



U.S. Coast Guard Oral History Program

Attack on America: September 11, 2001 and the
U.S. Coast Guard

U.S. COAST GUARD ORAL HISTORY PROGRAM
Operation Noble Eagle Documentation Project

Interviewee: **Chief Marine Science Technician Daniel
J. Dugery, USCG**
Atlantic Strike Team

Interviewer: PAC Peter Capelotti, USCGR
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Q: Chief, I'd like to start off by asking you how long have you been in the Coast Guard?

MSTC Dugery: It'll be 26 years this August.

Q: That puts us, what, 1976?

MSTC Dugery: Correct.

Q: And right out of high school?

MSTC Dugery: Right out of high school, August 23rd.

Q: What kind of jobs have you had in the Coast Guard leading up to your work? How long have you been in the Strike Team and what led you here in your career path?

MSTC Dugery: I've been here for three-and-a-half years. I was due for a transfer to Marine Safety Office [MSO] Chicago when the previous Executive Officer [XO], who was one of my cadets when I was an instructor at the Academy, called and asked if I would like the job. I came in for an interview and obviously things led to my position here.

My career started out; from Boot Camp at Cape May I went to Nantucket Light Ship out of Boston, Mass. I put a couple of long hard years on that and from there to the Marine Science School. I

graduated as an MST3 [Marine Science Technician, Third Class] and was stationed at the Captain of the Port [COTP]/Marine Safety Office in Philadelphia. I put several years there and was transferred to the Coast Guard Research and Development Center at Avery Point in Connecticut. I did some good work in the Engineering Lab, which involved some underwater work, some synthetic line work etc. From there I was offered a job at the Academy as a Lab Technician and eventually as Assistant Instructor at the Marine Science Department. I took that for four years and made a lot of good friends. A lot of my cadets are now XOs and COs [Commanding Officers] that we are working for, which is a nice thing to see. From the Academy I went to Marine Safety Office Boston. I put a good tour in there and was transferred to Marine Safety Office Honolulu where I was married to a lady in the Navy who I'm still married to today, and then transferred back to Boston where I made Chief. I worked on the Third Harbor Tunnel project and several marine events; the 200th anniversary sailing of the [USS] *Constitution*, of which I was Project Coordinator for that. Then after a lot of fun in Boston I ended up here at the Strike Team, and from here I'll be going back to Boston for another tour and then I'll be retiring at 30.

Q: And then you're done. You're not going to go back to Honolulu for your last tour?

MSTC Dugery: No. A nice place to visit but I'm not an island person. I like to drive more than 20 miles in any direction.

Q: Right. I hear you. Ten days in Bermuda was it for me. Let's see, okay. Well that's terrific. So this must . . . you had just about seen it all, I would guess, before 9/11?

MSTC Dugery: A good chunk of it.

Q: Do you remember where you were that morning and what you were doing?

MSTC Dugery: Oh yes. That morning we were in the conference room over in the other building. We were sitting down going over the particulars for the upcoming Chief's Initiation that some of our personnel here had made E-7 and were going through their initiation. We were sitting in the conference room discussing it when the Operations boss; Lieutenant Linsky came in the room and said, turn the TV on. Something's happened in New York. The World Trade Centers have been hit by planes. We brought the TV online and just were transfixed, standing there staring at it. The realization quickly hit home that this was not an accident.

We immediately started mobilizing people. We had a class in progress; a HAZMAT [Hazardous Materials] class, and the people who were in the class weren't aware of this yet because we were still trying to figure out what our role was going to be. So we started mobilizing things around them and eventually they were brought up to speed. But that morning they were . . . I can tell you almost the exact phrase. I was talking about the scheduling of what time the people were supposed to get here when he walked in, and it still . . . I can almost see it in my mind's eye.

Q: These are people that you were going to call in? Do you remember . . . well you have a class there on hazardous materials and you've got the ultimate hazardous materials event happening in front of your eyes.

MSTC Dugery: Quite true.

Q: Do you know how this was broken to the class? Did somebody go in and tell them or was class stopped? I had the impression that it went on for a little while until it was stopped.

MSTC Dugery: It went on for a short time; about a half-an-hour longer, and then we brought one of the instructors that wasn't presently teaching out of the class and we said, we're going to stop the class

now, it's over. We explained why and he came in. They secured the class and then we brought the big TV monitors online and explained to the class what had happened. The video behind them was pretty self explanatory and it was shocked silence in the room until everything kicked in, and then everybody said, okay, we need to start getting equipment ready, and they went on to their jobs.

