

## Pentagon Attack

Interview with Anthony Conques  
October 25, 2001

Putney: This is an oral history interview with Mr. Anthony Conques, taking place on October 25, 2001 in the Pentagon. [The interviewer is Diane T. Putney, OSD Historical Office.]

Would you please describe your key responsibilities here in the Space Policy and Acquisition Division?

Conques: We are responsible for space assignment to the different services and organizations within the Pentagon, and for the acquisition of space through leasing in the National Capitol Region for all the components of the Department of Defense. We have 156 leases in buildings throughout Northern Virginia, and we help assign and manage those leases with GSA. We have a design and construction element that does projects for our OSD customers. We design a lot of alterations and renovations within the Pentagon and FOB 2. Any projects over \$25,000 we help design and acquire the services to do those things at both leased space and in the Building. We use the FFD/AWG shops from RE&F to do most of the work in the buildings, but on the outside we have to go out and contract, through us or GSA or the Leased Facility Division. We do a lot of alterations and renovations. We acquire space in other buildings as required by our clients. We manage their rent bills and the collection of the rent from the services and the other DoD components. On the day of the attack on the Pentagon we had just acquired the environmental programs branch from another part of RE&F, so we have the environmental testing, water testing, and that sort of thing. It's a brand new

branch for me. The letter was dated 10 September, so we haven't had much chance to talk yet about their programs. They have all the environmental programs and testing, water testing, safety components, fire inspections, activities like that. My role as director is to lead those groups and represent RE&F on all the space management task forces, strategic planning task forces, and future space requirements teams. I think we have about eight million square feet of leased space and an additional eight or ten million square feet of federal space in our inventory.

Putney: Before September 11 what was your workload like? What was the big project you were working on?

Conques: At any given time we've got 30 or 40 projects. Within the Pentagon we were coordinating with the PenRen office to relocate OSD people out of Wedge 2 to free it up for the next stage of the renovation. One of my staff is the OSD point of contact for all the people who were moving into the Wedge 1 space, so they were doing the timing, design, and the final corrections to the space. There were a lot of people who had just moved in and a lot that were scheduled to move in that week. Within the Pentagon at that point, with Wedge 2 mostly vacant, we didn't have as much work as we normally do, but we were still doing some alteration work and had built the Hall of Heroes that just opened the week before. Externally we had the DISA consolidation at Skyline 7, which was coming to fruition. The actual moves began in October, and we're about halfway into filling that building with people. That's off Leesburg Pike. We were doing work for BMDO to redesign and rebuild their space in FB2. In the strategic planning process we were evaluating options for developing, expanding, and moving into areas within close proximity to the Pentagon, but now we are looking farther out because

there aren't that many options. We're looking at expansion of space here on the Pentagon grounds. We have to replace FB2 in ten or twelve years, so we are looking to the future. That's one of our major projects right now. We are doing the move consolidations for OIG. We just moved DTRA to Alexandria. We have a buildout in Rosslyn Plaza North, 20,000 square feet for Army. We have a major acquisition on the table with GSA for the Office of Naval Research in Ballston, which we put on hold after September 11. We have at any given time ten or fifteen major projects going on.

Putney: Were you here on the morning of September 11?

Conques: Yes, my wife and I had just returned the night before at about 1:00 a.m. from our vacation to Alaska, and I came into work about 5:00 a.m. to get my e-mails. We had just got out of a meeting and were watching at the window and got a good view of the tragedy. My deputy and I were standing at the coffeepot filling up our cups when the first explosion occurred, and we got a good view of the fireball and the smoke shooting out of the Building. For some reason I walked in and called my wife. Thank God I did, because soon the phones were overwhelmed. I told her I was okay and would see her later. She didn't know what I was talking about for a while because she doesn't have a TV in her office. We then went to make sure our staff was clear from our space, and then went to 400 Army-Navy Drive to help set up a command center. My boss and his deputy showed up a few minutes later. We migrated over there because we have another division office there. About ten or fifteen of the managers and support people were there almost immediately after the crash to see what they could do. Some of my folks stayed for most of the day, and some went home. I tried to find a phone to call all my employees on their cell phones to see if they were okay and managed to

account for 95 percent within a couple of hours or so. We evacuated through the concourse, through Corridor 1, across South Parking.

Putney: Could you describe your office view? It's directly across, overlooking the courtyard.

