

UNITED STATES DEPARTMENT OF DEFENSE

+ + + + +

DEFENSE ADVISORY COMMITTEE ON INVESTIGATION,
PROSECUTION, AND DEFENSE OF SEXUAL ASSAULT IN
THE ARMED FORCES (DAC-IPAD)

+ + + + +

PUBLIC MEETING

+ + + + +

FRIDAY,
OCTOBER 20, 2017

+ + + + +

The Advisory Committee met in Suite
1432, One Liberty Center, 875 North Randolph
Street, Arlington, Virginia, at 8:47 a.m., Martha
Bashford, Chair, presiding.

PRESENT:

Martha Bashford, Chair
Marcia M. Anderson
Leo I. Brisbois
Kathleen Cannon
Meg Garvin
Paul W. Grimm
Keith Harrison
A.J. Kramer
Jennifer Gentile Long
James Markey
Jennifer Markowitz
Rodney J. McKinley
James Schwenk
Cassia C. Spohn
Meghan Tokash

Reggie Walton

STAFF:

Captain Tammy P. Tideswell, JAGC, U.S. Navy -
Staff Director

Dwight Sullivan - Designated Federal Official

Major Israel King - Alternate Designated Federal
Official

Colonel Steven Weir - Deputy Staff Director

C O N T E N T S

| | Page |
|--|-------|
| Call to Order, Welcome, and Introduction | |
| Dwight Sullivan. | 5 |
| Designated Federal Official | |
| Martha Bashford. | .6, 8 |
| Chair | |
| Introduction of Military Service | 7 |
| Representatives Assisting the Committee | |
| Company/Squadron or Service Equivalent-Level Commander and Senior Enlisted Advisor Perspectives on Sexual Assault Military Justice Training and Sexual Assault Response Training | |
| Lieutenant Colonel Erin Miller | 9 |
| Commander Chad Livingston. | .24 |
| Lieutenant Colonel Jennifer Nash | .31 |
| Sergeant Major Stennent Rey. | .39 |
| Major Christopher Seamans. | .42 |
| Senior Master Sergeant Terry Zannella | .49 |
| Commander Jonathan Carter. | .59 |
| Questions and Comments | .73 |
| Special Court-Martial Convening Authority Perspectives on Sexual Assault Military Justice Training | |
| Captain Brett Millican | 161 |
| Master Chief Jeff Waters | 165 |

Colonel Ty Neuman. 168

Colonel Kevin Stewart. 177

Captain John Bushey. 181

Colonel Erik Gilbert 187

Questions by the Committee
 Moderated by Chair Martha Bashford 195

Committee Update from DAC-IPAD Case
Review Working Committee
 Colonel James Schwenk. 291

1 P-R-O-C-E-E-D-I-N-G-S

2 8:47 a.m.

3 MR. SULLIVAN: Good morning. I'm
4 Dwight Sullivan, the Designated Federal Officer
5 for the Defense Advisory Committee on
6 Investigation, Prosecution, and Defense of Sexual
7 Assault in the Armed Forces. This meeting of the
8 Committee is now open.

9 If any member of the audience would
10 like to comment on an issue before the Committee,
11 please see Captain Tammy Tideswell, the Staff
12 Director of the Committee, who is seated to my
13 right. And Captain Tideswell will collect all
14 requests for public comments.

15 Public comments will be heard at the
16 end of the meeting and at the discretion of the
17 Chair. It would be inappropriate for a member of
18 the public gathering to make a comment at any
19 other time. However, written public comments may
20 always be submitted to the Committee for
21 consideration.

22 Ms. Bashford, the Chair is yours.

1 CHAIR BASHFORD: Well, thank you, Mr.
2 Sullivan.

3 Good morning to everyone.

4 I would like to welcome members,
5 participants, everyone in attendance, to the
6 continuation of the fourth meeting of the Defense
7 Advisory Committee on Investigation, Prosecution,
8 and Defense of Sexual Assault in the Armed
9 Forces, or DAC-IPAD.

10 The Secretary of Defense appointed 16
11 members to the Committee, and all of whom are
12 here participating today. The DAC-IPAD was
13 created by the Secretary of Defense in accordance
14 with the National Defense Authorization Act for
15 Fiscal Year 2015 as amended. Our mandate is to
16 advise the Secretary of Defense on the
17 investigation, prosecution, and defense of
18 allegations of sexual assault and other sexual
19 misconduct involving members of the Armed Forces.

20 Please note that today's meeting is
21 being transcribed. The complete written
22 transcript will be posted on the DAC-IPAD

1 website. The written materials provided to the
2 Committee members in preparation for the meeting
3 are also available on the DAC-IPAD website.

4 Before we get started, I would like to
5 recognize and introduce our military service
6 representatives who will assist the Committee
7 with any policy questions that might arise during
8 our discussions.

9 Could you please stand and identify
10 yourselves for the benefit of our Committee and
11 members of the public? Thank you.

12 LT. COLONEL VERGONA: Yes, ma'am. I'm
13 Lieutenant Colonel Mary Catherine Vergona. I'm
14 the Army's Service Representative.

15 MR. MARTINSON: I'M Jim Martinson,
16 representing the Navy.

17 MAJOR SHEW: Good morning. Major
18 Wayne Shew, and I'm the Marine Corps
19 Representative.

20 MR. McCLEARY: Good morning. I'm
21 Steve McCleary. I'm the Coast Guard
22 Representative.

1 CAPT. AHLERS: Captain Joe Ahlers,
2 United States Air Force.

3 CHAIR BASHFORD: Thank you very much.

4 So, this is day two of our two-day
5 public meeting. Yesterday we focused on the
6 military's sexual-assault-related expedited
7 transfer policy and heard individual perspectives
8 from Service Special Victims' Counsel and
9 Victims' Legal Counsel, as well as the testimony
10 of a sexual assault survivor.

11 The subject of today's meeting is the
12 legal and sexual assault response training
13 received by commanders. We will hear from two
14 panels of military commanders. The first is
15 composed of officers in the O5 rank from each
16 Service and their senior enlisted advisors. And
17 the second panel will include commanders in the
18 O6 rank who serve as special or general court
19 martial convening authorities.

20 For the last session, the Committee
21 will receive an update from the DAC-IPAD Case
22 Review Working Group on its initial review of

1 individual sexual assault cases.

2 Each public meeting of the DAC-IPAD
3 includes a period of time for public comment. We
4 have received no requests so far.

5 I want to thank the panel very much
6 for joining us today. We're ready to begin the
7 meeting.

8 I would like you to introduce
9 yourselves, tell us what you do before you begin
10 your remarks.

11 And for those of us from the civilian
12 world, please try, and try really, really hard,
13 to limit your use of acronyms wherever possible.

14 (Laughter.)

15 CHAIR BASHFORD: Thank you, and we
16 really look forward to hearing from you. You are
17 the masters of your universe in which way you
18 want to go.

19 LT. COLONEL MILLER: So, I'll go ahead
20 and start.

21 CHAIR BASHFORD: Thank you.

22 LT. COLONEL MILLER: Good morning.

1 I'm Lieutenant Colonel Erin Miller, and I'm
2 currently serving as the Assistant Chief of
3 Staff, G4, Chief of Sustainment for the 101st
4 Airborne Division Air Assault at Fort Campbell,
5 Kentucky.

6 I would first like to thank you for
7 the opportunity to address the panel today with
8 regard to my experiences while serving as a
9 battalion commander. These views are my personal
10 views and should not be attributed or viewed as
11 an official position of the United States Army.

12 Between 1 July 2015 and 2 August 2017,
13 I served as a battalion commander for the 626
14 Brigade Support Battalion, 3rd Brigade Combat
15 Team, 101st Airborne Division, again at Fort
16 Campbell, Kentucky. The battalion is comprised
17 of 10 companies, totaling about 850 soldiers.
18 Six of these companies had the mission to support
19 and were integrated into the Combat Armed Forces
20 in maneuver units in the Brigade Combat Team.

21 Additionally, I was given the
22 opportunity to serve as the battalion commander

1 for administrative and UCMJ purposes for the
2 Headquarters and Headquarters Company of that
3 Brigade Combat Team, which added about an
4 additional 150 soldiers under my command.

5 My role expanded, as in the second
6 year of my command the Brigade Combat Team
7 deployed for nine months and I assumed
8 responsibility for about 1800 soldiers, the 10
9 companies, the additional company, and then, five
10 rear detachments from across the BCT, the Brigade
11 Combat Team. Sorry for that.

12 (Laughter.)

13 LT. COLONEL MILLER: So, about 1,800
14 soldiers. Of course, that large number of
15 soldiers and the large number of units provided
16 me a very large breadth of experience for both
17 UCMJ, those offenses related to Article 120 and
18 those not. These offenses for the 120 ranged
19 anywhere from indecent exposure, indecent acts
20 involving a child, abusive and wrongful sexual
21 contact, and aggravated sexual assault and rape.

22 So, to be able to deal with that, of

1 course, it was helpful to have some legal
2 training. My legal training started prior to
3 commission at West Point. I took a semester long
4 Constitutional Military Law Course and, then, I
5 received follow-on instruction in basic course
6 and, then, our Captain's Career Course. And
7 then, at our company commander and first sergeant
8 preparation course and, then, at both the Army --
9 and Army has a general and, then, each branch
10 specifically has a pre-command course prior to
11 going into a battalion-sized command.

12 That also was where I received
13 training related to sexual assault legal actions
14 in terms of how to deal with a sexual assault
15 that was reported inside of my formation and,
16 then, how to handle expedited transfers and
17 things of that nature. So, those were the two
18 key places prior to taking command where I
19 received those.

20 And then, in every unit that I've
21 served with there's always an annual requirement
22 to focus on both administrative law, UCMJ, as

1 well as law-of-land warfare. But, really, I
2 would tell you in command the biggest thing that
3 I had for me was my trial counsel and the
4 relationship that I had formed with both my trial
5 counsel and my bridge judge advocate. I could
6 tell you that they were on speed dial. They had
7 my work phone number, my cell phone number, as I
8 had theirs as well, to be able to talk to them at
9 any given time.

10 And I would tell you that they were
11 probably the biggest influence I had in terms of
12 making decisions when it related to any of the
13 soldiers in my formation that were either victims
14 or accused in any of the sexual assault cases.
15 And I would say that, primarily, my involvement
16 in any one of the cases would be recommendations
17 to the summary court martial convening authority
18 for 120 which was my 06-level commander, my
19 brigade commander, but many times myself and the
20 trial counsel worked the sexual assault crimes
21 that occurred off-post, trying to get information
22 and make sure that we handled those cases to

1 ensure that the accused, if they were inside of
2 our formation, was being dealt with, so that we
3 could weed that individual out of the Service,
4 whether that be through administrative process
5 after a civilian conviction or if it was to help
6 gain the ability to get the jurisdiction within
7 the military side of the house.

8 Many times the local law enforcement
9 is not equipped to deal with some of the sexual
10 assault cases that we have that occur off the
11 installation. Additionally, my role as the
12 commander also involved dealing with the trial
13 counsel in terms of us trying to get status on
14 the investigations that were occurring on the
15 installation, mostly so that we could provide
16 feedback to our soldiers that were victims. And
17 I would tell you, from my experience, CID, who is
18 the primary -- Criminal Investigation Division --
19 is really the one entity on our installation that
20 is handling those crimes. And I would tell you
21 that there are two investigators on Fort
22 Campbell, and that is not enough. They're

1 woefully underresourced to be able to in a timely
2 manner be able to handle those investigations.

3 So, kind of moving to the other side
4 of the house, which would be our Victim Advocates
5 and our SHARP reps, that was probably the other
6 person that was on speed dial. My Victim
7 Advocate spent at least an hour or more with me
8 once a week having conversations about
9 atmosphere, what was going on in the unit, what
10 was going on in the barracks, and then, really
11 talking about the status of the victims inside
12 the formation, to understand where they were in
13 their process of healing or dealing with what had
14 occurred; and then, talking to the Victim
15 Advocate in reference to how we were going to
16 facilitate an expedited transfer, if that was the
17 wish and desire of the victim, and how we could
18 make the victim feel safe in the environment that
19 they were in until that transfer occurred or, if
20 the soldier did not want to transfer, how we made
21 that soldier -- how we were going to move forward
22 making that soldier feel safe in the environment

1 that they were in.

2 So, the Victim Advocate was probably
3 the other technical expert that I had at my
4 disposal to help make decisions about how we were
5 going to move forward, if we had a victim or an
6 accused, and in some cases, a victim and an
7 accused in the same formation. And that happened
8 at least twice while I was in command, both times
9 handled a little bit differently.

10 One, the soldier -- they worked in two
11 different locations. So, the victim felt safe
12 that she wasn't going to see this person every
13 day.

14 And then, the second, they worked in
15 the same section. And so, we were able to
16 administratively move the offender to a different
17 company to do the same function and job. So,
18 just a little bit different way to approach it,
19 but under the advisement of the Victim Advocate
20 and of the trial counsel, we were able to
21 facilitate both without impacting what
22 potentially was going to be the prosecution of

1 the accused and the safety of the victim.

2 And I would tell you, I had quite a
3 few victims or folks that reported sexual
4 assaults in my formation, but a lot of that had
5 to do with the training and the trust that they
6 had in their chain of command. The training that
7 we give our soldiers, we did a monthly training.
8 So, at least a minimum of one hour a month for
9 training. And we did almost like a council with
10 our Victim Advocates to focus training to ensure
11 that we were meeting the requirements and we were
12 also meeting the needs of how do we approach and
13 prevent sexual assault inside of our formation
14 and inside of our barracks.

15 The two things that we found most
16 successful were reporting procedures, so that
17 soldiers understood the reporting procedures
18 between restricted and unrestricted reports, and
19 made sure that they understood the services that
20 were available either way they were to report.

21 The other thing that we focused on was
22 bystander training, so that we could help fellow

1 soldiers prevent sexual assault if they saw
2 something where there may be drinking involved;
3 there may be a situation where they see a soldier
4 who is vulnerable that is being taken advantage
5 of, and they would step in and take over.

6 We found that the bystander training
7 was most effective because it is also the most
8 engaging and provides the most feedback from the
9 soldiers and involvement in the training from the
10 soldiers. And I would say that today's soldiers
11 that we see, I think that the bystander training
12 is incredibly important because some of them are
13 coming from the environment where they are very
14 focused on their phones. And so, anything that
15 goes on around outside of that device they have
16 in front of them doesn't matter and they don't
17 really care to know, and they don't necessarily
18 think it's their responsibility to stop something
19 that shouldn't be happening outside of their
20 little world of that phone. So, we found that to
21 be the most effective.

22 The other thing was making sure that

1 leadership was present at training. I visited
2 each one of my companies during training. During
3 that time I also -- one of the things, I was
4 afforded the opportunity by my commanding
5 general, was to sit on a court martial panel. I
6 actually sat on two court martials that were
7 sexual assault cases. So, I was able to share my
8 experiences on those court martial panels with my
9 soldiers and explain to them what happens to
10 sexual assault offenders in the Service and when
11 they go to court martial. You know, bad things
12 happen; people go to jail. And that, if they are
13 reported -- if they report a sexual assault, that
14 it will be taken seriously and that it would be
15 dealt with.

16 So, really kind of build that trust
17 between the soldiers and the chain of command.
18 That's really how this program, I think, and the
19 training, both the training on the military side
20 of SHARP and, then, the military justice side,
21 that trust with the soldiers is how this process
22 is really effective or can be effective in an

1 organization. Because if you don't have the
2 trust between the soldier and the chain of
3 command, either they're not going to come forward
4 or, if they do, they're not going to ask for the
5 right resources or they are going to have a
6 really bad experience with the chain of command.

7 So, I commanded for about 25 months,
8 and in that 25 months, like I said, we had
9 multiple reports of sexual assault. And when I
10 say "multiple," you know, maybe a dozen, anywhere
11 from someone touching somebody on the back side
12 to a violent sexual assault. So, kind of a range
13 in between those.

14 With those, I would say that during
15 the processing of those there was only four
16 expedited transfers that were requested out of
17 those. And then, one of those, and only out of
18 that, one of them was an expedited transfer in a
19 report that was found not to be truthful or to be
20 less than truthful or not substantiated.

21 Basically, the soldier had made a report because
22 she didn't really like Fort Campbell, didn't

1 really like the unit, and was subsequently moved.

2 I would tell you the expedited
3 transfer process, it is at the soldier's request.
4 There was never an instance where I would have
5 stood in the way of that because, immediately
6 upon report, there is no reason not to believe
7 the soldier. So, I trust in the soldier that
8 they are telling the truth. And the same thing
9 on the accused side; you know, they are innocent
10 until proven guilty. So, it is just the balance
11 of that, and being fair and impartial as a
12 commander is one of our assigned tasks. At least
13 in the Army Command Policy, that's one of our
14 tasks.

15 So, even knowing that, the next
16 expedited transfer I had, there was no issue with
17 granting that soldier an expedited transfer
18 because the bottom line is that is a resource for
19 the soldier to be removed from a situation where
20 they feel unsafe. It is also potentially to take
21 them to a location where they have a larger
22 support network, maybe closer to family and

1 things like that.

2 So, in terms of the expedited
3 transfer, you know, I think it is a good tool.
4 Unfortunately, there are folks that are capable
5 of abusing that, but I would say by far it is a
6 very small portion of those individuals. A large
7 majority take advantage of that due to their
8 circumstances.

9 And then, I would just kind of like to
10 close with one little anecdotal story in my
11 command. We actually, in the final months of my
12 command, we had a soldier who was attacked by
13 another soldier in the barracks. Her roommate
14 was the one who initially came forward and said,
15 "Hey, Chain of Command, we need to do something
16 about this. This soldier attacked my roommate,
17 but my roommate doesn't want to come forward."

18 We were able to dispatch the Victim
19 Advocate to the soldier. They discussed it. Now
20 understanding the soldier's background is what
21 makes this story so powerful. So, this was a
22 soldier, a brand-new soldier to the unit. She

1 was of Pakistani descent. In her hometown she
2 was a beauty queen and a role model. She had
3 some ridiculous amount of followers on Instagram
4 from her hometown.

5 So, it was really powerful when she
6 came forward and she made an unrestricted report,
7 because she didn't want this to happen to any
8 other soldier in the barracks, and she trusted
9 the chain of command that this soldier was going
10 to be prosecuted and would be removed from the
11 Service and would not be able to do this to
12 another soldier.

13 And she endured, I would tell you, a
14 very violent sexual assault. So, for her to have
15 the strength and the trust in the chain of
16 command, based off of the training and based off
17 of the systems that are in place, that, to me,
18 was incredibly powerful. And I would say that
19 this is an example of how the system is supposed
20 to work.

21 And so, with that, I will give you
22 thanks again for allowing me to talk to you

1 today, and I look forward to answering your
2 questions. Thank you very much.

3 CHAIR BASHFORD: Thank you.

4 As yesterday, we will hold questions
5 until everybody has had a chance to speak.

6 Commander Livingston?

7 COMMANDER LIVINGSTON: Yes, thank you.

8 My name is Chad Livingston. I'm
9 currently serving as the Deputy Director for
10 Financial Policy and Systems within the Office of
11 the Assistant Secretary of the Navy, Financial
12 Management Comptroller, here at the Pentagon.

13 I just came from command. I gave up
14 command or turned over command in late April of
15 this year. So, about four or five months removed
16 from that.

17 So, first of all, allow me to thank
18 you for the opportunity to share with you my
19 fleet experience with regards to training I
20 received with handling sexual assaults prior to
21 command, and probably more importantly in my
22 experience, the training, guidance, and support I

1 received after assuming command while handling
2 sexual assault cases.

3 When I first reported onboard as
4 Executive Officer of VP-46, an aviation squadron
5 located at Whidbey Island, Washington, of
6 approximately 350 sailors and officers, in April
7 of 2015, there were already two sexual assault
8 investigations ongoing, the first of which, the
9 alleged victim had already transferred under the
10 DoD Expedited Transfer Policy. However, the
11 alleged offender remained in the squadron pending
12 the results of investigation. The second case
13 involved a female sailor in my command as the
14 alleged victim and a male sailor from another
15 command.

16 Due to those two cases, I was quickly
17 introduced to the Base SARC. She called me and
18 suggested that we meet for approximately an hour
19 to knock out or discuss required training -- I'm
20 sorry, I'm assuming everyone knows what the SARC
21 is, correct? Yes? She called me and suggested
22 we meet for approximately an hour in order to

1 complete required training and discuss the finer
2 points of the SAPRO program, to include what
3 would become my own Unit Victim Advocates as well
4 as her Victim Advocates.

5 I remember well my thoughts at the
6 time: what could we possibly talk about for an
7 hour? Well, upon our first of many discussions
8 with her, it quickly became apparent to me that I
9 had not received probably adequate training on
10 how to properly navigate through the list of
11 administrative and legal requirements when
12 dealing with sexual assault cases at the command
13 level.

14 She introduced me to monthly the
15 Sexual Assault Case Management Group, also known
16 as the SACMG, chaired by the Base CO. She
17 introduced me and let me know of monthly
18 situation unit reporting requirements, SITREP
19 requirements that I was not aware of, as well as
20 a host of other things, including victim care.
21 And that's where her Victim Advocates -- and,
22 then, I didn't even know at the time that I was

1 supposed to have Unit-level Victim Advocates,
2 UVAs -- and a host of other things accomplished
3 in a timely manner.

4 It was also the first time I was
5 introduced and given the Commander's Guide to
6 Sexual Assault Prevention and Response, a
7 resource I used extensively and found very useful
8 during my time in command.

9 Prior to assuming command, I did
10 receive a basic legal course specifically
11 designed for prospective commanding officers. It
12 was completed over the course of a day or two.
13 And I'll be honest with you, I don't remember the
14 exact specifics of it, but it was during the
15 Naval Aviation Commanding Officer Training
16 Curriculum held in Pensacola, Florida. What I do
17 remember about the course was there was a general
18 overview of situations one would most likely
19 expect to see at the unit level while in command.

20 However, I don't remember any legal
21 training at the time specific to sexual assaults.
22 The training did cover, though, such topics as

1 Military Protective Orders, MPOs; search and
2 seizures, you know, to gather evidence, and other
3 topics tangential to handling a sexual assault
4 case. And that training did provide helpful, you
5 know, tangential to sexual assaults, other stuff
6 going on in the peripheral, 31(b) rights, for
7 instance, victim rights, that sort of thing.

8 I do remember having sexual-assault-
9 specific training, though, while attending the
10 Navy's Prospective Commanding Officer Course in
11 Newport, Rhode Island, in early 2015. It was a
12 group session consisting of a video or two,
13 followed with discussion, and focusing on how
14 sexual assault is a horrendous crime, bad morale,
15 unit cohesion, and overall mission effectiveness.

16 I remember at the time thinking -- and
17 I included it in my critique -- that instead of
18 spending the time convincing senior officers that
19 sexual assault is bad and detrimental to a
20 command, the time could have been better used to
21 discuss the legal and administrative requirements
22 that go along with a sexual assault, a more of a

1 "how not to mess this thing up" type of training.

2 And my point there is I think everyone
3 in the room, you know, the dozen or so, we all
4 realized how bad sexual assault is at that level.
5 We get that it's bad for unit cohesion, morale,
6 and it's a horrendous crime. And I thought that
7 the time would have been better spent making sure
8 that I knew, as a prospective commanding officer,
9 what to do and the steps I needed to take to get
10 through that knothole, including victim care.

11 During my time as commanding officer,
12 I would personally deal with three new sexual
13 assault cases, a wide range, very, very similar
14 to my peer, and would inherit an additional case
15 due to permanent change of station. A PCS, a
16 transfer into the command, brought one with her.

17 Each time I would leverage experience
18 gained previously and lean on a team consisting
19 of the Base SARC, NCIS, Base JAG, and my
20 immediate superior in command, as well as my own
21 command master chief who is not with me today,
22 unfortunately.

1 I would not have been equipped to deal
2 with the numerous requirements on my own. I
3 consistently utilized the BASE SARC when any
4 questions came up with regard to a wide range of
5 topics from victim care to the finer points of
6 releasing a SITREP.

7 NCIS, always busy and seemingly
8 understaffed -- also I think a trend -- usually
9 had time to update me or my command master chief
10 on active investigations pertaining to my
11 sailors.

12 Before I took any action such as an
13 MPO or ordering a search and seizure for
14 evidence, JAG was always available for legal
15 advice, also on speed dial.

16 On-the-job training would be how I
17 would best describe my training with regard to
18 sexual assaults. But, without question, support
19 to aid me along the way was in place. So, I
20 would say that is the good news.

21 That's all I have for preliminary
22 remarks. I would be more than happy to discuss

1 the finer points of those sexual assault cases,
2 if you would like, during the questioning. Thank
3 you.

4 CHAIR BASHFORD: Lieutenant Colonel
5 Nash?

6 LT. COLONEL NASH: Good morning,
7 ladies and gentlemen.

8 I'm Jennifer Nash, the commanding
9 officer currently of 7th Engineer Support
10 Battalion. It is a part of 1st Marine
11 Expeditionary Force out in Camp Pendleton,
12 California.

13 CHAIR BASHFORD: Would you move the
14 microphone just a little bit closer?

15 LT. COLONEL NASH: Is that better?
16 Okay.

17 PARTICIPANT: You can use parade
18 command voice, Colonel.

19 (Laughter.)

20 LT. COLONEL NASH: I was told to use
21 my inside voice today, sir.

22 (Laughter.)

1 LT. COLONEL NASH: Again, Jennifer
2 Nash. I'm the commanding officer of 7th Engineer
3 Support Battalion, and it's in Camp Pendleton,
4 California. I've been in command 16 months,
5 since May of 2016. And I'm with Sergeant Major
6 Wright today. He is the Command Sergeant Major.

7 I have been in the Marine Corps a
8 little over 19 years. In those 19 years, I've
9 served as a commanding officer, pretty much at
10 every rank or in command leadership. As a major,
11 I was the commanding officer of a recruiting
12 station that covered the State of North Carolina,
13 and I served four years as a company commander as
14 a captain, and as a first lieutenant, served two
15 years as a company commander as well. So, I have
16 spent a lot of time in leadership positions.

17 Currently, the battalion has about
18 1350 marines and sailors in the command.
19 Approximately 70 of those are female and the rest
20 of them are male.

21 The training I received before I took
22 command took three hours while I was at the

1 Commanding Officer Seminar; I'll call it training
2 that we have. It's a two-week training, 10 days
3 of training, and we spend three hours on the
4 topic. And then, upon arrival to my station,
5 within the first 30 days, I was required to do
6 approximately one hour of training with the SARC
7 on base as well.

8 I found both trainings very useful,
9 even though I had had experiences throughout my
10 career on this matter and topic. What I found
11 was things had changed in a sense of policy and
12 procedures and how we had moved forward in some
13 cases.

14 The training, like I said, that
15 covered reporting procedures mostly, a little bit
16 of legal. It was scenario-based-driven-type
17 exercises as well, which I found those to be
18 helpful.

19 During my changeover, before the
20 change of command, we had a sexual assault in the
21 command. So, the commander that was there before
22 me walked me through the entire process as well.

1 Unfortunately, it was an unfortunate situation,
2 but having that training with someone there who
3 had been doing it for two years was helpful for
4 me as I moved it forward.

5 During this last 16 months, I've had
6 approximately six sexual assaults. Two have
7 requested expedited transfers and have
8 transferred. I also inherited some cases -- I'll
9 called it "inherited" -- about three cases when I
10 took command as well.

11 The part I think I was probably not
12 prepared for was the first case in my very first
13 month in command, having to tell a victim that
14 there was no legal action going to be taken in
15 her case. And I was the first person to have to
16 tell her that. I felt like I was not prepared
17 personally for that, and as an officer and a
18 marine as well. So, just not having that
19 background and training with that victim.

20 I will also echo the need probably for
21 more NCIS agents. They are doing a wonderful job
22 and working very hard. However, they are

1 understaffed and overworked. There are benefits
2 of moving the investigations from the command.
3 They are duty experts and they are doing a
4 fabulous job. However, the timelines now are
5 much greater. I would expect no earlier than six
6 to nine months to have an investigation close.
7 Probably in the civilian world that probably
8 doesn't seem like a long time, but in the
9 military it is. When you're talking with marines
10 rotating and four years of service, six to nine
11 months is a long time. Command investigations
12 are usually wrapped up within 30 days. Now I
13 know there are circumstances with evidence that
14 we're waiting on to close some of those out in
15 some cases, but not in all cases.

16 As a command, we do continuing
17 training. I think the marines do find that
18 somewhat -- the ones that are interactive and
19 engaged training are the ones that they're taking
20 more from.

21 There are the standard requirements
22 that the Services put out, and we conduct those

1 trainings. But units use funds and bring in
2 guest speakers and different venues to provide
3 education in a different way.

4 I think some of the standard, I will
5 call it classroom-type training is not conducive
6 for that age group. If I could push an applet on
7 their phone, they would probably get more from
8 that than sitting and getting annual training
9 requirements via classroom. It's just the way
10 they learn and they like to do multiple things at
11 the same time as well. But they are very good at
12 that.

13 What's unique about my command is I'm
14 an independent battalion. So, I do not have an
15 06 commander. So, for my cases, I have to have
16 an outside commander serve in that role for me,
17 because as an 05 commander, I can't. So, I work
18 specifically for a general as an independent
19 battalion.

20 I would say it has not really caused
21 a lot of issues, but going to outside of my
22 command to a commander outside my command, just

1 for my command team, you know, it is not the
2 preferred course of action, obviously, but it has
3 worked and it has served well.

4 In the expedited transfer cases, I
5 mentioned that we have sent out two and we have
6 received two. What I have noticed as well,
7 especially the ones that I have received and sent
8 out, those victims, they've had additional
9 medical concerns prior to -- it's more like
10 injury-related due to Service-type training type
11 stuff and things like that. So, members will
12 come in and they'll already have -- that are
13 transferred in -- additional concerns that we're
14 trying to deal with those victims as well.

15 Recently, I've had to separate two for
16 medical conditions separate from their incidents,
17 if that makes sense, as well. So, concurrent
18 with other issues maybe going on with the victims
19 that the commands are constantly working with and
20 they're trying to help them with as well.

21 As a command, our command team,
22 myself, the sergeant major, the XO, and then, our

1 UVAs, and then, our SARCs, and then, also, my
2 trial counsel is on speed dial as well as with
3 our SJA. And I think as a team, if I don't know
4 the answer or what to move, we know who to call.
5 And so, the training is important and it's good,
6 but probably the best thing as the commander is
7 knowing I know who to call and get the right
8 answer from. And then, that has been very good
9 in our scenario, in our situation, and we have
10 had the right support. And so, I have been
11 really lucky in the sense of being able to
12 provide good leadership and good direction to our
13 victims in our command, based on the great
14 support that we do have for them.

15 The services as well, the services
16 offered to our victims on base, whether in the
17 unit, I have not had a victim come to me and tell
18 me that they were not getting services or there
19 was a service that wasn't available or being
20 provided to them. So, from that perspective as
21 well, I think we're doing an outstanding job with
22 our care of our victims.

1 Just in closing, thank you again for
2 allowing us to be here today and to provide our
3 experiences that we've had in the Marine Corps
4 regarding this topic. It's definitely a topic
5 which, as a leader, you continually talk to your
6 marines and sailors about reinforcing and caring
7 for each other and treating people with dignity
8 and respect. As a command, whatever tools and
9 resources that this community can try to bring to
10 us will continue to help that with the training
11 and those marines and sailors.

12 So, thank you for having us today.

13 CHAIR BASHFORD: Sergeant Major Rey,
14 do you have prepared remarks or are you just
15 going to assist during questioning?

16 SERGEANT MAJOR REY: I'm just going to
17 go over my experiences just a little bit, ma'am.

18 CHAIR BASHFORD: Please.

19 SERGEANT MAJOR REY: Good morning,
20 ladies and gentlemen.

21 I'm Sergeant Major Stennent Rey. I am
22 the Battalion Sergeant Major senior enlisted

1 advisor to Lieutenant Colonel Nash, the 7th
2 Engineer Support Battalion.

3 I'm just going to go over a little bit
4 of some the training that I have received as a
5 senior enlisted advisor. I've served as a senior
6 enlisted advisor at the company level from 2008
7 to 2013 with the 3rd Marine Division and 1st
8 Marine Logistics Group. I've served at the
9 battalion level, the 05 level, from 2013 to the
10 present. I'm now on my second 05-level command.

11 Some of the training that I have
12 received prior to assuming roles in the company
13 level, I went to the Navy Senior Enlisted Legal
14 Course. In addition, I had my senior enlisted
15 professional military education as a first
16 sergeant. We went over guided discussions on
17 sexual assault prevention and response. In
18 addition, at the Sergeants Major Course, once I
19 was selected, it is the same training that the
20 commanders receive. We also received a three-
21 hour period of sexual assault prevention and
22 response. In addition to that, it was highly

1 recommended that I attend, and I did attend at my
2 previous command, a resource brief, command
3 resource brief, for sexual assault prevention and
4 response.

5 Obviously, one of the big things you
6 take out of a lot of those briefs and a lot of
7 the training that we receive is what to do in any
8 situation in your unit where you have a sexual
9 assault or you have a victim that's in your unit,
10 but also having the SARC, your SARC, especially
11 for us, the Marine Logistics Group, as a resource
12 and a subject matter expert. Anytime there is a
13 shift in policy, for them to come down and
14 provide for training for the leadership in order
15 for us to be able to engage the leaders at the
16 lower level, so that they know how to handle
17 sexual assaults when they occur in the unit.

18 And last, but not least, I'll echo
19 some of the comments that Lieutenant Colonel Nash
20 made just a few minutes ago. It is very
21 important for us to be able to know what's going
22 on with our marines and sailors in the command.

1 And all the best practices that are brought
2 forward through the SARC to ensure that we treat
3 each one of them with dignity and respect, and we
4 take care of those marines and sailors to ensure
5 that, No. 1, that doesn't happen to them again,
6 but, No. 2, that they know that the command is
7 standing behind them to ensure that they're taken
8 care of.

9 Ladies and gentlemen, I thank you for
10 the opportunity to be here. I look forward to
11 answering your questions.

12 CHAIR BASHFORD: Major Seamans?

13 MAJOR SEAMANS: Hi. Good morning.

14 Major Christopher Seamans. I'm the
15 squadron commander at Grand Forks Air Force Base,
16 the 69th Maintenance Squadron.

17 Thank you for the invite to come out
18 here to share our experiences. I've only been in
19 command out there since May of last year. And in
20 the short period of being in command, I've had
21 the experience of dealing with one sexual assault
22 which turned into a conviction and one sexual

1 assault which turned into an expedited transfer.

2 I am a commander of a Global Hawk
3 Maintenance Squadron. We have 13 RQ-4 Global
4 Hawks and 272 enlisted personnel in the squadron.
5 And we deploy a lot. So, a one-to-one dwell
6 ratio and those types of things, the OPSTEMPO is
7 very busy in a high-demand, low-density aircraft
8 like the RQ-4.

9 Again, like I said, I've been the
10 commander for just over a year. I've been in the
11 Air Force just over 28, actually 28 years today,
12 and I went to basic training. It will be 14
13 years enlisted.

