
From: Katz, John W (GOV)
Sent: Friday, September 17, 2010 11:28 AM
To: Pierre, McHugh; Ray, Ryan E (MVA); Katkus, Thomas H (MVA)
Cc: Kelly, Russ T (GOV); Nizich, Michael A (GOV); Ruaro, Randall P (GOV); Madden, John W (MVA)
Subject: Council of Governors/Joint Action Plan
Attachments: Memo re CoG (Sept 2010).docx; Joint Action Plan for Developing Unity of Effort (Final Review Draft).doc

I wanted to make sure that you saw the attached documents from NGA. I'll plan to attend the conference call, and you may want to have someone participate as well.

EP/DP

John W. Katz
Director of State/Federal Relations
and Special Counsel to the Governor
Office of Governor Sean Parnell
444 North Capitol Street, NW
Suite 336
Washington, DC 20001

Phone: 202.624.5858
Fax: 202.624.5857

john.katz@alaska.gov
www.gov.state.ak.us

From: Quam, David [<mailto:DQuam@NGA.ORG>]
Sent: Friday, September 17, 2010 3:10 PM
To: Reps
Subject: Conference Call regarding Council of Governors Joint Action Plan

To: Washington Representatives and State-Federal Contacts
From: David Quam and Heather Hogsett
Date: September 17, 2010
Re: Council of Governors – compromise on command and control of military forces

Attached please find a memorandum regarding the status of negotiations through the Council of Governors (CoG) on command and control of military forces during a domestic disaster response. Also attached is a draft Joint Action Plan for Developing Unity of Effort (Joint Action Plan) that discusses the use of “dual status command” to achieve effective integration of state and federal military forces during an emergency.

We are seeking feedback regarding this proposal prior to its discussion at the next CoG meeting on November 8 to ensure that the CoG is adequately representing the views of all governors on this important emergency response issue. The memorandum provides additional background information on dual status command and summarizes the Joint Action Plan.

NGA will host a teleconference for governors offices and Adjutants General to discuss these materials on ***Thursday, September 23rd at 4:30pm EST.***

Call-in information:

BOI

BOI

Please feel free to contact Heather Hogsett, Director of Public Safety and Homeland Security [(202)624-5360 or hhogsett@nga.org] or David Quam, Director of Federal Relations [(202)624-5309 or dquam@nga.org] with any questions.

You are currently subscribed to [reps] as john.katz@alaska.gov..
To unsubscribe, send a blank email to leave-186038-146945.bellcdef11a304971add74556d28c845@talk.nga.org..

DP

DP

DP

DP

DP

DP



To: Washington Representatives and State-Federal Contacts
From: David Quam and Heather Hogsett
Date: September 17, 2010
Re: Council of Governors – compromise on command and control of military forces

This memorandum is to update governors regarding the status of negotiations through the Council of Governors (CoG) on command and control of military forces during a domestic disaster response. The attached draft Joint Action Plan for Developing Unity of Effort (Joint Action Plan) discusses the use of “dual status command” to achieve effective integration of state and federal military forces during an emergency.

We are seeking feedback regarding this proposal prior to its discussion at the next CoG meeting on November 8 to ensure that the CoG is adequately representing the views of all governors on this important emergency response issue. The following will provide additional background information on dual status command and summarize the Joint Action Plan.

Dual Status Command

NGA policy regarding the control of military forces during a disaster response states that the governor of the affected state should have command and control of not only his/her National Guard and the National Guard forces from supporting states (State Active Duty or Title 32), but also over federal military forces operating within the state (Title 10). The policy also supports the use of dual status command as an alternative to granting a governor tactical control over federal military forces (see *HHS-3. Army and Air National Guard*).

Dual status command is authorized under Title 32 of the U.S. Code and allows either a National Guard officer or a commissioned federal military officer to be appointed as a dual status commander to simultaneously direct both state and federal military forces (see 32 USC 325 and 32 USC 315, respectively). Such an appointment requires Presidential authorization and the consent of the affected governor. Dual status command does not grant the President or the governor control over the other’s military forces, it simply allows one individual to direct (i.e. command) the two separate forces in order to better integrate them during a complex response effort.

During the first CoG meeting held on February 23, 2010, Defense Secretary Robert Gates stated that while the Department of Defense (DoD) could not support assigning a governor tactical control of federal military forces, expanding the use of dual status command could address governors’ concerns. The Joint Action Plan summarizes the results of the discussion that followed from the first CoG meeting and lays out the strategic framework within which dual status command could be used to provide greater integration and provide situational awareness of state and federal military operations within the United States.

Joint Action Plan for Developing Unity of Effort

The draft Joint Action Plan represents the collaborative effort of designated governors’ representatives to the CoG and officials from the Department of Defense (DoD) and the Department of Homeland Security (DHS), including the Federal Emergency Management Agency (FEMA). The draft is currently being coordinated throughout DoD and DHS and is pending approval by the CoG and senior DoD and DHS leadership.

The Joint Action Plan discusses the use of dual status command and includes suggestions to improve shared situational awareness; the reception, staging, movement and integration of military forces; prescribed mission assignments; and planning. It is a summary of activities to strengthen coordination between state and federal military authorities to improve the collective response to emergencies.

Dual Status Command

Whenever Federal military forces and state military forces will be employed in support of civil authorities within a state, the appointment of a dual status commander is the presumptive command and control arrangement, including missions involving pre-planned events and no-notice or imminent incidents. In support of this arrangement, policies and procedures will be established to expedite state consent and federal authorization for the appointment of a dual status commander.

Shared Situational Awareness

DoD and the states (through the Adjutants General) will focus on establishing a common operating system and common reporting system between state and federal military forces. The immediate priority for these systems will be the sharing of operational data (e.g. location, capability and activity) of state and federal military units responding to an incident. The intermediate priority will be the sharing of location, readiness and availability of state and federal military units to conduct military support to civil authorities. The long-term objective is to establish a common operating system and a common reporting system between all state and federal responders.

Reception, Staging, Onward Movement and Integration (RSOI)

RSOI, or the strategic movement of capabilities and capacities, is essential to executing a governor's emergency response priorities. Working with states and FEMA, DoD will identify and seek consensus on preliminary RSOI areas/bases that may be used by deploying responders in each state for reception and staging and/or logistical throughput. This will include working to synchronize and deconflict military force RSOI areas/bases in each state, incorporating these preliminary RSOI areas/bases into emergency response plans, and developing protocols for notification of intent to use and/or deploy to these RSOI areas/bases.

Prescribed Mission Assignments (PSMA)

Significant progress has been made to streamline and expedite the process of identifying potential missions for Title 10 forces prior to a catastrophic event, but more is necessary. FEMA, in coordination with states and appropriate federal agencies will develop more PSMA's for additional contingency scenarios. In addition, DoD will work with states to identify which of the 24 DoD PSMA's are applicable to each state and which the National Guard of each state are capable of supporting.

Planning

To ensure state and federal emergency response plans are coordinated and complementary, DoD will work with states and FEMA to improve local, state, regional, federal and national integrated planning, including determining how best to provide mutual access to state and federal contingency plans. In addition, FEMA will identify the follow-on approach to integrated planning that draws upon lessons learned from the Task Force for Emergency Readiness (TFER) pilot program and the FEMA catastrophic planning initiative.

Next Steps

NGA will host a conference call to discuss the Joint Action Plan and solicit governors' feedback on Thursday, September 23 at 1:30 pm EST (call-in number: 800-322-6099; 6732948#). Should you have any questions, please feel free to contact Heather Hogsett, Director of Public Safety and Homeland Security at (202)624-5360 or hhogsett@nga.org.

From: Parnell, Governor (GOV sponsored)
Sent: Tuesday, December 28, 2010 8:31 AM
To: Nizich, Michael A (GOV)
Subject: Confidential: Personnel

DP/EP/Personnel

From: Nizich, Michael A (GOV)
Sent: Tue 12/28/2010 7:14 AM
To: Parnell, Governor (GOV sponsored)
Subject: Fw: C-17 Aircraft Accident Investigation Board Report

----- Original Message -----

From: Katkus, Thomas H (MVA)
To: Nizich, Michael A (GOV)
Sent: Tue Dec 28 01:00:54 2010
Subject: C-17 Aircraft Accident Investigation Board Report

Mike

DP/EP/Personnel

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

From: Sims, Cynthia M (GOV)
Sent: Monday, October 24, 2011 11:23 AM
To: Parnell, Governor (GOV sponsored)
Subject: FYI

FYI

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Katkus, Thomas H (MVA)
Sent: Thursday, October 20, 2011 9:05 PM
To: Nizich, Michael A (GOV)
Cc: Sims, Cynthia M (GOV); Brakes, Heather K (GOV)
Subject: Fwd: SECC End-of-Shift Update for October 20, 2011



DP/EP/FPA

Katkus

Sent from electronic mobile device.

From: Sims, Aubrey R (MVA)
Sent: Thursday, December 08, 2011 11:11 AM
To: Nizich, Michael A (GOV); Sims, Cynthia M (GOV)
Cc: Hildre, Tiffany G (GOV); Fradley, Tara D (GOV)
Subject: FW: 2011 West Coast Storm Request for Federal Assistance
Attachments: RFA_Enclosures.xls; 2011 West Coast Storm - Draft
Governors_Request_Major_Disaster.docx

Aubrey Sims

Executive Secretary I
Department of Military & Veterans Affairs
Office of the Commissioner
Phone:
Fax: 907-428-6019

From: Peltier, Tiffany D (MVA)
Sent: Thursday, December 08, 2011 9:59 AM
To: Sims, Aubrey R (MVA)
Cc: DeLong, Barbara K (MVA); Crum, Dale (MVA); Carney, Roberta D (MVA)
Subject: 2011 West Coast Storm Request for Federal Assistance

Aubrey,

Attached are the electronic versions of the 2011 West Coast Storm request for Federal Assistance. Please note there are multiple worksheets in the excel workbook attached for the enclosures A-D. I am handing walking the hard copies down now. Thanks and let me know if you need anything else for this.

Tiffany Peltier
Administrative Assistant II
Division of Homeland Security & Emergency Management
Phone:
Fax: 907-428-7009

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

From: Sims, Cynthia M (GOV)
Sent: Monday, December 12, 2011 9:51 AM
To: Buck, Margaret S G (GOV)
Cc: Robinson, Benjamin A (GOV); Fradley, Tara D (GOV); Conru, Paula M (GOV)
Subject: FW: SUPER RUSH REVIEW: 12.08.11 2011 West Coast Storm Request for Federal Assistance
Attachments: RFA_Enclosures.xls; 2011 West Coast Storm - Draft
Governors_Request_Major_Disaster.docx

Importance: High

DP/EP

Thanks.

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

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[Follow the Governor on Facebook](#)

From: Robinson, Benjamin A (GOV)
Sent: Thursday, December 08, 2011 12:49 PM
To: Sims, Cynthia M (GOV)
Cc: Fradley, Tara D (GOV); Conru, Paula M (GOV); Buck, Margaret S G (GOV)
Subject: FW: SUPER RUSH REVIEW: 12.08.11 2011 West Coast Storm Request for Federal Assistance
Importance: High

Review: GOA signature

Due: ASAP

Just: Letter to President Obama requesting a declaration of major federal disaster for West Coast windstorm, prepared by DMVA. COS has approved for proofing/review.

Ben Robinson
Constituent Relations Coordinator
Office of Governor Sean Parnell

Alaska State Capitol

P.O. Box 110001
Juneau, AK 99811
Phone: [REDACTED] BOI
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.state.ak.us

From: Hildre, Tiffany G (GOV)
Sent: Thursday, December 08, 2011 11:19 AM
To: Thompson, Erin M (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Rush proof: FW: 2011 West Coast Storm Request for Federal Assistance
Importance: High

Hi-

Please proof – Mike has given the go ahead on this.

Thanks

Tiffany Hildre

Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

From: Peltier, Tiffany D (MVA)
Sent: Thursday, December 08, 2011 9:59 AM
To: Sims, Aubrey R (MVA)
Cc: DeLong, Barbara K (MVA); Crum, Dale (MVA); Carney, Roberta D (MVA)
Subject: 2011 West Coast Storm Request for Federal Assistance

Aubrey,

Attached are the electronic versions of the 2011 West Coast Storm request for Federal Assistance. Please note there are multiple worksheets in the excel workbook attached for the enclosures A-D. I am handing walking the hard copies down now. Thanks and let me know if you need anything else for this.

Tiffany Peltier
Administrative Assistant II
Division of Homeland Security & Emergency Management
Phone: [REDACTED] BOI
Fax: 907-428-7009

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

EP/DP

From: Nizich, Michael A (GOV)
Sent: Monday, July 09, 2012 11:09 AM
To: Katkus, Tom BG NGAK (DMVA Sponsored)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

thanks

Mike Nizich

Chief of Staff

Office of Governor Sean Parnell

Alaska State Capitol Building

Third Floor

Juneau, AK 99811

PHONE: 907.465.3500

FAX: 907.465.3532

mike.nizich@alaska.gov

www.gov.state.ak.us

-----Original Message-----

From: Katkus, Tom MG MIL NG AK ARNG [<mailto:thomas.katkus@us.army.mil>]

Sent: Monday, July 09, 2012 10:11 AM

To: Nizich, Michael A (GOV)

Cc: Sims, Aubrey R (MVA)

Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: FOUO

Mike

DP/EP

DP/EP

Katkus

-----Original Message-----

From: Sims, Aubrey R (MVA) [<mailto:aubrey.sims@alaska.gov>]

Sent: Monday, July 09, 2012 8:35 AM

To: Katkus, Tom MG MIL NG AK ARNG

Cc: Forbes, Nicholas M CW2 MIL NG AK ARNG

Subject: FW: CTS 25988 | General Craig McKinley

Importance: High

Sir,

DP/EP

Thank you,

Aubrey Sims

Executive Secretary I

Department of Military & Veterans Affairs Office of the Commissioner

Phone: 907-428-6003

Fax: 907-428-6019

-----Original Message-----

From: Wilken, Jessica M (GOV)

Sent: Friday, July 06, 2012 4:25 PM

To: Sims, Aubrey R (MVA)

Subject: FW: CTS 25988 | General Craig McKinley

Importance: High

Hi Aubrey,

DP/EP

Thanks!

Jessica Wilken

Constituent Relations Assistant

Office of Governor Sean Parnell

675 7th Avenue Station H5

Fairbanks, AK 99701

Phone: 907-451-2920

Fax: 907-451-2858

jessica.wilken@alaska.gov

www.alaska.gov

-----Original Message-----

From: GOMailbox [<mailto:GOMailbox@ng.army.mil> <[blockedmailto:GOMailbox@ng.army.mil](mailto:GOMailbox@ng.army.mil)>]

Sent: Friday, June 22, 2012 6:44 AM

To: Governor Sean Parnell (GOV sponsored)

Cc: Labant, Jason J LtCol MIL USAF NGB ARNG

Subject: Request for Nominations (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: FOUO

Dear Governor Parnell,

Please find attached memorandum soliciting nominations for the position of Deputy Director, Air National Guard. Notification of this solicitation has been provided to your Adjutant General and is attached for your reference.

Sincerely,

Mr. John Ellington

Deputy Chief, NGB-GO

(703) 607-3643

Classification: UNCLASSIFIED

Caveats: FOUO

Classification: UNCLASSIFIED

Caveats: FOUO

From: Nizich, Michael A (GOV)
Sent: Friday, July 13, 2012 8:09 AM
To: Hildre, Tiffany G (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Mike Nizich

Chief of Staff

Office of Governor Sean Parnell

Alaska State Capitol Building

Third Floor

Juneau, AK 99811

PHONE: 907.465.3500

FAX: 907.465.3532

mike.nizich@alaska.gov

www.gov.state.ak.us

-----Original Message-----

From: Hildre, Tiffany G (GOV)
Sent: Friday, July 13, 2012 8:08 AM
To: Nizich, Michael A (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Tiffany Hildre
Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811

Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Nizich, Michael A (GOV)
Sent: Friday, July 13, 2012 8:07 AM
To: Hildre, Tiffany G (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Mike Nizich

Chief of Staff

Office of Governor Sean Parnell

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Juneau, AK 99811

PHONE: 907.465.3500

FAX: 907.465.3532

mike.nizich@alaska.gov

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-----Original Message-----

From: Hildre, Tiffany G (GOV)
Sent: Friday, July 13, 2012 8:00 AM
To: Nizich, Michael A (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)
Importance: High

DP/EP

Tiffany Hildre

Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Wilken, Jessica M (GOV)
Sent: Thursday, July 12, 2012 4:32 PM
To: Hildre, Tiffany G (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)
Importance: High

DP/EP

Jessica Wilken
Constituent Relations Assistant

Office of Governor Sean Parnell
675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

-----Original Message-----

From: Hildre, Tiffany G (GOV)
Sent: Monday, July 09, 2012 11:13 AM
To: Wilken, Jessica M (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Tiffany Hildre
Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Nizich, Michael A (GOV)
Sent: Monday, July 09, 2012 11:10 AM
To: Hildre, Tiffany G (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Mike Nizich

Chief of Staff

Office of Governor Sean Parnell

Alaska State Capitol Building

Third Floor

Juneau, AK 99811

PHONE: 907.465.3500

FAX: 907.465.3532

mike.nizich@alaska.gov

www.gov.state.ak.us

-----Original Message-----

From: Katkus, Tom MG MIL NG AK ARNG [mailto:thomas.katkus@us.army.mil]
Sent: Monday, July 09, 2012 10:11 AM
To: Nizich, Michael A (GOV)
Cc: Sims, Aubrey R (MVA)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: FOUO

Mike

DP/EP

DP/EP

Katkus

-----Original Message-----

From: Sims, Aubrey R (MVA) [mailto:aubrey.sims@alaska.gov]

Sent: Monday, July 09, 2012 8:35 AM

To: Katkus, Tom MG MIL NG AK ARNG

Cc: Forbes, Nicholas M CW2 MIL NG AK ARNG

Subject: FW: CTS 25988 | General Craig McKinley

Importance: High

Sir,

DP/EP

Thank you,

Aubrey Sims

Executive Secretary I

Department of Military & Veterans Affairs Office of the Commissioner

Phone: 907-428-6003

Fax: 907-428-6019

-----Original Message-----

From: Wilken, Jessica M (GOV)

Sent: Friday, July 06, 2012 4:25 PM

To: Sims, Aubrey R (MVA)

Subject: FW: CTS 25988 | General Craig McKinley

Importance: High

Hi Aubrey,

DP/EP

Thanks!

Jessica Wilken

Constituent Relations Assistant

Office of Governor Sean Parnell

675 7th Avenue Station H5

Fairbanks, AK 99701

Phone: 907-451-2920

Fax: 907-451-2858

jessica.wilken@alaska.gov

www.alaska.gov

-----Original Message-----

From: GOMailbox [mailto:GOMailbox@ng.army.mil <blockedmailto:GOMailbox@ng.army.mil>]

Sent: Friday, June 22, 2012 6:44 AM

To: Governor Sean Parnell (GOV sponsored)

Cc: Labant, Jason J LtCol MIL USAF NGB ARNG

Subject: Request for Nominations (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: FOUO

Dear Governor Parnell,

Please find attached memorandum soliciting nominations for the position of Deputy Director, Air National Guard. Notification of this solicitation has been provided to your Adjutant General and is attached for your reference.

Sincerely,

Mr. John Ellington

Deputy Chief, NGB-GO

(703) 607-3643

Classification: UNCLASSIFIED

Caveats: FOUO

Classification: UNCLASSIFIED

Caveats: FOUO

From: Robinson, Benjamin A (GOV)
Sent: Friday, July 13, 2012 9:41 AM
To: Sims, Cynthia M (GOV)
Cc: Fradley, Tara D (GOV); Buck, Margaret S G (GOV)
Subject: FW: URGENT SUPER RUSH REVIEW: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Attachments: AK.PDF; CTS 25988 General Craig McKinley - ANG Director nominations.docx
Importance: High
Follow Up Flag: Follow up
Due By: Saturday, July 14, 2012 9:38 AM
Flag Status: Flagged

Review: GOA signature

Due: 7.13

Just: response to the National Guard Bureau's solicitation for recommendations for ANG Director position, per COS and DMVA. This is supposed to be submitted by 7/15, and can be sent by email.

Orig Cor: 6.22

Ben Robinson

Constituent Relations Coordinator
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-2383
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.state.ak.us

From: Hildre, Tiffany G (GOV)
Sent: Friday, July 13, 2012 9:12 AM
To: Robinson, Benjamin A (GOV)
Subject: FW: RUSH PROOF: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Importance: High

DP/EP

Tiffany Hildre

Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

From: Wilken, Jessica M (GOV)
Sent: Friday, July 13, 2012 8:46 AM
To: Hildre, Tiffany G (GOV)
Subject: RUSH PROOF: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Importance: High

Here you go. Thanks for your help Tiffany!

Due: 7.13.12 or as soon as possible

Signature: Governor Parnell

Justification: Governor's response to the Air National Guard regarding nominations for the new Director.

Jessica Wilken

Constituent Relations Assistant

Office of Governor Sean Parnell

675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

-----Original Message-----

From: Hildre, Tiffany G (GOV)
Sent: Friday, July 13, 2012 8:11 AM
To: Wilken, Jessica M (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Tiffany Hildre
Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Wilken, Jessica M (GOV)
Sent: Thursday, July 12, 2012 4:32 PM
To: Hildre, Tiffany G (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)
Importance: High

DP/EP

Jessica Wilken
Constituent Relations Assistant

Office of Governor Sean Parnell
675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

-----Original Message-----

From: Hildre, Tiffany G (GOV)
Sent: Monday, July 09, 2012 11:13 AM
To: Wilken, Jessica M (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Tiffany Hildre
Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Nizich, Michael A (GOV)
Sent: Monday, July 09, 2012 11:10 AM
To: Hildre, Tiffany G (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Katkus, Tom MG MIL NG AK ARNG [mailto:thomas.katkus@us.army.mil]
Sent: Monday, July 09, 2012 10:11 AM
To: Nizich, Michael A (GOV)
Cc: Sims, Aubrey R (MVA)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: FOUO

Mike

[REDACTED]
[REDACTED] DP/EP [REDACTED]
[REDACTED]
[REDACTED]

Katkus

-----Original Message-----

From: Sims, Aubrey R (MVA) [mailto:aubrey.sims@alaska.gov]
Sent: Monday, July 09, 2012 8:35 AM
To: Katkus, Tom MG MIL NG AK ARNG
Cc: Forbes, Nicholas M CW2 MIL NG AK ARNG
Subject: FW: CTS 25988 | General Craig McKinley
Importance: High

Sir,

[REDACTED] DP/EP [REDACTED]
[REDACTED]

Thank you,

Aubrey Sims
Executive Secretary I
Department of Military & Veterans Affairs Office of the Commissioner

Phone: 907-428-6003
Fax: 907-428-6019

-----Original Message-----

From: Wilken, Jessica M (GOV)
Sent: Friday, July 06, 2012 4:25 PM
To: Sims, Aubrey R (MVA)
Subject: FW: CTS 25988 | General Craig McKinley
Importance: High

Hi Aubrey,

DP/EP

Thanks!

Jessica Wilken
Constituent Relations Assistant

Office of Governor Sean Parnell
675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

-----Original Message-----

From: GOMailbox [mailto:GOMailbox@ng.army.mil <blockedmailto:GOMailbox@ng.army.mil>]
Sent: Friday, June 22, 2012 6:44 AM
To: Governor Sean Parnell (GOV sponsored)
Cc: Labant, Jason J LtCol MIL USAF NGB ARNG
Subject: Request for Nominations (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: FOUO

Dear Governor Parnell,

Please find attached memorandum soliciting nominations for the position of Deputy Director, Air National Guard. Notification of this solicitation has been provided to your Adjutant General and is attached for your reference.

Sincerely,

Mr. John Ellington
Deputy Chief, NGB-GO

(703) 607-3643
Classification: UNCLASSIFIED
Caveats: FOUO

Classification: UNCLASSIFIED
Caveats: FOUO



NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

JUN 22 2012

General Officer Management Office

Honorable Sean Parnell
Governor of Alaska
State Capitol
Post Office Box 110001
Juneau, Alaska 99811

Dear Governor Parnell,

I am seeking nominations for the position of Director, Air National Guard.

To be considered for the position of Director, Air National Guard, nominees must be in an active status in the Air National Guard of the United States and recommended by you. Additionally, the officer must hold the grade of major general, be a brigadier general holding a Certificate of Eligibility for major general or a brigadier general pending Senate confirmation to major general; must possess or be eligible for a top secret security clearance; have extensive background in Air National Guard management; have significant joint duty experience; and be eligible to complete a four year tour from the tour start date. The Director is appointed for a period of four years and may be reappointed for one additional four year period.

An advisory board will be convened to consider all fully qualified nominees. The Secretary of the Air Force and I will consider the board's recommendations. The Secretary of the Air Force will recommend an officer to the Secretary of Defense who in turn will recommend the officer to the President of the United States. The President, by and with the advice and consent of the Senate, will appoint the Director, Air National Guard.

I respectfully request your nomination letters for the Director, Air National Guard arrive at the National Guard Bureau General Officer Management Office no later than 15 July 2012. If you will not be nominating any officers from your state, a negative reply is requested and can be sent to NGB-GO, 111 South George Mason Drive, Building 2, Arlington, VA 22204 or emailed to GOMailbox@ng.army.mil.

A copy of this correspondence, along with more specific guidance related to the position, has been provided to your Adjutant General.

Sincerely,

Craig R. McKinley
General, USAF
Chief, National Guard Bureau

October 18, 2014

General Craig R. McKinley
United States Air Force
Chief
National Guard Bureau
General Officer Management Office
111 South George Mason Drive, Building 2
Arlington, VA 22204

[REDACTED]

[REDACTED]

[REDACTED] DP/EP [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Sean Parnell
Governor

SP/CS/ BR/DMVA/jw
0901 DMVA/Misc

M: DMVA-CTS/Original Docs/CTS 25988 General Craig McKinley –
ANG Director nominations

From: Sims, Cynthia M (GOV)
Sent: Friday, July 13, 2012 11:28 AM
To: Buck, Margaret S G (GOV)
Cc: Robinson, Benjamin A (GOV); Fradley, Tara D (GOV)
Subject: FW: URGENT SUPER RUSH REVIEW: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Attachments: AK.PDF; CTS 25988 General Craig McKinley - ANG Director nominations.docx
Importance: High

DP/EP

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Robinson, Benjamin A (GOV)
Sent: Friday, July 13, 2012 9:41 AM
To: Sims, Cynthia M (GOV)
Cc: Fradley, Tara D (GOV); Buck, Margaret S G (GOV)
Subject: FW: URGENT SUPER RUSH REVIEW: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Importance: High

Review: GOA signature

Due: 7.13

Just: response to the National Guard Bureau's solicitation for recommendations for ANG Director position, per COS and DMVA. This is supposed to be submitted by 7/15, and can be sent by email.

Orig Cor: 6.22

Ben Robinson

Constituent Relations Coordinator
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-2383
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.state.ak.us

From: Hildre, Tiffany G (GOV)
Sent: Friday, July 13, 2012 9:12 AM
To: Robinson, Benjamin A (GOV)
Subject: FW: RUSH PROOF: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Importance: High

DP/EP

Tiffany Hildre

Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

From: Wilken, Jessica M (GOV)
Sent: Friday, July 13, 2012 8:46 AM
To: Hildre, Tiffany G (GOV)
Subject: RUSH PROOF: 7.13.12 CTS 25988 General Craig McKinley - ANG Director nominations
Importance: High

Here you go. Thanks for your help Tiffany!

Due: 7.13.12 or as soon as possible

Signature: Governor Parnell

Justification: Governor's response to the Air National Guard regarding nominations for the new Director.

Jessica Wilken

Constituent Relations Assistant

Office of Governor Sean Parnell
675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

-----Original Message-----

From: Hildre, Tiffany G (GOV)
Sent: Friday, July 13, 2012 8:11 AM
To: Wilken, Jessica M (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Tiffany Hildre
Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Wilken, Jessica M (GOV)
Sent: Thursday, July 12, 2012 4:32 PM
To: Hildre, Tiffany G (GOV)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)
Importance: High

DP/EP

Jessica Wilken
Constituent Relations Assistant

Office of Governor Sean Parnell
675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

-----Original Message-----

From: Hildre, Tiffany G (GOV)

Sent: Monday, July 09, 2012 11:13 AM
To: Wilken, Jessica M (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Tiffany Hildre
Assistant to the Chief of Staff
Juneau Office Manager
Office of Governor Sean Parnell

Alaska State Capitol
Juneau, Alaska 99811
Phone: 907-465-3500
Fax: 907-465-3532

tiffany.hildre@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Nizich, Michael A (GOV)
Sent: Monday, July 09, 2012 11:10 AM
To: Hildre, Tiffany G (GOV)
Subject: FW: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

-----Original Message-----

From: Katkus, Tom MG MIL NG AK ARNG [mailto:thomas.katkus@us.army.mil]
Sent: Monday, July 09, 2012 10:11 AM
To: Nizich, Michael A (GOV)
Cc: Sims, Aubrey R (MVA)
Subject: RE: CTS 25988 | General Craig McKinley (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: FOUO

Mike

DP/EP

Katkus

-----Original Message-----

From: Sims, Aubrey R (MVA) [mailto:aubrey.sims@alaska.gov]

Sent: Monday, July 09, 2012 8:35 AM

To: Katkus, Tom MG MIL NG AK ARNG

Cc: Forbes, Nicholas M CW2 MIL NG AK ARNG

Subject: FW: CTS 25988 | General Craig McKinley

Importance: High

Sir,

DP/EP

Thank you,

Aubrey Sims

Executive Secretary I

Department of Military & Veterans Affairs Office of the Commissioner

Phone: 907-428-6003

Fax: 907-428-6019

-----Original Message-----

From: Wilken, Jessica M (GOV)

Sent: Friday, July 06, 2012 4:25 PM

To: Sims, Aubrey R (MVA)

Subject: FW: CTS 25988 | General Craig McKinley

Importance: High

Hi Aubrey,

DP/EP

Thanks!

Jessica Wilken

Constituent Relations Assistant

Office of Governor Sean Parnell

675 7th Avenue Station H5

Fairbanks, AK 99701

Phone: 907-451-2920

Fax: 907-451-2858

jessica.wilken@alaska.gov

www.alaska.gov

-----Original Message-----

From: GOMailbox [mailto:GOMailbox@ng.army.mil <blockedmailto:GOMailbox@ng.army.mil>]

Sent: Friday, June 22, 2012 6:44 AM

To: Governor Sean Parnell (GOV sponsored)

Cc: Labant, Jason J LtCol MIL USAF NGB ARNG

Subject: Request for Nominations (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: FOUO

Dear Governor Parnell,

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Sincerely,

Mr. John Ellington

Deputy Chief, NGB-GO

(703) 607-3643

Classification: UNCLASSIFIED

Caveats: FOUO

Classification: UNCLASSIFIED

Caveats: FOUO



NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

JUN 22 2012

General Officer Management Office

Honorable Sean Parnell
Governor of Alaska
State Capitol
Post Office Box 110001
Juneau, Alaska 99811

Dear Governor Parnell,

I am seeking nominations for the position of Director, Air National Guard.

To be considered for the position of Director, Air National Guard, nominees must be in an active status in the Air National Guard of the United States and recommended by you. Additionally, the officer must hold the grade of major general, be a brigadier general holding a Certificate of Eligibility for major general or a brigadier general pending Senate confirmation to major general; must possess or be eligible for a top secret security clearance; have extensive background in Air National Guard management; have significant joint duty experience; and be eligible to complete a four year tour from the tour start date. The Director is appointed for a period of four years and may be reappointed for one additional four year period.

An advisory board will be convened to consider all fully qualified nominees. The Secretary of the Air Force and I will consider the board's recommendations. The Secretary of the Air Force will recommend an officer to the Secretary of Defense who in turn will recommend the officer to the President of the United States. The President, by and with the advice and consent of the Senate, will appoint the Director, Air National Guard.

I respectfully request your nomination letters for the Director, Air National Guard arrive at the National Guard Bureau General Officer Management Office no later than 15 July 2012. If you will not be nominating any officers from your state, a negative reply is requested and can be sent to NGB-GO, 111 South George Mason Drive, Building 2, Arlington, VA 22204 or emailed to GOMailbox@ng.army.mil.

A copy of this correspondence, along with more specific guidance related to the position, has been provided to your Adjutant General.

Sincerely,


Craig R. McKinley
General, USAF
Chief, National Guard Bureau

October 18, 2014

General Craig R. McKinley
United States Air Force
Chief
National Guard Bureau
General Officer Management Office
111 South George Mason Drive, Building 2
Arlington, VA 22204

Dear General McKinley,

DP/EP

Sean Parnell
Governor

SP/CS/ BR/DMVA/jw
McKinley –
0901 DMVA/Misc

M: DMVA-CTS/Original Docs/CTS 25988 General Craig
ANG Director nominations

From: Wilken, Jessica M (GOV)
Sent: Friday, August 17, 2012 1:49 PM
To: Nizich, Michael A (GOV)
Subject: FW: CTS 27501 | Gene Ramsay

Hi Mike,

DP / EP

Jessica Wilken
Constituent Relations Specialist

Office of Governor Sean Parnell
675 7th Avenue Station H5
Fairbanks, AK 99701
Phone: 907-451-2920
Fax: 907-451-2858

jessica.wilken@alaska.gov
www.alaska.gov

From: Dahlstrom, Nancy A (GOV)
Sent: Friday, August 17, 2012 1:29 PM
To: Wilken, Jessica M (GOV)
Subject: RE: CTS 27501 | Gene Ramsay

DP / EP

Nancy Dahlstrom

From: Wilken, Jessica M (GOV)
Sent: Friday, August 17, 2012 1:24 PM
To: Dahlstrom, Nancy A (GOV)
Subject: FW: CTS 27501 | Gene Ramsay
Importance: High

Hi Nancy,

DP/EP

Thanks!

Jessica Wilken

From: Gene Ramsay [REDACTED] *BOI*
Sent: Friday, August 17, 2012 10:53 AM
To: Governor Sean Parnell (GOV sponsored)
Subject: Military Affairs

Title: Select One....

FIRST NAME & LAST NAME: Gene Ramsay

MAILING ADDRESS: [REDACTED] *BOI*

CITY: [REDACTED] *BOI*

STATE: [REDACTED] *BOI*

ZIP: [REDACTED] *BOI*

TELEPHONE: [REDACTED] *BOI*

EMAIL: [REDACTED] *BOI*

Topic: Military Affairs

YOUR COMMENTS: Dear Governor Parnell,

Personnel ACT/BOI/DP/EP

Very Respectfully,

GENE L. RAMSAY, Brig Gen (ret)

Former Commander (2002-2005), 176th Wing, AKANG

IP: [REDACTED] *BOI*

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

EA

From: Sims, Cynthia M (GOV)
Sent: Thursday, September 13, 2012 9:43 PM
To: Katkus, Tom BG NGAK (DMVA Sponsored)
Cc: Nizich, Michael A (GOV); Pierre, McHugh (MVA)
Subject: Re: (FOUO) Casualty Report - INIT - [REDACTED] FPA/BOI/PR - Incident Date/Time: 2012/09/13 12:17

Thank you - I'll be sure the Governor is made aware.

Sent from Cindy's iPhone

On Sep 13, 2012, at 8:58 PM, "Katkus, Tom MG MIL NG AK ARNG" <thomas.katkus@us.army.mil> wrote:

> Mike

>

>

>

>

>

FPA/BOI/PR

> Detailed report below.

>

> Katkus

>

> ----- Original Message -----

> From: O'Brien, Timothy P Col USAF ANG 168 ARW/CC

> Sent: Thursday, September 13, 2012 08:44 PM

> To: Katkus, Tom MG MIL NG AK ARNG

> Cc: Bridges, Leon M BG MIL NG AK ARNG

> Subject: FW: (FOUO) Casualty Report - INIT - [REDACTED] FPA/BOI/PR -

> Incident

> Date/Time: 2012/09/13 12:17

>

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

> FOR OFFICIAL USE ONLY
>
> THIS E-MAIL CONTAINS FOR OFFICIAL USE ONLY (FOUO) INFORMATION WHICH
> MUST BE PROTECTED UNDER THE PRIVACY ACT, DOD 5400.11-R. TREAT ANY
> ATTACHMENTS AS FOUO.
>
> *****
> DO NOT CHANGE ANYTHING BELOW THIS LINE.
> TO CHANGE THIS CASUALTY REPORT, DISCARD THIS EMAIL, RETURN TO
> DCIPS-FORWARD, MAKE YOUR CHANGES AND GENERATE THE EMAIL AGAIN.
> *****

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

FPA/BOI/PR

[REDACTED]

[REDACTED]

[REDACTED] FPA/PR/BOI

Vr

Tim

----- Original Message -----

From: 354 FW/CP Command Post [mailto:354fw.cpcommandpost@us.af.mil]

Sent: Thursday, October 25, 2012 05:20 AM

To: OBRIEN, TIMOTHY P Col USAF 168 AIR REFUELING WG/CC

<timothy.obrien.7@us.af.mil>

Subject: (U) ANG Special Reporting Item, 251255ZOct2012, Eielson AFB, AK,
Serious Injury (U)

Sir,

Please review the verbiage below and approve/change, as needed. We will
send it as soon as you approve.

SSgt Jeffrey Skaggs

Senior Controller

Eielson Command Post

BOI

Unclassified

[REDACTED]

FPA/PR/BOI

Unclassified

From: Nizich, Michael A (GOV)
Sent: Monday, November 05, 2012 4:14 PM
To: Dahlstrom, Nancy A (GOV)
Subject: FW: Air Force Budget update -- Hill activity

Mike Nizich

Chief of Staff

Office of Governor Sean Parnell

Alaska State Capitol Building

Third Floor

Juneau, AK 99811

PHONE: 907.465.3500

FAX: 907.465.3532

mike.nizich@alaska.gov

www.gov.state.ak.us

-----Original Message-----

From: Katkus, Tom MG MIL US NG AK ARNG [<mailto:thomas.katkus@us.army.mil>]

Sent: Monday, November 05, 2012 11:54 AM

To: Nizich, Michael A (GOV)

Subject: Fw: Air Force Budget update -- Hill activity

Info.

----- Original Message -----

From: Orr, Timothy E MG NG US USA

Sent: Monday, November 05, 2012 11:19 AM

To: NGGB TAGs

Subject: FW: Air Force Budget update -- Hill activity

FYSA - I wanted all of you to have visibility of what was put out to your Governor's Offices by NGA this afternoon, in the event you are called by your Governor. [REDACTED]

DP

-----Original Message-----

From: Hogsett, Heather [<mailto:HHogsett@NGA.ORG>]

Sent: Monday, November 05, 2012 12:07 PM

To: Council of Governors

Cc: HHS Reps (hhsreps@talk.nga.org); dodcouncil@talk.nga.org

Subject: Air Force Budget update -- Hill activity

To: Washington Representatives

Re: Air Force Budget Update

As you know, the National Guard Bureau held a meeting last Friday with the Adjutants General (TAGs) to discuss a new proposal from the Air Force for the FY2013 budget. [REDACTED]

DP

We will follow up with additional information as it becomes available but wanted you to be aware should you hear from your Congressional delegations.

Heather E. Hogsett

Director, Committee on Health & Homeland Security

National Governors Association

(202)624-5360

hhogsett@nga.org

The information contained in this electronic transmission, including any attachments, is for the exclusive use of the intended recipient(s) and may contain information that is privileged, proprietary, and/or confidential. If the reader of this transmission is not an intended recipient, or a person responsible for delivering it to the intended recipient, you are hereby notified that any review, dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please immediately notify the sender and delete this message.

You are currently subscribed to [dodcouncil] as timothy.orr@us.army.mil.
To unsubscribe, send a blank email to
leave-216442-158352.f578d1ead3a9a60632449eb3e5ee51ae@talk.nga.org.

Visit the NGA web site at <http://www.nga.org>

From: Dahlstrom, Nancy A (GOV)
Sent: Wednesday, January 16, 2013 2:49 PM
To: Nizich, Michael A (GOV)
Subject: FW: follow up to yesterday's conversation
Attachments: karlhansenFB.jpg

FYI

Nancy Dahlstrom

Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Christoper Bydalek [mailto: [REDACTED] BOI
Sent: Wednesday, January 16, 2013 2:42 PM
To: Dahlstrom, Nancy A (GOV)
Subject: RE: follow up to yesterday's conversation

Nancy -

The information about the cell phone was posted at the cryptome website, it was not part of the Blaylock document and has a bunch of extraneous information that I can't even begin to comment on.

Here is the link and the exact phrasing and a link to the post.

<http://cryptome.org/2012/12/ng-alaska-illegal.htm>

We know at the time of investigation April 2012 from Karl Hansen that an image taken by [REDACTED] BOI/PR was found to be one of the weapons used in a retaliatory plot in Fairbanks by militia staff to kill a judge, trooper, and IRS agent.

From what I can tell, Karl Hansen is an Ombudsman with the Army Medical Command, he was formerly an agent with the Army CID. Attached is a screen grab from his Facebook page, [REDACTED] BOI/PR is a friend with him on FB. [REDACTED] BOI/PR I believe.

I know [REDACTED] BOI/PR, I interviewed for a job with him in Sacramento, CA last February, [REDACTED] BOI/PR was a reference, I believe that he even spoke to [REDACTED] BOI/PR

From the court documents we know that [REDACTED] BOI/PR [REDACTED] BOI/PR

From the web you can find plenty of evidence that he was [REDACTED] BOI/PR

[REDACTED] BOI/PR

The 1984th Hospital Reserve is stationed out of Ft Wainwright.

BOI/PR

BOI/PR

<http://www.law.state.ak.us/press/releases/2011/041911-Changes.html>

April 19, 2011

*Juneau, Alaska - Attorney General John J. Burns today announced leadership changes at the Department of Law's Criminal Division. Sue McLean, Director of the Criminal Division, is retiring after practicing law in Alaska and New Mexico for 30 years. John Skidmore, current supervisor of the Office of Special Prosecutions, will take over McLean's duties on May 26. **Clint Campion, head of the Violent Crimes Unit in the Anchorage District Attorney's Office, will fill Skidmore's position as the new head of the Office of Special Prosecutions.***

I've considered going to the FBI about the misappropriation of funds, but that evidently was investigated before I took the DL Coordinators job in Aug 2010. The previous contractor in that position had contacted NGB about the way the DL/VI program funds were being spent, my understanding is that NGB investigated but I am unaware of what the results of that investigation are.

As far as BOI/PR is concerned, all I know are the rumors that I heard flying around there,

BOI/PR

As a contractor, I didn't have a whole lot of leeway in what I could do, contractors who get out of line out there will quickly find themselves not being contractors any more, if you know what I mean. There are very few, if any protections for contractors in that sector, if the client isn't happy, the company isn't happy, and if the company isn't happy.....

Well, you get my drift...

The biggest item that I had stolen was a \$5000 (apx) air conditioned equipment rack, which was taken and deployed to Kuwait sometime in the summer of 2010.

I literally spent weeks searching for the rack, it had been pulled from Nome and was on it's way to Kenai, in the process it got diverted, after searching high and low I finally got someone to admit that it had been deployed to Kuwait.

There should have been an investigation on that, but my supervisor, LTCOL John Woyte, didn't want to rock the boat, so to speak, by opening one.

I paid for a new rack with my company credit card and then billed the Guard back, plus %8 mark up.

That was just one small part of what added up to be a faster burn rate during the end of 2010 on my contract. In November of 2010, Tim Crawford, the XO of the DOIM/J6 shop, informed me of the need for me to take 1 1/2 months off because they didn't have enough money left on my contract to pay me.

That's when I began to realize that there was something very wrong going on.

I was paying for all of the Distance Learning upgrades that were taking place at the end of 2010, beginning quarter of 2011, on my company credit card.

So, no, I have not contacted law enforcement, I have considered it, at this point, two years out, I wonder what good it would do. I would certainly be willing to be deposed as to what I witnessed, I have nothing to hide.

Thanks for your concern Nancy, I've also attempted to contact Kevin Meyer over this as well, but he's been completely silent on this issue.

Thanks again !

Best,

Chris Bydalek

----- Original Message -----

From:
"Dahlstrom Nancy A (GOV)" <nancy.dahlstrom@alaska.gov>

To:
"Christoper Bydalek" <*BOI*>
Cc:

Sent:
Wed, 16 Jan 2013 19:45:10 +0000
Subject:
RE: follow up to yesterday's conversation

Thank you Chris. I read the documents you sent yesterday and also this email today. I also learned that you sent the documents to the Governor.

I do not know what the truth is here but also hate to see anyone's name besmirched. Do you have information on things that you saw firsthand that you feel you should be talking to law enforcement authorities about?

Do you have information about *BOI/PR* that you are willing to discuss with authorities?

You stated there was a phone with pictures. Where is that phone now?

I believe that your intent is pure in wanting more information about *[REDACTED]*

BOI/PR

Please let me know if you have any more information.

Thanks again Chris.

Nancy Dahlstrom

Director of Anchorage Office

Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700

Anchorage, Alaska 99501

PHONE: 907.269.7450

FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov

www.gov.state.ak.us

From: Christopher Bydalek [REDACTED] *BOI*
Sent: Wednesday, January 16, 2013 8:58 AM
To: Dahlstrom, Nancy A (GOV)
Subject: follow up to yesterday's conversation

Hi Nancy -

I just wanted to follow up on our conversation yesterday, it may be that Ken Blaylock did not authorize this document, i.e., somebody may have set him up in order to make him look bad.

I don't know what's going on here to be honest with you, I haven't spoken with Ken although I did make an attempt to do so.

Ken is a stand up guy and I hate to see his name be besmirched like this.

I can't speak to a lot of what is alleged in that document, but I can speak to the subtle racism among some of the personnel, and of course the rampant theft and misappropriated funds. That much I did witness.

One thing that I didn't mention to you was the fact that at the end of 2010, I was asked to take a month and a half off because they had run out of money to pay me.

That was the last straw for me, that's when I realized that I needed to move on, it wasn't until the details of [REDACTED] *BOI/PR* s crimes became apparent that there was a bigger problem out there.

I understand your limitations and the necessity for privacy in this matter.

My concern is about

BOI/PR

The rest, the drug use, APD's involvement, Gen. Katkus' actions, etc etc is purely speculative as far as I'm concerned.

There are a lot of holes in that document, which leads me to belief that whoever leaked this, and I promise you it wasn't me, had a high level of understanding of how the Guard works, there's a lot of information in there that only a person within the Guard would know.

I'm now wondering who is trying to smear Col Blaylock ?

Thanks again for your time and consideration of this matter.

Best,

Chris Bydalek



Karl Hansen

- 🏠 Ombudsman at U.S. Army Medical Command
- 🎓 Studied Fire/Rescue/EMS at Fayetteville Technic...
- 🏠 Lives in Fort Campbell, Kentucky
- 💍 Married to Rebecca Hansen

About



Do you know Karl? If you know Karl, [send him a friend request](#) or [message him](#)

Work and Education



U.S. Army Medical Command

Ombudsman

The Ombudsman functions as a resource in support of Soldiers assigned to a Warrior Transition Unit (WTU) and their Family Members as well as non-WTU Soldiers and their Family Members who need assistance with a medical related issue. Ombudsmen are DA Civilians and Contractors who have been selected for their experience, determination, and passion to help Soldiers. They are located at 35 locations in the United States, Puerto Rico and Europe. Soldiers and Family members having a problem/issue will be well served by calling or visiting an Ombudsman. This option will allow the Ombudsman to communicate directly with the Soldier/Family member and other concerned parties to ensure proper resolution of the issue presented.



U.S. Army Criminal Investigation Command

Special Agent (Ret.)