Conques: The window in my office was directly across the center court from the explosion area (5th floor A ring). The flames shot well above the Building, and the smoke coming off the roof was frightening. As far away as I was, the Building was shaking, and it rocked when the plane hit. I guess the second explosion was the fuel tank, when the emergency generator tank blew up, and the Building shook again. We knew it was pretty serious. My secretary had handed us a printout off the Internet news service about the World Trade Center being hit as we walked into the office, and I had that in my hand when the plane hit our Building. I wasn't sure it was an airplane until we got over to Army-Navy Drive. Someone said he actually saw the plane. It was kind of scary. I have never been through anything like that, but it reminded me of the Pearl Harbor movie I had seen last summer--seeing the actual flames shoot up 50 yards above the Building and the smoke rising.

Putney: You said there were two explosions?

Conques: As near as I recall. They weren't that far apart. I think the fuel tank from the airplane exploded immediately, and there was a fuel tank outside for the backup generator that PenRen had put in for Wedge 1 that exploded a few seconds later when the heat got to it. They were pretty much at the same time--boom, boom. The evacuation was kind of mixed. Some people were just walking out, some were stunned, and some were extremely frightened and screaming, "Oh, my God!" When I got to the

concourse, everyone was calm, just walking out. Everyone was just going outside, and on the outside of the Building, people were shooing us to get as far away as possible. The scariest moment was when we were at 400 Army-Navy Drive, and there was word of another plane coming. Everybody ran across the roads and parking lots to get farther away from the Building. That was kind of frightening. We were inside 400 Army-Navy Drive, and we went outside and stood away from the buildings. We had the flag pulled down so the building would not be recognized as another target.

Putney: Did you eventually account for all your people? Did you lose anyone?

Conques: We did not lose anyone. By the end of the evening we had contacted everyone. The only people I was really worried about were some working with PenRen on the moves, but I contacted Karen Jewell on the phone almost immediately. She had been in route to another meeting away from the Building. We have some people shaken by it, and some are not happy about coming back to work. If something happens, they think of their children at home. Everyone has had that trauma. I have five kids at home, so I was upset myself. But you do your job. I came in the next morning around 5:00, and the worst part for me was looking out over the courtyard at the bandages, bags, debris, and in the dark the Building was still on fire. I could see the flames until 1:00 or 2:00 in the afternoon. In the dark it was eerie--the orange flames and smoke, the shining lights from the firefighting efforts--it was surreal and upsetting. That was the most emotional part for me, knowing what the debris represented. They were pulling body bags out and putting them in the RDF for storage. But I knew I had to do my job, and a lot of my employees showed up really early that day.

We were tasked to house the people who had lost their space. We called a meeting very early on Wednesday morning. I am usually very good at keeping records in my brown book calendar; if you look back before this, every day has two pages of notes. I stopped writing in that book that morning and didn't get back to it for two weeks. Probably more happened to me in that time than in the ten years of my career, but I didn't have time to write it down. We met with the Army, Navy, Air Force, Marines, DIA and Joint Chiefs space representatives. We have a team that we meet with frequently on space issues. We had PenRen, IM&T, and we met early that morning in my conference room to try to establish how many people had been displaced. The damage site has shrunk now, but our initial requirement was to house between 5,000 and 6,000 people because of the space that was blocked off by the fire and water damage. We contacted GSA, and they sent two of their real estate specialists over, who sat with me for almost 16 hours a day for the next week, solving problems and finding space. By noon we had a list of options of where we could go, and by the end of the first day we had made decisions on where to place people. It was pretty much GSA's and my recommendations, because we didn't have a lot of time to consult with people. An urgent need had to be met. It was one of those times we took a lot of authority and liberties. My boss was available but he basically said to just find space.

We contacted GSA and all our landlords and asked them for space availability. We had positive responses from some and negative ones from others. It was lucky for us that NAVSEA had just moved out of the Polk and Taylor buildings in Crystal City this summer, and the space was available. It was still under GSA lease for the Department because we were in the process of turning the space over to them. The Equity

Partners, which is the landlord, immediately responded that we could take the space. We had a meeting with Doc Cooke and J.D. Hudson (Army), John La Raia (Navy), Bill Davidson (Air Force), all the senior AAs and their assistants, and basically divvied up the space on our recommendation of whether people would be at the Pentagon or the Polk, Taylor, and Crystal Park One buildings. The Air Force took the Crystal Park building. We moved Navy to the Polk building and the Army to the Taylor building. We also gave Army some space temporarily down in the basement by the concourse where the BMDO used to be and which had just been renovated by PenRen for JCS, OSD, and Army folks. Basically, to summarize the initiative, we had to find all these people a place to work as quickly as possible, which meant by the next Monday. The requirement seemed insurmountable when we first looked at it, to get 5,000-6,000 workstations up and running by, basically, five days.

