

**National Park Service (NPS) History Collection**

---

NPS Oral History Collection (HFCA 1817)  
September 11, 2001 Oral History Project, 2001-2004



**John D. Schamp**  
**April 17, 2002**

Interview conducted by Janet McDonnell  
Transcribed by Unknown  
Digitized by Katy R. Kukulich

This digital transcript contains updated pagination, formatting, and editing for accessibility and compliance with Section 508 of the Rehabilitation Act. Interview content has not been altered.  
The original typed transcript is preserved in the NPS History Collection.

The release form for this interview is on file at the NPS History Collection.

NPS History Collection  
Harpers Ferry Center  
PO Box 50  
Harpers Ferry, WV 25425  
HFC\_Archivist@nps.gov

NATIONAL PARK SERVICE

SEPTEMBER 11TH ORAL HISTORY PROJECT

Interview with

*JOHN D. SCHAMP*

Deputy Chief, Field Offices Division

U.S. Park Police

Conducted by Janet A. McDonnell, Ph.D.

April 17, 2002

U.S. Park Police Headquarters Washington, D.C.

## START OF TAPE

- Janet McDonnell: It's April 17. I'm Janet McDonnell and I am here with Jack Schamp.
- John Schamp: Right. Jack Schamp. Deputy Chief of the Field Offices Division.
- Janet McDonnell: We're at the Park Police headquarters in Washington, D.C. Maybe the best place to start is just for you to tell me how you first became aware of the terrorist attacks on the World Trade Center.
- John Schamp: Well, on that morning, that Tuesday morning of September 11, I was here in my office and I was reviewing some of the intelligence reports for the upcoming World Bank/International Monetary Fund demonstration that was to take place here in Washington, D.C. on September 29. And that morning, I was going over to the crowd control training that we were providing to our officers.
- John Schamp: This is something that we always do. It's a refresher course. It ensures that the officers understand all of the commands, they have been taught these things prior, and that the sergeants understand the formations that we're going to be using for crowd control. In addition to foot patrol officers, the horse mounted officers work with them. And it's a very interesting training exercise to observe, because "how you train is how you play," as we say in the Park Police. And this particular demonstration was supposed to be very violent. But as a result of September 11, as you probably recall, the demonstration was canceled. And ironically, starting on the 19th, the IMF demonstration will be coming back to Washington, D.C. and we're now gearing up again for that.
- Janet McDonnell: Where was the training being held?
- John Schamp: It was being held over in Anacostia Park in southeast Washington. Are you familiar with that area over there?
- Janet McDonnell: Over by the aviation hangar?
- John Schamp: By the aviation unit there, we have large fields and we bring in the officers and the horses and put it all together, basically. But that was my plans for the morning when one of the officers who's assigned to the planning unit came in and said, "A plane just hit the World Trade Center." And they had the TV on down in the office. I left this office and went into the planning office and watching it on the television, and that's when the second plane hit.
- John Schamp: I knew a plane many years ago had hit the Statue of Liberty. I'd seen that in the news and figured, well, maybe another plane somehow got off

course and struck the World Trade Center. But when that second plane hit, we all knew that this was a terrorist attack.

John Schamp: And that's when we put everything into gear, all of our training, and plans for what we do in a crisis situation. We initiated what we call the chief's command post, and that's where we activate all of the telephones in the command post. We have a dedicated staff assigned in there. We have about eight televisions that we turn on and we're watching all of the major news stations. And we also have capabilities where our helicopter has a Downlink, which means they can fly over a demonstration or crime scene or whatever and directly transmit that photograph, not photograph but live pictures, right into the command post. So, all of that was initiated within just a matter of minutes.

Janet McDonnell: That command post, is that here in this building?

John Schamp: It's here in headquarters.

Janet McDonnell: What were some of the other things in the first 15-30 minutes? What were some of the other things you were thinking about?

John Schamp: Well, at the planning stage, itself?

Janet McDonnell: It's probably a little early for that maybe.

John Schamp: An alert was given to all of the units that there had been this attack in New York. We made some phone calls to New York. We were in touch with the New York field office. At that time, they were actually in route to Ground Zero. The officers from the New York field office responded to Ground Zero, itself, and were assisting immediately.

John Schamp: Several hundreds of people had escaped the debris from the two towers. You remember seeing all of the clouds of debris and the smoke. They went into a national park area called Federal Hall. And they were just trying to get away from the smoke and breathe some fresh air. And we had 200 to 300 people, I think, in Federal Hall. Those people were then kept in that building for their safety. At the same time, several of our marine units were involved in transporting people from Manhattan over to Ellis Island to get them out of there. Several things were just were going on that pertained to security once everybody knew that this was a terrorist attack.

John Schamp: When the third plane hit here at the Pentagon, we really knew that we were a targeted area, too. Our command post was operational, just about operational, when that plane hit the Pentagon. Our helicopter unit was up and, on the scene, almost immediately, was involved in MEDEVACS [medical evacuations], and we had motorcycle officers that responded

over. We didn't dispatch them. They just automatically went when they saw the huge explosion that went off. There again, nobody really knew what other shoe was going to fall at that time.

Janet McDonnell: When you had those very early communications with the field office in New York. Was there anything that they were telling you that they needed from the Park Police headquarters here, or from the Park Service in general? Or were they just telling you how they were responding?