Q: And the folks who were in this class had skills before they got here, so you were able to use them for different roles?

MSTC Dugery: Right. What happened is we were holding a class, not only Coast Guard; from other Strike Teams and local units, but also other agencies. But many of them had to go to their jobs because of the fact that they were Emergency Responders. But we had plenty of well-trained help.

Q: What were your specific duties that morning as things got rolling?

MSTC Dugery: Well we broke into two teams. One was prepping equipment for response and the other half was prepping the unit since we had gone to THREATCON [Threat Condition] Bravo eventually, Alpha for a short time. We had to make sure our facility here was safe. So while they were prepping up the Command Post and the boats for departure and getting personnel ready, I was given a detail of personnel and we started checking the perimeter fence, rigging exclusion lightening, checking locks and making sure that the building itself; the facility, was secure.

Q: So even though you're on an Army base you're still responsible for the physical security of the Coast Guard facility?

MSTC Dugery: Exactly, and we were running lines and making sure generators were fueled up in case we lost power for any eventuality.

Q: And did you see . . . it's a peripheral question. Since you were around the facility, was there any kind of chaotic action here at the base?

MSTC Dugery: There was a lot of activity. I wouldn't so much call it chaotic, but there was more activity than normal. We had several thousand Army Reservists across the street from us that had already had that area bivouacked off, practicing for Kosovo. All the MPs [Military Police] that were running the perimeter fence were walking around with blue magazines indicting non-live rounds in their guns. The one thing I noticed was a Humvee rolled up, a Master Sergeant got out and walked over and spoke to them and all the blue magazines came out and live magazines went in. And security . . . basically those gates shut down and were locked up. That really hit home then. Things were not the same anymore.

Q: We were at war. When you secured the facility, when did you start to . . . well what were you doing after that?

MSTC Dugery: Well I went and made sure my personal gear was ready to go because we could leave at a moment's notice. I called my wife. She already knew something was up and she fully expected me to go. I made sure that all our personnel were taken care of; that anybody that had already left their families were okay, not only the responders going, but we have to make sure that the people at home are okay. I made sure the unit was ready to go. I made sure we covered any other eventualities. At that point in time the news about the Pentagon had come to light so we were wondering what else could happen. So we were making sure we had sufficient equipment and materials to handle, hopefully, any eventuality that would come up. Later on that evening I went home and I told my wife, I'll see you in a few weeks, and that morning; about two o'clock in the morning, I was enroute to New York.

Q: Uh huh. Who did you go up with to New York?

MSTC Dugery: I went up with a couple of other petty officers from the unit here. We went to Activities New York initially. I was working with their safety people setting up Site Safety Plans, decontamination for personnel, respiratory protection and things of that nature.

Q: And they knew that those were going to be a problem, or had been?

MSTC Dugery: Yes. With the amount of smoke and dust in the air that was a major issue.

Q: So you got up there in the middle of the night.

MSTC Dugery: Yes.

Q: What was the scene like and do you recall the scene? Could you see . . . one of the vessels that I've talked to said as they were coming into the city there was this sort of glow over the city because they came in around midnight? Do you have some of the same thing?

MSTC Dugery: We saw that coming up the New Jersey Turnpike.

Q: Did you?

MSTC Dugery: One of the things that struck me the most was after a certain exit - because they were shutting the tunnels down - there was no traffic. And we drove off . . . our vehicles were equipped with flashing red lights so we were able to drive on the breakdown lanes. But once we got up to where we needed to go, near Edison, it was just a lack of traffic; the fact that everything was re-routed around.

Q: So I guess that's the first time you've been on the New Jersey Turnpike with no traffic?

MSTC Dugery: Oh yeah, except in a snowstorm or something.

Q: Yes.

MSTC Dugery: But we got to Activities New York and we looked over at the skyline and I couldn't see it. All I saw was a red haze because of the amount of smoke in the air, and of course the amount of boat traffic was tremendous. I mean the boats were evacuating personnel and bringing materials in, just a constant stream of lights going back and forth.

Q: And they were coming back and forth between Manhattan and Fort Wadsworth?

MSTC Dugery: Staten Island.

Q: Yes.