When we first started we didn't know how we were going to do it. I had spent 27 years of my career working with GSA as a "rival" organization, but they came through for us with whatever we needed in record time. We got permission to be in the buildings, we got surplus furniture delivered within a day, we had cabling for lay-in by Wednesday by midnight, which was less than 24 hours after the attack. We ordered computers, furniture, supplies, equipment, and it all was delivered and set up. We had 24-hour-a-day work going on with cabling, with the phone company--Verizon came in with all their crews. We had two or three land cabling companies working at the same time, in the same closets. GSA and all the different companies gather up all the cable within 500 to 1,000 miles of here and had it trucked in overnight from every source you can imagine. Starting late Thursday and early Friday we had brand new computers

being delivered. The Army had about 1,500 laptops; we had 3,000 desktops being delivered. The furniture GSA had in the warehouse was mostly junk, but our local vendors came through with about 800-1000 pieces that we rented, and as they came in one door we were taking the junk out another door. We had a pretty good setup for folks. It wasn't pretty, but it was usable. We had open areas with desks lined up face to face or side by side; we had nice new ergonomic chairs by Saturday. GSA and the suppliers, the vendors, were incredible. The cooperation was inspiring. There was no interagency rivalry. We would ask for something, and they would ask when we wanted it. At one point the FBI called us for a van for the crash site, and we didn't know where to get one. We called Doug Benton at GSA, and his answer was "Where do you want it delivered?" It was here within half an hour. I teased him and asked why it took so long, and he said he couldn't get it through security.

It was phenomenal, the effort from the vendor community. Office Movers, the old EIK movers, showed up at dawn every day, without contracts. The first morning I asked why they were there in the dark waiting for us, and they said because they had heard we needed help. They volunteered, they showed up just to help. They stayed there the whole time with their trucks to move things in and out. If someone had some trouble delivering something they sent their trucks. The cable company, AFC, had an office in the Building. They offered us their office space, and we took it over. They provided anything we needed, telephones, faxes, typewriters, and computers. GSA brought in food for everyone. We didn't have time to go to lunch. Xerox delivered around 100 copiers and had them installed. We had brand new faxes and printers. We had a call that someone could not deliver the printers, and a GSA man went out in his personal



truck and went to the local CompuServe and other computer stores and bought all the equipment he could with his credit card. He brought it back in his own truck and delivered it. We pretty much cleaned out the local market for a few days.

One thing that sticks out in my mind is the spirit of teamwork and cooperation among the Air Force, Army, Navy, GSA, my group, and all the vendors. I have worked with seven or eight different agencies in the 27 years I have been in the government, and if the reason for our efforts hadn't been so tragic, it was the most exhilarating couple of weeks of my career. We basically did an 18-month job in five days. There was no red tape, no one saying no. The regional administrator of GSA was on a conference call with me, and I kept asking for stuff. His people around the table kept giving the reasons why it would be difficult. I heard him in the background saying, "Just do it, stop messing, and do what the man asks for." I recognized his voice and when I talked to him later he said he wanted them to stop messing with the old GSA rules and work it out later. His people in charge came over and did the job. The dock master and the building manager for GSA worked around the clock for five days. One man slept on a chair at the dock waiting for the next truck. I wish it had been because of a burst pipe or flood or some "usual" problem. It was the kind of thing we train and work for all our lives but usually never get to do, and unfortunately we got to do it for all the wrong reasons.

Putney: Is there any kind of emergency plan that guides you on what to do?

