

Interview with Joseph Friedl
Pentagon Attack
October 28, 2003

Welch: This interview with Joseph Friedl, recently retired Director, Budget and Finance, concerns the Pentagon attack. It is taking place on October 28, 2003, in the OSD Historical Office in Rosslyn, Virginia. The interviewers are Drs. Alfred Goldberg and Rebecca Welch.

We have asked many people, including the SecDef, about their awareness of Pentagon security matters, terrorist attacks, and such. How did those considerations play a role in your work?

Friedl: Working in the Pentagon over many years, I have watched the security go from almost open-door to guard-post—heightened awareness training, anti-terrorism budgets, demonstrations. I have been very much aware of it. Since I have worked in the Budget Office, we have many line items in the budget for anti-terrorism, so I was very well aware of it. Before I came to work in Washington Headquarters Services (WHS), my first job with the government was in bomb damage assessment planning.

Goldberg: For what agency?

Friedl: Army—for nuclear blasts. So I have always been very much aware of it. Working in the Pentagon, I have always felt and have remarked to many people that if I were a terrorist, what better target could there be to make your statement. But I never dreamed of a terrorist using a plane to hit the Pentagon. Many times I thought about a plane accidentally hitting the Pentagon, starting with the crash into the Potomac, and the near misses. Every time there is bad weather and a plane comes right over the top, you wonder if that is the one that is going to come in. I never thought about a suicidal

terrorist taking that route. I always thought if you were going to hurt the Pentagon you would have to get underneath it with explosives to let it collapse under its own weight.

To answer your question about terrorism awareness, I was very much conscious of it.

Welch: Did line items deal with attacks on the Pentagon itself and local facilities?

Friedl: Working in WHS, we worked with the Defense Protective Service so we had always budgeted for them. With all of the other terrorist events that happened over the years, leading up to 9/11, there had been more money put into fighting terrorism and hiring more guards. In other words, we have worked closely with John Jester, Walt Freeman, Paul Haselbush and OSD to boost the protection.

Goldberg: And PenRen.

Friedl: Yes.

Welch: To what extent did you work with PenRen over budgeting for security for the upgrades?

Freidl: We were involved with the transfer of the Pentagon reservation from GSA to the Defense Department, making it a military reservation. We set up the first revolving fund, the mechanism to pay for renovation of the Pentagon, which my supervisor Mr. Cooke, the Director, WHS, championed. A funneling device, by adding a surcharge to the occupancy rates for the residents of the Pentagon, is used in the revolving fund as a means to incrementally finance the renovation.

Part of that, which is more personal to me, is my organization. I had been trying for ten years to get us all located in contiguous space. Because of how the Pentagon works, if organizations had a claim on a room, they kept it, especially if they were in A&T or Reserve Affairs. So my organization was not located in one place. My

computer room was on Corridor 4 and I had two divisions on the 1st floor, D Ring between Corridors 4 and 5— exactly where the plane hit. When the renovation finally got started, we didn't know whether we were going to be in Wedge One or Wedge Two. They had not determined the order on how they were going to do it. They finally decided that Wedge One would be renovated first and everybody in that space had to move out. That is why a lot of people from the Pentagon are located in the building you are in right now, here in Rosslyn. Part of my organization, my computer room, was in Wedge One, so that was my chance to get the computer room moved to my old office space, because it was close to the water supply in Corridor 2. After they moved the computer room to my office, in exchange I took part of the vacated Personnel and Security space. The back wall of the office that I moved to was actually the outer edge of Wedge One. So we were very much involved in the financial aspects of getting the renovation started, the PenRen organization, and increased security.

Goldberg: What happened on September 11th? You came to work. . .

Friedl: I came to work. About 9 o'clock someone came in and said that they had heard that the World Trade Center had been hit by a plane. I had a small television on my desk. I turned it on and we started watching the news. People were standing around my desk. We were talking about how horrible the accident was, and wondering how those people were going to get out. Then they showed the second plane hitting the World Trade Center. At first I thought it was a rerun of the first one. They made it clear that it was a second one. I remarked to my Deputy, Bill Bader, and others in the room, "That was no accident. We could be next on the list." It wasn't very long before you could hear the plane coming and we felt it hit.

Welch: You could hear it?