From: Dahlstrom, Nancy A (GOV)
Sent: Wednesday, January 16, 2013 2:49 PM
To: Nizich, Michael A (GOV)
Subject: FW: RE: follow up to yesterday's conversation
Attachments: karlhansenFB.jpg

Additional FYI

Nancy Dahlstrom

Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Christoper Bydalek [mailto: [REDACTED] BOI]
Sent: Wednesday, January 16, 2013 2:47 PM
To: Dahlstrom, Nancy A (GOV)
Subject: Fwd: RE: follow up to yesterday's conversation

Nancy -

Correction,

"Around the time of Blaylock's departure from the Guard in April, 2011, Campion was moved within the division. Blaylocks' court testimony took place in May of 2011."

That all took place in 2012, not 2011

----- Original Message -----

From: "Christoper Bydalek" < [REDACTED] BOI >
To: "Dahlstrom Nancy A (GOV)" <nancy.dahlstrom@alaska.gov>
Sent: Wed, 16 Jan 2013 14:42:19 -0900
Subject: RE: follow up to yesterday's conversation
Nancy -

The information about the cell phone was posted at the cryptome website, it was not part of the Blaylock document and has a bunch of extraneous information that I can't even begin to comment on.

Here is the link and the exact phrasing and a link to the post.

<http://cryptome.org/2012/12/ng-alaska-illegal.htm>

We know at the time of investigation April 2012 from Karl Hansen that an image taken by [BOI/PR] was found to be one of the weapons used in a retaliatory plot in Fairbanks by militia staff to kill a judge, trooper, and IRS agent.

From what I can tell, Karl Hansen is an Ombudsman with the Army Medical Command, he was formerly an agent with the Army CID. Attached is a screen grab from his Facebook page, [BOI/PR] is a friend with him on FB. [BOI/PR] I believe.

I know [BOI/PR] I interviewed for a job with him in Sacramento, CA last February, [BOI/PR] was a reference, I believe that he even spoke to [BOI/PR]

From the court documents we know that [BOI/PR]

From the web you can find plenty of evidence that he was [BOI/PR]

[BOI/PR]

The 1984th Hospital Reserve is stationed out of Ft Wainwright.

[BOI/PR]

[BOI/PR]

<http://www.law.state.ak.us/press/releases/2011/041911-Changes.html>

April 19, 2011

*Juneau, Alaska - Attorney General John J. Burns today announced leadership changes at the Department of Law's Criminal Division. Sue McLean, Director of the Criminal Division, is retiring after practicing law in Alaska and New Mexico for 30 years. John Skidmore, current supervisor of the Office of Special Prosecutions, will take over McLean's duties on May 26. **Clint Campion, head of the Violent Crimes Unit in the Anchorage District Attorney's Office, will fill Skidmore's position as the new head of the Office of Special Prosecutions.***

I've considered going to the FBI about the misappropriation of funds, but that evidently was investigated before I took the DL Coordinators job in Aug 2010. The previous contractor in that position had contacted NGB about the way the DL/VI program funds were being spent, my understanding is that NGB investigated but I am unaware of what the results of that investigation are

As far as [BOI] is concerned, all I know are the rumors that I heard flying around there, [BOI/PR]

As a contractor, I didn't have a whole lot of leeway in what I could do, contractors who get out of line out there will quickly find themselves not being contractors any more, if you know what I mean. There are very few, if any protections for contractors in that sector, if the client isn't happy, the company isn't happy, and if the company isn't happy.....

Well, you get my drift...

The biggest item that I had stolen was a \$5000 (apx) air conditioned equipment rack, which was taken and deployed to Kuwait sometime in the summer of 2010.

I literally spent weeks searching for the rack, it had been pulled from Nome and was on it's way to Kenai, in the process it got diverted, after searching high and low I finally got someone to admit that it had been deployed to Kuwait.

There should have been an investigation on that, but my supervisor, LTCOL John Woyte, didn't want to rock the boat, so to speak, by opening one.

I paid for a new rack with my company credit card and then billed the Guard back, plus %8 mark up.

That was just one small part of what added up to be a faster burn rate during the end of 2010 on my contract. In November of 2010, Tim Crawford, the XO of the DOIM/J6 shop, informed me of the need for me to take 1 1/2 months off because they didn't have enough money left on my contract to pay me.

That's when I began to realize that there was something very wrong going on.

I was paying for all of the Distance Learning upgrades that were taking place at the end of 2010, beginning quarter of 2011, on my company credit card.

So, no, I have not contacted law enforcement, I have considered it, at this point, two years out, I wonder what good it would do. I would certainly be willing to be deposed as to what I witnessed, I have nothing to hide

Thanks for your concern Nancy, I've also attempted to contact Kevin Meyer over this as well, but he's been completely silent on this issue.

Thanks again !

Best,

Chris Bydalek

----- Original Message -----

From:
"Dahlstrom Nancy A (GOV)" <nancy.dahlstrom@alaska.gov>

To:
"Christopher Bydalek" <[BOI](#)>
Cc:

Sent:
Wed, 16 Jan 2013 19:45:10 +0000
Subject:
RE: follow up to yesterday's conversation

Thank you Chris. I read the documents you sent yesterday and also this email today. I also learned that you sent the documents to the Governor.

I do not know what the truth is here but also hate to see anyone's name besmirched. Do you have information on things that you saw firsthand that you feel you should be talking to law enforcement authorities about?

Do you have information about [BOI](#) that you are willing to discuss with authorities?

You stated there was a phone with pictures. Where is that phone now?

I believe that your intent is pure in wanting more information about [BOI/PR](#)

[REDACTED]

[REDACTED] BOI/PR [REDACTED]

Please let me know if you have any more information.

Thanks again Chris.

Nancy Dahlstrom

Director of Anchorage Office

Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700

Anchorage, Alaska 99501

PHONE: 907.269.7450

FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov

www.gov.state.ak.us

From: Christopher Bydalek [[mailto:\[REDACTED\]](mailto:[REDACTED])] BOI

Sent: Wednesday, January 16, 2013 8:58 AM

To: Dahlstrom, Nancy A (GOV)

Subject: follow up to yesterday's conversation

Hi Nancy -

I just wanted to follow up on our conversation yesterday, it may be that Ken Blaylock did not authorize this document, i.e., somebody may have set him up in order to make him look bad.

I don't know what's going on here to be honest with you, I haven't spoken with Ken although I did make an attempt to do so.

Ken is a stand up guy and I hate to see his name be besmirched like this.

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One thing that I didn't mention to you was the fact that at the end of 2010, I was asked to take a month and a half off because they had run out of money to pay me.

That was the last straw for me, that's when I realized that I needed to move on, it wasn't until the details of [REDACTED] BOI crimes became apparent that there was a bigger problem out there.

I understand your limitations and the necessity for privacy in this matter.

My concern is about [REDACTED] BOI/PR

The rest, the drug use, APD's involvement, Gen. Katkus' actions, etc etc is purely speculative as far as I'm concerned.

There are a lot of holes in that document, which leads me to belief that whoever leaked this, and I promise you it wasn't me, had a high level of understanding of how the Guard works, there's a lot of information in there that only a person within the Guard would know.

I'm now wondering who is trying to smear Col Blaylock ?

Thanks again for your time and consideration of this matter.

Best,

Chris Bydalek



Karl Hansen

- 🏠 Ombudsman at U.S. Army Medical Command
- 🎓 Studied Fire/Rescue/EMS at Fayetteville Technic...
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- 💍 Married to Rebecca Hansen

About



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Ombudsman

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U.S. Army Criminal Investigation Command

Special Agent (Ret.)

From: Dahlstrom, Nancy A (GOV)
Sent: Saturday, February 02, 2013 11:33 AM
To: Nizich, Michael A (GOV)
Subject: Re: Today

[REDACTED]
DP/EP
[REDACTED]
[REDACTED]
[REDACTED]

Nancy

Sent from my iPhone

On Feb 2, 2013, at 11:00 AM, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

> [REDACTED]
DP/EP
[REDACTED]

>
> Sent from my iPad

> On Feb 2, 2013, at 8:58 AM, "Dahlstrom, Nancy A (GOV)" <nancy.dahlstrom@alaska.gov> wrote:

>> [REDACTED]
DP/EP
[REDACTED]
[REDACTED]

>>
>> Nancy
>>
>> Sent from my iPhone

From: Pierre, McHugh (MVA)
Sent: Thursday, February 07, 2013 9:01 PM
To: Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Stepovich, Melissa M (GOV);
Dahlstrom, Nancy A (GOV)
Cc: Katkus, Thomas H (MVA)
Subject: North Pole EIS summary
Attachments: North Pole EIS summary.doc; ATT00001.txt

Here is the final summary from the EIS meetings.
This one had the most energy, by far.
Thanks.
McHugh

Sent from my iPad

Thursday EIS meeting North Pole High School

The meeting was held in the school theater and it was packed!

There were at least 150 people in attendance

Mayor of North Pole spoke, along with 3 city council members

the former mayor, now Chief of Staff at the Borough, Jeff Jacobson spoke

Representative Doug Isaacson spoke on behalf of the legislature

Gen. Katkus and McHugh both spoke

The themes of this meeting were all the same:

- heavy on the housing costs and the economy
- Much more dissension and question at this meeting
- The crowd was not quite hostile, but certainly agitated at the Air Force
- There was unanimous calls for "real" evaluation of the costs vs. savings as proposed and outlined by the SATAF and the EIS
- Lots of talk about this being a back-door BRAC
- everyone says this is the first step to close Eielson and that the Air Force should consider closing bases overseas before it closes a base in America

From: Dahlstrom, Nancy A (GOV)
Sent: Monday, February 11, 2013 6:33 AM
To: Nizich, Michael A (GOV)
Subject: Fwd: na

FYI

Sent from my iPhone

Begin forwarded message:

From: Christopher Bydalek <[REDACTED] BOI/PR >
Date: February 11, 2013 6:19:39 AM AKST
To: <nancy.dahlstrom@alaska.gov>
Cc: <leon.bridges@alaska.gov>, <thomas.katkus@alaska.gov>
Subject: na

I appreciate the time with Col Kerrigan last week, but honestly, I think that it was a waste of his time.

One would hope that after [REDACTED] BOI/PR's embezzlement scheme came to light, that tighter controls over program managers and those who have control of money would have been in order, any prudent organization would have done this long ago.

But alas, I don't have confidence that this is the case, personally I could care less whether you pursue what Col. Kerrigan and I discussed, again, proper fiscal oversight should be the norm not an aberration.

Unfortunately I don't get a warm and fuzzy feeling that this is the case.

I am going to continue to pursue [REDACTED]
[REDACTED] BOI/PR
[REDACTED]

As far as [REDACTED] BOI/PR is concerned, although running a porn site isn't necessarily illegal, you have to ask yourself if that's really the skill-set one would desire in a [REDACTED] BOI/PR [REDACTED] BOI/PR There's also the issue of fraudulently applying for PFD's for his children, but I guess the PFD fraud division can take that one up, that is if they're aware of the situation. It's all there in the court document that I was prepared to give to Col Kerrigan, but he didn't want anything to do with it.

Col Kerrigan didn't want to discuss that, nor did he want to discuss [REDACTED] BOI/PR or the circumstances behind the allegations made in the Blaylock document, so I will continue to pursue this down other avenues.

I don't have a whole lot of confidence in an organization that investigates itself, it's clear that what's needed, if the Blaylock document is accurate, is an independent investigation of what happened, perhaps by Congress.

I won't hold my breath waiting for that to happen.

Best,

Chris Bydalek

BOI

From: Dahlstrom, Nancy A (GOV)
Sent: Wednesday, February 13, 2013 3:45 PM
To: Nizich, Michael A (GOV)
Subject: FW: Bydalek: update on Commander's Inquiry (UNCLASSIFIED)

FYI

Nancy Dahlstrom

Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Katkus, Thomas H (MVA)
Sent: Wednesday, February 13, 2013 2:48 PM
To: Dahlstrom, Nancy A (GOV)
Subject: Fwd: Bydalek: update on Commander's Inquiry (UNCLASSIFIED)

Sent from electronic mobile device.

Begin forwarded message:

From: "Bridges, Leon M BG USARMY NG AKARNG (US)" <leon.m.bridges.mil@mail.mil>
Date: February 13, 2013, 14:14:54 AKST
To: "Katkus, Thomas H MG USARMY NG AKARNG (US)" <thomas.h.katkus.mil@mail.mil>, "thomas.katkus@alaska.gov" <thomas.katkus@alaska.gov>
Subject: Bydalek: update on Commander's Inquiry (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

DP/EP

-----Original Message-----

From: Kerrigan, Hunt W COL USARMY NG AKARNG (US)
Sent: Wednesday, February 13, 2013 12:34 PM
To: Bridges, Leon M BG USARMY NG AKARNG (US)
Cc: Jorgensen, Catherine F COL USARMY NG AKARNG (US); Kerrigan, Hunt W COL USARMY NG AKARNG (US)

Subject: update on Commander's Inquiry (UNCLASSIFIED)

General,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

V/r

HWK

COL Hunt W. Kerrigan

Commander, 38th Troop Command

Deputy Director Joint Staff

Alaska National Guard

(907) 854-1863

Classification: UNCLASSIFIED

Caveats: NONE

Classification: UNCLASSIFIED
Caveats: NONE

From: Dahlstrom, Nancy A (GOV)
Sent: Friday, February 15, 2013 11:30 AM
To: Katkus, Thomas H (MVA)
Cc: Nizich, Michael A (GOV)
Subject: PFD issue

FYI-I meet with Ms. Shawn Stendevad, lead investigator in the PFD fraud unit. She now has a copy of the information that was dropped off at the front desk concerning potential PFD fraud by [REDACTED] BOI/PR

The process will be followed and we will be informed of any determination that is made.

Nancy Dahlstrom

Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Nizich, Michael A (GOV)
Sent: Friday, February 15, 2013 11:38 AM
To: Dahlstrom, Nancy A (GOV)
Cc: Katkus, Thomas H (MVA)
Subject: Re: PFD issue

Thanks

Sent from my iPhone

On Feb 15, 2013, at 11:29 AM, "Dahlstrom, Nancy A (GOV)" <nancy.dahlstrom@alaska.gov> wrote:

FYI-I meet with Ms. Shawn Stendevad, lead investigator in the PFD fraud unit. She now has a copy of the information that was dropped off at the front desk concerning potential PFD fraud by [REDACTED]

BOI/PR

The process will be followed and we will be informed of any determination that is made.

Nancy Dahlstrom
Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Dahlstrom, Nancy A (GOV)
Sent: Tuesday, February 19, 2013 12:41 PM
To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA)
Cc: Nizich, Michael A (GOV)
Subject: FW: Allegation of PFD Fraud - Follow up

General. Katkus,

Please see the information below and forward to General Bridges if you wish.

Nancy Dahlstrom

Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Stendevad, Shawn M (DOR)
Sent: Tuesday, February 19, 2013 12:33 PM
To: Dahlstrom, Nancy A (GOV)
Cc: Stair, James S (DOR); Tredway, David F (DOR)
Subject: Allegation of PFD Fraud - Follow up

Director Dahlstrom,

Pursuant to your request, this message is being provided as confirmation that I have reviewed the information you provided to the Department of Revenue, Criminal Investigations Unit (DORCIU), in the form of documents from Alaska Superior Court Case [REDACTED] *PR*

AS 43.23.017(a)(1)

The above disclosure is made in accordance with AS 43.23.017(a)(1) [permitting disclosure of confidential information to a local, state, or federal government agency].

Please let us know if you have any questions, require additional explanation and/or assistance.

Respectfully,

Inv. Shawn Stendevad

State of Alaska Dept of Revenue
Criminal Investigations Unit
phone: 907-269-6770

From: Mason, Janice L (GOV)
Sent: Wednesday, February 20, 2013 11:28 AM
To: Dahlstrom, Nancy A (GOV); Nizich, Michael A (GOV)
Cc: Sims, Cynthia M (GOV); Knudson, Kip C (GOV)
Subject: RE: List of Recommended D.C. Contacts for Governor Parnell

Thanks Nancy. This is great to have ☺

Janice Mason
Executive Scheduler
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, Alaska 99811
PHONE: 907.465.3500
FAX: 907.465.3889

janice.mason@alaska.gov
www.gov.state.ak.us

[Follow the Governor on Facebook](#)

From: Dahlstrom, Nancy A (GOV)
Sent: Wednesday, February 20, 2013 11:26 AM
To: Nizich, Michael A (GOV); Mason, Janice L (GOV)
Cc: Sims, Cynthia M (GOV)
Subject: FW: List of Recommended D.C. Contacts for Governor Parnell

FYI

Nancy Dahlstrom
Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

From: Ray, Ryan E (MVA)
Sent: Wednesday, February 20, 2013 11:07 AM
To: Dahlstrom, Nancy A (GOV); Knudson, Kip C (GOV)
Cc: Pierre, McHugh (MVA); Thomas Katkus
Subject: List of Recommended D.C. Contacts for Governor Parnell

Hi Kip and Nancy,

Below is the list of contacts in D.C. that AMFAST recommends Governor Parnell meet with when his schedule allows. This list was reviewed and approved by General Joseph Ralston as well. We're in the process of updating the "*Alaska's Advantage to the Armed Services*" handout and developing talking points for the Governor for these meetings. Please let me know if you need anything else.

The recommended contacts are as follows:



Thanks,

Ryan

Ryan Ray

Ryan Ray
Special Assistant II
Office of the Commissioner
Department of Military and Veterans Affairs
ryan.ray@alaska.gov

BOI

From: Katkus, Thomas H (MVA)
Sent: Tuesday, February 26, 2013 7:07 PM
To: Mason, Janice L (GOV)
Cc: Nizich, Michael A (GOV); Pierre, McHugh (MVA); WO2 Nicholas Forbes
Subject: June meeting

Janice

At the YMCA dinner, GEN Jacoby and the Governor identified a time horizon of June for a meeting. GEN Jacoby indicated he would like to invite the Governor down for a complete briefing and familiarization at NORTHCOM and possibly an evening dinner.

I spoke with MG Jim Joseph today, the keeper of GEN Jacoby's schedule. He indicated that if we could identify some possible dates that would work for the Governor in June, he would work to make sure GEN Jacoby's schedule will accommodate the meeting. [REDACTED]

DP/EP

Let me know what times might be available and we'll see how we can make this work. MG Joseph is a retired Pennsylvania police officer and used to be in charge of Counterdrug at NGB when I had Alaska's program. We can make this a very nice visit.

Let me know as soon as you can as this will take some detailed planning to get all the moving parts right.

Later

Katkus

Thanks

Katkus

Sent from electronic mobile device.

From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, February 27, 2013 7:37 AM
To: Nizich, Michael A (GOV)
Cc: Brakes, Heather K (GOV)
Subject: Gen. Katkus

DP/EP

Sent from my iPhone

From: Nizich, Michael A (GOV)
Sent: Wednesday, February 27, 2013 8:07 AM
To: Parnell, Governor (GOV sponsored)
Subject: RE: Gen. Katkus

DP/EP

Mike Nizich

Chief of Staff

Office of Governor Sean Parnell

Alaska State Capitol Building

Third Floor

Juneau, AK 99811

PHONE: 907.465.3500

FAX: 907.465.3532

mike.nizich@alaska.gov

www.gov.state.ak.us

-----Original Message-----

From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, February 27, 2013 7:37 AM
To: Nizich, Michael A (GOV)
Cc: Brakes, Heather K (GOV)
Subject: Gen. Katkus

DP/EP

Sent from my iPhone

From: Mason, Janice L (GOV)
Sent: Wednesday, February 27, 2013 9:18 AM
To: Katkus, Thomas H (MVA)
Cc: Nizich, Michael A (GOV); Pierre, McHugh (MVA); WO2 Nicholas Forbes
Subject: RE: June meeting

Thank you, I will speak with the Governor in this regards and see if we can come up with June dates soon.

Janice Mason
Executive Scheduler
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, Alaska 99811
PHONE: 907.465.3500
FAX: 907.465.3889

janice.mason@alaska.gov
www.gov.state.ak.us

Follow the Governor on Facebook

-----Original Message-----

From: Katkus, Thomas H (MVA)
Sent: Tuesday, February 26, 2013 7:07 PM
To: Mason, Janice L (GOV)
Cc: Nizich, Michael A (GOV); Pierre, McHugh (MVA); WO2 Nicholas Forbes
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Later

Katkus

Thanks

Katkus

Sent from electronic mobile device.

From: BOI
Sent: Friday, March 15, 2013 1:08 PM
To: Nizich, Michael A (GOV); Katkus, Thomas H (MVA)
Subject: Fwd: Breaking News: Secretary of Defense Hagel's Missile Defense Press Conference

FYI

Sent from my iPhone

Begin forwarded message:

From: Missile Defense Advocacy Alliance <rikiellison@missiledefenseadvocacy.org>
Date: March 15, 2013, 12:12:06 PM AKDT
To: BOI
Subject: Breaking News: Secretary of Defense Hagel's Missile Defense Press Conference
Reply-To: kmorgan@missiledefenseadvocacy.org



Follow and Support MDAA



MDAA Breaking News: Secretary of Defense Hagel's Missile Defense Press Conference

March 15, 2013



Dear Members and Friends.

This afternoon, at the Pentagon, Secretary of Defense Chuck Hagel announced the decision to increase our nation's missile defense capabilities to better protect the United States of America from North Korea and Iran by adding an additional 14 ground-based interceptors in Fort Greely, Alaska by 2017, adding an additional AN/TPY-2 forward-based radar in Japan, continuing to move forward with an environmental study for a 3rd United States missile defense site, and the restructuring of the future SM-3 Block IIB missile program that was originally scheduled for European deployment in 2020. The restructuring of the SM-3 Block IIB program will result in greater support for a new and enhanced kill vehicle for the modernization of missile defense interceptors.

The Secretary of Defense assured the American public that the missile defense system that is currently deployed in Alaska and California can protect the United States of America from a North Korean long-range ballistic missile.

We strongly support and thank the Secretary of Defense, Chuck Hagel, and the President of the United States of America, Barack Obama, for fulfilling their duty to protect and defend the United States of America.

Secretary of Defense, Chuck Hagel's, remarks are below:

Good afternoon. I have a statement and then I will take a couple questions then ask the Under Secretary and the Vice Chief to address the specific questions you have about the topic that we are going to about: Missile Defense.

Today, I am announcing a series of steps the United States will take to stay ahead of the challenge posed by Iran and North Korea's development of longer-range ballistic missile capabilities.

The United States has missile defense systems in place to protect us from limited ICBM attacks, but North Korea in particular has recently made advances in its capabilities and has engaged in a series of irresponsible and reckless provocations.

Specifically, North Korea announced last month that it conducted its third nuclear test, and last April displayed what appears to be a road-mobile ICBM. It also used its Taepo Dong-2 missile to put a satellite in orbit, thus demonstrating progress in its development of long-range missile technology.

In order to bolster our protection of the homeland and stay ahead of this threat we are taking four steps.

First, we will strengthen homeland missile defense by deploying 14 additional Ground-Based Interceptors (GBIs) at Ft. Greely, Alaska. That will increase the number of deployed Ground Based Interceptors from 30 to 44, including the four GBIs at Vandenberg Air Force Base in California. These additional GBIs will provide a nearly 50 percent increase in our missile defense capability.

Second, with the support of the Japanese government, we are planning to deploy an

additional radar in Japan. This second TPY-2 or tippy-two radar will provide improved early warning and tracking of any missile launched from North Korea at the United States or Japan.

Third, as directed by Congress, we are conducting Environmental Impact Studies for a potential additional GBI site in the United States. While the Administration has not made any decision on whether to proceed with an additional site, conducting Environmental Impact Studies will shorten the timeline for construction should that decision be made.

And fourth, we are restructuring the SM-3 IIB program. As many of you know, we had planned to deploy the SM-3 IIB as part of the European Phased Adaptive Approach. The purpose was to add to the protection of the U.S. homeland already provided by our current GBIs against missile threats from the Middle East. The timeline for deploying this program had been delayed to at least 2022 due to cuts in congressional funding.

Meanwhile, the threat matures. By shifting resources from this lagging program to fund the additional GBIs as well as advanced kill vehicle technology that will improve the performance of the GBI and other versions of the SM-3 interceptor, we will be able to add protection against missiles from Iran sooner while also providing additional protection against the North Korean threat.

Let me emphasize the strong and continued commitment of the United States to NATO missile defense. That commitment remains ironclad. The missile deployments the United States is making in phases one through three of the European Phased Adaptive Approach, including sites in Poland and Romania, will still be able to provide coverage of all European NATO territory as planned by 2018.

The collective result of these four decisions will be to further improve our ability to counter future missile threats from Iran and North Korea, while maximizing increasingly scarce taxpayer resources. The American people expect us to take every necessary step to protect their security at home and U.S. strategic interests abroad, but they expect us to do so in the most efficient and effective manner possible. By taking the steps I've outlined today, we will strengthen our homeland defense, maintain our commitments to our allies and partners, and make clear to the world that the United States stands firm against aggression.

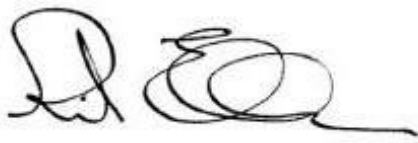
Respectfully,

A handwritten signature in black ink, appearing to read 'Riki Ellison', with a stylized, flowing script.

Riki Ellison
Chairman & Founder

Missile Defense Advocacy Alliance

Respectfully,



Riki Ellison
Chairman & Founder
Missile Defense Advocacy Alliance

MDAA is a non-profit, non-partisan tax-exempt 501(c) (4) organization. Our mission is to make the world safer by advocating for the development and deployment of missile defense systems to defend the United States and its allies against missile threats. We are a membership-funded organization that does not advocate on behalf of any specific system, technology, architecture or entity. Founded in 2002, MDAA is the only organization in existence whose primary mission is to recruit, organize, and mobilize proponents to advocate for the critical need of missile defense. Visit our website www.missiledefenseadvocacy.org for more information.

Click Here to join MDAA



Missile Defense Advocacy Alliance
515 King Street, Suite 320
Alexandria, VA 22134
Phone: (703) 299-0060
Email: info@missiledefenseadvocacy.org





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From: Dahlstrom, Nancy A (GOV)
Sent: Saturday, March 23, 2013 9:31 AM
To: Nizich, Michael A (GOV)
Subject: Fwd: HOT! Delay of Furlough Notices - VERY IMPORTANT (UNCLASSIFIED)

Please read the email below from Katkus.

Begin forwarded message:

From: "Katkus, Thomas H MG USARMY NG AKARNG (US)"
<thomas.h.katkus.mil@mail.mil>
Date: March 22, 2013, 6:38:53 PM AKDT
To: "'nancy.dahlstrom@alaska.gov'" <nancy.dahlstrom@alaska.gov>
Cc: "'mchugh.pierre@alaska.gov'" <mchugh.pierre@alaska.gov>
Subject: Fw: HOT! Delay of Furlough Notices - VERY IMPORTANT (UNCLASSIFIED)

Nancy

DP

DP

DP

DP

DP

From: Dahlstrom, Nancy A (GOV)
Sent: Thursday, March 28, 2013 7:48 AM
To: Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Katkus, Thomas H (MVA)
Subject: Fwd: Air Force Releases FY 13 NDAA Implementation Plan

FYI

Begin forwarded message:

From: "Cohan, Erin" <ecohan@NGA.ORG>
Date: March 28, 2013, 6:57:37 AM AKDT
To: HHS Committee <hhsreps@talk.nga.org>
Cc: "ts@rubicondc.com" <ts@rubicondc.com>, "brian.mcmanus2@eog.myflorida.com" <brian.mcmanus2@eog.myflorida.com>, "Lauren.LePage@maine.gov" <Lauren.LePage@maine.gov>, "joshbaker@gov.sc.gov" <joshbaker@gov.sc.gov>, "dan.wilmot@governor.state.tx.us" <dan.wilmot@governor.state.tx.us>, "erik.L.johnson@governor.ohio.gov" <erik.L.johnson@governor.ohio.gov>
Subject: Air Force Releases FY 13 NDAA Implementation Plan
Reply-To: HHS Committee <hhsreps@talk.nga.org>

For your information...

Air Force Releases FY 13 NDAA Implementation Plan

The Air Force yesterday provided Congress with its [FY 13 National Defense Authorization Act \(NDAA\) Implementation Plan](#), which describes the actions necessary to comply with the FY 13 NDAA. The release also included a [time-phased addendum](#), which captures major force structure changes by state. The FY 13 NDAA authorized the Air Force to complete previously approved actions and directed execution of force structure changes from the Air Force's Total Force Proposal in November. Future projections contained within the Implementation Plan are limited to FY 14 because of the uncertainties driven by the fiscal reductions imposed by sequestration and the Budget Control Act of 2011. This information also was provided to the Council of Governors and all state adjutants general yesterday by the Chief of the National Guard Bureau and the Director of the Air National Guard, respectively.

NGA Contacts: [Heather Hogsett](#) BOI; [Erin Cohan](#) BOI

Erin Cohan

Special Projects Manager
Office of Federal Relations
National Governors Association
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To unsubscribe, send a blank email to leave-220736-169039.6463a4c6738f4b95272e3ec942255f55@talk.nga.org.

Visit the NGA web site at <http://www.nga.org>

From: Treadwell, Lt. Governor (GOV sponsored)
Sent: Friday, April 05, 2013 12:06 PM
To: Katkus, Thomas H (MVA)
Cc: Lieutenant General Stephen Hoog; Nizich, Michael A (GOV)
Subject: Fwd: AS 40.25.120... Nukes

EP/DP/AS 40.25.120(a)(10)

EP/DP/AS 40.25.12... Best. MT

Sent from my iPad

Begin forwarded message:

AS 40.25.120(a)(10)

AS 40.25.120(a)(10)

AS 40.25.120(a)(10)

AS 40.25.120(a)(10)

From: Katkus, Thomas H MG USARMY NG AKARNG (US) <thomas.h.katkus.mil@mail.mil>
Sent: Monday, April 15, 2013 3:42 PM
To: Nizich, Michael A (GOV)
Subject: Fw: Boston Marathon Bombing SIT REP (UNCLASSIFIED)

THOMAS H. KATKUS

MG, AKARNG

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: (907) 428-6006

MOBILE:

DSN:

FAX: (907) 428-6019

Email:

thomas.h.katkus.mil@mail.mil

or

Thomas.Katkus@alaska.gov

----- Original Message -----

From: Grass, Frank J GEN USARMY NG NGB (US)

Sent: Monday, April 15, 2013 10:38 PM

To: NG NCR ARNG List NGGB TAGs

Cc: Lengyel, Joseph L LTGEN USAF NG NGB (US); Neal, Brian G MAJGEN USAF JS J3 (US); Clarke, Stanley E III LTGEN USAF (US); Treacy, Jonathan T MAJGEN USAF NG NGB (US); Ketchum, Gerald W MG USARMY NG NGB (US); Ingram, William E Jr LTG USARMY ARNG (US); Cashman, Jeffrey B COL USAF NG NGB (US)

Subject: Boston Marathon Bombing SIT REP (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: NONE

Adjutants General,

At approximately 1400 hrs Eastern time today, 2 explosive devices detonated near the finish line of the Boston Marathon.

The Massachusetts National Guard had 464 uniformed Guardsmen at the site of the race. All uniformed military members are accounted for. There are no uniformed military casualties.

The Adjutant General, Major General Scott Rice is with Governor Deval Patrick, who has called 500 Guardsmen to the scene in support of the Boston Police Department's effort to secure a 15 block area. Another 500 Guardsmen are being called up to conduct bag searches at transit hubs. 3 other explosive devices have been discovered before they detonated.

Civil Support Teams from MA and NY are engaged on site and NH and Rhode Island are enroute.

NORAD has established a Temporary Flight Restriction over the area.

I have spoken with Maj Gen Rice, GEN Jacoby at NORTHCOM, Acting Assistant Secretary for Homeland Defense Rosenblum and am now meeting with the Deputy Secretary of Defense's meeting on the subject.

While we work to define the scope of the threat, in your states please consider the appropriate force protection posture for your installations and what large community events you might have scheduled in the days ahead.

fjg

Classification: UNCLASSIFIED

Caveats: NONE

From: Tepas, Katherine H (GOV)
Sent: Monday, May 13, 2013 11:09 AM
To: Nizich, Michael A (GOV)
Subject: Military Sexual Assault
Attachments: SecDef_SAPR_Memo_Strategy_Atch_06052013.pdf

COS,

EP/DP

Katie



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAY 06 2013

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

SUBJECT: Sexual Assault Prevention and Response

As leaders of the Department of Defense, we share a commitment to eliminate sexual assault from our Armed Forces. We are taking important steps to provide new training for commanders, strengthen our training enterprise for all Service members, improve our investigative and military justice system capabilities, and further professionalize our first responders. Even with strong leader emphasis and innovative new programs, we need to achieve greater progress in preventing sexual assault in our ranks. We can build upon these enhanced capabilities but we must do better, a reality underscored by the persistent problem described in the *FY2012 Annual Report on Sexual Assault in the Military*, released today.

Ultimately, we must ensure that every Service member understands that sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned, or ignored. We need enduring culture change where every Service member is treated with dignity and respect; where all allegations of inappropriate behavior are treated with the utmost seriousness; where victim privacy is protected, and they are treated with sensitivity; where bystanders are motivated to intervene; and where offenders know they will be held appropriately accountable. Our mission requires a comprehensive and synchronized effort to ensure the entire Department is aligned in working toward this end.

Therefore, I am directing implementation of the attached *2013 DoD Sexual Assault Prevention and Response (SAPR) Strategic Plan*, which employs a multidisciplinary approach in prevention, investigation, accountability, advocacy/victim assistance and assessment to achieve unity of effort and purpose across the Department. This plan provides authoritative guidance to all stakeholders and defines our priorities, objectives, and initiatives.

Your plans should align with this SAPR Strategic Plan. Please report back to me on this alignment by July 31, 2013, with a copy to the Under Secretary of Defense for Personnel and Readiness (USD P&R). Further, the Secretaries of the Military Departments, with input from the Chiefs of the Military Services, and Chief of the National Guard Bureau will report progress on implementing this strategy in their next annual report on sexual assault in the military.



OSD005087-13

In addition, I am directing immediate implementation of the following measures to strengthen our sexual assault prevention and response programs, specifically addressing accountability, command climate and victim advocacy.

- ***Enhancing Commander Accountability:*** To further enhance command accountability, the Service Chiefs, through their respective Secretaries of the Military Departments, will develop methods to assess the performance of military commanders in establishing command climates of dignity and respect and incorporating SAPR prevention and victim care principles in their commands, and hold them accountable. Report your methods to me through USD (P&R) by November 1, 2013.
- ***Improving Response and Victim Treatment:*** To improve overall victim care and trust in the chain of command, increase reporting, and reduce the possibility of ostracizing victims, the Secretaries of the Military Departments will implement and monitor methods to improve victim treatment by their peers, co-workers, and chains of command. Solicit victim input in the development of these methods. Report your methods to me through USD (P&R) by November 1, 2013.
- ***Assessing Military Justice Systems:*** To ensure a timely and independent assessment of the systems used to investigate, prosecute, and adjudicate crimes involving adult sexual assault and related offenses assessment of military justice systems, I call upon the panel established under Section 576 of the FY13 National Defense Authorization Act to accelerate its review and provide final recommendations to me within 12 months of the panel's first meeting.
- ***Enhancing Commander Accountability:*** To enhance accountability and improve insight into subordinate command climate, the USD (P&R) shall require that the results of FY13 National Defense Authorization Act-mandated annual command climate surveys will now also be provided to the next level up in the chain of command. Implement this provision not later than July 31, 2013.
- ***Ensuring Safety:*** To ensure the awareness and safety of our newest and aspiring Service members, the Secretaries of the Military Departments will improve the effectiveness of sexual assault prevention and response programs in recruiting organizations, Military Entrance Processing Stations, and the Reserve Officer Training Corps. These assessments will include: 1) the selection, SAPR training, and oversight of recruiters; 2) the dissemination of SAPR program information to potential and actual recruits; and 3) the prevention and education programs in ROTC environments and curricula. Report your findings to me through USD (P&R) by September 30, 2013.
- ***Ensuring Appropriate Command Climate:*** To ensure DoD facilities promote an environment of dignity and respect and are free from materials that create a degrading or offensive work environment, DoD component heads will direct comprehensive and regular visual inspections of all DoD workplaces, to include military academies, by July 1, 2013. The Air Force conducted such an inspection in FY13 and will therefore only report the findings and actions taken from that previously conducted inspection. Report your findings to me through USD (P&R) by July 31, 2013.

Finally, to enhance the administration of military justice, in addition to my direction last month to amend Article 60 of the Uniform Code of Military Justice and related proposed legislation and previous direction to elevate disposition decisions, I am directing the DoD Acting General Counsel to take the following actions:

- ***Ensuring Victim's Rights:*** Develop a method, in coordination with the Joint Service Committee (JSC) on Military Justice, to incorporate the rights afforded to victims through the Crime Victims' Rights Act into military justice practice, to the extent appropriate. Report your findings and recommendations to me by November 1, 2013.
- ***Improving Victim's Counsel:*** Evaluate the Air Force Special Victims Counsel pilot program and other approaches to ensure that victims of sexual assault are provided the advice and assistance they need to understand their rights and to feel confident in the military justice system. Report your findings and recommendations to me by November 1, 2013.

The Department needs to be a national leader in preventing and responding to sexual assault. We are committed to lead the daughters and sons of the American people with the values of our honorable profession and to ensure they serve in an environment that is free from sexual assault and protects the dignity and respect of every Service member. These initiatives and plans, in addition to our on-going efforts, provide a roadmap for this Department to establish the enduring culture that is required of our profession of arms.

A handwritten signature in blue ink, appearing to read "Chuck Hagel", with a long diagonal stroke extending from the bottom right.

Attachment:
As stated

cc:
Under Secretaries of Defense
Commanders of the Combatant Commands
Inspector General of the Department of Defense
Assistant Secretaries of Defense
Directors of the Defense Agencies
Directors of the DoD Field Activities

Department of Defense



Sexual Assault Prevention and Response Strategic Plan

30 April 2013

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Foreword

Leaders and Commanders of the Department of Defense,

Our men and women in uniform put their lives on the line every day to keep America safe. We have a responsibility to lead them with the values of our profession of arms and to ensure that the daughters and sons of the American people serve in an environment that is safe and protects the dignity and respect of every member of our U.S Armed Forces.

Sexual assault is a crime that is incompatible with military service and has no place in this Department. It is an affront to the American values we defend, and it is a stain on our honor. DoD needs to be *a national leader* in combating sexual assault and we will establish an environment of dignity and respect, where sexual assault is not tolerated, condoned, or ignored.

Considerable efforts are now underway to combat sexual assault. However, we still have much work to do across the Department. We can turn this around, but it will take time and requires continued strong leadership and education at all levels. To that end, I directed the DoD Sexual Assault Prevention and Response Office to partner with the Services and other Department of Defense components to review and update the DoD Sexual Assault Prevention and Response Strategy.

Significant collaboration and effort took place to produce this comprehensive strategy. This strategy was developed to address the complex nature of the issue and better synchronize our Department-wide efforts. It will remain a dynamic document, reviewed annually, to drive stakeholder action within the Department.

This multi-disciplinary approach is essential as there is no one single solution to eliminating sexual assault from the military. The Department of Defense must remain vigilant and continuously execute the tasks required across all five lines of effort: Prevention, Investigation, Accountability, Advocacy/Victim Assistance, and Assessment.

I have full faith and confidence in our abilities and leadership as we strive to reduce and ultimately eliminate sexual assault from the military. Thank you for your support!



Chuck Hagel
Secretary of Defense

1. Introduction.

The Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) conducted a Sexual Assault Prevention and Response (SAPR) strategic planning effort in 2009 to align SAPR priorities across DoD. This plan was created through collaboration between DoD SAPRO, the Military Services, and other SAPR stakeholders. The revised *DoD Sexual Assault Prevention and Response Strategic Plan* continues this effort to establish a central plan that captures strategic SAPR priorities, goals, objectives, actions and/or initiatives, and targets performance outcomes jointly among DoD Components, which includes the Office of the Secretary of Defense (OSD) components as well as the Military Departments. This document reflects the continuation of this collaborative effort.

The objectives of this plan are to achieve unity of effort and purpose across all of DoD in the execution of sexual assault prevention and response; to develop objective criteria for measuring progress; and to publish tasks that operationalize lines of effort in sexual assault Prevention, Investigation, Accountability, Advocacy/Victim Assistance, and Assessment.

The Secretary of Defense affirmed the Department's commitment to eliminating sexual assault from the U.S. Armed Forces by introducing new measures to create a culture free from sexual assault. The uniformed leadership communicated its resolve and commitment to reducing -- with the goal of eliminating -- sexual assault with its Strategic Direction to the Joint Force. This document was published in May 2012. In it, the eight members of the Joint Chiefs of Staff provided their collective guidance to the U.S. Armed Forces:

This Strategic Direction is written for commanders and leaders to improve awareness of sexual assaults, operationalize our commitment, and facilitate dialogue and open communications across our formations. The Joint Chiefs and Commandant of the Coast Guard, together with our DoD Sexual Assault Prevention and Response Program (SAPR) professionals, penned this guidance to synchronize those efforts. Together, we will operationalize the concerted efforts of the DoD SAPR Office and our Service programs with renewed commitment to eliminate sexual assault crimes within our ranks.

Commanders and leaders at every level must integrate the intent, lines of effort and tenets of this Strategic Direction as a part of our daily command routines and activities. We must take conscious steps to understand, identify and reduce environmental risks, predatory and high-risk behaviors and personal vulnerabilities associated with sexual assaults or other abuse crimes. It is up to you, as commanders and leaders, to safeguard our core values and Service cultures by promoting a climate and environment that incorporates SAPR principles as habitual and inherent characteristics of our commands. Commanders and leaders must personally read, understand and implement this strategy.¹

¹ The Joint Chiefs of Staff, *Strategic Direction to the Joint Force on Sexual Assault Prevention and Response*, 7 May 2012

This comprehensive strategic direction, provided by the Joint Chiefs of Staff, required the review and revision of the 2009 SAPR strategy. On behalf of the Secretary of Defense and the Under Secretary for Personnel and Readiness (USD P&R), SAPRO partnered with the DoD components, the Military Departments, and the Services to develop this strategic plan, ensuring goals, objectives, milestones, and criteria for measuring progress were created and or revised, in order to enhance unity of effort and reinforce synchronization.

In doing so, the Department will continue to advance the priorities from the 2009 SAPR strategy of reducing sexual assaults in the military community; increasing the number and percentage of sexual assaults that are reported; increasing the availability, access, and quality of response for victims of sexual assault; improving the accountability, reliability, and sustainment of DoD SAPR services; and effectively communicating sexual assault prevention and response to stakeholders. These efforts are fully integrated in this strategy.

This plan will continue to be a dynamic document and will be reviewed annually. It drives stakeholder action by using existing authorities promulgated in law and policy and serves as a focal point of direction to advance sexual assault prevention and response throughout the DoD. This plan will be managed and updated by USD (P&R) through DoD SAPRO, in coordination with the Military Departments, Services, and the Office of the Inspector General (IG), using existing oversight mechanisms (e.g., Joint Executive Council, Government Accountability Office (GAO) reports, audits, IG reports, annual Congressional reporting requirements), and the responsive input of collective stakeholders. Implementation of tasks and progress will be reviewed every other month at regularly scheduled DoD SAPR Integrated Product Team (IPT) meetings. Reports on completion of tasks and updates to assigned tasks are provided, at a minimum, annually, for inclusion in the *Department of Defense Annual Report on Sexual Assault in the Military*.

DoD capabilities employed in support of this plan are assigned to OSD, the DoD IG, the Office of the DoD General Counsel, Chairman of the Joint Chiefs of Staff, the Joint Staff, the Combatant Commands, the Military Departments, each of the four Services, and the National Guard Bureau. This strategic approach will guide and inform policy development, organization, training, and employment of the variety of means used to operationalize this strategic plan. Stakeholders include:

- Office of the Secretary of Defense (OSD) – Sexual Assault Prevention and Response Office (SAPRO); Office of the Deputy Assistant Secretary of Defense for Military Personnel Policy (DASD/MPP); Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD/CP); Office of Legal Policy (OLP); Legislative Affairs (OSD LA); Public Affairs (OSD PA); Deputy Assistant Secretary of Defense for Readiness (DASD(R)); Office of the DoD General Counsel (OGC); Office of Legal Counsel (OLC); Assistant Secretary of Defense, Health Affairs (HA); Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (DASD/MC&FP); Office of Diversity Management and Equal Opportunity (ODMEO); the Defense Manpower Data Center (DMDC); the Defense Equal Opportunity Management Institute (DEOMI); and Reserve Affairs (RA).
- The Joint Staff (JCS)
- The Military Departments – Departments of the Army, Navy, and Air Force
- The Military Services – The U.S. Army, Navy, Air Force, and Marine Corps
- The National Guard Bureau (NGB)

- The Offices of The Judge Advocates General (OTJAGs) of the Army, Navy, and Air Force, and the Office of the Staff Judge Advocate to the Commandant of the Marine Corps.
- Office of the Inspector General (IG)

This plan is not all-encompassing nor fully exhaustive of all SAPR activities performed within or by the DoD SAPR community. Instead, this plan highlights and captures those tasks that contribute directly to the strategic objectives set forth in this document, as identified by plan stakeholders.

Since this plan captures planning components from different organizations, each organization designated in the task matrix as office of primary responsibility (OPR) is responsible for accomplishment of the tasks designated to it and supporting actions and /or initiatives. For this reason, plan components may be written at different levels and stress different activities. However, the collective stakeholders are committed to the same strategic objectives and endstates. An explanation of the collective development of *SAPR Metrics* in Section 4 of this document demonstrates the commitment to shared measurement and accountability for the *DoD SAPR Strategic Plan*.

1.1 Relationship to Directives and Instructions

In this strategic construct, policy issuances promulgated by the DoD and the Services function as tools employed by sexual assault prevention and response elements. The promulgation of policy in accordance with these tasks further operationalizes the strategy approach outlined in this *Strategic Plan* and the *Strategic Direction to the Joint Force on SAPR*. DoD Components and the Secretaries of the Military Departments will align implementing plans and policies with this strategic plan.

Overall, DoD Directive 6495.01, *Sexual Assault Prevention and Response Program*, establishes DoD policy and assigns responsibilities for prevention, advocacy, and victim care. DoD Instruction 6495.02, *SAPR Program Procedures*, and associated Service policies, further operationalize this program. Investigation and accountability lines of effort are operationalized by policies issued by the DoD IG and the Services, and the OTJAGs, respectively.

This strategic plan does not change the existing oversight and programmatic structure and responsibilities of the IG or the OTJAGs, nor does it create a new oversight structure of these entities within OSD.

1.2 Strategic Planning Approach – Campaign Design

DoD shifted its planning methodology to Campaign Plan design outlined in Joint Operation Planning publication (JP 5-0) in order to address the complex nature of our SAPR mission and better synchronize efforts.

DoD used lines of effort to develop the campaign plan. A *line of effort* (LOE) links multiple tasks and missions to focus efforts toward establishing operational and strategic conditions. Because SAPR involves many nonmilitary factors, LOEs were used to link tasks, effects, and the desired endstate, as depicted by *Figure 1*.