John Schamp: They didn't request any assistance from us, and we couldn't have gotten anything to them anyway. They pretty well knew that. We both understood that our areas were targeted areas at that point. They closed down the Statue of Liberty. They closed down Ellis Island, evacuated everybody out of those areas. And the Statue of Liberty has long been an icon and one that we thought would be a targeted area for terrorists. And to this very day, we still believe that.

Janet McDonnell: When you went into the command post, I guess that's where you met with other Park Police leadership, I mean what—

John Schamp: Two things.

Janet McDonnell: Go ahead.

John Schamp: I was going to say, you had all three deputies were in the command post plus the staff that mans the command post. Mr. Carlstrom came over. And he is the regional director for the National Capital Region. And basically, when he walked over, he was surprised. He saw that we had everything already operational and he said, "You've got it." So, it made us all feel good when he said you've got it.

John Schamp: But at that point, we were then beginning to give direction to our operational officers and commanders to evacuate the memorials and the monuments, because those could be targeted areas, too. So, with those people being evacuated out and moved, at the same the Federal Government was basically evacuating their facilities and getting people out of the government buildings, which was a monster traffic problem for us.

John Schamp: What we normally do for AM traffic, we expedite traffic in the mornings and expedite traffic out, what we call traffic changes on Memorial Bridge. Rock Creek Parkway is a fine example. I'm not sure which way you come into work, but do you ever come in Rock Creek Parkway in the morning?

Janet McDonnell: No.

- John Schamp: Well, it's usually two lanes north and two lanes south. But in the morning, we make it four lanes south, and in the evening it's four lanes going back north. So, we decided to assist the city's evacuation of the federal employees and all of the employees from even private industry, if they were released, by initiating the PM rush hour traffic plan.
- Janet McDonnell: Was there an existing plan for that?
- John Schamp: It's logic to us. It just makes sense to us to do that. I mean if you have to evacuate the city, you have to get the cars out.
- Janet McDonnell: Would you talk a little bit about continuity of operations and maybe discuss it to the extent that you can? I realize that some of that is beyond the level of this interview, but is there anything you can tell me about implementing the continuity of operations plan?
- John Schamp: Well, you know that we were involved with the evacuation of the Secretary of the Interior and her staff. Initially, she had requested that our helicopter do that, but we're tied in with the evacuation of Cabinet members. That's one of the longstanding responsibilities of the United States Park Police and our helicopter unit and the officers that secure the landing zones for these helicopters. We did provide motorcycles and an escort vehicle to get the Secretary and her staff out of D.C. That also included some members of the President's Cabinet.
- John Schamp: There is a plan that's called Octagon, and that is where military helicopters are brought in. We secure the landing zones, and the entire Cabinet is loaded into these helicopters and they go off to a secure location. For whatever reason, those helicopters never arrived. And we were involved in motorcading those people out, also. The overall security plan for the White House was also implemented. And that's a standing order, an understanding that's between the U.S. Park Police, the D.C. Metropolitan Police, and the U.S. Secret Service. So those plans were implemented also. It has never gone to full scaled evacuation in my 33 years here with the U.S. Park Police. I guess the closest we ever had was probably back in 1970, when we had some major demonstrations here in Washington, D.C.
- John Schamp: You know it's like any good organized plan. There's always something that fails. And in this case, there was one minor failure, but we were able to respond and make the evacuation. It wouldn't be as quick as by helicopter, but we did implement that.
- Janet McDonnell: I'm certainly not asking you to discuss details. I am interested just in your overall perception of how effectively it was implemented, and it sounds like you're saying for the most part you were satisfied with it.

- John Schamp: Pleased. Yes, pretty well pleased with the, very pleased with the actions of the officers and the supervisors. They did what we expected them to do. They did what they're trained to do. In those types of situations, officers are individuals. They're on patrol as individuals, and they make traffic stops, and they're making arrests, but they also understand how to back up each other and work together. That's part of the training I was telling you that we were preparing for IMF. It takes a team effort. And this was truly a good team effort.
- John Schamp: But all that involves cooperation between the local police. I'm talking about Arlington, Alexandria, Fairfax County, all of the fire departments, all of the police departments, federal entities, such as the FBI and the Secret Service, all working with the U.S. Park Police and I was very well pleased. They brought up their command post. Metropolitan Police had a command post. The Secret Service had a command post. The Mayor's office had a command post. We ended up sending representatives from our agency to each one of those command posts.
- Janet McDonnell: Would you assess both the advantages and disadvantages to having so many command posts? Can you talk about both the pluses and minuses?
- John Schamp: The plus side is the exchange of information. And by having a force representative there from the Park Police and let's say something comes into the FBI command post, a possible threat, we'll get it to our troops a lot quicker. And vice versa, if we come across something, then that information is shared with the FBI or the Secret Service.
- John Schamp: Probably the downside is that when something like this occurs, there is a lot of information coming in. You don't know the source. You don't know how good the information is. Somebody receives a phone call that they're going to blow up the Lincoln Memorial. Where did this call come from? Is this a prank call? Things like that. And there were a lot of bomb threats that day that followed suspicious packages. Somebody left their briefcase and ran off. The next thing you know we're thinking it could be an explosive device. So, then we have to secure the area. Then we have to bring in the bomb dogs and just go through that whole routine. I mean for our own safety. There again, you fall back on your training.
- John Schamp: There is a move right now. Metropolitan [Police Department] was very big. They got a lot of money as a result of 9/11 to further expand their command center. Some of this money came about prior to 9/11 because of the International Monetary Fund and World Bank demonstrations where all of the involved agencies can have representatives there. And keep in mind the Metropolitan Police, they're the lead agency in the city. They have 3,000 police officers. A bulk of demonstrations occur on U.S. Park Police property because it's federal land that is open land. And that's where

large demonstrations can take place. So, we have a very good cooperative relationship with the Metropolitan Police.

