just, I was having those thoughts long before September 11th, but what is comforting is that even if I do opt to retire, in quotation marks, at twenty, I know I'm going to find some way to continue to serve, because that's just – you know some things are my core.

Q. Yes.

A. Yeah, I don't want to get on a soapbox, but I mean I know what will bring me that sense of and has, that sense of well maybe you are making a difference, and that is to serve. And there's many ways you know to serve. So I guess those two not well-spoken thoughts you know.

Q. (01:12:59) No, they are well spoken.

A. Or you know it's not that it's a strawberry day, but you know it's just easy to fall kind of back into the same old routine, but you know, you just – I don't think I will. I mean I get reminders you know today with you here sir, but you know I still look at those, I walk into that office and you know every, it's still kind of, get the little flashbacks everyday and they're not scary. It just reminds you, hey it ain't that bad, you know. Don't get spooled up over this you know, so.

Q. (01:13:35) Anything else you want to add for the historical record? For 9/11?

A. No sir. Other than well just one other quick thought that maybe somebody, I want it recorded and if it's maybe some person a hundred years from now will read it.

While up in the Annex for those handful of weeks, but especially those first couple of days, the couple things that I'll remember, more than anything that happened I think inside the building.

While proud of how we sorted out and went about notifying those families was a couple of incidences of what I saw outside the building.

(he starts to cry)

It affects me. I was of –

Q. (01:14:20) Take your time.

A. Talk about the little things. It was within, I don't think it wasn't on the eleventh but by the 12th a Salvation Army was....it struck me harder than anything, (very emotional) it's like a compound up there. I would pejoratively call it a roach coach, a Salvation Army food van showed up. And I thought, "Well isn't that pretty neat." You know, they knew a lot of Navy folks relocated up here and you know as the Navy left there the old cafeteria pared down it's

operation and I don't think it was the first day, but the second day, you know, leaving or coming I walked over to thank this guy. Fully anticipating that they were right here from Arlington. (he's really broken up)

Q. (01:15:17) OK. Just take your time, it's a wonderful story all ready.

A. And there were three men in there. You know, kind of a slice of America. You know there was a crusty old guy that was a vet and then another old kind of frail looking guy and then a kind of a young black man. Big black African-American. And they had come up from, geez Dave, they had come up from Norfolk. They jumped in that van. They wanted to do something. They were sleeping in it. (he's crying harder) to bring us food. What I remember is, like I said the example of the CNO, the Vice-Chief and their strength, that just meant more to me what those guys were doing for us there, and little things that make you proud. That you don't want any and I just share and I'm just so glad that I did it, because maybe they cherish it. I went and thanked them everyday. They stayed for four or five days. No not, at least three days, sleeping in that thing, I got their names and addresses. Not for me but for the Vice-Chief. He sent letters to them.

Q. (01:16:38) Wow, so cool.

A. Now that is –

Q. How cool.

A. Small, that and right at that same scene, because where they set up was right against the fence. It was on Columbia Pike, but seeing as I would leave at seven, eight o'clock, much more predominantly, young people, then old walking down you know, the make shift memorial was

set up there on that bank. But I was struck by my generations and the younger walking with the kids and coming in reverence down there. You know, not 'cause it was a touristy thing to do, just how calm and quiet people were, but at the same time, and again not to say that there weren't people older than me doing this, but those, I can't say a majority, fair, a lot of them brought food. Brought six packs of soda. Gatorade, they were throwing over the fence. It was comical maybe in a way, I mean because it can look like a prison there, but you know, just that little signs of you know humanity and you know, one thing I never watched much TV until later and you just saw the effect that it had, but I didn't – It was neat for me because I didn't have to see it through a TV, I saw it in person in the example of those Salvation Army guys. And it's just sort of fellow man walking to pay their respects and at the same time chucking us food, which we really, we really didn't eat. I mean we were OK. But you know I think that sense that so many people had then, of help, we always have of what can I do?

And it was just – I'm sorry for my – (he's apologizing for getting emotional)

Q. (01:18:35) No, that's such a great story.

A. To me that is. It was just so, it's so powerful, it's so, you know, yeah. God, I wish that this had never happened, of course, I think most sane people, but you know just those personal things that I witnessed were to me just, probably never forget them.

They probably didn't think much of it, other than wanting to do something, but WOW.

Q. (01:18:59) Yeah.

A. One example, especially a time when I was kind of rocked. I'd lost friends you know. What's going to go on? But boy you talk about drawing strength. You know and our country's going to continue to have its trouble. Socially, racially, but I tell you what it was –

Q. (01:19:15) You never know the impact you'll have on another.

A. No, and so it's I guess like most things, you suppress the bad and remember the good, but I mean so those remembrances are really special to me.

Q. (01:19:31) Dan, I'd like to get, if you can drum up a copy of that letter that went to them, I'd like to add that to the –

A. Oh yes sir. We have that – OK.

Q. (01:19:40) That would be wonderful to get it.

A. Well, it's so small I don't know if you'd call it an anecdote or whatever, and it was I'm sure repeated millions of times, but you ask for me personally, that's the most powerful thing.

Q. (01:19:523) How old are your children?

A. I have a son who is 12, and a daughter who turned three in October.

Q. (01:20:03) Wow. What kind of questions has your son had? Have you had –talked to him about what's going on?

A. Yeah, because I was concerned about him quite a bit, in that because we did some things socially, he knew these folks.