Friedl: I heard it and felt it, because right around the corner from my office is where it hit. We were in 3B 287, which is between Corridors 2 and 3. I have actually paced it off—my office was 65 yards from where it hit. So immediately it got pitch dark outside from the smoke. The first thing I did was make sure that all of my people were evacuated. Coincidentally, only a few weeks before, in August, we had just had a fire in the Pentagon. It was in the laundry area and caused the building to be evacuated. My office had recently experienced a live exercise of our evacuation plan. We knew we were supposed to congregate at the end of Lane 19 in South Parking. We had just been through this so it wasn't a problem getting out of the building. A lot of people really got out in a hurry. After I was sure everyone was out, I called my wife. She had heard what had happened. By this time, it looked like midnight outside because the dense black smoke was coming right over the top of the office. At first you could see the ashes falling and then it got pitch black. I went out into the Center Court. I saw people on the ground and I heard people yelling that there were people trapped inside. I saw people running with fire extinguishers, and I went back into the building to get a fire extinguisher. When I did, a guard told me that I should get out immediately. So I went across the Concourse and came out near the Metro bus lanes.

Goldberg: The Court and the Concourse?

Friedl: I went to the Center Court and then back into the building and was told to get out of the building. So I went down the ramp to the Concourse and went out the east side of the building where the subway entrance is located now. The smoke was pouring over the top of the building. The odor smelled like a mix of jet fuel and burning flesh,

like nothing I had ever smelled before. I went into the south parking lot. Everybody was standing around wanting to know what to do. There was a lot of confusion. Nobody seemed to be in charge.

Welch: You went back to where your people were?

Friedl: I went back to make sure and we counted heads. Most of my people were where they were supposed to be. Others weren't, but they were looking for their spouses or they had already left to go home. They didn't want to go back in. At that point we didn't know exactly what we were supposed to do. Everyone was trying to get to a phone or a cell phone. Of course the lines were totally jammed. I stood with Howard Becker and he asked if I had Mr. Cooke's number. I had all of the office phone numbers in my organizer, but I didn't have his home phone number. We couldn't get him in the building; nobody knew where he was.

Goldberg: Who?

Friedl: Mr. Cooke. He was our boss and we were supposed to be looking to him for directions. There was a lot of confusion. Then with everybody standing around the parking lot, word came that there was another plane on the way. At that time, the police made everybody get out of South Parking. We went towards Pentagon City, on the other side of I-95, and stood around and waited. Finally, after about four hours, I got through to my wife again and decided that I should start home. By this time it was clear that nobody was going to get back into the building.

Welch: Initially you were able to get through right away. That was probably before everybody had gotten on the phone.

Friedl: Yes, within a minute or so after the plane hit. Then I could never get through on my cell phone. I finally walked over to Cosco where there were some pay phones with long lines of people. I got in line and waited my turn until I finally got through to her to let her know that I was okay. Then I got into my car. The traffic was totally snarled with herds of people who just took off walking.

Welch: Where was your car?

Friedl: It was in the Pentagon south parking lot initially, but I had moved it. After I got everybody checked outside, I moved my car. I drove it underneath I-95 and parked it because I knew it was just a matter of time before nobody was going to be able to get out. Then I walked back over. What I regret is that I normally have a camera in my car, but I had taken pictures earlier and had left the camera at home to download the pictures. I wish I had it that day. The first thing I did when I left was to drive to Mr. Cooke's house, but he wasn't at home either. I left a note on his door and drove away from the traffic, got on the Beltway and finally made it home.

That night, my relatives, friends, and others who knew that I worked in the Pentagon called the house and wanted to know if I was okay. We watched TV and listened to the news because it was non-stop coverage. I remember watching TV late into the night and could see live shots of the Pentagon burning. I figured our offices were gone. I had regrets—I should have gotten this or that. I left everything, which is what you are supposed to do, but then you start wondering what's going to be there when you get back.

The next morning I got up anxious to go back in to work. One of the good things about 9/11 was that it was the easiest commuting I've ever had around here. I breezed

right in with hardly any traffic. Again, it was totally disorganized. I pulled into the parking lot and there were civilians in casual clothes directing traffic. There were a few military—I don't know whether they were active duty, Reserves, or National Guard, but there was some military presence. All I had to do was show my badge. I went into the parking lot. This time I did bring my camera and I did take pictures, for my own benefit as much as for the historical significance of what was taking place. The building was still burning. I tried to call my office from home before I left and it rang, which was a good sign. I still didn't know whether the fire had gotten into the office or not. As it turned out, the fire had burned right up to where our offices were. You can see it in aerial pictures of the Pentagon with the blue tarp laid over the roof. The other thing I thought about was, we had a locked alarm door at the end of the office suite. I worried that people on the other side might have been trapped and were trying to get out and couldn't get through that door. I went into the building.