Conques: We have COOP plans and RE&F has emergency plans, but most of that has to do with smaller actions. I stuck my foot in my mouth at a meeting about six months ago when we were talking about a COOP--Continuity of Operation Plan. I said we

would never need all this stuff, and we really didn't need all the people involved. My boss reminded me of that meeting a couple of days ago. But from my perspective, we didn't have anything of this magnitude in mind. When you come to a situation like this you fall back on what you have done before. It is not that different, but the time frame shrinks quickly. The people working for me have been here a long time, are very professional, and know what to do. Most of my staff were here in the Building or down at the Polk and Taylor buildings or the Crystal Park building, in 24-hour shifts, working with receipt and deliveries and coordinating with the services and space people, all the military people that came by. They worked very hard. Saturday or Sunday, about noon, we got five tractor loads of office supplies for people who were to be at their desks on Monday. I didn't have any way to deliver it, and GSA was trying to figure out how to get people in to sort the stuff out. I called my admin person and she called all my staff. About 25 people showed up by 2:00 and stayed until 11:30 or 12:00 that night. They sorted through five truckloads of pencils, paper, and supplies, putting them in packets and placing them on every desk. I told them all to go home at 9:00 and we could finish it the next day. I went back up two hours later, and they were all still there. They laughed at me. They got the job done. There were still a few people there when I left at midnight. The LFD lease facilities managers from RE&F were there helping side by side.

There were a lot of GSA folks, Doug Benton, T.C. Hairston, Vince Di Portnova, and many others, that you should talk to. There was a task force of GSA people in their GSA uniform shirts, that spent the week with us at my beck and call, which was great. There were two GS-15s sitting across from me asking me what I needed. It hasn't

slowed down that much for us. After the initial move we had the supplies, desks, and chairs by that Monday for up to 3,000 people. The cabling, networking, and getting the network activity back to the Pentagon took a few extra days. The IM&T folks and PenRen and the network people can't work more than 24 hours a day, and you can't put but so many people in an electrical closet, so there are physical limitations. They had people stringing cable all over the place; it looked like spaghetti. We couldn't have done it any quicker. There were times when they needed equipment so we actually chartered FedEx planes to fly around the country and pick up parts for our network background. My backup plan was to call an Air Force guy and see if they could fly a jet, because we couldn't put the network together without those parts--the UPS systems, and things like that. We found them in Omaha, Houston, Massachusetts, wherever, but had no way to get them here because the airports were closed. We had visits from admirals, generals; the GSA administrator and his public building service director/administrator came by. It was pretty hectic.

Putney: What was your estimated number?

Conques: The initial estimate was much higher, because they were looking at the worst scenario and planned for the worst. I think now there are less than 1,000 people from the Army, and probably 400-500 from the Navy. The Air Force only needed to move 50-60 people, and in the case of the Air Force, they were planning for the worst, so we didn't have to move so many. We had three floors of the building reserved for them and only needed one. That kept us from going out to lease them. GSA had another tenant for it, anyway. The Army and Navy requirements changed on a daily basis, moving people out and in as necessary. There is an ebb and flow. On some days they need

more space than others. We recaptured parts of Wedge 1 and Wedge 2, so we are in the process of moving people back from other locations. When that is finalized, we will be able to figure out exactly what we need in the other buildings and turn back the space to GSA. We have leases on those buildings through September. We were trying to back out of them, which is our legal right, but now we are not backing out so quickly. We will probably end up with the whole Taylor building full, either with the Army or the Army and other services. The Navy is hoping to move their people back within six months, so we may not be using the Polk building that long. We did lease the garage in both of them for security purposes, so we will hold on to those regardless of what the building occupancy is because we don't want any commercial parking or lease parking going on there.

That's one of our big issues now. We are trying to capture parking garages in buildings where we have substantial occupancy so that we can secure the DoD tenants. Some of our clients are viable targets for terrorism and are concerned. We are doing our very best; with GSA support and landlord and local community support. We are trying to figure out ways to work with our private sector co-tenants to work out the best security we can. In some cases we are going to lease the entire garage and pay the difference if we can't rent all the spaces to government workers. To us it's a better course of action than to have an incident in one of our buildings, like a car bomb. We have active negotiations going on in three or four buildings right now, with GSA doing the negotiating, and about half a dozen or more being investigated to see how we can do it. We are doing a thorough study of all 150 leases to see which ones we need. Some have no garages, only surface parking, some have no parking. In the parking

areas where we have concerns, we are working with the police, local communities, and the private sector tenants to try to reach a compromise. It will probably end up being a very expensive compromise for the Department, but we are all getting much more conscious about security.