John Schamp: I think that when you look at all of these different command centers, you're probably not going to see them coming together in one because I don't believe the FBI would want to be part of the Secret Service, and the Secret Service doesn't want to be part of the FBI. And the Metropolitan Police don't want to be part of the Park Police. Probably the only way you'd ever see a joint command center work is if there is a real true disaster and FEMA came in and it became a FEMA command post, where all of your support services, your fire, police, and rescue were all working with FEMA.

[Tape interruption]

Janet McDonnell: We're back on the record. Actually, what we were talking about, and I don't know if there is more of this that you want to get on the record, but the Incident Command System and the Incident Command Structure. You were talking a bit about how the Park Police is organized for that. And if you want to add a little bit more, fine. I do have one specific question, though, about the Incident Command Structure and the Park Police. In the Park Police after action report that I mentioned, there is a comment that the San Francisco field office has "a built in Incident Command System" and then the report goes on to explain that it's a 24-hour operation. And I wondered. I'm a novice at this. If you can explain how that's significant? What you mean by built in incident system and how the 24-hour operation is significant?

John Schamp: All of our operations have a built-in incident command. Within the United States Park Police, our rank structure, you always have no one less than at least the rank of lieutenant. There are sergeants, and then the patrol officers and detectives, horse mounted officers working. And if something goes down, you have your commander already in place with a support structure under him. What the National Park Service does with their incident command, they bring in their own command structure whereas ours is already in place. And what we do is whatever additional resources they need or personnel that they need, we then give it to that commander. That commander can then be relieved by a higher ranking official and as the incident grows, it might require someone with a higher rank to take over. If that commander is doing a good job, guess what? It's his or her job to do.

John Schamp: And that's how we train, too. We're working on the street on a 24 hour a day basis and that structure is with us. No one is out there alone.

Janet McDonnell: But the Park Service's Type-1 and Type-2 incident teams and special events teams, they have people with different areas of specialization, like



there might be an operations person and a logistics person. Does your incident structure provide for things like logistics as well?

John Schamp: If it's an extended operation like that, yes. It's already built in. That is correct.

Janet McDonnell: And communications?

John Schamp: Communications is part of that.

Janet McDonnell: And that brings me to the whole area of communications, particularly in the first 24 to 48 hours. I know that landlines were down in New York City, in parts of New York City, and here it was difficult to get landlines out. And I'd be interested in hearing you talk about some of the challenges of communications both with these other communication centers and with your officers in the field. Did you use Nextel?

John Schamp: Yes.

Janet McDonnell: Did you use dispatch radios?

John Schamp: Yes, besides our regular radio operations from the foot patrol officers and cruisers to our communications dispatch, many of our officers, detectives, supervisors, all have the Nextel as you mentioned. And this has proven to be a fantastic law enforcement tool. Not only is it a telephone, it is a two-way radio, basically. I mean I can key up somebody by name.

Janet McDonnell: I didn't realize that.

John Schamp: Oh, yes. I mean if I need to call somebody all I have to do is punch in the particular name of an individual and see where it says phone book?

Janet McDonnell: Yes.

John Schamp: It says "Select," I can call all of these various units. These are commanders, horse mounted commanders, lieutenants. That's the chief of police right there, aviation, criminal investigations branch.

[Nextel demonstration]

Janet McDonnell: So that was a major tool that you used.

John Schamp: Yes. This was very effective. Officers could deal with their supervisors. You can even be in the command post and somebody had a particular question they wanted to ask, like the deputy chief, they would just go

direct. They don't have to go landline on the telephone or anything like that. It's a good system.

Janet McDonnell: What about communicating with your field offices like in San Francisco?

John Schamp: That was all done by landline. And San Francisco in particular, there was not a major problem staying in touch with them.

Janet McDonnell: Would you talk a little bit about how you coordinated with those field offices? You talked about your very early communications with New York. But for example, did the New York field office go through the Northeast Region at all or did you coordinate directly with them? Just how did the system work?

John Schamp: They contacted directly with us. They did not go through the Northeast Region. They know that the command post that controls any incident was operational and all of the phone calls came directly into the command post. And those were recorded. Every call is recorded. And basically, a short statement as to what the topic was and what was discussed. But you've seen those in our timelines.

Janet McDonnell: Basically, giving you status reports and updates?

John Schamp: Information, yes, exactly. And anything that needed to be forwarded up to the Chief, in particular, or over to the Department of the Interior, over to the watch center, then we would at that point then transmit that forward.

Janet McDonnell: Who was your, where was your contact within Main Interior? I know Major Van Horn said that when he wanted to talk to Park Police, you were the person he called.

John Schamp: Yes.

Janet McDonnell: How did you [communicate]?