DoD-Wide Sexual Assault Prevention and Response Strategic Plan Lines of Effort and Priority Tasks

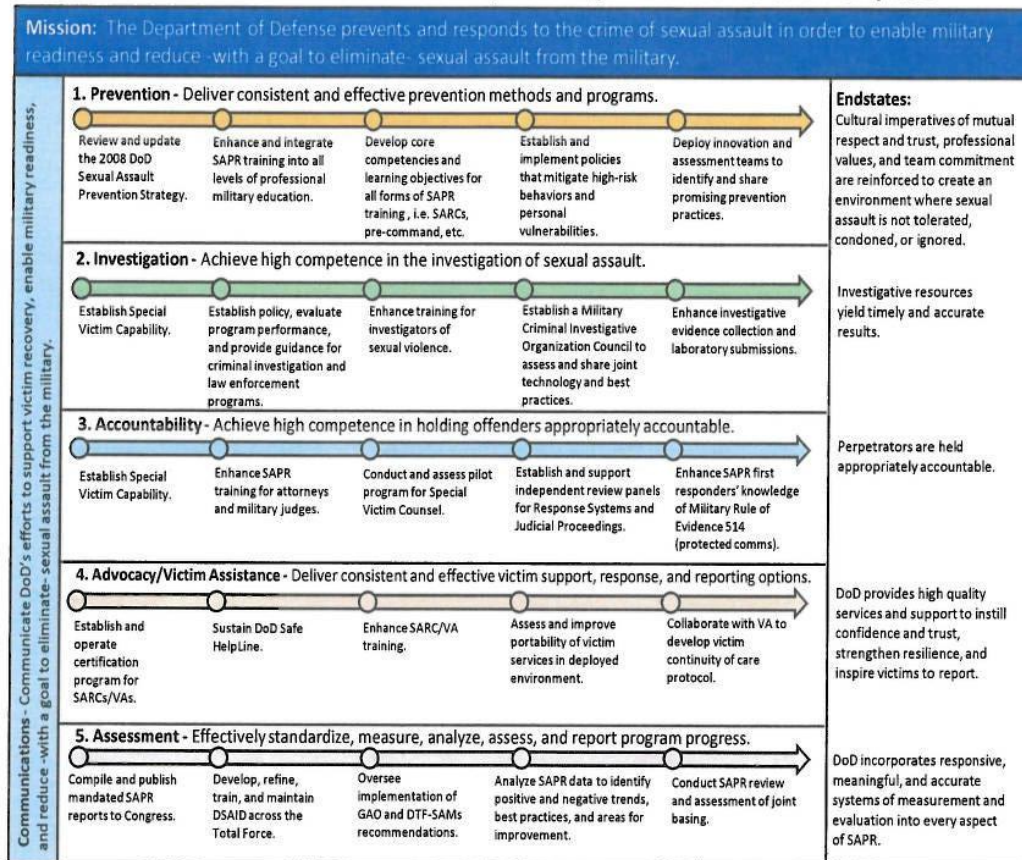


Figure 1

1.3 DoD Sexual Assault Prevention and Response Mission Statement

The Department of Defense prevents and responds to the crime of sexual assault in order to enable military readiness and reduce -- with a goal to eliminate -- sexual assault from the military.

1.4 DoD Approach, Lines of Effort, Objectives, and Endstates

Reducing and eliminating sexual assault requires a multi-pronged approach -- one that leverages a wide range of initiatives and engages every Service member to prevent the crime from occurring in the first place. When an assault occurs, effective processes and personnel with specialized training must be in place to respond, care for victims, investigate every allegation, and hold offenders appropriately accountable.

Underpinning our efforts is the need for enduring culture change -- requiring leaders at all levels to foster a command climate where sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned, or ignored; a climate where dignity and respect are core values we must all live by and define how we treat one another; where bystanders are trained and motivated to intervene and prevent unsafe behaviors; where victims' reports are taken seriously, their privacy is respected, and they are treated with sensitivity; and finally, a climate where offenders know they will be held appropriately accountable for their actions.

Five SAPR LOEs were established to guide and focus strategic planning efforts with corresponding objectives and endstates. The LOEs are Prevention, Investigation, Accountability, Advocacy/Victim Assistance, and Assessment. DoD Components will use these LOEs as the foundational basis for their plans, to ensure unity of effort, synchronization, and the creation of a common approach to assessments. These LOEs, objectives, and endstates are defined as follows:

1) **Prevention**

Objective - Deliver consistent and effective prevention methods and programs.

Endstate - Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.

Our prevention goal is to deliver consistent and effective prevention methods and programs. It is critical that our entire military community work together to preclude criminal behavior from occurring and respond appropriately to incidents when they occur. Sustained leader emphasis by Commanders and first line supervisors is critical to this effort, as they are central in establishing the climate of dignity, respect, sensitivity, and environmental expectations that can reduce and eliminate this crime. As such, the Department is developing core competencies and learning objectives for all SAPR training, starting with Pre-command and Senior Enlisted, to ensure consistent learning and standardization throughout the Military Departments and Services. In collaboration with the Military Departments and Services, DoD is deploying innovation and assessment teams across the nation to identify promising prevention strategies and techniques. We are also collaborating with a variety of sexual assault prevention practitioners and researchers to ascertain which prevention policies and programs are most effective. Our desired end state is an atmosphere where cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.

2) **Investigation**

Objective - Achieve high competence in the investigation of sexual assault.

Endstate - Investigative resources yield timely and accurate results.

The Department is committed to achieving high competence in every investigation of sexual assault, which begins with an unrestricted report and the independent and professional investigation by the Services' Military Criminal Investigative Organizations (MCIOs). Our investigative resources need to yield timely and accurate results that employ scientifically-informed techniques and maximize the recovery of physical and testimonial evidence while minimizing the potential for retraumatization. DoD will continue to develop specialized investigative capabilities that enable professional, responsive and accurate investigations that are independent from the chain of command. To establish a DoD Special Victims Capability, the Secretaries of the Military Departments will provide specially trained investigators. This capability will deliver a distinct, recognizable group of professionals who collaborate to ensure effective, timely, responsive worldwide victim support, and a capability to investigate and address child abuse, serious domestic violence, and/or sexual assault offenses.

3) **Accountability**

Objective - Achieve high competence in holding offenders appropriately accountable.

Endstate - Perpetrators are held appropriately accountable.

Holding offenders appropriately accountable is the objective in the accountability line of effort. The Department will continue to provide a fair and equitable system of accountability that promotes justice, assists in maintaining good order and discipline in the U.S. Armed Forces, and promotes efficiency and effectiveness in the military establishment, thereby strengthening the national security of the United States. Commanders are a critical part of this justice system. To establish a DoD Special Victims Capability, the Secretaries of each Department will provide specially-trained attorneys, victim witness assistance personnel, domestic abuse and sexual assault victim advocates, and paralegals. This capability will expand and leverage existing resources to deliver a distinct, recognizable group of professionals collaborating to provide effective, timely, responsive worldwide victim support, and a capability to investigate and address child abuse, serious domestic violence, and/or sexual assault offenses.

4) Advocacy/Victim Assistance

Objective - Deliver consistent and effective victim support, response, and reporting options.

Endstate - DoD provides high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report.

Our goal is to standardize and deliver effective victim support, response, and reporting options, so that we instill confidence and trust, strengthen resilience, and inspire victims to report sexual assaults, either restricted or unrestricted. From the initiation of a report through case disposition in the justice system to victim recovery, we care for our victims. When victims report, they are provided a safe environment and offered medical care, counseling, legal assistance, and victim witness assistance. Because sexual assault is such an underreported crime, it is imperative that our program inspires victim confidence and motivates victim reporting -- a necessary bridge to greater victim care and increased offender accountability as appropriate. Our Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs) are the critical capability we employ to achieve these objectives. The Department has established a certification program to align their training and qualifications with the national victim advocate certification programs, ensuring professional and highly competent delivery of victim advocacy and assistance. Further, the Department remains committed to ensuring alleged offenders are afforded their due process rights.

5) Assessment

Objective - Effectively standardize, measure, analyze, assess, and report program progress.

Endstate - DoD incorporates responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the SAPR program.

We aim to standardize assessment methodologies and to effectively measure, analyze, assess, and report the progress of the SAPR program. Assessment is an enduring process of data collection and analytics designed to improve program effectiveness and is embedded within each of the other four lines of effort. This effort includes valuable feedback from Service members and DoD civilian personnel in the form of surveys and also includes feedback from commanders, victims, and victim advocates. Our goal is to incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of our programs in order to determine the impact we are having on reducing and eliminating sexual assault. A critical DoD capability is SAPRO, which serves as the single point of authority, accountability and oversight of the SAPR program policy. As such, the

Department employs a variety of capabilities such as the Defense Sexual Assault Incident Database (DSAID) and survey instruments, and prepares reports to Congress to ensure DoD-wide compliance with the SAPR program. Other assessments such as charted oversight bodies or task forces, the GAO, and internal inspections and assessments provide a variety of means for program assessment across the Department.

1.5 Overarching Tenets

Overarching tenets represent precepts essential to refining a professional culture and command climate/environment. They set conditions to optimize program implementation. As a complement to the tenets defined in the *Strategic Direction to the Force on SAPR*, DoD developed tenets that intersect all LOEs and are essential to operationalizing, synchronizing, and ensuring consistent SAPR program execution across the Department. These tenets are Communications and Policy.

The *Strategic Direction to the Joint Force on SAPR* further expands the tenets to include Leadership, Culture and Climate/Environment, Integration, and Resourcing. Each of these tenets must be realized in order to achieve optimal integration of the SAPR Program into the command environment as a weakness in one potentially degrades the whole. Overarching tenets and LOEs operationalize the program as a natural extension of a unit culture based on professionalism, core values, trust, and ultimately, reaffirm the military's enduring commitment to the health and readiness of its Service members and their families.

2. SAPR Tasks

Offered below are the results of the collaboration and collective efforts of the DoD SAPR community in preparing a plan that captures the most targeted and relevant tasks being performed to realize the *DoD SAPR Strategic Plan*. The following section captures the tasks defined by plan owners to be pursued and executed. Progress towards target outcomes, as captured by the measures and targets defined in Section 5.2 of this document, shall be provided by DoD SAPRO in cooperation with the collective plan owners. Specific details about plan progress and milestones shall be provided by the respective participating organizations. **Figure 2** contains a key to explain the information contained in each of the task columns.

Task Key:
Time: Short = 0 to 1 Year (from date of publication) Med = 1 to 2 Years Long = 2 to 3 Years Continual = On-going/Cyclic Requirement
Priority = Importance to overall strategy; 1 being the most important
OPR = Office of Primary Responsibility
** = Action outlined in <i>Strategic Direction to the Joint Force on SAPR</i>
++ = Provision published in NDAA FY12
^^ = Provision published in NDAA FY13

Figure 2

2.1 LOE 1 - Prevention Tasks

Task	Time	Priority	OPR
Implement the <i>2013 DoD SAPR Strategic Plan</i> .	Short	1	All
Conduct collaborative review to update the <i>2008 DoD Sexual Assault Prevention Strategy</i> .**	Med	2	Military Departments & Services, SAPRO
Enhance and integrate SAPR Professional Military Education in accordance with NDAA FY12 requirements.** ++	Med	3	Military Departments & Services
Develop core competencies and learning objectives for all SAPR training to ensure consistency throughout the military.	Short	4	Military Departments & Services, SAPRO
Enhance Pre-command and Senior Enlisted SAPR training.** ^^	Short	5	Military Departments & Services
Enhance SAPR accession training and programs. Explain sexual assault policies to all Service members within 14 days of their entrance on active duty. ** ^^	Short	6	Military Departments & Services
Operationalize findings and recommendations from Initial Military Training reviews.	Short	7	Military Departments & Services
Establish and implement policies that mitigate high-risk behaviors and personal vulnerabilities (e.g., alcohol consumption, barracks visitation).**	Med	8	Military Departments & Services, NGB
Develop, conduct, and assess command climate surveys within 120 days of assuming command and annually as appropriate.** ^^	Short	9	Military Departments & Services, SAPRO, NGB, ODMEQ
Deploy SAPR innovation and assessment teams to identify and share promising prevention strategies and techniques.	Short	10	Military Departments & Services, SAPRO
Establish collaboration forum with external experts, federal partners, Military Services, advocacy organizations, and educational institutions to capture and share prevention best practices and lessons learned.	Continual	11	Military Departments & Services, SAPRO
Review national (e.g., state, university), and coalition (e.g., U.K. and Canada) SAPR programs to identify best practices and lessons learned.	Med	12	SAPRO, OGC
Enhance SAPR Annual/Pre-/Post-deployment Training. ++	Short	13	Military Departments & Services
Incorporate specific SAPR monitoring, measures, and education into normal command training, readiness and safety forums (e.g., quarterly training guidance, unit status reports, safety briefings).**	Short	14	Military Departments & Services, NGB
Establish assignment transition policy that ensures Service member sponsorship, unit integration, and immediate assignment into a chain of command.**	Short	15	Military Departments & Services, NGB
Explore expansion of SAPR training to include Recruit Sustainment Programs, Student Flight Programs, and for National Guard prior to arrival at Basic Training.	Short	16	Military Departments & Services, NGB

2.2 LOE 2 - Investigation Tasks

Task	Time	Priority	OPR
Establish Special Victim Capability (SVC). ^^	Med	1	Military Departments & Services, SAPRO, HA, MC&FP(FAP)
Establish policy, monitor, and evaluate program performance and provide guidance with respect to all DoD activities relating to sexual assault criminal investigation and law enforcement programs, pursuant to DoDI 5106.01, such as evaluation of investigative evidence collection and laboratory submissions.	Continual	2	DoD IG
Enhance training for investigators of sexual violence.	Med	3	Military Departments & Services
Develop procedures to ensure early coordination between MCIOs and Judge Advocates when initiating sexual assault investigations.**	Short	4	Military Departments & Services
Establish a Working Group to review initial baseline, periodic refresher, and advanced sexual assault investigation training in order to establish common criteria, measures of effectiveness, and leverage training resources and expertise.	Short	5	Military Departments & Services
Establish Special Victim Capability case assessment protocol for open and closed sexual assault, child abuse, and serious domestic violence cases.	Short	6	Military Departments & Services
Develop policy to ensure sexual assault documentation (DD Form 2911) is retained in accordance with NDAA FY13.	Short	7	Military Departments & Services, NGB
Sustain Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Service to assess and validate joint investigative technology, best practices, and resource efficiencies benchmarked against external law enforcement agencies.**	Short	8	Military Departments & Services
Review existing procedures to ensure all sexual assault crimes are referred to an MCIO.**	Short	9	Military Departments & Services

2.3 LOE 3 - Accountability Tasks

Task	Time	Priority	OPR
Establish Special Victim Capability. ^^	Med	1	Military Departments & Services, SAPRO, HA, MC&FP(FAP)
Enhance sexual assault training for attorneys and military judges.	Med	2	Military Departments & Services
Conduct assessment of DoD Pilot Program for Special Victims Counsel.	Short	3	OGC, Military Departments & Services
Establish and support independent review and assessment panels of Uniform Code of Military Justice (UCMJ) Response Systems and Judicial Proceedings. ^^	Short	4	OGC
Expand the availability, sequencing, and scope of commander's legal courses across the Services.**	Short	5	Military Departments & Services
Assess effectiveness of the policy to elevate initial disposition authority in certain sexual assault cases to commanders, in the grade of O-6 or higher, who possess Special Court Martial Convening Authority.**	Short	6	Military Departments & Services
Update policies on separation of sexual offenders.**	Short	7	Military Departments & Services
Ensure paralegals and victim-witness assistance personnel receive specialized SAPR training for responding to allegations of sexual assault.**	Short	8	Military Departments & Services
Implement a dispositions and case synopsis module into Defense Sexual Assault Incident Database (DSAID). ^^	Med	9	SAPRO
Increase SAPR first responder knowledge of MRE 514 (Victim Advocate-Victim Privilege).	Short	10	Military Departments & Services
Establish NGB measure for tracking referrals for investigation of unrestricted reports of sexual assault to either MCIOs, civilian Law Enforcement, or NGB-JA/Office of Complex Investigations.	Med	11	NGB

2.4 LOE 4 – Advocacy/Victim Assistance Tasks

Task	Time	Priority	OPR
Establish and operate certification program for SARC/ SAPR VAs).**	Short	1	Military Departments & Services, SAPRO
Sustain DoD Safe Helpline and ensure local 24/7 contact capability.	Continual	2	SAPRO, Military Departments & Services, NGB
Enhance SARC/VA training.	Short	3	Military Departments & Services, NGB, SAPRO
Develop policy to ensure victims are provided appropriate rights, protections and services; ensure alleged offenders are provided due process rights.**	Short	4	Military Departments & Services
Strengthen service provider participation in an integrated victim services network of care. Effectively integrate SAPR support and victim services (e.g., legal, health, investigations, SARC, SAPR VAs, Victim Witness Assistance Programs, IG).**	Med	5	Military Departments & Services, NGB, SAPRO, OLP, HA
Collaborate with Department of Veterans Affairs and external Veterans Service Organizations to develop victim continuity of care protocol.	Med	6	SAPRO, Military Departments & Services
Collaborate with civilian victim response organizations to improve interoperability.	Continual	7	Military Departments & Services, NGB, SAPRO, HA
Assess and improve portability of victim services in deployed environments.**	Short	8	Military Departments & Services, JCS, SAPRO
Enhance sexual assault health care provider training.	Short	9	Military Departments & Services, HA
Develop policy to allow Reserve Component (RC) Service members who are victims of sexual assault while on active duty to remain on active duty status (includes Warrior Transition Units) to obtain the treatment and support afforded active duty members.** ^^	Short	10	Military Departments & Services, NGB
Resource, standardize, and distribute SARC/VA toolkits.	Continual	11	Military Departments & Services, NGB, SAPRO

2.5 LOE 5 - Assessment Tasks

Task	Time	Priority	OPR
Compile and publish mandated SAPR reports to Congress (e.g., Annual/Military Service Academies (MSA)/DSAID). Modify annual report to include greater detail and information on sexual assaults. ^^	Continual	1	Military Departments & Services, SAPRO
Develop, refine, train, and maintain DSAID across the Total Force.**	Continual	2	Military Departments & Services, SAPRO
Oversee the implementation of Government Accountability Office (GAO) and Defense Task Force – Sexual Assault in the Military Services (DTF-SAMS) recommendations.	Short	3	Military Departments & Services, DoD IG, HA, OGC
Conduct RC and NGB SAPR program review and establish viable policy.	Med	4	Military Departments & Services, NGB, SAPRO
Conduct SAPR review and assessment of Joint Environments.	Med	5	Military Departments & Services, SAPRO
Conduct Force survey cycle. Increase frequency (every two years) of Workplace and Gender Relations surveys. ^^	Continual	6	DMDC
Sustain SAPR program at DEOMI (Command Climate Surveys and SAPR Education incorporated into EEO/MEO curriculum).	Continual	7	SAPRO, ODMEQ
Explore whether DoD can operationalize metrics reporting in support of commanders.** Employ comparative civilian research in metrics.	Med	8	Military Departments & Services, SAPRO
Harmonize DoD and Services' survey methodologies, frequency, and key metrics to effectively standardize, measure, analyze, assess, and report program progress.	Short	9	Military Departments & Services, SAPRO, DMDC
Analyze and assess variances in Restricted/Unrestricted Reporting across the Services.	Continual	10	SAPRO
Conduct SAPR program compliance inspections.	Continual	11	Military Departments & Services
Develop and enhance standardized victim surveys.	Med	12	Military Departments & Services, DoD IG
Analyze and assess feedback from DoD Safe Helpline to identify positive and negative trends.	Continual	13	SAPRO
Assess the extent to which the continuum of harm is or should be addressed in SAPR policy.	Med	14	SAPRO
Assess SHARP training applicability for Army National Guard due to state vs. federal differences, structure, and authorities.	Med	15	Army, NGB
Assess feasibility of a SARC Military Occupational Specialty (MOS) or restructuring of military table of organization; addition of skill identifiers.	Long	16	Military Departments & Services
Analyze SAPR data to identify positive and negative case disposition trends from the <i>DoD Annual Report on Sexual Assault in the Military</i> .	Continual	17	SAPRO
Assess feasibility of incorporating sexual assault prevention training in Family Readiness, Family Advocacy Program (FAP), and Substance Abuse programs to enhance FAP and SAPR collaboration and training.	Long	18	Military Departments & Services

2.6 Overarching Tenet – Communications Tasks

Task	Time	Priority	OPR
Employ and assess SAPR Communications Strategy.	Continual	1	Military Departments & Services, SAPRO, OSD PA
Maintain Congressional relations.	Continual	2	Military Departments & Services, OSD LA, SAPRO
Develop and employ SAPRO Media Watch.	Continual	3	SAPRO
Develop and update DoD-wide Public Affairs Guidance.	Continual	4	SAPRO, OSD PA
Develop department wide themes, guidance, and execute DoD level Sexual Assault Awareness Month (SAAM) events.	Continual	5	SAPRO, OSD PA, Military Departments & Services, NGB
Develop, resource, and execute Sexual Assault Awareness Month Plan.	Continual	6	Military Departments & Services, NGB, SAPRO
Develop and implement federal partner and Veteran Service Organization (VSO) Outreach.	Continual	7	SAPRO
Assess and maintain SAPR.mil webpage.	Continual	8	SAPRO
Publish SAPR Source.	Continual	9	SAPRO
Sustain White House Violence Against Women Liaison.	Continual	10	SAPRO

2.7 Overarching Tenet – Policy Tasks

Task	Time	Priority	OPR
Review, revise, update, and issue policy (e.g. DODD, DODI, DD Forms)	Continual	1	SAPRO
Conduct SAPR IPTs and quarterly Service meetings.	Continual	2	SAPRO
Develop implementation plan for specialized medical and mental health care policy for sexual assault victims (GAO Report 13-182).	Short	3	Military Departments & Services
Revise DD Form 2910 to incorporate updates, including expedited transfer and document retention notification. ^^	Short	4	SAPRO
Establish/reinforce policies to ensure recruits convicted of sexual assault offenses do not receive accession waivers and to require mandatory processing for administrative separation of Service members convicted of committing a sexual assault. ^^	Short	5	Military Departments & Services, NGB, DASD/MPP
Modify policy for record of dispositions of unrestricted reports. ^^	Short	6	Military Departments & Services, DOD IG
Modify policy provisions for command climate assessments. ^^	Short	7	Military Departments & Services, NGB, ODMEC
Modify policy provisions for dissemination of sexual assault information (e.g., hotline phone numbers and internet websites). ^^	Short	8	Military Departments & Services, NGB, SAPRO

Modify policy provisions for general education campaign for correction of military records when victims experience retaliation. ^^	Short	9	Military Departments & Services, NGB
Establish policy to require General/Flag Officer (G/FO) review of and concurrence with a recommendation to involuntarily separate a Service member who made an unrestricted report of sexual assault if the Service member requests a G/FO review. ^^	Short	10	DASD/MPP, SAPRO
Establish policy for the use of DoD funds and facilities for abortion in cases of rape and incest. Revise related line of duty policies. ^^	Short	11	Military Departments & Services, NGB, HA
Explore expansion of restricted reporting to civilians and contractors.	Med	12	SAPRO

3. DoD SAPRO Center of Gravity Analysis

Centers of gravity (COG). DoD SAPRO conducted a COG analysis to focus our efforts and priorities. The COGs identified in *Figure 3* are the critical capabilities we employ in each LOE and correspond with the higher priority tasks outlined in sections 2.1 through 2.5 of the strategic plan.

LOE	Centers of Gravity
Prevention	Commanders and first line supervisors
Investigation	Special Victims Capability (SVC) within Military Criminal Investigation Offices (MCIOs)
Accountability	Commanders and Special Victims Capability (SVC) within legal teams
Victim Assistance	Sexual Assault Response Coordinators (SARC)/SAPR Victim Advocates (VA)
Assessment	SAPRO Oversight Mechanisms

Figure 3

4. SAPR Metrics

4.1 Key Metrics that Identify SAPR Success

DoD's objective is to establish the conditions within the military which lower sexual assault prevalence and increase reporting. DoD's goal is to reduce sexual assault prevalence while increasing percentage of victims that report. DoD SAPRO identified two key "overarching" measures of effectiveness to assess the success of the SAPR program:

- Reduction in sexual assault prevalence as estimated in DoD-wide surveys (DMDC Workplace and Gender Relations Surveys).
- Closing the gap between prevalence estimates and Service member victims who report sexual assaults to authorities.

Figure 4 is a graphic illustration of DoD's estimated unwanted sexual contact prevalence and reports of sexual assault across DoD. Sexual assault is an underreported crime. Closing the gaps between prevalence and reporting will remain a key factor in determining success of our efforts.

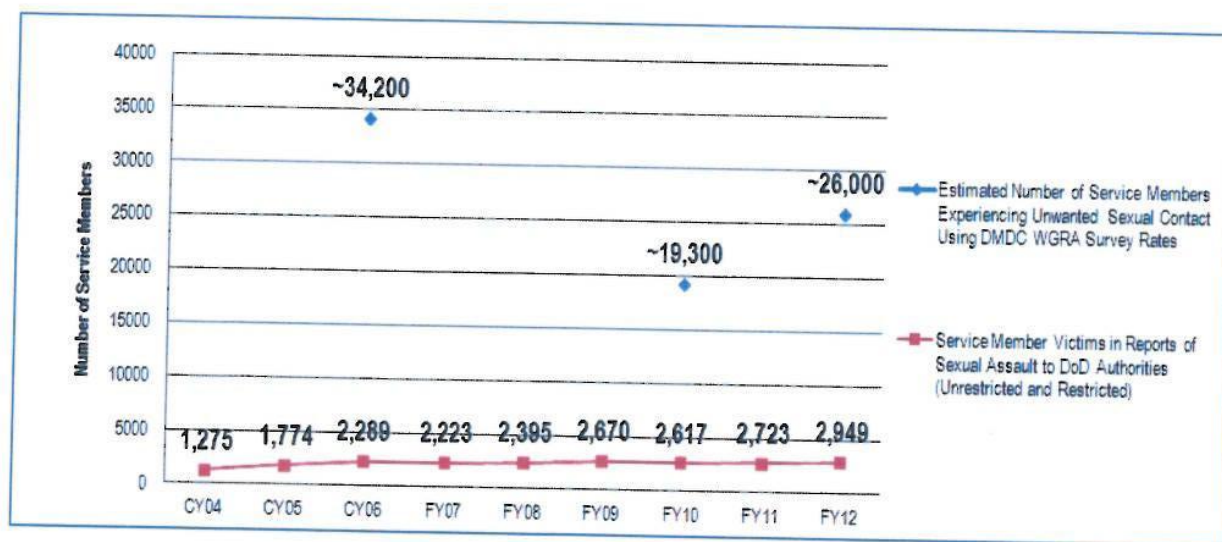


Figure 4

4.2 Measures of Effectiveness and Measures of Performance

Once the strategy is published, USD (P&R) through SAPRO will meet with the Components and Services to ensure metrics are developed and published no later than 90 days from publication of this strategic plan. **Figure 5** is the format, to include an example of a task metrics, to develop the DoD SAPR Measures of Effectiveness (MOE)/Measures of Performance (MOP) matrix.

Measure of Effectiveness. An MOE is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, an objective, or the creation of an effect. It measures the relevance of actions being performed.

Measure of Performance. An MOP is a criterion used to assess friendly actions that is tied to measuring task accomplishment.

LOE	Task	Measure (s) of Performance or Effectiveness associated with the task.	What method(s) are used to gather the data?	OPR	Who is tasked to collect data?	Suspense date for data.	Which office collects the data?
Prevention	Enhance Pre-command and Senior enlisted training.	1. Does each Service have a PCC and Senior enlisted training programs in place? If not, which ones still require (MOP)?	Status Report	Services	Schools	Quarterly	Service SAPR Offices
		2. What percentage of Commanders and Senior Enlisted has received the PCC SAPR training (MOP)?	Status Report (DTMS)	Services	Schools	Quarterly	Service SAPR Offices
		3. Are the students receiving accurate and relevant data consistent with Service/DoD policy (MOE)?	Student Survey/Evaluation	Services	Schools	Quarterly	Service SAPR Offices

Figure 5

5. References

Reference
DoD-Wide Sexual Assault and Response Strategic Plan 2010-2015, DEC09
Strategic Direction to the Joint Force on Sexual Assault Prevention and Response, MAY12
Office of the Under Secretary of Defense for Personnel and Readiness Strategic Plan for Fiscal Years 2010-2012
National Defense Authorization Act for Fiscal Year 2012
National Defense Authorization Act for Fiscal Year 2013
Joint Operation Planning (JP 5-0, AUG11)
DODD 6495.01, 23JAN12
DODI 6495.02, 28MAR13
DoD Sexual Assault Prevention Strategy, 30SEP08
DMDC Workplace and Gender Relations Survey of Active Duty Members, 2006 to 2012

From: Tepas, Katherine H (GOV)
Sent: Monday, May 13, 2013 11:09 AM
To: Nizich, Michael A (GOV)
Subject: Military Sexual Assault
Attachments: SecDef_SAPR_Memo_Strategy_Atch_06052013.pdf

COS,

EP/DP

Katie



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAY 06 2013

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

SUBJECT: Sexual Assault Prevention and Response

As leaders of the Department of Defense, we share a commitment to eliminate sexual assault from our Armed Forces. We are taking important steps to provide new training for commanders, strengthen our training enterprise for all Service members, improve our investigative and military justice system capabilities, and further professionalize our first responders. Even with strong leader emphasis and innovative new programs, we need to achieve greater progress in preventing sexual assault in our ranks. We can build upon these enhanced capabilities but we must do better, a reality underscored by the persistent problem described in the *FY2012 Annual Report on Sexual Assault in the Military*, released today.

Ultimately, we must ensure that every Service member understands that sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned, or ignored. We need enduring culture change where every Service member is treated with dignity and respect; where all allegations of inappropriate behavior are treated with the utmost seriousness; where victim privacy is protected, and they are treated with sensitivity; where bystanders are motivated to intervene; and where offenders know they will be held appropriately accountable. Our mission requires a comprehensive and synchronized effort to ensure the entire Department is aligned in working toward this end.

Therefore, I am directing implementation of the attached *2013 DoD Sexual Assault Prevention and Response (SAPR) Strategic Plan*, which employs a multidisciplinary approach in prevention, investigation, accountability, advocacy/victim assistance and assessment to achieve unity of effort and purpose across the Department. This plan provides authoritative guidance to all stakeholders and defines our priorities, objectives, and initiatives.

Your plans should align with this SAPR Strategic Plan. Please report back to me on this alignment by July 31, 2013, with a copy to the Under Secretary of Defense for Personnel and Readiness (USD P&R). Further, the Secretaries of the Military Departments, with input from the Chiefs of the Military Services, and Chief of the National Guard Bureau will report progress on implementing this strategy in their next annual report on sexual assault in the military.



OSD005087-13

In addition, I am directing immediate implementation of the following measures to strengthen our sexual assault prevention and response programs, specifically addressing accountability, command climate and victim advocacy.

- ***Enhancing Commander Accountability:*** To further enhance command accountability, the Service Chiefs, through their respective Secretaries of the Military Departments, will develop methods to assess the performance of military commanders in establishing command climates of dignity and respect and incorporating SAPR prevention and victim care principles in their commands, and hold them accountable. Report your methods to me through USD (P&R) by November 1, 2013.
- ***Improving Response and Victim Treatment:*** To improve overall victim care and trust in the chain of command, increase reporting, and reduce the possibility of ostracizing victims, the Secretaries of the Military Departments will implement and monitor methods to improve victim treatment by their peers, co-workers, and chains of command. Solicit victim input in the development of these methods. Report your methods to me through USD (P&R) by November 1, 2013.
- ***Assessing Military Justice Systems:*** To ensure a timely and independent assessment of the systems used to investigate, prosecute, and adjudicate crimes involving adult sexual assault and related offenses assessment of military justice systems, I call upon the panel established under Section 576 of the FY13 National Defense Authorization Act to accelerate its review and provide final recommendations to me within 12 months of the panel's first meeting.
- ***Enhancing Commander Accountability:*** To enhance accountability and improve insight into subordinate command climate, the USD (P&R) shall require that the results of FY13 National Defense Authorization Act-mandated annual command climate surveys will now also be provided to the next level up in the chain of command. Implement this provision not later than July 31, 2013.
- ***Ensuring Safety:*** To ensure the awareness and safety of our newest and aspiring Service members, the Secretaries of the Military Departments will improve the effectiveness of sexual assault prevention and response programs in recruiting organizations, Military Entrance Processing Stations, and the Reserve Officer Training Corps. These assessments will include: 1) the selection, SAPR training, and oversight of recruiters; 2) the dissemination of SAPR program information to potential and actual recruits; and 3) the prevention and education programs in ROTC environments and curricula. Report your findings to me through USD (P&R) by September 30, 2013.
- ***Ensuring Appropriate Command Climate:*** To ensure DoD facilities promote an environment of dignity and respect and are free from materials that create a degrading or offensive work environment, DoD component heads will direct comprehensive and regular visual inspections of all DoD workplaces, to include military academies, by July 1, 2013. The Air Force conducted such an inspection in FY13 and will therefore only report the findings and actions taken from that previously conducted inspection. Report your findings to me through USD (P&R) by July 31, 2013.

Finally, to enhance the administration of military justice, in addition to my direction last month to amend Article 60 of the Uniform Code of Military Justice and related proposed legislation and previous direction to elevate disposition decisions, I am directing the DoD Acting General Counsel to take the following actions:

- ***Ensuring Victim's Rights:*** Develop a method, in coordination with the Joint Service Committee (JSC) on Military Justice, to incorporate the rights afforded to victims through the Crime Victims' Rights Act into military justice practice, to the extent appropriate. Report your findings and recommendations to me by November 1, 2013.
- ***Improving Victim's Counsel:*** Evaluate the Air Force Special Victims Counsel pilot program and other approaches to ensure that victims of sexual assault are provided the advice and assistance they need to understand their rights and to feel confident in the military justice system. Report your findings and recommendations to me by November 1, 2013.

The Department needs to be a national leader in preventing and responding to sexual assault. We are committed to lead the daughters and sons of the American people with the values of our honorable profession and to ensure they serve in an environment that is free from sexual assault and protects the dignity and respect of every Service member. These initiatives and plans, in addition to our on-going efforts, provide a roadmap for this Department to establish the enduring culture that is required of our profession of arms.

A handwritten signature in blue ink, appearing to read "Chuck Hagel", with a large, stylized flourish underneath.

Attachment:
As stated

cc:
Under Secretaries of Defense
Commanders of the Combatant Commands
Inspector General of the Department of Defense
Assistant Secretaries of Defense
Directors of the Defense Agencies
Directors of the DoD Field Activities

Department of Defense



Sexual Assault Prevention and Response Strategic Plan

30 April 2013

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Foreword

Leaders and Commanders of the Department of Defense,

Our men and women in uniform put their lives on the line every day to keep America safe. We have a responsibility to lead them with the values of our profession of arms and to ensure that the daughters and sons of the American people serve in an environment that is safe and protects the dignity and respect of every member of our U.S Armed Forces.

Sexual assault is a crime that is incompatible with military service and has no place in this Department. It is an affront to the American values we defend, and it is a stain on our honor. DoD needs to be *a national leader* in combating sexual assault and we will establish an environment of dignity and respect, where sexual assault is not tolerated, condoned, or ignored.

Considerable efforts are now underway to combat sexual assault. However, we still have much work to do across the Department. We can turn this around, but it will take time and requires continued strong leadership and education at all levels. To that end, I directed the DoD Sexual Assault Prevention and Response Office to partner with the Services and other Department of Defense components to review and update the DoD Sexual Assault Prevention and Response Strategy.

Significant collaboration and effort took place to produce this comprehensive strategy. This strategy was developed to address the complex nature of the issue and better synchronize our Department-wide efforts. It will remain a dynamic document, reviewed annually, to drive stakeholder action within the Department.

This multi-disciplinary approach is essential as there is no one single solution to eliminating sexual assault from the military. The Department of Defense must remain vigilant and continuously execute the tasks required across all five lines of effort: Prevention, Investigation, Accountability, Advocacy/Victim Assistance, and Assessment.

I have full faith and confidence in our abilities and leadership as we strive to reduce and ultimately eliminate sexual assault from the military. Thank you for your support!



Chuck Hagel
Secretary of Defense

1. Introduction.

The Department of Defense (DoD) Sexual Assault Prevention and Response Office (SAPRO) conducted a Sexual Assault Prevention and Response (SAPR) strategic planning effort in 2009 to align SAPR priorities across DoD. This plan was created through collaboration between DoD SAPRO, the Military Services, and other SAPR stakeholders. The revised *DoD Sexual Assault Prevention and Response Strategic Plan* continues this effort to establish a central plan that captures strategic SAPR priorities, goals, objectives, actions and/or initiatives, and targets performance outcomes jointly among DoD Components, which includes the Office of the Secretary of Defense (OSD) components as well as the Military Departments. This document reflects the continuation of this collaborative effort.

The objectives of this plan are to achieve unity of effort and purpose across all of DoD in the execution of sexual assault prevention and response; to develop objective criteria for measuring progress; and to publish tasks that operationalize lines of effort in sexual assault Prevention, Investigation, Accountability, Advocacy/Victim Assistance, and Assessment.

The Secretary of Defense affirmed the Department's commitment to eliminating sexual assault from the U.S. Armed Forces by introducing new measures to create a culture free from sexual assault. The uniformed leadership communicated its resolve and commitment to reducing -- with the goal of eliminating -- sexual assault with its Strategic Direction to the Joint Force. This document was published in May 2012. In it, the eight members of the Joint Chiefs of Staff provided their collective guidance to the U.S. Armed Forces:

This Strategic Direction is written for commanders and leaders to improve awareness of sexual assaults, operationalize our commitment, and facilitate dialogue and open communications across our formations. The Joint Chiefs and Commandant of the Coast Guard, together with our DoD Sexual Assault Prevention and Response Program (SAPR) professionals, penned this guidance to synchronize those efforts. Together, we will operationalize the concerted efforts of the DoD SAPR Office and our Service programs with renewed commitment to eliminate sexual assault crimes within our ranks.

Commanders and leaders at every level must integrate the intent, lines of effort and tenets of this Strategic Direction as a part of our daily command routines and activities. We must take conscious steps to understand, identify and reduce environmental risks, predatory and high-risk behaviors and personal vulnerabilities associated with sexual assaults or other abuse crimes. It is up to you, as commanders and leaders, to safeguard our core values and Service cultures by promoting a climate and environment that incorporates SAPR principles as habitual and inherent characteristics of our commands. Commanders and leaders must personally read, understand and implement this strategy.¹

¹ The Joint Chiefs of Staff, *Strategic Direction to the Joint Force on Sexual Assault Prevention and Response*, 7 May 2012

This comprehensive strategic direction, provided by the Joint Chiefs of Staff, required the review and revision of the 2009 SAPR strategy. On behalf of the Secretary of Defense and the Under Secretary for Personnel and Readiness (USD P&R), SAPRO partnered with the DoD components, the Military Departments, and the Services to develop this strategic plan, ensuring goals, objectives, milestones, and criteria for measuring progress were created and or revised, in order to enhance unity of effort and reinforce synchronization.

In doing so, the Department will continue to advance the priorities from the 2009 SAPR strategy of reducing sexual assaults in the military community; increasing the number and percentage of sexual assaults that are reported; increasing the availability, access, and quality of response for victims of sexual assault; improving the accountability, reliability, and sustainment of DoD SAPR services; and effectively communicating sexual assault prevention and response to stakeholders. These efforts are fully integrated in this strategy.

This plan will continue to be a dynamic document and will be reviewed annually. It drives stakeholder action by using existing authorities promulgated in law and policy and serves as a focal point of direction to advance sexual assault prevention and response throughout the DoD. This plan will be managed and updated by USD (P&R) through DoD SAPRO, in coordination with the Military Departments, Services, and the Office of the Inspector General (IG), using existing oversight mechanisms (e.g., Joint Executive Council, Government Accountability Office (GAO) reports, audits, IG reports, annual Congressional reporting requirements), and the responsive input of collective stakeholders. Implementation of tasks and progress will be reviewed every other month at regularly scheduled DoD SAPR Integrated Product Team (IPT) meetings. Reports on completion of tasks and updates to assigned tasks are provided, at a minimum, annually, for inclusion in the *Department of Defense Annual Report on Sexual Assault in the Military*.

DoD capabilities employed in support of this plan are assigned to OSD, the DoD IG, the Office of the DoD General Counsel, Chairman of the Joint Chiefs of Staff, the Joint Staff, the Combatant Commands, the Military Departments, each of the four Services, and the National Guard Bureau. This strategic approach will guide and inform policy development, organization, training, and employment of the variety of means used to operationalize this strategic plan. Stakeholders include:

- Office of the Secretary of Defense (OSD) – Sexual Assault Prevention and Response Office (SAPRO); Office of the Deputy Assistant Secretary of Defense for Military Personnel Policy (DASD/MPP); Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD/CP); Office of Legal Policy (OLP); Legislative Affairs (OSD LA); Public Affairs (OSD PA); Deputy Assistant Secretary of Defense for Readiness (DASD(R)); Office of the DoD General Counsel (OGC); Office of Legal Counsel (OLC); Assistant Secretary of Defense, Health Affairs (HA); Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (DASD/MC&FP); Office of Diversity Management and Equal Opportunity (ODMEO); the Defense Manpower Data Center (DMDC); the Defense Equal Opportunity Management Institute (DEOMI); and Reserve Affairs (RA).
- The Joint Staff (JCS)
- The Military Departments – Departments of the Army, Navy, and Air Force
- The Military Services – The U.S. Army, Navy, Air Force, and Marine Corps
- The National Guard Bureau (NGB)

- The Offices of The Judge Advocates General (OTJAGs) of the Army, Navy, and Air Force, and the Office of the Staff Judge Advocate to the Commandant of the Marine Corps.
- Office of the Inspector General (IG)

This plan is not all-encompassing nor fully exhaustive of all SAPR activities performed within or by the DoD SAPR community. Instead, this plan highlights and captures those tasks that contribute directly to the strategic objectives set forth in this document, as identified by plan stakeholders.

Since this plan captures planning components from different organizations, each organization designated in the task matrix as office of primary responsibility (OPR) is responsible for accomplishment of the tasks designated to it and supporting actions and /or initiatives. For this reason, plan components may be written at different levels and stress different activities. However, the collective stakeholders are committed to the same strategic objectives and endstates. An explanation of the collective development of *SAPR Metrics* in Section 4 of this document demonstrates the commitment to shared measurement and accountability for the *DoD SAPR Strategic Plan*.

1.1 Relationship to Directives and Instructions

In this strategic construct, policy issuances promulgated by the DoD and the Services function as tools employed by sexual assault prevention and response elements. The promulgation of policy in accordance with these tasks further operationalizes the strategy approach outlined in this *Strategic Plan* and the *Strategic Direction to the Joint Force on SAPR*. DoD Components and the Secretaries of the Military Departments will align implementing plans and policies with this strategic plan.

Overall, DoD Directive 6495.01, *Sexual Assault Prevention and Response Program*, establishes DoD policy and assigns responsibilities for prevention, advocacy, and victim care. DoD Instruction 6495.02, *SAPR Program Procedures*, and associated Service policies, further operationalize this program. Investigation and accountability lines of effort are operationalized by policies issued by the DoD IG and the Services, and the OTJAGs, respectively.

This strategic plan does not change the existing oversight and programmatic structure and responsibilities of the IG or the OTJAGs, nor does it create a new oversight structure of these entities within OSD.

1.2 Strategic Planning Approach – Campaign Design

DoD shifted its planning methodology to Campaign Plan design outlined in Joint Operation Planning publication (JP 5-0) in order to address the complex nature of our SAPR mission and better synchronize efforts.

DoD used lines of effort to develop the campaign plan. A *line of effort* (LOE) links multiple tasks and missions to focus efforts toward establishing operational and strategic conditions. Because SAPR involves many nonmilitary factors, LOEs were used to link tasks, effects, and the desired endstate, as depicted by *Figure 1*.

DoD-Wide Sexual Assault Prevention and Response Strategic Plan Lines of Effort and Priority Tasks

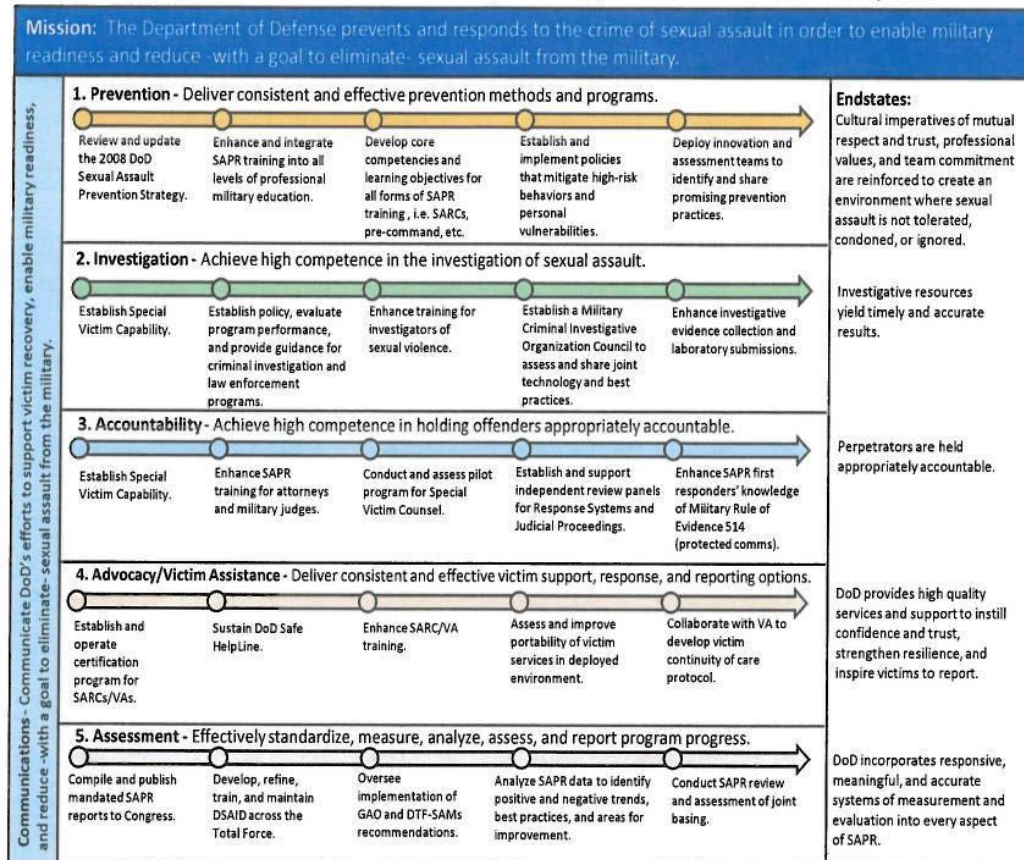


Figure 1

1.3 DoD Sexual Assault Prevention and Response Mission Statement

The Department of Defense prevents and responds to the crime of sexual assault in order to enable military readiness and reduce -- with a goal to eliminate -- sexual assault from the military.

1.4 DoD Approach, Lines of Effort, Objectives, and Endstates

Reducing and eliminating sexual assault requires a multi-pronged approach -- one that leverages a wide range of initiatives and engages every Service member to prevent the crime from occurring in the first place. When an assault occurs, effective processes and personnel with specialized training must be in place to respond, care for victims, investigate every allegation, and hold offenders appropriately accountable.

Underpinning our efforts is the need for enduring culture change -- requiring leaders at all levels to foster a command climate where sexist behaviors, sexual harassment, and sexual assault are not tolerated, condoned, or ignored; a climate where dignity and respect are core values we must all live by and define how we treat one another; where bystanders are trained and motivated to intervene and prevent unsafe behaviors; where victims' reports are taken seriously, their privacy is respected, and they are treated with sensitivity; and finally, a climate where offenders know they will be held appropriately accountable for their actions.

Five SAPR LOEs were established to guide and focus strategic planning efforts with corresponding objectives and endstates. The LOEs are Prevention, Investigation, Accountability, Advocacy/Victim Assistance, and Assessment. DoD Components will use these LOEs as the foundational basis for their plans, to ensure unity of effort, synchronization, and the creation of a common approach to assessments. These LOEs, objectives, and endstates are defined as follows:

1) **Prevention**

Objective - Deliver consistent and effective prevention methods and programs.

Endstate - Cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.

Our prevention goal is to deliver consistent and effective prevention methods and programs. It is critical that our entire military community work together to preclude criminal behavior from occurring and respond appropriately to incidents when they occur. Sustained leader emphasis by Commanders and first line supervisors is critical to this effort, as they are central in establishing the climate of dignity, respect, sensitivity, and environmental expectations that can reduce and eliminate this crime. As such, the Department is developing core competencies and learning objectives for all SAPR training, starting with Pre-command and Senior Enlisted, to ensure consistent learning and standardization throughout the Military Departments and Services. In collaboration with the Military Departments and Services, DoD is deploying innovation and assessment teams across the nation to identify promising prevention strategies and techniques. We are also collaborating with a variety of sexual assault prevention practitioners and researchers to ascertain which prevention policies and programs are most effective. Our desired end state is an atmosphere where cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.