Welch: You didn't have any problems getting in—they just let you in?

Friedl: I showed my badge, but it was very relaxed. I met a man coming out of the building who said, "I can't believe how lax the security is. If you have a hard hat on, you can go anywhere you want to around here." Again, this was still just a few hours after it happened. The building was still on fire. We had the police, the fire department, the FBI, and the military, and they were not sure who was in charge or who could tell them what to do.

Goldberg: They were all concentrated over at the site.

Friedl: Right, and the Swat squad people. Some of my memories will get jumbled here because it was rapidly changing for the next three or four days. OPM had announced

that non-essential personnel should not come to the Pentagon. But the Pentagon was open for business. I think it was wise to show the world that the Pentagon was up and functioning even though it was a skeleton crew. I went into the building and was confronted with this tremendous odor again. There was an oily soot all over the ceilings, floors, and walls. I walked upstairs to my office. There were guards sitting on chairs at every corridor and ring. I could walk down Corridor 2, but the police tape was along the wall at the entrance to my office. I went by the office and I could see that it was dark. I had turned everything off, but there was tape over the door and there was a guard sitting there. I could see the office apparently had not burned, which relieved me. Then I walked over to Mr. Cooke's office.

Welch: You mean they had the door open?

Friedl: No, the door was not open.

Welch: You could go across the tape and get in?

Friedl: No, there was a guard sitting there. It was a crime scene.

Welch: How could you tell it was okay?

Friedl: I could see through the glass door. The guard told me that it was crime scene and that nobody could go in there, because they didn't know what they would find.

Goldberg: There was a lot of nonsense during that time, wasn't there?

Friedl: It was different. So I went over to Mr. Cooke's office. He wasn't in the office, but his secretary Bernice was there. To make a long story short, the first person I met that I knew was Mary Wells from OT&E, and we started talking about people we knew. She first mentioned Dave Laychak. I knew Dave very well. I went to his wedding. His wife Laurie worked for me. The reason I got to hire her was because her future father-

in-law was the administrative officer for the Army, the equivalent of Mr. Cooke for OSD. She had become engaged to Dave and they both worked in that office for his father.

Goldberg: J.B. Hudson?

Friedl: This was Milt Hamilton. Mr. Laychak was in that office and worked with him. Anyway, Mary said she had talked to Laurie, and Dave had not called home and she was really concerned. She had seen the pictures where his office had been and it wasn't hit. But Dave was part of the Army contingent that had just moved back into Wedge One. When they moved in, strictly by random selection, he had moved his desk to another area. He was killed. He was the first person that I knew who was gone. I continued to hear similar sad news throughout the day.

I couldn't get into my office, so I needed a place to sit. I walked over to Larry Curry's office. Some of his people were not in, so he gave me a desk. That's where I sat and started making phone calls to let people know where I was and that we were functioning. The first order of business that we were given to do that day was to do a head count, to account for everybody. So I called all of my division chiefs—we had a phone chain—to confirm that everybody got out and was okay.

During the day the numbers started changing after they took a count of the missing. Another familiar name that came up was Bryan Jack. He was the analyst for WHS/OSD in PA&E. He was the Pentagon employee on the plane who was killed, so he was being counted twice—on the plane, and in the office where the numbers kept getting adjusted over the next few days. I knew Bryan very well. He had been on his way to give a talk at the naval school out at Monterey.

Welch: The language school?

Friedl: No, the Navy Post-Graduate School. He worked in PA&E, a really brilliant mathematician. He had been married just a week or two before. I will close the loop on that by saying that about a month later there was a meeting at DAR Constitution Hall for the SES corps. Mr. Cooke was there and the President spoke to us. There were a lot of congressmen and cabinet members present. Doc sat with Bryan Jack's wife and Sean O'Keefe, who was in OMB at that time.

There was a real urgency to get money to start rebuilding and paying for the things that had to be done in security. Congress passed the Defense Emergency Response Fund, which was \$20 billion to start with. We started the flow of funds.