John Schamp: He frequently talked to me by the Nextel.

Janet McDonnell: I just don't mean the mechanism; I mean did you contact that watch office and keep them informed about what was going on?

John Schamp: Yes, we did.

Janet McDonnell: Did you do that through Major [Gary] Van Horn?

John Schamp: It worked both ways. He would get information and sometimes request additional information from me, for clarification more than

anything, because the watch office had, let's say they had, our dispatch, not our dispatch, but our command post had called the watch office and said that there was a suspicious package at the Washington Monument and that we were responding to it. And there was, maybe there hadn't been what they considered a timely follow up as to the result of, was that a bomb or did that just turn out to be somebody's briefcase. And he would call back and ask me a question like that, is there anything further on it? Of course, I could sit there and say, yes, because like I say I've spent many hours in there just listening and watching.

John Schamp: Sometimes there would be information that was occurring that pertained to basically intelligence issues that would not necessarily go into the command post but would come to me directly. And he would call me about that. Activities as to the location of where the Secretary was, because I think you are aware that the Park Police provide security for the Secretary of Interior. All that was being coordinated through the Office of Security and Management and Gary Van Horn was working very closely with Mr. Calvery at that time.

Janet McDonnell: Did you have both, I guess the quality and the level of intelligence information that you needed? I mean you indicated that you were coordinating with Secret Service, and with FBI, and all of those centers, so it's.

John Schamp: Yes, we had lieutenants and captains at their command posts. In addition to the Force representatives within the respective command posts, we have a detective assigned to the joint operation task force of the FBI for intelligence and we get a lot of good information directly that way. And then we would pass that information on to the DOI watch center, which—

END OF SIDE A

START OF SIDE B

John Schamp: You know, in the intelligence arena, if they don't know you, they won't talk to you, so you have an established rapport. And it's very difficult for somebody new to break into that bubble because you have to establish yourself as being one who doesn't divulge your sources of information in particular.

Janet McDonnell: And it seems like you also have to have the equipment that comes with it, like secure phone lines.

John Schamp: Yes, the secured phones, knowing who to call when you need good information. You don't find that in a phonebook. It's all through contacts and experience.

- Janet McDonnell: As I understand it was difficult to get that kind of information down to the parks. Sometimes the rangers felt that they didn't have the degree or the level of intelligence information about threats to their parks that they needed.
- John Schamp: Yes, I don't know if that's more of a perception. I don't recall any particular national park being threatened. You know, we knew that the Statue of Liberty, the icons that we have here in Washington, D.C., the National Mall, in addition to the U.S. Capitol Building. I mean there's no doubt I think in most people's mind that that plane that crashed in Pennsylvania was probably heading for the U.S. Capitol or possibly the Washington Monument. We'll never know, thank God. But you know, I don't recall any other threats to any particular national monument outside of Washington, D.C., New York of course, and the Golden Gate Bridge.
- Janet McDonnell: We were talking a bit about coordination with the field offices and you talked about New York. Maybe if we could turn to San Francisco for just a minute. Maybe you could talk to me a little bit about coordination between the field office and the Golden Gate [National] Recreation Area because I understand there was a little confusion there between them.
- John Schamp: Well, I'm not aware of any confusion per se. I do know that the Park Police in San Francisco worked very closely with the California Highway Patrol, the San Francisco Police, and Marine County Sheriff's Department. That's basically on the north side and San Francisco is on the south side of the Golden Gate Bridge. There's the bridge authority, which has its own police force. And all of these police departments interact daily, just like we do here in the Washington D.C. area, just like the Park Police interact with New York City police, and the Port Authority, and the New Jersey police up in their respective areas there in that field office.
- John Schamp: But when they realized that a terrorist attack could occur on the Golden Gate Bridge, the footings for the Golden Gate Bridge which is a state-run bridge, but the footings are on federal property, National Park Service property. So, we then realized that we had to ensure the security of the bridge foundation. I mean somebody could come in and plant an explosive device under the bridge. So, the officers, Park Police officers and supervisors, cleared construction crews that were working on one side of the bridge out and closed off all pedestrian access. And they went on 12-hour shifts and this was manned 24-hours a day. There were some threats to some additional buildings within the Presidio. The Presidio Trust, are you familiar with that?
- Janet McDonnell: Yes.

- John Schamp: They did provide some security for those buildings. They also, I think, had one or two bomb threats, but nothing came of those. So, what generally happened in San Francisco wasn't near the magnitude as here in D.C. and New York. Now if there is some confusion.
- Janet McDonnell: I guess I read somewhere that, some expression of a need for some sort of memorandum of agreement or understanding between the recreation area and the Park Police field office there. Or maybe it was with some of those other agencies involved, the need for some sort of understanding.
- John Schamp: We do have a memorandum of understanding with the Golden Gate National Recreation Area, even though it has expired. It's probably two years old, but we still follow it as if it were still active. Now that memorandum is going to be renegotiated here probably within another month or so.
- Janet McDonnell: Maybe that's what the reference was to.
- John Schamp: Could be.
- Janet McDonnell: And that sort of spells out the support that the Park Police will provide to the recreation area? Is that what the agreement does?
- John Schamp: Yes, it does.
- Janet McDonnell: Great. Great. I guess in the next category, I was just hoping to discuss some of the missions that your officers assumed, the security on the mall, the evacuation of key officials, and that kind of thing.
- John Schamp: Evacuating traffic from the downtown area.
- Janet McDonnell: Right. And actually, I made a note to myself to ask you. You used the term full scale evacuation. Was this considered, you mentioned it had been 33 years. Was this considered the first full scale evacuation in 33 years?
- John Schamp: It was close to it, yes.
- Janet McDonnell: I want to be careful about my terminologies.
- John Schamp: Because nobody knew when the next shoe was going to fall and where.
- Janet McDonnell: What were the challenges of trying to bring officers back into duty faced with that kind of traffic congestion?
- John Schamp: Interesting thing happened that day. Many, many officers, once they realized that this was a terrorist attack, just voluntarily came to work, or