14 So, my background with sexual assault
15 and prevention, I've kind of seen over the last
16 28 years how the sexual assault prevention
17 program has evolved, because I don't think there
18 was a sexual assault or prevention program when I
19 first enlisted. So, to see it kind of evolve to
20 where it is today, and now I sit here as a
21 commander, trying to figure out how to best deal
22 with it as a commander and, more importantly, as

1 an empathetic human being.

2 My sexual assault training began as a
3 commander at the Air Combat Command Commanders'
4 Course. It was a one-week course. We spent
5 about four hours, much like my fellow commanders
6 here. It was about a half-a-day. That afternoon
7 consisted of a -- and I remember it distinctly.
8 We actually had a victim that got up and spoke,
9 and the victim shared her experiences of how the
10 whole process went through up to the court
11 martial and into the conviction.

12 And then, following her, we got to
13 hear from the commander and first sergeant as to
14 how they dealt with the case and kind of got
15 firsthand information as to how they dealt with
16 the agencies on base; who supported them; what
17 went well; what didn't go well. So, you kind of
18 feel like you have a good basis, a good ground
19 for what you may expect if that were to happen.

20 Unfortunately, every scenario is
21 different and every circumstance changes your
22 reactions and the response to that scenario.

1 Because on my first day of command, basically, I
2 was given a folder from OSI and Legal for me to
3 make a recommendation for preferring charges for
4 a sexual assault, and that was my very, very
5 first day of command.

6 So, thinking back to the training that
7 I received, I'm thinking, wow, I didn't know I
8 was going to need this so quickly. But it became
9 very clear that what that training gave me was --
10 probably the best way to describe it is it's a
11 collective community response, where I knew who
12 to call and who to talk to, and kind of like my
13 fellow commanders, who I had on speed dial. It
14 was the chaplain. It was the SARC. It was the
15 Base Legal Office. It was all the agencies on
16 base. They're now surrounding me, trying to give
17 me the advice and the assistance and all the
18 knowledge I need to make a well-educated decision
19 in how to deal with the situation of sexual
20 assault.

21 Again, it was cursory training to me
22 at the beginning, but it did prepare me for at

1 least knowing who the players were on base that I
2 would need the support from. And we pressed
3 forward with it, and we did the best we could. I
4 did the best I could to try to be that -- since I
5 was dealing with the accused, how do you deal
6 with an accused person of sexual assault, because
7 people are innocent until proven guilty? And
8 that was kind of the thing I struggled with, how
9 do you move this person from one section to
10 another? The victim was not in my squadron, but
11 it was on the base within the group. So, trying
12 to do right by the process, right by the human
13 being as well.

14 And again, like I said, the initial
15 legal and sexual assault training was cursory at
16 best. It was more the inconsistencies of it;
17 from commander to commander, there will always be
18 a different response as to how to support that
19 victim or the accused.

20 I relied heavily on an open dialog
21 with the Base Legal Office from the start, and,
22 in addition, with the SARC and with the Special

1 Victim Advocate as well, and with all of the
2 agencies, again, like I said. The Base Legal
3 Office was there. They were very responsive and
4 very supportive throughout the entire process.

5 At the end of the day, though, if the
6 training were to be given -- again, every
7 scenario is different, so I don't know, looking
8 back, if I was be that commander to go sit at a
9 commanders' course and give my experiences of
10 lessons learned, it would have been very
11 challenging for me to think, you know, give you
12 the what went well and what didn't go well
13 because it was just kind of a reaction to a
14 moment in time. Throughout the process we took
15 notes and tried to learn lessons learned from the
16 whole procedure.

17 We did take some of those lessons
18 learned and, then, did apply it most recently to
19 an expedited transfer to a victim. And that
20 process went very well. Again, it's a process,
21 but you're dealing with a human being. So, how
22 do you get training on how to deal with a victim?

1 I have a 22-year-old daughter. So, to
2 see a woman of a similar age to my daughter go
3 through something like this, to try to be that
4 consistent, caring, empathetic person without
5 making any kind of public humiliation or any type
6 of -- I guess when you walk into the room, you
7 don't want people to have the judgment of that
8 person. So, you try not to give special
9 treatment, but you try to take care of the person
10 at the same time on an unrestricted-type report.
11 And that was a big challenge. That was one of
12 the things I struggled with the most.

13 But, at the end of the day, I mean,
14 how do we get from where we're at now to improve
15 the commander's ability to execute the sexual
16 assault program as far as taking care of your
17 airmen? It is a collective community response
18 that begins and ends with the victim, and we're
19 always looking for ways to improve.

20 So, whatever I can share and whatever
21 questions and answers I can give that can
22 potentially improve this process, I'm very glad

1 to be here and providing any assistance I can.

2 Again, I have Senior Master Sergeant
3 Terry Zannella with me. He's my first sergeant
4 that assisted me through the process with the
5 expedited transfer. He wasn't with me when we
6 did the initial part of the sexual assault
7 prosecution, but he was there at the end when it
8 did finally go to court martial. So, both he and
9 I have had some pretty good experience on both
10 expedited transfer and sexual assault conviction.

11 But, barring any questions, I look
12 forward to providing any assistance I can to the
13 panel. Thank you.

14 CHAIR BASHFORD: And, Senior Master
15 Sergeant Zannella, do you have remarks or are you
16 going to participate just in the questions?

17 SENIOR MASTER SERGEANT ZANNELLA: I
18 would like to share just a few. I do have a
19 little bit of remarks, just to give an enlisted
20 perspective from the Air Force.

21 CHAIR BASHFORD: Please.

22 SENIOR MASTER SERGEANT ZANNELLA: So,

1 first, good morning and thank you for having us
2 here. As has been noted, it is a good
3 opportunity to be able to share, and, hopefully,
4 it will benefit what we are looking to do here.
5 So, I do appreciate that.

6 I'm Terry Zannella. I'm a first
7 sergeant in the Air Force, as my commander said,
8 at the 69th Maintenance Squadron.

9 A first sergeant, what we do, for
10 those who may not know, things that we focus on
11 are morale, welfare, and discipline. So, morale,
12 we try to make sure in general -- this is what
13 comes in quotes -- that people don't hate coming
14 to work, right? I mean, I try to keep it short
15 and, like I said, they have short attention time
16 sometimes, right?

17 (Laughter.)

18 SENIOR MASTER SERGEANT ZANNELLA: The
19 welfare is taking care of them. That's kind of
20 what this focuses on. And the discipline piece,
21 making sure -- that ties in a little bit as well
22 to when people do things that they're not

1 supposed to do. You know, we're going to ensure
2 that that's dealt with appropriately. So, that
3 will also tie in to make sure that people know
4 that we are taking care of our people in
5 different ways.

6 So, the welfare piece covers a wide
7 variety. We're, obviously, here to talk about
8 sexual assault and different aspects of that,
9 what we do with that.

10 First, I would just like to talk a
11 little about the training. So, I started as a
12 first sergeant in May 2015, and it was covered in
13 a domestic-violence-type talk. That's where I
14 got my introduction to a senior leader's
15 perspective.

16 After that, we get wing leadership, a
17 senior leader, in-briefs at our bases. So, my
18 first base as a first sergeant was at Gideon Air
19 Base, Okinawa, Japan. I did it for about a year-
20 and-a-half there. And then, I've been here with
21 the 69th Maintenance Squadron in Grand Forks for
22 a year now.

1 So, those two different boards have
2 given me different perspectives. In my first
3 assignment, I did not have a direct experience
4 other than ensuring training was accomplished for
5 members and receiving training myself. And then,
6 as my commander said, here in our last year or so
7 I came in on the tail-end of a court martial and
8 learned how to deal with my accused member and
9 how to attempt to take care of that person as
10 well as the unit morale. And then, also, we went
11 through the expedited transfer process.

12 So, let's see, regarding training, the
13 biggest thing, similar to what my commander said,
14 is the support agencies, right? Who do we have
15 available? I don't feel like I've ever been
16 given a step-by-step here's what you do, because
17 I'm not sure that's possible with the different
18 variety of the situations, what you can do, but
19 we've always been told that you've got a few key
20 people you have to get involved right away.

21 So, what's been drilled into my head
22 through all of these different trainings, as I

1 look back at them, is, okay, I get an accusation
2 or allegations. All right. So, other than
3 making sure the boss knows what is going on, I
4 need to get with the SARC or SAPRO office. I
5 need to get OSI involved, right? And this is,
6 typically, at a high level. It's going to be the
7 non-restricted report, right? So, I'm not
8 dealing with the restricted reporting, although I
9 do make sure that the team makes sure that the
10 folks know that it's not.

11 So, part of the unique training for
12 sergeants is being keyed to understand when
13 people may have things they want to talk about,
14 that they have rights that we have to ensure that
15 are kept intact.

16 For example, if somebody comes to me
17 and they tell, they start to tell me, give me
18 indicators that something bad may have happened,
19 I am going to tell them, "Hold on a second. It
20 sounds like you're about to tell me something
21 where you may not have confidentiality, where you
22 may lose your confidentiality. So, tell me if

1 I'm wrong here, but I am going to let you know
2 that, if you want to keep that confidentiality
3 intact, I'm going to recommend you talk to VA or
4 SAPRO, or is that something you would like to
5 do?"

6 So, that's something we're taught, to
7 make sure that we're not taking rights away from
8 people, because I let them know, if you tell me
9 something, it's now unrestricted and there are
10 certain actions that I have to take; whereas,
11 there are other folks who can protect your
12 privacy.

13 Let's see, regarding our expedited
14 transfer process, that worked really smooth, as
15 the commander said. The paperwork was routed
16 within a day, and two weeks later our member had
17 an assignment. So, I thought, overall, that part
18 went extremely well.

19 One of the things in the email that we
20 had received mentioned sort of questions about
21 ostracism and whether or not there was any
22 retaliation or things of that nature. So,

1 something we do in our unit when we have this
2 situation come up is I bought into section
3 leadership and I said, "Okay, guys, you've got to
4 talk to me. Are there any rumors going around?"
5 Because, basically, what we did is, a person who
6 is now not where they need to be, we just want
7 them to know, okay, that people have questions
8 about this. Are they concerned? Are they
9 starting to come up with their own conclusions?

10 I think they had told me no, but,
11 realistically, I wanted to know, so that we could
12 attempt to nip anything in the bud, to make sure
13 that people aren't talking about situations where
14 they don't have all the facts. So, that was
15 something that I was happy about, but that's
16 something that we're trained to look for as well.
17 How is that going to affect the rest of the unit?

18 There's a couple of more items I think
19 that I would like to address, just the way the
20 Air Force handles stuff. We talk in the Air
21 Force a lot about -- and that's based on my
22 experience having a course here -- you know, they

1 need respect, responsible drinking. And I think
2 these things kind of play into each other because
3 there's ways that we direct training, both
4 directly and indirectly.

5 And so, what I mean by that is, we
6 know that alcohol is somewhat related in a lot of
7 instances to accusations. That's just
8 information about it that we've been provided.
9 And so, how do we address that? We don't say
10 that's always a contributing factor, but it
11 likely is.

12 So, part of what we have done as a
13 unit is we have reached out to our ADAPT folks,
14 our alcohol dependency treatment folks who are
15 with the mental health services on base. And
16 that's one of our commander's calls. We just
17 talk to people about responsible drinking.

18 But we made it unique and interactive.
19 Kind of like you said before, our folks, they
20 don't like the "death by PowerPoint". That's
21 kind of what we call it in the Air Force, right?
22 So, how do we make them more interactive?

1 So, we had ADAPT that came out, and
2 something unique that I see in the Air Force -- I
3 don't know if the other Services do it -- but
4 they usually have the beer goggles, is what they
5 call it. They have a device that you can put
6 over your head and, basically, look through as if
7 you are intoxicated at a certain level. And we
8 could do demonstrations.

9 And we brought them out and we had
10 people put those on, you know, and try to do
11 simple tasks, such as walking, turning. And they
12 can realize now, you know, in an environment that
13 can be very interactive with their peers, you
14 know, how does this affect just in general? So,
15 that's a little bit indirect.

16 Directly, the training that I've seen,
17 it has been pretty unique. That goes back to
18 when I was in Japan there were vignettes. So,
19 what they did is they brought out a team who came
20 to base theater, and they put on like a play, for
21 lack of a better word. It was an interactive
22 play for the members who were in the audience.

1 And they said, "Hey, we're going to go
2 through a scenario. You let us know to stop when
3 you feel like things are inappropriate."

4 So, that's something that I remember
5 we got a lot of positive feedback from. So, the
6 interactive things are definitely well -- so,
7 those are two different ways I think, directly
8 and indirectly, that we've kept an eye on things.

9 And one of the biggest things is
10 through our Unit Climate Assessments we get
11 feedback on whether people know or understand the
12 restricted and unrestricted type of reports. And
13 that's something, the commander and I, we looked
14 at. You know, we looked at those things heavily.
15 Obviously, all the different comments on what's
16 happens within our unit, whether it is in that
17 form or we get the out-briefs on an MPO. And
18 whenever they talk about that, we always take a
19 look and say, okay, do our folks at least
20 understand the differences in the options? And
21 that's something that we ensure we do. So, not
22 just our training, but, you know, part of my job

1 is to make sure my people understand what their
2 options are.

3 CHAIR BASHFORD: Thank you very much.

4 Commander Carter?

5 COMMANDER CARTER: Well, good morning,
6 ladies and gentlemen.

7 I was just leaning over to Chief Matt
8 Lee here, who is my command chief, and told him
9 he has permission to elbow me if I use too many
10 acronyms.

11 (Laughter.)

12 COMMANDER CARTER: So, I think it's
13 fitting that the Coast Guard is going last, not
14 only as the fifth member of the Armed Services,
15 but also because I think I'm going to take a
16 little bit different approach.

17 I think I will tell a story. And I
18 think that's what I plan to do, is tell a story
19 of the one sexual assault incident that I've been
20 involved in in my career and how in isolated
21 situations commanders have to deal with a lot of
22 different things. And so, I'm going to tell that

1 story.

2 Today I am the commanding officer of
3 the Coast Guard Cutter Legare. It's a 270-foot
4 medium endurance cutter. It's home-ported at
5 Portsmouth, Virginia. We're considered a mixed-
6 gender unit. We have 110 of what I think are the
7 finest serving men and women in our Service.

8 I introduced Chief Lee beside me.
9 He's my command chief. That's a position that I
10 designate after I get to that unit. He is a
11 silver badge; he is not a gold badge. There is
12 no associated training with that position. So,
13 I'll preface that. And I'll also say, too, that
14 in the incident that I am going to talk about
15 this morning Chief Lee was a member of our Chief
16 Petty Officers' Mess. He was not my command
17 chief at the time.

18 I know the discussion here is about
19 training and expedited transfers. The case that
20 I am going to talk to you about, our one case did
21 involve an expedited transfer, and both the
22 accused and the victim were both under my

1 command.

2 As far as the training piece of it,
3 I'll touch on it briefly. I actually called up
4 to the Prospective Commanding Officer Course,
5 which is quite common for unit commanders to go
6 to before they go to and assume command. I
7 actually called up and got the curriculum. I
8 have that here today.

9 But, essentially, it is a six-hour
10 course and it is pretty extensive, to tell you
11 the truth. I went back as a commander and sat
12 down there and looked at my critiques. It was
13 with an SJA. It was with a victim. It was with
14 the SARC from the Coast Guard Academy. And I
15 appreciated that training very much, and even was
16 take-home case studies that we were required to
17 do because the course was conducted over a two-
18 day period.

19 And then, when I arrived at my unit,
20 I had about a four-hour entry with my SARC that
21 my XO attended as well.

22 Though the reason for our

1 participation here today is unfortunate, Chief
2 Lee and I are both honored to be here to share
3 our experience in managing a sexual assault case
4 at our unit. The incident that occurred was
5 tragic and it clearly demonstrated the need to
6 reinforce our culture of respect for all of our
7 shipmates and to shore up our foundation of
8 sexual assault prevention. But I consider the
9 response to this incident a positive testament to
10 the functionality of our Sexual Assault
11 Prevention and Response Program and the training
12 that we receive prior to taking command.

13 On the morning of August 18th, 2016,
14 approximately 36 days after I assumed command of
15 the Legare and less than one week into my first
16 planning as the commanding officer, my command
17 chief received an email from a male petty officer
18 indicating concern and trauma due to the actions
19 and behavior of another male petty officer.

20 At the time we were en route from our
21 home port in Portsmouth, Virginia, to the Panama
22 Canal, where we were to commence two months of

1 counter-narcotics operations in the eastern
2 Pacific, working for Joint Interagency Task Force
3 South and Coast Guard District 11.

4 The author of the email stopped short
5 of identifying himself as a victim and he did not
6 mention the words "sexual assault" or
7 "unrestricted report". One might have
8 interpreted the interactions between these two
9 male shipmates as boys being boys or, at worst,
10 hazing. However, reading the email and drawing
11 upon the sexual assault prevention and response
12 training I received just five months prior at the
13 Coast Guard's Prospective Commanding Officer
14 Course, I knew immediately that the alleged
15 actions of the accused appeared to be sexual
16 assault.

17 The victim's email described a series
18 of physical and verbal altercations that occurred
19 over a four-month period. Allegations included
20 restricting the victim's movements, hitting and
21 groping the victim's genitals while in uniform,
22 reaching inside the victim's pants, and making

1 degrading sexual comments.

2 The victim told the accused to stop
3 and made it clear that the touching was unwanted.
4 The victim told his shipmates of the incident.
5 However, the common response he received was that
6 the behavior was simply indicative of the
7 accused's immature personality. The accused was
8 referred to as the class clown by many.

9 The final incident that led to the
10 victim notifying the command chief occurred in a
11 single shower stall when the accused entered the
12 shower, forcibly restrained the naked victim, and
13 made inappropriate and sexually-charged comments.

14 Reading the email was devastating for
15 me and it could not have come at a worst time.
16 Legare was transiting the Florida Straits and
17 scheduled to enter the Panama Canal four days
18 later. Our helicopter suffered a casualty the
19 night before which prevented us from completing
20 airborne use-of-force workups that are required
21 to conduct a counter-drug mission.

22 Specifically, we use that armed

1 helicopter for disabling fire to disable small
2 go-fast boats that carry multi-ton loads of
3 cocaine. Without that helicopter, our ability to
4 execute the counter-drug enforcement mission
5 would have been seriously hampered.

6 We were scheduled to complete the
7 airborne use-of-force workups the same day that
8 the victim sent his email to the command chief.
9 We were juggling multiple requirements of the
10 interoperational commitments. But, upon reading
11 the victim's email, it became clear that our two
12 most pressing priorities were ensuring the
13 victim's safety and facilitating a systematic
14 response to the incident.

15 Besides the training I received at the
16 Coast Guard's Prospective Commanding Officer
17 Course, I relied heavily on the unit commander's
18 checklist for unrestricted reports of sexual
19 assault. And I brought a copy of that today.
20 This trifold pamphlet includes reporting
21 requirements and other detailed actions to help
22 facilitate an effective response in accordance

1 with the Commandant's policy. It included
2 actions for both the victims, the unit commander,
3 and the unit commander of the accused, and in
4 this case I was both.

5 After meeting with the command chief
6 and my executive officer, we used one of our two
7 Victim Advocates onboard to help assess the needs
8 of the victim. I assigned the command chief to
9 monitor the accused and to ensure that there was
10 no contact with the victim.

11 Shortly after reading the email, I
12 notified the first flag officer in my chain of
13 command by releasing the first of three
14 Commander's Critical Information Reports, or
15 CCIRs. By the end of that day, I would release
16 two other updates.

17 The executive officer notified the
18 Sexual Assault Response Coordinator, our
19 administrative commander, our tactical commander,
20 the Coast Guard Investigation Service, or CGIS,
21 and our servicing legal provider who is our SJA,
22 Atlantic Area, our Staff Judge Advocate, who

1 immediately assigned a Special Victims' Counsel.

2 The executive officer also convened
3 and participated in the first crisis intervention
4 team meeting, held via conference call because we
5 were underway, and that occurred five hours after
6 we received the initial report of the
7 unrestricted report. A total of five crisis
8 intervention team meetings occurred for this.

9 While maintaining oversight of the
10 command's response, my afternoon was spent
11 developing courses of action to meet the victim's
12 needs and initiate an investigation into the
13 incident, while preserving options that would
14 allow us to manage our operational commitments.

15 I made the decision to abort that
16 afternoon's scheduled airborne use-of-force
17 workups and, instead, I elected to fly both the
18 victim and the accused to Coast Guard Sector Key
19 West. The victim and the accused were
20 transported to shore in separate flights. Prior
21 to their departure, the victim elected to use the
22 services of a Coast Guard chaplain, did so via

1 satellite phone, and I issued a Military
2 Protective Order to the accused ordering him to
3 avoid contact with the victim.

4 Once both members were safely ashore,
5 we recommenced our transit and we were able to
6 meet our operational requirements. Over the days
7 and months that followed, we relied heavily on
8 support from other Coast Guard units and from
9 members of the crisis intervention team to manage
10 both the needs of the victim and adhere to the
11 rights of the accused.

12 Both the victim and the accused were
13 interviewed by CGIS agents the day after they
14 arrived in Key West. Agents met the cutter on
15 pier in our first port call, which was Panama, to
16 interview members of the crew with knowledge of
17 the incident.

18 It was a difficult experience for
19 everyone onboard, as both the victim and the
20 accused were both well-liked members of the
21 command. Thankfully, we were able to immerse
22 ourselves in our mission and move forward

1 relatively quickly.

2 This incident included a request for
3 an expedited transfer. Prior to the incident,
4 the victim had already initiated plans to lateral
5 from the active-duty force to the Coast Guard
6 Reserves. His scheduled date of transition from
7 the active-duty workforce to the inactive-duty
8 Reserves was [redacted], which was about five
9 months after this event occurred.

10 The victim expressed his desire for an
11 expedited transfer to a Coast Guard unit near his
12 hometown in [redacted], which was his planned
13 place of residence following his lateral
14 transition to the Reserves. This request
15 occurred in a phone call between the victim and
16 the XO while the victim was still in Key West.
17 The executive officer arranged for the victim to
18 meet with the Sexual Assault Response Coordinator
19 to initiate the formal request for expedited
20 transfer, and that occurred five days after the
21 member provided the unrestricted report to the
22 command chief.

1 I received the official request for
2 expedited transfer the very next day that the
3 victim filled it out with the SARC. And then, I
4 endorsed it that day. I approved it that day. I
5 released it that day to Coast Guard Enlisted
6 Personnel Management. And within 10 days of
7 receiving that positively-endorsed request,
8 Enlisted Personnel Management authorized the
9 victim's transfer from Legare to [redacted],
10 which was near his hometown. And then, that
11 allowed the victim to lateral to the Reserves and
12 establish his place of residence, and he did all
13 of that as planned. The victim's billet was
14 gapped for 10 months, and I'll talk about that
15 more.

16 The accused was administratively
17 assigned to Coast Guard Atlantic Area and
18 temporarily performed duties at Base Portsmouth.
19 He never returned to Legare.

20 After completing its investigation,
21 CGIS submitted its findings to the Commander at
22 Coast Guard Atlantic Area for disposition. A

1 summary court martial was convened on 29
2 September of this year, where the accused pled
3 guilty to five counts of abusive sexual contact
4 and sentenced to 30 days' confinement, forfeiture
5 of \$700 pay for a period of one month, and
6 reduced in rank from E4 to E2. The guilty party
7 is currently confined, and when he is released,
8 he will face an administrative separation from
9 the Service.

10 As I mentioned in the beginning, my
11 overall perspective of the Sexual Assault
12 Prevention and Response Program is a positive
13 one, and that includes the training that I
14 received as a unit commander. For unit
15 commanders, it provides guidance to create and
16 sustain a culture of respect and prevention.
17 When a sexual assault does occur, it provides
18 unit commanders clear reporting and response
19 requirements with an associated timeline for
20 execution.

21 The case we experienced onboard Legare
22 required us to compress that timeline to meet our

1 operational commitments, and the support network
2 for sexual assault response cases was flexible
3 enough to help us meet that demand.

4 As for the expedited transfer process,
5 I believe the process was employed in this case
6 to the maximum benefit of the victim, though I am
7 concerned about the amount of time it took for us
8 to receive a backfill. Again, the victim's
9 billet was gapped for 10 months. And by
10 comparison, the guilty party's billet was gapped
11 for only four months. So, this might be an
12 anomaly, but it's an issue that could be easily
13 resolved by placing some type of time requirement
14 on Service personnel managers to be able to
15 backfill the billets of victims who have approved
16 expedited transfers.

17 So, please don't misunderstand me;
18 transferring the victim was the absolute right
19 thing to do in this case. It was no hesitation
20 on my part to be able to approve that, especially
21 since I was in a deployed status. And I cared
22 most about helping that shipmate who was

1 experiencing trauma in his lift. But, from a
2 commanding officer's perspective, a billet going
3 gapped for that long is problematic. It is
4 problematic.

5 I did write down one thing that I
6 think Colonel Nash brought up. But I have high
7 praise for the Coast Guard Investigation Service,
8 or CGIS. I don't know if you could follow along
9 with my timeline, but it was essentially over a
10 year before we had a pre-trial negotiation take
11 place and this be disposed of at the summary
12 court martial. I think there is a case and a
13 need for more agents with CGIS to be able to
14 support these cases.

15 And that's the conclusion of my
16 prepared remarks. I know Chief Lee does not have
17 prepared remarks, but I know he is going to be of
18 value to you in the question-and-answer session.
19 We're happy to answer any questions that you
20 have.

21 Thank you.

22 CHAIR BASHFORD: Member Grimm?

1 MEMBER GRIMM: Colonel, I would like
2 to ask for some more input on the bystander
3 training. We have been advised in the background
4 briefings that we have received regarding the
5 circumstances in which the environment where
6 sexual assaults may take place often includes
7 off-duty hours, off-base, and the involvement of
8 alcohol.

9 We know that within military units
10 there is a cohesiveness and the people in units
11 tend, when they are off-duty, to have friends
12 within the units that they go off and do things
13 with. So, the environment may very well include
14 the locations where there other Service members
15 or members from their own command who are
16 present.

17 Was this something that your unit
18 developed as a way to try to train soldiers from
19 the bottom-up in what their responsibilities were
20 or was this something that is done Army-wide?

21 LT. COLONEL MILLER: So this is
22 definitely something that is done Army-wide. In

1 fact, the brigade-level Victim Advocates and
2 SHARP representatives are actually trained on how
3 to facilitate that training down at the brigade
4 and battalion levels, so that they can have that
5 interaction.

6 There is also a series of -- and one
7 of the other panel members mentioned it -- in
8 terms of a group of individuals that come around
9 and kind of do this sort of -- it's almost like a
10 play, if you will. But it is kind of the first
11 step into the bystander training where they
12 involve the audience of that training. You know,
13 they set up a scenario where they're in a local
14 bar and they see something happen. And then,
15 they involve the audience inside of that. So, it
16 is definitely something that is probably not even
17 just Army-wide, but Service-wide that that
18 training is conducted.

19 I think at least in the Army and
20 across the Army we have noticed that what you
21 said is exactly right. These incidents occur
22 generally off-post or they start off-post and,

1 then, they migrate into places like the barracks
2 or on-post housing, where there may be a
3 gathering of multiple people. Or, you know, it's
4 the after-party or the pre-party sometimes of the
5 night's activities.

6 And so, it is just getting the
7 soldiers involved in that. I would say that, at
8 least on Fort Campbell, that has been a focus
9 area. And I know on other installations as well
10 across the Army, just based off of, if you can
11 get people to recognize what those telltale signs
12 of something's not right, hey, if it is in your
13 gut and it doesn't feel right, if you see
14 something wrong, step in and do something. If
15 they can do that for a sexual assault, you know,
16 they can do that for other things.

17 And we kind of flip the script on them
18 a little bit. You know, "Hey, you take care of
19 your buddy in battle when we're out fighting
20 wars, but why can't you do this when we're at
21 home station in a bar?" So, just using that
22 mentality.

1 MEMBER GRIMM: Could the other panel
2 members just comment as to whether there's
3 training that they have encountered of this
4 bystander training? So, we get a sense of
5 whether there is a consistency?

6 COMMANDER LIVINGSTON: Yes. Yes, sir.
7 Navy-wide, there is, I think it was two fiscal
8 years, there was a push, a big push, specifically
9 for bystander intervention training. And it went
10 through the Department of the Navy where we were
11 required to do bystander intervention training,
12 and it was good training at that demographic that
13 we're talking about, you know, that 18-to-25-
14 year-olds. I mean, that is a tough group, right?
15 I mean, that's where many college campuses have
16 the same age group.

17 Also, I can't remember the name of the
18 training, but we keep talking about this play
19 interaction, and we had that, too. It was very
20 good. It was very well-received. And I always
21 pushed as many sailors as I could to that. It
22 was kind of like a roadshow, and I can't remember

1 the name of it. But it was very well-received.

2 LT. COLONEL NASH: The Marine Corps
3 has similar training as has been briefed. We, as
4 well, have had the roadshow of these plays. And
5 the face value, a lot of times the marines will
6 laugh about them because they're like this is so
7 ridiculous; this wouldn't happen. But that's
8 kind of the point; it is happening. And so,
9 that's kind of eye-opening for them when they can
10 pull themselves out of scenarios that they live
11 day to day and kind of just watch it happening.
12 I think it gives them a different perspective on
13 maybe things they could do better to help the
14 marine/sailor.

15 MAJOR SEAMANS: Yes, the Air Force is
16 using the Green Dot training. It's very much
17 peer-oriented with the 18-to-25-year-olds, where
18 we identify within my sections -- and some of my
19 sections are as small as 10 people, as big as 50
20 people -- the informal leaders, those airmen that
21 their peers look up to as, "Hey, whatever Airman
22 Jones is doing, I want to be like Airman Jones."

1 And those are the people we try to select as the
2 proctors for this training.

3 So, they do the formal training en
4 masse, and then, in the small section units we do
5 the recurring training. But we do the same type
6 of vignettes and discussions on, if you're in
7 this scenario, what are the tactics you can use
8 to diffuse the situation, where we can identify
9 where, hey, this is going to go down the wrong
10 road. So, hey, we need to pull this airman back,
11 you know. This isn't going to end good for
12 either one of these people. And we've trained
13 them to recognize those things. And by using
14 those informal leaders as the proctors, then it
15 also fosters those peers to want to be supportive
16 of those discussions and actions.

17 Because it's a new concept, I know
18 that DoD, I think this was a college/university-
19 type program that had shown much success. So, I
20 know it's somewhat new in the Air Force, but
21 definitely a robust program, more than I've seen.

22 MEMBER GRIMM: Thank you.

1 COMMANDER CARTER: The same with the
2 Coast Guard, sir. There's a little bit of
3 bystander training that is in our annual
4 requirement to conduct GMT, which is General
5 Mandated Training.

6 But, about two years ago, I think
7 similar to as the commander mentioned, there was
8 a push for sexual assault awareness and
9 specifically for some bystander training. And
10 there were road-trip shows, and it was an en
11 masse event where you went as a unit, or the
12 majority of the unit, in a classroom setting and
13 covered scenarios. And as the other panelists
14 mentioned, it did surround situations that
15 involved alcohol because, obviously, there is a
16 connection there. But I found it to be valuable.

17 MEMBER GRIMM: Thank you.

18 CHAIR BASHFORD: Ms. Long?

19 MEMBER LONG: I have a question for
20 each of you. And thank you, first, very much for
21 being here. I thought it was very informative,
22 and thank you for the work you're doing.

1 I know that you have each spoken about
2 you rely on your Staff Judge Advocates or the
3 other Judge Advocates in your group. Have you
4 ever felt that your lack of formal legal training
5 or if the training that you do receive has
6 hampered your ability to analyze the case? Is
7 there any additional training that would help you
8 in terms of when a case is presented to you? I'm
9 thinking toxicology or any of the specialized
10 competencies that can help maybe make sense of
11 pieces that seem complex. Or do you feel like
12 you have what you need with those that are
13 advising you?

14 LT. COLONEL MILLER: So, I'll answer
15 this first. I would say that I think if you were
16 to advance any more -- if I were to receive any
17 more legal training, I think it would almost
18 impair my ability to make decisions that are, I
19 guess you could say impartial, right?

20 So, one of the things as a commander
21 is you can't get emotional about the decisions
22 that you're making. I think that when you start

1 to dig into understanding more of what's
2 happening in terms of the toxicology and those
3 things, you start to become part of the case.
4 And as the commander, you can't really become
5 part of that case, and that's why you have those
6 advisors.

7 And so, I would caution against
8 additional legal training. I am just very
9 fortunate where I have a great team. You know, I
10 had a great team and command. I had a great
11 relationship with my SARC.

12 But I could say that there might be
13 some room for some specific training with regards
14 to how you handle sexual assault cases or how you
15 handle victims. You know, maybe just a little
16 bit more touchpoints in the areas that we're
17 already receiving training.

18 However, I think that if you increase
19 the level of training, you know, don't turn
20 commanders into lawyers because that's not our
21 role. Our role is to be commanders and be
22 impartial, and sort of not get tied to the facts

1 of the case or really focused-in on, you know,
2 I'm going to get that guy or that gal, or
3 whoever, because it is just that's the trial
4 counsel's job, is to take that to court, not the
5 commander's.

6 MEMBER LONG: But am I correct that
7 you all make a decision, though, as to whether or
8 not that case goes to court ultimately?

9 LT. COLONEL MILLER: So, in a sexual
10 assault, as an 05-level commander, I make a
11 recommendation to the 06 and I say, "Sir, based
12 off of this," and it's really myself and the
13 trial counsel and the Staff Judge Advocate that
14 are making that sort of advice to the colonel.
15 The lawyer, of course, on the legal side of the
16 house, and then, really, as a commander, I can
17 provide, hey, you know, soldier X will make a --
18 you know, she'll be a fantastic witness, or like
19 understanding the environment of the unit and of
20 the victim and the surrounding facts. So, I
21 think that if you put commanders in more legal
22 training, I think you run the risk of sort of

1 marring the legal aspect of it.

2 COMMANDER LIVINGSTON: Yes, I mean, I
3 don't know. So, I never saw one go to court
4 martial. I think I have a case that started when
5 I was a CO, and I talked to the current CO,
6 actually, the current XO, and it's heading that
7 way, and it should, in my opinion, right, based
8 on what I know of the case when I left command.

9 I don't think that I have the ability,
10 though, to decide whether or not it goes to court
11 martial at my level. I think that, and I very
12 well could be wrong, but my understanding is that
13 is a decision that NCIS and the lawyers make,
14 Staff Judge Advocates make, that, hey, yes, we
15 would like to take this to court martial or not.
16 And they get to make that decision, right? And
17 talking to, for me, Naval Criminal Investigation
18 Service and the JAG, talking could make that.

19 Now I completely agree with the
20 lieutenant colonel where it is up to me, if the
21 victim is in my command, to encourage that victim
22 to participate and provide reassurances that the

1 command is behind him or her. But, again, I
2 never saw one go to court martial while in
3 command, but that was my interpretation.

