

# Pentagon

Mark Joseph Mongilutz

**The Pentagon** Steve Vogel, 2008-05-27 The creation of the Pentagon in seventeen whirlwind months during World War II is one of the great construction feats in American history, involving a tremendous mobilization of manpower, resources, and minds. In astonishingly short order, Brigadier General Brehon B. Somervell conceived and built an institution that ranks with the White House, the Vatican, and a handful of other structures as symbols recognized around the world. Now veteran military reporter Steve Vogel reveals for the first time the remarkable story of the Pentagon's construction, from its dramatic birth to its rebuilding after the September 11 attack. At the center of the story is the tempestuous but courtly Somervell—"dynamite in a Tiffany box," as he was once described. In July 1941, the Army construction chief sprang the idea of building a single, huge headquarters that could house the entire War Department, then scattered in seventeen buildings around Washington. Somervell ordered drawings produced in one weekend and, despite a firestorm of opposition, broke ground two months later, vowing that the building would be finished in little more

than a year. Thousands of workers descended on the site, a raffish Virginia neighborhood known as Hell's Bottom, while an army of draftsmen churned out designs barely one step ahead of their execution. Seven months later the first Pentagon employees skirted seas of mud to move into the building and went to work even as construction roared around them. The colossal Army headquarters helped recast Washington from a sleepy southern town into the bustling center of a reluctant empire. Vivid portraits are drawn of other key figures in the drama, among them Franklin D. Roosevelt, the president who fancied himself an architect; Secretary of War Henry L. Stimson and Army Chief of Staff General George C. Marshall, both desperate for a home for the War Department as the country prepared for battle; Colonel Leslie R. Groves, the ruthless force of nature who oversaw the Pentagon's construction (as well as the Manhattan Project to create an atomic bomb); and John McShain, the charming and dapper builder who used his relationship with FDR to help land himself the contract for the biggest office building in the world. The Pentagon's post-World War II history is told through its critical moments, including the troubled birth of the Department of Defense during the Cold War, the

tense days of the Cuban Missile Crisis, and the tumultuous 1967 protest against the Vietnam War. The pivotal attack on September 11 is related with chilling new detail, as is the race to rebuild the damaged Pentagon, a restoration that echoed the spirit of its creation. This study of a single enigmatic building tells a broader story of modern American history, from the eve of World War II to the new wars of the twenty-first century. Steve Vogel has crafted a dazzling work of military social history that merits comparison with the best works of David Halberstam or David McCullough. Like its namesake, The Pentagon is a true landmark.

*The Pentagon* Alfred Goldberg, 1992

**Victory On The Potomac** James R. Locher, 2002 War is waged not only on battlefields. In the mid-1980s a high-stakes political struggle to redesign the relationships among the president, secretary of defense, Joint Chiefs of Staff, chairman of the Joint Chiefs, and warfighting commanders in the field resulted in the Goldwater-Nichols Act of 1986. Author James R. Locher III played a key role in the congressional effort to repair a dysfunctional military whose interservice squabbling had cost American

taxpayers billions of dollars and put the lives of thousands of servicemen and women at risk. Victory on this front helped make possible the military successes the United States has enjoyed since the passage of the bill and to prepare it for the challenges it must still face. Victory on the Potomac provides the first detailed history of how Congress unified the Pentagon and does so with the benefit of an insider's view. In a fast-paced account that reads like a novel, Locher follows the bill through congressional committee to final passage, making clear that the process is neither abstract nor automatic. His vivid descriptions bring to life the amazing cast of this real-life drama, from the straight-shooting chairman of the Senate Armed Services Committee, Barry Goldwater, to the peevishly stubborn secretary of defense, Casper Weinberger. Locher's analysis of political maneuvering and bureaucratic infighting will fascinate anyone who has an interest in how government works, and his understanding of the stakes in military reorganization will make clear why this legislative victory meant so much to American military capability. James R. Locher III, a graduate of West Point and Harvard Business School began his career in Washington as an executive trainee in the Office of the Secretary

of Defense. He has worked in the White House, the Pentagon, and the Senate. During the period covered by this book, he was a staff member for the Senate Committee on Armed Services. Since then, he has served as an assistant secretary of defense in the first Bush and the early Clinton administrations. Currently, he works as a consultant and lecturer on defense matters.