called and said, "Do you want us to come in?" And of course, we said yes. And then the stations, station commanders then started calling their people in.

John Schamp: A plus to the Home to Work vehicle program, which means officers have cars that they can take home, their police cars. Rather than having that officer respond to their duty station, they were dispatched immediately to particular locations to assist with the traffic assignments that were needed. Rather than have them come back which would take, they're fighting the traffic, too. But when you're in a police car, it's a whole lot easier when you have red lights and sirens. So that turned out to be a real plus that day. And we were very, very pleased with the response from the officers, supervisors, I mean everybody was just rolling in. We did have a few officers who got stuck in airports. They were on travel and couldn't get back for 2 or 3 days. A lot of people got stranded like that. And they ended up renting cars and driving back.

Janet McDonnell: Do you have any sense of what percentage of officers are part of that program? I mean is it small?

John Schamp: It's a small percentage right now. It probably only involves no more than I would say 25 officers. But the program is slowly expanding as we get more vehicles that are available to assign to the Home to Work program. But, you know, as time goes on it will prove again, I'm sure to be a benefit.

Janet McDonnell: Was the Park Police adequately resourced for this response, resourced in terms of staff, funding, equipment?

John Schamp: Well, it's interesting. Personnel-wise we're probably down about 220 officers. It wasn't quite that bad last year before September 11.

Janet McDonnell: Down from when, a year ago?

John Schamp: Well, our staffing levels are down. And it's, a lot of people aren't looking for police jobs as they used to. Officers are leaving uniformed law enforcement and going to other agencies.

Janet McDonnell: The sky marshal program?

John Schamp: Well, back in those days it was more ATF [Bureau of Alcohol, Tobacco, and Firearms], that was the biggest stealer of our officers. Right now, we are, we can't compete with the money that's being offered by Transportation and Security for the air marshal program. Probably within the last two weeks I've had 6-8 resignations, from New York, mostly. I think one from San Francisco. But back on September 11, we'd been fully

staffed (?) It's always nice to be fully staffed, but I don't think anybody is ever completely fully staffed.

John Schamp: Resources, you know for an incident like that, I mean we had the cars and we had the officers, and the job was done. If we had, and we will have here soon an improved communications system, I think that will greatly enhance not only the 24-hour communications, but if there's an emergency or any major demonstration.

Janet McDonnell: You mean when this new [communications] center is completed?

John Schamp: Yes.

Janet McDonnell: So, did you feel like your police force was stretched thin at any point?

John Schamp: Yes. They went on the 12-hour shifts. We still have a task force out there right now maintaining increased security on the memorials and monuments here. The New York field office is on extended hours. Since September 11 we are in areas, National Park areas, that we never have been in before. This is the Manhattan Sites. And the boats that go to the Statue of Liberty now require that everybody goes through a magnetometer before they get on the boat. It used to be that you can take a boat to the Statue, the island itself, walk around the island all day long if you wanted to, but if you went into the Statue, then you'd go through a magnetometer for the first time. So that has changed. What that has done, it has increased additional needs for police officers, even though they use a private security to run the magnetometer, you always have to have a police officer there in case a gun comes through or somebody that is suspicious. It could require a contact with a police officer.

John Schamp: The same thing has happened here at the Washington Monument. We have to have two officers on duty now, one at the magnetometers and one at the Washington Monument just for the additional security needed there. So - that does take its toll on your staffing levels.

Janet McDonnell: So, at what point did you go back to, you mentioned there was still this special team providing additional security. But for the rest of your officers, at what point did you go back to the normal schedule?

John Schamp: We probably, I hate to have you quote me on this. It seems like we went back to 8-hour shifts here in Washington, D.C., it seems like it was maybe February.

Janet McDonnell: That's something I can check out. How did the response and the diversion of these resources to responding to, you know, potential additional threats,

how did that effect the Park Police's other day-to-day operations and responsibility?

John Schamp: It slowed down some of our response time because we didn't have as many officers out on the city streets, out on those parkways, patrolling those parks that we have.

Janet McDonnell: I would imagine.

John Schamp: I don't think it eroded too much the quality of the services we provided. If there is ever an emergency, the sky falls out, the police officers and... What really suffers is the specialized patrols, because when you have officers dedicated to security around memorials and monuments, it requires more officers. The same time you're still providing the basic beat covers. But what suffers is that horse mounted officers aren't always riding their horses and providing patrols on those horse trails. You have what we call crime patrol officers who are your undercover officers that are out every day looking for people breaking into cars, any type of assaults and things like that. They're not there because we've had to put them into uniform and they're working fixed post somewhere. So that does affect the overall police operation and the services that we provide.

