

Pentagon Attack

Nancy Judd
October 29, 2001

Putney: This is an oral history interview with Nancy Judd, Director of the Real Estate and Facilities Contracting Office, taking place on October 29, 2001 in the Pentagon. [The interviewer is Diane T. Putney, OSD Historical Office.]

Would you briefly describe your key responsibilities in this office?

Judd: Our responsibilities are to take care of the Pentagon itself. We are not involved with the renovation process at all, but we take care of the day-to-day activities in the Pentagon like custodial contracts. We take care of moving people around in the occupied Pentagon. We do a lot of construction. We take care of the roof. We just do all kinds of services to make sure that the Pentagon runs smoothly. Our customers consist of the Defense Protective Service (DPS), the building manager's office, Federal Facilities Division, Federal Building Two, the Court of Military Appeals in Washington, DC and also Hybla Valley. We take care of all of the services and construction associated with keeping those buildings functioning on a day-to-day basis.

Putney: From your vantage point of being in this office were you aware that officials in the Pentagon were concerned about possible terrorists attacks even before September 11th? Could you see things being done that might have had protection in mind?

Judd: Oh, sure. One of the projects that is nearest and dearest to my heart is the childcare center. As a part of that, we have seen several things done for protection of the children. The parents have to be badged. They have to swipe

their cards to come in. At one time it was just an open facility and anybody could walk in. Those things have been changed. The parents are the only ones that can enter unless escorted. DPS has also moved back the perimeter to an area where only the parents could enter and drop their children off and pick them up. Since the attack the perimeter has been moved back farther. Prior to the attack on the Pentagon, there were certainly many things done out in the childcare area and now there are many more being considered.

Another thing that I saw was the changes in the security here at the Pentagon—people coming in, people getting badges. I saw a big change in that prior to the attack on the Pentagon. At one time, we did not have to swipe our badges and we didn't even have to wear our badges. People in the Pentagon thought that was a horrible thing when that happened, but now it is such a common thing. At first you think, we'll never get used to this, but now it is just common practice to pick up your badge and put it on every morning and wear it all the time. I've been here for ten years, so I have seen quite a few changes that have come about especially in the security area.

Putney: Had you and your staff participated in any practice sessions for evacuating the Pentagon prior to September 11th?

Judd: Yes. Of course, we do the fire drills and those kinds of things. I know that DPS had done some special exercises on weekends to practice for disasters. We did not participate in those, but we have participated in the day-to-day activities. One of the things that we have tried to install here—and it has been very difficult—for the security of the people—is to have a voice activated alarm

system so that when something happens there is a voice that comes on and tells people where to go. The system has not been real successful, but we are still working that issue. This is an issue that we have been working on for the last couple of years. Even though we do have one working, it is just very hard to understand.

Putney: I've heard that it becomes garbled.

Judd: Yes. We are really working on that to try to figure out what we can do. A lot of it has to do with the Pentagon itself, the number of wires and cables—that kind of thing. So we are going to be looking for something to improve that situation. It has improved to some extent from what it began with years ago, but still there is work to be done.

Putney: Were you involved with any input for crisis action plans—the COOP plan?

Judd: Yes, we have a COOP—Continuity of Operations Plan. My Deputy, Steve Zvolensky, has worked on that as a part of his duties, and we have a plan for REFCO. We have a contingency plan for writing contracts in a disaster. We use and are completely reliant on the computer, so we had to figure out a way that if something came up and there was a disaster, what our contingency plans would be. We had those contingency plans in place, but we had not practiced them. On the day of the event on September 11th, I put some of those actions into play and was very successful that evening. Between 4 and 8 o'clock we awarded a huge contract verbally following up with a letter contract. We were able to do it away from the Pentagon just using the phones and a piece of paper. So there

are contingency plans available. Since the disaster, we are going to take some contingency contracting courses. I have my Deputy going to that particular course to see what other things we might be able to do to be better prepared. We were pretty much able to function without our computers the day the attack happened.

Putney: We could move to September 11th now. Were you here that day?

Judd: Yes, I was.

Putney: How did you hear about the crash? Could you just walk us through?

Judd: Well, that morning the first thing I heard about was the Twin Towers.

REFCO employees were all glued to the radio. We thought at first that it was an airplane crash—that an airplane just crashed into the Twin Towers. We did not have any idea that it was a terrorist attack. One of my employees came in and said, “A plane crashed into the Twin Towers.” I thought that must really be serious to crash into a building. She said, “It’s on the radio.” I went out, and they were talking about a terrorist attack. Just about that time, the second building was hit. Of course, we were just amazed and overwhelmed—never thinking that within 15 or 20 minutes that something would happen here at the Pentagon. We actually did hear some planes just standing there listening to the radio. When there was an impact, this building shook. We knew immediately that something had hit the Pentagon, even though it was on the opposite side from us. It was quite an impact.