2) **Investigation**

Objective - Achieve high competence in the investigation of sexual assault.

Endstate - Investigative resources yield timely and accurate results.

The Department is committed to achieving high competence in every investigation of sexual assault, which begins with an unrestricted report and the independent and professional investigation by the Services' Military Criminal Investigative Organizations (MCIOs). Our investigative resources need to yield timely and accurate results that employ scientifically-informed techniques and maximize the recovery of physical and testimonial evidence while minimizing the potential for retraumatization. DoD will continue to develop specialized investigative capabilities that enable professional, responsive and accurate investigations that are independent from the chain of command. To establish a DoD Special Victims Capability, the Secretaries of the Military Departments will provide specially trained investigators. This capability will deliver a distinct, recognizable group of professionals who collaborate to ensure effective, timely, responsive worldwide victim support, and a capability to investigate and address child abuse, serious domestic violence, and/or sexual assault offenses.

3) **Accountability**

Objective - Achieve high competence in holding offenders appropriately accountable.

Endstate - Perpetrators are held appropriately accountable.

Holding offenders appropriately accountable is the objective in the accountability line of effort. The Department will continue to provide a fair and equitable system of accountability that promotes justice, assists in maintaining good order and discipline in the U.S. Armed Forces, and promotes efficiency and effectiveness in the military establishment, thereby strengthening the national security of the United States. Commanders are a critical part of this justice system. To establish a DoD Special Victims Capability, the Secretaries of each Department will provide specially-trained attorneys, victim witness assistance personnel, domestic abuse and sexual assault victim advocates, and paralegals. This capability will expand and leverage existing resources to deliver a distinct, recognizable group of professionals collaborating to provide effective, timely, responsive worldwide victim support, and a capability to investigate and address child abuse, serious domestic violence, and/or sexual assault offenses.

4) Advocacy/Victim Assistance

Objective - Deliver consistent and effective victim support, response, and reporting options.

Endstate - DoD provides high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report.

Our goal is to standardize and deliver effective victim support, response, and reporting options, so that we instill confidence and trust, strengthen resilience, and inspire victims to report sexual assaults, either restricted or unrestricted. From the initiation of a report through case disposition in the justice system to victim recovery, we care for our victims. When victims report, they are provided a safe environment and offered medical care, counseling, legal assistance, and victim witness assistance. Because sexual assault is such an underreported crime, it is imperative that our program inspires victim confidence and motivates victim reporting -- a necessary bridge to greater victim care and increased offender accountability as appropriate. Our Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs) are the critical capability we employ to achieve these objectives. The Department has established a certification program to align their training and qualifications with the national victim advocate certification programs, ensuring professional and highly competent delivery of victim advocacy and assistance. Further, the Department remains committed to ensuring alleged offenders are afforded their due process rights.

5) Assessment

Objective - Effectively standardize, measure, analyze, assess, and report program progress.

Endstate - DoD incorporates responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the SAPR program.

We aim to standardize assessment methodologies and to effectively measure, analyze, assess, and report the progress of the SAPR program. Assessment is an enduring process of data collection and analytics designed to improve program effectiveness and is embedded within each of the other four lines of effort. This effort includes valuable feedback from Service members and DoD civilian personnel in the form of surveys and also includes feedback from commanders, victims, and victim advocates. Our goal is to incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of our programs in order to determine the impact we are having on reducing and eliminating sexual assault. A critical DoD capability is SAPRO, which serves as the single point of authority, accountability and oversight of the SAPR program policy. As such, the

Department employs a variety of capabilities such as the Defense Sexual Assault Incident Database (DSAID) and survey instruments, and prepares reports to Congress to ensure DoD-wide compliance with the SAPR program. Other assessments such as charted oversight bodies or task forces, the GAO, and internal inspections and assessments provide a variety of means for program assessment across the Department.

1.5 Overarching Tenets

Overarching tenets represent precepts essential to refining a professional culture and command climate/environment. They set conditions to optimize program implementation. As a complement to the tenets defined in the *Strategic Direction to the Force on SAPR*, DoD developed tenets that intersect all LOEs and are essential to operationalizing, synchronizing, and ensuring consistent SAPR program execution across the Department. These tenets are Communications and Policy.

The *Strategic Direction to the Joint Force on SAPR* further expands the tenets to include Leadership, Culture and Climate/Environment, Integration, and Resourcing. Each of these tenets must be realized in order to achieve optimal integration of the SAPR Program into the command environment as a weakness in one potentially degrades the whole. Overarching tenets and LOEs operationalize the program as a natural extension of a unit culture based on professionalism, core values, trust, and ultimately, reaffirm the military's enduring commitment to the health and readiness of its Service members and their families.

2. SAPR Tasks

Offered below are the results of the collaboration and collective efforts of the DoD SAPR community in preparing a plan that captures the most targeted and relevant tasks being performed to realize the *DoD SAPR Strategic Plan*. The following section captures the tasks defined by plan owners to be pursued and executed. Progress towards target outcomes, as captured by the measures and targets defined in Section 5.2 of this document, shall be provided by DoD SAPRO in cooperation with the collective plan owners. Specific details about plan progress and milestones shall be provided by the respective participating organizations. **Figure 2** contains a key to explain the information contained in each of the task columns.

Task Key:
Time: Short = 0 to 1 Year (from date of publication) Med = 1 to 2 Years Long = 2 to 3 Years Continual = On-going/Cyclic Requirement
Priority = Importance to overall strategy; 1 being the most important
OPR = Office of Primary Responsibility
** = Action outlined in <i>Strategic Direction to the Joint Force on SAPR</i>
++ = Provision published in NDAA FY12
^^ = Provision published in NDAA FY13

Figure 2

2.1 LOE 1 - Prevention Tasks

Task	Time	Priority	OPR
Implement the 2013 DoD SAPR Strategic Plan.	Short	1	All
Conduct collaborative review to update the 2008 DoD Sexual Assault Prevention Strategy.**	Med	2	Military Departments & Services, SAPRO
Enhance and integrate SAPR Professional Military Education in accordance with NDAA FY12 requirements.** ++	Med	3	Military Departments & Services
Develop core competencies and learning objectives for all SAPR training to ensure consistency throughout the military.	Short	4	Military Departments & Services, SAPRO
Enhance Pre-command and Senior Enlisted SAPR training.** ^^	Short	5	Military Departments & Services
Enhance SAPR accession training and programs. Explain sexual assault policies to all Service members within 14 days of their entrance on active duty. ** ^^	Short	6	Military Departments & Services
Operationalize findings and recommendations from Initial Military Training reviews.	Short	7	Military Departments & Services
Establish and implement policies that mitigate high-risk behaviors and personal vulnerabilities (e.g., alcohol consumption, barracks visitation).**	Med	8	Military Departments & Services, NGB
Develop, conduct, and assess command climate surveys within 120 days of assuming command and annually as appropriate.** ^^	Short	9	Military Departments & Services, SAPRO, NGB, ODMEQ
Deploy SAPR innovation and assessment teams to identify and share promising prevention strategies and techniques.	Short	10	Military Departments & Services, SAPRO
Establish collaboration forum with external experts, federal partners, Military Services, advocacy organizations, and educational institutions to capture and share prevention best practices and lessons learned.	Continual	11	Military Departments & Services, SAPRO
Review national (e.g., state, university), and coalition (e.g., U.K. and Canada) SAPR programs to identify best practices and lessons learned.	Med	12	SAPRO, OGC
Enhance SAPR Annual/Pre-/Post-deployment Training. ++	Short	13	Military Departments & Services
Incorporate specific SAPR monitoring, measures, and education into normal command training, readiness and safety forums (e.g., quarterly training guidance, unit status reports, safety briefings).**	Short	14	Military Departments & Services, NGB
Establish assignment transition policy that ensures Service member sponsorship, unit integration, and immediate assignment into a chain of command.**	Short	15	Military Departments & Services, NGB
Explore expansion of SAPR training to include Recruit Sustainment Programs, Student Flight Programs, and for National Guard prior to arrival at Basic Training.	Short	16	Military Departments & Services, NGB

2.2 LOE 2 - Investigation Tasks

Task	Time	Priority	OPR
Establish Special Victim Capability (SVC). ^^	Med	1	Military Departments & Services, SAPRO, HA, MC&FP(FAP)
Establish policy, monitor, and evaluate program performance and provide guidance with respect to all DoD activities relating to sexual assault criminal investigation and law enforcement programs, pursuant to DoDI 5106.01, such as evaluation of investigative evidence collection and laboratory submissions.	Continual	2	DoD IG
Enhance training for investigators of sexual violence.	Med	3	Military Departments & Services
Develop procedures to ensure early coordination between MCIOs and Judge Advocates when initiating sexual assault investigations.**	Short	4	Military Departments & Services
Establish a Working Group to review initial baseline, periodic refresher, and advanced sexual assault investigation training in order to establish common criteria, measures of effectiveness, and leverage training resources and expertise.	Short	5	Military Departments & Services
Establish Special Victim Capability case assessment protocol for open and closed sexual assault, child abuse, and serious domestic violence cases.	Short	6	Military Departments & Services
Develop policy to ensure sexual assault documentation (DD Form 2911) is retained in accordance with NDAA FY13.	Short	7	Military Departments & Services, NGB
Sustain Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Service to assess and validate joint investigative technology, best practices, and resource efficiencies benchmarked against external law enforcement agencies.**	Short	8	Military Departments & Services
Review existing procedures to ensure all sexual assault crimes are referred to an MCIO.**	Short	9	Military Departments & Services

2.3 LOE 3 - Accountability Tasks

Task	Time	Priority	OPR
Establish Special Victim Capability. ^^	Med	1	Military Departments & Services, SAPRO, HA, MC&FP(FAP)
Enhance sexual assault training for attorneys and military judges.	Med	2	Military Departments & Services
Conduct assessment of DoD Pilot Program for Special Victims Counsel.	Short	3	OGC, Military Departments & Services
Establish and support independent review and assessment panels of Uniform Code of Military Justice (UCMJ) Response Systems and Judicial Proceedings. ^^	Short	4	OGC
Expand the availability, sequencing, and scope of commander's legal courses across the Services.**	Short	5	Military Departments & Services
Assess effectiveness of the policy to elevate initial disposition authority in certain sexual assault cases to commanders, in the grade of O-6 or higher, who possess Special Court Martial Convening Authority.**	Short	6	Military Departments & Services
Update policies on separation of sexual offenders.**	Short	7	Military Departments & Services
Ensure paralegals and victim-witness assistance personnel receive specialized SAPR training for responding to allegations of sexual assault.**	Short	8	Military Departments & Services
Implement a dispositions and case synopsis module into Defense Sexual Assault Incident Database (DSAID). ^^	Med	9	SAPRO
Increase SAPR first responder knowledge of MRE 514 (Victim Advocate-Victim Privilege).	Short	10	Military Departments & Services
Establish NGB measure for tracking referrals for investigation of unrestricted reports of sexual assault to either MCIOs, civilian Law Enforcement, or NGB-JA/Office of Complex Investigations.	Med	11	NGB

2.4 LOE 4 – Advocacy/Victim Assistance Tasks

Task	Time	Priority	OPR
Establish and operate certification program for SARC/ SAPR VAs).**	Short	1	Military Departments & Services, SAPRO
Sustain DoD Safe Helpline and ensure local 24/7 contact capability.	Continual	2	SAPRO, Military Departments & Services, NGB
Enhance SARC/VA training.	Short	3	Military Departments & Services, NGB, SAPRO
Develop policy to ensure victims are provided appropriate rights, protections and services; ensure alleged offenders are provided due process rights.**	Short	4	Military Departments & Services
Strengthen service provider participation in an integrated victim services network of care. Effectively integrate SAPR support and victim services (e.g., legal, health, investigations, SARC, SAPR VAs, Victim Witness Assistance Programs, IG).**	Med	5	Military Departments & Services, NGB, SAPRO, OLP, HA
Collaborate with Department of Veterans Affairs and external Veterans Service Organizations to develop victim continuity of care protocol.	Med	6	SAPRO, Military Departments & Services
Collaborate with civilian victim response organizations to improve interoperability.	Continual	7	Military Departments & Services, NGB, SAPRO, HA
Assess and improve portability of victim services in deployed environments.**	Short	8	Military Departments & Services, JCS, SAPRO
Enhance sexual assault health care provider training.	Short	9	Military Departments & Services, HA
Develop policy to allow Reserve Component (RC) Service members who are victims of sexual assault while on active duty to remain on active duty status (includes Warrior Transition Units) to obtain the treatment and support afforded active duty members.** ^^	Short	10	Military Departments & Services, NGB
Resource, standardize, and distribute SARC/VA toolkits.	Continual	11	Military Departments & Services, NGB, SAPRO

2.5 LOE 5 - Assessment Tasks

Task	Time	Priority	OPR
Compile and publish mandated SAPR reports to Congress (e.g., Annual/Military Service Academies (MSA)/DSAID). Modify annual report to include greater detail and information on sexual assaults. ^^	Continual	1	Military Departments & Services, SAPRO
Develop, refine, train, and maintain DSAID across the Total Force.**	Continual	2	Military Departments & Services, SAPRO
Oversee the implementation of Government Accountability Office (GAO) and Defense Task Force – Sexual Assault in the Military Services (DTF-SAMS) recommendations.	Short	3	Military Departments & Services, DoD IG, HA, OGC
Conduct RC and NGB SAPR program review and establish viable policy.	Med	4	Military Departments & Services, NGB, SAPRO
Conduct SAPR review and assessment of Joint Environments.	Med	5	Military Departments & Services, SAPRO
Conduct Force survey cycle. Increase frequency (every two years) of Workplace and Gender Relations surveys. ^^	Continual	6	DMDC
Sustain SAPR program at DEOMI (Command Climate Surveys and SAPR Education incorporated into EEO/MEO curriculum).	Continual	7	SAPRO, ODMEQ
Explore whether DoD can operationalize metrics reporting in support of commanders.** Employ comparative civilian research in metrics.	Med	8	Military Departments & Services, SAPRO
Harmonize DoD and Services' survey methodologies, frequency, and key metrics to effectively standardize, measure, analyze, assess, and report program progress.	Short	9	Military Departments & Services, SAPRO, DMDC
Analyze and assess variances in Restricted/Unrestricted Reporting across the Services.	Continual	10	SAPRO
Conduct SAPR program compliance inspections.	Continual	11	Military Departments & Services
Develop and enhance standardized victim surveys.	Med	12	Military Departments & Services, DoD IG
Analyze and assess feedback from DoD Safe Helpline to identify positive and negative trends.	Continual	13	SAPRO
Assess the extent to which the continuum of harm is or should be addressed in SAPR policy.	Med	14	SAPRO
Assess SHARP training applicability for Army National Guard due to state vs. federal differences, structure, and authorities.	Med	15	Army, NGB
Assess feasibility of a SARC Military Occupational Specialty (MOS) or restructuring of military table of organization; addition of skill identifiers.	Long	16	Military Departments & Services
Analyze SAPR data to identify positive and negative case disposition trends from the <i>DoD Annual Report on Sexual Assault in the Military</i> .	Continual	17	SAPRO
Assess feasibility of incorporating sexual assault prevention training in Family Readiness, Family Advocacy Program (FAP), and Substance Abuse programs to enhance FAP and SAPR collaboration and training.	Long	18	Military Departments & Services

2.6 Overarching Tenet – Communications Tasks

Task	Time	Priority	OPR
Employ and assess SAPR Communications Strategy.	Continual	1	Military Departments & Services, SAPRO, OSD PA
Maintain Congressional relations.	Continual	2	Military Departments & Services, OSD LA, SAPRO
Develop and employ SAPRO Media Watch.	Continual	3	SAPRO
Develop and update DoD-wide Public Affairs Guidance.	Continual	4	SAPRO, OSD PA
Develop department wide themes, guidance, and execute DoD level Sexual Assault Awareness Month (SAAM) events.	Continual	5	SAPRO, OSD PA, Military Departments & Services, NGB
Develop, resource, and execute Sexual Assault Awareness Month Plan.	Continual	6	Military Departments & Services, NGB, SAPRO
Develop and implement federal partner and Veteran Service Organization (VSO) Outreach.	Continual	7	SAPRO
Assess and maintain SAPR.mil webpage.	Continual	8	SAPRO
Publish SAPR Source.	Continual	9	SAPRO
Sustain White House Violence Against Women Liaison.	Continual	10	SAPRO

2.7 Overarching Tenet – Policy Tasks

Task	Time	Priority	OPR
Review, revise, update, and issue policy (e.g. DODD, DODI, DD Forms)	Continual	1	SAPRO
Conduct SAPR IPTs and quarterly Service meetings.	Continual	2	SAPRO
Develop implementation plan for specialized medical and mental health care policy for sexual assault victims (GAO Report 13-182).	Short	3	Military Departments & Services
Revise DD Form 2910 to incorporate updates, including expedited transfer and document retention notification. ^^	Short	4	SAPRO
Establish/reinforce policies to ensure recruits convicted of sexual assault offenses do not receive accession waivers and to require mandatory processing for administrative separation of Service members convicted of committing a sexual assault. ^^	Short	5	Military Departments & Services, NGB, DASD/MPP
Modify policy for record of dispositions of unrestricted reports. ^^	Short	6	Military Departments & Services, DOD IG
Modify policy provisions for command climate assessments. ^^	Short	7	Military Departments & Services, NGB, ODMEC
Modify policy provisions for dissemination of sexual assault information (e.g., hotline phone numbers and internet websites). ^^	Short	8	Military Departments & Services, NGB, SAPRO

Modify policy provisions for general education campaign for correction of military records when victims experience retaliation. ^^	Short	9	Military Departments & Services, NGB
Establish policy to require General/Flag Officer (G/FO) review of and concurrence with a recommendation to involuntarily separate a Service member who made an unrestricted report of sexual assault if the Service member requests a G/FO review. ^^	Short	10	DASD/MPP, SAPRO
Establish policy for the use of DoD funds and facilities for abortion in cases of rape and incest. Revise related line of duty policies. ^^	Short	11	Military Departments & Services, NGB, HA
Explore expansion of restricted reporting to civilians and contractors.	Med	12	SAPRO

3. DoD SAPRO Center of Gravity Analysis

Centers of gravity (COG). DoD SAPRO conducted a COG analysis to focus our efforts and priorities. The COGs identified in *Figure 3* are the critical capabilities we employ in each LOE and correspond with the higher priority tasks outlined in sections 2.1 through 2.5 of the strategic plan.

LOE	Centers of Gravity
Prevention	Commanders and first line supervisors
Investigation	Special Victims Capability (SVC) within Military Criminal Investigation Offices (MCIOs)
Accountability	Commanders and Special Victims Capability (SVC) within legal teams
Victim Assistance	Sexual Assault Response Coordinators (SARC)/SAPR Victim Advocates (VA)
Assessment	SAPRO Oversight Mechanisms

Figure 3

4. SAPR Metrics

4.1 Key Metrics that Identify SAPR Success

DoD's objective is to establish the conditions within the military which lower sexual assault prevalence and increase reporting. DoD's goal is to reduce sexual assault prevalence while increasing percentage of victims that report. DoD SAPRO identified two key "overarching" measures of effectiveness to assess the success of the SAPR program:

- Reduction in sexual assault prevalence as estimated in DoD-wide surveys (DMDC Workplace and Gender Relations Surveys).
- Closing the gap between prevalence estimates and Service member victims who report sexual assaults to authorities.

Figure 4 is a graphic illustration of DoD's estimated unwanted sexual contact prevalence and reports of sexual assault across DoD. Sexual assault is an underreported crime. Closing the gaps between prevalence and reporting will remain a key factor in determining success of our efforts.

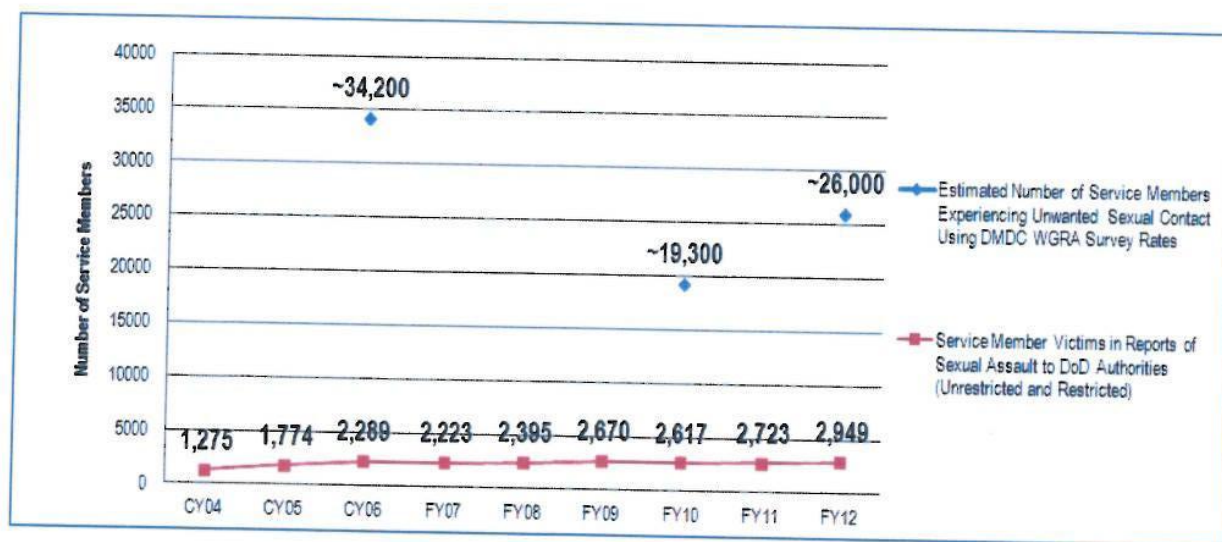


Figure 4

4.2 Measures of Effectiveness and Measures of Performance

Once the strategy is published, USD (P&R) through SAPRO will meet with the Components and Services to ensure metrics are developed and published no later than 90 days from publication of this strategic plan. **Figure 5** is the format, to include an example of a task metrics, to develop the DoD SAPR Measures of Effectiveness (MOE)/Measures of Performance (MOP) matrix.

Measure of Effectiveness. An MOE is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, an objective, or the creation of an effect. It measures the relevance of actions being performed.

Measure of Performance. An MOP is a criterion used to assess friendly actions that is tied to measuring task accomplishment.

LOE	Task	Measure (s) of Performance or Effectiveness associated with the task.	What method(s) are used to gather the data?	OPR	Who is tasked to collect data?	Suspense date for data.	Which office collects the data?
Prevention	Enhance Pre-command and Senior enlisted training.	1. Does each Service have a PCC and Senior enlisted training programs in place? If not, which ones still require (MOP)?	Status Report	Services	Schools	Quarterly	Service SAPR Offices
		2. What percentage of Commanders and Senior Enlisted has received the PCC SAPR training (MOP)?	Status Report (DTMS)	Services	Schools	Quarterly	Service SAPR Offices
		3. Are the students receiving accurate and relevant data consistent with Service/DoD policy (MOE)?	Student Survey/Evaluation	Services	Schools	Quarterly	Service SAPR Offices

Figure 5

5. References

Reference
DoD-Wide Sexual Assault and Response Strategic Plan 2010-2015, DEC09
Strategic Direction to the Joint Force on Sexual Assault Prevention and Response, MAY12
Office of the Under Secretary of Defense for Personnel and Readiness Strategic Plan for Fiscal Years 2010-2012
National Defense Authorization Act for Fiscal Year 2012
National Defense Authorization Act for Fiscal Year 2013
Joint Operation Planning (JP 5-0, AUG11)
DODD 6495.01, 23JAN12
DODI 6495.02, 28MAR13
DoD Sexual Assault Prevention Strategy, 30SEP08
DMDC Workplace and Gender Relations Survey of Active Duty Members, 2006 to 2012

From: Leighow, Sharon W (GOV)
Sent: Tuesday, May 28, 2013 5:52 AM
To: Parnell, Governor (GOV sponsored)
Cc: Sims, Cynthia M (GOV); Nizich, Michael A (GOV); Katkus, Thomas H (MVA)
Subject: Re: Fort Greeley

Will do - thanks

Sharon Leighow
Press Secretary
Office of Governor Sean Parnell
907 269-7450
907 465-3500

On May 27, 2013, at 10:07 PM, "Parnell, Governor (GOV sponsored)" <[REDACTED]@alaska.gov> wrote:

[REDACTED]

DP/EP

>
> Sent from my iPhone

From: Leighow, Sharon W (GOV)
Sent: Tuesday, May 28, 2013 7:10 AM
To: Parnell, Governor (GOV sponsored)
Cc: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Subject: RE: Fort Greeley

Governor -

DP/EP

Sharon Leighow
Press Secretary
Office of Governor Sean Parnell

-----Original Message-----

From: Parnell, Governor (GOV sponsored)
Sent: Monday, May 27, 2013 10:08 PM
To: Leighow, Sharon W (GOV)
Cc: Sims, Cynthia M (GOV); Nizich, Michael A (GOV); Katkus, Thomas H (MVA)
Subject: Fort Greeley

DP/EP

Sent from my iPhone

From: Sims, Cynthia M (GOV)
Sent: Friday, November 08, 2013 4:28 PM
To: Parnell, Governor (GOV sponsored); Nizich, Michael A (GOV)
Subject: DRAFT Letter
Attachments: 11-04-13 Case 039010 Sen Hollis French.pdf; Ltr to Sen. French 11.8.13.docx

DP/EP

Thanks.

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

ALASKA STATE LEGISLATURE



SENATOR HOLLIS FRENCH

November 4, 2013

Governor Sean Parnell
P.O. Box 110001
Juneau, AK 99811-0001

Dear Governor Parnell:

Recent news articles regarding sexual assault in the Alaska National Guard have prompted me and others in the state to be concerned with how these cases have been handled. National Guard chaplains are quoted in these articles as saying that sexual assaults have been reported on an ongoing basis to the leadership of the Guard and to your office since 2010, with little or no response.

While I realize that you cannot release information on specific cases, I am requesting the following statistical information on this issue:

- The number of sexual assault complaints made to the Alaska Guard or to local law enforcement about the Alaska Guard from 2008 through 2012, by year.
- The number of those complaints that were referred to the appropriate law enforcement authorities for investigation, and the number of those victims who were referred to Sexual Assault Nurse Examiners, to victim services agencies or other state established victim services programs.
- The number of reported cases that were then referred for prosecution.
- The number of prosecutions that resulted in convictions.

I would also like to know what the Guard's policy is in terms of notifying local law enforcement agencies of allegations of sexual assault, and what assistance it is required to provide to local law enforcement in its investigations of any allegations made by or against Guard members.

Session: State Capitol • Juneau, Alaska 99801 • (907) 465-3892 • 1 (866) 465-3892 • Fax: (907) 465-6595
Interim: 716 West 4th Avenue • Anchorage, Alaska 99501 • (907) 269-0234 • Fax: (907) 269-0238
Senator_Hollis_French@legis.state.ak.us

A small, stylized logo consisting of a circle with a horizontal line through it, resembling a lowercase 'e' or a similar symbol.

Governor Parnell
November 4, 2013
Page 2

I think you will agree that every sexual assault deserves to be treated as the serious crime that it is, and I look forward to seeing this data.

Sincerely,

A handwritten signature in dark ink, appearing to read "Hollis French", with a stylized flourish at the end.

Senator Hollis French

November 8, 2013

The Honorable Hollis French
Alaska State Senate
716 West Fourth Avenue, Suite 420
Anchorage, AK 99501-2133

Dear Senator French,

DP/EP

Subject: [REDACTED] *MTG: GEN Grass, Chief of Ntl. Guard Bureau
Location: JNU - Governor's Office

Start: Wed 1/29/2014 11:30 AM
End: Wed 1/29/2014 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Sims, Cynthia M (GOV)
Required Attendees: Nizich, Michael A (GOV)

STAFF: COS

TOPIC: [REDACTED]

[REDACTED] DP/EP [REDACTED]

CONFIRMED/ENTERED: Have email into Nicholas/Pierre to confirm for this date/time/location – 01.24.14 - jlm

Contact: Nicholas Forbes

Phone: 907-428-6011, Cell: [REDACTED]

BOI

Email: nicholas.m.forbes.mil@mail.mil

ONLY AVAIL for GEN Grass would be this date - 11:30-12:00 p.m. JNU on way to ANC

Subject: [REDACTED] *MTG: GEN Grass, Chief of Ntl. Guard Bureau
Location: JNU - Governor's Office

Start: Wed 1/29/2014 11:30 AM
End: Wed 1/29/2014 12:00 PM
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Organizer: Sims, Cynthia M (GOV)
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STAFF: COS

TOPIC: [REDACTED]

[REDACTED] DP/EP [REDACTED]

CONFIRMED/ENTERED: Have email into Nicholas/Pierre to confirm for this date/time/location – 01.24.14 - jlm

Contact: Nicholas Forbes

Phone: 907-428-6011, Cell: [REDACTED]

BOI

Email: nicholas.m.forbes.mil@mail.mil

ONLY AVAIL for GEN Grass would be this date - 11:30-12:00 p.m. JNU on way to ANC

From: Chris Bydalek <[REDACTED] BOI >
Sent: Monday, February 24, 2014 5:50 AM
To: Leighow, Sharon W (GOV); Nizich, Michael A (GOV)
Subject: Sexual Assault in the Alaska National Guard

Hello - Although I've called the Governor's office on numerous occasions asking why the Governor hasn't spoken up about this, I've yet to receive a single response from anyone in your office.

I noticed that on your "Choose Respect" website, that you list various press accounts of the overall problem in Alaska, but you fail to mention a single story that's been written about the National Guard.

Well, here's another story for you to ignore, as well, you'll likely ignore this email too.

The bottom line is that Tom Katkus, who has overseen the AKARNG while these problems have festered, needs to come clean and admit that there's a big problem.

If Tom Katkus has been covering up these crimes, then he too needs to be held accountable.

[REDACTED]
BOI/PR
[REDACTED]

Choose Respect ? Is this how you "Choose Respect" ?

This is an embarrassment to all Alaskans, especially those honorable members of the military who serve or have served with integrity and distinction.

As a Vet, I'm highly offended that this Governor has DONE NOTHING, has SAID NOTHING, and will continue to DO NOTHING about this sordid problem.

Stay silent Mike, Sharon, because your silence makes you just as culpable as those who are committing these crimes.

I dare you to call me on this, I dare you to pick up the phone and call me and tell me that I'm wrong.

You won't do it, will you ?

Most Sincerely,

Chris Bydalek
Anchorage, AK

[REDACTED] BOI

From: Nizich, Michael A (GOV)
Sent: Monday, February 24, 2014 8:27 AM
To: Pierre, McHugh (MVA)
Subject: FW: Sexual Assault in the Alaska National Guard

I am about ready to fire off a response to this guy that he won't like. Call me before I do. Thanks

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Chris Bydalek [<mailto:BOI>]
Sent: Monday, February 24, 2014 5:50 AM
To: Leighow, Sharon W (GOV); Nizich, Michael A (GOV)
Subject: Sexual Assault in the Alaska National Guard

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BOI/PR

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Most Sincerely,

Chris Bydalek
Anchorage, AK

BOI

From: Chris Bydalek <[REDACTED] BOI >
Sent: Tuesday, February 25, 2014 5:15 AM
To: Leighow, Sharon W (GOV)
Cc: Nizich, Michael A (GOV)
Subject: RE: Sexual Assault in the Alaska National Guard

Hi Sharon

Unfortunately I work during the day, perhaps if you could try back some time after 4:30, or I can try calling you then.

I see that Cockerham had another piece in the ADN yesterday, when is the Governor going to address this ?

I would really like to speak with someone in this administration who has the authority to speak on this.

It's shameful and disgusting that this has been taking place, what's more shameful is the silence of this administration.

Sincerely,

Chris Bydalek
USAF Veteran
Anchorage, AK

[REDACTED] BOI [REDACTED]

----- Original Message -----

From: "Leighow Sharon W (GOV)" <sharon.leighow@alaska.gov>

To: "Chris Bydalek" <[REDACTED] BOI >
Cc:

Sent:
Mon, 24 Feb 2014 22:15:36 +0000
Subject:
RE: Sexual Assault in the Alaska National Guard

Chris –

I tried calling you this afternoon – left a message.

Sharon Leighow

Press Secretary

Office of Governor Sean Parnell

(907) 269-7450 Anchorage

(907) 465-3500 Juneau

BOI cell

www.gov.alaska.gov

[Follow the Governor on Facebook](#)

From: Chris Bydalek [<mailto:BOI>]
Sent: Monday, February 24, 2014 5:50 AM
To: Leighow, Sharon W (GOV); Nizich, Michael A (GOV)
Subject: Sexual Assault in the Alaska National Guard

Hello - Although I've called the Governor's office on numerous occasions asking why the Governor hasn't spoken up about this, I've yet to receive a single response from anyone in your office.

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BOI/PR

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Most Sincerely,

Chris Bydalek
Anchorage, AK
BOI

From: Sims, Cynthia M (GOV)
Sent: Friday, February 28, 2014 5:29 PM
To: Parnell, Governor (GOV sponsored)
Cc: Nizich, Michael A (GOV)
Subject: CONFIDENTIAL / DELIBERATIVE
Attachments: 2.28.14 General Grass.docx

DP/EP

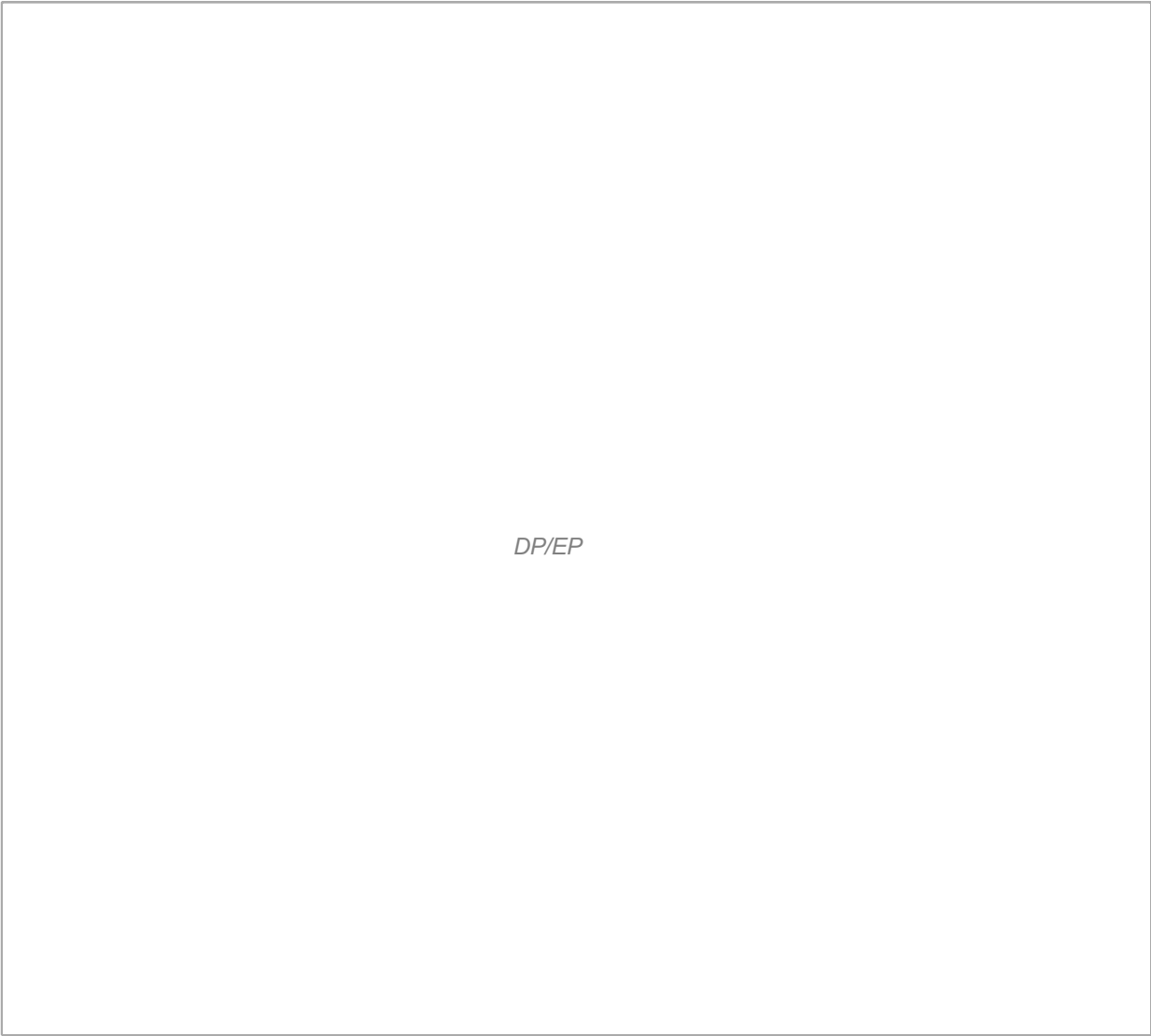
Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
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February 28, 2014

General Frank Grass
[Need Title]
National Guard Bureau
[Insert Address]



DP/EP

General Frank Grass
February 28, 2014
Page 2

DP/EP

Sincerely,

Sean Parnell
Governor

cc: The Honorable Michael Geraghty, Attorney General, State of Alaska
Mike Nizich, Chief of Staff, Office of the Governor

From: Parnell, Governor (GOV sponsored)
Sent: Friday, February 28, 2014 6:49 PM
To: Sims, Cynthia M (GOV)
Cc: Nizich, Michael A (GOV)
Subject: Confidential: Please see draft
Attachments: 2 28 14 General Grass.docx

February 28, 2014

General Frank Grass

[Need Title]

National Guard Bureau

[Insert Address]

DP/EP

General Frank Grass
February 28, 2014
Page 2

DP/EP

Sean Parnell
Governor

cc: The Honorable Michael Geraghty, Attorney General, State of Alaska
Mike Nizich, Chief of Staff, Office of the Governor

Subject: Copy: *3:30-4:30 PM: MTG: COL Christian Rofrano, MG Wilton Gorske
Location: ANC-EAST Conf. Rm.

Start: Thu 3/20/2014 3:30 PM
End: Thu 3/20/2014 4:30 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Parnell, Governor (GOV sponsored)
Required Attendees: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)

Categories: Important

STAFF: Sims, COS

TOPIC: DP/EP

CONFIRMED/ENTERED: Sims confirmed directly/emailed Sienna for list of confirmed attendees – 03.12.14 - jlm

Contact: Sienna Grandy (Ass't.)

Sienna.r.grandy.mil@mail.mil

Christian Rofrano

COL USARMY NG NGB

Christian.A.Rofrano@mil@mail.mil

Attendees:

COL Christian Rofrano

MG Wilton Gorske

Note: Julia to get bio for each attendee for GOA – 03.13.14

ANC-EAST Conf. Rm. Reserved – 03.12.14



COL Rofrano
Bio.docx

- <http://www.jcs.mil/Leadership/ArticleView/tabid/3893/Article/5109/major-general-wilton-s-gorske.aspx>



BIOGRAPHY

Colonel Christian Rofrano

COL Rofrano is the Chief Counsel of the National Guard Bureau, and serves as the senior legal advisor to General Craig McKinley, Chief, National Guard Bureau (CNGB); MG Ray Carpenter Director, Army National Guard (acting); and Lieutenant General Harry Wyatt, Director, Air National Guard. He also serves as their representative to officials throughout the Executive and Legislative branches of the Federal government, including the Department of Defense, Department of the Army, Department of the Air Force, and the Judge Advocates General of the Services. COL Rofrano supervises all programs and activities undertaken by the Office of the Chief Counsel, NGB, and those of the Office of Information and Privacy. He provides legal reviews, counsel and assistance in the formulation of policy related to National Guard military personnel law, operational law, legislation, administrative law, contracts and fiscal law, arising in the National Guard Bureau and the National Guards of the 54 states and territories. Since June 2001, COL Rofrano has served in a variety of capacities within the Office of the Chief Counsel, including Litigation and Administrative Law Attorney and as a Contracts and Fiscal Law Attorney. Prior to entering Active Duty, COL Rofrano served as an Assistant District Attorney, senior trial attorney, and the managing attorney for a Fortune 500 Corporation. He also served as a traditional National Guard Judge Advocate in the NY Army National Guard. COL Rofrano is married to Nicole and together they have two daughters, Isabella and Gianna.



EDUCATION:

- 1986 Bachelor of Arts, Fordham University, New York, NY
- 1989 Juris Doctor, New York Law School
- 2001 LL.M., The Judge Advocate General's School, Charlottesville, VA, Specialty: Federal Administrative and Civil Law
- 2010 Masters, Strategic Studies, U.S. Army War College

ASSIGNMENTS:

- 1996 - 2000 Trial Counsel, New York Army Guard
- 2000 - 2001 Student, LL.M., The Judge Advocate General's School, Charlottesville, VA
- 2001 - 2003 Litigation, Administrative Law, Contracts/Fiscal Law Attorney, NGB-JA

2003 – 2004 Executive Officer, NGB-JA
2004 – 2007 Associate Chief Counsel, NGB-JA
2007 – Present Chief Counsel, NGB

MAJOR AWARDS AND DECORATIONS:

Defense Meritorious Service Medal
Meritorious Service Medal
Army Commendation Medal
Air Force Achievement Medal
Army Reserve Components Achievement
National Defense Service Medal
Iraq Campaign Medal
Global War on Terrorism Service Medal
Armed Forces Service Medal
Humanitarian Service Medal
Army Service Ribbon
Department of the Army Staff Identification Badge
New York Aid to Civil Authorities Medal
New York Long and Faithful Service Award
Missouri Conspicuous Service Medal

Foreign Award:

German Troop Duty Proficiency Badge

BAR ADMISSIONS:

Supreme Court of the United States
New York Bar
Connecticut Bar
U.S. District Court for the Eastern District of NY
U.S. District Court for the Southern District of NY

Subject: *3:30-4:30 PM: MTG: Chris Rofrano
Location: ANC - TBD

Start: Thu 3/20/2014 3:30 PM
End: Thu 3/20/2014 4:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Mason, Janice L (GOV)
Required Attendees: Sims, Cynthia M (GOV) (cindy.sims@alaska.gov); Nizich, Michael A (GOV)

STAFF: Sims, COS

TOPIC: DP/EP

CONFIRMED/ENTERED: Sims confirmed directly – 03.12.14 – jlm

Contact: Christian Rofrano
COL USARMY NG NGB
Christian.A.Rofrano@mil@mail.mil

Location: ANC Office or Base - TBD

Subject: *3:30-4:30 PM: MTG: Chris Rofrano
Location: ANC - TBD

Start: Thu 3/20/2014 3:30 PM
End: Thu 3/20/2014 4:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

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Required Attendees: Sims, Cynthia M (GOV) (cindy.sims@alaska.gov); Nizich, Michael A (GOV)

STAFF: Sims, COS

TOPIC: [REDACTED] DP/EP

CONFIRMED/ENTERED: Sims confirmed directly – 03.12.14 – jlm

Contact: Christian Rofrano
COL USARMY NG NGB
Christian.A.Rofrano@mil@mail.mil

Location: ANC Office or Base - TBD



BIOGRAPHY

Colonel Christian Rofrano

COL Rofrano is the Chief Counsel of the National Guard Bureau, and serves as the senior legal advisor to General Craig McKinley, Chief, National Guard Bureau (CNGB); MG Ray Carpenter Director, Army National Guard (acting); and Lieutenant General Harry Wyatt, Director, Air National Guard. He also serves as their representative to officials throughout the Executive and Legislative branches of the Federal government, including the Department of Defense, Department of the Army, Department of the Air Force, and the Judge Advocates General of the Services. COL Rofrano supervises all programs and activities undertaken by the Office of the Chief Counsel, NGB, and those of the Office of Information and Privacy. He provides legal reviews, counsel and assistance in the formulation of policy related to National Guard military personnel law, operational law, legislation, administrative law, contracts and fiscal law, arising in the National Guard Bureau and the National Guards of the 54 states and territories. Since June 2001, COL Rofrano has served in a variety of capacities within the Office of the Chief Counsel, including Litigation and Administrative Law Attorney and as a Contracts and Fiscal Law Attorney. Prior to entering Active Duty, COL Rofrano served as an Assistant District Attorney, senior trial attorney, and the managing attorney for a Fortune 500 Corporation. He also served as a traditional National Guard Judge Advocate in the NY Army National Guard. COL Rofrano is married to Nicole and together they have two daughters, Isabella and Gianna.



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- 2010 Masters, Strategic Studies, U.S. Army War College

ASSIGNMENTS:

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- 2000 - 2001 Student, LL.M., The Judge Advocate General's School, Charlottesville, VA
- 2001 - 2003 Litigation, Administrative Law, Contracts/Fiscal Law Attorney, NGB-JA

2003 – 2004 Executive Officer, NGB-JA
2004 – 2007 Associate Chief Counsel, NGB-JA
2007 – Present Chief Counsel, NGB

MAJOR AWARDS AND DECORATIONS:

Defense Meritorious Service Medal
Meritorious Service Medal
Army Commendation Medal
Air Force Achievement Medal
Army Reserve Components Achievement
National Defense Service Medal
Iraq Campaign Medal
Global War on Terrorism Service Medal
Armed Forces Service Medal
Humanitarian Service Medal
Army Service Ribbon
Department of the Army Staff Identification Badge
New York Aid to Civil Authorities Medal
New York Long and Faithful Service Award
Missouri Conspicuous Service Medal

Foreign Award:

German Troop Duty Proficiency Badge

BAR ADMISSIONS:

Supreme Court of the United States
New York Bar
Connecticut Bar
U.S. District Court for the Eastern District of NY
U.S. District Court for the Southern District of NY

From: Leighow, Sharon W (GOV)
Sent: Tuesday, March 25, 2014 4:35 PM
To: Parnell, Governor (GOV sponsored)
Cc: Sims, Cynthia M (GOV); Nizich, Michael A (GOV); Brakes, Heather K (GOV)
Subject: CONFIDENTIAL / DELIBERATIVE National Guard press release
Attachments: National Guard Grants Governor's Request for Independent Assessment 032514.docx

Sharon Leighow
Press Secretary
Office of Governor Sean Parnell

(907) 269-7450 Anchorage
(907) 465-3500 Juneau
(907) BOI ell

www.gov.alaska.gov
[Follow the Governor on Facebook](#)



FOR IMMEDIATE RELEASE

No. 14-036

DP/EP

###

From: Nizich, Michael A (GOV)
Sent: Tuesday, April 01, 2014 1:52 PM
To: Sims, Cynthia M (GOV); Parnell, Governor (GOV sponsored)
Subject: RE: Alaska Army National Guard - Corruption Part 1

DP/EP

Mike Nizich

Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Sims, Cynthia M (GOV)
Sent: Tuesday, April 01, 2014 1:47 PM
To: Parnell, Governor (GOV sponsored); Nizich, Michael A (GOV)
Subject: FW: Alaska Army National Guard - Corruption Part 1

This is not helpful to the cause, the assessment or the morale of our National Guard. [REDACTED]

DP/EP

Cindy Sims

I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Whistle Blower [mailto:akarngwhistleblower@gmail.com]
Sent: Saturday, March 29, 2014 08:30 PM Eastern Standard Time
To: Doehl, Bob (Begich); Kaplan, Greg (Murkowski); Senator.Charlie.Huggins@akleg.gov
<Senator.Charlie.Huggins@akleg.gov>; governor@gov.state.ak.us <governor@gov.state.ak.us>;
ng.ncr.arng.mbx.ngb-ig@mail.mil <ng.ncr.arng.mbx.ngb-ig@mail.mil>; scott.griffith@va.gov

<scott.griffith@va.gov>; scockerham@mcclatchydc.com <scockerham@mcclatchydc.com>;
thomas.katkus.mil@mail.mil <thomas.katkus.mil@mail.mil>
Subject: Alaska Army National Guard - Corruption Part 1

TO: All Concerned Parties

FROM: Concerned Group of Alaska Army National Guard Members

SUBJECT: Alaska Army National Guard Corruption (part 1)

First and foremost we as a group would like to start off by explaining why there are no names taking credit for this correspondence. It is not because we do not wish to expose our names or have someone interview us. Mainly, it is for our protection. Under current state law there is a provision that protects anyone who wishes to report any wrong doing. Alaska Statute 39.25.80 is the statute that affords this right, however, under the current administration within the Alaska Army National Guard there is no protection for anyone who chooses to speak out. Our group consists of more than 10 Soldiers and Airmen from all ranks who want to see changes. We are going to be sending out emails like this one over the next several weeks in the hopes that it will affect change, help the Soldier's that do not have a voice, and the ones that have come forward and nothing has been done.