MSTC Dugery: And the amount of traffic on the bridge is coming out. I mean everybody was trying to get out at once.

Q: Yes.

MSTC Dugery: But the activity on the base was bordering on chaotic, but – I don't know if this makes any sense – an orderly chaos.

Q: Yes.

MSTC Dugery: There were a lot of people running around but they all knew what they had to do. There were specific tasks. There were specific jobs, and they went to it. A lot of it was stockpiling of materials that might be necessary and making sure that we had enough berthing for people. One of my main jobs was to go on around and make sure that we had enough respiratory protection; face masks, cartridges, Tyvec suits, things of that nature.

Q: You were involved in air monitoring, and when did that start?

MSTC Dugery: About three days after I arrived at Battery Park. I was reassigned to Building Monitoring in the financial district around the actual Ground Zero area, or what became to be known as Ground Zero. We were going into office buildings; no power, no elevators, and we were checking the air quality, because the Stock Market . . . it was necessary to get the economy back on a stable footing. So we were clearing these buildings one day and then the next day we would bring in representatives from those companies to take out records, computer disks, and other things that they would need to get their operation back on line as soon as possible. Then eventually I went from that - about a week and a half later - I was detailed over to the EPA [Environmental Protection Agency] where we were actually doing air monitoring at Ground Zero on the debris pile to ensure worker and responder safety.

Q: I want to talk to you about that. First I want to take you back to . . . I've got a form here dated 15 September that you filled out, say about three o'clock in the afternoon: Arrived on scene and attempted to enter Merrill Lynch building at 222 Broadway. Due to the proximity to World Trade Center and intense construction recovery operations around the building, the team was not able to enter the building. Do you remember that? Were you trying to enter that for the folks at Merrill Lynch, or to help retrieve data?

MSTC Dugery: We were going to check the air quality in the building prior to allowing them in. Two sides of the building had debris up against it. It was almost splashed like sand on a beach, because I mean the material acted like a fluid as it was coming down the sides of the Towers. The other two sides had so much equipment operating around it I felt it was unsafe to attempt an entry. I didn't know what the structural stability of the building was, but we decided to come back later.

Q: You have here, exterior air, and then there are some figures. Could you explain those to me?

MSTC Dugery: Sure. Exterior Air: O₂ oxygen, 20.9 percent. That's normal oxygen readings. Carbon Monoxide: 4.0 parts per millionth. That's a tad elevated. That's - considering what we had going on and not more than a hundred yards away; burning debris still underneath the pile - that was actually a lot better than I thought it would be. Lower explosive limit is Zero. If we had any type of explosive atmosphere this would indicate the proper fuel or mixture and we would seal it. At that point if we were getting any readings I would start to get people out of that area because you don't know whether the ignition source may touch it off. And then finally Hydrogen Sulfide. One of the hazards with that is, it will sensitize all your all faculty senses; you won't be able to smell it anymore but it's still there and it will kill you.

Q: The Hydrogen Sulfide alone, it dulls your senses and can kill you.

MSTC Dugery: Yep, and that was also Zero. We were also looking for any safety issues - beams teetering off the sides of buildings, open gapping holes in the ground, things of that nature - so that our teams coming in behind us would be aware of them.

Q: When you did go into one of these buildings - there's one here that says GOV PX - Two World Financial Center; two rooms have broken glass, air monitoring satisfactory and very little dust, no electricity, entry personnel and workers must have escort to be able to walk up 26 flights of stairs - was

that fairly typical for the buildings that you were . . . well what was a . . . take me through one of these walk-throughs of a building.

MSTC Dugery: Well what we would do is if we had a building of over, say 20 floors, we'd break it into various sections and we'd take in several teams. For say, 40 stories tall, we would go in with two or more teams, break it into sections and we would go up to the highest floor we needed to go to and work our way down, and let gravity do the work for us. So what we would do is we'd enter the building with escorts, go up to the floor we needed to and do a survey using an air monitor around the common workspaces and then any closed spaces such as bathrooms, storerooms, etc., to make sure we didn't have any pockets of gas. They could either come in through the sewer system or possibly through damaged natural gas lines. We'd work our way down each floor staying in radio contact with the team above and below us if there was one.

Q: And how were you doing that?