Putney: Could you briefly describe this structure that we are in?

Judd: The “Butler” building is a temporary building. The reason that it is called the Butler building is because that is the manufacturer’s name. Everybody thinks it is named after Dave Butler or somebody, but no, it is a brand name of the building. We actually built this building in mid 1998. We moved in the end of December 1998. We will be here three years in December. The building is just a prefabricated structure with three floors. When we first moved in, the first two floors were the shops. The Alteration Work Group (AWG) was on the first and second floors—the ones who do the carpentry work and the construction projects in the Pentagon. AWG is one of our biggest customers so they were actually located on the first and second floors. This building was built for space so that we would not have to move out of the Pentagon proper and go to Crystal City or somewhere else, because our job is to take care of the Pentagon, and we were running out of space to relocate people. This building is about 21,000 square feet—about 7,000 square feet on each floor—fully self-contained. We have our own heating and air-conditioning. We are not connected to the Pentagon in any way except for cabling for our computers and that kind of thing.

Putney: You are just outside of the Pentagon Concourse—a few steps.

Judd: Right. We are about 100 yards or so—go up a flight of stairs, and you are right on the Concourse. We are right adjacent to the main entrance to the Pentagon for trucks and cars—the A&E drive. The people that deliver products for construction projects go right into the driveway beside this building. It looks like a little arm sticking right off the end of the Pentagon. It is between Corridors 1 and 2.

Putney: Did you hear the impact over here?

Judd: Oh yes, I heard a boom and felt the shaking. We all definitely heard it. I immediately went to the windows on the other side of the building, because my windows actually overlook Crystal City, and it was on the opposite side. I immediately looked out those windows, and we could see the black smoke. I didn't know what it was. At first I thought it was a bomb, because I did not know that an airplane had hit. It took me a few minutes to learn that a plane hit the Pentagon.

Putney: What was that smoke like?

Judd: Just rolling, black. It was really black smoke. It was immediate. Smoke coming out—just thick black smoke from where we could see it. Now, the smoke was not in our area at all, but we could certainly see the rolling puffs and clouds of smoke that were on that side of the Pentagon.

Putney: And then what did you do?

Judd: I didn't know what to do at first. For the first minute or minute and a half, we all were in shock that something could actually happen here at the Pentagon. Down below us were a group of Marines, and one of the Marines, a Colonel, came up and said, "We need to evacuate the building." He said, "You are not damaged in any way." But he knew at that time that it was a plane. That was probably within two or three minutes afterwards. So people began to evacuate the building—utter confusion at that point. It was just a lot of confusion, but we got everybody out. I stayed to make sure that everybody was evacuated out into the parking lot. We went out into the South Parking area without any kind of

guidance. When we walked out, there were many, many people streaming out of the A&E drive and down the 2nd Corridor—panicked. There was just a lot of confusion and not knowing what's going on and concern about what was going on in the Pentagon. All of us knew people in the Pentagon and worried about how they would get out and where they would come from, including my husband. My husband works in the Pentagon, too. So I was, of course, concerned about him. I checked to make sure that everybody was okay from this office. I do have some satellite offices. One satellite office is located in the Pentagon, and I did see one of the people from that office come out, and I talked with her, and she said that everybody was safe and finding their way out. So I knew that all of my people were okay. We did lose that particular office space. It is on the A ring, but it was damaged by fire and smoke, and it is not habitable.

Putney: How long were you out in South Parking?

Judd: I wasn't out there very long, because the first thing that came to my mind were the children at the childcare center. I immediately let my people know that I was going to make my way over to the childcare center to help evacuate the children. I walked all the way around. Of course, most of the DPS officers know me, so I was able to work my way around, climbing over things, and made my way over to the childcare center. When I got there, the children had been evacuated out to the park across the street. I immediately went out to see if I could help with any of the children.

Putney: Had you heard anything about another plane?

Judd: Yes. We didn't hear that until I was on the other side. I was already over with the childcare providers and the children in the LBJ Grove, which is a park. DPS evacuated us across a bridge over a little pond or little creek. They kept moving us farther away from the Pentagon. We were in the park under some trees. Some officers came over and by that time military people were coming too. They told us that there was a possibility that another plane was on the way and that we needed to get as far away as we could. At that point we evacuated the little babies across the highway, and we were right on the edge of the Potomac River. We got there probably about 10:30 or 11:00. We remained there until 3:00. We actually had buses come over and pick up the children.