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Part 1 will consist of illegal hiring practices and Equal Opportunity Misconduct.

DP/EP/PR/BO/LE/FPA

[REDACTED]

[REDACTED]

There are more instances that we can point to where the senior leadership of the AKARNG has failed to do what is right due to either their lack of desire to, fear of reprisals, or their own neglect. We are prepared to send more emails with detailed information about the possible improprieties, names and contact information of witnesses who might be willing to talk if they can be assured that they will not be retaliated against, and something will actually happen to help resolve the issues.

BG Jorgensen is a common name that you will see in almost every complaint that is going to come out when NGB actually gets the truth from Soldiers. Here is a piece of information that most people do not know or understand. She is actively violating assignment policy, promotions, and evaluations. Over the past year there were several LTC's (O5) that were eligible for COL (O6). Instead of promotion based on eligibility, position, or authority she

utilized her position as the Chief of Staff to promote people that support her regime. A COL was moved out of his position on paper only, a LTC was moved into his vacated position. As soon as this took affect the Chief of Staff ensured that his promotion orders were published. Then she moved all of the parties back to their positions. She cited vacancy promotion authority as her reasoning for the promotion because no one was aware of the paperwork shuffle she did. However, due to several key people talking about the moves it came to the attention of several eligible O5. To verify this was actually done you can contact LTC Joseph Lawendowski, MSG John Phlegar, COL Thompson, and CW4 Kostoff. All of these people have personal knowledge that this is an issue and has been reported to DA IG.

Over the past year there have been very public cases involving sexual assault, sexual harassment, or failures by Commands to do what is right for the victims. The AKARNG has not been exempt from this. In 2013 Ret. LTC Kenneth Blaylock wrote a 12 page report detailing numerous allegations concerning the AKANG. Several key leaders were named as either being guilty of illegal sexual conduct, failing to protect victims of sexual assault, or turning a blind eye to accusations because of their connection to the alleged violator. We as a group can attest that there is some truth to what Ret LTC Blaylock wrote and there are even more concerns than he was even aware of. We are not going to release the names of the victims in our emails because this is a private ordeal that they have had to live through. If and when an investigating team comes to Alaska we will ensure that the names of victims and violators makes it to the right people.

Here is a list of things to come:

- Illegal promotions
- Inappropriate Officer/NCO Relationships
- Inappropriate relationships between Senior NCO and dependent spouse
- Inappropriate Relationship between AKARNG and APD
- Fraud Waste and Abuse of government assets to include fraud
- Hostile Work Environment
- Dereliction of Duty (MSG through BG)

Respectfully,

AKANG Whistle Blower's

From: Parnell, Governor (GOV sponsored)
Sent: Tuesday, April 01, 2014 8:05 PM
To: Sims, Cynthia M (GOV)
Cc: Nizich, Michael A (GOV)
Subject: Re: Alaska Army National Guard - Corruption Part 1

EP

Sent from my iPhone

On Apr 1, 2014, at 1:46 PM, "Sims, Cynthia M (GOV)" <cindy.sims@alaska.gov> wrote:

This is not helpful to the cause, the assessment or the morale of our National Guard. [REDACTED]

DP/EP

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov

www.gov.state.ak.us

[Follow the Governor on Facebook](#)

From: Whistle Blower [mailto:akarnghwhistleblower@gmail.com]
Sent: Saturday, March 29, 2014 08:30 PM Eastern Standard Time
To: Doehl, Bob (Begich); Kaplan, Greg (Murkowski);
Senator.Charlie.Huggins@akleg.gov <Senator.Charlie.Huggins@akleg.gov>;
governor@gov.state.ak.us <governor@gov.state.ak.us>; ng.ncr.arng.mbx.ngb-ig@mail.mil <ng.ncr.arng.mbx.ngb-ig@mail.mil>; scott.griffith@va.gov
<scott.griffith@va.gov>; scockerham@mcclatchydc.com
<scockerham@mcclatchydc.com>; thomas.katkus.mil@mail.mil
<thomas.katkus.mil@mail.mil>
Subject: Alaska Army National Guard - Corruption Part 1

TO: All Concerned Parties

FROM: Concerned Group of Alaska Army National Guard Members

SUBJECT: Alaska Army National Guard Corruption (part 1)

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Part 1 will consist of illegal hiring practices and Equal Opportunity Misconduct.

DP/EP/FA/LE/PR/BOI

[REDACTED]

[REDACTED]

DP/EP/FA/LE/PR/BOI

[REDACTED]

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- Dereliction of Duty (MSG through BG)

Respectfully,

AKANG Whistle Blower's

From: Sims, Cynthia M (GOV)
Sent: Tuesday, April 01, 2014 8:22 PM
To: 'Rofrano, Christian A COL USARMY NG NGB (US)'; Gorske, Wilton S (Scott) MG USARMY JS OCJCS (US)
Cc: Nizich, Michael A (GOV)
Subject: FW: Alaska Army National Guard - Corruption Part 1

Gentlemen ... I wanted to be sure you saw this email that was sent around over the weekend. It was forwarded to me and if you have any questions, feel free to give Mike or me a call.

Cindy

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Whistle Blower [mailto:akarnghistleblower@gmail.com]
Sent: Saturday, March 29, 2014 08:30 PM Eastern Standard Time
To: Doehl, Bob (Begich); Kaplan, Greg (Murkowski); Senator.Charlie.Huggins@akleg.gov <Senator.Charlie.Huggins@akleg.gov>; governor@gov.state.ak.us <governor@gov.state.ak.us>; nq.ncr.arng.mbx.ngb-ig@mail.mil <nq.ncr.arng.mbx.ngb-ig@mail.mil>; scott.griffith@va.gov <scott.griffith@va.gov>; scockerham@mcclatchydc.com <scockerham@mcclatchydc.com>; thomas.katkus.mil@mail.mil <thomas.katkus.mil@mail.mil>
Subject: Alaska Army National Guard - Corruption Part 1

TO: All Concerned Parties

FROM: Concerned Group of Alaska Army National Guard Members

SUBJECT: Alaska Army National Guard Corruption (part 1)

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DP/EP/LE/FPA/PR/BOI

[REDACTED]

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Dereliction of Duty (MSG through BG)

Respectfully,

AKANG Whistle Blower's

From: Sims, Cynthia M (GOV)
Sent: Thursday, May 01, 2014 1:51 AM
To: Parnell, Governor (GOV sponsored)
Subject: Fwd: Sexual Assaults

Sent from my iPhone

Begin forwarded message:

From: "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
Date: May 1, 2014 2:47:45 AM GMT+02:00
To: "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov>, "Sims, Cynthia M (GOV)" <cindy.sims@alaska.gov>, "Leighow, Sharon W (GOV)" <sharon.leighow@alaska.gov>
Cc: "Katkus, Thomas H (MVA)" <thomas.katkus@alaska.gov>, "Katkus, Thomas H MG USARMY NG AKARNG (US)" <thomas.h.katkus.mil@mail.mil>
Subject: FW: Sexual Assaults

I thought this was something you might want to see.
Thanks.

McHugh Pierre
Deputy Commissioner
Department of Military and Veterans Affairs
907-428-6003 Anchorage office

From: Olmstead, Candis Maj (MVA sponsored)
Sent: Wednesday, April 30, 2014 4:35 PM
To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA); Bridges, Leon M BG MIL NG AK ARNG (mike.bridges@us.army.mil); Brig Gen Timothy O'Brien; 'BG Catherine Jorgensen'
Cc: nicholas.m.forbes.mil@mail.mil
Subject: Sexual Assaults

Sirs and Ma'am,

In reviewing the sexual assault data from Octavia, it occurred to me that Sean Cockerham started us on a path where we've been focusing on total number of reports instead of total number of reports where the perpetrator is a member of the AKNG.

I assume the "29 reported sexual assaults in the Alaska National Guard" statement that was in Sean Cockerham's first article back in October was a response to a question from him about how many reports of sexual assault have we had.

I think the real question is "how many members of the Alaska National Guard have assaulted other members of the Alaska National Guard?"

Because the point that the politicians, naysayers and media seem to be trying to make is that there are a lot of sexual assaults within our organization.

The fact that we provide services to victims as a resource that most organizations don't offer in-house has been lost in the mix.

FACT: In 2013 and 2014 combined, there has been ONE report of sexual assault committed by a member of the Alaska National Guard. (Where the assault *took place* in 2013 or 2014.)

DP

V/r
Candis

CANDIS A. OLMSTEAD, Maj, AKANG
Director, Public Affairs
Alaska National Guard
Department of Military and Veterans Affairs
Desk [BOI] Main 907-428-6031
Cell [BOI] Fax 907-428-6035
PA requests: mvapublicaffairs@alaska.gov
www.facebook.com/AlaskaNationalGuard
www.youtube.com/NationalGuardAlaska

From: Nizich, Michael A (GOV)
Sent: Wednesday, May 21, 2014 9:51 AM
To: Parnell, Governor (GOV sponsored)
Subject: RE: DODIG/ARMY IG CLOSURE

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, May 21, 2014 9:29 AM
To: Nizich, Michael A (GOV)
Subject: Re: DODIG/ARMY IG CLOSURE

DP/EP

Sent from my iPhone

On May 21, 2014, at 8:09 AM, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Knudson, Kip C (GOV)
Sent: Wednesday, May 21, 2014 6:41 AM
To: Nizich, Michael A (GOV); Katkus, Thomas H (MVA)
Subject: Fwd: DODIG/ARMY IG CLOSURE

Sent from my iPhone

Begin forwarded message:

From: "Bergerbest, Nathan (Murkowski)"
<Nathan_Bergerbest@murkowski.senate.gov>
Date: May 21, 2014 at 10:38:54 AM EDT
To: Kip Knudson <kip.knudson@alaska.gov>
Subject: DODIG/ARMY IG CLOSURE

<Senator Murkowski_IG letter May 21 2014.pdf>

From: Nizich, Michael A (GOV)
Sent: Wednesday, May 21, 2014 9:51 AM
To: Parnell, Governor (GOV sponsored)
Subject: RE: DODIG/ARMY IG CLOSURE

DP/EP

Mike Nizich

Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
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From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, May 21, 2014 9:30 AM
To: Nizich, Michael A (GOV)
Subject: Re: DODIG/ARMY IG CLOSURE

DP/EP

Sent from my iPhone

On May 21, 2014, at 8:09 AM, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

DP/EP

Mike Nizich

Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
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To: Nizich, Michael A (GOV); Katkus, Thomas H (MVA)
Subject: Fwd: DODIG/ARMY IG CLOSURE

Sent from my iPhone

Begin forwarded message:

From: "Bergerbest, Nathan (Murkowski)"
<Nathan_Bergerbest@murkowski.senate.gov>
Date: May 21, 2014 at 10:38:54 AM EDT
To: Kip Knudson <kip.knudson@alaska.gov>
Subject: DODIG/ARMY IG CLOSURE

<Senator Murkowski_IG letter May 21 2014.pdf>

From: Nizich, Michael A (GOV)
Sent: Wednesday, May 21, 2014 10:05 AM
To: Parnell, Governor (GOV sponsored)
Subject: RE: DODIG/ARMY IG CLOSURE

DP/EP

Mike Nizich

Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
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Sent from my iPhone

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DP/EP

Mike Nizich

Chief of Staff
Office of Governor Sean Parnell

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Subject: Fwd: DODIG/ARMY IG CLOSURE

Sent from my iPhone

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From: "Bergerbest, Nathan (Murkowski)"
<Nathan_Bergerbest@murkowski.senate.gov>
Date: May 21, 2014 at 10:38:54 AM EDT
To: Kip Knudson <kip.knudson@alaska.gov>
Subject: DODIG/ARMY IG CLOSURE

<Senator Murkowski_IG letter May 21 2014.pdf>

From: Nizich, Michael A (GOV)
Sent: Thursday, June 19, 2014 5:58 PM
To: Parnell, Governor (GOV sponsored)
Subject: Fwd: Murkowski Calls for VA Investigation, Transparency in Alaska
Attachments: image002.png; ATT00001.htm; image003.jpg; ATT00002.htm; 14.06.18.VA.Letter.pdf; ATT00003.htm

[REDACTED]
[REDACTED] EP

Sent from my iPhone

Begin forwarded message:

From: "Katkus, Thomas H MG USARMY NG AKARNG (US)"
<thomas.h.katkus.mil@mail.mil>
To: "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov>
Subject: Fw: Murkowski Calls for VA Investigation, Transparency in Alaska

Mike

[REDACTED] DP/EP

THOMAS H. KATKUS

MG, AKARNG

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: (907) 428-6006

MOBILE: ([REDACTED] BOI)

DSN: ([REDACTED] BOI)

FAX: (907) 428-6019

Email:
thomas.h.katkus.mil@mail.mil
or
Thomas.Katkus@alaska.gov

From: Bowen, Verdie A (MVA) [mailto:verdie.bowen@alaska.gov]
Sent: Friday, June 20, 2014 07:49 AM
To: Katkus, Thomas H MG USARMY NG AKARNG (US); Pierre, McHugh (MVA)
<mchugh.pierre@alaska.gov>

Subject: FW: Murkowski Calls for VA Investigation, Transparency in Alaska

Sir's,

DP/EP

verdie

From: Bowen, Verdie A (MVA)

Sent: Thursday, June 19, 2014 1:31 PM

To: Knudson, Kip C (GOV)

Cc: Angerman, Mercedes D (ANG); Powell, Forrest E (MVA); Slaikeu, Jeffrey A (ANG)

Subject: RE: Murkowski Calls for VA Investigation, Transparency in Alaska

Kip,

DP/EP

DP/EP

DP/EP

verdie

Verdie Bowen, Director
State of Alaska, Office of Veterans Affairs
4600 Debarr Road, Suite 180
Anchorage, AK 99508
Toll Free: 888-248-3682
907.334.0874 (main)
907.334.0869 (fax)
Web page: veterans.alaska.gov
Serving Alaska One Veteran at a Time

From: Knudson, Kip C (GOV)
Sent: Thursday, June 19, 2014 12:23 PM
To: Bowen, Verdie A (MVA)
Cc: Wolgemuth, Kate M (GOV)
Subject: FW: Murkowski Calls for VA Investigation, Transparency in Alaska

DP/EP

Kip Knudson
Director of State/Federal Relations
Office of Governor Sean Parnell
State of Alaska
Hall of the States

444 North Capitol St, NW Suite 336
Washington DC 20001

202/624-5859 office

BOI cell

kip.knudson@alaska.gov<<mailto:kip.knudson@alaska.gov>>

[Description: Description: Description: cid:image003.png@01CBDFD2.16693170]

From: Felling, Matthew (Murkowski) [mailto:Matthew_Felling@murkowski.senate.gov] On
Behalf Of Press Office (Murkowski)

Sent: Wednesday, June 18, 2014 8:23 PM

Subject: Murkowski Calls for VA Investigation, Transparency in Alaska

[header_2_news_release]

FOR IMMEDIATE RELEASE

Contact: Matthew Felling 202-224-9301

June 18, 2014

Jenna Mason 202-224-8069

Murkowski Calls for VA Investigation, Transparency in Alaska

With Reports of Retaliation in Anchorage and Concerns Surrounding Wasilla Clinic, Senator Demands Answers

WASHINGTON, DC — Senator Lisa Murkowski today called for a thorough, swift and independent investigation of alleged scheduling irregularities within the Alaska VA system and a full response to the longstanding concerns surrounding the Wasilla Community Based Outpatient Clinic (CBOC). In a letter (attached) to the Department of Veterans Affairs Inspector General, Murkowski is pressing them to “expedite an inquiry into two matters related to the Alaska VA Healthcare System.”

After a New York Times report<<http://www.nytimes.com/2014/06/16/us/va-punished-critics-on-staff-doctors-assert.html?hpw&rref=us>> citing a former Anchorage VA physician alleging scheduling irregularities and a Mat-Su Frontiersman editorial<http://www.frontiersman.com/opinions/editorials/valley-veterans-review-va-care/article_6ff5d068-f432-11e3-ae63-0019bb2963f4.html> suggesting a high level of frustration within the Wasilla community, Murkowski decided to press the issue to get a swifter resolution for Alaska’s veteran community.

The text of her letter reads:

Allegations of Dr. Jacqueline Brecht Regarding Waiting Lists at the Anchorage VA Outpatient Clinic – On Sunday June 15, 2014, the New York Times reported allegations by Dr. Jacqueline Brecht, a former urologist at the Anchorage outpatient clinic that she was retaliated against for questioning scheduling practices in the 2005-2008 timeframe. My office first became aware of Dr. Brecht’s allegations on June 6, 2014 following a telephone call to my staff from Dr. Brecht. During that telephone call, Dr. Brecht indicated that she had already reported her concerns to the VA Office of Inspector General. However, this is not the first time that we received anecdotal

evidence of scheduling issues at the Anchorage VA during that specific timeframe. On May 14, 2014, I wrote to former Secretary Shinseki asking that the VA investigate scheduling discrepancies at the Anchorage VA dating back to the inception of the Iraq conflict. In light of the national controversy surrounding VA scheduling and allegations of personal misconduct by individuals at the Anchorage VA I have arrived at the conclusion that it is more appropriate that these issues be investigated by OIG. Regardless of whether the scheduling discrepancies Dr. Brecht alleges are still occurring it is important that her allegations be thoroughly investigated and the outcome of that investigation be transparent to Alaska's veterans.

Quality of Care at the Wasilla (Mat-Su) Community Based Outpatient Clinic – The Wasilla Community Based Outpatient Clinic (CBOC) serves a rising veteran population residing in Alaska's fastest growing geographic region. Veterans have long complained about scheduling issues at the clinic which was assigned only one provider. That provider resigned this spring. There are currently no permanent providers assigned to the Wasilla CBOC. In response to veteran concerns I inserted language in the Senate Appropriations Committee report to accompany the Fiscal Year 2015 MILCON/VA appropriations bill requiring that the VA report to Congress on persistent problems at the Wasilla CBOC. The OIG last visited the Wasilla CBOC during the week of November 5, 2012 but conducted a limited review focused on women's health, vaccinations, provider credentialing, and environmental safety and emergency management. It appears that OIG completely missed longstanding concerns about provider workload and its relationship to veteran access and quality of care in that review. I respectfully request that OIG return to Wasilla at its earliest convenience to review recent operations at the Wasilla CBOC. The urgency of such a review is reflected in an editorial which appeared in The Frontiersman, the newspaper of the Matanuska-Susitna Valley, on Saturday June 14, 2014, which is attached. [Link is featured in second paragraph of release.]

Senator Murkowski has been focused on the ongoing issues at the Wasilla CBOC. Most recently, she successfully inserted a provision in the FY2015 VA/Military Construction funding bill calling for a review of the facility's staffing problems<<http://www.murkowski.senate.gov/public/index.cfm/pressreleases?ID=20cf1496-b602-4518-8263-8c57ba313c2f>>. Murkowski is concerned that a 2012 IG investigation of the Wasilla facility focused on the wrong issues. According to Murkowski's letter, the "OIG completely missed longstanding concerns about provider workload and its relationship to veteran access and quality of care in that review."

###

Note: Please do not reply to this email. This mailbox is unattended. For further information, please contact Senator Murkowski's press office at 202-224-9301 or 202-224-8069. Visit our website at <http://murkowski.senate.gov>

LISA MURKOWSKI
ALASKA

COMMITTEES:
ENERGY AND NATURAL RESOURCES
RANKING MEMBER
APPROPRIATIONS
HEALTH, EDUCATION, LABOR,
AND PENSIONS
INDIAN AFFAIRS

United States Senate

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KETCHIKAN, AK 99901-6059
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851 EAST WESTPOINT DRIVE, SUITE 307
WASILLA, AK 99654-7142
(907) 376-7665

June 17, 2014

Mr. Richard J. Griffin
Acting Inspector General
Department of Veterans Affairs
Office of Inspector General (50)
810 Vermont Avenue, NW
Washington, DC 20420

Dear Mr. Griffin:

I write to request that the Office of Inspector General expedite an inquiry into two matters related to the Alaska VA Healthcare System:

1. Dr. Jacqueline Brecht's Allegations Regarding Waiting Lists at the Anchorage VA Outpatient Clinic – On Sunday June 15, 2014, the *New York Times* reported allegations by Dr. Jacqueline Brecht, a former urologist at the Anchorage outpatient clinic, that she was retaliated against for questioning scheduling practices in the 2005-2008 timeframe. My office first became aware of Dr. Brecht's allegations on June 6, 2014, by way of a telephone call to my staff from Dr. Brecht. During that call, Dr. Brecht indicated she had already reported her concerns to the VA Office of Inspector General. However, this is not the first time we received anecdotal evidence of scheduling issues at the Anchorage VA during that specific timeframe. On May 14, 2014, I wrote to former Secretary Shinseki asking the VA to investigate scheduling discrepancies at the Anchorage VA dating back to the inception of the Iraq conflict. In light of the national controversy surrounding VA scheduling and allegations of personal misconduct by individuals at the Anchorage VA I have arrived at the conclusion that it is more appropriate for the OIG to investigate these issues. Regardless of whether the scheduling discrepancies Dr. Brecht alleges are still occurring, it is important that her allegations be thoroughly investigated and the outcome of that investigation be fully transparent to Alaska's veterans.

2. Quality of Care at the Wasilla (Mat-Su) Community Based Outpatient Clinic – The Wasilla Community Based Outpatient Clinic (CBOC) serves a rising veteran population residing in Alaska's fastest growing geographic region. Veterans have long complained about scheduling issues at the clinic which was assigned only one provider. That provider resigned this spring and there are currently no permanent providers assigned to the Wasilla CBOC. In response to veteran concerns I inserted language in the Senate Appropriations Committee report to accompany the Fiscal Year 2015 MILCON/VA appropriations bill requiring that the VA report to Congress on persistent problems at the Wasilla CBOC.¹ The OIG last visited the Wasilla CBOC during the

¹ See, S. Rep. 113-174 (113th Cong. 2d Sess) to Accompany H.R. 4486 at 53, which reads in relevant part: *Community Based Outpatient Clinic Staffing*.—The Community Based Outpatient Clinic [CBOC] at Wasilla,

week of November 5, 2012, but conducted a limited review focused on women's health, vaccinations, provider credentialing, environmental safety and emergency management.² It appears that OIG completely missed longstanding concerns about provider workload and its relationship to veteran access and quality of care in that review. I respectfully request that OIG return to Wasilla as soon as possible to review recent operations at the Wasilla CBOC. The urgency of such a review is reflected in an editorial which appeared in *The Frontiersman*, the newspaper of the Matanuska-Susitna Valley, on Saturday June 14, 2014, which is attached.

My staff point of contact for this inquiry is Nathan Bergerbest, Senior Counsel in my Washington office, who may be reached at (202) 224-2839.

Respectfully,



Lisa Murkowski
United States Senator

Alaska, serves a significant veteran population in the fastest growing region of Alaska. Since its opening, this clinic has been plagued by security issues and a series of stressful incidents including the suicide of a veteran in the clinic's parking lot. The Committee understands that these issues coupled with a lack of staffing at the clinic to support a large caseload have resulted in staff attrition, including the recent resignation of the clinic's only medical provider. While the Department of Veterans Affairs may be moving diligently to fill staff vacancies using all available incentives, the Committee directs the Department to provide to the Committees on Appropriations of both Houses of Congress a report no later than February 1, 2015, on the staffing challenges it has faced at Wasilla from the inception of the clinic, the appropriate level of staffing in relation to patient loads, and the actions being taken to achieve the appropriate level of staffing.

² Department of Veterans Affairs, Office of Inspector General, Office of Healthcare Inspections, Community Based Outpatient Clinic Reviews at Anchorage VA Healthcare System, Anchorage, AK, Report No. 12-03852-110 (February 14, 2013).

Valley Veterans Review VA Care

Posted: Saturday, June 14, 2014 6:12 pm

Sometimes the stories we publish hit a nerve with readers. And rarely, is it a story we expect that winds up generating such a wave of phone calls, emails and letters. Case in point:

We published a story on Tuesday, June 10 about the Wasilla Veterans Administration clinic and a mention it warranted in a Washington, D.C., report from the Senate Appropriations Committee. The clinic was included in the report after U.S. Sen. Lisa Murkowski specifically requested it be reviewed.

The results of that report called for an investigation into staffing shortages at the clinic that have caused long wait times and a stressful working environment amplified by a veteran shot himself to death in the VA parking lot.

Nationally we know this story is a hot-button issue. We're glad for the big spotlight on the shortcomings of the VA nationwide. We hope this examination will lead to the overhaul of this broken system and begin to craft a new process that will better fulfill the promises we made as a nation to our veterans.

But the story we wrote was relatively straightforward. It came together so late in the day we didn't even try to call D.C. offices (with their four hour time differences) for comment. It was written completely off of the record of those meetings and using quotes from press releases issued by our state's two senators.

Andrew Wellner wrote the story for us. He spent most of Tuesday afternoon answering calls from veterans with a lot to say about the services provided by the VA in Wasilla.

Veterans called to encourage further reporting on this issue, to share their stories of bureaucratic runaround and to call on our senators to hold public meetings to review the shortfalls and find solutions.

This community level review from veterans who rely on the VA for medical care was much more thorough and enlightening than the few sentences mentioned in the national report we wrote about Tuesday.

Valley veterans made it clear to us that this is an important local story for many people in the Mat-Su. Thank you, Readers, for your calls and emails.

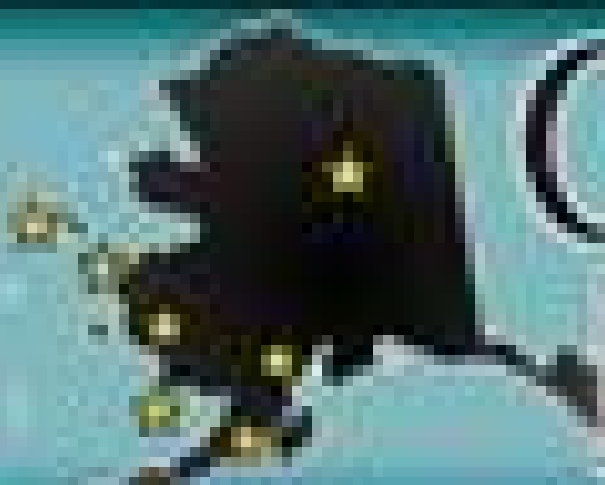
We will continue to follow this story line and we will work to create a community dialog with our U.S. Senators so they have the can benefit from the same educational opportunities veterans shared with us this week.

We hope in doing so we can help improve the medical care our veterans receive.

Honoring the promises made to our members of the Armed Services is one important way as a community and a nation can honor their service.

http://www.frontiersman.com/opinions/editorials/valley-veterans-review-va-care/article_6ff5d068-f432-11e3-ae63-0019bb2963f4.html?mode=print

State of Alaska



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RESPECT

chooserespect.alaska.gov



NEWS RELEASE

LISA MURKOWSKI
UNITED STATES SENATOR | ALASKA

From: Serrano, Thomas R COL USAF NG NGB (US) <thomas.r.serrano.mil@mail.mil>
Sent: Thursday, June 26, 2014 1:22 PM
To: Sims, Cynthia M (GOV)
Subject: RE: DMVA Uniformed Service Report (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

Cindy - [REDACTED]

[REDACTED]
[REDACTED]

[REDACTED] DP
[REDACTED]

Regards,
Tom

Col Thomas R. Serrano
Deputy Chief Counsel
NGB-JA
1636 Defense Pentagon
Washington DC 20301
COMM 571-256-7372
DSN 260
BB 571-225-0486

-----Original Message-----

From: Sims, Cynthia M (GOV) [<mailto:cindy.sims@alaska.gov>]
Sent: Thursday, June 26, 2014 10:44 AM
To: Serrano, Thomas R COL USAF NG NGB (US)
Subject: FW: DMVA Uniformed Service Report

Good morning Tom ... [REDACTED] DP
[REDACTED]

Look forward to seeing you this afternoon,

Cindy

Cindy Sims

I Choose Respect

Deputy Chief of Staff

Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700

Anchorage, Alaska 99501

PHONE: 907.269.7450

FAX: 907.269.7463

cindy.sims@alaska.gov <blocked::mailto:cindy.sims@alaska.gov>
www.gov.state.ak.us <<http://www.gov.state.ak.us/>>

Follow the Governor on Facebook <<http://www.facebook.com/pages/Alaska-Governor-Sean-Parnell/121523268448?ref=ts>>

From: Katkus, Thomas H (MVA)
Sent: Sunday, June 15, 2014 4:59 AM
To: Nizich, Michael A (GOV)
Subject: DMVA Uniformed Service Report

Mike

[REDACTED]

[REDACTED]

[REDACTED] DP/EP [REDACTED]

Katkus

Classification: UNCLASSIFIED
Caveats: NONE

From: Sims, Cynthia M (GOV)
Sent: Tuesday, July 01, 2014 8:35 PM
To: Serrano, Thomas R COL USAF NG NGB (US)
Subject: RE: DMVA Uniformed Service Report (UNCLASSIFIED)

Thank you, Tom. It was very helpful meeting with you and we look forward to hearing back from you.

Cindy

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us

Follow the Governor on Facebook

-----Original Message-----

From: Serrano, Thomas R COL USAF NG NGB (US) [<mailto:thomas.r.serrano.mil@mail.mil>]
Sent: Thursday, June 26, 2014 6:48 AM
To: Sims, Cynthia M (GOV)
Subject: RE: DMVA Uniformed Service Report (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

Cindy - thank you. I have been preparing, but this will be helpful to laser-focus.

See you in a bit.

Tom

-----Original Message-----

From: Sims, Cynthia M (GOV) [<mailto:cindy.sims@alaska.gov>]
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To: Serrano, Thomas R COL USAF NG NGB (US)
Subject: FW: DMVA Uniformed Service Report

Good morning Tom ...

DP

Look forward to seeing you this afternoon,

Cindy

Cindy Sims

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www.gov.state.ak.us <<http://www.gov.state.ak.us/>>

Follow the Governor on Facebook <<http://www.facebook.com/pages/Alaska-Governor-Sean-Parnell/121523268448?ref=ts>>

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Mike

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] DP/EP [REDACTED]

[REDACTED]

Katkus

Classification: UNCLASSIFIED

Caveats: NONE

From: Katkus, Thomas H (MVA)
Sent: Wednesday, July 09, 2014 9:18 AM
To: Nizich, Michael A (GOV)
Subject: IG complaint notification

Mike

FPA/LE/PR

THOMAS H. KATKUS

Commissioner

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: [\(907\) 428-6006](tel:(907)428-6006)

MOBILE:  *BOI*

FAX: [\(907\) 428-6019](tel:(907)428-6019)

Email:

Thomas.Katkus@alaska.gov

or

thomas.h.katkus.mil@mail.mil

Sent from electronic mobile device.

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Mike

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Email:

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or

thomas.h.katkus.mil@mail.mil

Sent from electronic mobile device.

From: Nizich, Michael A (GOV)
Sent: Wednesday, July 09, 2014 10:22 AM
To: Parnell, Governor (GOV sponsored)
Subject: FW: IG complaint notification

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Katkus, Thomas H (MVA)
Sent: Wednesday, July 09, 2014 9:18 AM
To: Nizich, Michael A (GOV)
Subject: IG complaint notification

Mike

[REDACTED] FPA/LE/PR [REDACTED]

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FAX: [\(907\) 428-6019](tel:(907)428-6019)

Email:
Thomas.Katkus@alaska.gov
or
thomas.h.katkus.mil@mail.mil

Sent from electronic mobile device.

From: Robinson, Benjamin A (GOV)
Sent: Tuesday, September 02, 2014 1:48 PM
To: Sims, Cynthia M (GOV)
Subject: Guidance Needed: FW: New Military Affairs CRM: BOI/PR

BOI/PR

Ben Robinson
Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.alaska.gov

From: BOI/PR/DP [mailto:BOI/PR/DP]
Sent: Saturday, August 30, 2014 9:48 PM
To: Robinson, Benjamin A (GOV)
Subject: Re: New Military Affairs CRM: BOI/PR

BOI/PR/DP

Sent from my iPhone

On Aug 29, 2014, at 3:42 PM, "Robinson, Benjamin A (GOV)" <benjamin.robinson@alaska.gov> wrote:

BOI/PR/DP

BOI/PR/DP

Sincerely,

Ben Robinson

Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.alaska.gov

From: GOVCRM WEBSVCProd [<mailto:govcrm.websvcprod@alaska.gov>]

Sent: Tuesday, August 26, 2014 3:34 PM

To: Governor Sean Parnell (GOV sponsored)

Subject: New Military Affairs CRM: BOI/PR

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

Subject: *2:45 PM: Press Availability
Location: ANC - WEST Conf. Rm.

Start: Thu 9/4/2014 2:45 PM
End: Thu 9/4/2014 3:15 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Mason, Janice L (GOV)
Required Attendees: Leighow, Sharon W (GOV); Sims, Cynthia M (GOV) (cindy.sims@alaska.gov); Nizich, Michael A (GOV)

STAFF: Leighow, Sims, COS
TOPIC: GOA to Release National Guard Bureau Report
CONFIRMED/ENTERED: Leighow confirmed directly – 09.04.14 – jlm

Governor to Release National Guard Bureau Report

September 4, 2014, Anchorage, Alaska – Governor Sean Parnell will release the findings of the National Guard Bureau Office of Complex Investigations (OCI) regarding allegations of misconduct in the Alaska National Guard. The governor called for the OCI review in February.

The report will be made available to reporters in the Governor’s Anchorage Office prior to the start of the press conference. For reporters who are unable to attend in person, a teleconference has been arranged.

Who: Governor Sean Parnell

What: Release of the OCI report on the Alaska National Guard

When: Thursday, September 4, 2:45 p.m.

Where: Governor’s Conference Room
Atwood Building, 17th Floor
Anchorage

Teleconference: 1-800-756-3565 (no access code needed)

Streaming video: <http://gov.alaska.gov/parnell/multimedia/livestream.html>

Contact: Sharon Leighow (907) 240-7943

Subject: *2:45 PM: Press Availability
Location: ANC - WEST Conf. Rm.

Start: Thu 9/4/2014 2:45 PM
End: Thu 9/4/2014 3:15 PM
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Recurrence: (none)

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Teleconference: 1-800-756-3565 (no access code needed)

Streaming video: <http://gov.alaska.gov/parnell/multimedia/livestream.html>

Contact: Sharon Leighow (907) 240-7943

From: Robinson, Benjamin A (GOV)
Sent: Friday, September 05, 2014 11:53 AM
To: BOI/PR
Cc: Sims, Cynthia M (GOV); Fradley, Tara D (GOV)
Subject: RE: Military Affairs
Attachments: PR 14-149 Governor Releases National Guard Report, Adjutant General Outpdf

Follow Up Flag: Follow up
Flag Status: Flagged

BOI/PR/PA

Regards,

Ben Robinson
Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
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From: GOVCRM WEBSVCProd [<mailto:govcrm.websvcprod@alaska.gov>]

Sent: Tuesday, August 26, 2014 3:34 PM

To: Governor Sean Parnell (GOV sponsored)

Subject: New Military Affairs CRM: BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA



FOR IMMEDIATE RELEASE

No. 14-149

**Governor Releases National Guard Report, Adjutant General Out
*Calls for Special Team to Restore Respect and Responsibility***

September 4, 2014, Anchorage, Alaska – Following the conclusion of a six-month independent review and assessment of open and closed investigations related to reports of sexual assault, rape and fraud among members of the Alaska National Guard, Governor Sean Parnell released the findings today, and took the resignation of the adjutant general, Major General Thomas H. Katkus. The governor originally requested the assessment from the National Guard Bureau Office of Complex Investigations (OCI) in February.

The report found Guard members have a lack of trust and confidence in the Alaska National Guard leadership's ability to handle sexual assault cases and other misconduct. Further, the report found that favoritism, ethical misconduct and fear of reprisal have eroded trust and confidence in Guard leadership.

"The dedicated men and women who serve in the Alaska National Guard deserve better and I am committed to restoring the trust they are entitled to," Governor Parnell said. "While the report's findings are deeply troubling, I know that the overwhelming majority of Alaska National Guard personnel serve admirably and honorably. We will take all necessary steps to ensure respect, responsibility and trust are restored."

Governor Parnell requested and received the resignation of Major General Thomas H. Katkus, adjutant general, and commissioner of Alaska Department of Military and Veterans Affairs. Brigadier General Mike Bridges will serve as acting commissioner on an interim basis until a new adjutant general is named. The governor will also closely examine the command structure within the Alaska National Guard, which will include further staffing changes.

Governor Parnell requested the National Guard Bureau's help in assembling a team to implement the recommendations in the report to restore a healthy and safe working environment for the men and women of the Guard. The governor has requested the OCI provide personnel to assist with implementing the recommendations outlined in the report. The team will include a representative from the Office of the Governor.

The governor has requested a further investigation into allegations of fraud pertaining to the misuse of Guard assets.

A copy of the report from the Office of Complex Investigations is available at:
http://gov.alaska.gov/parnell_media/ak-roa-combined.pdf

Reporters who have follow up questions for the Guard Bureau may contact Rick Breitenfeldt at (703) 601 6767 or (703) 627 7273.

###

From: Sims, Cynthia M (GOV)
Sent: Friday, September 05, 2014 12:38 PM
To: Sims, Cynthia M (GOV)
Subject: FW: Military Affairs
Attachments: PR 14-149 Governor Releases National Guard Report, Adjutant General Outpdf

From: Robinson, Benjamin A (GOV)
Sent: Friday, September 05, 2014 11:53 AM
To: BOI/PR
Cc: Sims, Cynthia M (GOV); Fradley, Tara D (GOV)
Subject: RE: Military Affairs

Dear Mr. BOI/PR,

BOI/PR/PA

Regards,

Ben Robinson
Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.alaska.gov

From: BOI/PR <mailto:BOI/PR/PA>
Sent: Saturday, August 30, 2014 9:48 PM
To: Robinson, Benjamin A (GOV)
Subject: Re: New Military Affairs CRM: BOI/PR/PA

BOI/PR/PA

Sent from my iPhone

On Aug 29, 2014, at 3:42 PM, "Robinson, Benjamin A (GOV)" <benjamin.robinson@alaska.gov> wrote:

BOI/PR/PA

Sincerely,

Ben Robinson

Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.alaska.gov

From: GOVCRM WEBSVCProd [<mailto:govcrm.websvcprod@alaska.gov>]
Sent: Tuesday, August 26, 2014 3:34 PM
To: Governor Sean Parnell (GOV sponsored)
Subject: New Military Affairs CRM: BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA

BOI/PR/PA



FOR IMMEDIATE RELEASE

No. 14-149

**Governor Releases National Guard Report, Adjutant General Out
Calls for Special Team to Restore Respect and Responsibility**

September 4, 2014, Anchorage, Alaska – Following the conclusion of a six-month independent review and assessment of open and closed investigations related to reports of sexual assault, rape and fraud among members of the Alaska National Guard, Governor Sean Parnell released the findings today, and took the resignation of the adjutant general, Major General Thomas H. Katkus. The governor originally requested the assessment from the National Guard Bureau Office of Complex Investigations (OCI) in February.

The report found Guard members have a lack of trust and confidence in the Alaska National Guard leadership's ability to handle sexual assault cases and other misconduct. Further, the report found that favoritism, ethical misconduct and fear of reprisal have eroded trust and confidence in Guard leadership.

"The dedicated men and women who serve in the Alaska National Guard deserve better and I am committed to restoring the trust they are entitled to," Governor Parnell said. "While the report's findings are deeply troubling, I know that the overwhelming majority of Alaska National Guard personnel serve admirably and honorably. We will take all necessary steps to ensure respect, responsibility and trust are restored."

Governor Parnell requested and received the resignation of Major General Thomas H. Katkus, adjutant general, and commissioner of Alaska Department of Military and Veterans Affairs. Brigadier General Mike Bridges will serve as acting commissioner on an interim basis until a new adjutant general is named. The governor will also closely examine the command structure within the Alaska National Guard, which will include further staffing changes.

Governor Parnell requested the National Guard Bureau's help in assembling a team to implement the recommendations in the report to restore a healthy and safe working environment for the men and women of the Guard. The governor has requested the OCI provide personnel to assist with implementing the recommendations outlined in the report. The team will include a representative from the Office of the Governor.

The governor has requested a further investigation into allegations of fraud pertaining to the misuse of Guard assets.

A copy of the report from the Office of Complex Investigations is available at:
http://gov.alaska.gov/parnell_media/ak-roa-combined.pdf

Reporters who have follow up questions for the Guard Bureau may contact Rick Breitenfeldt at (703) 601 6767 or (703) 627 7273.

###

From: Cindy Sims <[REDACTED] BOI >
Sent: Sunday, September 07, 2014 7:25 PM
To: Sims, Cynthia M (GOV)
Subject: Fwd: Alaska National Guard personnel issues
Attachments: image001.jpg; ATT00001.htm; image006.jpg; ATT00002.htm; image004.jpg; ATT00003.htm; image005.jpg; ATT00004.htm; MARGARET STOCK - CV (long).pdf; ATT00005.htm; JFCM citation for LTC Stock.pdf; ATT00006.htm

Sent from Cindy's iPhone

Begin forwarded message:

----- Forwarded message -----
From: Margaret Stock <[REDACTED] BOI >
Date: Sat, Sep 6, 2014 at 5:53 PM
Subject: Alaska National Guard personnel issues
To: [REDACTED] BOI

Dear Jerry,

Jeff Landfield suggested that I call you so that you can let me know if the Governor might be looking for someone like me to lead the Alaska National Guard. I've attached my CV but here are some bullet points:

--Alaska resident since 1986

--Republican, NRA member

--"Gray area" military retiree, US Army Reserve, Military Police Corps, current rank of lieutenant colonel

--Extensive past experience instructing Alaska National Guard members on prevention of sexual harassment and equal opportunity issues

--Graduate of JAG officer basic course and various Military Police courses

--Former special advisor to the commander of Special Operations Command

--MacArthur "genius grant" recipient for my work relating to the military and national security

Let me know if you have questions,

Margaret

Margaret D. Stock

Attorney (admitted in Alaska)

BOI direct

[360.671.5945](tel:360.671.5945) business

[360.676.5459](tel:360.676.5459) fax

**Cascadia Cross-Border Law Group
LLC**

4141 B Street, Suite 205

Anchorage, AK 99503

USA

www.CascadiaLawAlaska.com

BOI

Creating Transparent Borders

Visit us on Facebook and become a fan: <https://www.facebook.com/teamcascadia>

Follow us on Twitter: www.twitter.com/margaretdstock

Margaret D. Stock was named a 2013 MacArthur Foundation Fellow by the John D. & Catherine T. MacArthur Foundation. See <http://www.macfound.org/fellows/904/> for more information.

Margaret Stock is also listed in the Top 10 of International Who's Who of Corporate Immigration Lawyers, 2014 edition. See www.whoswholegal.com for more information.

PLEASE NOTE: This message may be protected by the attorney-client privilege. If you believe that it has been sent to you in error, do not read, print or forward it. Please reply to the sender that you have received the message in error. Then delete it. Thank you.

Pursuant to Internal Revenue Circular 230 Section 10.37 (effective after June 12, 2014) and all other applicable Federal regulations, information contained in this communication does not constitute written advice concerning one or more federal tax matters, except as stated otherwise by the firm in this communication or in any attachment to this communication. Additionally and pursuant to firm policy, information provided by the sender outside the confines of the attorney-client relationship is intended for informational purposes only and may not be relied up on by the recipient or any third party.

--

Jerry Gallagher
Parnell 2014 Campaign Manager

 BOI

Paid for by Parnell 2014, P.O. Box 100719, Anchorage, AK 99510









CITATION
TO ACCOMPANY THE AWARD OF
THE JOINT SERVICE COMMENDATION MEDAL
TO
LIEUTENANT COLONEL MARGARET D. STOCK
UNITED STATES ARMY RESERVE

Lieutenant Colonel Margaret D. Stock, United States Army Reserve, distinguished herself by exceptionally meritorious achievement as Special Advisor to the Commander, United States Special Operations Command (USSOCOM), Special Operations Forces Access Recruiting Program (SOFARP) working group, United States Special Operations Command, MacDill Air Force Base, Florida, from 1 May 2008 to 30 September 2009. During this period, Colonel Stock's outstanding leadership coupled with her superior intellect resulted in vastly increased Joint Special Operations Forces' ability to pursue national security objectives. Her unique and expert advice in immigration and constitutional law and policy provided unparalleled and uncommon support to the SOFARP working group. Her efforts directly increased SOF's operational capabilities and capacity in language, culture, and micro-regional expertise. As a direct result, USSOCOM has created the building blocks to an enduring program that will leverage immigrant and non-immigrant populations who will contribute their unique talents to the Global War on Terrorism. Colonel Stock's untiring and selfless contributions are a reflection of joint coordination and teamwork. She is a consummate professional and a true Soldier who exemplifies the SOF ethos. The distinctive accomplishments of Lieutenant Colonel Stock reflect great credit upon her, the United States Special Operations Command, the United States Army Reserve, and the Department of Defense.



Margaret D. Stock

BOI

Civilian Education

BOI / PR / FPA Harvard Law School & the John F. Kennedy School of Government, Cambridge, MA

J.D. with honors **BOI / P...** ***M.P.A.*** **BOI / ...**

- Teaching Fellow, Harvard University (International Conflicts in the Modern World, The Administrative State); Teaching Assistant (Microeconomics)
- Recipient, Harvard University Certificates of Distinction in Teaching (three years)
- Proctor & Academic Advisor, Harvard-Radcliffe Colleges (four years)
- Third Year Paper: Criminal Misconduct by United States Status of Forces Agreement (SOFA) Civilians and Dependents in Japan
- Editor-in-Chief, Harvard Journal of Law & Public Policy

BOI / PR / FPA Harvard & Radcliffe Colleges, Cambridge, MA

A.B. with honors in Government (International Relations)

- Undergraduate honors thesis: Measuring the Combat Capability of the Army Reserve Components

BOI / PR / FPA Boston University, Boston, MA

- Battalion Commander, Reserve Officer Training Corps Cadet Battalion
- Commissioned as second lieutenant in the Military Police Corps at end of sophomore year after completing the full ROTC program in two years (Early Commissioning Program)

Military Education

U.S. Army War College, Carlisle, PA, Division of Distance Education, Class of 2006 (awarded Master of Strategic Studies degree)

Advanced Joint Professional Military Education Course, Joint Forces Staff College

U.S. Army War College, Defense Strategy Course

Reserve Component National Security Issues Seminar

Reserve Components Combined Arms Services & Staff School
(CAS3) Staff Group Leader Course

United States Army Command & General Staff College
(CGSC) Faculty Development Course

United States Army Command & General Staff College
(CGSC)

Combined Arms Services and Staff School (CAS3)

Judge Advocate General's School – Judge Advocate Officer
Basic Course

Military Police School - Officer Basic and Advanced Courses

Dynamics of International Terrorism Course

Airload Planner's Course

Basic Airborne Course

**Civilian
professional
experience**

2013 – present Cascadia Cross Border Law Group, LLC,
Anchorage, AK

Owner/Member/Attorney

- Engaged primarily in immigration and citizenship law and litigation practice.
- Speaker on immigration, citizenship, and national security law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Expert testimony in court on immigration issues. Testimony before Congress and various state legislatures.
- MacArthur Foundation Fellow, Class of 2013, John D. & Catherine T. MacArthur Foundation (“genius grant” recipient)
- “AV” rated by Martindale-Hubbell, Avvo rating of 10.0, Alaska Superlawyer in the area of immigration law (2013,

2014).