*House of War* James Carroll, 2007-06 An analysis of the Pentagon, the military, and their vast, frequently hidden influence on American life argues that the Pentagon has, since its inception, operated beyond the control of any force in government or society.

The Pentagon Tamara L. Britton, 2010-09-01 Describes the design, construction, history, and renovation of the Pentagon, the headquarters of the Department of Defense, as well as the terrorist attack on it on September 11, 2001.

**The Pentagon's New Map** Thomas P.M. Barnett, 2005-05-03 Since the end of the Cold War, America's national security establishment has been searching for a new operating theory to explain how this seemingly chaotic world actually works. Gone is the clash of blocs, but replaced by what?

Thomas Barnett has the answers. A senior military analyst with the U.S. Naval War College, he has given a constant stream of briefings over the past few years, and particularly since 9/11, to the highest of high-level civilian and military policymakers-and now he gives it to you. The Pentagon's New Map is a cutting-edge approach to globalization that combines security, economic, political, and cultural factors to do no less than predict and explain the nature of war and peace in the twenty-first century. Building on the works of Friedman, Huntington, and Fukuyama, and then taking a leap beyond, Barnett crystallizes recent American military history and strategy, sets the parameters for where our forces will likely be headed in the future, outlines the unique role that America can and will play in establishing international stability-and provides much-needed hope at a crucial yet uncertain time in world history. For anyone seeking to understand the Iraqs, Afghanistans, and Liberias of the present and future, the intimate new links between foreign policy and national security, and the operational realities of the world as it exists today, The Pentagon's New Map is a template, a Rosetta stone. Agree with it, disagree with it, argue with it-there is no book more essential for 2004 and beyond.

## **The Pentagon and the Art of War Edward Luttwak,1985**

Firefight Patrick Creed,Rick Newman,2008-05-27 Amid all the stories of tragedy and heroism on September 11, there is one tale that has yet to be told—the gripping account of ordinary men and women braving the inferno at the Pentagon to rescue friends and co-workers, save the nation’s military headquarters, and defend their country. Pentagon firefighters Alan Wallace and Mark Skipper had just learned the shocking news that planes had struck the World Trade Center when they saw something equally inconceivable: a twin-engine jetliner flying straight at them. It was American Airlines Flight 77, rushing toward its target. In his Pentagon office, Army major David King was planning a precautionary evacuation when the room suddenly erupted in flames. Arlington firefighters Derek Spector, Brian Roache, and Ron Christman, among the first responders at the scene, were stunned by the sight that met them: a huge flaming hole gouged into the Pentagon’s side, a lawn strewn with smoking debris, and thousands of people, some badly injured, stumbling away from what would become one of the most daunting fires in American history. For more than twenty-four hours, Arlington firefighters and



other crews faced some of the most dangerous and unusual circumstances imaginable. The size and structure of the Pentagon itself presented unique challenges, compelling firefighters to devise ingenious tactics and make bold decisions—until they finally extinguished the fire that threatened to cripple America’s military infrastructure just when it was needed most. Granted unprecedented access to the major players in the valiant response efforts, Patrick Creed and Rick Newman take us step-by-step through the harrowing minutes, hours, and days following the crash of American Airlines Flight 77 into the Pentagon’s western façade. Providing fascinating personal stories of the firefighters and rescuers, a broader view of how the U.S. national security command structure was held intact, and a sixteen-page insert of dramatic photographs, *Firefight* is a unique testament to the fortitude and resilience of America.