Putney: About how many children are there?

[Not all for public release] Judd: We don't really give out the number of children in the center, but the center holds 202 children. On that particular day, we were not full. But on roll that day there were about 165 children. On that particular day (since this is for historical reasons, and it is not going into the press or anything), we had 135 children. It was amazing how calm childcare providers kept those children. They, of course, were just beside themselves. They just couldn't believe what had happened, but they never showed that fear to those children. They were very quiet, very calm, played games, and many, many other people helped with those children to get them across the roads. Actually, some of the military stayed with them until they were evacuated to the VDoT area where the parents could pick them up.

[Not all for public release] Most of the parents came right away, but there were a few parents who were not able to get there. The last child was picked up about 6:00 that evening. We did not have a very good plan. A couple of weeks before this happened, there was a problem at the childcare center, and there was an evacuation. The teachers had to evacuate from the center over to the LBJ Grove. Our first place to take the children in case of an evacuation is the POAC. But on that particular day, they were concerned that a truck might contain a bomb, and they had to evacuate the POAC also. So the staff did have, just a couple of weeks before this happened—I hate to say “an opportunity”—but it really was. It turned out to be an opportunity to take the children over to that area, so the staff was familiar with what needed to be done. They were able to get the children over there. We evacuated very quickly, not knowing really what was going on. The children had no food, no diapers, no bottles—nothing. And the children range in age from six weeks to five years. People were just unbelievable. We were over on the bike path that runs along the Potomac, and people on bicycles would stop by. If they had water, they gave us bottles of water. If they had snacks in their backpacks they gave us snacks for the children. After a little while, we were able to get back into the childcare center and get some things. The Salvation Army came by and brought snacks—lemonade and things like that for the children. I told them that we didn’t have diapers. They immediately went back and got diapers so that we could change the little ones. It was like a picnic for the children. It was put out on the media where the children were located so the parents could come and get them. We

had one parent that walked from the White House and was pushing her baby stroller. She arrived just at the time they were evacuating the children over to VDoT—about 3 o'clock. It took her that long to get there. Her little girl was about 8 months old. So you can imagine the panic, because I think they had also evacuated the White House. This parent was very concerned—and then walking all the way to try to get across the bridges to get to the Pentagon. But she did it. It took her a long time, but she made it. It was quite interesting to see how people reacted. The parents that were delayed in getting their children—there were probably twenty to twenty-five children that were there at 3 o'clock. The parents just couldn't get there. It was difficult to get around. On foot was about the only way, so parents got as close as they could and just abandoned their cars to get to the Pentagon to get their children.

[Not all for public release] We are working now with the Defense Protective Service. We have already developed some alternate places to take the children, so that if something else happens, the parents will know. We will have five different areas. We can get it out on the media, and we have telephone numbers for the parents to call, and we can say they are in evacuation point number three or evacuation point number one. Then they will know immediately where to go to without us telling everybody where the children are. So we have worked really hard to do that. Since the incident we have had to close the childcare center twice because of security. Actually, it opened back up today. We put a temporary facility at the Doubletree Hotel for about two and a half weeks. We kept the children over there until we could get the center ready for

them to come back in. Now, it's opened up. And the plan is not to close it again, unless the Pentagon itself closes. We feel that we have taken the measures for the parents that want to use the center. We tell the parents that there is never any guarantee, but we will keep the children as safe as we possibly can. We lost a lot of children because the parents just don't feel that they are safe. But we are going to keep it open and provide that service to the parents who would want to use the Pentagon Childcare Center.

Putney: It's your office that contacts the different sites and makes all of the arrangements—draws up the contracts for that?

[Not all for public release] Judd: Actually, luckily, it is not going to be contracts. It will be different military installations or areas within the Pentagon. One of the places that we are going to use is the new Remote Delivery Facility. That will be one of the places, because it has a blast proof wall with a safe room; it has its own ventilation system. That area received no smoke damage, because they have their own ventilation system. So that is one of the areas that we are looking at as a very safe place for the children. It is not our number one choice, but it is a choice that we have. It is not "where" we have to take the children, it is the fact that the parents know "where" their children are. When you hear on the radio or see on TV that the Pentagon has been attacked, and you have a small child here, and you have no idea where that child is, you can imagine the panic. That's what I did that morning. That was my number one priority.