Goldberg: Let's go back to 9/12. You were in Larry Curry's office.

Friedl: Right.

Goldberg: And you were trying to operate from there.

Friedl: Right.

Goldberg: Did other people from your office come in?

Friedl: On 9/12, only a couple.

Goldberg: Where did they go? Did you get hold of them?

Friedl: I talked to people on the phone. We ended up on the 4th floor in REFD's conference room. That became our base office.

Goldberg: Is that the A-ring?

Friedl: Yes.

Goldberg: Did you start approving contracts that day?

Friedl: Yes, I signed some funding documents. Since we didn't have access to the computer system, I did them the old-fashioned way, on legal pads, writing down fund citations and keeping track of the obligations I had approved to go out.

Goldberg: That was the start and a lot more after that, of course.

Friedl: Right. It picked up each day after that.

Goldberg: Right. Now, during the course of that day, you did some other things too, didn't you? You were taking pictures around the building as you moved.

Friedl: Yes.

Welch: But nobody tried to stop you from doing it, I take it.

Friedl: No, not that day. Later that week, I went outside to take some pictures and a guard came up to me who said that it was a crime scene and we weren't allowed to take pictures.

Goldberg: Did you go outside again during the course of the day to take pictures?

Friedl: Only when I left at the end of the day. I got my opportunity to take the pictures inside because shortly before noon there was a false alarm about another plane coming, and everybody high-tailed it out of the building. When that happened, I went back over to my office. That's when I took a picture of my door and the empty seat where the guard had been. If the guard had been there I would not have taken any pictures. ✓

Goldberg: There was a false alarm of a second plane on the 11th.

Friedl: This was the 12th.

Goldberg: That was just a rumor.

Friedl: It was just a rumor.

Goldberg: There was no basis for it at all.

Friedl: No.

Goldberg: About what time did you hear it?

Friedl: I want to say about 11 o'clock or 11:30, something like that.

Goldberg: The same time as the day before.

Friedl: Later. It wasn't civilians running around saying, "There is a plane coming." The guards were telling people to get out. At that point, you had to take everything seriously.

Goldberg: The guards were telling people on the 12th to get out?

Friedl: Yes, and then they got out.

Goldberg: They evacuated the building again on the 12th?

Friedl: Not entirely, because I didn't go out.

Welch: Informally.

Friedl: Yes, they tried to, let's put it that way. There was another scare.

Goldberg: An order from the top for an evacuation?

Friedl: Nobody knew. It was just like it was on the 11th. There wasn't anybody outside with a bullhorn saying do this or do that.

Goldberg: Was there any information coming over the loud speakers, the audio system?

Friedl: No.

Goldberg: Or any other system?

Friedl: No. There was confusion, but it was my chance to take pictures. I did take pictures of my office doors and then I took pictures out the window of the Center Court and that is where I saw the body bags laid out on the grass.

Goldberg: So your estimate would be that a great many people did not return on the 12th.

Friedl: I would say that if anybody took an actual count there was almost nobody in the Pentagon.

Goldberg: On the 12th?

Friedl: On the 12th, very, very, very sparse—very few people. Based on my office, I would say that 10 percent of the people might have come in on the 12th. ✓

Goldberg: How about the 13th?

Friedl: It started picking up a little bit.

Goldberg: Just a little bit?

Friedl: Just a little bit, because people at that time still were saying that because it was heavily damaged and a crime scene, not to come in.

Goldberg: But the whole building was not a crime scene.

Friedl: It was treated that way. They didn't have tape up all over the place. But by the next day there were troops in with AK-47s and Swat squad people.

Goldberg: This was the 14th or 13th?

Friedl: The 13th.

Welch: In the hallways and corridors?

Friedl: Yes, in the hallways. In fact, it started on the 12th. But early in the morning on the 12th there was very little military presence. I can't remember whether the building

pass system was up then or not, but there should have been a count. It should have been easy to account for how many people were in the building.

Goldberg: When do you think it returned more or less to normal as far as people coming into work?

Friedl: Not until the next week. I came in every day, because people could come in, but they couldn't do anything. There was a section of the building where there was no entry. There were parts of the building that were inaccessible because of the damage, primarily on the west side.

Goldberg: When were you allowed into your office?

Friedl: Not until late Friday afternoon. In the course of this, I also went up to John Jester's office and by then water was dripping through the ceilings. The closer to the 5th floor you got, the more damage there was.