Janet McDonnell: As I understand it there was no designated emergency funding authorization at least generally in the National Park Service. Is that true for the Park Police? Is there a pot of money for emergency response that you can tap into? And if not, what was the impact of that?

John Schamp: Well, prior to September 11 of last year, the Park Police and other parks when they have an unplanned incident have to apply for what is known as emergency law and order funding. And there's a process where you make application. It goes through the regional director up to the Washington office of the National Park Service. And that's only good for \$250,000, which we did apply for, and we were funded through the National Park Service for the services that we were providing. Right now, Congress has provided about \$25 million for terrorism. And so, anything related to terrorism would come out of that. So, the overtime moneys that we're now currently spending to provide increased securities around the memorials and monuments here in D.C. and in New York would come out of those terrorism funds provided to us by the Congress.

Janet McDonnell: There's been quite a bit in the news over the months about the District of Columbia developing, the Mayor developing a new evacuation plan for the city. The city took a lot of heat by not having a plan in place to get people out more quickly and I wondered if the Park Police was involved with the city in that planning?



- John Schamp: Yes, we were. I personally was not, and I can't give you any great details on it. But you know, most of our, if you look at the bridges like Memorial Bridge, it's a major route in and out of Washington, D.C. Rock Creek Parkway, which is one of our roadways, is a major route, along with the Suitland Parkway and the Baltimore Washington Parkway. And all of that was coordinated between the National Park Service.
- Janet McDonnell: They couldn't very well develop a plan without including you folks, it sounds like.
- John Schamp: That's correct.
- Janet McDonnell: Well, we're winding down here, but it occurred to me - we looked at this wiring diagram that I had earlier. And before we turned the tape on you noted the fact that at the time of September 11 attack, the position of chief of police was vacant, and that you and the other two deputy chiefs rotated in the position. And I guess this is the real basic question, who was in charge?
- John Schamp: During that particular event for September 11, it was Deputy Chief Winkle. He was the acting chief.
- Janet McDonnell: And did the directions, guidance come more from Terry Carlstrom, or did it come more from the director of the Park Service's office?
- John Schamp: For what we did? It was all internal. It was all by the three deputy chiefs.
- Janet McDonnell: Okay, making those decisions without, about how to respond to different situations.
- John Schamp: Like I said earlier, when Mr. Carlstrom came over and saw we were up and running with our command post, he said, "You've got it."
- Janet McDonnell: That's quite a mandate. Again, to finish up here. We covered a lot of ground on various topics, but if you would talk about what was the greatest challenge for you, either the greatest challenge for you in this response personally or for you and your officers as part of the Force?
- John Schamp: Probably the biggest thing was the unknown, not knowing if there was another attack coming and where it was going to be. Our monuments and memorials are obvious targets. How do you stop an airplane? As I stated earlier, when is the next shoe going to drop? Always what comes to mind is the drain on the officers working extended hours, no days off. How long can you keep up the level of alertness for their own protection and to protect that particular site that they're assigned to? These are all concerns that all of the chiefs had. We gave them food. We fed them. We tried to

revive them with adequate breaks. And later as this extended, [we] started rotating them through to break up the boredom to keep that level of alertness up.

John Schamp: But probably just the fact that you didn't know what was going to happen next. And we would sit and talk about possible scenarios of things that could happen. You know, the anthrax issue came up. Are we properly equipped with the chem bio? Those are things that concern every police manager, to ensure the safety of their officers, because police officers and fire fighters, EMTS, are the first responders. They're going to be your first casualties, too.

Janet McDonnell: Is there anything you would have done differently?

John Schamp: In retrospect, no. I think we basically followed our training based on experience and internal police gut feeling, to do what's right.

Janet McDonnell: I think I mentioned earlier that I had spoken to some of the officers in the aviation unit, and it seemed like each one sort of said, "well, you fall back on your training and you fall back on those relationships you established with people in other agencies." And it seems like you're sort of saying the same thing.

John Schamp: Same thing, pretty much.

Janet McDonnell: Well, sort of the flip side of that - What worked particularly well? I mean what really stands out in your mind as, "hey, we got this down." Maybe it was just pride in your officers, however you want to approach that question.

John Schamp: I think the professionalism of the individual officers came forth. Total sacrifice. We'll do whatever has to be done. Everyone recognized what had happened. I think like most of us, I was totally shocked to think that this had occurred. I mean you always think something could easily happen here in the Nation's Capital. Reservation One is the White House, belongs to the National Park Service, that that would always be a target, just like the Washington Monument. In all of my years of being here in D.C. we know we're always looking for vehicle bombs and people possibly trying to detonate a device by dropping a package at one of the memorials, but we never dreamed of a commercial aircraft flying into structures, the Pentagon, the World Trade Center.

John Schamp: I'll tell you one thing. It showed just how vulnerable this country is. And to this day, I don't think we've done near enough to secure our airports, to secure our borders, in general. Just the fact that, I don't think we have mobilized as quickly and concisely as we should be doing. And I think

we're still very vulnerable to any threat. There's not a whole lot that you can do with officers when an airplane is coming in. They become victims too. Yes, I think just the fact that I was just shocked. I don't know how many times I sat in the command post and, like I said, we have all of these. I can take you in there and show you the room if you want – but all of these televisions around, I'm sitting there and watching for hours that plane into the tower over and over and over again.