Keep in mind that my husband works in the Pentagon, and at that point in time, I had no idea where he was. My son had come over—I had been able to

contact him on my cell phone after trying numerous times. The cell phones were horrible that day, but I did finally get in contact with him, and he was able to call me back on my cell phone. He lives out in Gaithersburg, Maryland, and he was panicked too, but he made his way on the Metro to Rosslyn, and he got to the Pentagon about 3 o'clock. When the children were taken care of, we made our way back around to South Parking to find his dad. On the way back it took us probably about an hour and a half because we had to go I-95. We had to go all around because of the closings. We had to come through Crystal City. I happened to run into someone that I knew, and I told him where I was going. He said that he had seen my husband. I let my son know his dad was safe. I was also informed that my boss was over in the "paper clip" building running the emergency crisis team.

Putney: Which building is that?

Judd: The "paper clip" building. It's 400 Army-Navy Drive. It's directly out that window. The little tops of the windows look like little paper clips.

Putney: That's right. That's a good description.

Judd: That's 400 Army-Navy Drive, and that's where they set up their crisis center. So I went there to let them know that I was okay and that I would be available to help them with any contracting actions or whatever they needed me to do. I stayed there, and by that time my son-in-law had arrived. My son and son-in-law located my husband. My husband stayed with me. I think we probably left at 10 o'clock that night.

Putney: So this was about 4 o'clock?

Judd: It was about 5 o'clock in the afternoon when my husband finally got to the crisis center.

Putney: So you were over there another five hours. Had you anything to eat?

Judd: No. We had not had anything to eat. Everybody was starving. What I did was to call my son-in-law and asked him and my son to go pick us up some food. They got to the crisis center with the food about 7 o'clock. There were six of us over there at that time—five of us for eating dinner. They brought us hamburgers and french fries. Those were the best hamburgers and french fries that you could imagine. I immediately started working on a contract, because the news from the President and the Secretary of Defense was that they wanted the Pentagon up and running on the 12th. I knew that we had to get a cleaning crew to take care of some of the smoke damage—the fire was still burning. I knew that if we were going to occupy this Building anyway, then I needed to get somebody in here who knew how to clean up after a disaster and get the rooms ready. It worked out that everyone was offered liberal leave on Wednesday the 12th. There were not a whole lot of people in the Pentagon, but we were able to contact a disaster cleaning team out of Memphis, Tennessee. It was just a fluke that I found them. It is called ServiceMaster Recovery Management, and they do disaster clean up. They are not the ones that just come around and clean after a flood or do house cleaning—that kind of thing. They are strictly for disaster cleaning. They started on the 12th. Of course, on the 12th the planes couldn't fly in, but what they did was worked with a group in this local area. On the 12th at 9:30 in the morning ServiceMaster had about 50 people ready to go to work.

We got them into the Pentagon with their buckets and mops, and took them to the areas that were most covered with the soot, and they started in those areas. They knew the safety precautions that they needed to take such as wearing masks and white suits. Because the workers were experts, they knew the dangers and how to take care of things without us having to say, "How do you do it?" It was remarkable.

Putney: That command center—you go over there, but that was not prearranged?

Judd: No. It was just a fluke that I found them. When I ran into the person that I knew, he told me that my boss was there at 400 Army-Navy Drive. We had talked about a crisis center in the COOP meetings, but the place where we could all meet had not been finalized. I really didn't know where management was located, but luckily I did find out where they were and was able to get to them and take care of the things that needed to be taken care of immediately. Mr. Ralph Newton was there along with the Leased Facilities Manager, Kent Womack. There were a number of people there ready and available to help. There was still a lot of panic. My car was over at the Pentagon. My husband and I couldn't leave because our car was at the Pentagon in South Parking. It was later on that night that my husband was able to get to the Pentagon. My husband actually went to a meeting with Mr. Newton and after the meeting he was able to get the car.

Putney: Because the police and the FBI had arrived on the scene.

Judd: I am not familiar with when they arrived, but I'm sure they were already here. I think FEMA was already here. There were a number of people. It is amazing. We got home that night about 10 o'clock or 11. Of course, the next morning, I knew I had to be in early. We got up very early and got back into the Pentagon by 6 o'clock the next morning. It was amazing to see how quickly the reaction was for recovery people to get things started. The Red Cross was already here. The Salvation Army had already set up tents. They had set up lights everywhere. They quickly got things cordoned off and got people to work. They really did.

Putney: When you were thinking about going home that evening—it's dark—it's about 10 or 11ish—and you are very close to the Pentagon—can you still see it burning?

Judd: Oh, yes.

Putney: What was that like?