4 I did have one, and it was a very
5 frustrating experience. It was one of those
6 cases that I inherited. When I came into the
7 command, it was ongoing. And it was a contact
8 case, so non-penetration. It took an excessively
9 long time, it seemed to me, for the investigation
10 to conclude, for NCIS and JAG to make a decision,
11 to come to a resolution of whether or not to go
12 to court or not go to court martial.

13 When they finally made that decision
14 that it could, that they did have enough, it had
15 been over a year since the incident took place.
16 And my sailor was no longer interested in
17 participating in that trial, and it was all
18 dropped. And I could not blame her one bit,
19 either, for not wanting to participate in
20 something that she had moved on from, and it just
21 took too long. And it was very frustrating to
22 see that happen. But that was not my decision to

1 make.

2 LT. COLONEL NASH: In my situation,
3 it's between the 06 commander and you will be
4 getting advice from the trial counselor and the
5 SJA for my unit. So, usually I get told what is
6 going to happen, and NCIS sometimes, depending on
7 an agent, will keep me informed, but they don't
8 have to. And sometimes unless I go digging and
9 looking for it, I might not even see the
10 investigation with some of the details that
11 you're even referring to, unless I specifically
12 go through it.

13 And then, the victims, they have their
14 victim lawyers as well. So, when I talk with
15 them, which is a requirement every month to talk
16 with each of the victims and make sure that --
17 give them a current update and let them know,
18 find out if they have any issues or concerns.
19 There are victims' lawyers. And so, I for the
20 most part try to stay disengaged from the legal
21 process itself, for many of the reasons already
22 stated, with undue command influence and things

1 like that. So, I just kind of stay away from it.

2 MAJOR SEAMANS: Yes, and in my case it
3 was my very first day on command. It was the
4 very first red folder I had. It took me several
5 days to go through all the interviews and videos
6 and testimonies that OSI had gathered. And then,
7 Legal Office came in.

8 I think it is just kind of what you're
9 saying as far as the legal training, I think the
10 just-in-time training worked very well for me.
11 So, of course, I am not a lawyer; I'm an aircraft
12 mechanic. I'm looking at a lot of things here
13 and a lot of details, but it just comes back to
14 the basic foundation of a human being looking at
15 the papers to make a decision as to whether or
16 not I'm going to recommend a preferral of charges
17 against this individual, based on the merits of
18 what's in front of me.

19 And that is kind of the way Legal
20 Office kind of steered me down. It was, do you
21 think this should go in front of a jury? If so,
22 then, you should prefer charges. And that was

1 kind of the essence of the discussions that I
2 had.

3 COMMANDER CARTER: Specifically to
4 answer your question, ma'am, no, I do not believe
5 any lack of legal training hampered my decision
6 in this case. However, it wasn't a decision, I
7 mean, this case immediately just for the first
8 flag officer and my chain of command, which was a
9 three-star. So, the disposition on whether or
10 not that case went to court martial was entirely
11 -- it's the important thing for us was, you know,
12 I like the notion that Jennifer said about
13 disengaging. That was why the crisis
14 intervention team was so important for us.

15 I didn't even participate in those
16 meetings, to maintain any level of objectivity,
17 in case the three-star said, "Aw, maybe it
18 doesn't meet the level," and pushes it back down
19 to me for non-judicial punishment. That wasn't
20 the case in this case. It went to court martial.

21 But that crisis intervention team, you
22 know, that's my SJA; that's the SARC; that's the

1 Coast Guard Investigation Service, and the
2 commander representing the command who do the
3 next step. So, I felt like the training that I
4 had was sufficient, given what I was required to
5 do in reporting sexual assaults and
6 administrative investigations.

7 MEMBER WALTON: All of you have
8 indicated that you believe there's insufficient
9 investigative services available to you. Is
10 there some ratio that should approve the number
11 that you have under your command, or the number
12 of investigators, or some other calculation in
13 deciding what investigative services are
14 sufficient?

15 COMMANDER LIVINGSTON: Sir, I don't
16 know the answer to that question. I can explain
17 that the NCIS agents onboard NAS Whidbey Island
18 were shared by the entire area, right, the entire
19 base. So, it wasn't just my command vying for
20 their resources. It was the other, holy cow,
21 however many, 20 other, you know, the Growler
22 squadrons, the other P-3 squadrons, the base,

1 they were all utilizing the same NCIS agents.

2 I'm not sure if there is ratio of how
3 they figure out how many agents are assigned.
4 But, yes, I would concur that there was not
5 enough, it would seem.

6 LT. COLONEL MILLER: So, I would say
7 they are definitely underresourced. I did come
8 armed with a little bit of statistics. So, just
9 specifically at Fort Campbell, as of the 18th of
10 October, there was 146 open investigations at
11 CID. Out of those 146 investigations, 82 of them
12 involved an allegation of an Article 120 offense.
13 And so, that's over half the caseload. And I
14 would tell you that the length and duration that
15 it takes to get those cases closed is sometimes
16 extremely long.

17 One, they need to be detailed enough
18 to be able to take them to trial. What that
19 results in, of course, is a potential accused who
20 is really accused of a violent crime in some
21 cases who doesn't necessarily meet the pre-trial
22 confinement requirements because the person is

1 not a flight risk or we can't prove that they are
2 going to injure another individual. That person
3 stays inside of your formation for potentially up
4 to a year, until the person can be brought to
5 court martial, tried, and then, potentially
6 confined.

7 I assumed command and, within about 60
8 days, there was a court martial for an NCO who
9 was accused of sexual assault. He had been, his
10 court martial -- the investigation -- I'm sorry
11 -- had started over a year before that. And so,
12 when I assumed command, I was surprised that it
13 had taken that long to bring it to a court
14 martial.

15 And it really goes back to the number
16 of investigators, and I think what we need to
17 look at is skilled investigators because, at
18 least for the Army CID perspective, you see the
19 recruiting posters up and you may have an MP, a
20 Military Police soldier; you could have a
21 mechanic or an infantryman that becomes a CID
22 agent. And then, now that individual is, well,

1 we got the CID agent, but it's about that
2 experience and the training level of the CID
3 agents to become more proficient at conducting
4 those investigations. So, I think it is kind of
5 a two-part piece there.

6 COMMANDER CARTER: We share CGIS
7 services, too. They're assigned to Coast Guard,
8 Atlantic Area. I do not have stats, but it is,
9 given the variation of cases, not just for sexual
10 assault cases, but for all sexual assault cases
11 -- and I'm not the first one to say it -- we
12 don't have enough CGIS agents. They will have to
13 borrow agents from sub-commands to come out and
14 meet you to be able to do their investigation
15 and, then, send it back to the case agent. So,
16 the case agent doesn't even have time to focus
17 solely on that case.

18 So, again, they provide great work.
19 I appreciate it. They're underresourced.

20 MAJOR SEAMANS: Yes, the Air Force
21 Office of Special Investigations at my base,
22 Grand Forks, from the time that charges were

1 initiated, where the investigation began until it
2 went to court martial and conviction, it was
3 about 18 months, but there really wasn't a
4 backlog. Grand Forks Air Force Base isn't a very
5 large installation, and about 1100 active-duty
6 members there, and there's three agents that work
7 in that office.

8 So, when I have an action that goes up
9 to OSI for investigation, I don't experience a
10 big delay, although, still, it sounds like the
11 timeline remains about the same, that when
12 initial charge to conviction, it's 12 to 18
13 months where, like I said, no pre-trial
14 confinement or you have those people that are
15 still in your formation. You're trying to
16 maintain some sort of normalcy to your unit and
17 to that individual until it does get to court.
18 So, that is a challenge.

19 CHAIR BASHFORD: Do you have a follow-
20 up?

21 MEMBER SCHWENK: Yes. So, talking
22 about that, the investigative agencies realize

1 that -- everybody realizes the process is slow
2 and that doesn't benefit anyone. So, the
3 question is, how do you speed it up? You look at
4 each part and you look at the investigative
5 piece.

6 In January of this year -- so, the
7 first thing we did is, since you're all in the
8 military, you know how the pendulum swings,
9 right? And when we decide to emphasize
10 something, depending on the swing, it's way off.
11 So, the answer was all 120 cases will be
12 investigated by a military criminal investigative
13 organization. The pat on the rear is going to
14 get the same thorough investigation as the
15 violent rape. And so, there we are.

16 So, then, years passed and the field
17 complained about slowness. And so, in January a
18 new policy came out and said, okay, now the MCIO
19 can go to -- I don't know all their names, but
20 they can go to the MPs or they can go to the
21 Marine CID or the master-at-arms, or whatever you
22 have that's not OSI, that's is a law enforcement

1 connection. I don't know about the Coast Guard,
2 but in the DoD. And you can ask them to provide
3 support. So, the MP, OSI, Army CID, NCIS is
4 still in charge, but they can now get a master-
5 at-arms or a Marine CID to help them on the
6 contact cases. They're all serious, but of the
7 panoply, of the less serious of the serious.

8 And so, that is a step that has only
9 been implemented this year that might -- it
10 provides them more resources. So, the next step
11 is, if that doesn't prove to be the right answer,
12 would be to cut off some level of cases and let
13 them go back to where they used to be done, which
14 is at the non-Army-CID, you know, NCIS, OSI level
15 and, then, done locally.

16 And so, my question is, having dealt
17 with those cases, how comfortable would you be
18 with that outcome? And I get the impression that
19 maybe not all of you would be that comfortable
20 with a less-experienced criminal investigator
21 handling even a contact case like a pat on the
22 rear-end or something. I realize it's your

1 personal opinion here, but I am just interested
2 in what your perspective is.

3 LT. COLONEL MILLER: So, I would love
4 to answer that question.

5 MEMBER SCHWENK: Well, go right ahead.

6 (Laughter.)

7 LT. COLONEL MILLER: So, when I was in
8 command we had an incident where a soldier
9 touched another soldier's genitals in what is
10 commonly-referred to is a "ball tap." It is a
11 celebratory "we just kicked the crap out of the
12 enemy," and this is what they did.

13 This was done in front of multiple
14 people. The company commander saw it. But the
15 company commander was not allowed to take any
16 action other than reporting it to CID because it
17 was an Article 120 offense.

18 So, in cases like this, this would be
19 a perfect example of where, to be able to
20 maintain good order and discipline and to
21 reinforce that trust within the chain of command,
22 those are perfect examples of cases that the unit

1 can handle, and handle quickly, so that you don't
2 inadvertently promote an environment where
3 soldiers don't think you're doing anything about
4 it, so it's an accepted behavior.

5 So, I would be more than happy, you
6 know, I would have been more than happy, as a
7 commander, to be able to take that on, even if
8 you made the disposition authority the 05-level
9 commander, so that there is still some oversight
10 to those junior company commanders. So that you
11 could potentially use that as a teaching point
12 for those younger commanders, because, as an
13 older commander, I learn from my older commander
14 and I teach my younger commanders. So, that is
15 kind of how we're raised in the Army at least.

16 MEMBER SCHWENK: That is sort of the
17 second part, the investigative part, and then,
18 the withholding authority to 06 and whether we've
19 now gone along far enough that we should
20 reconsider, I think the Army should reconsider
21 that 06 level. But let's stick with the
22 investigations.

1 LT. COLONEL NASH: Sir, I was actually
2 going to mention that when she finished. Because
3 I've got almost the exact story with an incident
4 currently. And it happened for a deployed, and
5 the marine had to be sent back for this. And
6 now, we're bouncing between NCIS in different
7 countries trying to wrap up this investigation
8 for a very similar story, and there's no end in
9 sight.

10 So, as an 05 commander, for a story
11 like she told, the authority to handle this
12 matter I believe should be at the 05-level
13 commander. I don't see this as something an 06-
14 level commander can have.

15 But I know the Committee's concern
16 would be, what's the cut line and who makes that
17 decision? And so, I understand we're really good
18 at, you know, we're all in. It's like you said,
19 sir, we shift the pendulum. So, I understand
20 what has brought us here today. However, I think
21 maybe the pendulum could swing back into the
22 middle and there could be some type of process to

1 determine how and where we can investigate these
2 things, and then, handle them for disposition as
3 well.

4 For good order and discipline and
5 morale, there is something to be said about
6 quick, swift justice in cases. When cases linger
7 for nine months for a scenario like that, it's
8 bad for morale; it's not good for the unit
9 itself. And so, there's something to be said
10 with swift justice as well, sir.

11 MAJOR SEAMANS: In my experience, both
12 of my cases were someone on the severe end. So,
13 I believe that the OSI was the correct agency to
14 do the investigation. Having dealt with any of
15 these, maybe if you were to consider it a lesser-
16 type occurrence, then maybe a lower-level
17 investigator in order to impose that brevity of
18 the investigation and eliminate some of the
19 backlogs. Then, they can use those better
20 resources for the more intricate cases that end
21 up, would be a good way to diversify the workload
22 for those investigators.

1 MEMBER SCHWENK: Any thoughts from the
2 Coast Guard or the Navy?

3 COMMANDER CARTER: I agree. We think
4 that there is some type of mechanisms to be able
5 to ensure the needs of the victims are being met,
6 and that if there is general concurrence between
7 the SJA and all the personnel involved and the
8 sexual assault prevention and response team
9 program, that those cases can be kicked back
10 down.

11 But, remember, there is a victim here.
12 So, we have to be very conscious of, are they
13 claiming themselves as a victim? I think you
14 still need to go through all the process, but the
15 mechanism, to kick it back down I think would be
16 valuable and might help the lag in the
17 investigative report.

18 COMMANDER LIVINGSTON: Personally, I
19 concur wholeheartedly, sir. I mean, I think you
20 would be hard-pressed to find an O5 commander who
21 would not want to have that authority. And it is
22 not just for the sake of the --

1 MEMBER SCHWENK: We found some last
2 year.

3 (Laughter.)

4 COMMANDER LIVINGSTON: Oh, yes, well,
5 okay. Yes, sir. But maybe as the pendulum
6 shifts, it will become harder to find those 05
7 commanders.

8 And not only for the victim's sake,
9 but also for the accused, right? I mean, like
10 you said, they're all serious, but some are less
11 serious than others, and it's being held over the
12 accused head as well and could put their career
13 on hold unnecessarily. And I know that is a very
14 -- yes, you have to be very careful with that.
15 That's kind of what got us to where we are now,
16 right? And we need to make sure we remember, you
17 know, we didn't handle these always in the past
18 correctly, and we need to keep that in mind as we
19 do move forward, sir.

20 MEMBER SCHWENK: Okay. Thank you.

21 MEMBER WALTON: I have another
22 question. Does the military seek to establish a

1 working relationship with local law enforcement,
2 civilian law enforcement, and prosecutors'
3 offices in those areas? And assuming you have a
4 law enforcement and prosecutorial capacity to
5 handle the cases, and there's an event that takes
6 place off-base, from a commander's perspective,
7 where do you believe that case should be
8 prosecuted, by the military or by civilian
9 authority?

10 LT. COLONEL NASH: It depends, sir.
11 My only off-base cases was when I was on
12 recruiting. And so, in that scenario it made
13 sense for the civilians, I think, to handle those
14 cases.

15 And it could depend, too, on who the
16 victim is. If we're talking both of whom are
17 Service members, I would think that the military
18 is probably the best avenue to do that. But, if
19 the victim is a civilian, there may be some
20 considerations to be looked at in the civilian
21 courts.

22 LT. COLONEL MILLER: I would have to

1 say, from the perspective at least from Fort
2 Campbell, that there is a very close relationship
3 with both the local law enforcement agencies and
4 the Oak Grove Police Department and the
5 Clarksville, Tennessee, Police Department and
6 their investigative services. In fact, there is
7 a partnership when there is a child, even if it
8 is a child on-post, that is a victim of a sexual
9 assault or they think that they are a victim of a
10 sexual assault. They actually have a partnership
11 with the Montgomery County Sheriff's Department
12 that has folks that are trained to interview
13 those children to kind of determine what is going
14 on.

15 One of the things that we have done in
16 the past as an installation, and my brigade
17 combat team spearheaded an effort during the
18 Sexual Assault Prevention Month, was having a
19 forum for local law enforcement as well as CID
20 agents and commanders from the installation,
21 basically, to spend about a half-of-day with each
22 other, have coffee and some snacks, and things,

1 and have a guest speaker come and talk about how
2 to treat victims and understanding that not every
3 victim is the same.

4 And then, we all kind of sat at
5 different tables, so that we could have that
6 interaction with the local law enforcement, their
7 perspectives. Then, with many of our soldiers
8 that live off-post, really getting the local law
9 enforcement to have that interaction with the
10 commanders on-post to facilitate that
11 relationship. So, in many cases I think a lot of
12 installations that have quite a few soldiers
13 living off-post probably try to do that same kind
14 of outreach, because it helps balance those cases
15 as well.

16 But I would agree with Lieutenant
17 Colonel Nash on, if it's a soldier-on-soldier
18 incident that occurs off-post, I think a lot of
19 times, and even our local law enforcement in the
20 Fort Campbell area realize that, there is a
21 better chance for prosecution of that accused if
22 it is moved into the military justice system.

1 CHAIR BASHFORD: I just wanted to hear
2 from the other Services on Judge Walton's
3 question first.

4 COMMANDER LIVINGSTON: Yes, my
5 experience, sir, with that is that, yes, there is
6 a relationship with the civilian police force,
7 sheriff's department, and more so, though, geared
8 towards the base. So, I think the base CO would
9 probably establish that relationship more at that
10 level, at the 06 level more so than at my level,
11 the 05 command level.

12 I concur with -- they would often, if
13 it was what we call blue-on-blue, sailor-on-
14 sailor, hold and detain and, then, often allow
15 the Navy to come pick them up, and then, let us
16 hold them accountable for a simple assault,
17 public drunkenness, something like that.

18 When it gets to the arena of sexual
19 assault, though, I think my experience was the
20 civilian investigative services had first go at
21 it if it happened out in town. And they would
22 investigate and they would do so in coordination

1 with NCIS. I would contact NCIS to see how that
2 relationship was going, and I would do that
3 directly as the 05 commander.

4 And then, once the civilian sector
5 decided to prosecute or not prosecute -- and
6 typically, in my experience it was not prosecute
7 -- then, NCIS, the Navy Criminal Investigation
8 Service, would take it from there, and, then,
9 further prolong the timeline for them to make a
10 decision whether or not to go forward or not to
11 prefer charges.

12 MAJOR SEAMANS: Air Force, from my
13 experience, it happened off-base. It was an
14 airman-on-airman downtown Grand Forks and
15 jurisdiction was given back to the base. From a
16 command perspective, I was not part of those
17 discussions, nor was I part of the request as to
18 whether or not I wanted jurisdiction. That was
19 something that was done at the Staff Judge
20 Advocate office, and it was a communication that
21 they had between them and the prosecution office
22 downtown.

1 It is kind of unique, though, in
2 addition to not just sexual assault, but we have
3 driving-under-the-influence cases as well. Those
4 are the other ones that sometimes the city will
5 give up jurisdiction; sometimes they won't. It's
6 hit or miss, and I don't know what the driving
7 force is behind why they do or why don't give up
8 jurisdiction. But, for the case of sexual
9 assault, in my experience, it was given back to
10 the base, and court martial was the venue for
11 prosecution.

12 COMMANDER CARTER: There is a
13 professional working relationship between CGIS
14 agents and local law enforcement in all areas of
15 responsibility. I think entry point matters, no
16 matter what the case is. So, whether it starts
17 on the civilian side or on the military side, as
18 the commander mentioned, typically, cases that
19 start at the civilian side will remain on the
20 civilian side until there is some kind of final
21 disposition, at which point CGIS, who was
22 probably monitoring that process through the

1 entire time, takes it into the military justice
2 system once the civilian authorities are through.

3 CHAIR BASHFORD: So, at the Chair's
4 discretion, I'm going to take a 10-minute break.
5 I know some of our members have been using
6 facilities, and I want to make sure that the
7 panel has an opportunity, if necessary. So,
8 we'll back in 10.

9 (Whereupon, the above-entitled matter
10 went off the record at 10:29 a.m. and resumed at
11 10:43 a.m.)

12 CHAIR BASHFORD: Okay, Ms. Tokash, I
13 think you had a question?

14 MEMBER TOKASH: I did. I first have
15 a question for Commander Carter, and then I have
16 a question for each of the services, if that's
17 okay?

18 Thank you for your time today. I know
19 how busy you are as commanders and high-ranking
20 NCOs.

21 My question is with regard to the case
22 that you detailed to us. Were you privy to the

1 reasons why that particular case was referred
2 Summary versus Special or General?

3 COMMANDER CARTER: My understanding,
4 ma'am, was that that was determined during pre-
5 trial negotiations.

6 MEMBER TOKASH: Okay, so there was
7 some form of back and forth --

8 COMMANDER CARTER: Yes, ma'am.

9 MEMBER TOKASH: -- between the trial
10 counsel?

11 COMMANDER CARTER: Whether we were
12 going to plead guilty to the five counts at a
13 summary by suspension.

14 MEMBER TOKASH: Okay, then my question
15 for the services going down the line, we heard
16 yesterday from civilians from the Pentagon about
17 the expedited transfer policy, and a credibility
18 determination that is made between the commander,
19 the investigating officer, and the staff judge
20 advocate.

21 I know the Coast Guard said that
22 credibility determination is put in a formal

1 memorandum, that decision.

2 Could each of the services talk about
3 that, and whether you actually were part of any
4 credibility determination that was made prior to
5 an expedited transfer?

6 LT. COLONEL MILLER: So, in terms of
7 the expedited transfers that I dealt with, it
8 was, first, the soldier would go and make the
9 formal statement at CID.

10 CID would say, hey, there is validity
11 to this person's accusations.

12 There is a named accused or they
13 somewhat know who that person was, and then, the
14 Victim Advocate would then contact me and say,
15 hey, ma'am, specialist, so-and-so, or soldier,
16 so-and-so, is requesting an expedited transfer.

17 Her case meets the requirements for
18 that based off of that current level of
19 investigation.

20 I think that when we talk about the
21 expedited transfer, it's expedited so that you
22 remove that person from the situation quickly,

1 correct?

2 And so, we try to do it as quickly as
3 possible to be able to make sure that that
4 transfer takes time.

5 So, to be able to ensure that soldier
6 was moved in a timely manner, the urgency to get
7 that paperwork to the resources, Human Resources
8 Command for the Army, it's a pretty tight
9 timeline to be able to make that happen.

10 So, in terms of credibility, I'm not
11 really sure how you can really determine
12 credibility for certain without a full
13 investigation.

14 So, essentially, you're almost
15 believing the soldier at face that there has been
16 an Article 120 offense that has occurred.

17 I did have a soldier that requested an
18 expedited transfer as part of a case that didn't
19 necessarily meet the Article 120 level in terms
20 of the offense.

21 And so, it had to do with cell phones
22 and two soldiers stealing images of them off of

1 their cell phones.

2 So, soldiers would go in, borrow cell
3 phones, call my wife, and then he'd send a text
4 message of pictures that the soldier may have of
5 themselves that is, you know, maybe not clothed
6 all the way.

7 And so, because that didn't meet the
8 level of the 120 offense, then that transfer was
9 not granted.

10 So, the credibility is in relation to
11 120 offense, not necessarily the truthfulness of
12 that statement to CID, if that makes sense.

13 MEMBER TOKASH: It does.

14 And so what you're saying is from your
15 perspective in the Army, there's no written
16 decision that's made?

17 It's really just kind of made more
18 orally, if you will?

19 LT. COLONEL MILLER: Well, there's a
20 memo that goes along with the expedited transfer
21 that's sent forward from the command.

22 So, basically, myself and my brigade

1 commander would sign the -- it's a form that the
2 Army has. It's a DA-4187 Personnel Action
3 Request, accompanied by a memorandum that is
4 generated, basically, from I think it's the
5 Victim Advocate that certifies this individual
6 has filed a complaint, a sexual assault
7 complaint, and that it meets the Article 120,
8 which is backed up by the CID.

9 So, that's really the certification.
10 The credibility is not necessarily whether or not
11 it's truthful or not, it's whether or not it
12 meets the 120 level of -- that level.

13 COMMANDER LIVINGSTON: Yes, ma'am, I'm
14 of little service to you. I never dealt with an
15 expedited transfer while in command.

16 LT. COLONEL NASH: Ma'am, for my
17 experience, so, when a victim is getting briefed
18 by the UVA or the SARC, they go over the
19 expedited transfers.

20 So, the command, essentially, of MMEA
21 is the commander. So, the UVA will offer the
22 services, which is an expedited transfer.

1 The individuals that are interested in
2 expedited transfer, our UVA usually takes it to
3 our SARC, who then sits down with that individual
4 and explains kind of the whole process.

5 There's a form to fill out. I'm not
6 an approval authority for that.

7 And then it's worked out between what
8 we call MMEA, it's our administrators here to get
9 that individual orders.

10 So, again, they tend to get removed
11 from the command very quickly.

12 So, no, I'm not involved with NCIS or
13 anyone, to make this decision.

14 MAJOR SEAMANS: And I can tell you,
15 specifically on my experience with expedited
16 transfer, that there is a significant line -- I
17 actually used this when I did this two months ago
18 my commander's handbook.

19 I referenced excerpts out of Air Force
20 Instruction 90-6001, which is dated 21 May, 2015.
21 It gives a template that I had to fill out with
22 the details, and at the bottom of the template,

1 the template includes the individual's name
2 that's requesting the expedited transfer, their
3 grade, social security number, Air Force
4 Specialty Code, if there's any assignment waivers
5 or limitations or medical conditions that can
6 preclude this Airman from being assigned anywhere
7 in the world, time and date of the request, if
8 they're married or single, and any other factors
9 that could potentially disqualify this Member
10 from requesting.

11 It further goes on to have a paragraph
12 that I'll read verbatim, that says as Wing
13 Commander, I've considered the circumstances
14 regarding the incident and current circumstances
15 driving the request, and how the reassignment
16 provides the support that the victim is seeking.

17 And then it goes on to say I
18 recommend, and that's either approval or
19 disapproval of this request.

20 Then there's a signature block, I
21 either approve or disapprove, I sign it, and then
22 it goes to first coordination to the Wing

1 Commander, which I actually hand-carry.

2 Because I signed and approved, and
3 then I hand-carried it over to the Wing
4 Commander's office.

5 He signed and approved, and then this
6 memorandum was sent back to the SARC Office, who
7 then forwards that memorandum down to the Air
8 Force Personnel Center.

9 Now it generates another requirement
10 for the victim to then get on to the virtual
11 military personnel flight of the MPF online, and
12 they request a expedited transfer via
13 humanitarian assignment.

14 So, this letter is the catalyst for
15 the Air Force Personnel Center to see that there
16 is a request that is supported by both the
17 Squadron and Wing Commander.

18 As Squadron Commander, I'm
19 recommending approval.

20 Ultimately, it's the Wing Commander
21 that gives final approval, and then that document
22 sits at the Personnel Center for when the Member

1 does submit the request.

2 And in my experience, it was almost 24
3 hours we signed the letter, the Member got in
4 online and requested it. It was then approved
5 within 14 days, as required by AFI.

6 PCS Permit of Change of Station
7 Orders were in hand and the Member did return
8 back to a base close to home, to mom and dad,
9 within a couple hours of home.

10 So, as far as the process from a
11 command perspective, my recommendation and data
12 that I submitted was pretty simply put in the AFI
13 and the check books.

14 MEMBER TOKASH: Thank you.

15 COMMANDER CARTER: Yes, ma'am, like I
16 said, it was a memo that the sergeant helped the
17 victim construct in our case.

18 Remember, the victim was separated
19 from the unit because we were in a deployed
20 status, and we did not utilize the Victim
21 advocate. And it is within their authority to
22 help a victim do that.

1 We utilize the SARC because that's
2 where the victim was at the time. And we
3 notified the crisis intervention team.

4 There were not many concerns on
5 whether or not this was legitimate request.

6 It was obvious it was in the best case
7 of the victim, and the correspondence was really
8 between me and the office of personnel
9 management.

10 And once I endorsed the victim's
11 request, that Member went straight to them, threw
12 out any other links in my chain of command. And
13 as I said, it took about ten days after the
14 request was received.

15 MEMBER MCKINLEY: Thank you for your
16 service and your leadership.

17 Having been a First Sergeant for over
18 ten years myself, I understand your daily
19 challenges that you go through.

20 It's pretty evident to me that there
21 was a lot of differences in the training between
22 the different services.

1 We deployed as joint, we have joint
2 basing, we live and work together.

3 Do you feel that it would be
4 beneficial if we had some type of unified
5 training across those services so we all speak
6 the same language, do the same thing?

7 Also, what is the specific training
8 that you have received, from each of you, if you
9 have a victim in your unit, the alleged
10 perpetrator in your unit, on how do you deal with
11 that?

12 Tell me about the training there.

13 The bystander training, the roadshow
14 that you talk about, that's great training I
15 believe, but as you said, not every person gets
16 to go there.

17 What is the annual requirement for
18 every Member of your service on sexual assault
19 training?

20 I know in the Air Force, it's sexual
21 assault training by computer-based training once
22 a year, and we kind of speed through that to get

1 it done.

2 So, tell me about the quality of the
3 annual training, exactly what it is?

4 LT. COLONEL MILLER: Okay, so I'll
5 start with the annual training just because
6 that's kind of what you left off with so it's the
7 first thing in my mind.

8 So, the Army has it broken up a little
9 bit differently. So, there is an annual
10 requirement for a computer-based program,
11 however, that's not the only requirement.

12 And so, there is a monthly
13 requirement, which gets you to a accumulated 12
14 hours of training.

15 So, you have a monthly one-hour
16 requirement to touch SHARP training through the
17 year. And then depending on the installation or
18 the commander, you could potentially have
19 additional requirements on top of those.

20 Those 12 hours of training are set out
21 to cover every aspect of the SHARP program. And
22 whether it be prevention, reporting, et cetera,

1 all those topics are covered, and it's really up
2 to the commander how and in what order you
3 execute that training.

4 So, that kind of covers the annual
5 training requirement.

6 In terms of training as a commander,
7 if you have an accused and a victim inside of
8 your formation, you talk about it. It ends out
9 of those pre-command courses.

10 It's about, I think, two half-day-
11 schedule classes, and I got two of them, so I got
12 about, I think it's 12 hours of training for
13 SHARP and legal sort of melded together in there.

14 And you talk about what you're going
15 to do, and you talk about that you treat both of
16 them with dignity and respect.

17 But every situation is different and
18 I think when you get the baseline of, hey, these
19 are the things you have to assume, that the
20 accused is innocent.

21 But at the same time, you still have
22 to provide the victim with all the resources and

1 everything that you need to.

2 It sounds pretty simple when you go
3 through a class, but when you get out there, it's
4 a lot harder. And there's a personal dynamic
5 that goes on there.

6 But that's why I was selected to be a
7 commander, is to help kind of work through those
8 issues and then to kind of help that junior-level
9 commander, let's say, if you're in the same
10 company or in the same platoon or section,
11 navigate through that territory.

12 And that's why you also have your VA
13 and your trial counsel and Staff Judge Advocate
14 to help you make those decisions on what to do,
15 so that you don't potentially walk yourself into
16 an area where you could potentially impact the
17 ability to prosecute that individual or affect
18 the safety of the individual who is the victim.

19 And I feel like there was one more
20 question too?

21 MEMBER MCKINLEY: The joint piece?

22 LT. COLONEL MILLER: Oh, the joint?

1 So, I think that the joint community's
2 come a long way in terms of at least leveling the
3 playing field with Victim Advocates and the
4 SARCs, I think that we still have a SHARP program
5 in the Army, and we have SAPR and the other
6 services.

7 But I think we all generally
8 understand what those things are, and I think our
9 training is probably pretty level across the
10 board.

11 I think we just approach it in
12 different means because our services are
13 different in many aspects.

14 And so where the Army is very much a
15 human-based organization because everything that
16 we do involves a human being, our training may be
17 a little bit different, and differently-focused
18 in some of the services that are more technology
19 or equipment-based, so to speak.

20 So, yes.

21 COMMANDER LIVINGSTON: So, I guess
22 I'll go the opposite direction.

1 I think we generally do speak the same
2 language when it comes to sexual assault across
3 the Forces, across the Departments of Defense.

4 Very seldom do we have MPs, I'm not
5 for sure what the Army have for military police -
6 -

7 LT. COLONEL MILLER: MPs.

8 COMMANDER LIVINGSTON: MPs, okay. We
9 do have a SAPR program.

10 They have SHARP; I didn't know what
11 that was until just now, so thank you for
12 clarifying that. We have a computer-based
13 training for us.

14 So, other than those couple things, we
15 understand UVAs, we understand VAs, we still have
16 the same reporting requirements.

17 I say SARC, they say SARC, so I think,
18 generally speaking, we speak the same language,
19 anyway, at my level, from my perspective, when it
20 comes to the SAPR program, right, for sexual
21 assaults.

22 Maybe not at your level, I can't

1 answer that, but at my level, I think it's pretty
2 consistent across the services.

3 So, two sailors in the same command
4 involved in the same case, this happened to me.
5 The victim, the alleged victim, did not request
6 immediate transfer, and honestly, I supported
7 that decision.

8 I thought the best place for her was
9 in the command where I could personally make sure
10 that she received care and feeding, right, with
11 close coordination with the Victim Advocates and
12 the base SARC.

13 However, the two other individuals
14 involved in the Article 120-type case, and I do
15 believe it's going to court-martial here soon,
16 what do I do with them?

17 Because they don't get the choice to
18 expedite transfer, and nor should they.

19 But this is where close coordination
20 with your base resources really come into play
21 for me, and those relationships that you've
22 established.

1 So, you get guidance from the SARC.
2 Hey, what should I do? You get guidance from
3 JAG, what can I do? And probably more
4 importantly, you lean on my command or my ISIC.
5 Sir, this is what I'm thinking, do you agree?
6 And that's where, immediately, MPOs go in place.
7 Nobody talked to anybody about anything.

8 You stay within 200 yards from her at
9 all times, no questions asked. You break this, I
10 got you. Right? Now I can nail you to the wall
11 if you break this order from me. And you make
12 that very clear to the alleged offenders.

13 And then you work with, again, the
14 ISIC and the base CO. You get them out of my
15 command, you get those individuals out, and you
16 can do that through TDY orders, right, in the
17 Navy.

18 So, temporarily assign them to the
19 base or to the wing, and those commands were
20 always very supportive of the units, in my
21 opinion, to do that and to help us to get alleged
22 offenders -- and it wasn't just around sexual

1 assaults either, other, you know, problem sailors
2 -- out of the command, in the interests of good
3 order and discipline, right?

4 Because the bottom line is we're in
5 operational command and we need to move out and
6 execute condition, right?

7 And that's why all this exists, to
8 enable us to do that, to help us do that. So,
9 that's what I would do, and that's what I did,
10 and it worked well.

11 But specific training I had to lead me
12 to that, I suppose it was covered in legal
13 courses, you know, when they talk about MPOs, why
14 you would issue an MPO, and then the resources to
15 send sailors to UI also.