END OF SIDE B

START OF TAPE TWO

Janet McDonnell: We were just talking about some of your impressions and the positives of what you saw in this operation. And I didn't want to leave without asking if the September 11 response has changed the way you view your job at all?

John Schamp: Yes, it has in that you start looking at the other possibilities that occur. And as silly as this might sound, right outside here at headquarters is a main track from Virginia into Washington, D.C. for local railroad cargo. I mean you could probably ship an atomic device right into this town. Be imaginative. You don't have to try to commandeer an airplane anymore, a commercial aircraft. They could do it through railroads.

John Schamp: You had mentioned the suicide bombers. Just yesterday we had a demonstration here in town that was pro-Israeli. And look at the issues between the Palestinians and the Israelis right now over the occupied lands, and the use of suicide bombers by the Palestinians to kill Israelis. That demonstration would have been a good opportunity for somebody, who is willing to give up their life, to go in and kill as many American Jews as they possibly could. I mean we had at least 20,000. And there's, other than you see people that look suspicious and they have backpacks on or maybe they have them under their shirts or things like that, it's almost impossible to spot them. And you look at the security efforts that the Israelis have implemented over in their country and they can't stop them. So...

Janet McDonnell: Do you think the way the American public, particularly the American public here in Washington and in New York, the way that they view the Park Police has changed at all?

John Schamp: Yes, I think that has improved the image of Park Police. Clearly, the Department of Interior has a better understanding of what we can do.

Janet McDonnell: What gives you that sense? Can you be specific about that?

- John Schamp: When you look at what we did on our own initiative to secure the memorials and the monuments, to ensuring the security of the Secretary of the Interior and getting key members of her staff out. And when the helicopter wasn't available because it was involved with the MEDEVACS [medical evacuations] and also involved in doing security around the White House, working with the U.S. Secret Service program, the motorcades were employed.
- Janet McDonnell: And it was also a Park Police officer who helped Fran Mainella, Director Mainella, get out of town as well.
- John Schamp: That's correct. The director, the Secretary of Interior, and like I said key members of the staff, the deputy secretary, Mr. Griles, he was one of those we helped out. And like I said earlier, that includes members of the President's Cabinet we also assisted.
- John Schamp: For such a small department that we are, it amazes me all of the little places that we are and things that we have done, that we do over the years. I know, when you're in a city like Washington, D.C., it's absolutely amazing as to the interaction that we have with the Capitol Police and the Metropolitan Police, a very good cooperative effort. I don't know a whole lot of area police departments that, talking about other areas in the nation, that have that same cooperation. You have federal entities, like the Park Police, working closely with municipal like the Metropolitan Police and county departments in Maryland and Virginia, Prince Georges County, Montgomery County, Arlington, Alexandria, Fairfax.
- Janet McDonnell: Do you think the September 11 response might lead to greater cooperation between the Park Rangers and Park Police? I won't ask you to go back over any of the ground you covered earlier. Since we're on the record now.
- John Schamp: The Park Police officers and the rangers have always worked well together whenever they're called in on a particular incident. I mean I went up for the Republican National Convention up in Philadelphia and we worked very closely with the rangers there, and with the Philadelphia Police, and the Pennsylvania State Police. So, I mean it's tried and true it can be done and has been done and it will be done in the future.
- John Schamp: We'll be working with the Rangers here this weekend for the upcoming IMF demonstration. It's just, the differences between the rangers when it comes to working a law enforcement issue are little if none, in my eyes. It's to provide protection and allow people, if it's a first amendment right demonstration, to exercise those rights given to them under the Constitution as long as they're orderly and not causing anybody harm or destruction to property. That's why we're there, to assist them anyway we can.

Janet McDonnell: And I suppose the more you learn about how each other operates in events like this, the better it will be.

John Schamp: Right. What we have been doing, we've been bringing in rangers from this region, the National Capital Region. They've been training with us in riot control. They have been down, their supervisors have been working with us on demonstrations, to see how we handle a demonstration. That has been a progression. And as they've seen and worked with us, we have been incorporating them into how we do things. So, it's a good effort. It really is.

Janet McDonnell: That's great. Now you have some documents there and I just wondered.

John Schamp: Got some documents I'd like to give you. Here, this was in the morning report. Did you happen to get this review that was put out?

[Refers to printed documents]

Janet McDonnell: No.

John Schamp: You can have that. This I think is pretty well inclusive. It's basically talking about the evacuation of key government officials, what we did with the Secret Service, closures around the memorials and the monuments.

Janet McDonnell: Now I would presume that there was a pre-existing plan as to who would go where. I mean you touched on that briefly, but just that there is a plan like, which Cabinet members and where you go?

John Schamp: Yes. You'll see a reference in here to Octagon. That's what the plan is. It's the Octagon plan. Here it is right here. There is also, I attached some of the timelines for New York. There is one in here for San Francisco, too, I believe. Remember I told you they just kind of do little blips? But this is pretty inclusive. You're talking about lessons learned. You'll see some references here to, let's see, this Managing Risk and Public Safety is Steve Calvery's shop basically now. They have now changed, well, Managing Risk it still has that name, but Steve is now the chief of Law Enforcement and Security. That was part of the reorganization of the Department of Interior. Are you familiar with that?