We were looking at these issues before this happened, but now we are trying to accelerate all these negotiations. We have actually gotten two or three buildings with controlled garages, and now we are negotiating with the owners of the Polk and Taylor buildings about parking management, with us having guards on the facility. It's not appropriate or legal for the federal government to give parking spaces to employees. It becomes a benefit that they have to claim on their taxes. We have to get the owners to manage the garages, and the employees will basically pay the owner for their spaces each month. If they can't sell all the spots, we will have to pay the difference. It is a good compromise: the owner doesn't lose revenues and we get control of the garage. We will sell at a market rate all the spots we can to the federal employees with IDs. We will check the cars as they come in every morning. DPS has ultimate responsibility, but we are working the leasing angle for them. GSA is our agent in most cases.

Putney: Was the main terrorist threat prior to September 11 a car bomb, a truck bomb?

Conques: From my organization's perspective, it was, but we don't have chem-bio-type responsibilities, just management of the space. We've had clients come to us to try to lease garages, which would be our focus. We have worked with some landlords to put screen on windows, and we are working with GSA in our new leases to come up with something. In the congressional OMB process there is a process called scoring. If you can't pay back the cost of a new acquisition in ten years, they do a scoring which raises

you to a threshold and over which you can't go out and lease or build a building. You have to have an economical balance with what you are acquiring and keep it within the framework of the government's rules and regulations. To harden a building, put in blast resistant construction, recess it from the roadway 100 feet, put glass screens on the windows, etc., adds a value to the construction so high that it scores the building, and then you can't move into it or buy it. So we're working now with GSA and other federal agencies to try to ease the scoring requirements on the blast resistance, because basically we can't have the things we want because they are too expensive. We are trying to convince Congress that even if it is more expensive, there is no price they can put on the things we are trying to accomplish. I think the answers are becoming more simple, and I hope that Congress and OMB agree with us. I have been in the federal community for years, and these discussions are not new. We have been fighting this since the Oklahoma City bombing. I was in security at my old job, and we argued about the same things: parking garages, hardening the building, putting screens on the windows. The price turns everything askew. We are hoping those rules will change a bit.

Right now my focus is on long-range planning to find campus environments with security, well recessed from the highways and roadways, and cluster DoD people in a safe environment. A lot of it sounds like a fort, or post, and it really is. The CIA has a campus in Langley, with armed guards and a campus environment, where you can't drive a truck up to a door. We can secure buildings in Rosslyn and control the parking garage and access, but someone can still park outside the building. We can't allow that and have good security. We have to move away from "urban" and get more "suburban."

We don't know if we can accomplish that--the Pentagon mentality is to be as close to the flag as possible. If we could move out of the Pentagon, we would need to be a Metro stop away from it and have a parking lot. That view may change as a result of September, we hope it will, because the only place we would find with enough space to build on would be at Fort Belvoir or somewhere farther away. That's what we are focusing on, and we are looking at options here to build a new campus on the reservation here, but there aren't many without giving up parking or controls, and a lot of other things. The Navy Annex is supposed to be turned over to Arlington Cemetery within the next ten to twelve years, so we have to replace that building. That's one of our priorities right now.

Putney: The plane hit in Wedges 1 and 2; how many people are in a wedge?

Conques: I think it is 4000-5000 people.

Putney: No regular office activity was going on in Wedge 2 because of the renovation?

Conques: You can get the specific number from PenRen, but I think there was about a 65-35 split. Wedge 1 was empty, and they had moved about 65 percent of the people from Wedge 2 to Wedge 1, so there were still about 35 percent of the residents in Wedge 2. From everybody's perspective, where it hit kept the damage down, because the new structure in Wedge 1 prevented a lot of damage. There was still a lot of damage to Wedge 2, which didn't have the new PenRen fire safety and construction enhancements and did have a lot of burning asbestos. Wedge 1 was a much cleaner site. It's is frightening to think what the casualties would have been had there been two fully occupied wedges. It would have been much more severe.

Putney: Have you come up with lessons learned for your division?