16 You know, you learn that your
17 Department Head had previous tours, you would see
18 some other things happen, and sailor X would all
19 the sudden be at the base, right, and not in the
20 command anymore because of the incident.

21 So, I would say probably on-the-job
22 training mostly, but they know where to execute

1 is really supporting services you have to enable
2 a safety commission.

3 LT. COLONEL NASH: Sir, a
4 clarification, when you say training, do you mean
5 commander's training or do you mean all-hands
6 training, when we talked about the
7 standardization?

8 MEMBER MCKINLEY: Well, specifically,
9 the commander training and senior NCO training
10 wouldn't have to deal with the situation.

11 But then, on the other hand, what does
12 the individual troop requirement for annual
13 training have to take place?

14 LT. COLONEL NASH: Thank you, sir.
15 So, I would be opposed to any type of really kind
16 of standardized training.

17 Because the problem with standardized
18 training is then it becomes a check in the box
19 too often.

20 And we've seen it with other type of
21 training as well as when you standardize
22 something, there's the potential for it just to

1 be a check in a box, just to complete it.

2 We've already talked about the
3 interactive training, and some of these
4 alternative-type trainings, where, really, the
5 training I think is impacting the bystander
6 training, the Marines and sailors in the
7 commands.

8 And I would just be cautious and
9 concerned that standardizing would just maybe
10 kind of prevent some of that creativity from
11 happening as well. And finding more effective
12 ways to relate and to get to the Marines.

13 So, that would be only my concern
14 about standardizing it.

15 And then with commander stuff,
16 standardizing it, I think some of that probably
17 could be standardized because the processes
18 sound like they're all pretty much the same.
19 They're might be some slight differences.

20 With the joint world, I've not dealt
21 with a sexual assault in the joint world
22 recently, but I've done a sexual harassment

1 before I deployed, and it was with the Air Force.

2 And I found that we do speak the same
3 language at least on that topic, for the most
4 part.

5 And I was the Investigating Officer
6 for it and worked with the Air Force, and had no
7 issues or concerns.

8 So, I think in the joint world, we're
9 all pretty similar, and we might have different
10 acronyms for something, but we all kind of
11 somewhat speak at least the same dialect.

12 And then for the question in reference
13 to when you have the alleged and the victim in
14 command, that's a great question because that
15 one's one which sometimes can be difficult.

16 I have 1,350 Marines; it's a big
17 command. However, what happens, I have many
18 different job skills between -- so, they're all
19 different. And so if they have the same job
20 skill, they usually work in the same-type
21 section, right?

22 And I can't just move an electrician

1 and put him in another company, right? I can,
2 but he's really not improving his, her, skills,
3 and that's what happens, really.

4 When the expedited transfers is not
5 wanted by the victim, and I have both of them,
6 they can't be really in the same platoon in the
7 same office space working every day.

8 So, now I have to pull someone out of
9 the job, and I'm not going to pull the victim out
10 of their job, I'm going to pull the alleged.

11 And what we found just recently is I
12 had an alleged, and within two days, he had a
13 suicidal ideation.

14 And we found, really, there's no
15 service because the SAPR program's sexual assault
16 and prevention is not for the alleged.

17 Now, there's services on base because
18 there's mental-health services and other
19 services, but it's not specifically for sexual
20 assault cases.

21 And so, we had to pull him from his
22 unit and his peers, and put him in a different

1 company and formation doing something else
2 outside of his work.

3 So, that's a tough one too, because
4 the alleged, in this case, he's still a Marine in
5 our command, which we care about.

6 And so that was kind of concerning and
7 kind of enlightening that moving those
8 individuals, yes, it has repercussions on those
9 alleged as well.

10 So, hopefully, that answers some of
11 your questions.

12 SERGEANT MAJOR REY: I'll touch a
13 little bit on the annual training.

14 So, annual training for us, it's not
15 just the computer-based anymore so it's broken
16 down into different training, rank-specific.

17 So, our E-3s and below get a different
18 bystander intervention, kind of take-a-stand
19 training. Same thing for our NCOs, our
20 Corporals, and our Sergeants.

21 And then the leadership, the E-6s and
22 above include the officers who received a

1 different type of training.

2 And the training that's conducted
3 annually, it's required for our Uniformed Victim
4 Advocates in the unit to actually do, to perform
5 that training for the Marines.

6 And it's based off of guided
7 discussions in trying to get to the heart of,
8 hey, what do you do in certain situations?

9 When it comes to training for victims
10 and offenders in the same unit, it's like the CO
11 said already, there's no specific training for
12 us. It's situation-dependent.

13 You're trying to take care of Marines
14 in your unit, and also trying to ensure that we
15 do the right thing by the process.

16 So, there's no specific training, you
17 just have to kind of call other commanders, and
18 within a command team, have enough experience or
19 humility to be able to go and ask someone, hey,
20 what do we do in a certain situation?

21 Or even involve your SARC and the SJA
22 in certain situations that may be very sensitive

1 in the unit.

2 And the last thing I'll just touch on,
3 the joint program. I really do think we all
4 speak the same language.

5 We may go about it a little bit
6 differently, but I know that if I go to an Air
7 Force Installation, I know what the Victim
8 Advocate is and the posters are up all over the
9 place.

10 So, if something were to happen to me,
11 I know I could call that number and receive the
12 same services as I would on a Marine Corps
13 Installation.

14 MAJOR SEAMANS: Yes, Chief, two good
15 questions.

16 I think starting off with the training
17 first, the command leadership training on how do
18 you deal with situations, I read the checklist.

19 So, we're really good at reading
20 checklists but when it comes to dealing with
21 human nature and the emotional side of things, I
22 don't know what kind of training we as commanders

1 and supervisors can receive. It's just
2 everybody deals with scenarios differently.

3 So, like I said before, I have a
4 daughter this age, so I look at my Airmen, I have
5 275 in my squadron, they're 275 of my kids.
6 Most of them are the same age as my kids, so it's
7 not a big stretch for me to look at them that
8 way.

9 And then you kind of just put the
10 human nature into that decision, as how do you
11 take care of this Airman that's going through
12 this life-changing, this horrible experience?
13 How do you take care of your Airmen, both on the
14 victim and on the accused side of it?

15 Because both of them -- I dealt with
16 the accused side of it in my experience, and it's
17 equally as challenging to figure out, like my
18 peers said earlier, that you have to find a place
19 for these people to work.

20 You can't keep them in the same job.

21 My scenario was a classification of a
22 security clearance, and I couldn't keep an

1 accused person working a job with a security
2 clearance, because obviously, their mind's not
3 going to be on what's going on at their work
4 center.

5 Their mind is on, I'm about to get
6 sent to a court-martial and I'm being convicted
7 of something absolutely that's going to change my
8 life. I can't put that person in a sensitive
9 position.

10 And so you have to pull them out, and
11 now you're a person down, I'm an Airman down, and
12 already short a man in the career field. So,
13 those are some of the challenges you deal with.

14 The training from a commander, I don't
15 know, we can get the training on how we deal with
16 the checklist. But I think it's just human
17 nature, and commanders, and commanders relying on
18 the chaplains and on the SARC, and those agencies
19 to make sure you're treating your people
20 properly.

21 As far as training for my airmen, we
22 have, like I said, the Green Dot training program

1 that we use.

2 There's an initial phase of training,
3 and then there's a refresher every year that we
4 all go through, 100 percent every year. It's
5 tracked, it's monitored, it's verified.

6 It's about six hours' worth of
7 training in an interactive environment.

8 It's not PowerPoint, it's not CBTs;
9 it's proctors and Airmen working through
10 discussions, and actually getting up and getting
11 on the dry-erase board and writing down the
12 scenarios in a direct or an indirect way.

13 How do you diffuse this scenario?

14 And there's four different groups that
15 are going. There's about 50 people in the class,
16 so it's a small group dynamic, where people
17 brainstorm the solutions as, hey, if this
18 situation happens, this is a direct way or an
19 indirect way I can diffuse it.

20 I can pull a fire alarm as an indirect
21 way of diffusing a potential sexual assault in a
22 bar when you see something going wrong.

1 And I know that's a stretch, but I
2 mean, those are the kind of discussions we have.

3 Or directly, where you actually go up
4 to the person and say, hey, knock it off, what
5 your doing isn't appropriate.

6 And that's where we're getting our
7 Airmen to that level of understanding of you can
8 go direct or indirect, but there's some action
9 you need to take.

10 And that's what the training is
11 basically, in essence, trying to teach our
12 Airmen.

13 As far as the joint nature of our
14 operations, obviously, I concur.

15 I've spent some time deployed as well,
16 Camp Leatherneck in Afghanistan, Bagram Air
17 Field, Afghanistan, working with both Army and
18 the Marines.

19 And as far as the discussions, yes, we
20 have a different acronym, but, ultimately, I
21 think at the end of the day we all look at things
22 the same way, as far as the process.

1 And the process, in essence,
2 definitely I think goes down the same track.

3 It may have a little different nuance
4 as to instruction or checklist, but at the end of
5 the day, I think it's fairly effective.

6 SENIOR MASTER SERGEANT ZANNELLA: And
7 I'd like to add a little bit from the Air Force
8 perspective, that the Marine Corps Lieutenant
9 Colonel Robley made the point that kind of struck
10 me when she mentioned that you also want to look
11 at the accused and their state of being as well.

12 It's not just the victim, right?
13 Because they are out-of-service members, and, you
14 know, in our case, our Airmen.

15 So, when I came into our situation
16 that was getting ready to go to the court-
17 martial, it brought back memories of our
18 individual.

19 We were concerned about our
20 individual's mental health, the individual's
21 taking it rough.

22 You know, obviously, it's a horrible

1 thing, but he had a family as well, a very young
2 family. We had mental-health concerns for him.

3 And he also had weapons in his house,
4 so that was something that our Air Force had a
5 great turnover with me.

6 And the Air Force evidently had great
7 discussions, at least on the First Level about
8 how are you looking out for that person to make
9 sure that we don't make assumptions that you're
10 done, you're guilty right now.

11 This is all a pretrial and we don't
12 know how that would have come out.

13 We want to make sure that we don't
14 isolate that individual to where they do
15 something else and now they have something else
16 going wrong.

17 So, we at least had a good discussion.
18 What do you have at home? You know, we talked to
19 him within legal constraints, what can we do to
20 try make sure the individuals have immediate
21 access?

22 And they voluntarily let us keep

1 dangerous firearms out of the house, but we just
2 want to make sure that we keep an eye on it until
3 everything gets handled.

4 And then throughout the court-martial
5 process, even after our individual was convicted,
6 one of the first things I did is we talked about
7 what are we going to do?

8 Let me talk to your family. How are
9 we going to find out how this is going to affect
10 them? And we made a plan for dealing with that.

11 So, I think that's something important
12 that we have to remember here.

13 COMMANDER CARTER: I think parity
14 across all the services in terms of response
15 procedures, titles of support personnel, that's a
16 great thing.

17 And to Colonel Nash's point, this is
18 not a topic for computer-based training.

19 It's just not effective, and my
20 experience is that when you have the SARC in
21 front of you and SJA in front of you, when you
22 have a victim in front of you, people telling

1 their experience, that's what makes a lasting
2 impact.

3 So, we can put some people up here
4 that are smarter than me, probably, about human
5 performance technology and retention.

6 I'm a ship guy, I'm going to talk to
7 you about connectivity, okay? I'm going to talk
8 to you about that I have 110 men and women on
9 board, and 18 computers.

10 Okay, so that's my perspective coming
11 into this, and why I think you're going to see in
12 the Coast Guard that's already doing it, and I'm
13 pretty sure that the Navy Surface Forces Fleet is
14 already doing moving away from computer-based,
15 general, mandated training.

16 So, it's got to be in that classroom
17 setting, it's got to be with people telling those
18 experiences so it lasts.

19 So, if you're talking about parity
20 across the services, I agree in terms of job
21 titles, support services we receive, and the
22 reporting procedures.

1 But there needs to be that flexibility
2 in how we train our soldiers, our sailors, our
3 Airmen, our Marines, our Coast Guards, to be able
4 to keep that training effective.

5 I've gone to the Pentagon and sat
6 there and had to do a computer-based training,
7 and then I've had to go do the exact same thing
8 for the Coast Guard and get the check box twice,
9 or they're going to shut down my computer
10 account. That's what it becomes if we take that
11 too far.

12 As far as the annual training, there
13 is an annual refresher training for the Coast
14 Guard. We do like to do that in a classroom
15 environment with the Victim Advocate, with the
16 SARC.

17 It usually corresponds with Sexual
18 Assault Awareness Month, and then, if there's any
19 specific topics, like I gave the example of
20 bystander training, because those get pushed out
21 to the service from Headquarters.

22 As far as both the victim and the

1 accused being at the same unit, this was
2 something that was definitely covered at PCO
3 school.

4 You don't go into that much detail;
5 it's hard. We just talked about it. It's hard.
6 I had to rely on what we call my command
7 philosophy, where I highlighted that we are not
8 going to tolerate disrespect at our unit.

9 Then we talked about that we were
10 going to eliminate sexual assaults from our
11 ranks. So, that was kind of a rallying cry for
12 us to all rally around, but it's those little
13 leadership techniques that we all developed over
14 time.

15 This is my third float command that
16 will be stressed to the max in those types of
17 situations, okay? And how do you teach that? I
18 think it's much harder.

19 I think that's why everybody that is
20 at the O5 level has had junior commands before
21 that that involved an armament to be able to deal
22 with that.

1 CHIEF PETTY OFFICER LEE: Just
2 touching a little bit on what goes on around
3 here, as far as my training goes, there's no
4 required training program on my position that I
5 have seen.

6 But I did get some good training when
7 I went to Chief Petty Officer Academy. It was a
8 five-week course, and towards the end, you've got
9 an eight-hour day of training. But I do have
10 resources and I can either walk down here, or I
11 can walk over there.

12 So, if there's something I could see
13 improving for a position like mine, it would be
14 to have more of that training for the command on
15 how to deal with those situations.

16 Because you get that training at your
17 senior leadership course, but you don't get it
18 every time you go to a new position, like you
19 would as a command officer or a tech officer.

20 COMMANDER CARTER: And just a question
21 on that, you know, there's a difference between
22 Chiefs wearing a silver badge; there's a

1 difference between a silver badge and a gold
2 badge.

3 So, again, no training requirements
4 for his position.

5 He's somebody who I saw do well our
6 first year, both made the crew, a go-to Chief
7 Officer for the crew, and so I hand selected him
8 to do that job because I thought he would do a
9 good job.

10 He gets that training at the Chief's
11 Petty Officer Academy, but there's no
12 requirements specifically for him as my command
13 advisor.

14 CHAIR BASHFORD: I had one follow up
15 question on that and I think Commander Carter
16 touched on it when he was talking about it
17 becomes a checklist.

18 I want to the enlisted to also deal
19 with this, are you starting to encounter training
20 fatigue in your command?

21 LT. COLONEL MILLER: I would say with
22 the amount of things that are required, because

1 it's not just the sexual assault prevention, it's
2 also equal opportunity, it's also master
3 resiliency training.

4 And so it's about, one, management of
5 time and finding creative ways to do that
6 training, because it's like, oh, it's SHARP time
7 again, oh, great.

8 So, that's why, you know, a lot of
9 those interactive training sessions are very
10 good.

11 And one of the things that our brigade
12 SARC did was there's an Army program that is like
13 a senior leader program.

14 So, the senior leaders got one type of
15 training and then the enlisted got another type
16 of training one month, one of which -- so, it was
17 like the seniors dealt with, hey, what do you do
18 when this happens in your formation?

19 And a lot of it had to do with sexual
20 harassment and about stopping that environment,
21 which then leads to, of course, sexual assault.

22 But I think that you hit the nail on

1 the head. There's a little bit of fatigue in
2 terms of the amount of requirements. So, how do
3 you do that creatively?

4 And it's about inspiring your junior
5 leaders to be able to come up with creative ways
6 to get after that training, which is what
7 Lieutenant Colonel Nash did talk about as well.

8 So, I mean, that's really the only way
9 you're going to be able to keep them interested
10 in what you have to train.

11 COMMANDER LIVINGSTON: Yes, ma'am, I
12 would agree that we need to experience some level
13 of training fatigue, right?

14 However, it's tricky because cyber-
15 awareness, we're all probably pretty familiar
16 with that after, you know, 18, 19, 17 years in
17 the service.

18 And do I really need to take cyber-awareness
19 again? I would argue, no, I don't.

20 But does my E-3, 21-year-old sailor,
21 does he or she need to take cyber-awareness?

22 Yes, probably, and they probably need to take it

1 once or twice or three times before it actually
2 sticks.

3 But, you know, for me, after 18 years,
4 I think I got it, you know? So, that's the hard
5 thing about it.

6 And then we make annual requirements
7 that everybody's got to do PII, everybody's got
8 to do cyber-awareness, and all these I would say
9 lesser -- yes, it's tough.

10 I mean, it's all important at some
11 level and it's all important to somebody. But,
12 yes, there's a lot, and how you manage that
13 becomes a challenge in command.

14 And we are going away from all the
15 computer-based training, which is a good thing,
16 and it's shifting more to an interactive, peer-
17 led training, which is good.

18 Also, honestly, that's more work,
19 right? Because now you've got to get someone --
20 instead of just sitting in front of the computer
21 for 30 minutes and going like this, you've got to
22 have someone trained up, spend time to care about

1 it, get engaged, and then give the training to
2 everybody else.

3 So, it actually may take more time but
4 it will be more worthwhile in the end. But I
5 think that's just a challenge that I don't see
6 going away anytime soon because there's a lot of
7 things out there that we need to get done and
8 support.

9 Yes, ma'am, there's definitely some
10 training fatigue. If you look at the
11 requirements for training, probably standard
12 across each service, and you look at that.

13 And as command, you try to put that
14 into what we call our training schedule, and then
15 we also have to train them to do their jobs.

16 And then also, the Marine skills when
17 we report to deploy, and then you start filling
18 up those days, and there's not enough days in the
19 year to do that. And so, when we look at
20 training, it just has to be -- we have to
21 maximize our time.

22 So, when you're out at the range and

1 you're done firing for the day, you bring your
2 people in and you can give them the sexual
3 assault course there. And then that's more
4 effective, typically, than the computer system,
5 but it also maximizes your time.

6 And so if the classes are not long,
7 drawn-out classes, and they're classes that you
8 can get to the points and junior leaders can
9 reinforce it with their Marines, those are the
10 type of trainings that I think is beneficial and
11 we can actually put in and it's not so much
12 fatigue on the services.

13 I mean, for 19 years I've taken
14 tobacco-cessation class, so I've never smoked or
15 dipped in my life. So, again, it's the pendulum,
16 where it works --

17 (Laughter.)

18 (Simultaneous speaking.)

19 COMMANDER LIVINGSTON: Yes, sir, yes,
20 sir. But, yes, I would say probably, at least
21 from my perspective, we are training-fatigued.

22 And we have to prioritize as a

1 commander too, in the sense of what we're going
2 to do and we're going to look at first.

3 CHAIR BASHFORD: Sergeant Major Rey?

4 SERGEANT MAJOR REY: Yes, ma'am,
5 definitely.

6 I think that powering down the
7 training -- so, there's been for quite a few
8 years, along with the computer-based training,
9 there's been a requirement for higher levels, and
10 that's outside the command, to perform, to come
11 in and give classes to your Marines.

12 And I think that we're on the road now
13 where we're starting to power that back down and
14 provide an opportunity for the young leaders to
15 get in front of their Marines and their sailors
16 to do some of these classes.

17 And so I think, specifically for our
18 sexual assault prevention and response, having
19 our Uniformed Victim Advocates really conduct
20 that training, and we do it in small groups.

21 So, taking that model and stretching
22 that across all of the requirements would

1 definitely be a benefit for us and the service,
2 because there's just never enough time in a day.

3 You can sit behind a computer and
4 click through the majority of those courses, and
5 then really not take anything from that course.

6 So, you want to be able to have that
7 interaction between the young service members and
8 the leaders so they can have that dialog, and
9 really get to the root of some of the issues that
10 we're seeing specifically in this training.

11 But across the board, smaller groups
12 and allowing young leaders to perform those
13 classes would be best for us.

14 MAJOR SEAMANS: Yes, I think the adage
15 of if everything's important, nothing's important
16 -- in my squadron, I have -- I'm trying to do the
17 math in my head here -- it's probably in the
18 ballpark of about 10,000 training events
19 annually, for 275 Airmen.

20 And that includes everything from the
21 mobility and readiness training to ancillary
22 training, to job training, to job qualification

1 and upgrade training.

2 And then, all of the other airmanship
3 training that goes along with it.

4 And the standard is no more than five
5 percent of my Airmen can be overdue on any
6 training. So, it's a full-time job to manage it.

7 So, yes, I think if we focus in on the
8 training, it's what's most important, how most
9 effectively that training is accomplished.

10 And I think we've come a long way with
11 getting rid of the CBTs; I think that's a good
12 driving force.

13 And then the requirements, I think we
14 stated earlier, it's how many years do you have
15 to do the same CBT before you don't need to do it
16 anymore?

17 Those types of decisions I think would
18 definitely help ease the burden, and then to be
19 able to focus that on what's important to make it
20 important?

21 I think the Green Dot training is an
22 effective training tool.

1 At least in Air Force, from my
2 experience of two years of going and seeing the
3 Airmen talking, I think it's definitely a benefit
4 throwing away the CBT.

5 SENIOR MASTER SERGEANT ZANNELLA: And
6 from the Air Force enlisted side, I'll echo some
7 of the remarks here.

8 The Green Dot has worked very well and
9 I say that because a couple years ago, when there
10 was a big push, I know with the servicing, it
11 wasn't just CBTs.

12 But it felt like a lot of our folks
13 were saying, hey, we're getting SAPR training
14 constantly, four times a year, five times a year.

15 It was a bit out of control, in my
16 personal opinion and from the feedback I've heard
17 from some of the folks.

18 When we went to the Green Dot
19 training, actually, one of the big selling points
20 on that was telling them we're going to do this
21 once a year, okay?

22 And that actually got some buy-in,

1 right? Because there was a point where people --
2 I mean, there was a joke, right? Somebody
3 brought it up and it went viral.

4 And we asked this young E-5, have you
5 received your training? And they said, yes, I've
6 been SAPR'd.

7 I mean, they said they basically had
8 so much of it thrown at them that they were
9 overwhelmed.

10 So, we don't hear that over the last
11 few years. To me, it's a good selling point
12 specifically on this.

13 It's once a year, it's important, you
14 need to take advantage of the opportunity while
15 it's there, and we're not overwhelming with that.

16 And that seemed to get a good buy-in
17 at that point.

18 COMMANDER CARTER: Yes, ma'am, I'll
19 just say, yes, overall, there's fatigue in terms
20 of all the training requirements that are imposed
21 on these men and women.

22 I'm not sure we're at that point with

1 SAPR, and I think all the more reason why the
2 training curriculum needs to not be
3 computer-based.

4 One of the things that we do is we
5 drill our watch qualification on their watch
6 qualification boards, and it almost runs
7 scenarios almost like a drill or an exercise,
8 where you have somebody who's training and they
9 have to go through the checklist.

10 So, I think in terms of overall, the
11 training requirement process, yes, there is
12 fatigue.

13 It's something we have to manage with
14 the commanders, but I don't think we're there
15 yet, specifically with just the SAPR training.

16 CHIEF PETTY OFFICER LEE: I agree with
17 the Captain. Definitely not there with SAPR
18 training.

19 Training fatigue, absolutely; there's
20 just not enough time in the day. We're training
21 while we're conducting missions.

22 CHAIR BASHFORD: We have time for one

1 last question.

2 MEMBER HARRISON: Commander Carter,
3 considering the impact of that on your
4 operational readiness, would you have done the
5 same thing again today that you did when you made
6 the decision to make the transfer and have two
7 billets for several months?

8 COMMANDER CARTER: 100 percent, 100
9 percent. And I didn't hesitate when I made that
10 decision and I didn't hesitate when I answered
11 the question right here.

12 I was new on board, I was on board 35
13 days. I had met the victim through my check-in
14 process and he was a victim.

15 He was devastated, and we were in a
16 very vulnerable position trying to make
17 operational deadlines shift underway.

18 Had I waited a day, I would have not
19 had an option to fly him anywhere so we had to
20 work fast.

21 MEMBER HARRISON: I'm assuming from
22 what you've said that situation had been going on

1 from before you took command?

2 COMMANDER CARTER: The allegations
3 were over a period of four months.

4 MEMBER HARRISON: Do you have any idea
5 why your predecessor, or anyone in the command
6 structure, had not taken action or been notified?

7 COMMANDER CARTER: Well, they had not
8 been notified, and when I say command, I think of
9 the command chief, the XO, and the commanding
10 officer.

11 They were not notified and the only
12 indications of notification outside from the
13 victim or to his shipmates that were always in an
14 informal setting about he's doing this to me.

15 And again, I made the comments about
16 the class clown, it was almost dismissive.

17 When I read them, I was clearly
18 outraged and knew exactly what it was, but those
19 men and women are in the fight.

20 They're in the bilges together,
21 they're in the engine room together, they're on
22 the bridge together, and I can imagine how that

1 might have been hard for somebody to say he's
2 always like that, you know? He's a jerk.

3 We've got to move past that, we've got
4 to move past that.

5 And when she walked in with that e-
6 mail that morning, we got past it really quickly.

7 CHAIR BASHFORD: I want to thank you
8 all for coming and appearing before us. I know
9 you're very busy. I want to particularly commend
10 you on your lack of acronyms. Although, a DISIG
11 did slip in there once or twice.

12 (Laughter.)

13 CHAIR BASHFORD: But thank you very
14 much for coming, and we will break for lunch.

15 (Whereupon, the above-entitled matter
16 went off the record at 11:30 a.m. and resumed at
17 12:29 p.m.)

18 CHAIR BASHFORD: Thank you all for
19 coming and being on this Convening Authority
20 Panel. The procedure I'd like to do is have you
21 in whatever order you would like to. Make your
22 remarks. We'll hold questions until you're all

1 done. And if you could possibly not use
2 acronyms, to an extent. We had ISIC thrown in
3 this morning. The other day I had a DoDI. We
4 are pretty good on some of the general ones but
5 you are the masters of your fate, whichever way
6 you want to start.

7 CAPT. MILLICAN: I'll begin.

8 CHAIR BASHFORD: Okay, thank you.

9 CAPT. MILLICAN: I'm Captain Brett
10 Millican, United States Coast Guard, currently
11 stationed based in Boston. On behalf of Admiral
12 Paul Zuka, our Commandant, thank you for allowing
13 the Coast Guard, one of our nation's five Armed
14 Forces to speak today.

15 I am joined today by my Command Master
16 Chief Jeff Waters and we're glad to take the five
17 to seven minutes we've been allowed to talk about
18 sexual assault and how we are managing the
19 program up in New England.

20 I know you want to find out about
21 command training. What are we doing that's
22 separate from all-hands training? I can tell you

1 the Coast Guard has formalized pre-arrival
2 training for senior leaders a course called
3 Command Ashore Preparation Training. And during
4 that course, our legal community and our Sexual
5 Assault Response Coordinator train command cadre
6 on what they need to know to handle reports of
7 sexual assault.

8 In addition to that, when I showed up
9 to the unit, the staff, the sexual assault
10 response coordinator, the legal staff provided me
11 with the latest what you really need to know as a
12 CO when handling a report of sexual assault. So,
13 in my view, that's going well.

14 I know you want to talk about
15 expedited transfer policy. I could tell you I've
16 had one specific instance where I had a member
17 ask to be transferred to a different unit. We
18 followed the policy. Per our policy, the Sexual
19 Assault Response Coordinator advises me that it's
20 in the best interest of both the Coast Guard and
21 the Member to do this. In that case, we were
22 able to successfully make that happen and then he

1 was able to transfer out.

2 I also know you want to talk about my
3 personal experiences, observations of how the
4 program is going. And what I'll tell you is it
5 is quite different from a few years ago when this
6 became a prominent issue for our nation's Armed
7 Forces.

8 So specifically what we do now, and
9 every CO, every officer in charge in the Coast
10 Guard, it is very clear to us what our
11 responsibilities are. When we are made aware of
12 an unrestricted report, we have 24 hours to stand
13 up a Crisis Intervention Team, CIT. And there
14 are key people on that CIT, the legal community,
15 Coast Guard Investigative Service, Sexual Assault
16 Response Coordinator. And a Victim Advocate is
17 offered to the victim. And that's the person's
18 sole job is to provide services to be a comfort
19 to that victim and provide answers.

20 So the CIT stands up within 24 hours
21 and then, I, myself as the commanding officer, I
22 have 72 hours from the time of the initial report

1 to submit a report to my immediate superior in
2 command, my first flag officer, which is Admiral
3 Jim Hines in Norfolk, Virginia.

4 So in my view, it works very well
5 because back a few years ago, a report could come
6 to a CO and that CO could pretty much sweep it
7 under the rug, if they wanted to. This isn't
8 that big a deal. This is a very minor
9 allegation. This isn't that severe. We've got
10 this great performer. We don't really want to
11 injure this person's career so let's just not
12 make too big a deal out of this.

13 I would submit to you that with
14 today's process, and policy, and the visibility
15 on sexual assault, and that report that is
16 required within 72 hours, next to zero percent
17 chance that that's going to happen in today's
18 Coast Guard.

19 I also want to talk about what happens
20 with our accused, our subjects. I have asked
21 Master Chief Waters to comment from his own
22 personal experience what he was involved in,

1 provided his oversight to a Coast Guard Crew
2 Member who was going through the court-martial
3 process, having been accused of sexual assault.

4 MASTER CHIEF WATERS: Thank you,
5 Captain. Good afternoon, ladies and gentlemen.

6 So, we had a Member who was assigned
7 to our command in one of our detachments and he
8 was asked to serve on temporary assigned duty to
9 one of our Coast Guard cutters out under the
10 command of Pacific area out of Alameda,
11 California. And there was an event that occurred
12 while he was attached to that ship and during the
13 patrol break.

14 And as a result of his assignment to
15 that cutter, when the event occurred, Pacific
16 Area had preferred that the court-martial occur
17 in Alameda, California. So, my command asked me
18 to travel out there when the time came for the
19 court-martial to convene, primarily, as just kind
20 of a supportive role, make sure that the Member
21 understood that he was not completely alone, that
22 we were there to make sure that everything was

1 going according to policy and the Articles of the
2 UCMJ.

3 It ended up being a plea bargain deal.
4 The Member was confined to a Navy brig for, I
5 believe it was, two months before being processed
6 out and reduced in rank, I believe, to E-1, if I
7 remember correctly.

8 So really, I was just there to observe
9 and, again, just make sure the Member had a
10 certain amount of support, while also ensuring
11 that the process was carried out properly and
12 that he was held accountable for his actions.

13 And I tried to give him a vision of
14 the way forward for him and how to conduct his
15 life, even though he was no longer going to be a
16 Coast Guard Member.

17 I should say there was some alcohol
18 involved and that should not excuse the behavior
19 but understanding that this Member made some poor
20 decisions as a result of the alcohol consumption,
21 I wanted to try and give him some hope that he
22 can still move forward and be a productive member

1 of society and not let it affect him to the point
2 where he then simply becomes a burden on society
3 because he has no belief in himself.

4 You know it was unfortunate. I
5 believe we did the right thing by holding him
6 accountable but I also wanted to make sure that
7 he tried to move forward doing the right things
8 and making the right decisions, including staying
9 away from alcohol, if that's what gets him in
10 trouble so that he could still find a way to be
11 productive and not be a burden.

12 CAPT. MILLICAN: And if I may, in
13 conclusion, I did forget to add so my Staff Judge
14 Advocate is Legal Services Command, which is in
15 Norfolk, Virginia.

16 They are highly responsive, email,
17 phone call, text, whatever it is. As soon as I
18 have an unrestricted report, they know to take it
19 seriously. They respond to me immediately and
20 they are walking me through the process to make
21 sure I fully understand what the law requires.

22 And with that, I will conclude my

1 comments and be happy to answer any questions.

2 CHAIR BASHFORD: We're going to hold
3 questions until the end.

4 CAPT. MILLICAN: Okay.

5 COLONEL NEUMAN: Okay, well I guess
6 I'll go next. Do we need the mic on or can you
7 hear me all right?

8 CHAIR BASHFORD: We can hear you fine.

9 COLONEL NEUMAN: Okay, great. Well,
10 good afternoon, everybody. Colonel Ty Neuman on
11 behalf of the Air Force. It is an honor for me
12 to be here to represent our Service and our
13 command as well.

14 You know this is a very distinguished
15 panel. So I appreciate you guys' time and effort
16 on handling such a sensitive subject and a very
17 serious subject in our Department of Defense
18 survey here in the Air Force.

19 Unfortunately, sexual assaults
20 continue to happen and I think it is in the best
21 interest of all to stay engaged with it and find
22 better ways of moving forward with that.

1 So I know many of you are attorneys in
2 the room here. So my attorneys have spent a lot
3 of time working on some script here. I'm going
4 to read from little iPad here. Otherwise, I
5 think they would probably shoot me for not
6 sticking with the script. But I will be glad to
7 open up for questions here at the end.

8 All right, so again, Colonel Ty
9 Neuman. I'm the 2nd Bomb Wing Commander. And I
10 have two really large responsibilities as a wing
11 commander. First is to take care of over 11,000
12 Military and our civilian Airmen assigned to
13 Barksdale Air Force Base and to provide them a
14 full spectrum of expeditionary global strike air
15 power. I'm in charge of the training and
16 execution of nuclear mission of Barksdale, which
17 involves to prepare and to deploy the most lethal
18 weapons in the world.

19 These warfighting responsibilities
20 demand critical thinking and careful judgment. I
21 employ that same judgment and critical thinking
22 when it comes to the Special Court-Martial

1 Convening Authority in order to preserve good
2 order and discipline across my organization.

3 Prior to assuming this command, my
4 current position, I attended a senior officer
5 legal orientation course, which is sponsored by
6 the Air Force Judge Advocate General School at
7 Maxwell Air Force Base. This multi-day course
8 focused on preparing me to deal with the legal
9 issues I would face as a wing commander with a
10 particular emphasis on my role as a Court-Martial
11 Convening Authority.

12 I received training on legal issues
13 related to sexual assault prevention and response
14 by roles of senior leaders in investigations and
15 on different military justice process and
16 protections.

17 Once I had assumed command, I received
18 training from my SARC on the roles and
19 responsibilities of the entire program and the
20 current status of the program at Barksdale.

21 I also received training for my Staff
22 Judge Advocate on the UCMJ matters on my

1 quarterly status discipline meetings, along with
2 my fellow commanders that I oversee.

3 The most invaluable training, however,
4 comes directly from routine interactions I have
5 with my SJA in all matters regarding these
6 issues. As a Court-martial Convening Authority,
7 I review all adult and child sexual assault cases
8 arising at Barksdale, to include all the cases
9 that involve Airmen belonging to my tenant units
10 that are not part of my wing specifically. Some
11 of those cases involve complex cases issues of
12 jurisdiction, among other and unique military
13 issues.