MSTC Dugery: Radios. If the radios were not available we would have a set time to meet up in the stairwell. Say every 15 minutes one of us would go out in the stairwell and yell, hey, we're okay, we're all set, and we'd continue on. Luckily the radios worked.

Q: What kind of sites were you being greeted by in the buildings right around the World Trade Center?

MSTC Dugery: Well, when we were going up to the one at Two Financial Center we had to cut around the side of the debris pile - and this was when the initial work . . . this was one of the first days in there. One thing that sticks in my mind, and understandably so, is I scuffed something with my toe and I looked down to see that it was a human remain; a forearm, and noted it to one of the firemen, and he took care of it. But the fact that everything was gray. There was no color.

Q: And this was a body part that had come from the World Trade Center and flown into this building?

MSTC Dugery: No, it was actually on the way to the building.

Q: Yes.

MSTC Dugery: But everything around the building; all the bushes, the trees, the street, the park benches, everything had a uniform gray. I mean there was no . . . race had no place there because everybody was covered with dust so you couldn't tell what nationality they were. The street signs were gray. The ground was gray. The grass was gray.

Q: So this must have been like stepping into a science fiction movie?

MSTC Dugery: Stepping through a black and white picture.

Q: Right, Yes.

MSTC Dugery: And a bad one at that.

Q: Did you ever feel your senses under assault, not just emotionally, obviously because you've got this emotional situation, but in terms of just this monotone color of everything?

MSTC Dugery: I found it interesting more that disorienting. I was fascinated by the fact of all this debris. I was looking at it and I looked back in hindsight, and I was very analytical in my view of things. I think that was my own way of dealing with what I was seeing. I was analyzing what is was.

Q: What it was and what it had been.

MSTC Dugery: Yes. But when we got into the buildings, depending on how the damage was, on the lower floors there was more dust damage and water damage than anything else. But as we got to the sides of the building facing the World Trade Center there were broken windows. We found debris had come through the windows, through the office doors, and was embedded in the other wall. It threw some computer screens right into the bulkheads. The force of the material coming through this was terrible. At one point we came around a corner of an office space - and the ceiling had obviously; the drop ceiling had fallen in - and we came around the corner and looked and there was no floor. It was gone. Part of it had collapsed on the floor below as a result of debris coming in. One side of the building it was normal. There were coffee cups on the table. There was one conference room there were there were several coffee cups and papers laid out, and a pair of women's shoes sitting under the table as though they'd just gotten up from a meeting to go have lunch and thought they were expected back shortly. Then you'd go to the other side of the building that took the brunt of the damage and everything was just complete . . . just wiped to one side of the office.

Q: As an Environmental Response Leader you probably have to deal with, or you're prepared to deal with, certain types of oils on this scene and certain types of chemicals at another scene. But here you've got a situation where, at least from some of these lists that I see, at least for the first few days you were, if not guessing, or making educated guesses as to the smorgasbord of hazardous materials. I mean this list here: asbestos, PCBs, Freon batteries, water treatment chemicals, compressed gases, paint thinners, photo chemicals, fuel oil, gasoline, cleaning products, copier chemicals, medical waste, blood bank located in World Trade Center Five, drugs, laboratories, ammunition, airborne blood pathogens dispersed from victims in the collapse, plastics, foams, Vinyl Chloride, Hydrogen Cyanide, and so forth, and fire.

MSTC Dugery: All the hazards associated with combustion.

Q: Where do you start? Let me put it this way. Where do you start to protect yourself as you're wading through this? You are responsible for air monitoring part of the time. How do you monitor for . . . ?

MSTC Dugery: Well you start like an onion and you peel it one layer at a time. You start with, is there enough oxygen? Is there an explosive atmosphere? Well those are two eliminated right there . Things like Carbon Monoxide; the common stuff you would have during a fire. Then you work your way through another layer and you start looking for specifics. Like you'd set up pumps with filter samplers for the airborne particulates and send those in for analysis. You'd take grab samples of the air bulk samples and you'd send those in for analysis.

Q: What's the difference between a grab sample and a bulk sample?

MSTC Dugery: A grab sample would be just a quick taking of a sample into some type of cylinder or a bag. A bulk sample would be something sampled over a large area, taking an overall composite shot.

Q: Did anything concern you in those first few days that you were doing the monitoring, or what was your biggest concern?