- Top Ten of Who's Who International Corporate Immigration Lawyers, 2014

2011 – 2013 Lane Powell, LLC, Anchorage, AK

Counsel to the Firm

- Engaged primarily in immigration and citizenship law and litigation practice.
- Speaker on immigration, citizenship, and national security law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Testimony before Congress and various state legislatures.

2010 – 2012 Department of Political Science, University of Alaska Anchorage, Anchorage, AK

Adjunct Instructor

- Taught "Introduction to American Government," "National Security Law & Policy," "Constitutional Law," "Comparative Politics," and "International Relations." Also guest-lecturer in the Senior Seminar and 49th State Fellows Programs.

September-December 2009 Border Policy Research Institute, Western Washington University, Bellingham, WA

Visiting Fellow

- Researched Integrated Border Enforcement Teams (IBETs)
- Guest Lecturer at public events and in WWU business school and undergraduate classes

2001 – 2006 Department of Law, United States Military Academy, West Point, NY

Associate Professor, 2004-2006; Assistant Professor, 2001-2004

- Course Director and Professor, National Security Law Seminar
- Professor, Constitutional & Military Law
- Additional teaching responsibilities in International Law (Immigration, Asylum, Citizenship law, Death Penalty); Comparative Law (Asian and Japanese Law); Human Rights Law (nine sessions on Asylum and Refugee Law); Cyberlaw (High Tech Worker issues); Criminology; and Law of War

(International Humanitarian Law)

- Chairperson and Member, Academic Excellence Committee, Faculty Council

1998 - 2001 Stock & Moeller, LLC, Anchorage, AK

Owner/Partner/Attorney

- Managing and senior partner at small (3-5 attorney) law firm. Engaged primarily in immigration law and litigation practice. Successfully handled large constitutional rights class action against the State of Alaska, as well as numerous federal court cases in U.S. District Court & the Ninth Circuit Court of Appeals.
- Speaker on immigration law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Expert testimony in court on immigration issues.
- “AV” rated by Martindale-Hubbell at first “rating” opportunity in 2000.

1992 - 1998 Atkinson, Conway & Gagnon, Anchorage, AK

Associate Attorney

- Associate attorney at 13-attorney trial practice and litigation firm. Engaged primarily in immigration law and litigation practice, but also handled or participated in admiralty, products liability, professional malpractice defense, commercial, civil rights, and personal injury matters.

**Most Recent
Military
Assignment**

Lieutenant Colonel, U.S. Army Military Police Corps, U.S. Army Reserve. Drilling Individual Mobilization Augmentee (DIMA) (Associate Professor), Department of Social Sciences, United States Military Academy, West Point, New York.

Detailed to Undersecretary of Defense (Personnel & Readiness) to work on reorganization Task Force (March 2010).

Detailed to US Army Accessions Command and Assistant Secretary of the Army for Manpower & Reserve Affairs as Project Officer for Military Accessions Vital to the National Interest (MAVNI) program (Fall of 2007 until retirement in June 2010).

Also served as Special Advisor to Commander, US Special Operations Command (May 2008 to September 2009).

Significant Cases

State of Alaska, Dep't of Revenue v. Martha Andrade, 23 P.3d 58 (Alaska 2001) (class action, equal protection; awarded more than \$100K in attorneys' fees).

Rosario Gallo-Alvarez v. John Ashcroft, 266 F.3d 1123 (9th Cir. 2001) (habeas corpus, reinstatement of removal).

Meng Li v. Robert C. Eddy, 259 F.3d 1132 (9th Cir. 2001) (habeas corpus, expedited removal).

Matter of U----I----S-----, Immigration Court, Anchorage, AK (December 19, 1996) (female genital mutilation asylum case), available at <http://www.uchastings.edu/cgrs/law/ij/54.html>.

**Selected
Conference
Presentations &
Speaking Events**

Speaker, *Executive Power in Immigration Law*, Homeland Security Institute, American Bar Association, Washington, DC, August 22, 2014. Rebroadcast on CSPAN.

Speaker, *Navy & Marine Corps Immigration Training*, Whidbey Island, WA, July 16, 2014.

Speaker, *Parole in Place (PIP), Adjustment of Status, and Naturalization Issues for Military Members*, American Immigration Lawyers Association's 2014 Annual Conference on Immigration Law, Boston, MA, June 21, 2014.

Speaker, *Harvard Immigration & Refugee Clinical Program: 30 Years of Social Change Lawyering*, Cambridge, MA, June 17, 2014.

Speaker, *Scialabba v. Cuellar de Osorio – Post-Decision SCOTUScast*, Podcast, The Federalist Society, Washington, DC, June 17, 2014.

Speaker, *Territorial Access*, Center for Migration Studies Symposium on US Refugee Protection System, New York, NY, June 3, 2014.

Speaker, *Immigration Law and the Military*, Immigration Professors Workshop, Irvine, CA, May 22, 2014.

Speaker, *Patriots or Invaders? — Immigrants in the Military in Modern America*, Princeton Center for Migration and Development Conference, Princeton, NJ, May 20, 2014.

Speaker, *A Primer on the Top 10 Items a City Council Would Look for to Help With Immigration Issues*, IMMLA's Mid-Year Seminar, Anchorage, AK, May 19, 2014.

Speaker, *Cutting Edge Asylum TRIG: Terrorism Related Inadmissibility Grounds (Including Persecutor Bar, Material Support, and National Security)*, Federal Bar Association Immigration Seminar, Memphis, TN, May 17, 2014.

Speaker, *Worksite Enforcement: Criminal and Civil Litigation*, Federal Bar Association Immigration Seminar, Memphis, TN, May 17, 2014.

Speaker, *Citizenship in a Global Era: A Report from Rome*, Federal Bar Association Immigration Seminar, Memphis, TN, May 16, 2014.

Speaker, *Military Immigration Issues*, 2014 Upper Midwest Immigration Law Conference, St. Paul, MN, May 9, 2014.

Speaker, *Myth, Traps, and Absurdities in Our Immigration Laws*, 2014 Alaska Bar Annual Convention, Anchorage, AK, May 7, 2014.

Speaker, *Immigration Reform- Dreams, Possibilities, and Promises*, Harvard Club Meeting, Anchorage, AK, May 6, 2014.

Speaker, *Remarks at the Naturalization Ceremony*, District of Alaska Naturalization Ceremony, Anchorage, AK, April 25, 2014.

Speaker, *Courting Disaster: The Perils of Ethical Dilemmas in International Law Practice*, 2014 ABA New York Spring Meeting, New York City, NY, April 3, 2014.

Speaker, *Refugee Protection and Barriers to Territorial Access*, Center for Migration Studies, New York City, NY, April 2, 2014.

Speaker, *Immigration and National Security*, Columbia Law School, New York City, NY, April 1, 2014.

Speaker, *Immigration and National Security*, Alaska Center-Right Coalition, Anchorage, AK, March 31, 2014.

Speaker, *Immigration Issues Related to the Military*, Orange County Bar Association Immigration Law Section, March 4, 2014.

Speaker, *FOIA Litigation*, 2014 AILA Federal Court Immigration Litigation CLE Practicum, February 28, 2014.

Speaker, *Exploring the Myths, Traps, and Absurdities of Immigration Law*, 2014 Pacific NW Immigration Law Conference, February 20, 2014.

Speaker, *Immigration Issues Faced by American Military Members and their Families*, Texas Bar Association Advanced Immigration Law Course, February 3, 2014.

Speaker, *Business Immigration Ethics*, Texas Bar Association Advanced Immigration Law Course, February 4, 2014.

Speaker, *Top 10 Best Practices*, Texas Bar Association Advanced Immigration Law Course, February 3, 2014.

Speaker, *Immigration in America's Future*, Alaska Women for Political Action, February 1, 2014.

Speaker, *Immigration and National Security*, Bartlett Democratic Club, January 2, 2014.

Discussion Leader, *Need to Know Taxation Issues for Noncitizens*, Webinar, American Immigration Lawyers Association, December 19, 2013.

Discussion Leader, *Parole in Place*, Podcast, American Immigration Lawyers Association, December 11, 2013.

Speaker, *Immigration Issues involving Military Service*, Webinar, Anchorage, AK, December 3, 2013.

Speaker, *The Business Case for Immigration Reform*, Make it Monday Forum- Anchorage Chamber of Commerce, Anchorage, AK, December 2, 2013.

Speaker, *Immigration and National Security*, Alaska Association for Justice Annual Dinner, Anchorage, AK, November 13, 2013.

Speaker, *Immigration and National Security*, Retired Public Employees of Alaska, Anchorage, AK, November 12, 2013.

Speaker, *Immigration and National Security*, Ave Maria Law School, Naples, FL, November 6, 2013.

Speaker, *Immigration and National Security*, Florida State University School of Law, Tallahassee, FL, November 5, 2013.

Speaker, *Immigration and National Security*, University of Kansas School of Law, Lawrence, KS, October 24, 2013.

Speaker, *Immigration and National Security*, Washburn School of Law, Topeka, KS, October 23, 2013.

Speaker, *Counseling Corporate Compliance in a Time of Legislative Change*, Federal Bar Association Workplace Enforcement and Immigration Symposium, Chicago, IL, October 22, 2013.

Speaker, *Immigration and Workforce Development in Alaska*, Fairbanks Industry Update Forum, Fairbanks, AK, October 18, 2013.

Speaker, *Exclusive Citizenship Doctrines*, Federal Bar Association Immigration Law Section, Rome, Italy, October 7, 2013.

Speaker, *The Republican Case for Immigration Reform*, Military Officers Association of America Dinner Social, Anchorage, AK, September 26, 2013.

Speaker, *Military Immigration Issues*, American Immigration Lawyers Association Monthly Business Meeting and CLE, Denver, CO, August 13, 2013.

Speaker, *The Republican Case for Immigration Reform*, Midnight Sun Republican Woman's Club Program, Anchorage, AK, July 30, 2013.

Speaker, *The Freedom of Information Act: Update*, Federalist Society for Law & Public Policy, Webinar & Podcast, July 15, 2013.

Discussion Leader, *Use of False Documents: How They Complicate A Case*, American Immigration Lawyers Association Annual Conference, San Francisco, CA, June 29, 2013.

Speaker, *FOIA Requests—The Search for Transparency*, American Immigration Lawyers Association Webinar, May 23, 2013.

Speaker, *Worksite Enforcement: Employer Verification Obligations*, 10th Annual Federal Bar Association Immigration Law Seminar, Memphis, TN, May 18, 2013.

Speaker, *The Republican Case for Immigration Reform*, Republican National Lawyers Association, Washington, DC, Apr. 26, 2013.

Speaker, *Compliance Strategies for General Counsels and Other Corporate Officers: Avoiding Fines, Headlines, Litigation, and Jail Time*, Worksite Enforcement Symposium, Stanford Law School, Palo Alto, CA, Apr. 19, 2013.

Speaker, *Restoring Discretion to the Immigration System*, Capitol Hill Briefing, Washington, DC, Mar. 26, 2013.

Speaker, *Tax Issues Relating to Immigrants and Citizens*, 2013 American Immigration Lawyers Association Washington Chapter Continuing Legal Education Annual Conference, Seattle, WA, Mar. 22, 2013.

Speaker, *The Republican Case for Immigration Reform*, Anchorage Republican Women's Club, Anchorage, AK, Mar 14, 2013.

Speaker, *First Steps on Immigration Reform? The Military Enlistment Opportunity Act of 2013*, Teleforum, Federalist Society, Washington, DC, Feb. 8, 2013.

Speaker, *Parole in Place for Military Families*, Webinar, Fort Carson, CO, Jan. 25, 2013.

Speaker, *Arizona v. United States: Immigration Policy & the Economy*, 2012 Federalist Society National Lawyers Convention, Washington, DC, Nov. 15, 2012.

Speaker, *Special Populations Within the Military*, Veterans Justice Symposium, New York Law School, New York, NY, November 14, 2012.

Speaker, *The Path to Citizenship for Military Family Members*, American Immigration Lawyers Association California Chapter Conference, San Diego, CA, Nov. 10, 2012.

Speaker, *Be All That You Can Be: Military Issues for the Immigration Lawyer*, American Immigration Lawyers Association Fall Joint Texas and Mid-South Chapter Conference, New Orleans, LA, Nov. 3, 2012.

Speaker, *Supporting Our Troops – How Interagency Coordination Helps Members of the Military and Their Families*, Office of the Citizenship and Immigration Services Ombudsman, Second Annual Conference, Washington, DC, Oct. 18, 2012.

Speaker, *Expedited Citizenship & Preserving Continuity of Residence*, American Immigration Lawyers Association Rome Chapter Fall Conference, London, England, United Kingdom, Oct. 5, 2012.

Speaker, *How Employers Can Use U.S. Immigration Laws to Their Advantage*, Alaska 2012: 74th Annual Northwest Human Resource Management Association Conference and Tradeshow, Anchorage, AK, Oct. 2, 2012.

Moderator, *Immigration, Race, & Incarceration in the United States*, American Bar Association Annual Meeting, Chicago, IL, Aug. 5, 2012.

Discussion Leader, *Subregulatory Guidance: How to Use It Wisely*, American Immigration Lawyers Association Annual Conference, Nashville, TN, June 14, 2012.

Speaker, *Citizenship in a Global Era*, Global Citizenship Conference, Federal Bar Ass'n, Rome, Italy, May 25, 2012.

Speaker, *Arizona versus the United States of America*, Federalist Society Teleforum, Apr. 27, 2012.

Speaker, *American Birthright Citizenship Rules and the Exclusion of Outsiders from the Political Community*, Boston College Citizenship Symposium, Dover, MA, Apr. 20, 2012.

Speaker, *Immigration 101 for Alaska Human Resource Managers*, Anchorage Society for Human Resource Managers, Anchorage, AK, Mar. 27, 2012.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Mar. 21, 2012.

Speaker. *Parole in Place for Military Families*, American Immigration Lawyers Association Webinar, Mar. 20, 2012.

Discussion Leader, *Tax and Expatriation Issues*, American Immigration Lawyers Association Northwest Continuing Legal Education Conference, Seattle, WA, Mar. 16, 2012.

Speaker, *E-Verify: Friend or Foe?* Skagit Community College, Skagit, WA, Mar. 15, 2012.

Speaker, *Is Military Justice to Justice As Military Music is to Music?* Saint Thomas University School of Law, Minneapolis, MN, Mar. 12, 2012.

Speaker, *Immigration Challenges Facing the Western States*, Federalist Society Western States Conference, Simi Valley, CA, Jan. 28, 2012.

Speaker, *Birthright Citizenship & the 14th Amendment: Facts, Consequences & Policy Considerations*, NAPABA Convention, Atlanta, GA, Nov. 18, 2011.

Speaker, *Breaching Borders Symposium*, Washburn University School of Law, Topeka, KS, Oct. 21, 2011.

Speaker, *Immigration Issues Related to Military Service*, American Immigration Lawyers Association Washington Chapter Meeting, Seattle, WA, Oct. 3, 2011.

Speaker, *The 9/11 Effect and Its Legacy on U.S. Immigration Laws*, Pennsylvania State University Law Campus, University Park, PA, Sept. 16, 2011.

Speaker, *Showcase Program: The Battle over Birthright Citizenship: History, International Perspectives, and the Path Ahead*, American Bar Association 2011 Annual Meeting, Toronto, Ontario, Canada, Aug. 4, 2011.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Apr. 6, 2011.

Speaker, *The Efficacy of Integrated Border Enforcement Teams (IBETs)*, Perimeter Security Conference, Seattle, WA, Jun. 20, 2011.

Speaker, *Military Issues for the Immigration Practitioner*, 2011 American Immigration Lawyers Association Annual Conference, San Diego, CA, Jun. 15, 2011.

Speaker, *Was It Legal to Kill Osama Bin Laden?* Public Interest Law Network Summer School, Wuhan University School of Law, Wuhan, China, Jun. 7, 2011.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Apr. 6, 2011.

Speaker, *True Claims to US Citizenship*, American Immigration Lawyers Association Webinar, Washington, DC, Mar. 29, 2011.

Speaker, *Immigration Issues for Human Resources Professionals*, Anchorage Society of Human Resources Managers, Anchorage, AK, Mar. 22, 2011.

Keynote Speaker, *The Constitution, the Fourteenth Amendment, and Birthright Citizenship: Modern Challenges to a Longstanding Rule*, Symposium on Immigration & Homeland Security Law, Northern Illinois University College of Law, DeKalb, IL, Mar. 3, 2011.

Speaker, *Birthright Citizenship: Origins, Constitutional Status, and the Current Debate*, 27th Annual Fordham Debate, S.J. Quinney College of Law, The University of Utah, Salt Lake City, UT, Jan. 31, 2011.

Speaker, *The US Supreme Court, Congress, and the Guantánamo Detainees*, Guantánamo and The Response: A Film Screening and Panel Discussion, Alaska Bar Association, Anchorage, AK, Dec. 14, 2010.

Panelist, *Immigration, the Arizona Statute, and E Pluribus Unum*, Federalist Society 2010 National Lawyers Convention, Washington, DC, Nov. 18, 2010.

Speaker, *National Security, Immigration, & the Rule of Law*, American Bar Association Section of International Law 2010 Fall Meeting, Paris, France, Nov. 4, 2010.

Speaker, *Birthright Citizenship & the Battle Over Illegal Immigration*, Cato Institute Capitol Hill Briefing, Washington, DC, Oct. 25, 2010.

Speaker, *Immigration, Citizenship, & Security: The Current Debate*, Hamilton College, Hamilton, NY, Oct. 21, 2010.

Speaker, *The Constitution & Citizenship: Modern Day Challenges to the Founders' Ideals*, Constitution Day Polaris Lecture, University of Alaska Anchorage, Anchorage, AK, Sept. 17, 2010.

Speaker, *Military-Related Immigration Issues*, 2010 Joint Services Immigration & Naturalization Symposium, Naval Legal Service Office Mid-Atlantic, Norfolk, VA, Aug. 27, 2010.

Discussion Leader & Speaker, *Advanced Issues in Citizenship & Naturalization*, American Immigration Lawyers Association Annual Conference, National Harbor, MD, July 3, 2010.

Speaker, *Military Spouses, Widows, and Substitute Sponsors*, American Immigration Lawyers Association Midwest Regional Conference, Chicago, IL, Apr. 9, 2010.

Speaker, *Military Accessions Vital to the National Interest*, USCIS District 23 Military Summit, Los Angeles, CA, Mar. 23, 2010.

Speaker, *The American Immigration Lawyers Association Military Assistance Program*, American Immigration Lawyers Association San Diego Chapter, San Diego, CA, Jan. 19, 2010.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Dec. 3, 2009.

Speaker, *From F-1 or J-1 Directly to U.S. Citizenship: The U.S. Army's MAVNI Pilot Program*, 2009 NAFSA Region VIII Conference, Washington, DC, Nov. 14, 2009.

Speaker, *Immigration Reform: What's At Stake for the Northern Border*, Border Policy Research Institute, Western Washington University, Bellingham, WA, Nov. 12, 2009.

Speaker, *Immigration Issues in the Workplace*, Fundamentals of Employment Law in Alaska Continuing Legal Education Conference, Anchorage, AK, Oct. 29, 2009.

Speaker, *Advanced Issues in Naturalization & Citizenship*, University of Texas 33rd Annual Conference on Immigration & Nationality Law, San Antonio, TX, Oct. 22, 2009.

Speaker, *Immigrants and the Military*, National Immigration Project of the National Lawyers Guild, August, 2009.

Presenter, *Military-Related Immigration Issues*, Naval Legal Services Office Northwest, Whidbey Island, WA, June 16, 2009.

Discussion Leader & Speaker, *Non-Citizens and the US Military*, American Immigration Lawyers Association Annual Conference on Immigration Law, Las Vegas, NV, June 5, 2009.

Speaker, *National Security Aspects of Immigration Law*, 17th National Security Law Institute, Center for National Security Law, University of Virginia, Charlottesville, VA, June 3, 2009.

Panelist, *Policies & Attitudes Towards Immigrant Civic & Political Participation, & Dual Citizenship*, In *The European Union & North America*, Migration Policy Institute, Washington, DC, May 15, 2009.

Panelist, *Citizenship & Naturalization: Proving Citizenship, Medical Waivers for Naturalization & the U.S. Army's New MAVNI Program*, AILA Upper Midwest Conference, Minneapolis, MN, Apr. 30, 2009.

Speaker, *Actions That Affect Applications for U.S. Citizenship*, ABA Teleconference, Mar. 25, 2009.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Jan. 28, 2009.

Panelist, *Burdens of Proof, Production, & Persuasion in Immigration Court: Getting the Differences Down & Creating The Record to Win for Judicial Review & Mock Cross-Examination: Taking It to the Mat*, AILA Fall Topics CLE Conference: Moving Beyond the Basics, New Orleans, LA, Dec. 11, 2008.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Dec. 1, 2008.

Speaker, *Toward a More Perfect Union: The Second Founding and Reconstruction Amendments*, American Constitution Society for Law and Policy, Washington, DC, November 21, 2008.

Discussion Leader, *Freedom of Information Act Update*, American Immigration Lawyers Association Teleconference, September 4, 2008.

Discussion Leader, *Advanced Issues in Naturalization*, American Immigration Lawyers Association Annual Conference, Vancouver, BC, Canada, June 27, 2008.

Panelist, *Liberty v. Security: A Critical Balance*, Columbia College, New York, NY, May 31, 2008.

Panelist, *Nationality, Political Membership, Citizenship, and Immigration Policy*, 5th Annual Immigration Law & Policy Conference, Georgetown University Law Center, May 20, 2008.

Speaker, *The Intersection of Immigration and National Security*, McCormick Tribune Conference Series, Wheaton, IL, April 28, 2008.

Speaker, *US Immigration Policy in a Climate of Fear*, University of Cincinnati, Cincinnati, OH, April 15, 2008.

Moderator, *The Other Detainees: Immigration Detainees in the United States*, American Bar Association Section of International Law, Spring Meeting, New York, NY, April 4, 2008.

Speaker, *Immigration, Border Security, & the Rule of Law*, University of Kansas Law School, Lawrence, KS, March 27, 2008.

Panelist, *Emerging Issues: The National Security Constitution: New Threats, New Rules?* St. John's University School of Law, Queens, NY, February 29, 2008.

Speaker, *Human Rights & the "War on Terror"—Does TV Persuade Us That Torture's Okay?* World Affairs Council of Northern California, University of California at Berkeley, Berkeley, CA, February 28, 2008.

Speaker, *Immigration & National Security*, Industrial College of the Armed Forces, Washington, DC, February 6, 2008.

Panelist, *Boumediene, the Military Commissions Act, & Habeas Corpus*, New York State Bar Association Annual Meeting, New York, NY, January 31, 2008.

Speaker, *Beyond Guantanamo: Administering Justice and Protecting National Security*, New York City Bar Association Symposium, New York City, NY, December 13, 2007.

Speaker, *Removal Defense Crash Course*, American Immigration Lawyers Association 2007 Worksite Enforcement Conference, Scottsdale, AZ, December 1, 2007.

Speaker, *Defining "American:" Birthright Citizenship & the Fourteenth Amendment*, 19th Annual National Asian Pacific American Bar Association Convention, Las Vegas, NV, November 17, 2007.

Speaker, *Immigrants & The Military*, American Immigration Lawyers Association Mid-South Fall Chapter Conference, Louisville, KY, November 2, 2007.

Speaker, *When the Administrative Winds Go Against You: Litigating the Business Immigration Case*, American Immigration Lawyers Association Alaskan Cruise Conference, August 11, 2007.

Speaker, *Immigration Program: Should They Stay or Should They Go?* Women's Bar Association of the State of New York Convention, Rio Grande, PR, June 2, 2007.

Speaker, *Birthright Citizenship & the Fourteenth Amendment*, American Bar Association Section of Administrative Law & Regulatory Practice Spring Meeting, Austin, TX, May 18, 2007.

Moderator, *Trusted Travelers or Terrorists? A Comparative Perspective on Global Travel Security Programs*, American Bar Association Section of International Law, Spring Meeting, Washington, DC, May 2, 2007.

Panelist and Keynote Speaker, *Immigration and National Security*, Immigration Advocacy Training, Stanford University, Stanford Law School, Palo Alto, CA, February 24, 2007.

Panelist, *Immigration & National Security*, Denver University Law Review Symposium, University of Denver Sturm College of Law, Denver, CO, February 16, 2007.

Speaker, *Birthright Citizenship: International Trends & Policies*, American Bar Association Midyear Meeting, Los Angeles, CA, February 7, 2007.

Speaker, *Cross-Border Legislation: Consequences for Trade & Travel*, Bellingham Chamber of Commerce, Bellingham, WA, October 26, 2006.

Panelist, *Should They Stay Or Should They Go?* Pace Law School Center for Continuing Legal Education, White Plains, NY, October 24, 2006.

Speaker, *Immigration Reform Debate*, Hartford Chapter of the Federalist Society for Law & Public Policy, Hartford, CT, October 18, 2006.

Speaker, *Fortress America—Is It Possible, & At What Price?* American Immigration Lawyers Association Fall Conference, New York, NY, September 14, 2006.

Speaker, *Birthright Citizenship: A Debate*, Federalist Society Houston Lawyers Chapter, Houston, TX, August 30, 2006.

Speaker, *Beyond the Politics of Fear: The Real Effects of Immigration on Wages, Employment, & National Security*, American Immigration Lawyers Association Annual Conference, San Antonio, TX, June 24, 2006.

Speaker, *US Immigration Policy & Reform*, Keynote Address, 2006 Faculty Workshop, Shenandoah University, Winchester, VA, May 17, 2006.

Speaker, *Turning Our Backs?: Rethinking Our Treatment of Illegal Immigrants*, Americans for Informed Democracy, Bowdoin College, Brunswick, ME, May 8, 2006.

Speaker, *Employment Issues & the Military: Returning Veterans, Reserve Duty, Private Employment Abroad, and More . . .*, National Employment Lawyers Association Spring Conference 2006, Yale Club of New York City, May 5, 2006.

Speaker, *In the War Zone: Does Gender Matter?* Harvard Club of New York City, New York, NY, April 26, 2006.

Moderator, *Comprehensive Immigration Reform: Evaluating the Options*, American Bar Association Teleconference, March 30, 2006.

Speaker, *Migrants, Minorities, and the National Security State: Crimefighting or War on Terror?* Citizenship & Security Program, Berlin, Germany, March 23, 2006.

Speaker, *Border Security: Immigration, Smuggling, & Trafficking*, NSA Homeland Security Course, US Foreign Policy Institute, Linthicum, MD, January 23, 2006.

Speaker, *Does President Bush's Guest Worker Proposal Threaten National Security? A View From The Capitol Hill Trenches*, Harvard Club of Alaska, Anchorage, AK, January 3, 2006.

Speaker, Senate Briefing, *National Security & Comprehensive Immigration Reform*, Capitol Building, Washington, DC, December 7, 2005.

Speaker, *Detainees in the War on Terrorism & the Abu Ghraib Incident*, Fordham Law School, New York, NY, November 29, 2005.

Speaker, *Immigration Law Issues for Military Members & Their Families*, New York Immigration Coalition, New York, NY, November 17, 2005.

Speaker, *Debate on the USA PATRIOT Act*, Pace Law School, White Plains, NY, September 28, 2005.

Speaker, *Judicial Review & the Border Fence*, New York Law School, New York, NY, September 26, 2005.

Speaker, *Debate: Janis Karpinski—Victim or Violator of the Rule of Law?*, Thomas Jefferson Law School, San Diego, CA, September 7, 2005.

Commentator, *Secure Borders, Open Doors: Visa Procedures in the Post-September 11 Era*, Migration Policy Institute, Washington, DC, August 18, 2005.

Speaker, *Immigration: The Media, Message, & Messenger*, American Immigration Lawyers Association, Salt Lake City, UT, June 25, 2005.

Speaker, *Teaching About Law and Terrorism at the United States Military Academy: Program and Curriculum Design and Workers, Aliens, or Immigrants? The History and Future of Global Temporary Workers*, Law & Society Annual Meeting, Las Vegas, NV, June 2-5, 2005.

Speaker, *National Security & Immigrant Rights*, Catholic Legal Immigration Network, Inc. (“CLINIC”) Annual Convening, Portland, OR, May 14, 2005.

Speaker, *The Role of Borders in Enhancing Security*, Border Policy Research Institute, Western Washington University, Bellingham, WA, April 26, 2005.

Moderator, *Law of War & the Global War on Terrorism*, Second Annual Law & Terrorism Conference, West Point, NY, April 15, 2005.

Speaker, *National Security vs. Individual Liberties: The USA PATRIOT Act*, Albany Law School, Albany, NY, April 7, 2005.

Speaker, *National Security & President Bush’s Guestworker Proposal*, Thomas Jefferson School of Law, San Diego, CA, April 1, 2005.

Speaker, *When Your Client Fights for Uncle Sam: Foreign Citizen Soldiers & Expedited Citizenship*, United States Army Regional Defense Counsel Continuing Legal Education Conference, Cambridge, NY, March 4, 2005.

Speaker, *National Security & Drivers' Licenses*, Congressional briefing, Capitol Building, Washington, DC, January 27, 2005.

Moderator, *Immigration Law for Matrimonial & Family Law Attorneys*, Association of the Bar of the City of New York, New York, NY, January 25, 2005.

Speaker, *Guestworker Programs: Proposals and Perspectives*, Association of American Law Schools Annual Meeting, San Francisco, CA, January 5, 2005.

Discussion Leader, *Consular Processing—Overcoming Obstacles at the Consulates*, 7th Annual New York Chapter Symposium, American Immigration Lawyers Association, New York, NY, December 3, 2004.

Speaker, *The Emergence of a New Civil Rights Agenda*, Federalist Society National Lawyers Convention, Washington, DC, November 13, 2004.

Speaker, *Security & Liberty*, 9/11 Security and Liberty Fellowships Conference, USC Annenberg Institute for Justice & Journalism, Los Angeles, CA, November 9, 2004.

Speaker, *Immigration & National Security: Post 9/11 Challenges for the United States*, International Security and Strategic Studies conference, Washington, DC, October 29, 2004.

Speaker, *Getting Smart About Information: Checks Used By Consular Posts and Ports of Entry*, 2004 Fall Conference, American Immigration Lawyers Association, Chicago, IL, October 15, 2004.

Speaker, *Noncitizens & the US Military*, Harvard Immigration & Refugee Clinic 20th Anniversary Roundtable, Harvard Law School, October 17, 2004, Cambridge, MA.

Speaker, *"The Hot Seat:" Immigration & Security, From the Consulates to Our Ports-of-Entry and Beyond*, American Immigration Lawyers Association Annual Conference, Philadelphia, PA, June 12, 2004.

Speaker, *Immigration & National Security*, Law & Terrorism Conference, Department of Law, US Military Academy, West Point, NY, April 2004.

Speaker, *Just War Theory & Preemption Doctrine*, LLM Conference, Cornell Law School, Ithaca, NY, April 2004.

Speaker, *Security Databases & Clearance Issues*, American Immigration Lawyers Association Conference on Travel for Work and Business: Visa Application, Admission, Reentry with Post-9/11 Security Clearances, Deer Valley, Park City, Utah, February 10, 2004.

Speaker, *Smart Borders: Developing Secure & Sensible Immigration Policies*, Capitol Building, Washington, DC, December 15, 2003.

Speaker, *Immigration & National Security*, New York Appellate Judges Conference, West Point, NY, October 24, 2003.

Speaker, *Universal Jurisdiction as a Threat to US National Security*, Northwestern University School of Law, Chicago, IL, October 13, 2003.

Speaker, *Becoming an Immigration Lawyer*, Celebration 50, Harvard Law School, Cambridge, MA, May 2003.

Speaker, *Structural Security*, Harvard Club of Alaska, Anchorage, AK, January 2003.

Speaker, *Legal Approaches to State-Sponsored Terrorism*, Institute for Humanitarian Law, San Remo, Italy, October 2002.

Moderator, *Evaluating the Rights of Non-Citizens Post 9/11: A View From the Trenches*, New York City Bar Association, New York, NY, Sept. 18, 2002.

Speaker, *Federal Courts & Torts for the Immigration Lawyer*, Association of the Bar of the City of New York, February 18, 2002.

Moderator, *Homeland Security 101*, American Immigration Lawyers Association Conference on Entry Issues, Detroit, MI, April 2002.

Speaker, *Military Tribunals & Military Justice*, Harvard Club, Anchorage, AK, January 2002.

Speaker, *Asylum Law: Mock Trial*, American Immigration Lawyers Association Annual Conference, Boston, MA, June 2001.

Speaker, *Immigration Issues for Criminal Defense Attorneys*, Alaska Association of Trial Lawyers, Girdwood, AK, April 2001.

Moderator, *Immigration in a High-Tech Age*, Federalist Society National Lawyers Convention, Washington, DC, November 2000.

Moderator & Speaker, *Habeas Corpus & Coram Nobis*, American Immigration Lawyers Association Annual Conference, Chicago, IL, June 2000.

Speaker, *Immigrant & Non-immigrant Waivers*, Northwest Regional Immigration Seminar, Seattle, WA, February 2000.

Speaker, *Habeas Corpus & Mandamus Remedies*, American Immigration Lawyers Litigation Conference, Miami, FL, October 1999.

Speaker, *Getting Attorneys Fees from the Government*, American Immigration Lawyers Association Annual Conference, Seattle, WA, June 1999.

Moderator & Speaker, *Representing Immigrants Affected By the Nicaraguan & Central American Relief Act*, Alaska Bar Association, March 1999.

Speaker, *Citizenship: N600s & Passport Applications*, Northwest Regional Immigration Seminar, Portland, OR, February 1999.

Speaker, *Citizenship/Naturalization/Maintaining Permanent Residence*, Northwest Regional Immigration Seminar, Seattle, WA, February 1998.

**Selected
Publications**

Speaker, *Immigrant Visa Issues*, Northwest Regional Immigration Seminar, Seattle, WA, February 1997.

Speaker, *Recent & Radical Immigration Law Changes: What Every Criminal and Family Law Lawyer Needs To Know*, Alaska Bar Association, October 1996.

Speaker, *Great Decisions 1995: Immigration, An End to Open Doors?* Alaska World Affairs Council, Anchorage, AK, Mar. 3, 1995.

What Every Lawyer Needs to Know about Non-Citizens & the United States Military, in *What Every Lawyer Needs to Know About Immigration Law*, American Bar Association, Section of Administrative Law & Regulatory Practice (2014) (book chapter).

Left Behind: Iraqis and Afghans Caught in a Sea of SIV Red Tape, Co-Author with Dan Berger, Mollie McGurk, Rose Olson, & Hannah Oldenburg, *Inside Immigration*, Volume 5, Issue 6, June 2014, American Immigration Lawyers Association.

MAVNI (Military Accessions Vital to the National Interest), Immigration Practice Pointers Tips for Handling Complex Cases, American Immigration Lawyers Association, June, 2014.

Military Naturalization Under INA §§328, 329, and 329A, AILA's Guide to U.S. Citizenship & Naturalization Law, American Immigration Lawyers Association, 2014, at 153-182 (book chapter).

Congress Must Act and Stop Deporting Our Veterans, Roll Call, May 15, 2014.

Saying 'No Thanks' to 87,500 High-Skill Workers, Wall Street Journal, May 7, 2014.

Recent Developments in Military Enlistment and Naturalization Law, Immigration Briefings, Issue 14-03, January 2014.

Parole in Place: What It Is and What It Isn't, The Hill, December 19, 2013.

DHS Clarifies Immigration Benefits for Family Members of Active-Duty Military, Selected Reservists, and Veterans, 18 Bender's Immigration Bulletin, December 15, 2013.

DHS Clarifies Immigration Benefits for Family Members of Selected Reserve and Veterans, Reserve Officers Association Law Review 13161, December 2013.

Military Immigration Issues, American Bar Association GPSOLO Magazine Vol. 30, No. 5 (September/October 2013).

Use of False Documents: How They Can Complicate a Case, 2013 AILA Immigration Practice Pointers at 751-763 (American Immigration Lawyers Association, 2013).

Sessions Amendment Harms Military Families, The Hill's Congress Blog, May 20, 2013.

Path to Citizenship, Los Angeles Lawyer, Co-Author, November 2012.

Immigration Law and the Military (American Immigration Lawyers Association 2012) (book).

A Path to Citizenship for Undocumented Military Family Members, Immigration Briefings, No. 12-07, July 2012.

Subregulatory Guidance in Immigration Matters: How to Use It Wisely, 2012 AILA Practice Pointers at 697-701 (American Immigration Lawyers Association, 2012).

Practical Problems with Attempts to Change the Fourteenth Amendment Through an Interstate Birth Certificate Compact, Bender's Immigration Bulletin, Vol. 17, No. 9 (May 1, 2012).

The Cost to Americans of Ending Birthright Citizenship, National Foundation for American Policy, March 2012.

Is Birthright Citizenship Good for America? Cato Journal, Vol. 32, No. 1, Winter 2012.

Book Review: The Canadian Forces & Arctic Sovereignty: Debating Roles, Interests and Requirements, 1968-1974, American Review of Canadian Studies, Vol. 42, No. 1 (2012), 120-122.

S.B. 1070: The Unconstitutional and Inefficient Law that May Just Fix Immigration, Regent University Law Review, Vol. 23, No. 2 (2010-11), 363-373.

Military Service As An Option for Foreign Health Care Professionals, The Physician Immigration Book, 2011-12 ed, at 519-527.

Parole in Place for Military Families, Immigration Practice Pointers: Tips for Handling Complex Cases, American Immigration Lawyers Association, 2011-12 ed., at 603-611.

Recent Developments in Military Enlistment & Naturalization Law, Immigration Briefings No. 11-03 (March 2011).

Arizona's Attempt to Enforce Federal Immigration Law: "Force Multiplier," or "Ball and Chain"? 11 Engage: The Journal of the Federalist Society's Practice Groups 3 at 75-79 (November 2010).

Citizenship & Computers, 15 Bender's Immigration Bulletin 1143-1144 (Aug. 15, 2010).

Essential to the Fight: Immigrants in the Military, Eight Years After 9/11, Special Report, Immigration Policy Center, American Immigration Council, November 2009.

Policy Arguments in Favor of Retaining America's Birthright Citizenship Law, Made in America: Myths & Facts About Birthright Citizenship, Immigration Policy Center Perspectives (September 2009).

Professionals: A Matter of Degree (5th Ed.) (co-authored with Martin J. Lawler) (AILA 2009).

Advanced Issues in Naturalization: Practical Problems & Solutions, Immigration & Nationality Law Handbook 2008-2009 at 607-17.

Birthright Citizenship: The Policy Arguments, Administrative & Regulatory Law News, Vol. 33, No. 1, Fall 2007.

National Security & Immigration Policy: Reclaiming Terms, Measuring Success, & Setting Priorities, The Homeland Security Review, Vol. 1, No. 3, Fall 2007 (co-authored with Donald Kerwin).

Book Review: The Founders on Citizenship & Immigration: Principles & Challenges for America, 8 Engage: The Journal of the Federalist Society's Practice Groups 4 at 155-57 (October 2007).

Immigration & Naturalization Law (Year in Review), The International Lawyer, Vol. 41, No. 2 (Summer 2007).

The Role of Immigration in A Coordinated National Security Policy, Georgetown Immigration Law Journal, Vol. 21, No. 3 (Spring 2007) (co-authored with Donald Kerwin).

Book Review: Richard A. Posner's Not A Suicide Pact, 8 Engage: The Journal of the Federalist Society's Practice Groups 1 (February 2007).

Essential to the Fight: Immigrants in the Military, Five Years After 9/11, Immigration Policy in Focus, Vol. 5, Issue 9, Immigration Policy Center, American Immigration Law Foundation, November 2006.

Providing Material Support to a Foreign Terrorist Organization: The Pentagon, the Department of State, the People's Mujahedin of Iran, & the Global War on Terrorism, Bender's Immigration Bulletin (Jun. 1, 2006) (forthcoming) (available in PDF format upon request).

Five Questions Debate: Immigration Reform (on-line debate with Professor John Eastman), Federalist Society for Law & Public Policy, May 2006, available at <http://www.fed-soc.org/pdf/immigrationreform4.pdf>.

He Intended Well But General's Order Is Bad For Military, Voice of the Times, Anchorage Daily News, April 20, 2006 (co-authored with John Winn).

Immigration & National Security: Post-9/11 Challenges for the United States, in *Homeland Security: Protecting America's Targets*, Vol. 1, Borders & Points of Entry, at 117-143 (2006).

Eskimo Scouts, in *Women & War: A Historical Encyclopedia From Antiquity to the Present*, Volume 1, at 170-171 (2006).

The DREAM Act: Tapping An Overlooked Pool of Home-Grown Talent to Meet Military Enlistment Needs, 6 Engage: The Journal of the Federalist Society's Practice Groups 2 at 99-103 (October 2005); reprinted in 11 Bender's Immigration Bulletin 63 (Jan. 15, 2006).

International Legal Developments in Review, 2004: Immigration & Naturalization Law, 39 Int'l Lawyer 2, at 429-447 (Summer 2005).

Unintelligent Intelligence Reform: Federal Control of Driver's Licensing, American Immigration Lawyers Association, Immigration & Nationality Law Handbook, 2005-2006 edition (co-authored with Denise Hammond).

The "Real ID" Act—A Real Nightmare for DoD, The Officer (April 2005), at 12-13; reprinted in 151 Cong. Rec. S3978-79 (daily ed. April 20, 2005); and reprinted in *Immigration Daily* at <http://www.ilw.com/lawyers/articles/2005,0502-stock.shtm>.

Driver Licenses & National Security: Myths and Reality, 10 Bender's Immigration Bulletin 422 (Mar. 1, 2005), reprinted in Stephen H. Legomsky, Immigration & Refugee Law & Policy 1261-1264 (Foundation Press, 2005).

Guide to Criminal Law in New York (2d. ed.) (Wadsworth, 2004) (Co-authored with Timothy Bakken & Mark Welton).

Considera Riesgo Suspensión Licencias/Driver's License Debate Sharpens, *The Immigrant Times*, Septiembre 2004/September 2004, at 9.

Social Insecurity: Aliens, Employers, and Social Security Requirements, American Immigration Lawyers Association, Immigration & Nationality Law Handbook, 2004-2005 edition, volume 2 (co-authored with Denise Hammond, Andrew Galeziowski, and Joanna Lee Carson).

Crackdown Wrong Approach: Driver's Licenses Aren't Terror Tools, Real Immigration Reforms Are Better Means of Identifying Potential Future Attackers, *Newsday*, August 27, 2004, at A49.

Book Note: Mexican Americans & the Law: El Pueblo Unido Jamas Sers Veneido (The Mexican American Experience), Human Rights & Human Welfare, August 2004, available at <http://www.du.edu/gsis/hrhw/booknotes/index.html>.

The Road Less Traveled: Becoming An Immigration Attorney, Harvard Women's Law Journal (Celebration 50 issue, May 2004).

The Lessons of 9/11: A Failure of Intelligence, Not Immigration Law, Immigration Policy Focus, Vol. 2, Issue 3, Immigration Policy Center, American Immigration Law Foundation, December 2003.

Two Years of Policy Revamping, National Law Journal (Dec. 15, 2003).

When Your Client Fights for Uncle Sam: "No Card" Soldiers and Expedited Citizenship, Bender's Immigration Bulletin, Vol. 8, No. 24 (Dec. 15, 2003).

Foreign War Crimes Lawsuits Against American Soldiers Threaten National Security, Legal Backgrounder, Washington Legal Foundation, Vol. 18, No. 35 (Aug. 22, 2003).

Detainees in the Hands of America: New Rules for a New Kind of War, Terrorism & International Law: Challenges and Responses (Int'l Inst. For Humanitarian Law, San Remo, Italy, July 2003).

Essential Workers or Guests? A New Twist on an Old Debate, 3 Engage: The Journal of the Federalist Society's Practice Groups 1 at 97 (April 2002).

Immigration Law in a World of Terror, National Security White Paper, Federalist Society, December 2001.

Reflections: Equal Justice for Non-citizens, Trial Magazine, July 1999, at 104-105.

Federal Judicial Authority to Increase Local Taxes, 14 Harvard Journal of Law & Public Policy 1 at 270 (Winter 1991).

**Selected
Testimony**

House Committee on the Judiciary, Subcommittee on Immigration Policy & Enforcement, *Hinder the Administration's Legislation Temptation Act* ("HALT Act"), July 26, 2011, Washington, DC.

Senate Judiciary Committee, Subcommittee on Immigration, Refugees, and Border Security, *The Development, Relief, and Education for Alien Minors (DREAM) Act*, Jun. 28, 2011, Washington, DC.

House Judiciary Committee, Subcommittee on Immigration, Citizenship, Refugees, Border Security, and International Law, *Immigration Needs of America's Fighting Men and Women*, May 20, 2008, Washington, DC.

Senate Armed Services Committee, *The Contributions of Immigrants to the Military*, July 10, 2006, Miami, FL.

House Committee on International Relations, Subcommittee on Oversight & Investigations; *Visa Overstays: Can We Bar the Terrorist Door?*, May 11, 2006, Washington, DC.

Alaska State Legislature, House State Affairs Committee Hearing on SB189, An Act Relating to the Issuance of Identification Cards and Driver's Licenses, April 27, 2006, Juneau, AK (by telephone).

Senate Judiciary Committee, Subcommittees on Immigration, Border Security & Citizenship and Terrorism, Technology & Homeland Security; *The Need for Comprehensive Immigration Reform: Strengthening Our National Security*, May 17, 2005, Washington, DC.

New York State Legislature, Hearings on Driver's License Issues, August 19, 2004, New York, NY.

Senate Judiciary Committee, Subcommittee on Immigration, Border Security, and Citizenship; *Securing Our Borders Under A Temporary Guest Worker Program*, April 1, 2004, Washington, DC.

Maryland Governor's Task Force on Drivers' License Issues, March 29, 2004, Annapolis, MD.

Bar & Professional Memberships

Alaska Bar Association
U.S. District Court for the District of Alaska
Ninth Circuit Court of Appeals
American Bar Association
American Immigration Lawyers Association
Association of the Bar of the City of New York
Federalist Society for Law & Public Policy
Republican National Lawyers Association
Association of the United States Army
Reserve Officers Association

Additional professional & academic activities

Phi Kappa Phi.
Master Teacher, United States Military Academy Master Teacher Program.
Personnel & Readiness Task Force, Office of the Undersecretary of Defense, Personnel & Readiness (April 2010).
President, Harvard Club of Alaska, 2009-2012.
Fellow, American Bar Foundation, 2005-present. Co-Chair of Alaska Fellows of the American Bar Foundation, 2011-present.
Member, Council on Foreign Relations Immigration Policy Task Force, 2008-2011.
American Bar Association Commission on Immigration, 2008-2012.
Editorial Board, Bender's Immigration Bulletin, 2007-present.
Chair, International Security Affairs Committee, The Association of the Bar of the City of New York, 2006-2010.
Chair, Border Security Advocacy Committee, American Immigration Lawyers Association, 2005-2006.
Co-Chair, Immigration Litigation Committee, Section of Litigation, American Bar Association, 2005-2008.
Co-Chair, Joint Subcommittee on International Refugee Law of the Immigration & Naturalization Committee & the International Human Rights Committee of the Section of International Law, American Bar Association, 2006-2007.
Co-Chair and Vice-Chair, Immigration & Naturalization Committee, Section of International Law, American Bar Association, 2004-2008.
Member, Alaska Rules of Professional Conduct Committee, Alaska Bar Association, 1998-2001.
President, Alaska Chapter of the Federalist Society for Law & Public Policy, 1993-2001.