Q. Oh yeah.

A. And I guess I'm still a little concerned even to this day, but he really, we would talk about it and he didn't have many questions and I just tried – I know you cited the example earlier you know, with your wife and being ill and I did try to I mean I guess they say it you know. So they knew what happened which kind of helped. So there was no sugar coating that, but he didn't, he seemed to take it pretty much in stride and all but, and I guess kind of like me in that sense. He was concerned you know in those first couple of days about "Dad, are you safe going back to work?" And I you know, I tried to be honest. I said, "Matt, I don't know." You know, "I don't know if we're safe here at all, but if I didn't think that we were safe here I would tell you and Mom and Julia to get out of here," but you know then you know I don't know if I was just melodramatic, "then we lose and they win." You know, so I guess he's just old enough and has seen some grandparents pass that he understood as much as a kid at that age grasps. That aspect wasn't real trying for him. What was though, was one of the Army guys that was grievously injured, LIEUTENANT COLONEL BRIAN BIRDWELL. I mean some absolutely incredible stories about him, saluting the President.

He only has one son, [REDACTED], and they moved here well it soon will be three years ago and our two [REDACTED]'s found themselves in sixth grade together.

Q. (01:22:21) Really?

A. And probably one of this three or four best, my [REDACTED]'s best friends in the world is [REDACTED].

Q. (01:22:28) Is that right?

A. So juxtaposed against the death of it is, is BRIAN, and you know I'd see BRIAN in the building. It wasn't until the second night that ██████ said, "I've got a bad feeling. I don't know why about-" – No, no no, she asked me that first night about BRIAN BRIDWELL. You know, "do you know?"

I said "Geez, I never," you know we were so focused on the Navy. But I knew because being you know, being up there with N1 that the services after about a day or so then were sharing their reports on the missing and I remember coming in and I'm pretty sure it was the second day, the 12th. Could have been the 13th. And just for the first time looking at the Army list. It was coming down every 12 hours and there was BRIAN's name. And I knew he wasn't deceased, but I knew by that point because of where some of our, LT SHAEFFER and our most seriously injured folks went, that if you were at the Washington Hospital Center it wasn't good.

And you know I tried through our people at N1 and you know, "Critical Condition." And then the Vice-Chief, just the great man that he is, I think Friday of that week, the President went on Thursday, the Vice-Chief went up to the Washington Hospital Center on Thursday, on Friday. I didn't go along. On most of those things I could go along with him if I want, but I didn't go along, because maybe I didn't want to see. And I asked him, "Sir," you know, "One of the Army is a friend." And through the sons, you know I got to know BRIAN and his wife ██████ (phonetic) and they are just, and I think it's what goes through them. They're an incredible strong Christian family. I mean their faith is like nobody's I've ever seen.

But I remember the Vice-Chief coming back and our concerns were, it was just amazing how few, you know, seriously hurt people there were thank God. But you know a lot of our focus was on LT SHAEFFER, LT KEVIN SHAEFFER.

And I remember the Vice-Chief kind of described what he saw you know, all of them on the ventilators and you know in the burn intensive care unit, and he said, “David, I saw BIRDWELL,” and this is after him describing what bad shape SHAEFFER was in, and he said, “BRIAN’s worse.”

I remember getting up the nerve to ask him, I said, “Is he going to make it?”

The Vice-Chief just wiggled his hand you know, iffy.

So that was, that was really hard because here’s you know a place where he slept over all those times, but you know, he I guess I was a little concerned about [REDACTED], because he didn’t cry. He was you know, but every - when I’d make it home for meals at night, not very often during the week, we would say grace and he would say, (Radi is becoming emotional again) “And remember COLONEL BIRDWELL, [REDACTED]’s dad.”

So, the fact that you know and we would have [REDACTED] over, I mean we’re not martyrs, but we had [REDACTED] over probably a half dozen or more weekends during that and you know, because it was tough for him I’ll tell you that you know. And it was really about you know, two months ‘til you know they really – ‘cause as we came to learn as oh as horrific as the external skin damage and all that was you know, that they were really worried about the affects on the lungs and all that and it really was you know iffy for a while.

I remember the first time I went up and saw him and just, oh my God. Made it on *US News* and *World*, you know I mean, but I think go on put a face on how awful this was for some of these families, but you know, my goodness his strength through.

So yeah, it hit, you know you asked about the family I mean it hit not only people that they knew from my side working, but through the example of the BIRDWELLS. Boy I don’t, it would have been a lot tougher on us had BRIAN been killed. You know, I mean we talk about we being very

fortunate as a family there, but that would have been, as hard as my people were you know, it would have been much more now I guess for [REDACTED] and especially for [REDACTED] if BRIAN, had not made it.

But you know, we share, you know, I think one of the things that [REDACTED] will always remember was I remember bringing home the email that went around about when the President went there. I don't know you know, how BRIAN you know, managed to you know, return that salute. And I think knowing just a little bit about, you know, he knew more, [REDACTED] knew, my [REDACTED] knew him very well. Better than I think I did obviously spending weekends and nights with them. You know, the fact that he did that I think was the signal to all of us that he's going to make it, and –

Q. (01:28:18) What a valuable experience for your son, being that close to them.

A. Yeah, I guess we really, yeah we haven't maybe you know just prompt, and just say I will talk to him some more and just see how he is.

Q. (01:28:28) To see the fruit of his prayers. To see what BRIAN has, -

A. Yeah.

Q. (01:28:30) The message that he has has touched the lives of so many across the nation and it continues.

A. Yeah, you know, God I would not have wished this on anybody, any of the seven that I knew, or like I said I didn't know all seven of them, but especially not on BRIAN, but I don't think you could have picked a stronger person and somebody to better represent you know a survivor then his example, yeah. That is, if he isn't an inspiration I don't know who is.

Q. (01:29:07) It's an incredible story. I thank you so much for sharing with us. It will be an invaluable addition to the archives for someone to be able to touch a little bit of a very historical period in our nation. So thanks, DAVE.

A. Yes, sir.

Transcribed by:
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