14 For example, when dealing with a
15 sexual assault case committed by a Reserve
16 Airman, Air Force Reserve Command Airman, with a
17 Reserve Airman victim, we had to navigate the
18 regulatory requirements which guide and recall
19 that Member back to active duty during the court-
20 martial process.

21 My understanding of the Military
22 Service and the installation where we serve gives

1 me context for resolving these complex issues.
2 Each time I consider disposing of a sexual
3 assault allegation, I meet one on one with my SJA
4 to review the facts and circumstances and discuss
5 the range of disciplinary actions at my disposal.

6 Unlike a district attorney, I do not
7 focus on the resources required to try a case or
8 the litigation risks if the case were to go to
9 court-martial. Instead, my primary focus is on
10 impact of good order and discipline of pursuing
11 the case, as it is a discipline that allows me to
12 execute the wing's mission of providing
13 devastating global combat air power to our
14 enemies.

15 If sending the case to court-martial
16 sends the correct deterrent message, meets the
17 appropriate legal standard, and is done in the
18 pursuit of justice, I will make that decision
19 every time, even if the chance of conviction is
20 very low.

21 Because the SJA meets with me
22 privately, I have complete freedom to ask any

1 questions about any points of law or evidentiary
2 evidence that I am unfamiliar with. So, it is a
3 very interactive process.

4 As the Initial Disposition Authority
5 for sexual assault allegations, I have forwarded
6 numerous cases to the General Court-martial
7 Convening Authority for referral to courts-
8 martial and I have also made the decision that
9 cases should be disposed of without judicial
10 action. The process of disposing of a case
11 without prosecuting it takes into account the
12 recommendation of the subject's squadron
13 commander, the subject's group commander, my SJA,
14 and most importantly, the victim. Those
15 recommendations routed to me, allowing for the
16 report of investigation from our Office of
17 Special Investigation or OSI.

18 The OSI is an independent agency that
19 does not directly report to me, however, they do
20 provide outstanding investigation support to my
21 wing and every allegation of sexual assault is
22 investigated by our OSI. I formally meet with

1 the OSI on a monthly basis, if not more
2 frequently, as they have an open door policy to
3 my office and to me.

4 Also I make the decision on whether
5 there is sufficient admissible evidence to move
6 forward in a case towards trial. After making my
7 decision that a case should not go to trial, I
8 also inform in writing the General Court-Martial
9 Convening Authority, which is my direct
10 supervisor, Major Tom Bussiere, Eighth Air Force
11 Commander, providing the rationale for my
12 disposition of the decision.

13 In every case where the victim has
14 expressed a desire for the case not to proceed to
15 trial, I have supported that wish with my initial
16 I disposition decision.

17 After referral of a charge to a court-
18 martial, I have also sought the preference of the
19 victim when reviewing a proposal for alternative
20 dispositions. While not the sole consideration,
21 support of the victim for an administrative
22 discharge in lieu of court-martial or for a

1 sentence limitation pursuant to a pre-trial
2 agreement is an extremely important consideration
3 for me. I have never had to contradict the
4 desires of a victim to maintain good order and
5 discipline.

6 I have acted on several requests for
7 expedited transfers. I have approved each
8 request that came to me because I believe it
9 would assist in the healing process of the Airmen
10 who had filed a report of sexual assault. The
11 importance of providing the space for healing to
12 the victim, I truly mean it, is worth the cost.

13 The Military has the unique need to
14 maintain a disciplined force. As a commander
15 responsible for the ability of the 2nd Bomb Wing
16 to execute their mission, I must have the
17 authority to address the issues that affect the
18 good order and discipline of my wing.

19 Having the authority to hold Airmen
20 criminally accountable for misconduct is crucial
21 to maintaining a combat-ready disciplined unit.
22 I believe that my experience and training have

1 provided me sufficient baseline knowledge to
2 exercise that authority carefully and judiciously
3 in close consultation with my legal advisors.

4 I also assure my wing commits the
5 maximum resources and attention as possible to
6 preventing sexual assaults and supporting
7 victims. At Barksdale, we use a Sexual Assault
8 Theater Group to providing interactive training,
9 employing real life scenarios concerning sexual
10 assault, domestic violence, substance abuse, and
11 coercion. We host semiannual trauma workshops
12 that educate on trauma and offer positive
13 restoration tools.

14 We have a Teals and Tails Therapy
15 Program that visits work centers, dorms, and
16 victims to boost morale and help reduce stress.
17 Once a week, our Volunteer Victim Advocates wear
18 teal shirts so they can easily be identified
19 within their organizations.

20 These are some of the many initiatives
21 showing the focus and energy we dedicate to
22 prevention and support. My role as the Court-

1 Martial Convening Authority complements my
2 ability to support the wing staff program. These
3 roles synchronize my focus, my sense of
4 responsibility, and my credibility when it comes
5 to comprehensively preventing sexual assaults
6 through training and education, investigation of
7 sexual assaults, supporting the sexual assault
8 victim, and deterring sexual assaults under the
9 Uniform Code of Military Justice.

10 Again, with that, I will conclude my
11 opening statements and I will be looking forward
12 to hearing your questions after the fact. Thank
13 you.

14 COLONEL STEWART: Well, thank you for
15 the opportunity to share my personal views with
16 this esteemed body and panel. Just a quick
17 introduction. Colonel Kevin Stewart. I
18 currently serve as the Executive Assistant to
19 Lieutenant General Dana at Headquarters Marine
20 Corps. Twenty-six years in the Marine Corps, a
21 company commander in Iraq, a battalion commander
22 in Afghanistan, and was also the Commanding

1 Officer of Combat Logistics Regiment 25 from 2014
2 to 2016 at Camp Lejeune. So the majority of my
3 comments will be based on experience in that
4 capacity as an 06 Commander and the Initial
5 Disposition Authority.

6 Just for background, that unit,
7 approximately 3,000 Marines, two subordinate
8 lieutenant colonel level commands, and then two
9 geographically-separated companies that were not
10 in our immediate location.

11 I'll make three key points right off
12 the bat. First and most important, sexual
13 assault is a crime and it is unacceptable, and it
14 is incompatible with the Marine Corps values of
15 honor, courage, and commitment.

16 The second key point, I felt I was
17 ready when I assumed command to address the
18 issues of sexual assault and that is based on the
19 following. One, the experience in previous
20 command positions. I was also the executive
21 officer of another regiment. I attended the
22 Senior Legal Officer Course. And then

1 information presented at our Cornerstone Course,
2 which is for every commander to attend, and I
3 attended that course both as a lieutenant colonel
4 commander and then also again as a colonel
5 commander.

6 I also knew the resources available.
7 The SJA integral to the entire process, the SARC,
8 the entire command team, and everything to
9 collectively work it to make the best decision.
10 So, confident I could properly address.

11 I also would highlight that we
12 executed drills in our unit to deal with
13 different incidents that took place to ensure the
14 command team and everyone was prepared to respond
15 and execute and that we could run after-action
16 reports to determine how we could do it better.

17 I would also talk real quick about
18 sexual assault, the initial response. Most
19 importantly for me, really, was about ensuring
20 the safety of the alleged victim. The Uniform
21 Victim Advocate engagement was vital to that
22 process, the use of military protective orders to

1 ensure separation, the role of NCIS, and then
2 separating alleged offender, potentially, if they
3 work together.

4 And then also the expedited transfer.
5 You know for me, my simple approach was if the
6 Marine thinks it is in his or her best interest,
7 then it's the right thing to do. And we did it.
8 And I approved every one that a Marine
9 specifically asked.

10 The NCIS investigation, professional
11 investigators who conducted thorough
12 investigations. However, due to the time
13 involved to complete, important to monitor
14 closely -- important to monitor those
15 investigations closely and communicate directly
16 with the NCIS investigators to try to ensure the
17 exact status of that process.

18 The NCIS investigation played a
19 critical role in the decisionmaking process,
20 provided clarity to what happened to the best
21 extent possible but there was uncertainty in many
22 cases.

1 Following the NCIS, the next step in
2 the majority of the cases was refer to an Article
3 32. I felt it was important to have that next
4 level of review to really go through that
5 crucible of due process to ensure the right
6 decision was made.

7 So to summarize, based on my
8 experiences, I felt I was ready to address. No
9 concerns with the training or preparation. The
10 NCIS investigations were professional and
11 thorough but important to monitor, due to the
12 length of time involved, ensure due process, the
13 safety of the victim, and make the best decision
14 based on available evidence.

15 Thank you.

16 CAPT. BUSHEY: All right, good
17 afternoon.

18 I'm Captain John Bushey. I left major
19 command approximately six weeks ago. I had
20 command of NAF Atsugi, which is a small military
21 airfield on the outskirts of Tokyo, Japan. We
22 had about 8,000 Americans and Japanese, both

1 spouses and employees on the base.

2 And before that, my previous command
3 was HSL-43, which is a helicopter squadron in San
4 Diego, where I was in command of 12 helicopters
5 and approximately 285 personnel.

6 CHAIR BASHFORD: Captain, would you
7 just keep your voice up just a little bit more?

8 CAPT. BUSHEY: Yes, ma'am. I'm sorry.
9 I'm a little raspy today but if you can't hear
10 me, just raise your hand or ask me to speak up.

11 But thank you for the opportunity to
12 participate in today's discussions regarding
13 sexual assault. I should begin by noting that my
14 comments and thoughts today are my own and they
15 are not official policy of the United States
16 Navy.

17 Measure to increase awareness and
18 prevention of sexual assaults are important tools
19 for every Servicemember to understand. Sexual
20 Assault Prevention Response or SAPR is what we
21 call it in the Navy. Training is conducted
22 frequently with every Navy unit and at all levels

1 of the chain of command.

2 As the title of the program states,
3 training focuses on prevention and awareness.
4 Navy programs address sexual assault, including
5 large and small group training sessions,
6 mentoring and interactive role playing.

7 In addition, commanding officers,
8 executive officers, and command master chiefs,
9 the three key leaders in any of the Navy units,
10 they're known as the Triad, attend focused
11 command-level training prior to assuming their
12 command positions. During execution of permanent
13 change of station duty orders, commander level or
14 O5 level commanding officers are detailed to
15 legal training provided by the Legal School in
16 Newport, Rhode Island. This school broadly
17 covers the UCMJ, however, it focuses intently on
18 nonjudicial punishment, as well as courts-
19 martial. Additionally, a good amount of the
20 syllabus time is committed to sexual assault.

21 Captain level commanding officers are
22 sent through an abbreviated refresher course to

1 build upon what they had as their 05 training in
2 Newport and this training also focuses on
3 nonjudicial punishment, court-martial, sexual
4 assault, and updates and upgrades to UCMJ.

5 In addition to the legal school
6 training, commanding officers receive en route to
7 their new positions, they also receive a SAPR
8 program training and indoctrination once they
9 arrive at their new unit and that indoctrination
10 is provided by the Sexual Assault Response
11 Coordinator or SARC. The training focuses on
12 programmatic details, as well as responsibilities
13 and reporting requirements.

14 Should legal assistance be required,
15 legal services are available to commanding
16 officers through the Region Legal Service Office
17 or through an assigned Judge Advocate General
18 Officer that is assigned to the staff or their
19 own personal staff. Captains get a little bit
20 different treatment. They actually have JAGs
21 assigned directly to their staff.

22 While serving as an installation

1 commander, I met with my JAG almost daily. I
2 think he charged me for lunch a couple of times
3 because of that. A little lawyer joke. I'm
4 sorry. And we discussed a myriad of concerns,
5 involving NJP, court-martial and other issues.

6 My experience with the JAG community
7 has been extremely positive. If a difficult case
8 surfaced, my JAG would collaborate with other
9 JAGs in the region to make sure that we were all
10 saying the same thing and that they utilized all
11 the resources to give me the best information
12 possible.

13 Many factors are considered when
14 dealing with a disciplinary case, such as NJP or
15 courts-martial, as no two cases are exactly
16 alike.

17 The commander takes into consideration
18 the command investigation, the investigation from
19 NCIS, and reviews recommendations made by the
20 legal officers, and recommendations made by the
21 executive officer, and command master chief.

22 Considering the written instructions

1 as to how to proceed with an NJP case or a court-
2 martial case involving sexual assault, I feel
3 like there are just too many complicating factors
4 to allow creation of a decision matrix that could
5 take all of the elements into the case into
6 consideration.

7 During my time in command, I did not
8 directly experience a request for expedited
9 transfer. That said, I did observe other
10 commands act on such requests while serving as
11 the chairman of the Sexual Assault Case
12 Management Group. In my opinion, requests for
13 expedited transfers were handled appropriately
14 and expeditiously by all tenant commands.
15 Additionally, I did not observe any cases where
16 the transfer was seen in a questionable vision.
17 It seemed like it was always the right thing to
18 do for the member.

19 While serving as an installation
20 commander, I found it important to not only
21 provide the required SAPR training to my
22 personnel, but I also promoted additional grass

1 roots SAPR tailored to fit our overseas-based
2 community. These events included increased SAPR
3 distribution of materials, posting of SAPR
4 information throughout the installation,
5 networking socials for SAPR Victim Advocates, as
6 well as SAPR points of contacts, and the
7 Commanders' SAPR Summit, lieutenant command
8 leadership and SAPR personnel to brainstorm
9 solutions to reduce the number of sexual assaults
10 within our community. The outcome of those
11 events was a decrease of unrestricted sexual
12 assault cases and improved trust within the --
13 excuse me -- improved trust of the SAPR program,
14 as well as the chain of command.

15 This concludes my comments. Please be
16 reminded that my comments and thoughts today are
17 my own. They are not policy of the U.S. Navy.

18 And I thank you for letting me come
19 today.

20 COLONEL GILBERT: Distinguished Panel
21 Members, good afternoon. I am Colonel Erik
22 Gilbert and about four months ago, I left command

1 of the 82nd Combat Aviation Brigade at Fort
2 Bragg.

3 I appreciate the opportunity to
4 discuss my experiences with sexual assault issues
5 with you today and provide my insights from my
6 perspective as the Army Brigade Commander in the
7 82nd Airborne Division over the last two years.

8 My opinions are mine alone, as my
9 peers as well, do not necessarily reflect the
10 official position of the U.S. Army and should not
11 be attributed to the Army in that manner.

12 With respect to training that I
13 received, part of both my battalion command of
14 540 soldiers at an isolated garrison in Korea and
15 brigade command of 2,800 soldiers in the 82nd
16 Airborne Division in North Carolina received
17 training from both the Army and Aviation Branch
18 at separate pre-command courses prior to assuming
19 command.

20 Prior to assuming my battalion
21 command, I also attended the Army's week-long
22 senior officer legal course training that was

1 required to be completed prior to taking brigade
2 command.

3 At the Army's pre-command course at
4 Fort Leavenworth, we received training from the
5 Army's legal team on the latest guidance with
6 respect to Sexual Harassment/Assault and Rapid
7 Response Policy, also known as SHARP. And I also
8 received similar training from the Army Aviation
9 Branch pre-command course at Fort Rucker,
10 Alabama. The training included discussions on
11 practical application of the law and policy, the
12 process of soldiers and leaders for reporting and
13 receiving reports of sexual assault and
14 harassment and sources of legal and procedural
15 counsel for both.

16 During my time as a brigade commander,
17 the division held monthly Sexual Assault Review
18 Boards with brigade and division senior leaders
19 to discuss types of cases, trends, training, and
20 success stories. My brigade conducted quarterly
21 training for our soldiers to highlight the
22 program and train our soldiers and leaders on

1 intervention to prevent incidents, and on the
2 process for reporting allegations of sexual
3 assault and harassment.

4 Within our division, every brigade had
5 a civilian Sexual Assault Response Coordinator
6 and an enlisted non-commissioned officer
7 appointed as a SHARP leader to assist the command
8 team and the larger organization with training
9 and handling of cases.

10 When we received an unrestricted
11 allegation or incident, we would seek advice from
12 my brigade Staff Judge Advocate on the processing
13 and subject of the allegation. Such assault
14 cases in the Army are automatically referred to
15 the Army's criminal investigation division for
16 investigation. Once it was established that an
17 allegation arose to a sexual assault level, CID
18 would be contacted and handed the case.

19 Unfortunately, CID at Fort Bragg is quite
20 backlogged and it typically took a long time to
21 investigate most cases and to get a determination
22 on whether enough evidence existed to charge a

1 subject. This often froze subjects in place for
2 months and longer, while investigations wore on.

3 On the positive side of that policy,
4 we refer all sexual assault allegations to CID,
5 those cases were investigated by trained and
6 experienced investigators that provided
7 consistency in a way that would have been hard to
8 achieve using unit officers as investigators.

9 While I don't have any precise
10 numbers, it seemed that a fair amount of the
11 allegations were unable to be substantiated and
12 were not further charged.

13 However, despite the length of time
14 for the investigation, those with clear evidence
15 of sexual assault typically provided a clear path
16 to court-martial. Determination of that process
17 occurred primarily between the CID investigator
18 to the brigade prosecution lawyer, and subsequent
19 recommendation to the brigade commander and
20 myself. I believe that the process for that is
21 clear and that commanders have all the tools that
22 they need for that determination.

1 In my experience, the biggest
2 challenge is how to deal with the marginal cases
3 where sexual assault cannot clearly be
4 established. These cases often included
5 allegations of one person brushing up against
6 another in situations where the contact could
7 have been either deliberate or incidental.
8 Determining the true intent of the subject was
9 difficult, if not impossible to establish and
10 thus, commanders had to weigh many other factors
11 to assess those type of allegations. This
12 created what, in my mind, is a gray area that, at
13 times, was exploited by both alleged victims and
14 perpetrators.

15 Lastly, I was asked to comment on the
16 expedited transfer policy. During my brigade
17 command, we had 16 unrestricted sexual assault
18 allegations and two restricted allegations. Of
19 those 16, we had nine out-going expedited
20 transfers and an additional seven incoming
21 transfers. These transfers included both within
22 the installation and those off of it, including

1 moves across the country. Parts of the location
2 determination, when moving a soldier to another
3 installation was driven by the need to find that
4 soldier another unit where their skill set could
5 be used. Since I commanded an aviation brigade,
6 we had unique aviation specialties that required
7 another similar brigade for assignment. Also
8 considered were support networks for those
9 victims at the requested location.

10 Even though I didn't fully agree to
11 all requests, I always felt at risk if I didn't
12 honor them. In my experience, situations where
13 expedited transfers were most effective was when
14 the soldiers were transferred to another unit on
15 the installation. This provided consistent
16 access to caregivers with history and knowledge
17 of the case, in addition to the ability to query
18 them as needed for additional information as the
19 investigation progressed. It also provides a
20 disincentive to abuse the system by soldiers just
21 seeking an out of cycle move to a more favorable
22 location by simply claiming hard to disprove

1 allegations of sexual assault. While I don't
2 think that's common, I suspected that was the
3 case in a few of the allegations that I
4 experienced.

5 In summary, I felt that I had adequate
6 training and good access to the required
7 expertise and the resources to deal with the
8 uniqueness of all sexual assault and harassment
9 cases I handled as a commander. We handled each
10 soldier and each situation uniquely with concern
11 for both parties in those cases where it was
12 difficult to prove allegations were challenges
13 for commanders, trying to make the best decisions
14 for both the victim and accused.

15 Thank you again for the opportunity to
16 share my experiences and perspective at this
17 meeting.

18 CHAIR BASHFORD: Okay, we can now open
19 it up for questions from the committee.

20 Well, then I'm going to start off.

21 MEMBER CANNON: I have one.

22 CHAIR BASHFORD: Go ahead.

1 MEMBER CANNON: Good afternoon. Thank
2 you for coming and sharing with us what you're
3 doing.

4 From the panel from before it became
5 very clear that as commanders you have a lot on
6 your plate. And one description was just given
7 about having to deal with nuclear weapons and
8 other things. And so this is another thing that
9 you have to deal with.

10 My question is about whether you feel
11 comfortable with having the choice of making the
12 decision to go forward in a case that's presented
13 to you, you having the decisionmaking power, as
14 the commander.

15 My understanding, from what little I
16 know, is that you are presented with a case and
17 the investigation, and a proposal is made to you
18 by either the trial lawyer or a Judge Advocate,
19 saying we recommend that this case be filed or
20 not be filed and the ultimate decision to move it
21 is yours.

22 Am I generally in the right direction

1 here? Okay.

2 So my question is these are all
3 lawyers and investigators in criminal work,
4 investigation of sexual assault. That is, I
5 think, a lot of what they do. You do a lot more
6 of that and have command over so many things.
7 The question is: Is that something that you, as
8 commanders, should have to deal with or is that a
9 decision that is more capably made at the level
10 of the people who are in the system of the legal
11 stuff, if you will, and not so busy with all the
12 other things that are going on in your world?

13 And I'm just curious about it. It's
14 just like there are so much important things.

15 COLONEL GILBERT: I'll just --
16 obviously, we're all speaking for ourselves, I
17 believe, but I felt certainly that that was one
18 of my very important responsibilities. We dealt
19 with this, all of us I think, not just with
20 sexual assault, we deal with it across a range of
21 legal issues. I put a lot of my time into
22 adjudicating legal issues. And when you first

1 take brigade command, it is a much greater volume
2 than you do at the O5 level, at least in my
3 experience. And it is a weight that you feel
4 when you initially take that command.

5 But I felt very well prepared for it
6 and I thought a commander is best suited,
7 particularly in some of the harder to define
8 cases, where you had to look at other factors
9 that were going on that my feeling is the court
10 system would not be able to look at properly.
11 Only a commander, understanding the challenges of
12 some of the unique situations that we command our
13 soldiers to be in, either training or real world
14 scenarios and understand the stresses of the
15 situation that are ongoing because they are, my
16 feeling, very unique to the military. So, I felt
17 very comfortable doing it.

18 I don't think I felt comfortable with
19 dealing with sexual assault, just as a person.
20 But as a commander, I felt it was well within A)
21 my responsibilities; and 2) part of my charge to
22 look out for my soldiers, both the accused and

1 the subjects. You know I think most of us
2 probably could tell you that we would post
3 results of judgments that were achieved, either
4 through courts-marital or other non-court-martial
5 type offenses that we would post that so people
6 understood that if you brought something forward,
7 it was going to be handled. And if you did
8 something wrong and you're caught, then you are
9 going to be -- there is a price to pay. You know
10 in a military organization, that is an important
11 component of good order and discipline, from my
12 perspective.

13 CAPT. BUSHEY: I thought it was
14 important for the commander to have that
15 responsibility because you have a responsibility
16 for the entire command, whether it is a material
17 thing or the people that are working underneath
18 you.

19 And I think it is important for those
20 Sailors or Marines, Soldiers, Airmen to see that
21 their command is taking the correct action or
22 taking action that is appropriate, per the

1 instructions, to take care of the alleged victim
2 and the alleged offender.

3 But I very much saw it as a very heavy
4 responsibility but a commander's prerogative,
5 just as it is look at other UCMJ type of
6 articles.

7 COLONEL STEWART: And I would say I
8 felt completely comfortable and confident to
9 address the issues. That is, 1) based on the
10 training and the experiences prior to being
11 placed in that position, the resources available
12 to help you make the best decision and other
13 enough sufficient oversight review that you could
14 take. For instance, you could send it to an
15 Article 32 to get another level of review to
16 assure a complete due process.

17 So I think procedurally there is
18 enough in place that you could, at least in every
19 instance that I dealt with, I felt that it was --
20 I'm confident in the decision based on all
21 information presented, making that decision,
22 pulling in all different resources, advice, and

1 information was completely comfortable and
2 confident to address that issue, to echo kind of
3 along with every other issue that was presented
4 to you from a legal aspect that you had to deal
5 with. And if you were comfortable with it, then
6 you could refer it to others and you had senior
7 legal officers you could discuss and talk to to
8 help make that decision as well.

9 COLONEL NEUMAN: Well, ma'am, I will
10 tell you, really in one word, unequivocally, I am
11 comfortable making that decision. Every day --
12 well not every day but my Airmen are on the line
13 working with some of the most lethal weapons on
14 the universe. And I ask them, as their
15 commander, to sacrifice their lives, in some
16 cases, to defend our country.

17 One thing that we can't do in this
18 area is go black and white with it and say all we
19 do is the mission. There has to be compassion.
20 There has to be human engagement from a command
21 level to earn the trust of your Airmen, Soldier,
22 anybody that is serving the United States

1 Military.

2 This is exactly one of those areas
3 where commanders have to have the ability to see
4 the compassion, give compassion, take this stuff
5 into account, and I will carve out time any day
6 of the week to look at a case like this and rule
7 on it in the best judgment that I can based on
8 legal advice and the information and stuff that I
9 have available.

10 There is no more important mission
11 than taking care of someone who has volunteered
12 to serve in that situation.

13 CAPT. MILLICAN: Ms. Cannon, I'd like
14 to describe what I would consider a best practice
15 for the Coast Guard. It's not required,
16 necessarily by policy.

17 I would seek legal advice, and
18 counsel, and recommendations from my Staff Judge
19 Advocate. We also have in practice now where I
20 actually verbally brief my immediate superior
21 command, a flag officer, could be an admiral,
22 general in other services.

1 As the Initial Disposition Authority,
2 I make my final intent, declare my intent, what I
3 intend to do. I can dispose of that. That flag
4 officer will essentially say I concur with your
5 plan of how to dispose of this matter or I'm
6 going to take this matter up to my level. Thank
7 you very much Captain Millican, for your efforts,
8 I've got it from here.

9 What the admiral isn't going to say is
10 here's what I want you to do, Captain Millican; I
11 want you to do this. That's clearly not going to
12 happen.

13 When you started to ask your question,
14 as you were leading up to what you thought might
15 happen, you said should it be taken from field
16 commanders and put into the legal community's
17 hands to decide. I thought you were going to ask
18 should it be put in the hands of admirals and
19 generals, our bosses.

20 So what I would say is, to echo
21 statements from my four peers, the Article 120 is
22 one of several articles in the Uniform Code of

1 Military Justice and I see a danger in setting a
2 precedent of saying well this one particular
3 article is going to be handled over here but all
4 these other articles are going to be handled over
5 here and by the way, commanding officers, we
6 don't think you're the best person to handle this
7 matter, as everyone has stated.

8 These are our people. We have been
9 screened, every one of us by a panel of people
10 senior to us to say you are best qualified for
11 that job. So we screen, we get assigned, and
12 then we get trained. So, not that we're perfect,
13 not that we are the best of the best but we know
14 our people. We know how to seek legal advice.
15 We know how to brief our superiors who are more
16 experienced than us and I believe it works pretty
17 well. And I would advise you against putting in
18 the hands of the legal community to dispose of
19 the matter.

20 CHAIR BASHFORD: I have a lot of
21 different questions but I have a two-part one.

22 Who has the authority to dispose of

1 abusive sexual contact? We're not talking
2 penetrative or attempts at the abuse of sexual
3 contact. Because in a previous panel we heard a
4 battalion-level commander saying something like a
5 ball tap could best be -- yes, I've never heard
6 the term but --

7 CAPT. MILLICAN: You educate me as
8 well, ma'am.

9 CHAIR BASHFORD: -- could best be
10 addressed more swiftly at the O5 level. So for
11 these abusive sexual contacts, what is the
12 process by which you think they go through to
13 reach disposition?

14 COLONEL GILBERT: I think that falls
15 under sexual assault, the broad definition. And
16 so for us, that goes for the Army, it would
17 automatically go to our criminal investigation
18 division and they'll fully investigate it.

19 And that's one of the things that is
20 maybe kind of in that gray area I was referring
21 to, which is sometimes harder, you know what was
22 the actual intent. You try to determine that.

1 And for all of ours, even though I am
2 a Special Court-martial Convening Authority, all
3 of ours go to a court-martial, which goes to a
4 flag officer to determine. So those ultimately
5 will wind up with the general officer's senior
6 legal advisor opining on those events. So they
7 get adjudicated at a very high level.

8 And of course, I think they need that
9 scrutiny because there is experience that is
10 acquired taking it from -- I think the experience
11 required is at a higher level than certainly
12 lieutenant colonel or O5.

13 CAPT. BUSHEY: So my take on that is
14 that it is also a sexual assault. You have to
15 take into account what does the person who was
16 assaulted think. That comes into play a lot. If
17 you think that you've been assaulted, that raises
18 the case to does he or she wish to elevate that?

19 But also with that, my SARCs have been
20 extremely frank with my sailors, telling them
21 certain things like the conduct that you just
22 described, that is worthy of going to sexual

1 assault, as well as other types of things that
2 they might mention. So we tell the Sailors
3 straight out that if you do some of these things,
4 you are going down the path of a sexual assault.
5 And we're just frank with them and make sure they
6 understand it.

7 CHAIR BASHFORD: Colonel Stewart?

8 COLONEL STEWART: So, ma'am, currently
9 those types of case that do come to the O6 level
10 for action, the one thing that I would offer that
11 I, personally, think is worthy of consideration,
12 the one challenge is a significant amount of
13 resources go towards investigating perhaps a
14 minor case that was in the workplace that was
15 just something that could be determined more
16 quickly and yet a more severe case, based on NCIS
17 investigation and the number of investigators
18 they have, they are now forced to address those.

19 So I don't know the answer but I do
20 think that's worth evaluating can you perhaps
21 separate, based on severity. That's a very
22 subjective line to determine how you would do it

1 but I think from my experience with the cases and
2 the NCIS resources, the length of an
3 investigation, I always felt that it was fleshed
4 -- I won't use the word fleshed but when they
5 were pulled away to do something that you felt it
6 could be -- you could determine what transpired
7 in that much more quickly.

8 COLONEL NEUMAN: Yes, I think, as a
9 Court-martial Convening Authority, I think that
10 there's two things to kind of consider here.
11 First, we have sexual assaults, sexual harassment
12 type of things. What we can't do in our
13 positions is try to make a ruling on a case.

14 If the victim feels that they were
15 assaulted or harassed, that's all I really need.
16 I am only going to turn over the fact-finding and
17 the decisions to the court-martial. So if a
18 victim comes through the reporting agencies and
19 says they were assault, harassed, or whatever the
20 case is, I'm going to put my investigators into
21 it to find the facts, the details, provide me the
22 best guidance and stuff that they have on the

1 case and I'm going to rule on it from that, as
2 far as whether I just dismiss it or put it into a
3 UCMJ type action.

4 This is a very individual type
5 situation in all cases. If the victim -- you
6 know sitting in the victim's shoes, I can't get
7 inside their mind, I try to remove myself from
8 ever contacting the victim so that I am not
9 influenced at all by any emotion associated with
10 it. If they come up through the chain and a
11 report comes to my desk and my SJA briefs me up
12 on it with the facts, then I'll take the ruling
13 from there. I think that's an appropriate way of
14 taking a look at it.

15 CHAIR BASHFORD: Captain Millican.

16 CAPT. MILLICAN: So my understanding
17 of your question is is there any distinction
18 between a sexual act versus sexual contact.

19 CHAIR BASHFORD: Yes.

20 CAPT. MILLICAN: My answer is there is
21 no excuse. I don't keep a whole lot of binders
22 on my desk up in Boston but this is one of them,

1 Command Cadres SAPR Handbook with Job Aids. And
2 right here is my answer.

3 So it is just further evidence that
4 the Coast Guard and all the Services have taken
5 on this issue because the things that are
6 important are right here in front of us.

7 Furthermore other sexual misconduct,
8 Article 120(c), indecent viewing, visual
9 recording, or broadcasting, forcible pandering,
10 and indecent exposure.

11 So the training is right here. The
12 materials are right here. It's put in a way that
13 we can quickly reference in that moment of truth
14 and we get down the right path.

15 CHAIR BASHFORD: Dr. Spohn, you
16 haven't spoken yet today.

17 DR. SPOHN: Thank you. I think it was
18 Colonel Neuman who discussed the role that the
19 complainant's preferences play in the decisions
20 you make regarding the appropriate disposition of
21 a case. And I am wondering how often do
22 complainants withdraw their cooperation when the

1 case reaches your level. And, if you could,
2 speculate about the factors that motivate them to
3 do so at that time.

4 COLONEL NEUMAN: Yes, ma'am,
5 absolutely. So one of the things we find,
6 particularly when we are talking about restricted
7 versus unrestricted reporting going on our
8 subject that this body understands the two
9 terminologies there.

10 The reason we have two different ways
11 of reporting is really on how public the victim
12 is willing to take their particular case. In a
13 restricted report, it stays very isolated between
14 them and their counselor or their VA that is
15 helping them out.

16 In an unrestricted report, it becomes
17 slightly more public, if you will. Not headline
18 type news public necessarily but it is going to
19 be a broader range. And that actually drives a
20 lot of victims from not going unrestricted
21 because of maybe what that -- you know how the
22 word gets out and so on and so forth.

1 I think the exact same thing happens
2 when it starts getting to a court-martial. If
3 they decide that they want to go from a
4 restricted to an unrestricted report, they are
5 briefed that hey, there's going to be a lot more
6 people involved in this investigation now. OSI
7 is going to get involved, maybe some other
8 criminal investigators, the legal teams are going
9 to get more involved with it. It just starts
10 getting bigger. And they are going to start
11 asking friends, family, coworkers, and other
12 people specifics about the event, perhaps, if
13 there was some stuff a little blurred or
14 something like that.

15 As it gets closer to the time of a
16 court-martial, a lot of times I have seen victims
17 say stop; I don't want to go any farther because
18 I do not want to sit on the stand and be cross-
19 examined by defense attorney where I have to
20 corroborate or basically relive this entire event
21 again. It is very traumatic.

22 In some of these cases, they are very,

1 very excruciating, you know graphic detail. And
2 if you have been in a defense attorney type of
3 situation, which probably many of you have, they
4 drill down to try to really take the credit out
5 of the witness that is on the stand.

6 Victims do not want to have to relive
7 that. They do not want to have to be questioned.
8 They don't want any gray areas out there and it
9 scares the heck out of them.

10 And so if a victim comes to me or
11 comes up through the channels to me and says they
12 want to stop and not pursue this any farther,
13 then I'll honor that and pursue maybe a different
14 discharge mechanism against the subject, if the
15 facts support such an action.

16 CHAIR BASHFORD: Can we see across the
17 services what the answer is? Do you see victims
18 withdrawing cooperation as the court-martial
19 nears?

20 I'd just like to hear from everybody
21 so we have a comparison.

22 COLONEL GILBERT: So I think I'll

1 start. So from the Army, in my experience, once
2 it's gone unrestricted, the process continues
3 even if they withdraw their support. You can't
4 force them to testify but once it's out there, we
5 have a duty to prosecute that individual.

6 My concern would be incentivizing
7 people to intimidate witnesses. But I understand
8 the mental anguish that the victims go through,
9 which is why we have SARCs assigned to them.
10 Kind of going back to my comments about the
11 transfer policy, keeping them where there is a
12 great support network that understands what
13 happened is important. Because I have received
14 people and they don't come with a report of what
15 happened. So it's hard to provide care to people
16 who are transferred to other installations, in my
17 opinion.

18 So in answer to your question, when
19 they do withdraw, which we did have a number of
20 times, the process would continue to going court-
21 martial and court-martial with or without
22 assistance. But the prosecuting a subject is

1 very important to us as well to dissuade further
2 assault. So that was an important deterrent
3 factor for us.