Judd: I guess the first reaction was just heartbreaking, because you knew that there were going to be people—at that point we didn't know how many people were casualties. It was an awful feeling. That is the reason I wanted to do a journal because I wanted to write down what my feelings were. I think the thing that really bothered me the most is every morning when we would get ready to come to work. It was just heart wrenching for me until I got here. Once I was here, I knew that I had a job to do. I knew that I was here for a purpose. The security had been tightened considerably—just getting the cleaners in, because it took us a while to get them all badged, to get that paperwork going. We had to

have one escort for every three people. We worked two shifts a day—two shifts a day started immediately, twenty-four hours a day. We had to have escorts to help out. The Ballistic Missile Defense Organization (BMDO)—one of my contract specialists, Linda Luczak, called them and said, “Hey, we are really in a bind, we need some help escorting.” We had some contractors that had escort privileges. We contacted them early on the 12th, and they pulled together some escorts for us so we could get the cleaners into the Building. It was amazing how those escorts helped out. We had the crews twenty-four hours a day for five weeks. We got them badged after the first week and a half or so. The crews were here from all over the United States. They came in once the airlines started flying. Now we are working only twelve hours a day. They are just doing the little bitty, fine detailed work now in offices.

It was amazing to see how the people pulled together. When I’m talking about escorts, I’m not talking about the lower-ranking enlisted people to whom the Colonels would say, “Okay, you go over there and help escort.” They were officers—Majors, Lieutenants, Colonels, Full Colonels, who were spending their time—eight, ten, and twelve hours a day—not doing their regular jobs, but coming here. And begging to stay longer if we needed them. It was not, “Okay, we need somebody, we’re going to send you over there and have you do it.” They came themselves. We had one project on the roof. We had to do some immediate repairs up on the roof, because the firemen had to knock holes in the roof for firewalls to keep the fire from jumping over into other areas. Once they got the fire under containment and the fire was out, we had to go up and fix the

roof. The very first day we went up—we started at 6 o'clock in the morning because at that time it was still getting light. We had them come in at 6 o'clock so that we could get up on the roof by 6:30. In the first group of escorts that came there was a Full Colonel. One escort for three employees was required. He asked me what he could do. I said, "There is not anything you can do, except make sure that you stay with your three people." Once they were up on the roof they were not allowed down. They had to stay up on the roof at all times. We put port-a-potties up there, and the food was actually delivered by crane. So when it came time to eat they would put the food in the crane bucket and take it up to the roof. Once up on the roof they couldn't come down until the shift changed at 5:30. At about 10 o'clock that morning, I was out on the bridge waiting for another group of escorts to come in to do some things with the cleaners, and I got a telephone call from this Colonel and he was just so upset—he was just so upset. He said, "We have too many people up here. We're just running over each other. I said, "Sir, I really appreciate that, but I'm going to let you talk to DPS," because the Deputy from DPS happened to be standing right there with me. I said, "It is important that we have one to three." So DPS talked to him. Of course, you could tell that the Colonel really just wanted to send some people down because they were just standing around. He finally decided that he would stay. But what he did, and I didn't know this until I saw him that afternoon, what he decided was if they were going to stay up there, then they would help with the debris. They would use the wheelbarrows and spend their time, not just up there watching, but actually doing something. That afternoon at about 5:30

when the crews changed, I was out in the hallway. I saw the Colonel walking down the hall, and the first thing that came to mind was "Oh, he's really going to get me." I didn't know what was going on, but I could tell that his face was really dirty. It was all smutty. The closer I got to him the faster he walked, and big tears were just streaming down his face. When I got to him, he said, "All I can say to you is thank you. Thank you for giving me the opportunity to go up on that roof and help out. Now, I feel like I have done something."

That day we decided to let the other escorts help if they wanted to. Everybody, without fail, felt like they were doing something. We had one guy, and I felt so bad about this, but he had graduated from the Citadel, and he had his graduation ring in his pocket, and somewhere during the day that ring had fallen out of his pocket. He lost his ring up on the roof. Even though we searched and searched, we never found it. I felt so bad about that, and he said, "Don't feel bad because I was doing something that I wanted to do. Even when my little children grow up, I can tell them that I was up on that roof and that is where I lost my graduation ring." A little thing--it was amazing some of the reactions. There was one Colonel, and somebody asked him while he was walking down the hallway, why he was escorting, why he didn't assign it to some of his enlisted people. He just got very angry at the person. He said, "They are no better than I am." He said, "If they can do it, then I can certainly do it, and it takes everybody, it just doesn't take the enlisted." Literally hundreds of people sent me e-mails offering to be escorts once the word got around that we needed escorts. The Air Force was just phenomenal. I made a phone call to Bill

Davidson, and I said, "Mr. Davidson, I need some help. We need all of these escorts. He said, "Let me put out an e-mail." He turned it over to one of his military and within minutes I had so many offers. We didn't get to use them all because the need went away as we got people badged. It was phenomenal—the response. You would walk down the hall—and this was still before a lot of people had come back to work—you would just see people hugging each other, just happy to see that you were okay. Everybody lost people that they knew. At the childcare center we lost two mothers that were in the area. Actually, yesterday in the *Washington Post*, there was a big article on an area in Springfield in a community where they had lost one of the parents of a child at the childcare center, Patti Mickley. She was just a wonderful person. You could tell that that community just really came together.

