They have since talked to the engineers after the fact about putting emergency lights along the floors powered with emergency generators. They pointed out that the plane took out the emergency generators.

Prior to 11 Sep his office was focused on budget issues for PRO3. He was impressed with how quickly they regenerated the Navy staff and the Pentagon in general. They were back to work by Thursday, hooked up with email and phones within a matter of days. Within a week they were able to reach everyone and they could respond.

They haven't seen a windfall of money come to Naval Aviation because of the events of 11 Sep and afterward. He would guess that some of their programs are threatened because they will need the money to pay for homeland defense, CIA/NSA things and special forces.

LT Humbert 15 January 2002

Lessons Learned:

- 1. She kept walking back and forth trying to draw attention to where her friends were. She went into the B ring looking for fire equipment. She was unable to find a single ax. People showed up with fire extinguishers. She saw no one come out after the people who jumped out with one exception.
- 2. Heard windows creaking trying to bow out with the heat. Thought the windows would break but they did not. No glass out there.
- 3. Lessons learned: they have switched to NEXTEL walkie-talkie phones that are charged up and ready to go in case of an evacuation. Having a mustering point seems pointless since you will be herded in one direction. Their procedures as to reconstitution of the watch have been defined.

They have since made better records identifying who is in the office at one time. They need to have a better plan for what is going to happen when there is major devastation. They have an evacuation plan to evacuate the building. There are then human potential resources waiting on the streets for muster calls with no idea what to do. These people could be put to good use in helping if a plan were in place. N76 purchased fire axes, emergency flashlights, extra rope, and bolt cutters and put them in duffle bags to put in the Crystal City offices.

Lessons Learned Ms. Amy Fowler

15 January 2002

1. Groups of twenty were assembled to meet with the SPRINT team. They were put together by code. You knew people in the room, and that was good because people were comfortable with each other. Most people seemed unfazed, but as the session went on she realized through their comments that they were more affected than they let on. The Navy and the Marines seemed to take care of their people. She was approached by the Red Cross; they met her at the clinic, heard the story, and tried to do what they could. She noticed the SPRINT team fliers around the building.