4 CAPT. BUSHEY: What I've seen is when
5 a sailor inadvertently discloses what happened to
6 them to the wrong person in the chain of command.
7 If the chain of command becomes aware of what
8 happens to the sailor, they are obligated to
9 report that up the chain of command.

10 What I have suggested to the DON
11 SAPRO, Department of the Navy SAPRO Offices, that
12 we need to have some capability to have a
13 nondisclosure agreement signature, some type of
14 cleansing statement that says that if I
15 inadvertently tell Colonel Gilbert, who is a part
16 of my chain of command, that I was sexually
17 assaulted, he is obligated to pass it up the
18 chain of command.

19 But if I could say I want to stop
20 this; I didn't tell the right person, it seems
21 like that's where the victim ends up making a
22 decision on whether to continue or not.

1 Because a lot of times if they want to
2 make an unrestricted report -- excuse me -- a
3 restricted report, they want their privacy. They
4 don't want the chain of command to be involved
5 and they will be involved as they wish to be.
6 But if it all of a sudden goes into the channel
7 of unrestricted inadvertently, that's when I see
8 most of the victims decide that they are going to
9 desire to have an expedited transfer or desire to
10 stop.

11 And then with the expedited transfers
12 that I have seen, oftentimes when they get to the
13 new station, suddenly they stop seeking
14 assistance. They wish to -- I was going to say
15 ignore it -- they turn off the radio. They
16 decide not to communicate anymore because they
17 want their privacy. And that's the last we see
18 of them.

19 So it think that the programs needs to
20 have some way to have a cleansing statement for
21 an inadvertent disclosure and still have the
22 victim be able to say yes or no, I wish to have

1 this as restricted or not restricted.

2 COLONEL STEWART: From my experience,
3 the victims did, in some cases, no longer want to
4 cooperate and participate. It wasn't necessarily
5 right as the court-martial got close. That kind
6 of started to happen as the investigation,
7 initial investigation in full, you'd kind of get
8 that report that they no longer wanted to answer
9 questions and things like that. So you
10 essentially, kind of quickly knew their level of
11 participation.

12 But to echo the commander before, you
13 then continue with whatever evidence was produced
14 by the completed investigation, whatever, to
15 refer it to Article 32. Then, you've made the
16 best decision based on all the factors that you
17 had and you continue to process the case, even if
18 the victim did not want to participate based on
19 whatever. And so obviously, that made it much
20 more difficult, in some cases, in terms of moving
21 forward with a court-martial and you might have
22 to dispose of it but you still processed it and

1 worked through it exactly the same way.

2 CAPT. MILLICAN: So my comment, I'm
3 going to add -- where the victim is an active
4 duty Member, the four gentlemen have covered that
5 pretty well.

6 I asked my team if you wanted me to
7 recommend one thing, to ask this advisory
8 committee one area they could help me to help
9 you, the SARC, what would it be? And their
10 response to me was we need something like this
11 cleansing statement that Captain Bushey
12 described. Because what often happens is, a
13 victim, in their moment of shock, everything that
14 they knew in training goes out of their head.
15 They see their friend in civilian attire and
16 they're at the club or whatever, or the college
17 campus, whatever it might be, and they are in
18 shock and they just tell their friends this is
19 what just happened to me. I was assaulted.
20 Well, guess what? Their friend is active duty
21 military. Guess what? Their friends have a duty
22 to report. Now, I know, when all she was doing

1 was telling her girlfriend that I was just
2 assaulted.

3 So I know it is written into the law
4 but I think your committee is empowered to make
5 recommendations to very senior people to say
6 whatever you can do, offer something where that
7 Member can tell that Member and that friend can
8 now go to the SARC and say hey, Susan was
9 assaulted last night. She wants this to remain a
10 restricted report.

11 The other thing I'll add is to those
12 cases where the victim is not an active duty
13 Military Member, which I have seen one of those
14 significant cases in my time in Boston, the
15 forensic evidence is pretty good nowadays, thanks
16 to this.

17 So if people are texting, they're
18 doing Facebook, they're emailing each other, so
19 in many cases that victim doesn't necessarily
20 have to go through that excruciating testimony on
21 the stand because the evidence is so great that
22 end up doing a plea bargain.

1 And then they'll come to me and
2 they'll say can I please get a discharge for the
3 convenience of the Government before you take me
4 to court-martial. And my answer to them is no,
5 you will go to court-martial.

6 So just another observation in the
7 field.

8 CHAIR BASHFORD: Ms. Garvin.

9 MEMBER GARVIN: So several of you --
10 thank you for being here and sharing so much.

11 Several of you mentioned that the
12 victims -- well, all of you mentioned that you
13 consider the victim's position, rights. Some of
14 you mentioned it more weightily than others.

15 I'm just curious where you see the
16 Victim Legal Counsel, Special Victims' Counsel,
17 where you see their role in this. And I know
18 it's not normally a direct route to you but how
19 that plays into your decisionmaking or if it
20 doesn't.

21 COLONEL GILBERT: So victims, they
22 have -- the SARC is there for the victim. In our

1 case, I had a civilian SARC who was very
2 experienced and very out there, and people knew
3 who she was. So she wasn't a legal counsel
4 because there is no defense counsel or anything
5 like that. So in my experience, there wasn't
6 legal counsel but they had counsel that could get
7 them whatever they needed, whether it was mental
8 health or physical assistance that sort of thing.

9 So I assume you are referring to, as
10 you go through the court-marital proceedings and
11 get that advice. So that would be the
12 prosecutorial team that would then work that
13 victim. But again, a SARC would always be very
14 involved with the entire process. And again, it
15 goes back to that care. In the Army, we call it
16 care and feeding; taking care of that Soldier
17 through that process through a variety of means,
18 where usually it was channeled through our SARC.
19 They could get legal assistance but, again, the
20 prosecutor, who is usually from my brigade, would
21 work with her to get -- but again, it wasn't
22 really defense from her. It was getting

1 evidence, that sort of stuff.

2 So if she sought individual legal,
3 personal legal counsel. The prosecution team, I
4 guess, would provide some of that. To be honest,
5 I didn't have much experience with the victim
6 getting legal counsel, other than the prosecution
7 team asking for case-building type stuff.

8 MEMBER GARVIN: Okay, so the Special
9 Victims' Counsel that can be assigned or the
10 Victim Legal Counsel, I can't remember which it
11 is in here -- I apologize -- that was not part of
12 your process at all. You didn't see that
13 interacting?

14 COLONEL GILBERT: No, I did not. It
15 may have been there but I did not interact at
16 that part. That would have been through her SARC
17 to provide that legal assistance.

18 MEMBER GARVIN: Thank you.

19 CAPT. BUSHEY: So it was part of our
20 process during the SAC MAG, the --

21 CHAIR BASHFORD: Captain Bushey, just
22 keep your voice up.

1 CAPT. BUSHEY: Yes, ma'am. The SACMG
2 would have NCIS, a lawyer, a chaplain, a
3 counselor, and myself, plus the SARC would be
4 there as well.

5 The legal advocate would dial in so
6 that -- sometimes they would come in-person,
7 depending on where it was at because we had -- I
8 was in Japan so we had people calling from Korea,
9 and Guam, and all over everywhere to try to --
10 even from ships to attend these.

11 But the Victims' Legal Advocate would
12 oftentimes take the place of the other lawyer
13 that was in the room to speak on behalf of the
14 victim. So I think that that was something that
15 was instrumental to our process.

16 But like Colonel Gilbert was saying,
17 if it was on the SARC side, then the Victims'
18 Advocate would attend instead of the lawyer.

19 COLONEL STEWART: I'll hopefully
20 answer this correctly. So from my experience, it
21 was our SJA was really the conduit to the Victim
22 Legal Counsel. And then as we reviewed the case

1 and as I engaged with the SJA, he had those
2 communications with the Victim Legal Counsel and
3 then brought those forward to the discussions and
4 recommendations.

5 COLONEL NEUMAN: Pretty much the same
6 but in the 24-hour report that we get from our
7 SARC, one of the questions is has an SVC been
8 assigned or is the victim aware that they have an
9 SVC capability. And so that is one of the
10 initial questions that gets asked right up front.

11 I don't directly communicate or work
12 with the SVC. It's all done through the SARC and
13 /or the SJA and we are a pivotal part of the
14 support for the victims through the whole
15 process.

16 CAPT. MILLICAN: Nothing to add. I
17 have no interaction.

18 CHAIR BASHFORD: Dean Harrison.

19 MEMBER HARRISON: These are questions
20 for the Master Chief. Welcome.

21 MASTER CHIEF WATERS: Thank you, sir.

22 MEMBER HARRISON: You get to talk now.

1 As I understand your job, is you are
2 to advise the captain of the morale and welfare
3 issues affecting all of the enlisted population.

4 MASTER CHIEF WATERS: That's correct.

5 MEMBER HARRISON: What do you
6 recommend in terms of making sure there's an
7 environment where a seaman or seaman apprentice
8 would feel comfortable coming to you, the XO or
9 the captain to bring to someone's attention
10 inappropriate activity on the part of a petty
11 officer or a chief petty officer, basically
12 overcoming the we try and train everyone to
13 follow the orders of those above you but when
14 those orders are inappropriate or an activity is
15 inappropriate, we want time to cover and so on.

16 MASTER CHIEF WATERS: Yes.

17 MEMBER HARRISON: And how do you --
18 what would you recommend to the colonels and the
19 captains here about creating an atmosphere where
20 E3s, E2s, E1s, whatever you feel comfortable with
21 them?

22 MASTER CHIEF WATERS: Well, sir, that

1 is indeed an ongoing challenge. It's something
2 that we discuss on a regular basis. In the Navy
3 and the Coast Guard, you know as enlisted
4 leaders, what we call the Chief's Mess are our
5 top three enlisted chiefs, senior chiefs and
6 master chiefs. We talk a lot about taking care
7 of our crew and yet we also understand that as
8 the senior enlisted leaders, when you're wearing
9 the anchor, that can still be very intimidating,
10 no matter how much you say come to me if you have
11 a problem; we want to give you that support.

12 A lot of times those E2, E3, you know
13 even E4s, they're still petrified to come to the
14 chief.

15 MEMBER HARRISON: I am.

16 MASTER CHIEF WATERS: Thank you, sir.

17 And I think we've shifted the culture
18 some over the years. I mean when I first
19 entered, if you had to talk to the chief, you
20 were in trouble. And I think we've at least
21 shifted that some but I believe there is still
22 that intimidation factor.

1 You know so we certainly try today, as
2 chiefs, to do our best to be very approachable to
3 try and reduce how intimidating we may appear.
4 You know that we can't just be the comic strip
5 version of the grouchy chief walking around with
6 a coffee mug saying go away; kid, you bother me.
7 You know we want to be engaged with our crew.

8 But that only gets us so far. We
9 certainly try and encourage our first class petty
10 officers, you know E6, directly below the chief
11 petty officer, that they can also be -- you know
12 they can be that buffer to say okay, you know
13 your junior member may not be thrilled about
14 coming straight to me but he might be more
15 willing to talk to you. And if that helps open
16 up that dialogue and get them to say what's
17 really on their mind, what's making them hurt, we
18 certainly encourage that.

19 We talk about in the Coast Guard that
20 we have a no bystander policy. You see
21 something, you get engaged. And certainly, if
22 you are a peer, if you are a fellow E3 or E4, you

1 have an opportunity to be that support because
2 you're not as intimidating because you're a peer,
3 and that you can help that Member seek the
4 support.

5 I do want to say that I agree with
6 what was already mentioned about that cleansing
7 statement. I have heard that from other people,
8 not just our SARC in Boston, that there are other
9 folks in the enlisted workforce that wishes there
10 was a mechanism to say you know what, I feel
11 comfortable talking with a peer but I don't want
12 to trip that wire that says well now it has to go
13 unrestricted and now I'm sitting in the bright
14 lights of the process, where everybody on the
15 base knows my dirty laundry. And I agree that
16 certainly with the way we handle restricted
17 reports, the way things are the SARC will create
18 a file. It is a numbered file so that there is
19 no name associated but it still goes to
20 headquarters so that if they ever change their
21 mind, I want to go unrestricted, okay, we're
22 going to now identify that file. All the

1 information we have, it didn't get forgotten.

2 It's on file.

3 You could just as easily add necessary
4 names to say okay, these military members heard
5 what happened, did their due diligence but we
6 were at a point where the Member, when they said
7 I want to stop this, okay, we're going to stop it
8 here but we know who we can reach out to as a
9 witness or support who knew. You know you can
10 have that kind of stuff on file to allow that
11 sort of thing.

12 The other thing I did want to mention,
13 we have the leadership and diversity counsel in
14 the Coast Guard. Each command has one and we
15 also try to use that as well as an avenue because
16 it is made up of a combination. It is not senior
17 leaders. There are some in there but there are
18 also some very junior leaders and we try to
19 advertise as much as possible who is on that
20 committee. And if, you know, if you're looking
21 for some type of support and you're intimidated
22 by your chief, you can go talk to someone on that

1 committee that is your peer and help make change
2 or get support, whatever it may be.

3 Plus, of course, we have our Work-Life
4 Staff who we try to do our best to point them in
5 that direction whenever we might look a little
6 too intimidating or grumpy.

7 I hope that answers your question,
8 sir.

9 MEMBER HARRISON: It does. Thank you.

10 CHAIR BASHFORD: Mr. Kramer.

11 MEMBER KRAMER: Thank you. Thank you
12 very much, it has been extremely informative and
13 impressive.

14 And I want to say Colonel, Neuman, you
15 must have a very good legal Staff because they
16 heaped a lot of praise on themselves during your
17 talk.

18 (Laughter.)

19 MEMBER KRAMER: But I have two
20 questions; one probably much more simple, and one
21 much more fundamental and somewhat troubling. So
22 I will start with the simple one.

1 Has anybody ever denied an expedited
2 request for transfer? If so, why, or do you know
3 of any?

4 And the second question is much more
5 fundamental. I can see that the five of you take
6 extremely seriously the whole -- any misconduct
7 in the military, especially sexual assault.
8 Unfortunately, there has been some newspaper
9 articles recently about that not being uniform in
10 the military and some commanding officers not
11 taking it as seriously.

12 And I don't mean to say those stories
13 are true or not true but how would we ensure that
14 every commanding officer takes it as seriously as
15 the five of you do? I guess that's really the
16 fundamental question I have.

17 CAPT. MILLICAN: Well, I guess I'll
18 start. My initial answer is no, I have not
19 denied a request for an expedited transfer.

20 In terms of who are the bad apples,
21 you know identifying bad apples, that's tough.
22 My brain went straight to a case years ago. It

1 wasn't sexual assault but it was a commanding
2 officer of a high endurance cutter, an O6 peer of
3 mine, and it was sexual misconduct. He was
4 having sex with a junior aboard a ship. That's
5 bad. And that was going on and people knew about
6 it. So we get back into this culture, right? Is
7 the command master chief in power to knock on
8 that door, hey Captain, can I close the door for
9 a minute? Captain, the words out on the mess
10 deck. Everybody knows. Everybody knows about
11 you and Seaman Susan.

12 Captain, I'm going to give you the
13 opportunity to notify your three-star boss at the
14 Atlantic Area by this time tomorrow. And if you
15 haven't, I will.

16 So those are the stories that permeate
17 military culture 99.9 percent. There's always
18 going to be the 0.1 percent. But in my mind, 228
19 years of U.S. Coast Guard and our culture has
20 zero tolerance for that sort of behavior.

21 COLONEL NEUMAN: So as far as the
22 denials of ETs, I have not denied one. And to be

1 honest with you, I don't even know of any stories
2 within my peers that they have denied one. We
3 ask pointed questions anytime an ET comes up. At
4 the end of the day, we try to take care of it
5 based on the best we can. If it is a matter of
6 healing and it's in the best interest of the
7 victim in order to keep them in Service and
8 continue their service, then we're going to
9 support those.

10 As far as the standards across the
11 board, every commander is going to take a hard
12 look at this information to make the best
13 decision, based on the good order and discipline
14 of their organization and their mission. So I
15 certainly can't second or armchair quarterback
16 the decisions of the commander by any stretch of
17 the imagination. I don't even have all the facts
18 that they had or the advice of the stuff that
19 they were given on their counsel.

20 But at the end of the day we all know
21 what the UCMJ is and it's not tolerated in any of
22 the Services. I think everybody that's in a

1 command position is going to take that -- you
2 know.

3 COLONEL STEWART: As far as never
4 denied an expedited transfer and I'm not familiar
5 with any cases.

6 In terms of your second question, I
7 think it's just incumbent upon the Service to
8 continue to enforce the standards, the core
9 values that we do. And I would say in those
10 cases that may have been public where somebody
11 was relieved, I think that that's the Service
12 enforcing the standards and holding people
13 accountable and saying that that type of action
14 is not acceptable. And that, in and of itself,
15 to see the Service make that decision, reinforces
16 it amongst every future commander to say this is
17 how you're going to do it, along with all the
18 different leadership courses that the service
19 provides to prepare you and to put you in that
20 case and to continually review or find, ensure we
21 select the best to do that.

22 CAPT. BUSHEY: Sir, for your first

1 question, I have not denied an expedited
2 transfer, nor have I seen it denied.

3 Secondly, as far as the leadership
4 goes, I think it begins with day one of training,
5 that everybody understands what our culture is,
6 what our acceptable norms are, and how we treat
7 sexual assault and harassment.

8 So you begin by that seed that's
9 planted at recruit training or at officer
10 candidate school and you continue to continually
11 train that individual to make sure that if they
12 make it to the level of master chief, if they
13 make it to the level of command, that they
14 understand the expectations.

15 And then also just like Colonel
16 Stewart said, we hold our commanders to a very
17 high standard. And when the senior leadership
18 find out that somebody is not acting
19 appropriately as a commander, they serve to be
20 dismissed and they deserve to be dismissed
21 because this is a very high priority and it is as
22 equal to a mission as taking care of our people.

1 And this is definitely takin care of our people.

2 COLONEL GILBERT: So to answer the
3 first part of your question, I don't recall
4 denying any expedited transfers. I may have
5 tried to commit somebody to go to a different
6 location. As I stated in my opening remarks, my
7 preference was to reassign on the installation.

8 And I uniquely came from Fort Bragg,
9 where there's 54,000 soldiers. It's a little bit
10 easier to hide amongst the masses.

11 My first command was a single
12 battalion command on a Korean Air Base. There
13 was nowhere to hide. They would have needed to
14 move to another location.

15 I've had a couple in brigade command
16 where the Soldier, when we peeled back the
17 history, had previously tried to PCS that
18 location for other reasons long prior to that
19 request. So there was a little bit of misgivings
20 about what the real reason was. But I think, as
21 I recall, we approved them all. And again, I
22 always felt the process better supported the

1 victim and the investigation by having it local.
2 Again, understand my basis if reference is Fort
3 Bragg, which is a very large installation.

4 To answer your second question, I
5 think it was kind of addressed but I think the
6 selection process by which the military selects,
7 and I'm not saying that for self-inflating by any
8 of us sitting here, but the Army and all the
9 Services are very stringent about how we select
10 our commanders. And then once you've made it
11 through selection, the real training begins
12 through, everybody's mentioned, either the Senior
13 Office Legal Orientation Course or their pre-
14 command courses. We all get a lot of training
15 and there is a lot discussion about SHARP. And
16 through your command, you get a lot of instances.

17 In my experience, more commanders are
18 relieved from command for failing to act than
19 they were for taking action. So if you didn't
20 take action on something, there is really a hell
21 of a bill to explain why you did not. And not to
22 say that didn't happen because, as you alluded

1 to, I'm sure it does but I think those are, by
2 far, the exception. And I think the Services do
3 pretty -- and I speak from my experience in the
4 Army, is a very significant effort to weed out
5 those who won't take action.

6 For example, in our Division Review
7 Board we had every month, they look at all the
8 numbers for -- I'm sorry. Every month, every
9 brigade would have its numbers of
10 restricted/restricted reported and how many.

11 In some cases we had one brigade, it
12 was a very large infantry brigade that had no
13 reports. And the question was is that a brigade
14 which everything is perfect and nothing happens
15 or are they afraid. You know and I had more
16 reports. So the question was, are they more
17 comfortable -- do we have a command climate where
18 they are more comfortable reporting or is the
19 other brigade just better at it and they just
20 don't have any issues. And we never comfortably
21 resolved that but everybody was kind of looking
22 and trying to make sure they created an

1 environment where reporting did happen so we
2 could adjudicate it.

3 But I acknowledge your point. I think
4 we can acknowledge there are exceptions but I
5 think the Services are working very hard to try
6 and eliminate that and make sure everybody
7 understands the very seriousness of it.

8 I go to the very first question that
9 was asked, Ms. Cannon asked, which is do we want
10 to take this out of commanders hands. And I can
11 speak for the Army, which is we want to retain
12 that but we've got to demonstrate we have the
13 ability to adjudicate that, to be able to show
14 that we should have that control. And I think
15 we're very serious about that.

16 I know it's a long answer to your
17 question but I thought it was worth pointing out.

18 CHAIR BASHFORD: Ms. Long.

19 MEMBER LONG: Thank you. And thank
20 you also for being here. And I have a follow-up
21 question to the first question today. And I know
22 that it is, I don't want to say controversial

1 because obviously it is equally personal and I
2 don't -- I feel like there is no way to ask the
3 question without somehow suggesting that you're
4 not capable of making fair decisions and that I
5 don't believe is the case at all.

6 But because this is so unique, in
7 other areas of personal decisionmaking, you never
8 have a body recommending criminal charges that is
9 sort of I don't want to say -- is also
10 responsible for the people for whom they're
11 recommending. I mean it seems very familial, I
12 guess.

13 So maybe you could help educate us on
14 why you are able to make fair and impartial
15 decisions, even with your role as being
16 responsible for taking care of the folks
17 underneath your command but you're still able to
18 make what would be considered a fair and
19 impartial decision, in this case, that would
20 align with the rules with criminal justice
21 process.

22 Is that a clear question?

1 COLONEL NEUMAN: Yes. Well, I'll jump
2 on it here, first.

3 You know I think there is a lot of
4 ways of looking at this. We are not attorneys.
5 I don't think anybody up here has got a legal
6 background. I certainly don't. I'm an operator
7 by trade. I fly airplanes. And I have basically
8 been trained to take people off the face of the
9 earth.

10 Over a period of time, though, through
11 leadership positions, you gain an incredible
12 amount of human interface and understand how to
13 interact and make critical decisions that impact
14 the mission but yet take care of individuals at
15 the same period of time. You don't get to our
16 level of making these decisions overnight.

17 It takes -- you know I have 22 and a
18 half years' of experience, 22 years' experience
19 before I took this particular position. And so
20 we've seen a lot of different things. We've been
21 through a lot of military courses and it's really
22 about the leadership piece of this. And like I

1 mentioned in the first part of the question
2 there, there is a certain human element and a
3 compassion that we have to continue to invoke in
4 these decisionmaking processes. It's not black
5 and white. Not every case is going to be clear-
6 cut.

7 We have the ultimate responsibility to
8 our nation to effect the mission that we're
9 assigned. We have to have our Airmen that we
10 lead involved in that mission. If we take that
11 out of our hands and put it into a different
12 court system or legal system that does not have
13 the same responsibility to the mission, now it
14 becomes how much money can we make. Is this a
15 win/loss type thing? Do I have enough evidence
16 to even prosecute it?

17 In most cases, the cases I get would
18 never even be touched downtown because the court
19 system is incredibly long and it would never get
20 to trial because likely, the evidence is just not
21 strong enough.

22 And so in order for us to maintain

1 that good order and discipline and uphold the
2 UCMJ, we'd have to have the ability to take a
3 case and maybe a minor case -- again, sexual
4 assault can be literally an inappropriate touch,
5 right? How many attorneys in here would take
6 that to a court downtown? Probably no one here
7 today.

8 MEMBER LONG: They get taken.

9 COLONEL NEUMAN: They could,
10 absolutely.

11 MEMBER LONG: I mean I was a
12 prosecutor. They get taken. As was suggested,
13 there are different types of inappropriate touch.
14 But I know what you're saying.

15 COLONEL NEUMAN: So anyway, that's my
16 point is we take the whole picture into account.
17 We care for each of our Servicemembers that we're
18 leading and it is part of our leadership role to
19 do that.

20 COLONEL STEWART: I would say I mean
21 I think that the process is such that first, you
22 have NCIS, which is an independent entity from

1 the command that conducts an investigation, a
2 very detailed, thorough investigation.

3 Additionally, you have the Article 32 hearing
4 that's conducted by a trained lawyer, counsel
5 that does a thorough investigation and then
6 presents that information to you. And then along
7 with your assigned SJA legal advice, along with
8 all the other resources available, you're
9 presented information from those sources that are
10 essentially independent from your organization.
11 So with respect where you mentioned the familial
12 thing, I would argue it is independent entities
13 and then you make the appropriate decision.

14 And it really, you know as you go
15 through that, it is really, from the Marine Corps
16 perspective, it is the crucible of due process
17 and investigative action to determine what
18 transpired and then appropriately handle it.
19 Bringing all those resources together, I think it
20 does enable a commander to make an effective
21 decision.

22 CAPT. BUSHEY: I agree with my

1 colleagues. So from day one, an officer is in
2 training to lead. And I remember as a junior
3 lieutenant taking my little helicopter 200 miles
4 over the horizon, with one place to land that was
5 200 miles behind me. And nobody else out there.
6 I'm doing this at nighttime and I had a full crew
7 of people that I was responsible for.

8 As you go up the chain of command, you
9 have more and more people you're responsible for.
10 Being responsible for those people includes their
11 health and welfare. And this goes directly into
12 whether or not a sexual assault occurred and then
13 whether or not that is impacting your mission
14 because it does impact your mission. If you have
15 that happen in your crew, it's unacceptable and
16 it's something that everybody wants to make sure
17 that it's handled correctly.

18 And just like Colonel Stewart said, we
19 have many different layers that are looking at
20 what the facts are to try to make a good
21 recommendation to the commander. And after 20
22 years of flying and 20 years of possibly doing

1 other military specialties, we've been trained to
2 make some of those decisions. And we've also
3 been trained to make sure that we take look at
4 what the resources are and make sure that we make
5 an informed decision as well.

6 COLONEL GILBERT: I'm going to wind up
7 echoing everything that was said. But
8 essentially the commanders here are empowered to
9 make life and death decisions on a daily basis
10 and we're expected to do so. So this is in that
11 span of responsibility, first of all.

12 And second of all, at this level,
13 we're no longer subject matter expertise on a
14 very narrow topic. We are all broad managers who
15 are not experts at every single thing with our
16 organization because they are vast and complex.
17 Even if it is an aviation organization, you have
18 every imaginable specialty within these
19 organizations.

20 We are trained to take the best advice
21 from those around us, to know where to seek the
22 advice to get the best counsel and not to rush to

1 a decision before we're comfortable we've got the
2 best advice.

3 And again, we also are closest to the
4 organization to understand what is in the best
5 interest of our commands and our Soldiers, in my
6 case, Soldiers, Sailors, Airmen. So I think
7 we're both positioned to understand the dynamics
8 of this situation because many of these things
9 will happen on deployments. And I don't know
10 what that court system and what the practical
11 application there would be in a remote place on
12 another continent or at sea. That's one aspect.

13 But more importantly, we're already
14 empowered with those broad authorities but with
15 very broad and complex organizations of which
16 none of us are the experts at everything in these
17 organizations because we simply cannot be, which
18 is why there is all these processes and systems
19 in place to provide us with that expertise to
20 give us advice. We're not making these on our
21 own. We've got great investigators, great
22 lawyers advising us much like you may be seeing

1 in the other situations.

2 So anyway, I think that is, from my
3 perspective, why we should retain that role.

4 CAPT. MILLICAN: So, Ms. Long, I'll
5 answer in two ways. Back to my earlier comment,
6 we're already trusted to disclose an assault that
7 isn't sexual in nature. We are already trusted
8 to disclose sexual misconduct that is consensual
9 in nature.

10 Secondly, as I mentioned is a best
11 practice, when I brief Admiral Hines, he is
12 within his purview to say the forensic evidence
13 is so great, the severity of the accusations are
14 so extreme, the eyewitness testimony is so
15 compelling I have taken it up to the flag
16 officer. This is going to be a general court-
17 marital. We are really going to get not just one
18 but two pounds of flesh. That's how bad this
19 was.

20 As opposed to that case of, again, all
21 sexual assaults are bad and illegal but there are
22 degrees of severity and they can't handle them

1 all. And those ones that are in this category
2 over here on that spectrum, field commanders are
3 more than capable, as with many other elements of
4 the UCMJ that are violated, to handle those
5 matters.

6 MEMBER BRISBOIS: Just a follow-up on
7 Colonel Neuman's response, which generally has
8 been echoed by the rest of the panel.

9 But so the hypothetical, if you will,
10 that was presented to you, I got the impression
11 that in your mind that conjured up the
12 prosecutorial discretion being taken not just
13 away from you but away from your air base and put
14 out in D.C. or somewhere.

15 Isn't there a potential middle ground
16 where, relying on your subject matter experts now
17 and at the general flag level or your level,
18 which when I was in several decades ago wasn't
19 brigadier level, so again, the flag officer
20 level, they had Staff Judge Advocate Colonels as
21 a part of the stovepipe staff. Anywhere you
22 went, they went.

1 So if that prosecutorial discretion
2 was put not in D.C. but at the Staff Judge
3 Advocate for the first court-martial level,
4 special court-martial, or general court-martial,
5 doesn't that person then serve a subject matter
6 expert consultative function as well as the
7 specific needs of your mission? Because they are
8 with you day to day. They know where you are
9 going. They know what you're doing and they can
10 answer all those questions. Yet, by having it at
11 the Staff Judge Advocate level as prosecutorial
12 discretion, there is a greater consistency
13 throughout the whole command. Because once you
14 filter down, you've got all the battalion
15 commanders, you've got all the company commanders
16 and everybody has been coming at this from a
17 number of different experiential matters, and
18 personal opinion levels and you get more
19 fragmented responses.

20 So is there a middle ground that would
21 be satisfactory to you?

22 CAPT. MILLICAN: I'll start. So the

1 Staff Judge Advocate is not physically with me in
2 the Coast Guard because we're kind of small. So,
3 they're in Norfolk, Virginia.

4 But the point of that story is they
5 see all Coast Guard cases. So, they're the ones
6 -- they don't have the fragmentation that I do.
7 I know what's going on in New England and the
8 Northeastern United States. So their
9 recommendation is based on their need of the
10 enterprise, the whole Coast Guard. So their
11 recommendation to me is going to take into
12 account what they see.

13 So I think that's addressing your
14 point. I'm struggling a little bit though to
15 still find, if you're asking -- you know right
16 now you have initial disposition authority at the
17 O6 level. The O7s and above have that authority
18 today to pull it up to their level. I'm not sure
19 what the middle level is that you are asking
20 about.

21 Or you say take it completely out of
22 that active duty chain of command and put it over

1 here in an SJA lane?

2 MEMBER BRISBOIS: I mean the Coast
3 Guard, with no disrespect intended, but based on
4 my experience, they cut you out of my
5 experiential model. The Army Judge Advocate and
6 the brigade --

7 COLONEL GILBERT: If I can help you
8 out, sir, I'll just pick up where he left off,
9 which is I think what you described is what I
10 understand the process. I mean that's what I
11 experienced. The brigade level Staff Judge
12 Advocate opines, based on the investigation
13 presented to them by our criminal investigation
14 division whether there is enough to go forward.

15 And then if there's a disagreement
16 there, it's a division in my case, the two-star
17 command, my next higher command, their Staff
18 Judge Advocate, which is a full colonel, is
19 overseeing all these cases. And then there's the
20 Review Board that we do monthly to talk about
21 cases and trends, and that sort of stuff.

22 So I think what you described is

1 really what actually is occurring right now,
2 which is the decision is made, initially opined
3 about whether or not to go forward is at that O6
4 -- I'm sorry -- the Staff Judge Advocate at the
5 brigade level.

6 Brigade command are not only involved,
7 you know I can take it off the tracks or
8 something but, at the end of the day, I'm very
9 heavily relying on that Staff Judge Advocate.
10 That's really what occurs between CID and the
11 Staff Judge Advocate. So that's where that
12 expertise is really at. And I'm kind of there to
13 make sure the process continues forward and I'm
14 kind of holding everybody to the fire.

15 MEMBER BRISBOIS: And so my question
16 is they're part of the war community. They're
17 part of the mission. They're job is to help your
18 subordinate units do their job with all the
19 panoply of legal advice in order to get that
20 done. So they're intimately aware of what you
21 need to accomplish, what good order and
22 discipline is for your operation, your

1 organization.

2 That Staff Judge Advocate stands in
3 the analogous position as the Attorney General to
4 the Government. So they make the prosecutorial
5 decisions. The governor, you know, doesn't lose
6 any authority over the whole state or any other
7 similar civilian analogy organization structure.

8 So if the concerns that you were
9 expressing arise out of when the prosecutorial
10 decision is being taken completely out of your
11 community, out of your organization and placed
12 somewhere 1500 miles away, and so again, back to
13 my original question, if the prosecutorial
14 discretion is still with the organization but in
15 a subject matter expert area, isn't that a middle
16 ground that does no injury to your ability to
17 perform your mission?

18 COLONEL GILBERT: I'll only speak for
19 myself, sir, and my concern would be the level of
20 experience of that brigade Staff Judge Advocate.
21 In the military, the selection process for that
22 Staff Judge Advocate is different than for the

1 commander at that same level.

2 COLONEL STEWART: And I would ask --
3 I would argue he's trained to provide legal
4 advice. I mean there's a difference between
5 providing advice and making the decision. And
6 that's where the role of the commander plays
7 because it's many factors that have to be
8 considered in terms of that organization.

9 I think they are integral to the
10 process, integral to advise you, along with many
11 others that do, but I would be hesitant to defer
12 completely to a legal lawyer to make that
13 decision that's going to have many other impacts.

14 CAPT. BUSHEY: I agree with my
15 colleagues. One thing that I recommended to
16 everybody who came before me for NJP was appeal
17 it. Appeal it to my two-star. Let my two-star
18 take a look at my decisionmaking. If you feel
19 that I am in the wrong, the appeal is something
20 that is a tool that they can use.

21 And so I think that there already is
22 that oversight because I had every single sailor

1 that came before me appeal. And every single one
2 was agreed upon or concurred with by my two-star
3 that I worked for.

4 So I'm not afraid to share my
5 decisions with my senior chain of command. In
6 fact, I welcome their feedback to make sure I'm
7 doing things correctly and my commander agreed
8 with my decisions.

9 So I think we've already got a tool
10 out there that other people can use if they wish
11 to appeal whatever the decision is.

12 COLONEL STEWART: Not to flip the
13 question back to the panel but like what problem
14 are we trying to solve by saying that O6
15 commanders are not capable or you're not
16 comfortable with us doing it? So I guess we're
17 saying to take it out of the commander's hand.
18 Is there a perceived problem with commanders
19 making the call? I mean I don't expect an answer
20 but that's kind of the flip side of the question.