Goldberg: Your office was not damaged?

Friedl: No, other than pictures being tilted and things like that. At any rate, Sandy Roberts, who is chief of my computer operations, wanted to get into the office and get some things so we could work outside the office on lap tops. I went to John Jester and got permission, with a guard standing at the door, to let us go in for a few minutes to do some things.

Welch: What day was that? Probably not the 12th, you say.

Friedl: It wasn't the 12th. It might have been the 13th.

Welch: The computer system was intact?

Friedl: Yes. I had people who could work from PCs and connect to our computer over the Web and do work.

Welch: We talked to some of the construction people who were with PenRen or on contract, and in the first couple of days they were literally signing for or authorizing bringing in material themselves, because there was nobody to ask for formal approval. Did they start to come to you fairly early to requisition materials?

Friedl: Yes. This was when we started advancing a lot of WHS funds to revolving funds* and to PenRen, using our own funds with the idea that we would be reimbursed later, which is the way it worked out. But it took months to reconcile the books. As you said, there had been no time to discuss it.

Goldberg: Did you discuss this with Doc?

Friedl: Oh, yes. The accounting handbook and guidelines provide that you can give verbal permission to obligate the government, but we had to keep records by hand temporarily. The Congress had quickly passed a \$20 billion Defense Emergency Response Fund to be used only for requirements directly associated with the 9/11 attack. We had Wedge One, which was being paid for out of the revolving fund and PenRen renovation funds; Wedge Two, which was just being started, which was totally renovation funds; and Wedge One again, which was not quite complete and was severely damaged and required emergency funds. So in some cases bills were inadvertently charged to the wrong account and took time to get sorted out after a lot of transaction reconciliation.

Goldberg: Did you see Doc on the 12th?

Friedl: Yes, but not until later in the day.

Welch: When or who was the first official above you whom you were able to meet with to try to figure out what to do next?

Friedl: It was Mr. Cooke. I just tried to do my job in the meantime.

Goldberg: Catch as catch can.

Friedl: A skeleton operation.

Goldberg: Who were the people coming to you asking for authorization for money?

Evey's people?

Friedl: Yes, PenRen, also people from Real Estate and Facilities and various OSD program offices.

Goldberg: What were your other observations about security during that day, the 12th?

Friedl: I think the man that I met going into the building who said that if you had a hard hat on you could go anywhere you wanted to, was pretty much right. It is like other surprise attacks that you read about in history—if there had been a follow-up attack by the terrorists, we would have been extremely vulnerable.

Goldberg: A considerable part of the building was not part of the crime scene, was it?

For instance, Larry Curry's office was not a crime scene and other areas were not.

Friedl: Basically, it was the west wall of the building where the plane hit. At that point, they did not know where pieces and parts of evidence might have scattered. Debris and burning jet fuel had splashed over the top of the building. Some of the people I saw on the ground in the Center Court might have been smokers who were taking a break when the plane hit and were splashed and burned. I heard that people at the subway entrance were injured this way. I heard that a woman driving across the 14th Street Bridge with her sunroof open had a piece of the plane land in her car. I heard that people who were standing outside smoking in Crystal City said they heard the plane hit

and a few seconds later felt this sprinkling, like sand, that was debris from the Pentagon that actually made it over to Crystal Mall.

Welch: In other words, it was uncertain where the crime scene began and where it ended.

Friedl: Nobody knew for sure.

Welch: Do you have a sense for when security normalized? Was it when you saw military people patrolling the halls, armed guards?

Friedl: It was very calming and reassuring when the military presence came on the scene. Then it almost went to total military. You didn't see any Defense Protective Service personnel. It was all military and not one or two, but many young troops, with somebody in charge. In fact, when we got back into our office, there was at least one soldier armed and sitting at every door entrance. For days, I had a soldier with an AK-47 sitting beside my office door beside the locked and alarmed rear entrance.

Incidentally, when I came back to work, I could see that the alarm door had buckled slightly. That really worried me. When everybody finally came back to work, I went over to the Army offices—the people who had just moved back in—to ask if they had had any problems getting out, because I had worried that possibly I could have helped and didn't.

Goldberg: Where was this you went?

Friedl: On the other side of my back wall, which was inside Wedge One office space where the Army had started moving back in.

Goldberg: Had they been affected?

Friedl: They all got out okay, thank goodness!