**The Pentagon, Climate Change, and War** Neta C. Crawford, 2022-10-04 How the Pentagon became the world’s largest single greenhouse gas emitter and why it’s not too late to break the link between national security and fossil fuel consumption. The military has for years (unlike many politicians)

acknowledged that climate change is real, creating conditions so extreme that some military officials fear future climate wars. At the same time, the U.S. Department of Defense—military forces and DOD agencies—is the largest single energy consumer in the United States and the world’s largest institutional greenhouse gas emitter. In this eye-opening book, Neta Crawford traces the U.S. military’s growing consumption of energy and calls for a reconceptualization of foreign policy and military doctrine. Only such a rethinking, she argues, will break the link between national security and fossil fuels. *The Pentagon, Climate Change, and War* shows how the U.S. economy and military together have created a deep and long-term cycle of economic growth, fossil fuel use, and dependency. This cycle has shaped U.S. military doctrine and, over the past fifty years, has driven the mission to protect access to Persian Gulf oil. Crawford shows that even as the U.S. military acknowledged and adapted to human-caused climate change, it resisted reporting its own greenhouse gas emissions. Examining the idea of climate change as a “threat multiplier” in national security, she argues that the United States faces more risk from climate change than from lost access to Persian Gulf oil—or from most

military conflicts. The most effective way to cut military emissions, Crawford suggests provocatively, is to rethink U.S. grand strategy, which would enable the United States to reduce the size and operations of the military.

**War and Decision** Douglas J. Feith, 2009-10-13 In the years since the attacks of September 11, 2001, journalists, commentators, and others have published accounts of the Bush Administration's war on terrorism. But no senior Pentagon official has offered an inside view of those years, or has challenged the prevailing narrative of that war—until now. Douglas J. Feith, the head of the Pentagon's Policy organization, was a key member of Donald Rumsfeld's inner circle as the Administration weighed how to protect the nation from another 9/11. In *War and Decision*, he puts readers in the room with President Bush, Vice President Cheney, Rumsfeld, Paul Wolfowitz, Condoleezza Rice, Colin Powell, General Tommy Franks, and other key players as the Administration devised its strategy and war plans. Drawing on thousands of previously undisclosed documents, notes, and other written sources, Feith details how the Administration launched a global effort to attack and disrupt terrorist

networks; how it decided to overthrow the Saddam Hussein regime; how it came to impose an occupation on Iraq even though it had avoided one in Afghanistan; how some officials postponed or impeded important early steps that could have averted major problems in Iraq's post-Saddam period; and how the Administration's errors in war-related communications undermined the nation's credibility and put U.S. war efforts at risk. Even close followers of reporting on the Iraq war will be surprised at the new information Feith provides—presented here with balance and rigorous attention to detail. Among other revelations, *War and Decision* demonstrates that the most far-reaching warning of danger in Iraq was produced not by State or by the CIA, but by the Pentagon. It reveals the actual story behind the allegations that the Pentagon wanted to anoint Ahmad Chalabi as ruler of Iraq, and what really happened when the Pentagon challenged the CIA's work on the Iraq–al Qaida relationship. It offers the first accurate account of Iraq postwar planning—a topic widely misreported to date. And it presents surprising new portraits of Rumsfeld, Rice, Powell, Richard Armitage, L. Paul Bremer, and others—revealing how differences among them shaped U.S. policy. With its blend of vivid narrative,

frank analysis, and elegant writing, War and Decision is like no other book on the Iraq war. It will interest those who have been troubled by conflicting accounts of the planning of the war, frustrated by the lack of firsthand insight into the decision-making process, or skeptical of conventional wisdom about Operation Iraqi Freedom and the global war on terrorism—efforts the author continues to support.