21 CHAIR BASHFORD: We're just trying to
22 get your all thoughts on --

1 COLONEL NEUMAN: Let me just finish up
2 on that particular one.

3 So the way it works, at least in the
4 Air Force perspective, our legal teams are very
5 well connected. There is a database and they
6 communicate across the board all the time. So if
7 there's a concern about standardization of advice
8 that's provided to commanders, they have access
9 to the databases and stuff that you know that
10 they can go in and take a look at what similar
11 cases have done, what other commanders have also
12 done, and then bring those directions forward.

13 Inside of Air Force Global Strike
14 Command, which is my current command, we have a
15 MAJCOM legal team. That legal team stays in
16 close contact with both of the numbered Air
17 Forces, which is at the next level, that's the
18 next flag level, two-stars level and they have
19 their legal team. Those legal teams are then
20 decentralized, again, down to at the wing level,
21 which is where I'm at with our legal teams.

22 And inside of the Air Force where I'm

1 at, that's the general or the General Court-
2 martial Convening Authority. They advise down to
3 the five different wings within the Air Force.

4 On a regular basis, the wings do
5 monthly or quarterly status of discipline type
6 things. So we standardize the decisionmaking
7 based on cases, stuff across the wing.

8 At the MAJCOM level, the next level,
9 we do that on a quarterly basis as well, where
10 all the wings, the two-star general, and the
11 legal teams all get together and make sure that
12 everybody's enforcing things relatively standard,
13 as well as the discipline and stuff that's also
14 being handed out.

15 So I think there is really a good
16 balance there. There is a cross-sharing of
17 information and there is self-governing when it
18 comes to that process.

19 CHAIR BASHFORD: General Anderson.

20 MEMBER ANDERSON: Yes. Again, thank
21 you for coming and sharing your experiences with
22 us today. I have a slightly different question

1 and this includes you, Master Chief, as well.

2 Have any of you ever served on a panel
3 for an Article 120 process. Is there any master
4 chief on the panel?

5 COLONEL GILBERT: There are seven
6 panels.

7 MEMBER ANDERSON: Seven panels?

8 COLONEL GILBERT: And I was eliminated
9 on the first day of every court-martial.

10 (Laughter.)

11 COLONEL GILBERT: I considered it 7
12 and 0. However, but while that, I think, had to
13 do with I had some family had a sexual assault
14 background, which is why the lawyer I think did
15 throw me out. The other thing was there is other
16 panel members that worked for me, so I throw that
17 out as well, as a kind of obvious link to the
18 panel. But I was called for seven different
19 panels over my two years.

20 MEMBER ANDERSON: Okay, so exclusive
21 of 120, have you ever served on any panel?

22 COLONEL GILBERT: Just got off easy.

1 Fort Bragg's a busy place.

2 (Laughter.)

3 CAPT. TIDESWELL: Would the record
4 please reflect that the response to the General's
5 question was from Colonel Gilbert?

6 CHAIR BASHFORD: If we can just go
7 across, I think that General Anderson wanted to
8 know if any of you had that experience. Oh, you
9 all said no?

10 MEMBER ANDERSON: Yes.

11 CHAIR BASHFORD: Okay. Ms. Tokash.

12 MEMBER TOKASH: I first had a question
13 for you, Colonel Gilbert and then I have a
14 question for each of the Service Commanders.

15 So, Colonel Gilbert, you said that you
16 weighed many other factors that you believe the
17 court system might not be able to view properly
18 when there are gray areas in sexual assault.

19 My question is what are those factors
20 that you weighed as a commander?

21 COLONEL GILBERT: Thank you. In an
22 organization that is very broad but it has very

1 unique stressors. For example, in my brigade of
2 2800 folks, we did five rotations to the Joint
3 Readiness Training Center, which is a very
4 intensive, about a six-week event.

5 We deployed one squadron to Korea, had
6 another detachment uniquely deployed to Africa
7 providing some support. And the operational
8 tempo and unique demands upon people of different
9 skill sets. My cooks had a very unique time
10 line. They did not get weekends. They worked
11 from 3:00 in the morning to 11:00 in the morning
12 five days to six days in a row, then they would
13 get three days. So you had all this uniqueness
14 to an organization. It was hard to extrapolate
15 that. There is no cookie cutter within our
16 organization with 2800 people, 110 helicopters, a
17 very broad, diverse mission and we are an
18 organization that with notification that we need
19 to start packing up helicopters to deploy
20 anywhere in the world. In 82nd Airborne
21 Division, that's our unique mission.

22 You know in a very, very short order,

1 there is a very high level of readiness which is
2 required. So there is a very high intensive
3 amount of training.

4 The gray areas, those extra factors
5 are the stressors and unit dynamics that are
6 unique all the way to the company level. Within
7 my brigade, we had 31 individual company
8 commands. Those are commanded by captains. And
9 then I had five battalion commanders and I head
10 administrative oversight of a sixth battalion as
11 well.

12 And understanding each of those unique
13 organizations, the stressors, I will tell each of
14 those battalion commanders didn't appreciate what
15 the other battalion was doing.

16 At the brigade level, I was uniquely
17 suited to see what all of them were doing because
18 I was the one directing them all to do it and I
19 was the one uniquely postured to go visit them at
20 those training.

21 And I would go visit folks at the
22 Joint Readiness Training Center, for example.

1 You might think you'd find a lot of disheartened
2 Soldiers because they are muddy, wet, cold, and
3 working really hard. Yet, what I found was
4 people in very high spirits because they got to
5 do their job.

6 The people back sitting on gate guards
7 or mowing lawns, doing other tasks that weren't
8 necessarily what they signed up to do didn't
9 necessarily have the highest morale.

10 So I think you know postured uniquely
11 within the military, we are uniquely postured to
12 see these unique organizations and there are
13 organizations that have higher morale than other.
14 Sometimes it was a personality but sometimes it
15 is mission-driven. And I just don't know if all
16 of that could be understood well in a civilian
17 court of law.

18 And I'm not implying the civilian
19 judges or lawyers such as yourselves are not
20 capable of understanding the dynamics of the
21 organizations. I just think there's a uniqueness
22 to the military that is not well understood

1 outside the military. And it's just a challenge.

2 And I'm talking about the gray area
3 cases. There is hard to define cases that will
4 likely not go forward to another judge. I think
5 we are better suited to prosecute those things
6 because we understand the impacts of going
7 forward. It may not just be the victim. It may
8 be the lawyers in your unit saying this is not
9 okay or whatever it is.

10 I don't know if that fully answered
11 your question.

12 MEMBER TOKASH: Yes, thank you.

13 Then my general question for each of
14 the commanders from the different Services is
15 with regard to written disposition guidelines.

16 So at the U.S. Attorney's Office, we
17 have the U.S. Attorney's Manual. For the State
18 prosecutors, the National District Attorneys
19 Association has a standardization of factors to
20 consider for prosecuting cases.

21 My question for each of you is would
22 disposition guidelines that would tell you what

1 factors to consider and what factors not to
2 consider when making a preferral decision be
3 helpful to you as a commander.

4 COLONEL GILBERT: I would wish I had
5 my brigade JAG here because I would refer to him
6 and ask for his advice on that. I think that is
7 a complex question.

8 I think it could be helpful. I think
9 it would have been in the details. You know that
10 was always in the details.

11 I think more narrow guidelines would
12 be helpful. I, frankly, think you know we have
13 two binary decisions of sexual assault or sexual
14 harassment. I think the middle ground that was
15 referred to earlier with the abusive sexual
16 contact, in my opinion, could be broken out
17 better as a separate area. It gets lumped in
18 with sexual assault, which is a very -- you know
19 it is kind of a binary at the high end. You know
20 you are on the court-martial path and then you're
21 kind of making decisions about something that
22 maybe adjudicates to less.

1 So from my perspective, I think it
2 could be.

3 And I also, you know, I haven't
4 commented on this yet but the idea of having a
5 way out for somebody who didn't mean to
6 inadvertently disclose something is probably
7 something to consider and those disposition
8 guidelines that you are referring to, something
9 that would allow for that for a young Soldier who
10 did not mean to disclose or go down the
11 unrestricted report I think would be something I
12 would appreciate being addressed and something
13 like that that would allow Soldiers to back out
14 of it probably at some early level.

15 I think once you go past a certain
16 level, I wouldn't be worried about witness
17 intimidation and dealing with people that know.
18 Once get to a certain level, it's going to be on
19 the train; you've got to go forward.

20 But that is just, personally, my
21 opinion. I don't speak for anybody else.

22 MEMBER TOKASH: Thank you.

1 Captain Bushey?

2 CAPT. BUSHEY: I agree with the
3 colonel.

4 What I'm afraid of is what happens
5 when you're in the gray area, you're in-between
6 lines where the matrix says one thing but it says
7 something right next to it and it doesn't fit
8 perfectly into the square peg or the round hole
9 that we've tried to identify by having written
10 guidance. So that's my only concern with it.

11 I would like to see what that is and
12 see how it could capture all of the different
13 elements we look at. Because it's just like
14 Colonel Gilbert said, there are so many other
15 factors we have to consider. Are we deployed?
16 How does this affect my other Sailors? How does
17 it affect fill in the blank? There is just a lot
18 of other things that I want to make sure that we
19 don't take off the table for consideration when
20 we decide to write that directive.

21 COLONEL STEWART: I would just simply
22 say if it is a resource that can help a commander

1 make a better decision, then it's something that
2 should be considered and reviewed.

3 MEMBER TOKASH: Thank you, Colonel
4 Stewart.

5 COLONEL NEUMAN: First, you know I
6 appreciate the way you asked the question because
7 you asked the question essential. What factors
8 -- you know would it be helpful for us to have
9 guidelines, things to consider.

10 Well first, I think we get those
11 guidelines through all the training courses and
12 stuff that we need already. As soon as we start
13 writing down prescriptive things to consider, we
14 get to exactly what my colleagues just mentioned
15 here. You know guidance and stuff quickly
16 becomes regulation and pretty much turns into
17 that black and white situation.

18 In these type of scenarios, we don't
19 know what we're going to have to take into
20 account until we see what the situation is. And
21 I think you have to have a toolbox full of
22 different tools and not every tool is going to be

1 used for the same project.

2 And so in order to put prescriptive
3 guidelines on a piece of paper and then hand it
4 to commanders I think would be probably
5 handcuffing us a little bit more than necessary
6 in these situations.

7 CAPT. MILLICAN: I'd say that we
8 already have written disposition authority for
9 all articles in the UCMJ.

10 I understand your question. Your
11 question is what about specific factors for this
12 particular article. So I certainly wouldn't be
13 opposed to that. I mean if you've served in the
14 Federal Government, if you've managed a civilian
15 employee, you're familiar with the Douglas
16 Factors. When a civilian employee is engaged in
17 some kind of misconduct, you go through the
18 Douglas Factors and it helps you make a decision
19 when you've considered all those factors and well
20 how bad was this and what should the discipline
21 be.

22 So I would say that we're certainly

1 not opposed to but I would say we do currently
2 have some level of written disposition guidance.

3 CHAIR BASHFORD: Sergeant Markey.

4 MEMBER MARKEY: Yes, well thank you
5 for being here today. I appreciate all the
6 information. We've heard about this position of
7 the O6 and the critical role that you play in
8 this decisionmaking process. You essentially are
9 gate keepers to the judicial process when it
10 comes to sexual assault. That's a very important
11 role and I think you've describe to us the
12 seriousness by which you accept that
13 responsibility.

14 I feel as part of this committee that
15 we are tasked with reviewing how effective is the
16 response in the military to sexual violence and
17 at the same time, looking for gaps and
18 opportunities, if they are so present, to improve
19 that response. And so that's kind of the way I'm
20 looking at this.

21 So a lot of things have been brought
22 up about the decisionmaking process, the

1 discretion used to make those decisions. And I
2 think what I always was criticized for in the
3 civilian world is the fact that making a decision
4 using discretion, that might be different than
5 agency from agency, person to person. And so as
6 long as there was the information that supported
7 that decision, I think it's easier to make that
8 argument of why that decision was made.

9 So that means that you are really at
10 the -- you are really subject -- your decision is
11 subject to the information that you receive. And
12 so through this process, I have been trying to
13 follow the information trail. So where does this
14 information begin? Where does it go to next and
15 the next step? And there are several filters, it
16 appears, where it starts as some sort of
17 investigation through MCIO and then it may go
18 through a separate SJA, or if I'm using the wrong
19 terms. And then it may go through a trial
20 counsel, and then it may go through your O5, and
21 then it may come to you. And so I'm trying to
22 follow this process.

1 And so one of the themes that was
2 brought up in the previous panel was resources
3 and, in particular, resources for the
4 investigative process. I think one of the
5 comments was the time line for which it was
6 taking for these investigations to be completed
7 appeared to be one, a lack of resources. And I
8 think, Colonel, you had mentioned along those
9 same factors is the lack of -- kind of the lack
10 of resources within an investigative process to
11 maybe do additional follow-up or gather
12 additional information to help you with your
13 decision on whether to move this case forward or
14 not move this case forward.

15 So getting back to the resource issue,
16 so would increased resources in the investigative
17 stage, which is I think that's pretty much where
18 a lot of these cases are starting, do you see
19 that as a factor in your decisionmaking process
20 and the information you receive whether that
21 could be improved both on the time line and the
22 quality you of information you get to make that

1 decision?

2 And I know that's a lot.

3 COLONEL GILBERT: Short answer is yes,
4 from my perspective, more investigative resources
5 would be helpful.

6 If something occurs off post, it's
7 usually done with the civilian authorities and
8 combined with the Criminal Investigation
9 Division. Again, I'm not on that end of that but
10 usually if it is off post or civilians are
11 involved, the civilian authorities were doing
12 that in parallel. There was some sort of
13 collaboration going on on the law enforcement
14 side.

15 But and I did mention the time line
16 and, again, it may be unique to where I was at
17 within Fort Bragg where there are 5400 Soldiers,
18 there are a lot of things that are going on and
19 the amount of investigators to cases is probably
20 not a good ratio.

21 But the time line was very extended
22 and in the gray area cases, the priorities for

1 those resources are, again, the higher profile
2 cases. There are more very distinct, you
3 particular something like rape or anything like
4 that is going to get the highest level of
5 priority for resources. But even then, these
6 things, I mean they can take years. And I know
7 it happens. My understanding it takes that time
8 line on the civilian side as well. But a more
9 timely decision is very helpful because of all
10 the suspended animation everybody's in. We have
11 to retain people. People may be getting out,
12 PCSing, people going up for promotion boards on
13 either side of that equation, a victim or a
14 subject.

15 So time lines, you know everybody's
16 life is frozen while it's occurring and then
17 information gets old and stale, unless you've got
18 good forensic evidence and it's captured early.
19 You know memories get hazy. People move away
20 because, unlike the civilian population, we all
21 move very often and witnesses start moving.

22 So time lines were impactful. The

1 longer they got drawn out, the harder. But I saw
2 cases that took a year and a half that went to
3 court-martial successfully.

4 But yes, from my personal perspective,
5 I think all resources would be welcome.

6 CAPT. BUSHEY: I agree with the
7 colonel. I think more resources, especially like
8 at the NCIS level, going to the investigation
9 level would be more -- would be where I would
10 like to put those resources at. Because it seems
11 like with NCIS, they have so many cases, it takes
12 so long to go through and it causes a lot of
13 angst and frustration on both the alleged victims
14 and the alleged offenders' parts. And just like
15 the colonel said, everybody goes into either very
16 slow motion or their careers are frozen right
17 there until this is adjudicated.

18 So I think that that would help with
19 the speedy trial, the speedy nature of trying to
20 at least address the case. So that is where I
21 would want to put those resources.

22 And of course, the JAG Corps would

1 like to have more resources, too, so they could
2 have more people. And that would be of benefit
3 to everybody in the service as well.

4 COLONEL STEWART: Firstly, I think all
5 the investigations were very thorough and were
6 extremely helpful but anything to improve the
7 time line of investigation would be valuable.

8 COLONEL NEUMAN: Yes, I concur. The
9 resources is a limitation.

10 But part of your question is also how
11 we get the information. And it kind of goes back
12 to the guideline type question.

13 When these cases come forward, a lot
14 of times there's no evidence or the evidence is
15 really old. So, by the time we get it, there may
16 be a lot of complicated factors associated with
17 it. We may have to go downtown. We may have to
18 execute some of our MOUs and stuff that we have
19 -- memorandum of understanding agreement with the
20 downtown community in order to get into their
21 investigative background. Or maybe they took the
22 case and we have to negotiate with them to bring

1 that case into the UCMJ, under the UCMJ umbrella
2 versus downtown. That adds time in the whole
3 process. And really, at the end of the day, what
4 we'd like to try and do is do these things as
5 quickly as possible in order to get a
6 disposition, get a conviction, get the discipline
7 done and get the case closed by just getting it
8 drawn out and largely could use a resource
9 restraint.

10 But I would just emphasize again the
11 different ways that we can actually bring cases
12 to the forefront. And a lot of cases I've seen
13 recently, as we get more education out there to
14 our Airmen, the reporting of sexual assaults that
15 have happened in the past. When you go back a
16 year or so, it is very, very difficult to find
17 evidence but yet we put it on our investigative
18 teams and they have to go back and do the best
19 they can but it takes a long time to get through
20 those, those databases and such.

21 CAPT. MILLICAN: Sergeant Markey, I
22 would say the resources are always welcome. I

1 would say that even though it takes a while to
2 get to my desk, the quality of the product that I
3 eventually get is very well done.

4 CHAIR BASHFORD: Several of you
5 mentioned you wished that there was sort of a
6 cleansing or claw-back opportunity for what seems
7 to be an inadvertent unrestricted report.

8 Is there any one thing in the current
9 system that if you could change you would?
10 Something that is not working well, something
11 they could do better, like what one thing would
12 you recommend be changed?

13 Colonel Gilbert, do you want to start?

14 COLONEL GILBERT: I think what you
15 just mentioned, ma'am would be my one
16 recommendation is the ability for a victim to go
17 back to a restricted report. There has probably
18 got to be a cutoff. I don't think going all the
19 way up to right before courts-martial are good
20 but somewhere in there I think that would be
21 helpful.

22 I would have to think a lot more about

1 it to give you any other feedback. Thank you,
2 ma'am.

3 CAPT. BUSHEY: I already mentioned
4 that I thought that the cleansing statement would
5 be the thing that I would like to see. That's
6 still my number one priority.

7 But I think we should go out to our
8 junior personnel and say what would help you.
9 I've heard a lot of them say they would like to
10 have some type of an app that they could click on
11 and that would give them resources right there on
12 the spot.

13 There is many different resources out
14 there that colleges are using, things that other
15 communities are using. So I think that we should
16 look at what their tools are and see if that
17 could improve some of the things that we could
18 use that are already developed and we can tailor
19 them to fit our first needs.

20 COLONEL STEWART: To the last
21 question, I think the resources to complete the
22 investigations in a more timely manner to enable

1 a best decision possible would be number one.

2 COLONEL NEUMAN: To talk on the
3 reporting versus restricted reporting type thing,
4 so at least in the Air Force, as I understand it,
5 we have mandatory reporting positions. Generally
6 your front line supervisors, your commanders, and
7 so on and so forth.

8 A peer is not necessarily a mandatory
9 reporter, meaning that a young Airman can tell a
10 friend that they are sexually assaulted. Where I
11 think we could do better is education and victim
12 support assets at the installation. Our
13 Chaplains are few and far between. Our sexual
14 assault in the SARC offices and stuff are
15 generally short. Our Airmen and Family Readiness
16 Centers are running on very thin budgets. So the
17 resources that can help support the victims are
18 probably where I would focus.

19 CAPT. MILLICAN: So one thing I gained
20 from my team was the third-party reporting that
21 can be brought back down. Resources are always
22 good. I think our policy is pretty tight.

1 CHAIR BASHFORD: Let me go to Judge
2 Walton and I'll come back to you.

3 MEMBER WALTON: What happens in a
4 situation where a credible claim of a sexual
5 encounter is made but the victim, despite how
6 credible that claim is, decides that he or she
7 doesn't want to go forward? What happens to that
8 individual who is accused and you have a credible
9 allegation that this person committed that crime?
10 What happens in that situation or what should
11 happen?

12 COLONEL GILBERT: In our brigade and
13 my experience in my division, and I am certain
14 that the whole Army does it this way but it
15 marched on. Once it was an unrestricted report
16 and we had the information we were going to
17 prosecute the subject with credible evidence.

18 MEMBER WALTON: But what if you, I
19 mean if the victim won't cooperate. She's made
20 or he has made an allegation and you believe it
21 is credible, you don't have corroborating
22 evidence and without that testimony, you can't go

1 forward, what happens to that individual when the
2 allegation has been made?

3 COLONEL GILBERT: The only time I
4 recall, and I don't even remember if this was in
5 my brigade or not, the only time I recall
6 dropping a case is when the victim made another
7 sworn statement invoking their initial statement
8 saying I was not truthful. And then you would be
9 honest, you would go after that person for a
10 false statement.

11 So there is a jeopardy there but I
12 don't know that I saw that but that was always a
13 concern there.

14 But anyway, there was -- I only
15 experienced a couple of cases where people did
16 another sworn statement and basically said that
17 it is a false allegation or I withdraw my
18 allegation. But short of that, if they just
19 didn't want to cooperate, the case would continue
20 on.

21 CAPT. BUSHEY: I've not experienced
22 such a scenario but I would get with my lawyers.

1 I think the lawyers would appreciate that. I
2 would get with my lawyers and talk through what
3 avenues of possibilities are out there. Can I do
4 an administrative separation? Can I take other
5 actions like the false official statement?

6 Because I think that the scenario you
7 described is something that is very important to
8 make sure that false allegations are not made.
9 And we would owe something back to our personnel
10 because they are going to wonder what are we
11 going to do in this instance as well.

12 So I would definitely consult the
13 personnel manuals and the JAGs to find out what
14 avenues we have.

15 COLONEL STEWART: I'm just trying to
16 follow you. It wasn't necessarily a false
17 statement. She just doesn't want to participate
18 but the belief is that strong indications are
19 that it was a credible sexual assault but it the
20 evidence to go forward is very difficult because
21 she's --

22 MEMBER WALTON: Right.

1 COLONEL STEWART: So in our case, we
2 would, based on available information and
3 evidence, it should continue to go forward.

4 If there wasn't sufficient evidence
5 because of her lack of or the victim's lack of
6 participation, then potentially dispose of it or
7 look for other potential offenses that are
8 available, administrative separations and things
9 like that that are available to at least attempt
10 to hold the individual accountable who
11 perpetrated the incident.

12 COLONEL NEUMAN: So I think I brought
13 this up a little bit earlier as well. A lot of
14 times the victim holds all the key evidence. If
15 the victim is not able to provide that evidence
16 but it is still credible information, we have
17 different ways of going about looking at dispose
18 of it from going into a court-martial type thing.
19 But I can hand them back to the commander to do a
20 commander-directed investigation to get some
21 other facts and maybe we can get him under
22 misconduct, inappropriate behavior, those type of

1 things and so we can go with different
2 disciplinary actions under UCMJ.

3 It may not be the sexual assault
4 Article 120 type case but that's where I think
5 the SVC plays a huge part in this in the
6 communication with the victim that says realize,
7 depending on what outcome you are looking for
8 against the subject, these are some of the
9 impacts of you not going forward with your
10 evidence. If you don't go forward with the
11 evidence, this person could directly continue to
12 serve in our military and perhaps another victim
13 is in his or her target. And I think that is a
14 very important thing to say and I have tried to
15 communicate that with my legal team and stuff as
16 well, and those that are communicating with the
17 victims.

18 Understanding totally that they may
19 want to come forward, but I think that is an
20 important thing; there could be another victim if
21 we don't try to get this person prosecuted and
22 out the door.

1 CAPT. MILLICAN: I would submit the
2 way you phrased the question, sir, that someone
3 came forward with a credible claim.

4 MEMBER WALTON: Right.

5 CAPT. MILLICAN: I do not view any
6 claim through that filter. A claim is a claim.
7 So anyone who steps forward and says I am victim
8 of sexual assault, that's a claim. And that
9 claim is going to be investigated.

10 Now, if the victim says I don't want
11 to participate in this, I don't want to testify,
12 I'm done, I won't say another word. It's already
13 out of the bag. It's being investigated. I
14 would submit that I have seen multiple cases in
15 the Coast Guard where just knowing who the
16 accused is has allowed us to go back to the
17 accused's past assignments. It goes to our
18 investigators who will go talk to crew members on
19 those previous units and they will find people
20 who will talk. And we have been able to find,
21 through past maltreatment of other shipmates,
22 other victims of sexual assault and they were

1 able to come forward and bring that Member to
2 justice.

3 CHAIR BASHFORD: The last question
4 from the panel and then we will --

5 MEMBER HARRISON: I have a question.

6 CHAIR BASHFORD: I'm sorry. We'll try
7 to get you both in.

8 MEMBER HARRISON: And I'll be quick.
9 This is just for those of you who command
10 aviation units. If your flight surgeon declares
11 a pilot unfit for flying, grounds him, do you
12 have any recourse? Can you overrule that?

13 COLONEL GILBERT: It's are
14 recommendation to the commander but you ignore
15 that expert recommendation at your own peril.

16 MEMBER HARRISON: Thank you, sir.

17 CHAIR BASHFORD: That was quick.

18 COLONEL GILBERT: I'm sorry. There is
19 plenty of other answers, if you guys want to
20 qualify it.

21 MEMBER SCHWENK: We have a total of
22 probably 140 years of fantastic leadership

1 experience up there, and I would like your
2 thoughts on this very important subject.

3 Our military justice system goes all
4 the way back to George Washington and the
5 revolutionary war. And without good order and
6 discipline in the military justice, I'm 100
7 percent certain we would not have won our
8 independence as a nation.

9 My question to you is do you see our
10 military justice system relevant today and
11 tomorrow in maintaining good order and
12 discipline, properly equipping and training our
13 military to fight and win America's wars? Give
14 me your thoughts.

15 COLONEL GILBERT: Yes, sir. I think
16 it's as relevant as ever. I think the techniques
17 have changed. As one of my peers already
18 mentioned, the digital evidence is very
19 substantial on investigations these days. You
20 know usually an investigator will get a text or
21 other electronic stuff that was provided. And
22 sometimes accusations are made with part of the

1 information but when a person being accused
2 provides the other part of the context from their
3 half of that, sometimes it is often exonerating.

4 So I believe the military justice is
5 a critical part of what we do. And I will go
6 back to the good order and discipline comment. I
7 believe allowing commanders to make these calls
8 with the expert advice of our very good lawyers
9 who are very well trained and investigators, it
10 is a critical part of maintaining that
11 organization ready to fight.

12 And for Soldiers, and Sailors, and
13 Airmen to know that they go to their chain of
14 command and that they've got something really
15 happening, it will get dealt with.

16 And our concern is for that Soldier
17 but it's also for the entire organization and the
18 second and third order impacts that we're all
19 adjudging when these things happen.

20 And I firmly believe without that UCMJ
21 process in place, we will not be able to assure
22 good order and discipline and we will just become

1 another corporation that doesn't care what
2 happens when people go home because we care 24/7.

3 CAPT. BUSHEY: I completely agree with
4 Colonel Gilbert. I think it's important, too, to
5 see that the UCMJ moves with the times. We no
6 longer keelhaul people like we did back in the
7 revolutionary times. However, there is something
8 out there that is unique to us and that is
9 putting people on bread and water. I think that
10 that's a large discussion item that is going
11 through the GI Corps right now on whether or not
12 we should retain that punishment or not.

13 But I think it's absolutely critical
14 for good order and discipline, just like the
15 colonel mentioned, if something happens within
16 our unit, we are a family. We work together, we
17 live together, we fight together. And if
18 something happens to that family member, you want
19 to make sure something is done about it. And
20 having that good order and discipline established
21 by the commanding officer or by the entire
22 support of the organization is completely --

1 well, is essential. So I think that this needs
2 to be retained.

3 COLONEL STEWART: I would say yes,
4 it's critical, it's relevant, and it's effective.

5 COLONEL NEUMAN: I concur with all of
6 my peers up here.

7 The most valuable tool that we have,
8 as leaders in our Air Force is to build up with
9 good order and discipline. And through my
10 experience of prosecutions and seeing how the
11 UCMJ is handled, at least from the Air Force
12 perspective, is spot on. I mean I could not be
13 happier with what I've seen from that.

14 I think having not only our legal
15 teams embedded into our organizations so that
16 they truly understand the mission and then having
17 the commanders fully engaged in that process is
18 absolutely essential in order to execute with the
19 flexibility and the time lines and stuff with
20 which we are required to act.

21 I think we would be a very absent
22 organization without that legal -- without that

1 authority and capability within our
2 organizations.

3 CHAIR BASHFORD: Thank you all for
4 coming. I really appreciate your answers to our
5 questions and your explanation of how the O6
6 level has trained you and works. So thank you
7 very much.

8 We're a little bit behind. Do you
9 want to go straight into your presentation?

10 MEMBER SCHWENK: That's fine.

11 CHAIR BASHFORD: I saw some people
12 pushing back from the table.

13 MEMBER SCHWENK: Because he knew I was
14 going to go next.

15 Okay, the first thing I want to do is
16 I want to protest what the Staff Director did to
17 me because she knows I never wear a coat and tie.
18 I heard she scheduled C-SPAN so I would put on my
19 coat and tie. I really feel like you owe me
20 something.

21 Okay, so if you look at page one of
22 your outlines, you all have a little outline.

1 The Staff threw some slides together.

2 So let me start by who is the CRWG,
3 the Case Review Working Group? It is one of our
4 working groups and it is -- now I've been locked
5 between the slides.

6 Okay, so we're sort of balanced.
7 Except for Cassia, who got stuck at the other end
8 of the table, we've got everybody else over here.
9 So Cassia is on it. Martha Bashford is on it.
10 James Markey, Kathleen Cannon, Reggie Walton,
11 Jennifer Long, and myself. There are seven of
12 us.

13 And then we have three dedicated
14 support people and they are Kate Tagert, Terry
15 Gallagher, and Jan Chayt. And so that's who we
16 are.

17 Now last time we talked about this was
18 the July meeting. And at the July meeting we
19 decided, number one, let's try to put together a
20 working group to look at the case review mission
21 that we have. And number two, let's ask whoever
22 this Case Review Working Group is, to look at, as

1 a quick look, the case files, such as they are,
2 that are available, investigative files and
3 records of trial. And so CRWG was established
4 and we did what you asked.

5 And so I'm here to tell you what
6 happened. So page two, what I intend to do is
7 brief our initial case review plan. So we looked
8 at the stuff and we came up with a proposal to
9 give you and ask for your approval. And so
10 that's the second part.

11 Page three, members of the CRWG,
12 here's what we did. We reviewed nine CID case
13 files, those are Army criminal investigative
14 files, seven AFOSI files, those are Air Force,
15 ten NCIS, Navy and Marine Corps, and five records
16 of trial.

17 We also met yesterday for two hours
18 and that's how we came up with the proposal
19 that's in front of you.

20 Page four, so the next three pages,
21 pages four, five, and six are the -- the first
22 one is the what of what we've proposed. The

1 second one is the why we're proposing it. And
2 the third one is the how we think we're going to
3 do it.

4 So here's the why and this is going to
5 sound familiar because at the July meeting, when
6 we were brainstorming this, Chair Bashford said
7 you know maybe this group, whatever it is, should
8 first look at preferred charges because nobody's
9 really looked at that too much and between 70 and
10 80 percent of all of the allegations that have
11 been investigated, you never get preferred
12 charges. So what happened between the allegation
13 and the decision not to even charge in the case?

14 So she suggested that. And if you
15 read the first bullet, you will see that that's
16 exactly what we're proposing.

17 Let us start by looking at the
18 investigations of penetrative offenses not
19 resulting in the preferral of charges. As I
20 said, the numbers we've seen are somewhere
21 between 70 and 80 percent of all the cases that's
22 the end of it.

1 Only military subjects, adult victims,
2 which is 16 and over in the military, and
3 investigations closed in Fiscal Year 2017. So
4 those are what we looked at.

5 Yes?

6 MEMBER MARKOWITZ: So just a very
7 quick question. Can you help me understand why
8 the choice was to look at adult victims 16 and
9 over and not 18 and over?

10 MEMBER SCHWENK: Because adults are
11 considered -- people 16 and over are considered
12 adults under the UCMJ for our purposes.

13 MEMBER MARKOWITZ: Okay.

14 MEMBER SCHWENK: So that's why we --
15 so as a what that is the category of cases and
16 that is how convening authorities look at them
17 and commanders look at them and lawyers advise
18 appropriately.

19 MEMBER MARKOWITZ: Thank you.

20 MEMBER SCHWENK: So that's why we did
21 it. Sure.

22 Okay, yes, interrupt at any time. My

1 philosophy on that is if it's a question that I
2 think is not going to get me in any trouble, I
3 will answer it. If I'm worried, then I'm going
4 to ask somebody else to answer it. If they get
5 in trouble, it won't be me.

6 Okay, next page, the why. One, this
7 category of cases not covered by prior panels.
8 Nobody's done any in-depth looking at it. And so
9 even the database that the Data Committee that
10 Cassia is running is mostly post-preferred cases.
11 So, we want to start looking at these pre-
12 preferred decision cases.

13 There is a congressional interest. I
14 believe the Staff met recently with some of the
15 staff members from Senator Gillibrand's office
16 and they indicated that this was a really good
17 thing for us to sink our teeth -- from their
18 perspective, sink our teeth into and see what we
19 can come up with.

20 There's dueling data. We've all seen
21 it on the one hand, the numbers themselves make
22 you wonder how can 70-80 percent of all

1 allegations not even result in charges.

2 On the other hand, JPP reported that
3 there is lots of trial counsel out there who say
4 oh, we're taking a lot of not very good cases to
5 court-martial, which means somebody preferred the
6 charges to begin with.

7 So, we would like to try to drill down
8 and see if we can't come up with categories of
9 cases that helps explain what the numbers
10 indicate.

11 Fourth bullet, case categorization --
12 yes?

13 MEMBER CANNON: Can you move the
14 slides, please?

15 MEMBER SCHWENK: Oh, move the slide.
16 Thank you.

17 Okay, fourth bullet. Sorry. I
18 apologize to the audience.

19 Case categorization is not uniform.
20 By case categorization we mean the reasons given
21 back to the investigative agencies for why there
22 was no preferral and those reasons differ from

1 Service to Service and they are not as clear as
2 they might be what they mean. So we want to look
3 into that and see if we can maybe propose
4 something that might make it more uniform and
5 clearer for people reviewing in the future.

6 The next one, capture preferred case.
7 So we also want to capture, while we're at it,
8 we're going to look at the ones that did not get
9 preferred but we want to capture the data of
10 those that were preferred so that we can make
11 comparisons later on.

12 So if we came up with the amount of
13 alcohol, you know the cases that have alcohol
14 issues with them in the non-preferred and
15 starting think, hmm, I wonder if alcohol is a
16 significant factor. We'd want to see how many
17 cases were preferred and what the alcohol number
18 was there. And if it's the same, we might draw a
19 different conclusion than we would if they
20 differed. So, that'll be our proposal follow-on
21 step two.