MSTC Dugery: The biggest concern was worker's safety. There were a lot of people; incredibly well meaning, brave, resourceful people out there that were so fixated on finding their fellow firefighters, policemen, or just John Smith off the street, that their own safety became secondary. And one of the concerns I had was that they would, in their exuberance to do the right thing, they would hurt themselves.

Q: Did this cause problems at the work site?

MSTC Dugery: Personally I didn't have any problem with them because in my own way I was just as exuberant as they were. But because of our training here we hammer that home from day one about personal protection. I was basically just making sure that I wasn't bothering them. Making sure that they were wearing their respirators, their goggles and their hearing protection. Making sure that the air they were at was safe and getting the point across that, maybe you should move over here a little further.

Q: Yes. And you say at one point you were sampling the air inside the Trade Center itself, or in the wreckage pile?

MSTC Dugery: In the actual debris pile, yes, or setting up sampling stations all around the perimeter and on the pile itself.

Q: And whose responsibility was it to climb onto this pile and monitor the air inside of it?

MSTC Dugery: That was also the . . . I was working with the EPA on that. They had their own teams up there so I was just assisting them with that. One of the primary things was to make sure where we were going was safe.

Q: Right.

MSTC Dugery: Sampling was important, but not at the cost of the team. So we would touch base with the local fire and police on scene or the Emergency Technicians to find out where we could go, and then we would set up a station, dropping hoses down inside. At one point one of our other teams actually did go down inside the basement to do air monitoring with the self-contained breathing equipment on, because we didn't know what kind of oxygen content we had down there.

Q: Was there any moment or moments during these first few days, weeks and so forth, when you just took a step back and stared at this?

MSTC Dugery: Oh yes. The magnitude of . . . I mean you see the pictures on the TV. You see the articles in the magazines, and being that I was there I could see it from both sides of the candle. You see an 8x10 snapshot of the debris pile without seeing the peripheral of everything around it, and the pictures showed the maximum . . . I was looking at the minor, the tiny stuff. It was quite . . . you just kind of shake it off like a chill and keep going. It was something I hope to never see again, but I also know that if it were to happen again we would handle it with the same professionalism and the same abilities.

Q: Was there any point at which you felt . . . we suffered this attack, and in fact this huge response operation, that if we had suffered another attack of that similar magnitude that . . . were you afraid at some point that there was a breaking point where we could be overwhelmed in our ability to respond?

MSTC Dugery: No in hindsight no. I didn't even think about that. I was worried about another attack. I mean any war, if you will, starts with an attack and it goes from there. There was a point during the work where, when they opened up the air space, a jet had taken off and more than several people all stopped and watched the jet go by and with that apprehensive look on their face. Then they went right back to work. I never really thought about whether we could be overwhelmed.

Q: Can you recall your sense of what it smelled like? What were your other senses? What did it sound like? You know for a long time there were no airplanes in the air and I remember one of my senses in that first week was how quiet it was because you didn't have planes flying overhead.

MSTC Dugery: Yes - the first day in Battery Park we got off the ferry, we walked, we parked our vehicle at the Coast Guard base at Battery Park and walked in because we didn't want to burden the roads with anymore vehicles - it was the fact that there was no noise. I felt I was in a 1960's doomsday movie, if you will, on "The Day the Earth Stood Still," or whatever, standing in the middle of the square and there was nobody else around. They were all down at the World Trade Center. In Battery Park I felt like I was the only person on Earth for a moment, and then I quickly went to work. But the smell was acrid. It permeated everything. It took me a while to get it out of my uniforms.

Q: Did you ever nail down what that acridity was or what combination of things it might have been?

MSTC Dugery: About the only thing I can come up with was the burning material, plus other things under combustion, and the dust; that dry musty taste of the dust. But the one thing was the fact that you knew where you were without even seeing the sight of the disaster, because of the layer of dust and everything. It ranged from maybe a few millimeters thick to a foot thick on the buildings and on the cars parked within the area.

Q: Really? As you look back on this now - and its only a few months - are there any parts that you feel the unit might do differently next time, or areas that . . . you can't train obviously for a disaster like this. But I'm thinking about things like communications or technology, or training that you might peer into for events down the road?

MSTC Dugery: For next time some different instruments that have come out. Some better monitoring. A portable gas chromatograph would be nice for those of us who know how to use them. Respiratory protection was also a concern; getting a different type than what was out there. I personally prefer a full face vice a half face.