That's what I saw the whole time—the community effort. My people here in contracting were in a busy, busy time of the year, because we have the end of the fiscal year contracts to obligate. I had one person actually sleep on the floor one night. We had to come in at midnight and change shifts and change escorts. Some of my people would come in and do that. One of them came and escorted for a while because we were short on escorts. When she was able to get away, she laid down in one of the offices and took a nap so that she would be here the next morning. It was such an effort. It is not something that you would want to go through again, but some of the things that you saw, I really learned how much people care and how much it means to them to work in the Pentagon. Just to know—it's just amazing.

Putney: Did you have to sort of reorganize your staff to deal with certain problems?

Judd: Yes, absolutely. I took one team—the construction team that is headed up by Linda Luczak. She was here, because we knew that that was probably where we were going to need most of the help—on the construction side. She was here on the 12 th. It was to her that I said, “Hey, anything that comes in on the incident we will give to you.” Then when my services person came back, who sits right outside my office, Cheryl Harris, I brought her in and I said, “I’m going to leave it up to you to get the fiscal year-end things done. I don’t have time right now to lead you and guide you, so I’m going to leave it up to you to make sure that all of the monies get obligated.” Then there was another team leader that I talked to about the same thing: “I just need you to make sure that you get everything done. I can’t do it for you. I’m going to depend on you.” We lost zero dollars. We obligated everything that needed to be obligated. It is amazing—and not one complaint, not one. The construction side especially had to work some long hours, because we had so many projects going on that we needed to escort. We needed to get people switched in and out. So Linda Luczak took care of that, and Cheryl Harris and Donna Truesdel took care of the year-end contracts. It worked out great. We all were extremely busy.

Putney: Are you meeting too with your supervisors and getting briefings?

Judd: Absolutely, everyday. We called it our 9:15 standup. I would go into Mr. Paul Haselbush’s office everyday at 9:15. Now we are only doing it once a week. Mr. Newton and Mr. Haselbush instituted the duty officer so that we would have a

person identified everyday with a telephone and a beeper so that if anything came up, that person could be called and take care of any issues. There were many reasons for that. After you have been up and worked so hard for two or three weeks, it is very difficult to function. When we had to close the childcare center the first time, it was a Sunday night about 10:30. I received a call at home. I had gotten home at about 8 o'clock that night, and I was just exhausted. It took my husband almost 45 minutes just to wake me up so that I could take the telephone call. I was just completely exhausted, but we had to get the childcare center closed and get parents notified. After that my husband and I decided that since we lived way out—about 25 miles commuting—and since it was just the two of us, we decided to rent a hotel room in Crystal City, and we stayed for two weeks. It was easier for me to get back and forth and take care of things. Once things started to settle down, we were able to go back home and function. That was one of the ways that my husband could help me—going over to the hotel room at 7 o'clock at night rather than getting home at 8 o'clock at night and having to do other things, because you always have other things to do, we just stayed two weeks. It was very helpful to me that we didn't have to travel so far.

Putney: Closing down 110 caused congestion.

Judd: It was just awful. We took the Metro in everyday. We were right by the Metro in Crystal City. We took the Metro back and forth, and it saved us the stress. Even my people didn't feel the stress, until after the 30th of September. Once things started slowing down, they began to think a little bit more—think about what could have happened, how lucky we were. We have certainly had

some issues. The clinic has been very helpful in giving out information on what to look for—help with counseling—what to do. I had bad dreams. I certainly had a couple of nights with horrible nightmares. Then once you have one, it was very difficult to get back to sleep. That didn't happen until after I started slowing down and just really looking at things. It was an amazing time.

Putney: Have you sort of gotten back to normal?

Judd: We're pretty much back to normal. I try to make it normal for my people. We may move out of this building, and that is very traumatic for the people now. If something did happen this building is not very sturdy. So they are looking at moving us into another area. That is traumatic. It causes some concern among my employees, but we are dealing with that. Basically, we are back to normal. The emergencies have slowed down. We have gotten the majority of the emergencies taken care of. We are just now ending up some of the issues that came up because there was no way that we could order everything that the customers need to take care of the emergencies. One of the things I did was go to Chief John Jester of DPS and Mike Bryant, who heads the Building Manager's Office, and I told them, "If you need something and you need it right away, don't worry about calling contracting. Under these situations, you just get it ordered, and then we will get the paperwork done afterwards." We have done that and it wasn't a lot of things. Of course, I talked to Legal Counsel and kept them involved. We didn't have as many as we thought we would.