**Inside the Pentagon Papers** John Prados, Margaret Pratt Porter, 2004 Inside the Pentagon Papers addresses legal and moral issues that resonate today as debates continue over government secrecy and democracy's requisite demand for truthfully informed citizens. In the process, it also shows how a closer study of this signal event can illuminate questions of government responsibility in any era. When Daniel Ellsberg leaked a secret government study about the Vietnam War to the press in 1971, he set off a chain of events that culminated in one of the most important First Amendment decisions in American legal history. That affair is now part of history, but the story behind the case has much to tell us about government secrecy and the public's right to know. Commissioned by Secretary of Defense

Robert McNamara, the Pentagon Papers were assembled by a team of analysts who investigated every aspect of the war. Ellsberg, a member of the team, was horrified by the government's public lies about the war - discrepancies with reality that were revealed by the report's secret findings. His leak of the report to the New York Times and Washington Post triggered the Nixon administration's heavy-handed attempt to halt publication of their stories, which in turn le

**The Pentagon Paradox** James Perry Stevenson, 1993 Did the U.S. Navy avoid Congress's explicit direction to navalize the winning design in a flyoff competition - by lying to Congress with the argument that the winner was not carrier capable - and then develop the losing aircraft into an even worse fighter for its carrier squadrons? To find the answer James Stevenson, an experienced aviation writer, dug through government files and interviewed key players to present this hard-hitting, behind-the-scenes account of the development of one of the Navy's current front-line aircraft. His investigation exposes the politics of Pentagon weapons procurement, a process that pits service against service, the military against Congress, admirals against generals, pilots against engineers, hard liners against

reformers. This book provides a developmental history of the F-18 Hornet from drawing board to its results in Desert Storm. It is the story of a multi-billion-dollar aircraft-design war between those military officers who insist that America's interests will be protected best by sophisticated aircraft, even if America can afford fewer of them, and a group known as the Fighter Mafia, who claim that larger numbers have always won in warfare and that for equal dollars America can only produce greater numbers if each one is less sophisticated. He shows that by picking the YF-17 - and renaming the F-17 as the F-18 - over the clearly superior YF-16, the Navy antagonized the Air Force, Congress, and its own F-14 community, and sparked a major legal battle. Undeterred, the Navy took the light, cheap YF-17 and loaded it with technology and weight, which produced an F-18 that has less maneuverability, less acceleration, a range no better than the 1952-vintage A-4, and costs almost three times as much as the F-16. From its first flight in 1978, the F-18 performance continued to degrade. Nevertheless, in 1992 the Navy asked for additional money to modify the F-18 as the F-18E/F. This request was in reality funding for a brand-new aircraft, which Stevenson calls the F-19, designed to get

back to the original requirements and help bail out the financially troubled McDonnell Douglas. In this highly readable study, Stevenson takes the reader into the Pentagon's corridors of power, where test results are distorted, history rewritten, and requirements changed to match aircraft performance, and the public's trust and treasure squandered. Fascinating yet sobering, *The Pentagon Paradox* will appeal to everyone interested in the military establishment, the future of U.S. forces, and how tax dollars are spent.

*The Pentagon Wars* James G Burton, 2014-02-15 From the late 1960s through the mid-1980s, a small band of military activists waged war against corruption in the Pentagon, challenging a system they believed squandered the public's money and trust. The book examines the movement and its proponents and describes how the system responded to the criticisms and efforts to change accepted practices and entrenched ways of thinking. The author, an air force colonel and part of the movement, worked in the pentagon for fourteen years. He presents a view of the Department of Defense that only an insider could offer. He exposes serious flaws in the military policy-making process, particularly in



weapons development and procurement. The details he gives on the unrelenting push for high-tech weapons, despite their ineffectiveness and extraordinary cost-overruns, provide a strong case for the charge of ethical bankruptcy. The second half of the book deals with the author's attempts to get frontline equipment tested under combat conditions. For the first time, readers learn the nasty details of his battle with the army over line-fire testing of the Bradley Fighting Vehicle—a battle that he eventually won, leading to the personnel carrier's redesign and the saving of many lives. Never reluctant to name names and reveal details, James G. Burton presents a forceful case. And his revelations offer insights not found elsewhere into the motivations and actions of the people who wield power from within. Nor does he stop at the walls of the Pentagon. In his epilogue he tells what happened in the field during the final hours of the Gulf War that allowed Hussein's elite Republican Guard to escape. Now back in print after having inspired a feature HBO film, this explosive account of insider corruption is sure to serve policy-makers for generations to come.