Q: Right. Now that you've heard these, what seems to be reports that the dust may have been finer and perhaps more dangerous, I assume that your faith in the full face mask is even more so now than . . .

MSTC Dugery: Well I'm concerned. I mean there were times where we weren't wearing our masks because we were changing out things. So yes, I was breathing some of this. I am concerned. I've noted it in my medical records and I have faith that the Coast Guard's medical system will make sure that that's kept an eye on.

Q: Yes. No sooner had you sort of taken a deep breathe from this, then the first reports started to circulate that somebody had died from Anthrax in Florida. Was it the sense of you and the unit that . . . someone had told me earlier that, you know, you'll see something on the news and you'll sort of have it in the back of your head that we're going to be there in 12 hours. Did you feel that way immediately, or did that sort of dawn that either the second wave or a separate attack or whatever it was, it was something that you were going to be involved in?

MSTC Dugery: Initially I thought that this was a second wave or part of this . . .

Q: The next shoe dropping.

MSTC Dugery: . . . the next shoe dropping. I knew the Gulf Team was probably going to respond to the one in Florida, but if there were going to be any other cases in our zone I was almost certain we were going to respond.

Q: And how did you feel? Is Anthrax something that was in your Operation Plan, or at least in your thinking before this?

MSTC Dugery: Coincidentally enough we were ramping up our weapons of mass destruction capabilities prior to this event, so we had some test kits. Anthrax, unfortunately, the test is . . . you need a good lab until the technology catches up.

Q: I noticed one of the comments from, it may have been Mr. Reinhart, was that one of the frustrations was that you guys were used to testing something and immediately knowing what it is, and here you've got a situation where you can't know immediately what it is.

MSTC Dugery: That's the problem with biologics.

Q: Is that a fairly general rule as opposed to chemical stuff, that you don't get an immediate readout on it?

MSTC Dugery: Right, because biologics take time to grow. If you're going to try to identify your pathogen you have to grow it in a median and then determine what you have. There are some new methods coming out which will speed that up to only several hours vice several days. With chemicals, the chemicals will react instantly to something. So you can get . . . if it turns something blue you know you have chemical "x". With biologics it's another story.

Q: The fact that this was a biological attack, or ultimately determined to be a biological attack, did not put you off at all? You've got to respond to it as a . . . is it considered a hazardous material or a WMD [Weapon of Mass Destruction]?

MSTC Dugery: Yes. Well everything is a hazardous material.

Q: Yes, I guess, Yes.

MSTC Dugery: It's just the source dictates whether it was an industrial chemical or a weaponized material, or whatever. The hazards are all the same. I know that my people have trained with the right equipment and the right technologies. I have faith in that they will be all right.

Q: Do you get a sense - and I've noticed . . . I don't want this to sound far fetched - that whoever sends something like this around is trying to defeat your ability to respond to it? Not necessarily personally, or even the unit, but perhaps the society's ability to defend it.

MSTC Dugery: Oh yes.

Q: Because you guys are obviously on the front lines of having to respond to these types of things, and there are clearly, now, as we know, people out there trying to spill whatever into the blood stream of this society.

MSTC Dugery: One thing I came to the conclusion of long before this event is that any attack of terrorism, that the second that it takes place they won. They succeeded in their goals. However, they succeeded in their goals but they did not succeed in hurting us. They made us stumble. They may make us falter a little bit. But the goal to bring us down is the one we cannot allow them to do, because at that point anarchy takes place and it's all over.

Q: Do you see a point where units like the Strike Team will defend as well as respond?

MSTC Dugery: As a National Theater of Battle or in . . . ?

Q: If you've got an opponent that's willing to, say, introduce chemical and biological and perhaps radiological components onto your living space, do you see yourselves working up strategies to defend against that?

MSTC Dugery: Yes. One thing about the Teams is we're very adaptive. The circumstances of the case; a normal hazardous material case will literally change minute by minute, so you have to be adaptable. I see no difference whether it's a deliberate act or an accidental incident. We'll adapt to the change of environment, and if that means adapt to the way we do things, then so be it. Adapting to potential for secondary devices. Somebody may be even targeting us specifically. We'll adapt to that. We'll make changes. Like any organization, you evolve. You change to meet the coming threats, and I think we'll do the same.

Q: Well Chief, thank you very much.

MSTC Dugery: Thank you.

END OF INTERVIEW