Lots and lots of people donated things. A lot of lights to light up the parking lots were donated. We had building materials that were donated, and

people are still donating things. This was really unusual—about steel. If you need steel it is almost impossible to get it in an emergency. I received a telephone call one morning, and this gentleman said, “I’m about 20 minutes away from the Pentagon, and I have two trailer truck loads of steel, and we need a place to put it.” I thought, “Oh, my goodness,” because I knew that we were going to need the steel. I said, “Call PenRen.” I don’t know what ever happened with that because he was going to bring it and give it to us. Many, many people donated time. They donated materials. One of the other people that I’ll recommend that you talk to is Linda Luczak. One of the projects that she is working on now is from the National Roofing Association. That association is going to be donating the roofing material and the labor. She knows all about that. She is the expert on that particular project, and I think that would be something that would be important to document.

Putney: What kinds of things in the construction area did people need right away? Sometimes just verbally a commitment was made for items. I had heard about flashlights. All of a sudden everybody needed a flashlight to get into certain areas. Home Depot had a person on site to just call over and order things.

Judd: One of the things was communications. We just did not have the communication supplies that we needed. NEXTEL set up a command center, and they would just give you the phones. On Saturday, after the incident, Bob Cox came to me and said, “You know, Nancy, we just cannot communicate. We need some NEXTEL phones because, not only can you use it as a phone, it is

also a two-way radio.” He said, “I’ve been trying and trying to get these. I just have not been able to get to the right person.” I said, “Well, let’s just call 411 and find out where NEXTEL is.” We sat there in his office and within an hour and a half we were able to go and pick up those phones, and they were programmed and ready for us to use. Communications was a big thing. Having hard hats was very important. We had to get those quickly. We didn’t have to buy a lot of these things. They were just made available. A lot of testing equipment was needed. Testing is going on twenty-four hours a day. We had to get a place for the people that were doing the testing. We set them up in our conference room, and they are still there. They were here practically twenty-four hours a day for the first three or four weeks. They were testing the air, testing for mold, those kinds of things, because we couldn’t let the people back in the offices until we were sure they were safe. They did air monitoring all over the Building. They test for asbestos and lead. They would do swipes and test samples all over the occupied Pentagon to see if the air was clean. They could identify the problem areas, and we could send in the crew and get it cleaned up. We needed a lot of heavy equipment to dry out the rooms—dehumidifiers—lots and lots of those. We went into a Navy area, and it was just really wet. We needed the dehumidifiers. All we had to say was we needed dehumidifiers, and all of a sudden they would be there, perhaps donated. There were all kinds of building supplies because we had to go in and get things ready for people—the carpet cleaning—those kinds of things, but almost anything that you could think of.

Putney: So your staff is on the front lines. If there is a need, people come to you because you are the contracting, and then you make it happen.

Judd: We try our best to make it happen. Contracting does not have always the most efficient way of getting things done. We are bogged down with regulations, and we have to follow the regulations—except in a crisis. For instance steel—it takes us 90 to 120 days to get a load of steel if we need it. Here it was just delivered. Phones—they had been trying to get the phones for weeks and weeks, even before the incident. Within an hour and a half we have the phones. Home Depot was really one that would bring out a lot of things. I didn't know that they had somebody on site, but I know that they brought a lot of building materials out. Another company that donated a lot was Aqua Cool for water. There is no telling how many gallons of water they donated during the first two or three weeks because they couldn't get in to deliver water. So what they did was brought it down to the RDF (Remote Delivery Facility). They also had some out in Camp Unity. They were the ones that really responded quickly. COSCO across the way brought a truckload of water. The churches. People just wanted to do anything that could be done. I'll bet I had fifty or seventy-five phone calls from construction contractors saying, "If you need us, we're there. We'll be there to help you any way we can." About two or three weeks before the incident, we had established some delivery-order type contracts for construction. We had awarded four, multiple award contracts—I think there was a \$20,000 guarantee that we would do that much work in a year for each one of the contracts. Those contracts saved us because we didn't have to call contractors in. All we had to

do was pick up the phone and give them a delivery order number and a “not-to-exceed” amount of money. They could have people mobilized out here within a few minutes. We have another contract in the Building with HITT Incorporated. They take care of our day-to-day construction projects that we don’t do in-house. Their response was phenomenal—“You just tell us what to do and we will be there.” Rip out carpet—take the humidity out of the air—dehumidify and dry it. You never realize just what damage can be done by mold. One day we were in a room and one of the safety people I was with said that there was mold in the room, and it was growing right above the baseboard. They showed it to me. The next day we went into the same room, and it was half way up the wall—different colors. It looked like a rainbow. It was amazing some of the things that I learned, but there always was a feeling of caring and concern. We want to make sure that we rip these walls out. This was space that was not occupied at the time. It was space that had been damaged and was not able to be occupied. They were very careful to make sure that we did all of the testing, that we did all of the cleaning before the people moved back in. It was a phenomenal time.