International Law & Security Section, Federalist Society, 1999-present.
President, Young Lawyers Section, Anchorage Bar Association, 1994-95.
Founding Chairperson, Immigration Law Section, Alaska Bar Association.

**Awards &
Recognition**

Military Awards include the Legion of Merit, Joint Service Commendation Medal, Meritorious Service Medal, Army Commendation Medal, and the Military Outstanding Volunteer Service Medal, among others.

2008 Michael Maggio Pro Bono Award, American Immigration Lawyers Association.

2005 Advocacy Award, American Immigration Lawyers Association.

Alaska Super Lawyer, 2007, 2009, 2013, 2014

MacArthur Foundation Fellow, 2013

Immigration Law Professor of the Year 2013

Alaska Bar Association International Law Section's Human Rights Award 2014

From: Sims, Cynthia M (GOV)
Sent: Tuesday, September 09, 2014 8:29 PM
To: Nizich, Michael A (GOV); Parnell, Governor (GOV sponsored)
Subject: FW: Alaska National Guard personnel issues
Attachments: MARGARET STOCK - CV (long).pdf; ATT00005.htm; JFCM citation for LTC Stock.pdf; ATT00006.htm

DP/EP

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Cindy Sims [[mailto:](#) **BOI**]
Sent: Sunday, September 07, 2014 7:25 PM
To: Sims, Cynthia M (GOV)
Subject: Fwd: Alaska National Guard personnel issues

Sent from Cindy's iPhone

Begin forwarded message:

----- Forwarded message -----
From: Margaret Stock <**BOI**>
Date: Sat, Sep 6, 2014 at 5:53 PM
Subject: Alaska National Guard personnel issues
To: **BOI**

Dear Jerry,

Jeff Landfield suggested that I call you so that you can let me know if the Governor might be looking for someone like me to lead the Alaska National Guard. I've attached my CV but here are some bullet points:

--Alaska resident since 1986

--Republican, NRA member

--“Gray area” military retiree, US Army Reserve, Military Police Corps, current rank of lieutenant colonel

--Extensive past experience instructing Alaska National Guard members on prevention of sexual harassment and equal opportunity issues

--Graduate of JAG officer basic course and various Military Police courses

--Former special advisor to the commander of Special Operations Command

--MacArthur “genius grant” recipient for my work relating to the military and national security

Let me know if you have questions,

Margaret

CITATION
TO ACCOMPANY THE AWARD OF
THE JOINT SERVICE COMMENDATION MEDAL
TO
LIEUTENANT COLONEL MARGARET D. STOCK
UNITED STATES ARMY RESERVE

Lieutenant Colonel Margaret D. Stock, United States Army Reserve, distinguished herself by exceptionally meritorious achievement as Special Advisor to the Commander, United States Special Operations Command (USSOCOM), Special Operations Forces Access Recruiting Program (SOFARP) working group, United States Special Operations Command, MacDill Air Force Base, Florida, from 1 May 2008 to 30 September 2009. During this period, Colonel Stock's outstanding leadership coupled with her superior intellect resulted in vastly increased Joint Special Operations Forces' ability to pursue national security objectives. Her unique and expert advice in immigration and constitutional law and policy provided unparalleled and uncommon support to the SOFARP working group. Her efforts directly increased SOF's operational capabilities and capacity in language, culture, and micro-regional expertise. As a direct result, USSOCOM has created the building blocks to an enduring program that will leverage immigrant and non-immigrant populations who will contribute their unique talents to the Global War on Terrorism. Colonel Stock's untiring and selfless contributions are a reflection of joint coordination and teamwork. She is a consummate professional and a true Soldier who exemplifies the SOF ethos. The distinctive accomplishments of Lieutenant Colonel Stock reflect great credit upon her, the United States Special Operations Command, the United States Army Reserve, and the Department of Defense.



Margaret D. Stock

BOI

Civilian Education

BOI / PR / FPA Harvard Law School & the John F. Kennedy School of Government, Cambridge, MA

J.D. with honors **BOI / P...** ***M.P.A.*** **BOI /...**

- Teaching Fellow, Harvard University (International Conflicts in the Modern World, The Administrative State); Teaching Assistant (Microeconomics)
- Recipient, Harvard University Certificates of Distinction in Teaching (three years)
- Proctor & Academic Advisor, Harvard-Radcliffe Colleges (four years)
- Third Year Paper: Criminal Misconduct by United States Status of Forces Agreement (SOFA) Civilians and Dependents in Japan
- Editor-in-Chief, Harvard Journal of Law & Public Policy

BOI / PR / FPA Harvard & Radcliffe Colleges, Cambridge, MA

A.B. with honors in Government (International Relations)

- Undergraduate honors thesis: Measuring the Combat Capability of the Army Reserve Components

BOI / PR / FPA Boston University, Boston, MA

- Battalion Commander, Reserve Officer Training Corps Cadet Battalion
- Commissioned as second lieutenant in the Military Police Corps at end of sophomore year after completing the full ROTC program in two years (Early Commissioning Program)

Military Education

U.S. Army War College, Carlisle, PA, Division of Distance Education, Class of 2006 (awarded Master of Strategic Studies degree)

Advanced Joint Professional Military Education Course, Joint Forces Staff College

U.S. Army War College, Defense Strategy Course

Reserve Component National Security Issues Seminar

Reserve Components Combined Arms Services & Staff School
(CAS3) Staff Group Leader Course

United States Army Command & General Staff College
(CGSC) Faculty Development Course

United States Army Command & General Staff College
(CGSC)

Combined Arms Services and Staff School (CAS3)

Judge Advocate General's School – Judge Advocate Officer
Basic Course

Military Police School - Officer Basic and Advanced Courses

Dynamics of International Terrorism Course

Airload Planner's Course

Basic Airborne Course

**Civilian
professional
experience**

2013 – present Cascadia Cross Border Law Group, LLC,
Anchorage, AK

Owner/Member/Attorney

- Engaged primarily in immigration and citizenship law and litigation practice.
- Speaker on immigration, citizenship, and national security law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Expert testimony in court on immigration issues. Testimony before Congress and various state legislatures.
- MacArthur Foundation Fellow, Class of 2013, John D. & Catherine T. MacArthur Foundation (“genius grant” recipient)
- “AV” rated by Martindale-Hubbell, Avvo rating of 10.0, Alaska Superlawyer in the area of immigration law (2013,

2014).

- Top Ten of Who's Who International Corporate Immigration Lawyers, 2014

2011 – 2013 Lane Powell, LLC, Anchorage, AK

Counsel to the Firm

- Engaged primarily in immigration and citizenship law and litigation practice.
- Speaker on immigration, citizenship, and national security law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Testimony before Congress and various state legislatures.

2010 – 2012 Department of Political Science, University of Alaska Anchorage, Anchorage, AK

Adjunct Instructor

- Taught "Introduction to American Government," "National Security Law & Policy," "Constitutional Law," "Comparative Politics," and "International Relations." Also guest-lecturer in the Senior Seminar and 49th State Fellows Programs.

September-December 2009 Border Policy Research Institute, Western Washington University, Bellingham, WA

Visiting Fellow

- Researched Integrated Border Enforcement Teams (IBETs)
- Guest Lecturer at public events and in WWU business school and undergraduate classes

2001 – 2006 Department of Law, United States Military Academy, West Point, NY

Associate Professor, 2004-2006; Assistant Professor, 2001-2004

- Course Director and Professor, National Security Law Seminar
- Professor, Constitutional & Military Law
- Additional teaching responsibilities in International Law (Immigration, Asylum, Citizenship law, Death Penalty); Comparative Law (Asian and Japanese Law); Human Rights Law (nine sessions on Asylum and Refugee Law); Cyberlaw (High Tech Worker issues); Criminology; and Law of War

(International Humanitarian Law)

- Chairperson and Member, Academic Excellence Committee, Faculty Council

1998 - 2001 Stock & Moeller, LLC, Anchorage, AK

Owner/Partner/Attorney

- Managing and senior partner at small (3-5 attorney) law firm. Engaged primarily in immigration law and litigation practice. Successfully handled large constitutional rights class action against the State of Alaska, as well as numerous federal court cases in U.S. District Court & the Ninth Circuit Court of Appeals.
- Speaker on immigration law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Expert testimony in court on immigration issues.
- “AV” rated by Martindale-Hubbell at first “rating” opportunity in 2000.

1992 - 1998 Atkinson, Conway & Gagnon, Anchorage, AK

Associate Attorney

- Associate attorney at 13-attorney trial practice and litigation firm. Engaged primarily in immigration law and litigation practice, but also handled or participated in admiralty, products liability, professional malpractice defense, commercial, civil rights, and personal injury matters.

**Most Recent
Military
Assignment**

Lieutenant Colonel, U.S. Army Military Police Corps, U.S. Army Reserve. Drilling Individual Mobilization Augmentee (DIMA) (Associate Professor), Department of Social Sciences, United States Military Academy, West Point, New York.

Detailed to Undersecretary of Defense (Personnel & Readiness) to work on reorganization Task Force (March 2010).

Detailed to US Army Accessions Command and Assistant Secretary of the Army for Manpower & Reserve Affairs as Project Officer for Military Accessions Vital to the National Interest (MAVNI) program (Fall of 2007 until retirement in June 2010).

Also served as Special Advisor to Commander, US Special Operations Command (May 2008 to September 2009).

Significant Cases

State of Alaska, Dep't of Revenue v. Martha Andrade, 23 P.3d 58 (Alaska 2001) (class action, equal protection; awarded more than \$100K in attorneys' fees).

Rosario Gallo-Alvarez v. John Ashcroft, 266 F.3d 1123 (9th Cir. 2001) (habeas corpus, reinstatement of removal).

Meng Li v. Robert C. Eddy, 259 F.3d 1132 (9th Cir. 2001) (habeas corpus, expedited removal).

Matter of U----I----S-----, Immigration Court, Anchorage, AK (December 19, 1996) (female genital mutilation asylum case), available at <http://www.uchastings.edu/cgrs/law/ij/54.html>.

**Selected
Conference
Presentations &
Speaking Events**

Speaker, *Executive Power in Immigration Law*, Homeland Security Institute, American Bar Association, Washington, DC, August 22, 2014. Rebroadcast on CSPAN.

Speaker, *Navy & Marine Corps Immigration Training*, Whidbey Island, WA, July 16, 2014.

Speaker, *Parole in Place (PIP), Adjustment of Status, and Naturalization Issues for Military Members*, American Immigration Lawyers Association's 2014 Annual Conference on Immigration Law, Boston, MA, June 21, 2014.

Speaker, *Harvard Immigration & Refugee Clinical Program: 30 Years of Social Change Lawyering*, Cambridge, MA, June 17, 2014.

Speaker, *Scialabba v. Cuellar de Osorio – Post-Decision SCOTUScast*, Podcast, The Federalist Society, Washington, DC, June 17, 2014.

Speaker, *Territorial Access*, Center for Migration Studies Symposium on US Refugee Protection System, New York, NY, June 3, 2014.

Speaker, *Immigration Law and the Military*, Immigration Professors Workshop, Irvine, CA, May 22, 2014.

Speaker, *Patriots or Invaders? — Immigrants in the Military in Modern America*, Princeton Center for Migration and Development Conference, Princeton, NJ, May 20, 2014.

Speaker, *A Primer on the Top 10 Items a City Council Would Look for to Help With Immigration Issues*, IMMLA's Mid-Year Seminar, Anchorage, AK, May 19, 2014.

Speaker, *Cutting Edge Asylum TRIG: Terrorism Related Inadmissibility Grounds (Including Persecutor Bar, Material Support, and National Security)*, Federal Bar Association Immigration Seminar, Memphis, TN, May 17, 2014.

Speaker, *Worksite Enforcement: Criminal and Civil Litigation*, Federal Bar Association Immigration Seminar, Memphis, TN, May 17, 2014.

Speaker, *Citizenship in a Global Era: A Report from Rome*, Federal Bar Association Immigration Seminar, Memphis, TN, May 16, 2014.

Speaker, *Military Immigration Issues*, 2014 Upper Midwest Immigration Law Conference, St. Paul, MN, May 9, 2014.

Speaker, *Myth, Traps, and Absurdities in Our Immigration Laws*, 2014 Alaska Bar Annual Convention, Anchorage, AK, May 7, 2014.

Speaker, *Immigration Reform- Dreams, Possibilities, and Promises*, Harvard Club Meeting, Anchorage, AK, May 6, 2014.

Speaker, *Remarks at the Naturalization Ceremony*, District of Alaska Naturalization Ceremony, Anchorage, AK, April 25, 2014.

Speaker, *Courting Disaster: The Perils of Ethical Dilemmas in International Law Practice*, 2014 ABA New York Spring Meeting, New York City, NY, April 3, 2014.

Speaker, *Refugee Protection and Barriers to Territorial Access*, Center for Migration Studies, New York City, NY, April 2, 2014.

Speaker, *Immigration and National Security*, Columbia Law School, New York City, NY, April 1, 2014.

Speaker, *Immigration and National Security*, Alaska Center-Right Coalition, Anchorage, AK, March 31, 2014.

Speaker, *Immigration Issues Related to the Military*, Orange County Bar Association Immigration Law Section, March 4, 2014.

Speaker, *FOIA Litigation*, 2014 AILA Federal Court Immigration Litigation CLE Practicum, February 28, 2014.

Speaker, *Exploring the Myths, Traps, and Absurdities of Immigration Law*, 2014 Pacific NW Immigration Law Conference, February 20, 2014.

Speaker, *Immigration Issues Faced by American Military Members and their Families*, Texas Bar Association Advanced Immigration Law Course, February 3, 2014.

Speaker, *Business Immigration Ethics*, Texas Bar Association Advanced Immigration Law Course, February 4, 2014.

Speaker, *Top 10 Best Practices*, Texas Bar Association Advanced Immigration Law Course, February 3, 2014.

Speaker, *Immigration in America's Future*, Alaska Women for Political Action, February 1, 2014.

Speaker, *Immigration and National Security*, Bartlett Democratic Club, January 2, 2014.

Discussion Leader, *Need to Know Taxation Issues for Noncitizens*, Webinar, American Immigration Lawyers Association, December 19, 2013.

Discussion Leader, *Parole in Place*, Podcast, American Immigration Lawyers Association, December 11, 2013.

Speaker, *Immigration Issues involving Military Service*, Webinar, Anchorage, AK, December 3, 2013.

Speaker, *The Business Case for Immigration Reform*, Make it Monday Forum- Anchorage Chamber of Commerce, Anchorage, AK, December 2, 2013.

Speaker, *Immigration and National Security*, Alaska Association for Justice Annual Dinner, Anchorage, AK, November 13, 2013.

Speaker, *Immigration and National Security*, Retired Public Employees of Alaska, Anchorage, AK, November 12, 2013.

Speaker, *Immigration and National Security*, Ave Maria Law School, Naples, FL, November 6, 2013.

Speaker, *Immigration and National Security*, Florida State University School of Law, Tallahassee, FL, November 5, 2013.

Speaker, *Immigration and National Security*, University of Kansas School of Law, Lawrence, KS, October 24, 2013.

Speaker, *Immigration and National Security*, Washburn School of Law, Topeka, KS, October 23, 2013.

Speaker, *Counseling Corporate Compliance in a Time of Legislative Change*, Federal Bar Association Workplace Enforcement and Immigration Symposium, Chicago, IL, October 22, 2013.

Speaker, *Immigration and Workforce Development in Alaska*, Fairbanks Industry Update Forum, Fairbanks, AK, October 18, 2013.

Speaker, *Exclusive Citizenship Doctrines*, Federal Bar Association Immigration Law Section, Rome, Italy, October 7, 2013.

Speaker, *The Republican Case for Immigration Reform*, Military Officers Association of America Dinner Social, Anchorage, AK, September 26, 2013.

Speaker, *Military Immigration Issues*, American Immigration Lawyers Association Monthly Business Meeting and CLE, Denver, CO, August 13, 2013.

Speaker, *The Republican Case for Immigration Reform*, Midnight Sun Republican Woman's Club Program, Anchorage, AK, July 30, 2013.

Speaker, *The Freedom of Information Act: Update*, Federalist Society for Law & Public Policy, Webinar & Podcast, July 15, 2013.

Discussion Leader, *Use of False Documents: How They Complicate A Case*, American Immigration Lawyers Association Annual Conference, San Francisco, CA, June 29, 2013.

Speaker, *FOIA Requests—The Search for Transparency*, American Immigration Lawyers Association Webinar, May 23, 2013.

Speaker, *Worksite Enforcement: Employer Verification Obligations*, 10th Annual Federal Bar Association Immigration Law Seminar, Memphis, TN, May 18, 2013.

Speaker, *The Republican Case for Immigration Reform*, Republican National Lawyers Association, Washington, DC, Apr. 26, 2013.

Speaker, *Compliance Strategies for General Counsels and Other Corporate Officers: Avoiding Fines, Headlines, Litigation, and Jail Time*, Worksite Enforcement Symposium, Stanford Law School, Palo Alto, CA, Apr. 19, 2013.

Speaker, *Restoring Discretion to the Immigration System*, Capitol Hill Briefing, Washington, DC, Mar. 26, 2013.

Speaker, *Tax Issues Relating to Immigrants and Citizens*, 2013 American Immigration Lawyers Association Washington Chapter Continuing Legal Education Annual Conference, Seattle, WA, Mar. 22, 2013.

Speaker, *The Republican Case for Immigration Reform*, Anchorage Republican Women's Club, Anchorage, AK, Mar 14, 2013.

Speaker, *First Steps on Immigration Reform? The Military Enlistment Opportunity Act of 2013*, Teleforum, Federalist Society, Washington, DC, Feb. 8, 2013.

Speaker, *Parole in Place for Military Families*, Webinar, Fort Carson, CO, Jan. 25, 2013.

Speaker, *Arizona v. United States: Immigration Policy & the Economy*, 2012 Federalist Society National Lawyers Convention, Washington, DC, Nov. 15, 2012.

Speaker, *Special Populations Within the Military*, Veterans Justice Symposium, New York Law School, New York, NY, November 14, 2012.

Speaker, *The Path to Citizenship for Military Family Members*, American Immigration Lawyers Association California Chapter Conference, San Diego, CA, Nov. 10, 2012.

Speaker, *Be All That You Can Be: Military Issues for the Immigration Lawyer*, American Immigration Lawyers Association Fall Joint Texas and Mid-South Chapter Conference, New Orleans, LA, Nov. 3, 2012.

Speaker, *Supporting Our Troops – How Interagency Coordination Helps Members of the Military and Their Families*, Office of the Citizenship and Immigration Services Ombudsman, Second Annual Conference, Washington, DC, Oct. 18, 2012.

Speaker, *Expedited Citizenship & Preserving Continuity of Residence*, American Immigration Lawyers Association Rome Chapter Fall Conference, London, England, United Kingdom, Oct. 5, 2012.

Speaker, *How Employers Can Use U.S. Immigration Laws to Their Advantage*, Alaska 2012: 74th Annual Northwest Human Resource Management Association Conference and Tradeshow, Anchorage, AK, Oct. 2, 2012.

Moderator, *Immigration, Race, & Incarceration in the United States*, American Bar Association Annual Meeting, Chicago, IL, Aug. 5, 2012.

Discussion Leader, *Subregulatory Guidance: How to Use It Wisely*, American Immigration Lawyers Association Annual Conference, Nashville, TN, June 14, 2012.

Speaker, *Citizenship in a Global Era*, Global Citizenship Conference, Federal Bar Ass'n, Rome, Italy, May 25, 2012.

Speaker, *Arizona versus the United States of America*, Federalist Society Teleforum, Apr. 27, 2012.

Speaker, *American Birthright Citizenship Rules and the Exclusion of Outsiders from the Political Community*, Boston College Citizenship Symposium, Dover, MA, Apr. 20, 2012.

Speaker, *Immigration 101 for Alaska Human Resource Managers*, Anchorage Society for Human Resource Managers, Anchorage, AK, Mar. 27, 2012.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Mar. 21, 2012.

Speaker. *Parole in Place for Military Families*, American Immigration Lawyers Association Webinar, Mar. 20, 2012.

Discussion Leader, *Tax and Expatriation Issues*, American Immigration Lawyers Association Northwest Continuing Legal Education Conference, Seattle, WA, Mar. 16, 2012.

Speaker, *E-Verify: Friend or Foe?* Skagit Community College, Skagit, WA, Mar. 15, 2012.

Speaker, *Is Military Justice to Justice As Military Music is to Music?* Saint Thomas University School of Law, Minneapolis, MN, Mar. 12, 2012.

Speaker, *Immigration Challenges Facing the Western States*, Federalist Society Western States Conference, Simi Valley, CA, Jan. 28, 2012.

Speaker, *Birthright Citizenship & the 14th Amendment: Facts, Consequences & Policy Considerations*, NAPABA Convention, Atlanta, GA, Nov. 18, 2011.

Speaker, *Breaching Borders Symposium*, Washburn University School of Law, Topeka, KS, Oct. 21, 2011.

Speaker, *Immigration Issues Related to Military Service*, American Immigration Lawyers Association Washington Chapter Meeting, Seattle, WA, Oct. 3, 2011.

Speaker, *The 9/11 Effect and Its Legacy on U.S. Immigration Laws*, Pennsylvania State University Law Campus, University Park, PA, Sept. 16, 2011.

Speaker, *Showcase Program: The Battle over Birthright Citizenship: History, International Perspectives, and the Path Ahead*, American Bar Association 2011 Annual Meeting, Toronto, Ontario, Canada, Aug. 4, 2011.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Apr. 6, 2011.

Speaker, *The Efficacy of Integrated Border Enforcement Teams (IBETs)*, Perimeter Security Conference, Seattle, WA, Jun. 20, 2011.

Speaker, *Military Issues for the Immigration Practitioner*, 2011 American Immigration Lawyers Association Annual Conference, San Diego, CA, Jun. 15, 2011.

Speaker, *Was It Legal to Kill Osama Bin Laden?* Public Interest Law Network Summer School, Wuhan University School of Law, Wuhan, China, Jun. 7, 2011.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Apr. 6, 2011.

Speaker, *True Claims to US Citizenship*, American Immigration Lawyers Association Webinar, Washington, DC, Mar. 29, 2011.

Speaker, *Immigration Issues for Human Resources Professionals*, Anchorage Society of Human Resources Managers, Anchorage, AK, Mar. 22, 2011.

Keynote Speaker, *The Constitution, the Fourteenth Amendment, and Birthright Citizenship: Modern Challenges to a Longstanding Rule*, Symposium on Immigration & Homeland Security Law, Northern Illinois University College of Law, DeKalb, IL, Mar. 3, 2011.

Speaker, *Birthright Citizenship: Origins, Constitutional Status, and the Current Debate*, 27th Annual Fordham Debate, S.J. Quinney College of Law, The University of Utah, Salt Lake City, UT, Jan. 31, 2011.

Speaker, *The US Supreme Court, Congress, and the Guantánamo Detainees*, Guantánamo and The Response: A Film Screening and Panel Discussion, Alaska Bar Association, Anchorage, AK, Dec. 14, 2010.

Panelist, *Immigration, the Arizona Statute, and E Pluribus Unum*, Federalist Society 2010 National Lawyers Convention, Washington, DC, Nov. 18, 2010.

Speaker, *National Security, Immigration, & the Rule of Law*, American Bar Association Section of International Law 2010 Fall Meeting, Paris, France, Nov. 4, 2010.

Speaker, *Birthright Citizenship & the Battle Over Illegal Immigration*, Cato Institute Capitol Hill Briefing, Washington, DC, Oct. 25, 2010.

Speaker, *Immigration, Citizenship, & Security: The Current Debate*, Hamilton College, Hamilton, NY, Oct. 21, 2010.

Speaker, *The Constitution & Citizenship: Modern Day Challenges to the Founders' Ideals*, Constitution Day Polaris Lecture, University of Alaska Anchorage, Anchorage, AK, Sept. 17, 2010.

Speaker, *Military-Related Immigration Issues*, 2010 Joint Services Immigration & Naturalization Symposium, Naval Legal Service Office Mid-Atlantic, Norfolk, VA, Aug. 27, 2010.

Discussion Leader & Speaker, *Advanced Issues in Citizenship & Naturalization*, American Immigration Lawyers Association Annual Conference, National Harbor, MD, July 3, 2010.

Speaker, *Military Spouses, Widows, and Substitute Sponsors*, American Immigration Lawyers Association Midwest Regional Conference, Chicago, IL, Apr. 9, 2010.

Speaker, *Military Accessions Vital to the National Interest*, USCIS District 23 Military Summit, Los Angeles, CA, Mar. 23, 2010.

Speaker, *The American Immigration Lawyers Association Military Assistance Program*, American Immigration Lawyers Association San Diego Chapter, San Diego, CA, Jan. 19, 2010.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Dec. 3, 2009.

Speaker, *From F-1 or J-1 Directly to U.S. Citizenship: The U.S. Army's MAVNI Pilot Program*, 2009 NAFSA Region VIII Conference, Washington, DC, Nov. 14, 2009.

Speaker, *Immigration Reform: What's At Stake for the Northern Border*, Border Policy Research Institute, Western Washington University, Bellingham, WA, Nov. 12, 2009.

Speaker, *Immigration Issues in the Workplace*, Fundamentals of Employment Law in Alaska Continuing Legal Education Conference, Anchorage, AK, Oct. 29, 2009.

Speaker, *Advanced Issues in Naturalization & Citizenship*, University of Texas 33rd Annual Conference on Immigration & Nationality Law, San Antonio, TX, Oct. 22, 2009.

Speaker, *Immigrants and the Military*, National Immigration Project of the National Lawyers Guild, August, 2009.

Presenter, *Military-Related Immigration Issues*, Naval Legal Services Office Northwest, Whidbey Island, WA, June 16, 2009.

Discussion Leader & Speaker, *Non-Citizens and the US Military*, American Immigration Lawyers Association Annual Conference on Immigration Law, Las Vegas, NV, June 5, 2009.

Speaker, *National Security Aspects of Immigration Law*, 17th National Security Law Institute, Center for National Security Law, University of Virginia, Charlottesville, VA, June 3, 2009.

Panelist, *Policies & Attitudes Towards Immigrant Civic & Political Participation, & Dual Citizenship*, In *The European Union & North America*, Migration Policy Institute, Washington, DC, May 15, 2009.

Panelist, *Citizenship & Naturalization: Proving Citizenship, Medical Waivers for Naturalization & the U.S. Army's New MAVNI Program*, AILA Upper Midwest Conference, Minneapolis, MN, Apr. 30, 2009.

Speaker, *Actions That Affect Applications for U.S. Citizenship*, ABA Teleconference, Mar. 25, 2009.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Jan. 28, 2009.

Panelist, *Burdens of Proof, Production, & Persuasion in Immigration Court: Getting the Differences Down & Creating The Record to Win for Judicial Review & Mock Cross-Examination: Taking It to the Mat*, AILA Fall Topics CLE Conference: Moving Beyond the Basics, New Orleans, LA, Dec. 11, 2008.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Dec. 1, 2008.

Speaker, *Toward a More Perfect Union: The Second Founding and Reconstruction Amendments*, American Constitution Society for Law and Policy, Washington, DC, November 21, 2008.

Discussion Leader, *Freedom of Information Act Update*, American Immigration Lawyers Association Teleconference, September 4, 2008.

Discussion Leader, *Advanced Issues in Naturalization*, American Immigration Lawyers Association Annual Conference, Vancouver, BC, Canada, June 27, 2008.

Panelist, *Liberty v. Security: A Critical Balance*, Columbia College, New York, NY, May 31, 2008.

Panelist, *Nationality, Political Membership, Citizenship, and Immigration Policy*, 5th Annual Immigration Law & Policy Conference, Georgetown University Law Center, May 20, 2008.

Speaker, *The Intersection of Immigration and National Security*, McCormick Tribune Conference Series, Wheaton, IL, April 28, 2008.

Speaker, *US Immigration Policy in a Climate of Fear*, University of Cincinnati, Cincinnati, OH, April 15, 2008.

Moderator, *The Other Detainees: Immigration Detainees in the United States*, American Bar Association Section of International Law, Spring Meeting, New York, NY, April 4, 2008.

Speaker, *Immigration, Border Security, & the Rule of Law*, University of Kansas Law School, Lawrence, KS, March 27, 2008.

Panelist, *Emerging Issues: The National Security Constitution: New Threats, New Rules?* St. John's University School of Law, Queens, NY, February 29, 2008.

Speaker, *Human Rights & the "War on Terror"—Does TV Persuade Us That Torture's Okay?* World Affairs Council of Northern California, University of California at Berkeley, Berkeley, CA, February 28, 2008.

Speaker, *Immigration & National Security*, Industrial College of the Armed Forces, Washington, DC, February 6, 2008.

Panelist, *Boumediene, the Military Commissions Act, & Habeas Corpus*, New York State Bar Association Annual Meeting, New York, NY, January 31, 2008.

Speaker, *Beyond Guantanamo: Administering Justice and Protecting National Security*, New York City Bar Association Symposium, New York City, NY, December 13, 2007.

Speaker, *Removal Defense Crash Course*, American Immigration Lawyers Association 2007 Worksite Enforcement Conference, Scottsdale, AZ, December 1, 2007.

Speaker, *Defining "American:" Birthright Citizenship & the Fourteenth Amendment*, 19th Annual National Asian Pacific American Bar Association Convention, Las Vegas, NV, November 17, 2007.

Speaker, *Immigrants & The Military*, American Immigration Lawyers Association Mid-South Fall Chapter Conference, Louisville, KY, November 2, 2007.

Speaker, *When the Administrative Winds Go Against You: Litigating the Business Immigration Case*, American Immigration Lawyers Association Alaskan Cruise Conference, August 11, 2007.

Speaker, *Immigration Program: Should They Stay or Should They Go?* Women's Bar Association of the State of New York Convention, Rio Grande, PR, June 2, 2007.

Speaker, *Birthright Citizenship & the Fourteenth Amendment*, American Bar Association Section of Administrative Law & Regulatory Practice Spring Meeting, Austin, TX, May 18, 2007.

Moderator, *Trusted Travelers or Terrorists? A Comparative Perspective on Global Travel Security Programs*, American Bar Association Section of International Law, Spring Meeting, Washington, DC, May 2, 2007.

Panelist and Keynote Speaker, *Immigration and National Security*, Immigration Advocacy Training, Stanford University, Stanford Law School, Palo Alto, CA, February 24, 2007.

Panelist, *Immigration & National Security*, Denver University Law Review Symposium, University of Denver Sturm College of Law, Denver, CO, February 16, 2007.

Speaker, *Birthright Citizenship: International Trends & Policies*, American Bar Association Midyear Meeting, Los Angeles, CA, February 7, 2007.

Speaker, *Cross-Border Legislation: Consequences for Trade & Travel*, Bellingham Chamber of Commerce, Bellingham, WA, October 26, 2006.

Panelist, *Should They Stay Or Should They Go?* Pace Law School Center for Continuing Legal Education, White Plains, NY, October 24, 2006.

Speaker, *Immigration Reform Debate*, Hartford Chapter of the Federalist Society for Law & Public Policy, Hartford, CT, October 18, 2006.

Speaker, *Fortress America—Is It Possible, & At What Price?* American Immigration Lawyers Association Fall Conference, New York, NY, September 14, 2006.

Speaker, *Birthright Citizenship: A Debate*, Federalist Society Houston Lawyers Chapter, Houston, TX, August 30, 2006.

Speaker, *Beyond the Politics of Fear: The Real Effects of Immigration on Wages, Employment, & National Security*, American Immigration Lawyers Association Annual Conference, San Antonio, TX, June 24, 2006.

Speaker, *US Immigration Policy & Reform*, Keynote Address, 2006 Faculty Workshop, Shenandoah University, Winchester, VA, May 17, 2006.

Speaker, *Turning Our Backs?: Rethinking Our Treatment of Illegal Immigrants*, Americans for Informed Democracy, Bowdoin College, Brunswick, ME, May 8, 2006.

Speaker, *Employment Issues & the Military: Returning Veterans, Reserve Duty, Private Employment Abroad, and More . . .*, National Employment Lawyers Association Spring Conference 2006, Yale Club of New York City, May 5, 2006.

Speaker, *In the War Zone: Does Gender Matter?* Harvard Club of New York City, New York, NY, April 26, 2006.

Moderator, *Comprehensive Immigration Reform: Evaluating the Options*, American Bar Association Teleconference, March 30, 2006.

Speaker, *Migrants, Minorities, and the National Security State: Crimefighting or War on Terror?* Citizenship & Security Program, Berlin, Germany, March 23, 2006.

Speaker, *Border Security: Immigration, Smuggling, & Trafficking*, NSA Homeland Security Course, US Foreign Policy Institute, Linthicum, MD, January 23, 2006.

Speaker, *Does President Bush's Guest Worker Proposal Threaten National Security? A View From The Capitol Hill Trenches*, Harvard Club of Alaska, Anchorage, AK, January 3, 2006.

Speaker, Senate Briefing, *National Security & Comprehensive Immigration Reform*, Capitol Building, Washington, DC, December 7, 2005.

Speaker, *Detainees in the War on Terrorism & the Abu Ghraib Incident*, Fordham Law School, New York, NY, November 29, 2005.

Speaker, *Immigration Law Issues for Military Members & Their Families*, New York Immigration Coalition, New York, NY, November 17, 2005.

Speaker, *Debate on the USA PATRIOT Act*, Pace Law School, White Plains, NY, September 28, 2005.

Speaker, *Judicial Review & the Border Fence*, New York Law School, New York, NY, September 26, 2005.

Speaker, *Debate: Janis Karpinski—Victim or Violator of the Rule of Law?*, Thomas Jefferson Law School, San Diego, CA, September 7, 2005.

Commentator, *Secure Borders, Open Doors: Visa Procedures in the Post-September 11 Era*, Migration Policy Institute, Washington, DC, August 18, 2005.

Speaker, *Immigration: The Media, Message, & Messenger*, American Immigration Lawyers Association, Salt Lake City, UT, June 25, 2005.

Speaker, *Teaching About Law and Terrorism at the United States Military Academy: Program and Curriculum Design and Workers, Aliens, or Immigrants? The History and Future of Global Temporary Workers*, Law & Society Annual Meeting, Las Vegas, NV, June 2-5, 2005.

Speaker, *National Security & Immigrant Rights*, Catholic Legal Immigration Network, Inc. (“CLINIC”) Annual Convening, Portland, OR, May 14, 2005.

Speaker, *The Role of Borders in Enhancing Security*, Border Policy Research Institute, Western Washington University, Bellingham, WA, April 26, 2005.

Moderator, *Law of War & the Global War on Terrorism*, Second Annual Law & Terrorism Conference, West Point, NY, April 15, 2005.

Speaker, *National Security vs. Individual Liberties: The USA PATRIOT Act*, Albany Law School, Albany, NY, April 7, 2005.

Speaker, *National Security & President Bush’s Guestworker Proposal*, Thomas Jefferson School of Law, San Diego, CA, April 1, 2005.

Speaker, *When Your Client Fights for Uncle Sam: Foreign Citizen Soldiers & Expedited Citizenship*, United States Army Regional Defense Counsel Continuing Legal Education Conference, Cambridge, NY, March 4, 2005.

Speaker, *National Security & Drivers' Licenses*, Congressional briefing, Capitol Building, Washington, DC, January 27, 2005.

Moderator, *Immigration Law for Matrimonial & Family Law Attorneys*, Association of the Bar of the City of New York, New York, NY, January 25, 2005.

Speaker, *Guestworker Programs: Proposals and Perspectives*, Association of American Law Schools Annual Meeting, San Francisco, CA, January 5, 2005.

Discussion Leader, *Consular Processing—Overcoming Obstacles at the Consulates*, 7th Annual New York Chapter Symposium, American Immigration Lawyers Association, New York, NY, December 3, 2004.

Speaker, *The Emergence of a New Civil Rights Agenda*, Federalist Society National Lawyers Convention, Washington, DC, November 13, 2004.

Speaker, *Security & Liberty*, 9/11 Security and Liberty Fellowships Conference, USC Annenberg Institute for Justice & Journalism, Los Angeles, CA, November 9, 2004.

Speaker, *Immigration & National Security: Post 9/11 Challenges for the United States*, International Security and Strategic Studies conference, Washington, DC, October 29, 2004.

Speaker, *Getting Smart About Information: Checks Used By Consular Posts and Ports of Entry*, 2004 Fall Conference, American Immigration Lawyers Association, Chicago, IL, October 15, 2004.

Speaker, *Noncitizens & the US Military*, Harvard Immigration & Refugee Clinic 20th Anniversary Roundtable, Harvard Law School, October 17, 2004, Cambridge, MA.

Speaker, *"The Hot Seat:" Immigration & Security, From the Consulates to Our Ports-of-Entry and Beyond*, American Immigration Lawyers Association Annual Conference, Philadelphia, PA, June 12, 2004.

Speaker, *Immigration & National Security*, Law & Terrorism Conference, Department of Law, US Military Academy, West Point, NY, April 2004.

Speaker, *Just War Theory & Preemption Doctrine*, LLM Conference, Cornell Law School, Ithaca, NY, April 2004.

Speaker, *Security Databases & Clearance Issues*, American Immigration Lawyers Association Conference on Travel for Work and Business: Visa Application, Admission, Reentry with Post-9/11 Security Clearances, Deer Valley, Park City, Utah, February 10, 2004.

Speaker, *Smart Borders: Developing Secure & Sensible Immigration Policies*, Capitol Building, Washington, DC, December 15, 2003.

Speaker, *Immigration & National Security*, New York Appellate Judges Conference, West Point, NY, October 24, 2003.

Speaker, *Universal Jurisdiction as a Threat to US National Security*, Northwestern University School of Law, Chicago, IL, October 13, 2003.

Speaker, *Becoming an Immigration Lawyer*, Celebration 50, Harvard Law School, Cambridge, MA, May 2003.

Speaker, *Structural Security*, Harvard Club of Alaska, Anchorage, AK, January 2003.

Speaker, *Legal Approaches to State-Sponsored Terrorism*, Institute for Humanitarian Law, San Remo, Italy, October 2002.

Moderator, *Evaluating the Rights of Non-Citizens Post 9/11: A View From the Trenches*, New York City Bar Association, New York, NY, Sept. 18, 2002.

Speaker, *Federal Courts & Torts for the Immigration Lawyer*, Association of the Bar of the City of New York, February 18, 2002.

Moderator, *Homeland Security 101*, American Immigration Lawyers Association Conference on Entry Issues, Detroit, MI, April 2002.

Speaker, *Military Tribunals & Military Justice*, Harvard Club, Anchorage, AK, January 2002.

Speaker, *Asylum Law: Mock Trial*, American Immigration Lawyers Association Annual Conference, Boston, MA, June 2001.

Speaker, *Immigration Issues for Criminal Defense Attorneys*, Alaska Association of Trial Lawyers, Girdwood, AK, April 2001.

Moderator, *Immigration in a High-Tech Age*, Federalist Society National Lawyers Convention, Washington, DC, November 2000.

Moderator & Speaker, *Habeas Corpus & Coram Nobis*, American Immigration Lawyers Association Annual Conference, Chicago, IL, June 2000.

Speaker, *Immigrant & Non-immigrant Waivers*, Northwest Regional Immigration Seminar, Seattle, WA, February 2000.

Speaker, *Habeas Corpus & Mandamus Remedies*, American Immigration Lawyers Litigation Conference, Miami, FL, October 1999.

Speaker, *Getting Attorneys Fees from the Government*, American Immigration Lawyers Association Annual Conference, Seattle, WA, June 1999.

Moderator & Speaker, *Representing Immigrants Affected By the Nicaraguan & Central American Relief Act*, Alaska Bar Association, March 1999.

Speaker, *Citizenship: N600s & Passport Applications*, Northwest Regional Immigration Seminar, Portland, OR, February 1999.

Speaker, *Citizenship/Naturalization/Maintaining Permanent Residence*, Northwest Regional Immigration Seminar, Seattle, WA, February 1998.

**Selected
Publications**

Speaker, *Immigrant Visa Issues*, Northwest Regional Immigration Seminar, Seattle, WA, February 1997.

Speaker, *Recent & Radical Immigration Law Changes: What Every Criminal and Family Law Lawyer Needs To Know*, Alaska Bar Association, October 1996.

Speaker, *Great Decisions 1995: Immigration, An End to Open Doors?* Alaska World Affairs Council, Anchorage, AK, Mar. 3, 1995.

What Every Lawyer Needs to Know about Non-Citizens & the United States Military, in *What Every Lawyer Needs to Know About Immigration Law*, American Bar Association, Section of Administrative Law & Regulatory Practice (2014) (book chapter).

Left Behind: Iraqis and Afghans Caught in a Sea of SIV Red Tape, Co-Author with Dan Berger, Mollie McGurk, Rose Olson, & Hannah Oldenburg, *Inside Immigration*, Volume 5, Issue 6, June 2014, American Immigration Lawyers Association.

MAVNI (Military Accessions Vital to the National Interest), Immigration Practice Pointers Tips for Handling Complex Cases, American Immigration Lawyers Association, June, 2014.

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Parole in Place: What It Is and What It Isn't, The Hill, December 19, 2013.

DHS Clarifies Immigration Benefits for Family Members of Active-Duty Military, Selected Reservists, and Veterans, 18 Bender's Immigration Bulletin, December 15, 2013.

DHS Clarifies Immigration Benefits for Family Members of Selected Reserve and Veterans, Reserve Officers Association Law Review 13161, December 2013.

Military Immigration Issues, American Bar Association GPSOLO Magazine Vol. 30, No. 5 (September/October 2013).

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Immigration Law and the Military (American Immigration Lawyers Association 2012) (book).

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Subregulatory Guidance in Immigration Matters: How to Use It Wisely, 2012 AILA Practice Pointers at 697-701 (American Immigration Lawyers Association, 2012).

Practical Problems with Attempts to Change the Fourteenth Amendment Through an Interstate Birth Certificate Compact, Bender's Immigration Bulletin, Vol. 17, No. 9 (May 1, 2012).

The Cost to Americans of Ending Birthright Citizenship, National Foundation for American Policy, March 2012.

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Parole in Place for Military Families, Immigration Practice Pointers: Tips for Handling Complex Cases, American Immigration Lawyers Association, 2011-12 ed., at 603-611.

Recent Developments in Military Enlistment & Naturalization Law, Immigration Briefings No. 11-03 (March 2011).

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Essential to the Fight: Immigrants in the Military, Eight Years After 9/11, Special Report, Immigration Policy Center, American Immigration Council, November 2009.

Policy Arguments in Favor of Retaining America's Birthright Citizenship Law, Made in America: Myths & Facts About Birthright Citizenship, Immigration Policy Center Perspectives (September 2009).

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Birthright Citizenship: The Policy Arguments, Administrative & Regulatory Law News, Vol. 33, No. 1, Fall 2007.

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Driver Licenses & National Security: Myths and Reality, 10 Bender's Immigration Bulletin 422 (Mar. 1, 2005), reprinted in Stephen H. Legomsky, Immigration & Refugee Law & Policy 1261-1264 (Foundation Press, 2005).

Guide to Criminal Law in New York (2d. ed.) (Wadsworth, 2004) (Co-authored with Timothy Bakken & Mark Welton).

Considera Riesgo Suspensión Licencias/Driver's License Debate Sharpens, *The Immigrant Times*, Septiembre 2004/September 2004, at 9.

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Crackdown Wrong Approach: Driver's Licenses Aren't Terror Tools, Real Immigration Reforms Are Better Means of Identifying Potential Future Attackers, *Newsday*, August 27, 2004, at A49.

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Foreign War Crimes Lawsuits Against American Soldiers Threaten National Security, Legal Backgrounder, Washington Legal Foundation, Vol. 18, No. 35 (Aug. 22, 2003).

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**Selected
Testimony**

House Committee on the Judiciary, Subcommittee on Immigration Policy & Enforcement, *Hinder the Administration's Legislation Temptation Act* ("HALT Act"), July 26, 2011, Washington, DC.

Senate Judiciary Committee, Subcommittee on Immigration, Refugees, and Border Security, *The Development, Relief, and Education for Alien Minors (DREAM) Act*, Jun. 28, 2011, Washington, DC.

House Judiciary Committee, Subcommittee on Immigration, Citizenship, Refugees, Border Security, and International Law, *Immigration Needs of America's Fighting Men and Women*, May 20, 2008, Washington, DC.

Senate Armed Services Committee, *The Contributions of Immigrants to the Military*, July 10, 2006, Miami, FL.

House Committee on International Relations, Subcommittee on Oversight & Investigations; *Visa Overstays: Can We Bar the Terrorist Door?*, May 11, 2006, Washington, DC.

Alaska State Legislature, House State Affairs Committee Hearing on SB189, An Act Relating to the Issuance of Identification Cards and Driver's Licenses, April 27, 2006, Juneau, AK (by telephone).

Senate Judiciary Committee, Subcommittees on Immigration, Border Security & Citizenship and Terrorism, Technology & Homeland Security; *The Need for Comprehensive Immigration Reform: Strengthening Our National Security*, May 17, 2005, Washington, DC.

New York State Legislature, Hearings on Driver's License Issues, August 19, 2004, New York, NY.

Senate Judiciary Committee, Subcommittee on Immigration, Border Security, and Citizenship; *Securing Our Borders Under A Temporary Guest Worker Program*, April 1, 2004, Washington, DC.

Maryland Governor's Task Force on Drivers' License Issues, March 29, 2004, Annapolis, MD.

Bar & Professional Memberships

Alaska Bar Association
U.S. District Court for the District of Alaska
Ninth Circuit Court of Appeals
American Bar Association
American Immigration Lawyers Association
Association of the Bar of the City of New York
Federalist Society for Law & Public Policy
Republican National Lawyers Association
Association of the United States Army
Reserve Officers Association

Additional professional & academic activities

Phi Kappa Phi.
Master Teacher, United States Military Academy Master Teacher Program.
Personnel & Readiness Task Force, Office of the Undersecretary of Defense, Personnel & Readiness (April 2010).
President, Harvard Club of Alaska, 2009-2012.
Fellow, American Bar Foundation, 2005-present. Co-Chair of Alaska Fellows of the American Bar Foundation, 2011-present.
Member, Council on Foreign Relations Immigration Policy Task Force, 2008-2011.
American Bar Association Commission on Immigration, 2008-2012.
Editorial Board, Bender's Immigration Bulletin, 2007-present.
Chair, International Security Affairs Committee, The Association of the Bar of the City of New York, 2006-2010.
Chair, Border Security Advocacy Committee, American Immigration Lawyers Association, 2005-2006.
Co-Chair, Immigration Litigation Committee, Section of Litigation, American Bar Association, 2005-2008.
Co-Chair, Joint Subcommittee on International Refugee Law of the Immigration & Naturalization Committee & the International Human Rights Committee of the Section of International Law, American Bar Association, 2006-2007.
Co-Chair and Vice-Chair, Immigration & Naturalization Committee, Section of International Law, American Bar Association, 2004-2008.
Member, Alaska Rules of Professional Conduct Committee, Alaska Bar Association, 1998-2001.
President, Alaska Chapter of the Federalist Society for Law & Public Policy, 1993-2001.

International Law & Security Section, Federalist Society, 1999-present.
President, Young Lawyers Section, Anchorage Bar Association, 1994-95.
Founding Chairperson, Immigration Law Section, Alaska Bar Association.

**Awards &
Recognition**

Military Awards include the Legion of Merit, Joint Service Commendation Medal, Meritorious Service Medal, Army Commendation Medal, and the Military Outstanding Volunteer Service Medal, among others.