Conques: We definitely have a better handle on the processes of what we need to do and where we need to go to get things done with GSA. I am definitely holding on to Doug and T.C., and whenever we have a crisis I want to get hold of them. They are on my phone speed dials. We are better organized than the team was before. The branches came together a lot tighter. I have been here less than a year, and I think this pulled us together, and there is more mutual respect. You hope that people respect you as a manager and you respect them as employees, and when everyone pulls together it makes a team. When we have time to breathe, we will put together some better procedures. When we have our next COOP update we will have better ideas. We are already working on a plan to move RE&F to another site in an emergency when the whole Pentagon is out of commission due to power loss, flood, or such. We had nothing designed for a partial disaster, but we will incorporate that now. We went to 400 Army-Navy Drive and set up, because that was the closest place. It will probably be formalized now as our immediate response center. It had everything we needed and will have next time.

I did learn the lesson that if GSA got rid of all the rules, we got things done a lot quicker. I don't think they plan to abandon the rules, but they suspended a lot to get things done. I'm certain that will happen again if we have another crisis. The same team that worked on our recovery is now working with Capitol Hill to relocate the staff from the Hart building and other buildings. They actually took some of our furniture we were not using, and we offered space in the Polk and Taylor buildings to the Senate staff. We are all sharing with one another instead of being independent. There is a group that Paul Haselbush belongs to, of which I used to be chairman called FAMA, the



Federal Administrative Managers Association. It consists of the senior administrative services personnel in each agency and large department. I had calls from them the next morning offering us anything we needed. They had the entire administrative services function throughout Washington standing by to give us whatever they had. I could have called a lady in Energy to ask for 1,000 desks, and she would have gotten them for me. In the space and management world it is all the same work, but with different customers. We all know what is needed in these situations, and everyone stepped up and offered their help. That kind of support was everywhere. The private sector of the community was showing up with materials that the firemen and others needed. If they needed socks, high school kids started showing up with hundreds of pairs. It was really great, and one of those things that drew everyone together. That's the best lesson, that when disasters occur, we all need to do what is necessary. The people that were heroes to me were those who tried to go into the Building to save lives. They did a great job. I was reading about that today in the paper. The Army had a ceremony describing some of those rescues, the phenomenal courage those men had.

Putney: Is there anything else you would like to include?

Conques: I just want to make sure GSA is appropriately thanked for their contributions. I can give you Doug's number if you want to talk to him personally. His name is Benton. It is 202-329-4813.

Putney: We are going out to the civilian agencies in all the jurisdictions around here, search and rescue teams, FEMA, etc.

Conques: My daughter's best friend's father and two brothers are on the Fairfax County's world renowned search and rescue team, and they worked for five days without going home, round the clock, side by side. It was very moving.

Putney: This is material that we will put in the archives, the detail about behind-the-scenes essential work that gets done by people working 16-hour days.

Conques: That was hard.

Putney: You came from Alaska, and usually people come home exhausted from their vacation.

Conques: We got home at midnight, and woke up at 5:00. I don't think I got a night's sleep until a week later. I would lay awake and start to write a list of things to do, and finally just go back to work. My suits still smell like smoke. I haven't gotten them all to the cleaners.

Putney: As you pointed out, you didn't have time to keep up your logs. I hope this effort can help make up for it.

Conques: The exhilarating part was working with the services. They were all in the same situation, and we all were running around trying to do things, making decisions. They lost a lot of people, had casualties, and had tears in their eyes trying to make decisions they weren't sure about. There's a difference in who you move and what they need. Some of these guys need top secret phones, computers, and have to be in SCIFs (sensitive compartmented information facility), and we didn't have all those things. Luckily, in the Polk and Taylor buildings we did. SCIFs were still there from NAVSEA that we could put people into, but we're still trying a month later to figure out who will end up where and how much space they need.

I have a meeting with the OMB examiner this afternoon to explain what we are doing, and I just look at my budget lady and say I wish I could tell how much we need or have spent. We don't know how much more we need. Some floors of the Building actually were recarpeted and painted before that Monday morning. We spent a little money and got it done overnight. The carpet company had it set up within minutes. They got the carpet from Georgia warehouses. When I called and requested it, the man at the other end said he would have a lot of angry customers. I told him to tell them where it was going, and they wouldn't mind. The same with Verizon, and all the local vendors stopped everything to do things for us. Now we have to go through the prospectus process whereby anything costing more than \$2 million a year has to go through GSA, OMB, and Congress to be approved. We did about three prospectus projects within five days with no approval, so now we have to justify it. "Tell us what you did and why." These things usually take two to three years, and the work about 18 months. And we did it in five days. How great it would be if we could do that every time.

Putney: This is very good material, and we very much appreciate it.