Welch: But you had a cipher lock or something between them and you so they couldn't have gotten through there?

Friedl: I had a locked door, but they had a door on their side too, and I believe they opened it and went down the steps, the back way out of their office. The escape plan now provides that we have at least two ways out, so that's our emergency route.

Goldberg: What useful purpose did these armed guards sitting around serve?
Reassuring?

Friedl: Very reassuring, but also, again, going back to that moment, nobody knew, nobody had figured out that the plane was going to hit. Nobody knew if somebody could get inside the building. That also was the germination of the creation of PFPA. That was born out of 9/11.

Welch: How so?

Friedl: A separate agency for protection so they wouldn't have to rely on the military. That is still in force.

Goldberg: They still have military.

Friedl: They still have military and they have hired lots and lots of people.

Goldberg: They have tripled their size.

Welch: So PFPA is not just a name change?

Friedl: It is a changed name, but it is also a new organization.

Goldberg: New status.

Friedl: It is a new Defense agency, a separate organization. Although, again, until all of this was straightened out, we were paying for PFPA out of the revolving fund. They were still being treated as a part of REFD.

Goldberg: Are they still using a lot of contract people?

Friedl: No. The guards now are not working for a contractor but are federal employees. They had a recruiting problem for a time because they were given a lot of money based on an unrealistic hiring profile. They were having great difficulty meeting the numbers, but that has changed because many air marshals are quitting, and policemen from all over the country are coming in.

Goldberg: So they don't have very many contract guards still? They are all government employees now?

Friedl: That is the way it is supposed to be.

Goldberg: Earlier, when they had only three hundred people, a lot of those were contract people. Now they have nine hundred.

Friedl: I don't know the exact numbers now. Formerly the contract guards were the largest part of the DPS budget. Then they got rid of the contract people, hired employees, and increased their size significantly. You could compare it to the "reverse" privatization of security at airports.

Welch: Aside from PFPA, were there organizational changes in your operation as a result of 9/11?

Friedl: We made some internal adjustments to better handle large transfers of funds from the Defense Emergency Response Fund into the Pentagon revolving fund. There was terrific urgency to repair the Pentagon damage before 09/11/02. We processed nearly \$1.0 billion extra in FY 2002 for this purpose.

Goldberg: Would you estimate how much money you had to handle each fiscal year?

Friedl: Approximately thirty billion.

Goldberg: Just for OSD?

Friedl: For OSD, WHS and all of our customers. You understand how the appropriations system works. In the DoD we have over one hundred new appropriations each year. Each has a different length of life—one year, two years, three years, no years, five years. It has to be accounted for by appropriations, by year.

Goldberg: The account numbers are long.

Friedl: It is complex. In addition to the fiscal information recorded and coded in the accounting classification, program information is also included.

Goldberg: It is easy to make a mistake.

Friedl: The potential is always there for errors. It is exacerbated by multiple accounting systems and coding schemes. The Comptroller is working toward standardizing both.

Goldberg: What else of significance occurs to you about 9/11 and 12?

Friedl: For me personally. . . My mother still lives in West Virginia. I go back to see her in the same house where I grew up. I still see the friends I went to school with and I feel like that's my home. I don't know how to say this; even though I have lived away from there longer than I lived there, I still have that connection. Those are my roots. But 9/11 was the first time I ever felt that this was my home—I really felt violated. That was my feeling. The day that it happened, I got a glimpse, I think, for how soldiers in battle must feel. You hear it—it's coming, you know it, and you sense it, but there is no time to be afraid. You don't know whether it is going to hit you or somebody else. That is the way it was. I never experienced fear, but I felt violated. The part that hurt me the most was going home every day in the weeks that followed and watching them tear down the whole side of the Pentagon, demolish the building that had been undermined.

The significance of it—watching the behavior in the building, and trying to understand what caused it, is something that I am still wrestling with.

I had the privilege of going to the Senior Fellows Program at Harvard several years ago. At that time, the head of the program was Nancy Huntington, whose husband Sam Huntington wrote the academic piece on “The Clash of Civilizations.” We studied it and spent considerable time talking about it. It projects that the next war will not be nations against nations but will be religion-based. One of my best friends in the class was a Muslim from Saudi Arabia, from the ruling family. In Saudi Arabia you are either related to the king or you are not, it’s two different cultures altogether. I didn’t know much about the Muslim religion and got a pretty good education from talking to him. He also gave a class presentation on it one day. To me, the Muslim religion, believe it or not, reminds me of the Mormons. Joseph Smith had a revelation, and so did Mohammed. It was exactly the same thing. The Muslim religion is not as old as Christianity. That I did not realize.