Janet McDonnell: No. Was that in the works before September 11?

John Schamp: Yes. I think September 11 sort of gave that a little more clout. Here's just a little email that Major [Gretchen] Merkle sent me. She's my major in San Francisco. Just sort of an update of what they were doing.

Janet McDonnell: Actually, that just sparked a question. Did you feel that there had been an increased emphasis on the Park Service's law enforcement mission under Director Mainella, even before September 11? Certainly, it seems there has been an increased emphasis since September 11. Did you sense that before?

John Schamp: Well, I guess I'd have to say that Mr. Murphy has been designated by Director Mainella basically to coordinate the law enforcement of the U.S. Park Police and the Rangers. And a lot of this came out as a result of a study done on the U.S. Park Police, the ICP study done on the rangers that shows some of the inadequacies within both of those organizations. And he has since formed a task force, a law enforcement task force, to look at all of the studies.

John Schamp: One of the complaints is that all of these studies are mandated by Congress or by Director or Secretary of Interior, they're done, and then they just sit on somebody's shelf. Okay? And I can almost tell you that it's true because I haven't seen anything come out of it.

[Tape off]

Janet McDonnell: So, are you -?

John Schamp: I'm hopeful.

Janet McDonnell: I was going to say, is the word hopeful, hopeful that there might be some real change going on?

John Schamp: Hopeful is the word. Yes, and I think so. And part of the mandate is to incorporate more of the ranger skills and the Park Police skills because we are the two law enforcement arms of the National Park Service. We have very similar missions, but we are distinct in what we provide. The Park Police provide that urban law enforcement as any other city police. The skills that are used, they're very similar things are happening in parks. It's just that ours are training, happening in cities. The frequency is usually more. And the types of patrols that we give, provide, are basically different with those few exceptions that I have mentioned, like Yosemite National Park. I'm talking about basically on the floor of Yosemite, not in the outlying areas around it.

John Schamp: There's a lot of optimism within the Park Police about, our facilities hopefully will be improved, our communications, money provided to improve our communications, money being provided so we can hire officers to fill the vacancies that we have. These are things that are lacking. Rangers are facing the same issues. They don't have enough

rangers. One of the studies that they did, the ICP study, said that they're 615 rangers short. So, I mean, it's service-wide, it's not just the Park Police.

Janet McDonnell: It sounds like it's a commitment to actually put some resources behind change, [rather] than just studying the problem.

John Schamp: I think we know the problem. We just need to have the moneys to improve the hiring programs, recruitment. Diversity is very important to both the rangers and to the Park Police. There has to be a stronger effort made in that area. Facilities for rangers and Park Police need to be upgraded. All of this is going to take a large amount of money. It's going to take a lot of time, too. One of our more recent evaluations on our hiring is that it will take us 7 years to come up to full strength. Now we are exploring avenues right now to speed that process up to where we can maybe get it down to about 3 years.

Janet McDonnell: And what is full strength? Do you have a figure?

John Schamp: The Park Police will tell you that full strength for us is 806. The rangers, generally, I think they're running in the neighborhood of, I'm talking about full time rangers, around 1,500, but their numbers are down. Greatly down.

Janet McDonnell: Well, were there, are there any other documents?

John Schamp: You know, when you look over some of those papers and you start tying in what the Park Police were involved in up in New York, the Secretary of Interior presented the officers in the New York field office with a unit citation. So, there is that citation.

[Continued reference to documents]

Janet McDonnell: That's good to have.

John Schamp: Those people that were leaving the collapsed towers, many of them went into the Federal Hall Monument and here is what a couple, a sergeant, one of our officers, did to help those people. I just pulled this. We communicate with our officers at roll call. We do video tapes. Some have email. Hopefully in the future it will be force wide, that each officer has an individual email address. But we put out weekly bulletins that talk to our officers about upcoming events, or there's been a death on the force, or somebody had a baby. I mean its good things and sad things. Changes in our general orders, these are our "bibles." These tell us what we can do. This is what we follow. And if you ever have a question on how to handle anything, it's in these two books.

Janet McDonnell: The general orders.

John Schamp: The general orders. So, if there's a change to a general order then it comes out in what we call the Weekly Bulletin. But in addition to that, they have this publication. It's basically referring to safety, but I just thought you might want to see, this is what was put out to the force in reference to 9/11 just thanking them for the good job that they did. It's here and on the second page here at the bottom where it says chief. Here's a thing in reference to the fire fighters and police officers from New York.

Janet McDonnell: I know they have photographs up in New York and I know that aviation.

John Schamp: From the Pentagon?

Janet McDonnell: Yes, they showed me some video footage and I just wondered if the command post or anyone here in headquarters building collected any photographs from the Washington area?

John Schamp: Well, that's a good question. We got several of the photographs from the New York field office. And earlier I was looking to see where I had put them, and so far, I haven't found them. I guess I can check with our planning and development unit and see if they have something for you. I know New York has them.

Janet McDonnell: Right. And I can get.

John Schamp: Major Wilkins, was down here. He came in with probably a stack, maybe a good six inches tall, with photographs that they had taken.

[Tape off]

Janet McDonnell: Well we've covered a lot of ground and unless there's something that I've neglected to ask, maybe this would be a good point to [end].

END OF TAPE