2008 Michael Maggio Pro Bono Award, American Immigration Lawyers Association.

2005 Advocacy Award, American Immigration Lawyers Association.

Alaska Super Lawyer, 2007, 2009, 2013, 2014

MacArthur Foundation Fellow, 2013

Immigration Law Professor of the Year 2013

Alaska Bar Association International Law Section's Human Rights Award 2014

From: Sims, Cynthia M (GOV)
Sent: Tuesday, September 09, 2014 10:25 PM
To: 'Rofrano, Christian A COL USARMY NG NGB (US)'
Subject: Panel

DP/EP

Thanks for your help,
Cindy

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us

[Follow the Governor on Facebook](#)

From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, September 10, 2014 7:29 AM
To: Sims, Cynthia M (GOV)
Subject: Re: Alaska National Guard personnel issues

DP/EP

Sent from my iPhone

On Sep 9, 2014, at 8:28 PM, "Sims, Cynthia M (GOV)" <cindy.sims@alaska.gov> wrote:

DP/EP

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Cindy Sims [<mailto:> **BOI**]
Sent: Sunday, September 07, 2014 7:25 PM
To: Sims, Cynthia M (GOV)
Subject: Fwd: Alaska National Guard personnel issues

Sent from Cindy's iPhone

Begin forwarded message:

----- Forwarded message -----
From: **Margaret Stock** <**BOI**>
Date: Sat, Sep 6, 2014 at 5:53 PM
Subject: Alaska National Guard personnel issues
To: **BOI**

Dear Jerry,

Jeff Landfield suggested that I call you so that you can let me know if the Governor might be looking for someone like me to lead the Alaska National Guard. I've attached my CV but here are some bullet points:

--Alaska resident since 1986

--Republican, NRA member

--“Gray area” military retiree, US Army Reserve, Military Police Corps, current rank of lieutenant colonel

--Extensive past experience instructing Alaska National Guard members on prevention of sexual harassment and equal opportunity issues

--Graduate of JAG officer basic course and various Military Police courses

--Former special advisor to the commander of Special Operations Command

--MacArthur “genius grant” recipient for my work relating to the military and national security

Let me know if you have questions,

Margaret

<MARGARET STOCK - CV (long).pdf>

<JFCM citation for LTC Stock.pdf>

From: Nizich, Michael A (GOV)
Sent: Wednesday, September 10, 2014 9:06 AM
To: Sims, Cynthia M (GOV); Parnell, Governor (GOV sponsored)
Subject: RE: Alaska National Guard personnel issues

DP/EP

From: Sims, Cynthia M (GOV)
Sent: Tuesday, September 09, 2014 8:29 PM
To: Nizich, Michael A (GOV); Parnell, Governor (GOV sponsored)
Subject: FW: Alaska National Guard personnel issues

DP/EP

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

From: Cindy Sims [[mailto:](#) BOI]
Sent: Sunday, September 07, 2014 7:25 PM
To: Sims, Cynthia M (GOV)
Subject: Fwd: Alaska National Guard personnel issues

Sent from Cindy's iPhone

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--Former special advisor to the commander of Special Operations Command

--MacArthur “genius grant” recipient for my work relating to the military and national security

Let me know if you have questions,

Margaret

From: Sims, Cynthia M (GOV)
Sent: Wednesday, September 10, 2014 1:09 PM
To: Fradley, Tara D (GOV)
Subject: FW: Alaska National Guard personnel issues
Attachments: image001.jpg; ATT00001.htm; image006.jpg; ATT00002.htm; image004.jpg; ATT00003.htm; image005.jpg; ATT00004.htm; MARGARET STOCK - CV (long).pdf; ATT00005.htm; JFCM citation for LTC Stock.pdf; ATT00006.htm

Follow Up Flag: Follow up
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Here are the attachments she sent ☺

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
[Follow the Governor on Facebook](#)

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Subject: Fwd: Alaska National Guard personnel issues

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--MacArthur “genius grant” recipient for my work relating to the military and national security

Let me know if you have questions,

Margaret

Margaret D. Stock

Attorney (admitted in Alaska)

BOI direct

[360.671.5945](tel:360.671.5945) business

[360.676.5459](tel:360.676.5459) fax

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BOI

Creating Transparent Borders

Visit us on Facebook and become a fan: <https://www.facebook.com/teamcascadia>

Follow us on Twitter: www.twitter.com/margaretdstock

Margaret D. Stock was named a 2013 MacArthur Foundation Fellow by the John D. & Catherine T. MacArthur Foundation. See <http://www.macfound.org/fellows/904/> for more information.

Margaret Stock is also listed in the Top 10 of International Who's Who of Corporate Immigration Lawyers, 2014 edition. See www.whoswholegal.com for more information.

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--

Jerry Gallagher
Parnell 2014 Campaign Manager

 BOI

Paid for by Parnell 2014, P.O. Box 100719, Anchorage, AK 99510









CITATION
TO ACCOMPANY THE AWARD OF
THE JOINT SERVICE COMMENDATION MEDAL
TO
LIEUTENANT COLONEL MARGARET D. STOCK
UNITED STATES ARMY RESERVE

Lieutenant Colonel Margaret D. Stock, United States Army Reserve, distinguished herself by exceptionally meritorious achievement as Special Advisor to the Commander, United States Special Operations Command (USSOCOM), Special Operations Forces Access Recruiting Program (SOFARP) working group, United States Special Operations Command, MacDill Air Force Base, Florida, from 1 May 2008 to 30 September 2009. During this period, Colonel Stock's outstanding leadership coupled with her superior intellect resulted in vastly increased Joint Special Operations Forces' ability to pursue national security objectives. Her unique and expert advice in immigration and constitutional law and policy provided unparalleled and uncommon support to the SOFARP working group. Her efforts directly increased SOF's operational capabilities and capacity in language, culture, and micro-regional expertise. As a direct result, USSOCOM has created the building blocks to an enduring program that will leverage immigrant and non-immigrant populations who will contribute their unique talents to the Global War on Terrorism. Colonel Stock's untiring and selfless contributions are a reflection of joint coordination and teamwork. She is a consummate professional and a true Soldier who exemplifies the SOF ethos. The distinctive accomplishments of Lieutenant Colonel Stock reflect great credit upon her, the United States Special Operations Command, the United States Army Reserve, and the Department of Defense.



Margaret D. Stock

BOI

Civilian Education

BOI / PR / FPA Harvard Law School & the John F. Kennedy School of Government, Cambridge, MA

J.D. with honors **BOI / P...** ***M.P.A.*** **BOI /...**

- Teaching Fellow, Harvard University (International Conflicts in the Modern World, The Administrative State); Teaching Assistant (Microeconomics)
- Recipient, Harvard University Certificates of Distinction in Teaching (three years)
- Proctor & Academic Advisor, Harvard-Radcliffe Colleges (four years)
- Third Year Paper: Criminal Misconduct by United States Status of Forces Agreement (SOFA) Civilians and Dependents in Japan
- Editor-in-Chief, Harvard Journal of Law & Public Policy

BOI / PR / FPA Harvard & Radcliffe Colleges, Cambridge, MA

A.B. with honors in Government (International Relations)

- Undergraduate honors thesis: Measuring the Combat Capability of the Army Reserve Components

BOI / PR / FPA Boston University, Boston, MA

- Battalion Commander, Reserve Officer Training Corps Cadet Battalion
- Commissioned as second lieutenant in the Military Police Corps at end of sophomore year after completing the full ROTC program in two years (Early Commissioning Program)

Military Education

U.S. Army War College, Carlisle, PA, Division of Distance Education, Class of 2006 (awarded Master of Strategic Studies degree)

Advanced Joint Professional Military Education Course, Joint Forces Staff College

U.S. Army War College, Defense Strategy Course

Reserve Component National Security Issues Seminar

Reserve Components Combined Arms Services & Staff School
(CAS3) Staff Group Leader Course

United States Army Command & General Staff College
(CGSC) Faculty Development Course

United States Army Command & General Staff College
(CGSC)

Combined Arms Services and Staff School (CAS3)

Judge Advocate General's School – Judge Advocate Officer
Basic Course

Military Police School - Officer Basic and Advanced Courses

Dynamics of International Terrorism Course

Airload Planner's Course

Basic Airborne Course

**Civilian
professional
experience**

2013 – present Cascadia Cross Border Law Group, LLC,
Anchorage, AK

Owner/Member/Attorney

- Engaged primarily in immigration and citizenship law and litigation practice.
- Speaker on immigration, citizenship, and national security law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Expert testimony in court on immigration issues. Testimony before Congress and various state legislatures.
- MacArthur Foundation Fellow, Class of 2013, John D. & Catherine T. MacArthur Foundation (“genius grant” recipient)
- “AV” rated by Martindale-Hubbell, Avvo rating of 10.0, Alaska Superlawyer in the area of immigration law (2013,

2014).

- Top Ten of Who's Who International Corporate Immigration Lawyers, 2014

2011 – 2013 Lane Powell, LLC, Anchorage, AK

Counsel to the Firm

- Engaged primarily in immigration and citizenship law and litigation practice.
- Speaker on immigration, citizenship, and national security law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Testimony before Congress and various state legislatures.

2010 – 2012 Department of Political Science, University of Alaska Anchorage, Anchorage, AK

Adjunct Instructor

- Taught "Introduction to American Government," "National Security Law & Policy," "Constitutional Law," "Comparative Politics," and "International Relations." Also guest-lecturer in the Senior Seminar and 49th State Fellows Programs.

September-December 2009 Border Policy Research Institute, Western Washington University, Bellingham, WA

Visiting Fellow

- Researched Integrated Border Enforcement Teams (IBETs)
- Guest Lecturer at public events and in WWU business school and undergraduate classes

2001 – 2006 Department of Law, United States Military Academy, West Point, NY

Associate Professor, 2004-2006; Assistant Professor, 2001-2004

- Course Director and Professor, National Security Law Seminar
- Professor, Constitutional & Military Law
- Additional teaching responsibilities in International Law (Immigration, Asylum, Citizenship law, Death Penalty); Comparative Law (Asian and Japanese Law); Human Rights Law (nine sessions on Asylum and Refugee Law); Cyberlaw (High Tech Worker issues); Criminology; and Law of War

(International Humanitarian Law)

- Chairperson and Member, Academic Excellence Committee, Faculty Council

1998 - 2001 Stock & Moeller, LLC, Anchorage, AK

Owner/Partner/Attorney

- Managing and senior partner at small (3-5 attorney) law firm. Engaged primarily in immigration law and litigation practice. Successfully handled large constitutional rights class action against the State of Alaska, as well as numerous federal court cases in U.S. District Court & the Ninth Circuit Court of Appeals.
- Speaker on immigration law issues at numerous public events and Continuing Legal Education events.
- Quoted as expert by print, radio & television media on immigration-related issues. Expert testimony in court on immigration issues.
- “AV” rated by Martindale-Hubbell at first “rating” opportunity in 2000.

1992 - 1998 Atkinson, Conway & Gagnon, Anchorage, AK

Associate Attorney

- Associate attorney at 13-attorney trial practice and litigation firm. Engaged primarily in immigration law and litigation practice, but also handled or participated in admiralty, products liability, professional malpractice defense, commercial, civil rights, and personal injury matters.

**Most Recent
Military
Assignment**

Lieutenant Colonel, U.S. Army Military Police Corps, U.S. Army Reserve. Drilling Individual Mobilization Augmentee (DIMA) (Associate Professor), Department of Social Sciences, United States Military Academy, West Point, New York.

Detailed to Undersecretary of Defense (Personnel & Readiness) to work on reorganization Task Force (March 2010).

Detailed to US Army Accessions Command and Assistant Secretary of the Army for Manpower & Reserve Affairs as Project Officer for Military Accessions Vital to the National Interest (MAVNI) program (Fall of 2007 until retirement in June 2010).

Also served as Special Advisor to Commander, US Special Operations Command (May 2008 to September 2009).

Significant Cases

State of Alaska, Dep't of Revenue v. Martha Andrade, 23 P.3d 58 (Alaska 2001) (class action, equal protection; awarded more than \$100K in attorneys' fees).

Rosario Gallo-Alvarez v. John Ashcroft, 266 F.3d 1123 (9th Cir. 2001) (habeas corpus, reinstatement of removal).

Meng Li v. Robert C. Eddy, 259 F.3d 1132 (9th Cir. 2001) (habeas corpus, expedited removal).

Matter of U----I----S-----, Immigration Court, Anchorage, AK (December 19, 1996) (female genital mutilation asylum case), available at <http://www.uchastings.edu/cgrs/law/ij/54.html>.

**Selected
Conference
Presentations &
Speaking Events**

Speaker, *Executive Power in Immigration Law*, Homeland Security Institute, American Bar Association, Washington, DC, August 22, 2014. Rebroadcast on CSPAN.

Speaker, *Navy & Marine Corps Immigration Training*, Whidbey Island, WA, July 16, 2014.

Speaker, *Parole in Place (PIP), Adjustment of Status, and Naturalization Issues for Military Members*, American Immigration Lawyers Association's 2014 Annual Conference on Immigration Law, Boston, MA, June 21, 2014.

Speaker, *Harvard Immigration & Refugee Clinical Program: 30 Years of Social Change Lawyering*, Cambridge, MA, June 17, 2014.

Speaker, *Scialabba v. Cuellar de Osorio – Post-Decision SCOTUScast*, Podcast, The Federalist Society, Washington, DC, June 17, 2014.

Speaker, *Territorial Access*, Center for Migration Studies Symposium on US Refugee Protection System, New York, NY, June 3, 2014.

Speaker, *Immigration Law and the Military*, Immigration Professors Workshop, Irvine, CA, May 22, 2014.

Speaker, *Patriots or Invaders? — Immigrants in the Military in Modern America*, Princeton Center for Migration and Development Conference, Princeton, NJ, May 20, 2014.

Speaker, *A Primer on the Top 10 Items a City Council Would Look for to Help With Immigration Issues*, IMMLA's Mid-Year Seminar, Anchorage, AK, May 19, 2014.

Speaker, *Cutting Edge Asylum TRIG: Terrorism Related Inadmissibility Grounds (Including Persecutor Bar, Material Support, and National Security)*, Federal Bar Association Immigration Seminar, Memphis, TN, May 17, 2014.

Speaker, *Worksite Enforcement: Criminal and Civil Litigation*, Federal Bar Association Immigration Seminar, Memphis, TN, May 17, 2014.

Speaker, *Citizenship in a Global Era: A Report from Rome*, Federal Bar Association Immigration Seminar, Memphis, TN, May 16, 2014.

Speaker, *Military Immigration Issues*, 2014 Upper Midwest Immigration Law Conference, St. Paul, MN, May 9, 2014.

Speaker, *Myth, Traps, and Absurdities in Our Immigration Laws*, 2014 Alaska Bar Annual Convention, Anchorage, AK, May 7, 2014.

Speaker, *Immigration Reform- Dreams, Possibilities, and Promises*, Harvard Club Meeting, Anchorage, AK, May 6, 2014.

Speaker, *Remarks at the Naturalization Ceremony*, District of Alaska Naturalization Ceremony, Anchorage, AK, April 25, 2014.

Speaker, *Courting Disaster: The Perils of Ethical Dilemmas in International Law Practice*, 2014 ABA New York Spring Meeting, New York City, NY, April 3, 2014.

Speaker, *Refugee Protection and Barriers to Territorial Access*, Center for Migration Studies, New York City, NY, April 2, 2014.

Speaker, *Immigration and National Security*, Columbia Law School, New York City, NY, April 1, 2014.

Speaker, *Immigration and National Security*, Alaska Center-Right Coalition, Anchorage, AK, March 31, 2014.

Speaker, *Immigration Issues Related to the Military*, Orange County Bar Association Immigration Law Section, March 4, 2014.

Speaker, *FOIA Litigation*, 2014 AILA Federal Court Immigration Litigation CLE Practicum, February 28, 2014.

Speaker, *Exploring the Myths, Traps, and Absurdities of Immigration Law*, 2014 Pacific NW Immigration Law Conference, February 20, 2014.

Speaker, *Immigration Issues Faced by American Military Members and their Families*, Texas Bar Association Advanced Immigration Law Course, February 3, 2014.

Speaker, *Business Immigration Ethics*, Texas Bar Association Advanced Immigration Law Course, February 4, 2014.

Speaker, *Top 10 Best Practices*, Texas Bar Association Advanced Immigration Law Course, February 3, 2014.

Speaker, *Immigration in America's Future*, Alaska Women for Political Action, February 1, 2014.

Speaker, *Immigration and National Security*, Bartlett Democratic Club, January 2, 2014.

Discussion Leader, *Need to Know Taxation Issues for Noncitizens*, Webinar, American Immigration Lawyers Association, December 19, 2013.

Discussion Leader, *Parole in Place*, Podcast, American Immigration Lawyers Association, December 11, 2013.

Speaker, *Immigration Issues involving Military Service*, Webinar, Anchorage, AK, December 3, 2013.

Speaker, *The Business Case for Immigration Reform*, Make it Monday Forum- Anchorage Chamber of Commerce, Anchorage, AK, December 2, 2013.

Speaker, *Immigration and National Security*, Alaska Association for Justice Annual Dinner, Anchorage, AK, November 13, 2013.

Speaker, *Immigration and National Security*, Retired Public Employees of Alaska, Anchorage, AK, November 12, 2013.

Speaker, *Immigration and National Security*, Ave Maria Law School, Naples, FL, November 6, 2013.

Speaker, *Immigration and National Security*, Florida State University School of Law, Tallahassee, FL, November 5, 2013.

Speaker, *Immigration and National Security*, University of Kansas School of Law, Lawrence, KS, October 24, 2013.

Speaker, *Immigration and National Security*, Washburn School of Law, Topeka, KS, October 23, 2013.

Speaker, *Counseling Corporate Compliance in a Time of Legislative Change*, Federal Bar Association Workplace Enforcement and Immigration Symposium, Chicago, IL, October 22, 2013.

Speaker, *Immigration and Workforce Development in Alaska*, Fairbanks Industry Update Forum, Fairbanks, AK, October 18, 2013.

Speaker, *Exclusive Citizenship Doctrines*, Federal Bar Association Immigration Law Section, Rome, Italy, October 7, 2013.

Speaker, *The Republican Case for Immigration Reform*, Military Officers Association of America Dinner Social, Anchorage, AK, September 26, 2013.

Speaker, *Military Immigration Issues*, American Immigration Lawyers Association Monthly Business Meeting and CLE, Denver, CO, August 13, 2013.

Speaker, *The Republican Case for Immigration Reform*, Midnight Sun Republican Woman's Club Program, Anchorage, AK, July 30, 2013.

Speaker, *The Freedom of Information Act: Update*, Federalist Society for Law & Public Policy, Webinar & Podcast, July 15, 2013.

Discussion Leader, *Use of False Documents: How They Complicate A Case*, American Immigration Lawyers Association Annual Conference, San Francisco, CA, June 29, 2013.

Speaker, *FOIA Requests—The Search for Transparency*, American Immigration Lawyers Association Webinar, May 23, 2013.

Speaker, *Worksite Enforcement: Employer Verification Obligations*, 10th Annual Federal Bar Association Immigration Law Seminar, Memphis, TN, May 18, 2013.

Speaker, *The Republican Case for Immigration Reform*, Republican National Lawyers Association, Washington, DC, Apr. 26, 2013.

Speaker, *Compliance Strategies for General Counsels and Other Corporate Officers: Avoiding Fines, Headlines, Litigation, and Jail Time*, Worksite Enforcement Symposium, Stanford Law School, Palo Alto, CA, Apr. 19, 2013.

Speaker, *Restoring Discretion to the Immigration System*, Capitol Hill Briefing, Washington, DC, Mar. 26, 2013.

Speaker, *Tax Issues Relating to Immigrants and Citizens*, 2013 American Immigration Lawyers Association Washington Chapter Continuing Legal Education Annual Conference, Seattle, WA, Mar. 22, 2013.

Speaker, *The Republican Case for Immigration Reform*, Anchorage Republican Women's Club, Anchorage, AK, Mar 14, 2013.

Speaker, *First Steps on Immigration Reform? The Military Enlistment Opportunity Act of 2013*, Teleforum, Federalist Society, Washington, DC, Feb. 8, 2013.

Speaker, *Parole in Place for Military Families*, Webinar, Fort Carson, CO, Jan. 25, 2013.

Speaker, *Arizona v. United States: Immigration Policy & the Economy*, 2012 Federalist Society National Lawyers Convention, Washington, DC, Nov. 15, 2012.

Speaker, *Special Populations Within the Military*, Veterans Justice Symposium, New York Law School, New York, NY, November 14, 2012.

Speaker, *The Path to Citizenship for Military Family Members*, American Immigration Lawyers Association California Chapter Conference, San Diego, CA, Nov. 10, 2012.

Speaker, *Be All That You Can Be: Military Issues for the Immigration Lawyer*, American Immigration Lawyers Association Fall Joint Texas and Mid-South Chapter Conference, New Orleans, LA, Nov. 3, 2012.

Speaker, *Supporting Our Troops – How Interagency Coordination Helps Members of the Military and Their Families*, Office of the Citizenship and Immigration Services Ombudsman, Second Annual Conference, Washington, DC, Oct. 18, 2012.

Speaker, *Expedited Citizenship & Preserving Continuity of Residence*, American Immigration Lawyers Association Rome Chapter Fall Conference, London, England, United Kingdom, Oct. 5, 2012.

Speaker, *How Employers Can Use U.S. Immigration Laws to Their Advantage*, Alaska 2012: 74th Annual Northwest Human Resource Management Association Conference and Tradeshow, Anchorage, AK, Oct. 2, 2012.

Moderator, *Immigration, Race, & Incarceration in the United States*, American Bar Association Annual Meeting, Chicago, IL, Aug. 5, 2012.

Discussion Leader, *Subregulatory Guidance: How to Use It Wisely*, American Immigration Lawyers Association Annual Conference, Nashville, TN, June 14, 2012.

Speaker, *Citizenship in a Global Era*, Global Citizenship Conference, Federal Bar Ass'n, Rome, Italy, May 25, 2012.

Speaker, *Arizona versus the United States of America*, Federalist Society Teleforum, Apr. 27, 2012.

Speaker, *American Birthright Citizenship Rules and the Exclusion of Outsiders from the Political Community*, Boston College Citizenship Symposium, Dover, MA, Apr. 20, 2012.

Speaker, *Immigration 101 for Alaska Human Resource Managers*, Anchorage Society for Human Resource Managers, Anchorage, AK, Mar. 27, 2012.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Mar. 21, 2012.

Speaker. *Parole in Place for Military Families*, American Immigration Lawyers Association Webinar, Mar. 20, 2012.

Discussion Leader, *Tax and Expatriation Issues*, American Immigration Lawyers Association Northwest Continuing Legal Education Conference, Seattle, WA, Mar. 16, 2012.

Speaker, *E-Verify: Friend or Foe?* Skagit Community College, Skagit, WA, Mar. 15, 2012.

Speaker, *Is Military Justice to Justice As Military Music is to Music?* Saint Thomas University School of Law, Minneapolis, MN, Mar. 12, 2012.

Speaker, *Immigration Challenges Facing the Western States*, Federalist Society Western States Conference, Simi Valley, CA, Jan. 28, 2012.

Speaker, *Birthright Citizenship & the 14th Amendment: Facts, Consequences & Policy Considerations*, NAPABA Convention, Atlanta, GA, Nov. 18, 2011.

Speaker, *Breaching Borders Symposium*, Washburn University School of Law, Topeka, KS, Oct. 21, 2011.

Speaker, *Immigration Issues Related to Military Service*, American Immigration Lawyers Association Washington Chapter Meeting, Seattle, WA, Oct. 3, 2011.

Speaker, *The 9/11 Effect and Its Legacy on U.S. Immigration Laws*, Pennsylvania State University Law Campus, University Park, PA, Sept. 16, 2011.

Speaker, *Showcase Program: The Battle over Birthright Citizenship: History, International Perspectives, and the Path Ahead*, American Bar Association 2011 Annual Meeting, Toronto, Ontario, Canada, Aug. 4, 2011.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Apr. 6, 2011.

Speaker, *The Efficacy of Integrated Border Enforcement Teams (IBETs)*, Perimeter Security Conference, Seattle, WA, Jun. 20, 2011.

Speaker, *Military Issues for the Immigration Practitioner*, 2011 American Immigration Lawyers Association Annual Conference, San Diego, CA, Jun. 15, 2011.

Speaker, *Was It Legal to Kill Osama Bin Laden?* Public Interest Law Network Summer School, Wuhan University School of Law, Wuhan, China, Jun. 7, 2011.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Apr. 6, 2011.

Speaker, *True Claims to US Citizenship*, American Immigration Lawyers Association Webinar, Washington, DC, Mar. 29, 2011.

Speaker, *Immigration Issues for Human Resources Professionals*, Anchorage Society of Human Resources Managers, Anchorage, AK, Mar. 22, 2011.

Keynote Speaker, *The Constitution, the Fourteenth Amendment, and Birthright Citizenship: Modern Challenges to a Longstanding Rule*, Symposium on Immigration & Homeland Security Law, Northern Illinois University College of Law, DeKalb, IL, Mar. 3, 2011.

Speaker, *Birthright Citizenship: Origins, Constitutional Status, and the Current Debate*, 27th Annual Fordham Debate, S.J. Quinney College of Law, The University of Utah, Salt Lake City, UT, Jan. 31, 2011.

Speaker, *The US Supreme Court, Congress, and the Guantánamo Detainees*, Guantánamo and The Response: A Film Screening and Panel Discussion, Alaska Bar Association, Anchorage, AK, Dec. 14, 2010.

Panelist, *Immigration, the Arizona Statute, and E Pluribus Unum*, Federalist Society 2010 National Lawyers Convention, Washington, DC, Nov. 18, 2010.

Speaker, *National Security, Immigration, & the Rule of Law*, American Bar Association Section of International Law 2010 Fall Meeting, Paris, France, Nov. 4, 2010.

Speaker, *Birthright Citizenship & the Battle Over Illegal Immigration*, Cato Institute Capitol Hill Briefing, Washington, DC, Oct. 25, 2010.

Speaker, *Immigration, Citizenship, & Security: The Current Debate*, Hamilton College, Hamilton, NY, Oct. 21, 2010.

Speaker, *The Constitution & Citizenship: Modern Day Challenges to the Founders' Ideals*, Constitution Day Polaris Lecture, University of Alaska Anchorage, Anchorage, AK, Sept. 17, 2010.

Speaker, *Military-Related Immigration Issues*, 2010 Joint Services Immigration & Naturalization Symposium, Naval Legal Service Office Mid-Atlantic, Norfolk, VA, Aug. 27, 2010.

Discussion Leader & Speaker, *Advanced Issues in Citizenship & Naturalization*, American Immigration Lawyers Association Annual Conference, National Harbor, MD, July 3, 2010.

Speaker, *Military Spouses, Widows, and Substitute Sponsors*, American Immigration Lawyers Association Midwest Regional Conference, Chicago, IL, Apr. 9, 2010.

Speaker, *Military Accessions Vital to the National Interest*, USCIS District 23 Military Summit, Los Angeles, CA, Mar. 23, 2010.

Speaker, *The American Immigration Lawyers Association Military Assistance Program*, American Immigration Lawyers Association San Diego Chapter, San Diego, CA, Jan. 19, 2010.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Dec. 3, 2009.

Speaker, *From F-1 or J-1 Directly to U.S. Citizenship: The U.S. Army's MAVNI Pilot Program*, 2009 NAFSA Region VIII Conference, Washington, DC, Nov. 14, 2009.

Speaker, *Immigration Reform: What's At Stake for the Northern Border*, Border Policy Research Institute, Western Washington University, Bellingham, WA, Nov. 12, 2009.

Speaker, *Immigration Issues in the Workplace*, Fundamentals of Employment Law in Alaska Continuing Legal Education Conference, Anchorage, AK, Oct. 29, 2009.

Speaker, *Advanced Issues in Naturalization & Citizenship*, University of Texas 33rd Annual Conference on Immigration & Nationality Law, San Antonio, TX, Oct. 22, 2009.

Speaker, *Immigrants and the Military*, National Immigration Project of the National Lawyers Guild, August, 2009.

Presenter, *Military-Related Immigration Issues*, Naval Legal Services Office Northwest, Whidbey Island, WA, June 16, 2009.

Discussion Leader & Speaker, *Non-Citizens and the US Military*, American Immigration Lawyers Association Annual Conference on Immigration Law, Las Vegas, NV, June 5, 2009.

Speaker, *National Security Aspects of Immigration Law*, 17th National Security Law Institute, Center for National Security Law, University of Virginia, Charlottesville, VA, June 3, 2009.

Panelist, *Policies & Attitudes Towards Immigrant Civic & Political Participation, & Dual Citizenship*, In *The European Union & North America*, Migration Policy Institute, Washington, DC, May 15, 2009.

Panelist, *Citizenship & Naturalization: Proving Citizenship, Medical Waivers for Naturalization & the U.S. Army's New MAVNI Program*, AILA Upper Midwest Conference, Minneapolis, MN, Apr. 30, 2009.

Speaker, *Actions That Affect Applications for U.S. Citizenship*, ABA Teleconference, Mar. 25, 2009.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Jan. 28, 2009.

Panelist, *Burdens of Proof, Production, & Persuasion in Immigration Court: Getting the Differences Down & Creating The Record to Win for Judicial Review & Mock Cross-Examination: Taking It to the Mat*, AILA Fall Topics CLE Conference: Moving Beyond the Basics, New Orleans, LA, Dec. 11, 2008.

Speaker, *Immigration Issues Related to Military Service*, New York Immigration Coalition, New York, NY, Dec. 1, 2008.

Speaker, *Toward a More Perfect Union: The Second Founding and Reconstruction Amendments*, American Constitution Society for Law and Policy, Washington, DC, November 21, 2008.

Discussion Leader, *Freedom of Information Act Update*, American Immigration Lawyers Association Teleconference, September 4, 2008.

Discussion Leader, *Advanced Issues in Naturalization*, American Immigration Lawyers Association Annual Conference, Vancouver, BC, Canada, June 27, 2008.

Panelist, *Liberty v. Security: A Critical Balance*, Columbia College, New York, NY, May 31, 2008.

Panelist, *Nationality, Political Membership, Citizenship, and Immigration Policy*, 5th Annual Immigration Law & Policy Conference, Georgetown University Law Center, May 20, 2008.

Speaker, *The Intersection of Immigration and National Security*, McCormick Tribune Conference Series, Wheaton, IL, April 28, 2008.

Speaker, *US Immigration Policy in a Climate of Fear*, University of Cincinnati, Cincinnati, OH, April 15, 2008.

Moderator, *The Other Detainees: Immigration Detainees in the United States*, American Bar Association Section of International Law, Spring Meeting, New York, NY, April 4, 2008.

Speaker, *Immigration, Border Security, & the Rule of Law*, University of Kansas Law School, Lawrence, KS, March 27, 2008.

Panelist, *Emerging Issues: The National Security Constitution: New Threats, New Rules?* St. John's University School of Law, Queens, NY, February 29, 2008.

Speaker, *Human Rights & the "War on Terror"—Does TV Persuade Us That Torture's Okay?* World Affairs Council of Northern California, University of California at Berkeley, Berkeley, CA, February 28, 2008.

Speaker, *Immigration & National Security*, Industrial College of the Armed Forces, Washington, DC, February 6, 2008.

Panelist, *Boumediene, the Military Commissions Act, & Habeas Corpus*, New York State Bar Association Annual Meeting, New York, NY, January 31, 2008.

Speaker, *Beyond Guantanamo: Administering Justice and Protecting National Security*, New York City Bar Association Symposium, New York City, NY, December 13, 2007.

Speaker, *Removal Defense Crash Course*, American Immigration Lawyers Association 2007 Worksite Enforcement Conference, Scottsdale, AZ, December 1, 2007.

Speaker, *Defining "American:" Birthright Citizenship & the Fourteenth Amendment*, 19th Annual National Asian Pacific American Bar Association Convention, Las Vegas, NV, November 17, 2007.

Speaker, *Immigrants & The Military*, American Immigration Lawyers Association Mid-South Fall Chapter Conference, Louisville, KY, November 2, 2007.

Speaker, *When the Administrative Winds Go Against You: Litigating the Business Immigration Case*, American Immigration Lawyers Association Alaskan Cruise Conference, August 11, 2007.

Speaker, *Immigration Program: Should They Stay or Should They Go?* Women's Bar Association of the State of New York Convention, Rio Grande, PR, June 2, 2007.

Speaker, *Birthright Citizenship & the Fourteenth Amendment*, American Bar Association Section of Administrative Law & Regulatory Practice Spring Meeting, Austin, TX, May 18, 2007.

Moderator, *Trusted Travelers or Terrorists? A Comparative Perspective on Global Travel Security Programs*, American Bar Association Section of International Law, Spring Meeting, Washington, DC, May 2, 2007.

Panelist and Keynote Speaker, *Immigration and National Security*, Immigration Advocacy Training, Stanford University, Stanford Law School, Palo Alto, CA, February 24, 2007.

Panelist, *Immigration & National Security*, Denver University Law Review Symposium, University of Denver Sturm College of Law, Denver, CO, February 16, 2007.

Speaker, *Birthright Citizenship: International Trends & Policies*, American Bar Association Midyear Meeting, Los Angeles, CA, February 7, 2007.

Speaker, *Cross-Border Legislation: Consequences for Trade & Travel*, Bellingham Chamber of Commerce, Bellingham, WA, October 26, 2006.

Panelist, *Should They Stay Or Should They Go?* Pace Law School Center for Continuing Legal Education, White Plains, NY, October 24, 2006.

Speaker, *Immigration Reform Debate*, Hartford Chapter of the Federalist Society for Law & Public Policy, Hartford, CT, October 18, 2006.

Speaker, *Fortress America—Is It Possible, & At What Price?* American Immigration Lawyers Association Fall Conference, New York, NY, September 14, 2006.

Speaker, *Birthright Citizenship: A Debate*, Federalist Society Houston Lawyers Chapter, Houston, TX, August 30, 2006.

Speaker, *Beyond the Politics of Fear: The Real Effects of Immigration on Wages, Employment, & National Security*, American Immigration Lawyers Association Annual Conference, San Antonio, TX, June 24, 2006.

Speaker, *US Immigration Policy & Reform*, Keynote Address, 2006 Faculty Workshop, Shenandoah University, Winchester, VA, May 17, 2006.

Speaker, *Turning Our Backs?: Rethinking Our Treatment of Illegal Immigrants*, Americans for Informed Democracy, Bowdoin College, Brunswick, ME, May 8, 2006.

Speaker, *Employment Issues & the Military: Returning Veterans, Reserve Duty, Private Employment Abroad, and More . . .*, National Employment Lawyers Association Spring Conference 2006, Yale Club of New York City, May 5, 2006.

Speaker, *In the War Zone: Does Gender Matter?* Harvard Club of New York City, New York, NY, April 26, 2006.

Moderator, *Comprehensive Immigration Reform: Evaluating the Options*, American Bar Association Teleconference, March 30, 2006.

Speaker, *Migrants, Minorities, and the National Security State: Crimefighting or War on Terror?* Citizenship & Security Program, Berlin, Germany, March 23, 2006.

Speaker, *Border Security: Immigration, Smuggling, & Trafficking*, NSA Homeland Security Course, US Foreign Policy Institute, Linthicum, MD, January 23, 2006.

Speaker, *Does President Bush's Guest Worker Proposal Threaten National Security? A View From The Capitol Hill Trenches*, Harvard Club of Alaska, Anchorage, AK, January 3, 2006.

Speaker, Senate Briefing, *National Security & Comprehensive Immigration Reform*, Capitol Building, Washington, DC, December 7, 2005.

Speaker, *Detainees in the War on Terrorism & the Abu Ghraib Incident*, Fordham Law School, New York, NY, November 29, 2005.

Speaker, *Immigration Law Issues for Military Members & Their Families*, New York Immigration Coalition, New York, NY, November 17, 2005.

Speaker, *Debate on the USA PATRIOT Act*, Pace Law School, White Plains, NY, September 28, 2005.

Speaker, *Judicial Review & the Border Fence*, New York Law School, New York, NY, September 26, 2005.

Speaker, *Debate: Janis Karpinski—Victim or Violator of the Rule of Law?*, Thomas Jefferson Law School, San Diego, CA, September 7, 2005.

Commentator, *Secure Borders, Open Doors: Visa Procedures in the Post-September 11 Era*, Migration Policy Institute, Washington, DC, August 18, 2005.

Speaker, *Immigration: The Media, Message, & Messenger*, American Immigration Lawyers Association, Salt Lake City, UT, June 25, 2005.

Speaker, *Teaching About Law and Terrorism at the United States Military Academy: Program and Curriculum Design and Workers, Aliens, or Immigrants? The History and Future of Global Temporary Workers*, Law & Society Annual Meeting, Las Vegas, NV, June 2-5, 2005.

Speaker, *National Security & Immigrant Rights*, Catholic Legal Immigration Network, Inc. (“CLINIC”) Annual Convening, Portland, OR, May 14, 2005.

Speaker, *The Role of Borders in Enhancing Security*, Border Policy Research Institute, Western Washington University, Bellingham, WA, April 26, 2005.

Moderator, *Law of War & the Global War on Terrorism*, Second Annual Law & Terrorism Conference, West Point, NY, April 15, 2005.

Speaker, *National Security vs. Individual Liberties: The USA PATRIOT Act*, Albany Law School, Albany, NY, April 7, 2005.

Speaker, *National Security & President Bush’s Guestworker Proposal*, Thomas Jefferson School of Law, San Diego, CA, April 1, 2005.

Speaker, *When Your Client Fights for Uncle Sam: Foreign Citizen Soldiers & Expedited Citizenship*, United States Army Regional Defense Counsel Continuing Legal Education Conference, Cambridge, NY, March 4, 2005.

Speaker, *National Security & Drivers' Licenses*, Congressional briefing, Capitol Building, Washington, DC, January 27, 2005.

Moderator, *Immigration Law for Matrimonial & Family Law Attorneys*, Association of the Bar of the City of New York, New York, NY, January 25, 2005.

Speaker, *Guestworker Programs: Proposals and Perspectives*, Association of American Law Schools Annual Meeting, San Francisco, CA, January 5, 2005.

Discussion Leader, *Consular Processing—Overcoming Obstacles at the Consulates*, 7th Annual New York Chapter Symposium, American Immigration Lawyers Association, New York, NY, December 3, 2004.

Speaker, *The Emergence of a New Civil Rights Agenda*, Federalist Society National Lawyers Convention, Washington, DC, November 13, 2004.

Speaker, *Security & Liberty*, 9/11 Security and Liberty Fellowships Conference, USC Annenberg Institute for Justice & Journalism, Los Angeles, CA, November 9, 2004.

Speaker, *Immigration & National Security: Post 9/11 Challenges for the United States*, International Security and Strategic Studies conference, Washington, DC, October 29, 2004.

Speaker, *Getting Smart About Information: Checks Used By Consular Posts and Ports of Entry*, 2004 Fall Conference, American Immigration Lawyers Association, Chicago, IL, October 15, 2004.

Speaker, *Noncitizens & the US Military*, Harvard Immigration & Refugee Clinic 20th Anniversary Roundtable, Harvard Law School, October 17, 2004, Cambridge, MA.

Speaker, *"The Hot Seat:" Immigration & Security, From the Consulates to Our Ports-of-Entry and Beyond*, American Immigration Lawyers Association Annual Conference, Philadelphia, PA, June 12, 2004.

Speaker, *Immigration & National Security*, Law & Terrorism Conference, Department of Law, US Military Academy, West Point, NY, April 2004.

Speaker, *Just War Theory & Preemption Doctrine*, LLM Conference, Cornell Law School, Ithaca, NY, April 2004.

Speaker, *Security Databases & Clearance Issues*, American Immigration Lawyers Association Conference on Travel for Work and Business: Visa Application, Admission, Reentry with Post-9/11 Security Clearances, Deer Valley, Park City, Utah, February 10, 2004.

Speaker, *Smart Borders: Developing Secure & Sensible Immigration Policies*, Capitol Building, Washington, DC, December 15, 2003.

Speaker, *Immigration & National Security*, New York Appellate Judges Conference, West Point, NY, October 24, 2003.

Speaker, *Universal Jurisdiction as a Threat to US National Security*, Northwestern University School of Law, Chicago, IL, October 13, 2003.

Speaker, *Becoming an Immigration Lawyer*, Celebration 50, Harvard Law School, Cambridge, MA, May 2003.

Speaker, *Structural Security*, Harvard Club of Alaska, Anchorage, AK, January 2003.

Speaker, *Legal Approaches to State-Sponsored Terrorism*, Institute for Humanitarian Law, San Remo, Italy, October 2002.

Moderator, *Evaluating the Rights of Non-Citizens Post 9/11: A View From the Trenches*, New York City Bar Association, New York, NY, Sept. 18, 2002.

Speaker, *Federal Courts & Torts for the Immigration Lawyer*, Association of the Bar of the City of New York, February 18, 2002.

Moderator, *Homeland Security 101*, American Immigration Lawyers Association Conference on Entry Issues, Detroit, MI, April 2002.

Speaker, *Military Tribunals & Military Justice*, Harvard Club, Anchorage, AK, January 2002.

Speaker, *Asylum Law: Mock Trial*, American Immigration Lawyers Association Annual Conference, Boston, MA, June 2001.

Speaker, *Immigration Issues for Criminal Defense Attorneys*, Alaska Association of Trial Lawyers, Girdwood, AK, April 2001.

Moderator, *Immigration in a High-Tech Age*, Federalist Society National Lawyers Convention, Washington, DC, November 2000.

Moderator & Speaker, *Habeas Corpus & Coram Nobis*, American Immigration Lawyers Association Annual Conference, Chicago, IL, June 2000.

Speaker, *Immigrant & Non-immigrant Waivers*, Northwest Regional Immigration Seminar, Seattle, WA, February 2000.

Speaker, *Habeas Corpus & Mandamus Remedies*, American Immigration Lawyers Litigation Conference, Miami, FL, October 1999.

Speaker, *Getting Attorneys Fees from the Government*, American Immigration Lawyers Association Annual Conference, Seattle, WA, June 1999.

Moderator & Speaker, *Representing Immigrants Affected By the Nicaraguan & Central American Relief Act*, Alaska Bar Association, March 1999.

Speaker, *Citizenship: N600s & Passport Applications*, Northwest Regional Immigration Seminar, Portland, OR, February 1999.

Speaker, *Citizenship/Naturalization/Maintaining Permanent Residence*, Northwest Regional Immigration Seminar, Seattle, WA, February 1998.

**Selected
Publications**

Speaker, *Immigrant Visa Issues*, Northwest Regional Immigration Seminar, Seattle, WA, February 1997.

Speaker, *Recent & Radical Immigration Law Changes: What Every Criminal and Family Law Lawyer Needs To Know*, Alaska Bar Association, October 1996.

Speaker, *Great Decisions 1995: Immigration, An End to Open Doors?* Alaska World Affairs Council, Anchorage, AK, Mar. 3, 1995.

What Every Lawyer Needs to Know about Non-Citizens & the United States Military, in *What Every Lawyer Needs to Know About Immigration Law*, American Bar Association, Section of Administrative Law & Regulatory Practice (2014) (book chapter).

Left Behind: Iraqis and Afghans Caught in a Sea of SIV Red Tape, Co-Author with Dan Berger, Mollie McGurk, Rose Olson, & Hannah Oldenburg, *Inside Immigration*, Volume 5, Issue 6, June 2014, American Immigration Lawyers Association.

MAVNI (Military Accessions Vital to the National Interest), Immigration Practice Pointers Tips for Handling Complex Cases, American Immigration Lawyers Association, June, 2014.

Military Naturalization Under INA §§328, 329, and 329A, AILA's Guide to U.S. Citizenship & Naturalization Law, American Immigration Lawyers Association, 2014, at 153-182 (book chapter).

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Senate Judiciary Committee, Subcommittee on Immigration, Refugees, and Border Security, *The Development, Relief, and Education for Alien Minors (DREAM) Act*, Jun. 28, 2011, Washington, DC.

House Judiciary Committee, Subcommittee on Immigration, Citizenship, Refugees, Border Security, and International Law, *Immigration Needs of America's Fighting Men and Women*, May 20, 2008, Washington, DC.

Senate Armed Services Committee, *The Contributions of Immigrants to the Military*, July 10, 2006, Miami, FL.

House Committee on International Relations, Subcommittee on Oversight & Investigations; *Visa Overstays: Can We Bar the Terrorist Door?*, May 11, 2006, Washington, DC.

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Senate Judiciary Committee, Subcommittees on Immigration, Border Security & Citizenship and Terrorism, Technology & Homeland Security; *The Need for Comprehensive Immigration Reform: Strengthening Our National Security*, May 17, 2005, Washington, DC.

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Maryland Governor's Task Force on Drivers' License Issues, March 29, 2004, Annapolis, MD.

Bar & Professional Memberships

Alaska Bar Association
U.S. District Court for the District of Alaska
Ninth Circuit Court of Appeals
American Bar Association
American Immigration Lawyers Association
Association of the Bar of the City of New York
Federalist Society for Law & Public Policy
Republican National Lawyers Association
Association of the United States Army
Reserve Officers Association

Additional professional & academic activities

Phi Kappa Phi.
Master Teacher, United States Military Academy Master Teacher Program.
Personnel & Readiness Task Force, Office of the Undersecretary of Defense, Personnel & Readiness (April 2010).
President, Harvard Club of Alaska, 2009-2012.
Fellow, American Bar Foundation, 2005-present. Co-Chair of Alaska Fellows of the American Bar Foundation, 2011-present.
Member, Council on Foreign Relations Immigration Policy Task Force, 2008-2011.
American Bar Association Commission on Immigration, 2008-2012.
Editorial Board, Bender's Immigration Bulletin, 2007-present.
Chair, International Security Affairs Committee, The Association of the Bar of the City of New York, 2006-2010.
Chair, Border Security Advocacy Committee, American Immigration Lawyers Association, 2005-2006.
Co-Chair, Immigration Litigation Committee, Section of Litigation, American Bar Association, 2005-2008.
Co-Chair, Joint Subcommittee on International Refugee Law of the Immigration & Naturalization Committee & the International Human Rights Committee of the Section of International Law, American Bar Association, 2006-2007.
Co-Chair and Vice-Chair, Immigration & Naturalization Committee, Section of International Law, American Bar Association, 2004-2008.
Member, Alaska Rules of Professional Conduct Committee, Alaska Bar Association, 1998-2001.
President, Alaska Chapter of the Federalist Society for Law & Public Policy, 1993-2001.

International Law & Security Section, Federalist Society, 1999-present.
President, Young Lawyers Section, Anchorage Bar Association, 1994-95.
Founding Chairperson, Immigration Law Section, Alaska Bar Association.

**Awards &
Recognition**

Military Awards include the Legion of Merit, Joint Service Commendation Medal, Meritorious Service Medal, Army Commendation Medal, and the Military Outstanding Volunteer Service Medal, among others.

2008 Michael Maggio Pro Bono Award, American Immigration Lawyers Association.

2005 Advocacy Award, American Immigration Lawyers Association.

Alaska Super Lawyer, 2007, 2009, 2013, 2014

MacArthur Foundation Fellow, 2013

Immigration Law Professor of the Year 2013

Alaska Bar Association International Law Section's Human Rights Award 2014

From: Parnell, Governor (GOV sponsored)
Sent: Sunday, September 14, 2014 7:24 AM
To: Sims, Cynthia M (GOV)
Cc: Nizich, Michael A (GOV)
Subject: TAG recruitment

DP/EP/AC

From: Sims, Cynthia M (GOV)
Sent: Sunday, September 14, 2014 9:17 AM
To: Parnell, Governor (GOV sponsored)
Cc: Nizich, Michael A (GOV)
Subject: Re: TAG recruitment

DP/EP/AC

Sent from Cindy's iPhone

On Sep 14, 2014, at 7:24 AM, "Parnell, Governor (GOV sponsored)" <*BOI*> wrote:

DP/EP/AC

From: Leighow, Sharon W (GOV)
Sent: Wednesday, September 24, 2014 11:38 AM
To: Parnell, Governor (GOV sponsored)
Cc: Brakes, Heather K (GOV); Nizich, Michael A (GOV); Sims, Cynthia M (GOV)
Subject: for your review/approval - for today
Attachments: DP/EP

Sharon Leighow
Press Secretary
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