The other thing is the erosion of freedom that has been caused. They hurt us much worse with that one act than they realized. These are my personal feelings. It irritates me that the warning signs were not heeded and that citizens took the money to let these men train to fly and didn’t raise a flag to anybody. Who knows how it will turn out; are we now doing the hard part? If everybody had a uniform on, it would be easy to go over there and run over them. But now we don’t have control. And nobody has signed a surrender.

Welch: Did 9/11 affect your decision to retire?

Friedl: No, in fact it had the opposite effect. I had been eligible to retire for a long time. I went to Mr. Cooke when I turned 55 and discussed it with him. I had a job I really enjoyed and felt I was making a contribution. I didn't feel it was time to leave. I decided to stay on with Doc, fully expecting him to be there when I left. When this happened, more than ever I felt needed; not that I am indispensable, but that I had something to offer. Then, when Mr. Cooke had his accident and passed away, more than ever I didn't feel it was the right time, that things were still up in the air. We had been working on reorganizing WHS, positioning it for the future. For whatever reason, he had a study done and we started looking out to the future. I had been elected by my peers, the other directors, to chair the executive steering committee for WHS, so after 9/11 I still didn't feel it was the right time to go. Then my wife had both knees replaced. And when Mr. Cooke's replacement, Mr. DuBois, came in, Mr. Becker encouraged people who could to retire, and I started thinking about it.

Goldberg: I haven't been encouraged.

Friedl: Not threatening or anything, but subtle hints, meetings, incentives and so forth. You just haven't taken the bait!

Welch: Maybe you can join the ranks of those of us retired who are back on contract.

Friedl: Will work for food! I do hope to go back to work when my wife recovers more from her surgery and physical therapy.

Welch: Is there anything you want to add? The photographs you have given us on CD will be self-explanatory; they will go into our archives.

Friedl: I am sure I will have afterthoughts and I might sort them out and put them in this interview later.

Goldberg: Feel free to fix it up the way you want to. We want considered remarks and judgment.

Friedl: Your question about retirement is interesting. I did not want anybody to think I was retiring because of 9/11, although I feel like I have made a big circle. I came to the Pentagon during the height of the Vietnam War, with the demonstrations and the uncertainty about how we were going to get out of that mess. We had the relatively peaceful years in between; all the changes—the end of the draft, the All-Volunteer Force, and women in combat—lots of changes; and here we are back in another conflict in which the end is unclear. The citizenry is beginning to get excited again.

Welch: Thank you very much.

JOSEPH J. FRIEDL JR.

Joe Friedl assumed duties in 1990 as Director for Budget and Finance after previously serving as Deputy Director and Chief, Budget Division. He entered the Senior Executive Service with his promotion to Deputy Director. He is responsible for a staff of 46 professionals in budgeting, accounting, reporting, debt collection, and special funds for the Office of the Secretary of Defense (OSD). His duties include the direction and administration of financial management operations in support of OSD and WHS programs, projects, and activities. His fiscal responsibilities include the budget formulation, presentation, execution, and accounting for programs for selected DOD activities.

Before joining WHS, Joe was a senior budget analyst for the Under Secretary of Defense (Comptroller) and a budget analyst for the Army Comptroller. He came to the Pentagon to direct automated projects in support of Army damage assessment, logistics, and procurement budgets. He entered civil service at the Army's Radford, Virginia data processing center as a systems analyst and programmer.

Joe graduated from Concord College, Athens, West Virginia with a B. S. in Mathematics. His master's degree in Technology of Management was awarded with distinction from American University. He has completed executive development programs at the Federal Executive Institute, Harvard, and Johns Hopkins University.

Mr. Friedl is a Certified Government Financial Manager and Certified Data Processor. His studies topics include Defense support costs, hospital operations, computer systems, and Budget Reform Legislation. He is an experienced speaker on computer systems, program budgeting, and automated financial applications. He is active in the American Society of Military Comptrollers and Senior Executives Association. He has received the Secretary of Defense Meritorious Civilian Service Award and the Presidential Rank Award for Meritorious Executive.