Putney: Do you have any lessons learned in your mind?

Judd: Lessons learned—I guess the lesson that we learned is that we need to have the plan where everybody knows where to go. Even though we were working on the plan—like the COOP. We would have had a quicker response if I had known exactly where my boss was going to be. Because I knew that he would need me. I knew that he would need my services. But it was just a coincidence that I found him, because, even though I had been to the COOP

planning meetings, we never had identified a specific place where everybody would go to in an emergency. Another thing that we learned a lesson on is that we need to be better prepared for communications. If we can't use cell phones, then we need to have something else that would work in its place. It was very obvious that the cell phones did not work that day. They were just almost useless. The ones that did work were the NEXTEL phones that you could use as a two-way radio. You couldn't necessarily use the telephone part of it, but at least you could communicate. I think we really need to work on a communications system.

I think DPS did a wonderful job. I don't think there is enough credit around that we could give to Chief Jester. The phenomenal amount of time—and they are still working. They are still working awfully long, hard hours. There are so many things that we can learn on the side of security. They definitely need more people, even though the military came in and helped, it took a few days. By that time his people were exhausted.

Probably communication is the biggest thing. We need a way to communicate, and we need a plan so that everybody knows where to go and what to do. I don't think it would have been as chaotic if people knew where to go and what to do. There is always going to be the first instinct—panic. I think if people would have known, "Okay, we go to lane 19. We rally in lane 19. We make sure that everybody is okay, and then we disperse to go home or to do whatever is necessary. I don't think there was enough information for people to go and do that. I think it was chaotic, and people just kept pushing farther and

farther. Some of the offices were not able to identify that they were all right for probably two or three days.

There is one thing that is real amazing to me. In the Pentagon, on a day-to-day basis, we have many, many custodial workers. On four of our floors, we use handicapped persons. We call them NISH contractors. These people have disabilities. We did not lose one custodial person. Every custodian was able to get out of the Building. They are all over. They are everywhere. God takes care of people. Many of the custodians don't speak very good English. They are here just doing their job and they don't speak or understand English very well. The only problem that we had was one that had a panic attack. He was taken to the hospital just for precautionary measures, but he was not hurt in the attack. We didn't have anybody hurt. Don't you find that amazing?

Putney: It's remarkable.

Judd: It is remarkable, because we see them every day. They are everywhere. At that particular time, I actually went down and talked to some of the project managers to see how they accounted for their people. They had a plan, but they accounted for every person before they left the Pentagon. I just thought that was amazing. When we started looking back to try to make sure that everybody was accounted for, we had, I think, 173 custodians in the Building that day.

One of the managers that I was talking to told me that she was standing there on her way to the impact area to check on a problem and ran into the person that worked in that particular area and stopped her. They were actually standing out in the center court talking—on their way to that area when the plane

hit—just amazing—just amazing. I'm sure that as you go through your interviews you are going to hear all kinds of stories. Our stories that we hear are not about the rescues. DPS, I'm sure, has hundreds of rescue stories to tell. But ours are about the day-to-day activities and how people reacted, and how we saw the community come together and everybody wanting to help. That was the change. When I walked in the Pentagon on the morning of the 12th, the people that were here—whether they knew my name or not, or whether they knew me or not, said, "We're glad you're okay. We're glad that you are here. We're glad to know that your office was okay." It is a traumatic time, but the people really came together.

Putney: Is there any final thought that you would like to add to this account?

Judd: I think that that probably just about does it. I wish I had brought my journal, because—and I may look back when I review it—look back in my journal to see if there is anything that I missed.

Putney: Even something like that would be part of the record itself—the handwritten comments.

Judd: Of my journal?

Putney: Yes. That would be a document. We're looking for documents. It is up to you, but yes, that would be perfect—dairies—because there usually is a lot more detail in something like that, and something that you might have forgotten otherwise—there it is written.

Judd: One thing more, there was an Air Force captain and his wife, on the day of the incident, who helped. They had no children of their own, but they helped with the children at the childcare center. I actually have their names. I called Bill

Davidson and gave him the names because they certainly deserve to be recognized. There were so many people, so very many people helping.