**Operation Hollywood** David L. Robb, 2011-04-29 Directors of war and action movies receive access

to billions of dollars worth of military equipment and personnel, but it comes with a hidden cost. As a veteran Hollywood journalist shows, the final product is often not just what the director intends but also what the powers-that-be in the military want to project about America's armed forces.

**Pentagon** Tamara L. Britton, 2010-09-01 Explore national symbols through which American values and principles are expressed. This book assists children in understanding the cultural importance of this icon, the history, and why it is associated with national identity.

*Defense Management Reform* Peter Levine, 2020-03-10 Pentagon spending has been the target of decades of criticism and reform efforts. Billions of dollars are spent on weapons programs that are later abandoned. State-of-the-art data centers are underutilized and overstaffed. New business systems are built at great expense but fail to meet the needs of their users. Every Secretary of Defense for the last five Administrations has made it a priority to address perceived bloat and inefficiency by making management reform a major priority. The congressional defense committees have been just as active, enacting hundreds of legislative provisions. Yet few of these initiatives

produce significant results, and the Pentagon appears to go on, as wasteful as ever. In this book, Peter Levine addresses why, despite a long history of attempted reform, the Pentagon continues to struggle to reduce waste and inefficiency. The heart of Defense Management Reform is three case studies covering civilian personnel, acquisitions, and financial management. Narrated with the insight of an insider, the result is a clear understanding of what went wrong in the past and a set of concrete guidelines to plot a better future.

**Holding the Line** Guy M. Snodgrass, 2019 The author offers an insider's sometimes shocking account of how Defense Secretary James Mattis led the U.S. military through global challenges while serving as a crucial check on the Trump Administration.

*Secrets* Daniel Ellsberg, 2003-09-30 The true story of the leaking of the Pentagon Papers, the event which inspired Steven Spielberg's feature film *The Post* In 1971 former Cold War hard-liner Daniel Ellsberg made history by releasing the Pentagon Papers - a 7,000-page top-secret study of U.S. decision-making in Vietnam - to the New York Times and Washington Post. The document set in

motion a chain of events that ended not only the Nixon presidency but the Vietnam War. In this remarkable memoir, Ellsberg describes in dramatic detail the two years he spent in Vietnam as a U.S. State Department observer, and how he came to risk his career and freedom to expose the deceptions and delusions that shaped three decades of American foreign policy. The story of one man's exploration of conscience, *Secrets* is also a portrait of America at a perilous crossroad. [Ellsberg's] well-told memoir sticks in the mind and will be a powerful testament for future students of a war that the United States should never have fought. -The Washington Post Ellsberg's deft critique of secrecy in government is an invaluable contribution to understanding one of our nation's darkest hours. - Theodore Roszak, San Francisco Chronicle

Voices of the 9/11 Pentagon Recovery Effort Mark Joseph Mongilutz, 2020-06-11 9/11 is more commonly associated with New York and the World Trade Center than with the Pentagon, whose destruction received far less coverage. But those who helped extinguish the fires, tend to the wounded, and clean up the aftermath will never forget such a loss. Thousands took part in the

Pentagon recovery effort following 9/11, but few knew exactly what they were signing up for. A nearby Army unit, the 3rd United States Infantry Regiment (The Old Guard), sent its soldiers to contribute where they could, as best they could, and in any capacity they could. In this book, soldiers of The Old Guard have elected to share their experiences. Their accounts attest to the honor and camaraderie that were necessary for picking up the pieces, as well as the traumatic effects of being enveloped in the aftermath of tragedy.

*The Pentagon Underground* Dina Rasor, 1985

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