22 The method of review. So the Staff

1 will review the statistically valid sample. We
2 don't know the numbers yet so we have to find the
3 numbers. Then, based on that, we'll figure out
4 how best to attack them. But of course being
5 members, we're going to allow the Staff to do all
6 the really hard work.

7 Then we will -- the Staff will follow
8 the guidance that we give them as we develop more
9 information. Then we'll collect the data. We'll
10 try to identify trends and issues. And then we
11 will try to come back and report to you in
12 January about what we've done in the three months
13 between now and the January meeting.

14 So, those are our what, why, and how
15 to get started on data -- I mean on case review.
16 And we're all questions and answers.

17 Yes, Jennifer?

18 MEMBER MARKOWITZ: So I do not mean to
19 sound like a broken record.

20 MEMBER SCHWENK: Yes.

21 MEMBER MARKOWITZ: It should be of no
22 surprise that I am going to ask you this. Has

1 the group figured out a way to deal with
2 protected health information and genital
3 photography in the case files?

4 MEMBER SCHWENK: Okay, the approach
5 we're going to take is one, we make -- first off,
6 yes. And the comment last time was an excellent
7 comment and we're concerned about protecting the
8 privacy of the individuals also.

9 So we looked at it in two ways. One,
10 our access to that is governed by the individual
11 services when we make a request to go see it. So
12 we'll make a request to them and they'll tell us
13 yes or no. And they'll either give us access to
14 all the files, whatever they give us access to.

15 If what they give us access to allows
16 us to do what we think we need to do the mission
17 that we're proposing to do for the DAC-IPAD,
18 that's that. If it doesn't, then we'll come back
19 and tell the DAC-IPAD and you can decide whether
20 we want to fly it through up the legal chain, see
21 if there is a legal basis or not. So that's
22 number one.

1 But that's not the whole answer
2 because we also feel like we have an obligation
3 in how we look at the information and what we
4 report. The way we do it, if we do get -- we're
5 going to get personally identifiable information.
6 We are going to get stuff that we need to be
7 sensitive about including types of information
8 that you're talking about, Jennifer. We want to
9 make sure that if we are given access to it, that
10 we take whatever steps are necessary to ensure
11 that we don't bring it with us into any written
12 documents, into any general discussion, that we
13 just leave it as information we saw and we drew
14 some conclusions here we believe but we're not
15 going to talk about the information in individual
16 cases. So, that's where we're at.

17 CHAIR BASHFORD: There also, sensitive
18 to that, looking through the records that I saw,
19 I saw references in medical records that
20 photographs were taken. The actual photographs
21 were not part of the file.

22 MEMBER SCHWENK: Right and we're told

1 that is supposed to be the way it is.

2 MEMBER MARKOWITZ: Yes.

3 MEMBER SCHWENK: We'll see when we get
4 there. But anyway, so yes, both of those were
5 handled.

6 MEMBER MARKOWITZ: Thank you.

7 MEMBER SCHWENK: Other questions?

8 MEMBER BRISBOIS: Isn't, because it's
9 a working group, it's not covered, it's not
10 considered public data.

11 MEMBER SCHWENK: Right.

12 MEMBER BRISBOIS: So no one gets
13 access to it.

14 MEMBER SCHWENK: Right. And we just
15 need to -- well, we want -- one, we don't want to
16 -- I think Jennifer's point, the way I took it at
17 least, we shouldn't even be having it we
18 shouldn't be having it.

19 MEMBER MARKOWITZ: Right. And so
20 that's governed by whoever gives us access from
21 the Department of Defense and whatever they say
22 goes, unless we all decide to file an appeal to

1 the Department and let them resolve the issue.

2 The second thing is your point. We're
3 not going to you know see -- it's not going
4 anywhere out of the working group, unless we
5 bring it here. Now, if we bring it here, then it
6 is public. So we have to be careful what we
7 bring in and in what form so that we don't --

8 DR. SPOHN: But we would only bring
9 aggregate data here.

10 MEMBER MARKOWITZ: Yes.

11 MEMBER SCHWENK: Right. Right. So we
12 don't want to do individual stories or anything
13 like that.

14 Yes, Meg?

15 MEMBER GARVIN: And this may be for
16 either that back table over there or this table
17 back here.

18 MEMBER SCHWENK: Could you put those
19 over there?

20 MEMBER GARVIN: Do we know who -- so
21 when the request is going to DoD, do we know how
22 that is being processed? And one of the things

1 is there is disagreement over privacy issues
2 sometimes. So for instance, the victim may have
3 a very different legal interpretation over
4 ownership of data than someone else in the
5 system. And so I'm just curious. Do we know the
6 process by which that is being determined?

7 MEMBER SCHWENK: I don't. I mean I
8 know from other committees that I've been
9 involved with the committee makes the request.
10 It goes through the Service -- if it is Service
11 information, it goes through the Service
12 contacts. They take it back. They do whatever
13 is appropriate within their Service and you get
14 an answer. You either get all the information
15 you wanted, some of the information you wanted,
16 or let's talk about it and no information that
17 you wanted.

18 But the committee -- it's up to the
19 Service.

20 COLONEL WEIR: Basically, all of you
21 fall under the Privacy Act. And I fall under as
22 the Uniformed Member of this Staff.

1 So you have the same responsibilities
2 to protect privacy information the same
3 responsibility not to release privacy
4 information. There is a process for that through
5 FOIA.

6 Since you are considered special
7 Government employees or regular Government
8 employees, based upon the status of a committee
9 member, you are not authorized to divulge privacy
10 information that belongs within the organization.

11 So if you receive information, you
12 would guard that, just as I would have that same
13 responsibility.

14 None of us here are release
15 authorities for any information. I don't
16 anticipate, based upon what the committee is
17 going to do that there would be a need for that
18 but we've worked with the investigative services
19 and they're happy with the arrangement and
20 relationship that we have and will safeguard it.

21 MEMBER SCHWENK: Any other questions?
22 Oh, Meg, yes.

1 MEMBER GARVIN: I apologize that I was
2 not here in July. So I did read all the
3 materials but you can also redirect me to that if
4 the answer is in there.

5 So I understand the what, and the why,
6 and the general how. But what are the research
7 question that -- what are we looking for in the
8 files, rather than just reading the files and
9 then having questions? What are we looking for
10 -- what are you looking for in the files or is it
11 to do a test first and then identify questions?
12 And what is that process?

13 Because normally you come up with your
14 research questions first. You then look at data
15 and see. So I am just curious about that.

16 MEMBER SCHWENK: Yes, we came up with
17 a whole list of data points that we want the
18 Staff to collect from each file they go through
19 so that we can then pull the data points
20 together, see what they tell us or don't tell us,
21 and then go back and look for more data, or what
22 have you. And we have a list.

1 DR. SPOHN: But the specific research
2 question is what are the factors that predict
3 whether a case would be preferred or not. So can
4 we identify -- what are the correlates of
5 preferral.

6 MEMBER GARVIN: Thank you.

7 So what are the correlates, if any and
8 what percentages. Thank you.

9 MEMBER SCHWENK: Other questions?

10 Great. I guess I'm done.

11 CHAIR BASHFORD: Well then we need the
12 committee to vote on the proposed initial case
13 review plan. This vote is aye or nay.

14 Because we are large in numbers, I'm
15 just going to go around -- is that your verdict?

16 MEMBER SCHWENK: No, I'm sorry. I
17 vote approve.

18 CHAIR BASHFORD: Okay. Ms. Long.

19 MEMBER LONG: I vote approve.

20 CHAIR BASHFORD: Okay and --

21 MEMBER KRAMER: Approved.

22 CHAIR BASHFORD: Thank you. Ms.

1 Cannon.

2 MEMBER CANNON: Approve.

3 CHAIR BASHFORD: Sergeant Markey.

4 MEMBER MARKEY: Approve.

5 CHAIR BASHFORD: The chair approves.

6 MEMBER TOKASH: Meghan Tokash,

7 approve.

8 CHAIR BASHFORD: Approved.

9 MEMBER MCKINLEY: Approve.

10 DR. SPOHN: Approve.

11 MEMBER BRISBOIS: Approve.

12 MEMBER ANDERSON: Marcia Anderson

13 approves.

14 MEMBER HARRISON: Keith Harrison

15 approves.

16 MEMBER GARVIN: I approve and after

17 the vote I would like to make a few other

18 comments.

19 CHAIR BASHFORD: Have you commented?

20 MEMBER MARKOWITZ: I approve with

21 reservation but I do want to say I have

22 significant concerns about the privacy issues

1 that we've discussed. I don't feel like they've
2 been fully addressed. I think they can be and I
3 hope we'll have the opportunity to do that.

4 But I do approve.

5 MEMBER GARVIN: And Madam Chair, my
6 comment is actually regarding that --

7 CHAIR BASHFORD: Oh, okay.

8 MEMBER GARVIN: -- more than anything
9 else, which is I, too, have concerns about the
10 privacy and process because I haven't been
11 involved in all the conversations. And so I
12 certainly recognize that.

13 But I hope that there is some sort of
14 notification happening to survivors that may fall
15 in the pool of time that we might be pulling from
16 that their files may be at issue. So very much
17 like what we're doing nationally with regard to
18 rape kits that have been on a shelf. There has
19 been mass notification to people in that pool
20 that your kit may now be tested and you may have
21 some rights and a stake in this process. There
22 has been notification processes put in place for

1 that.

2 And so I don't know the right way to
3 go about it but I do have concerns and some sort
4 of notification to those victims who may fall in
5 the pool that might end up being considered seems
6 appropriate.

7 CHAIR BASHFORD: Thank you for sharing
8 your concerns. So it was, the Case Review Plan
9 was unanimously approved with two members with
10 some privacy reservations.

11 And Judge Grimm and Mr. Kramer were
12 not present. Everybody else was present and
13 approved.

14 Now, Ms. Garvin, you had another
15 comment you wanted to make to the committee.

16 MEMBER GARVIN: Yes. Sorry, everyone.
17 I know the time. This will literally be two
18 minutes.

19 It was just in relationship to we
20 heard wonderful explanations from all of the
21 panels over the past two days and one of them was
22 the Special Victims' Legal Counsel Panel from

1 yesterday. And there was some discussion,
2 Marsy's Law from California was brought up.

3 I just wanted to flag a couple of
4 things. The JPP previously took a lot of
5 information in about the role of SVCs and the
6 VLCs, including comparative data about what
7 happens in the civilian world with victim
8 counsel. I think that would be very informative
9 to folks to go back and look at that because
10 victim counsel has existed in the civilian world
11 for quite a long time, with the most recent
12 iterations coming in 2004 in the federal system
13 and in the Federal Crime Victims' Rights Act,
14 which the NDAAs Article 6b rights were directly
15 pulled from in our model. So there are examples
16 of victims' counsel doing pretrial motion
17 practice, trial practice, and post-conviction
18 practice in the civilian world that haven't
19 morphed to SVC and VLC practice. And vice-versa
20 because, honestly, the VLCs and SVCs that we
21 heard from yesterday and some of whom are still
22 in the room right now are really setting the bar

1 for the civilian practice now and the world kind
2 of inverted on me over the last decade.

3 But there is a lot there to understand
4 what their role is as we are investigating this.
5 So I would just recommend the prior JPP work to
6 them and then also some civilly comparative
7 analysis.

8 CHAIR BASHFORD: Well and Major King,
9 I believe we are done. If you could, officially
10 close us.

11 MAJOR KING: Yes, ma'am. In that
12 case, this closed meeting is officially closed.

13 CHAIR BASHFORD: At 2:55 -- 2:56.

14 (Whereupon, the above-entitled matter
15 went off the record at 2:57 p.m.)
16
17
18
19
20
21
22

| A | |
|--|--|
| A.J 1:18 | accusation 53:1 |
| a.m 1:12 5:2 108:10,11 160:16 | accusations 56:7 110:11 247:13 287:22 |
| abbreviated 183:22 | accused 13:14 14:1 16:6,7 17:1 21:9 46:5 46:6,19 52:8 60:22 63:15 64:2,7,11 66:3 66:9 67:18,19 68:2,11 68:12,20 70:16 71:2 90:19,20 91:9 101:9 101:12 104:21 110:12 121:7,20 135:14,16 136:1 139:11 144:1 164:20 165:3 194:14 197:22 280:8 285:16 288:1 |
| ability 14:6 48:15 65:3 81:6,18 84:9 122:17 175:15 177:2 193:17 201:3 238:13 242:2 253:16 277:16 | accused's 64:7 285:17 |
| able 11:22 13:8 15:1,2 16:15,20 19:7 22:18 23:11 38:11 41:15,21 50:3 68:5,21 72:14,20 73:13 90:18 92:14 96:19 97:7 100:4 111:3,5,9 133:19 143:3 144:21 148:5,9 153:6 154:19 162:22 163:1 197:10 215:22 238:13 239:14,17 259:17 283:15 285:20 286:1 288:21 | achieve 191:8 |
| aboard 231:4 | achieved 198:3 |
| abort 67:15 | acknowledge 238:3,4 |
| above-entitled 108:9 160:15 312:14 | acquired 205:10 |
| absent 290:21 | acronym 138:20 |
| absolute 72:18 | acronyms 9:13 59:10 130:10 160:10 161:2 |
| absolutely 136:7 157:19 210:5 242:10 289:13 290:18 | act 6:14 186:10 208:18 236:18 290:20 304:21 311:13 |
| abuse 176:10 193:20 204:2 | acted 175:6 |
| abusing 22:5 | acting 234:18 |
| abusive 11:20 71:3 204:1,11 264:15 | action 30:12 34:14 37:2 67:11 93:8 96:16 113:2 138:8 159:6 173:10 198:21,22 206:10 208:3 212:15 233:13 236:19,20 237:5 243:17 |
| Academy 61:14 145:7 146:11 | actions 12:13 54:10 62:18 63:15 65:21 66:2 79:16 166:12 172:5 282:5 284:2 |
| accept 269:12 | active 30:10 171:19 217:3,20 218:12 250:22 |
| acceptable 233:14 234:6 | active-duty 69:5,7 93:5 |
| accepted 97:4 | activities 76:5 |
| access 140:21 193:16 194:6 256:8 300:10 300:13,14,15 301:9 302:13,20 | activity 224:10,14 |
| accompanied 113:3 | acts 11:19 |
| accomplish 252:21 | actual 204:22 301:20 |
| accomplished 27:2 52:4 154:9 | adage 153:14 |
| account 143:10 173:11 201:5 205:15 242:16 250:12 267:20 | ADAPT 56:13 57:1 |
| accountable 105:16 166:12 167:6 175:20 233:13 283:10 | add 139:7 167:13 217:3 218:11 223:16 228:3 |
| accumulated 120:13 | added 11:3 |
| | addition 40:14,18,22 46:22 107:2 162:8 183:7 184:5 193:17 |
| | additional 11:4,9 29:14 37:8,13 81:7 82:8 |
| | 120:19 186:22 192:20 193:18 271:11,12 |
| | Additionally 10:21 14:11 183:19 186:15 243:3 |
| | address 10:7 55:19 56:9 175:17 178:17 179:10 181:8 183:4 199:9 200:2 206:18 274:20 |
| | addressed 204:10 236:5 265:12 309:2 |
| | addressing 250:13 |
| | adds 276:2 |
| | adequate 26:9 194:5 |
| | adhere 68:10 |
| | adjudging 288:19 |
| | adjudicate 238:2,13 |
| | adjudicated 205:7 274:17 |
| | adjudicates 264:22 |
| | adjudicating 196:22 |
| | administrative 11:1 12:22 14:4 26:11 28:21 66:19 71:8 89:6 174:21 261:10 282:4 283:8 |
| | administratively 16:16 70:16 |
| | administrators 114:8 |
| | admiral 161:11 164:2 201:21 202:9 247:11 |
| | admirals 202:18 |
| | admissible 174:5 |
| | adult 171:7 295:1,8 |
| | adults 295:10,12 |
| | advance 81:16 |
| | advantage 18:4 22:7 156:14 |
| | advertise 228:19 |
| | advice 30:15 45:17 83:14 86:4 190:11 199:22 201:8,17 203:14 220:11 232:18 243:7 245:20,22 246:2,20 252:19 254:4,5 256:7 264:6 288:8 |
| | advise 6:16 203:17 224:2 254:10 257:2 295:17 |
| | advised 74:3 |
| | advisement 16:19 |
| | advises 162:19 |
| | advising 81:13 246:22 |
| | advisor 3:8 40:1,5,6 146:13 205:6 |
| | advisors 8:16 82:6 |
| | 176:3 |
| | advisory 1:3,11 5:5 6:7 217:7 |
| | advocate 13:5 15:7,15 16:2,19 22:19 47:1 66:22 83:13 106:20 109:20 110:14 113:5 117:21 122:13 134:8 143:15 163:16 167:14 170:6,22 179:21 184:17 190:12 195:18 201:19 222:5,11,18 248:20 249:3,11 250:1 251:5,12,18 252:4,9,11 253:2,20 253:22 |
| | Advocates 15:4 17:10 26:3,4,21 27:1 66:7 75:1 81:2,3 84:14 123:3 125:11 133:4 152:19 176:17 187:5 |
| | affect 55:17 57:14 122:17 141:9 167:1 175:17 266:16,17 |
| | afforded 19:4 |
| | Afghanistan 138:16,17 177:22 |
| | AFI 117:5,12 |
| | AFOSI 293:14 |
| | afraid 237:15 255:4 266:4 |
| | Africa 260:6 |
| | after-action 179:15 |
| | after-party 76:4 |
| | afternoon 44:6 67:10 165:5 168:10 181:17 187:21 195:1 |
| | afternoon's 67:16 |
| | age 36:6 48:2 77:16 135:4,6 |
| | agencies 44:16 45:15 47:2 52:14 93:22 103:3 136:18 207:18 297:21 |
| | agency 99:13 173:18 270:5,5 |
| | agent 86:7 91:22 92:1 92:15,16 |
| | agents 34:21 68:13,14 73:13 89:17 90:1,3 92:3,12,13 93:6 103:20 107:14 |
| | aggravated 11:21 |
| | aggregate 303:9 |
| | ago 41:20 80:6 114:17 155:9 163:5 164:5 181:19 187:22 230:22 248:18 |

- agree** 84:19 100:3
104:16 126:5 142:20
148:12 157:16 193:10
227:5,15 243:22
254:14 266:2 274:6
289:3
- agreed** 255:2,7
- agreement** 175:2
214:13 275:19
- ahead** 9:19 96:5 194:22
- Ahlers** 8:1,1
- aid** 30:19
- Aids** 209:1
- air** 8:2 10:4 42:15 43:11
44:3 49:20 50:7 51:18
55:20,20 56:21 57:2
78:15 79:20 92:20
93:4 106:12 114:19
115:3 116:7,15
119:20 130:1,6 134:6
138:16 139:7 140:4,6
155:1,6 168:11,18
169:13,14 170:6,7
171:16 172:13 174:10
235:12 248:13 256:4
256:13,16,22 257:3
279:4 290:8,11
293:14
- airborne** 10:4,15 64:20
65:7 67:16 188:7,16
260:20
- aircraft** 43:7 87:11
- airfield** 181:21
- airman** 78:21,22 79:10
115:6 135:11 136:11
171:16,16,17 279:9
- airman-on-airman**
106:14
- airmanship** 154:2
- airmen** 48:17 78:20
135:4,13 136:21
137:9 138:7,12
139:14 143:3 153:19
154:5 155:3 169:12
171:9 175:9,19
198:20 200:12,21
241:9 246:6 276:14
279:15 288:13
- airplanes** 240:7
- Alabama** 189:10
- Alameda** 165:10,17
- alarm** 137:20
- alcohol** 56:6,14 74:8
80:15 166:17,20
167:9 298:13,13,15
298:17
- align** 239:20
- alike** 185:16
- all-hands** 128:5 161:22
- allegation** 90:12 164:9
172:3 173:21 190:11
190:13,17 280:9,20
281:2,17,18 294:12
- allegations** 6:18 53:2
63:19 159:2 173:5
190:2 191:4,11 192:5
192:11,18,18 194:1,3
194:12 282:8 294:10
297:1
- alleged** 25:9,11,14
63:14 119:9 125:5
126:12,21 130:13
131:10,12,16 132:4,9
179:20 180:2 192:13
199:1,2 274:13,14
- allow** 24:17 67:14
105:14 186:4 228:10
265:9,13 299:5
- allowed** 70:11 96:15
161:17 285:16
- allowing** 23:22 39:2
153:12 161:12 173:15
288:7
- allows** 172:11 300:15
- alluded** 236:22
- altercations** 63:18
- Alternate** 2:4
- alternative** 174:19
- alternative-type** 129:4
- amended** 6:15
- America's** 287:13
- Americans** 181:22
- amount** 23:3 72:7
146:22 148:2 166:10
183:19 191:10 206:12
240:12 261:3 272:19
298:12
- analogous** 253:3
- analogy** 253:7
- analysis** 312:7
- analyze** 81:6
- anchor** 225:9
- ancillary** 153:21
- and-a-half** 51:20
- Anderson** 1:15 257:19
257:20 258:7,20
259:7,10 308:12,12
- anecdotal** 22:10
- angst** 274:13
- anguish** 213:8
- animation** 273:10
- annual** 12:21 36:8 80:3
119:17 120:3,5,9
121:4 128:12 132:13
132:14 143:12,13
149:6
- annually** 133:3 153:19
- anomaly** 72:12
- answer** 38:4,8 73:19
81:14 88:4 89:16
94:11 95:11 96:4
125:1 168:1 206:19
208:20 209:2 212:17
213:18 216:8 219:4
222:20 230:18 235:2
236:4 238:16 247:5
249:10 255:19 272:3
296:3,4 301:1 304:14
306:4
- answered** 158:10
263:10
- answering** 24:1 42:11
- answers** 48:21 132:10
163:19 229:7 286:19
291:4 299:16
- anticipate** 305:16
- anybody** 126:7 200:22
230:1 240:5 265:21
- anymore** 127:20 132:15
154:16 215:16
- anytime** 41:12 150:6
232:3
- anyway** 124:19 242:15
247:2 281:14 302:4
- apologize** 221:11
297:18 306:1
- app** 278:10
- apparent** 26:8
- appeal** 254:16,17,19
255:1,11 302:22
- appear** 226:3
- appeared** 63:15 271:7
- appearing** 160:8
- appears** 270:16
- apples** 230:20,21
- applet** 36:6
- application** 189:11
246:11
- apply** 47:18
- appointed** 6:10 190:7
- appreciate** 50:5 92:19
168:15 188:3 261:14
265:12 267:6 269:5
282:1 291:4
- appreciated** 61:15
- apprentice** 224:7
- approach** 16:18 17:12
59:16 123:11 180:5
300:4
- approachable** 226:2
- appropriate** 138:5
172:17 198:22 208:13
209:20 243:13 304:13
310:6
- appropriately** 51:2
186:13 234:19 243:18
295:18
- approval** 114:6 115:18
116:19,21 293:9
- approve** 72:20 89:10
115:21 307:17,19
308:2,4,7,9,10,11,16
308:20 309:4
- approved** 70:4 72:15
116:2,5 117:4 175:7
180:8 235:21 307:21
308:8 310:9,13
- approves** 308:5,13,15
- approximately** 25:6,18
25:22 32:19 33:6 34:6
62:14 178:7 181:19
182:5
- April** 24:14 25:6
- area** 66:22 70:17,22
76:9 89:18 92:8
104:20 122:16 165:10
165:16 192:12 200:18
204:20 217:8 231:14
253:15 263:2 264:17
266:5 272:22
- areas** 82:16 102:3
107:14 201:2 212:8
239:7 259:18 261:4
- arena** 105:18
- argue** 148:19 243:12
254:3
- argument** 270:8
- arising** 171:8
- Arlington** 1:12
- armament** 144:21
- armchair** 232:15
- armed** 1:4 5:7 6:8,19
10:19 59:14 64:22
90:8 161:13 163:6
- Army** 10:11 12:8,9
21:13 75:19,20 76:10
91:18 95:3 97:15,20
111:8 112:15 113:2
120:8 123:5,14 124:5
138:17 147:12 188:6
188:10,11,17 189:8
190:14 204:16 213:1
220:15 236:8 237:4
238:11 251:5 280:14
293:13
- Army's** 7:14 188:21
189:3,5 190:15
- Army-wide** 74:20,22
75:17
- arose** 190:17
- arranged** 69:17
- arrangement** 305:19

arrival 33:4
arrive 184:9
arrived 61:19 68:14
article 11:17 90:12
 96:17 111:16,19
 113:7 125:14 181:2
 199:15 202:21 203:3
 209:8 216:15 243:3
 258:3 268:12 284:4
 311:14
articles 166:1 199:6
 202:22 203:4 230:9
 268:9
ashore 68:4 162:3
asked 126:9 156:4
 164:20 165:8,17
 180:9 192:15 217:6
 223:10 238:9,9 267:6
 267:7 293:4
asking 211:11 221:7
 250:15,19
aspect 84:1 120:21
 200:4 246:12
aspects 51:8 123:13
assaulted 205:16,17
 207:15 214:17 217:19
 218:2,9 279:10
assaults 17:4 24:20
 27:21 28:5 30:18 34:6
 41:17 74:6 89:5
 124:21 127:1 144:10
 168:19 176:6 177:5,7
 177:8 182:18 187:9
 207:11 247:21 276:14
assess 66:7 192:11
Assessments 58:10
assets 279:12
assign 126:18
assigned 21:12 66:8
 67:1 70:17 90:3 92:7
 115:6 165:6,8 169:12
 184:17,18,21 203:11
 213:9 221:9 223:8
 241:9 243:7
assignment 52:3 54:17
 115:4 116:13 165:14
 193:7
assignments 285:17
assist 7:6 39:15 175:9
 190:7
assistance 45:17 49:1
 49:12 184:14 213:22
 215:14 220:8,19
 221:17
Assistant 10:2 24:11
 177:18
assisted 49:4
Assisting 3:7

associated 60:12 71:19
 208:9 227:19 275:16
Association 263:19
assume 61:6 121:19
 220:9
assumed 11:7 62:14
 91:7,12 170:17
 178:17
assuming 25:1,20 27:9
 40:12 102:3 158:21
 170:3 183:11 188:18
 188:20
assumptions 140:9
assure 176:4 199:16
 288:21
at-arms 95:5
Atlantic 66:22 70:17,22
 92:8 231:14
atmosphere 15:9
 224:19
Atsugi 181:20
attached 165:12
attack 299:4
attacked 22:12,16
attempt 52:9 55:12
 283:9
attempts 204:2
attend 41:1,1 179:2
 183:10 222:10,18
attendance 6:5
attended 61:21 170:4
 178:21 179:3 188:21
attending 28:9
attention 50:15 176:5
 224:9
attire 217:15
attorney 172:6 211:19
 212:2 253:3
Attorney's 263:16,17
attorneys 169:1,2 240:4
 242:5 263:18
attributed 10:10 188:11
audience 5:9 57:22
 75:12,15 297:18
August 10:12 62:13
author 63:4
authorities 8:19 108:2
 246:14 272:7,11
 295:16 305:15
authority 3:19 13:17
 97:8,18 98:11 100:21
 102:9 114:6 117:21
 160:19 170:1,11
 171:6 173:4,7 174:9
 175:17,19 176:2
 177:1 178:5 202:1
 203:22 205:2 207:9
 250:16,17 253:6

257:2 268:8 291:1
Authorization 6:14
authorized 70:8 305:9
automatically 190:14
 204:17
available 7:3 17:20
 30:14 38:19 52:15
 89:9 179:6 181:14
 184:15 199:11 201:9
 243:8 283:2,8,9 293:2
avenue 102:18 228:15
avenues 282:3,14
aviation 25:4 27:15
 188:1,17 189:8 193:5
 193:6 245:17 286:10
avoid 68:3
Aw 88:17
aware 26:19 163:11
 214:7 223:8 252:20
awareness 80:8 143:18
 148:15 182:17 183:3
aye 307:13

B

back 20:11 45:6 47:8
 53:1 57:17 61:11
 79:10 87:13 88:18
 91:15 92:15 95:13
 98:5,21 100:9,15
 106:15 107:9 108:8
 109:7 116:6 117:8
 139:17 152:13 164:5
 171:19 213:10 220:15
 231:6 235:16 247:5
 253:12 255:13 262:6
 265:13 271:15 275:11
 276:15,18 277:17
 279:21 280:2 282:9
 283:19 285:16 287:4
 288:6 289:6 291:12
 297:21 299:11 300:18
 303:16,17 304:12
 306:21 311:9
backed 113:8
backfill 72:8,15
background 22:20
 34:19 43:14 74:3
 178:6 240:6 258:14
 275:21
backlog 93:4
backlogged 190:20
backlogs 99:19
bad 19:11 20:6 28:14
 28:19 29:4,5 53:18
 99:8 230:20,21 231:5
 247:18,21 268:20
badge 60:11,11 145:22
 146:1,2

bag 285:13
Bagram 138:16
balance 21:10 104:14
 257:16
balanced 292:6
ball 96:10 204:5
ballpark 153:18
bar 75:14 76:21 137:22
 311:22
bargain 166:3 218:22
Barksdale 169:13,16
 170:20 171:8 176:7
barracks 15:10 17:14
 22:13 23:8 76:1
barring 49:11
base 25:17 26:16 29:19
 29:19 30:3 33:7 38:16
 42:15 44:16 45:15,16
 46:1,11,21 47:2 51:18
 51:19 56:15 57:20
 70:18 89:19,22 92:21
 93:4 105:8,8 106:15
 107:10 117:8 125:12
 125:20 126:14,19
 127:19 131:17 169:13
 170:7 182:1 227:15
 235:12 248:13
based 23:16,16 38:13
 55:21 76:10 83:11
 84:7 87:17 110:18
 133:6 161:11 178:3
 178:18 181:7,14
 199:9,20 201:7
 206:16,21 216:16,18
 232:5,13 250:9 251:3
 251:12 257:7 283:2
 299:3 305:8,16
baseline 121:18 176:1
bases 51:17
Bashford 1:12,15 3:5
 4:5 5:22 6:1 8:3 9:15
 9:21 24:3 31:4,13
 39:13,18 42:12 49:14
 49:21 59:3 73:22
 80:18 93:19 105:1
 108:3,12 146:14
 152:3 157:22 160:7
 160:13,18 161:8
 168:2,8 182:6 194:18
 194:22 203:20 204:9
 206:7 208:15,19
 209:15 212:16 219:8
 221:21 223:18 229:10
 238:18 255:21 257:19
 259:6,11 269:3 277:4
 280:1 286:3,6,17
 291:3,11 292:9 294:6
 301:17 307:11,18,20

307:22 308:3,5,8,19
309:7 310:7 312:8,13
basic 12:5 27:10 43:12
87:14
basically 20:21 45:1
55:5 57:6 103:21
112:22 113:4 138:11
156:7 211:20 224:11
240:7 281:16 304:20
basing 119:2
basis 44:18 174:1 225:2
236:2 245:9 257:4,9
300:21
bat 178:12
battalion 10:9,13,14,16
10:22 31:10 32:3,17
36:14,19 39:22 40:2,9
75:4 177:21 188:13
188:20 235:12 249:14
261:9,10,14,15
battalion-level 204:4
battalion-sized 12:11
battle 76:19
BCT 11:10
beauty 23:2
beer 57:4
began 44:2 93:1
beginning 45:22 71:10
begins 48:18 234:4
236:11
behalf 161:11 168:11
222:13
behavior 62:19 64:6
97:4 166:18 231:20
283:22
belief 167:3 282:18
believe 21:6 72:5 88:4
89:8 98:12 99:13
102:7 119:15 125:15
166:5,6 167:5 175:8
175:22 191:20 196:17
203:16 225:21 239:5
259:16 280:20 288:4
288:7,20 296:14
301:14 312:9
believing 111:15
belonging 171:9
belongs 305:10
beneficial 119:4 151:10
benefit 7:10 50:4 72:6
94:2 153:1 155:3
275:2
benefits 35:1
best 30:17 38:6 42:1
43:21 45:10 46:3,4,16
102:18 118:6 125:8
153:13 162:20 168:20
179:9 180:6,20

181:13 185:11 194:13
197:6 199:12 201:7
201:14 203:6,10,13
203:13 204:5,9
207:22 216:16 226:2
229:4 232:5,6,12
233:21 245:20,22
246:2,4 247:10
276:18 279:1 299:4
better 28:20 29:7 31:15
57:21 78:13 99:19
104:21 168:22 179:16
235:22 237:19 263:5
264:17 267:1 277:11
279:11
big 41:5 48:11 77:8
78:19 93:10 130:16
135:7 155:10,19
164:8,12
bigger 211:10
biggest 13:2,11 52:13
58:9 192:1
bilges 159:20
bill 236:21
billet 70:13 72:9,10
73:2
billets 72:15 158:7
binary 264:13,19
binders 208:21
bit 16:9,18 31:14 33:15
39:17 40:3 49:19
50:21 57:15 59:16
76:18 80:2 82:16
85:18 90:8 120:9
123:17 132:13 134:5
139:7 145:2 148:1
155:15 182:7 184:19
235:9,19 250:14
268:5 283:13 291:8
black 200:18 241:4
267:17
blame 85:18
blank 266:17
block 115:20
blue-on-blue 105:13
blurred 211:13
board 123:10 137:11
142:9 153:11 158:12
158:12 232:11 237:7
251:20 256:6
boards 52:1 157:6
189:18 273:12
boats 65:2
body 177:16 210:8
239:8
Bomb 169:9 175:15
books 117:13
boost 176:16

borrow 92:13 112:2
boss 53:3 231:13
bosses 202:19
Boston 161:11 208:22
218:14 227:8
bother 226:6
bottom 21:18 114:22
127:4
bottom-up 74:19
bought 55:2
bouncing 98:6
box 128:18 129:1 143:8
boys 63:9,9
Bragg 188:2 190:19
235:8 236:3 272:17
Bragg's 259:1
brain 230:22
brainstorm 137:17
187:8
brainstorming 294:6
branch 12:9 188:17
189:9
brand-new 22:22
bread 289:9
breadth 11:16
break 108:4 126:9,11
160:14 165:13
Brett 3:20 161:9
brevity 99:17
bridge 13:5 159:22
brief 41:2,3 201:20
203:15 247:11 293:7
briefed 78:3 113:17
211:5
briefings 74:4
briefly 61:3
briefs 41:6 208:11
brig 166:4
brigade 10:14,14,20
11:3,6,10 13:19 75:3
103:16 112:22 147:11
188:1,6,15 189:1,16
189:18,20 190:4,12
191:18,19 192:16
193:5,7 197:1 220:20
235:15 237:9,11,12
237:13,19 251:6,11
252:5,6 253:20 260:1
261:7,16 264:5
280:12 281:5
brigade-level 75:1
brigadier 248:19
bright 227:13
bring 36:1 39:9 91:13
151:1 224:9 256:12
275:22 276:11 286:1
301:11 303:5,5,7,8
Bringing 243:19

Brisbois 1:16 248:6
251:2 252:15 302:8
302:12 308:11
broad 204:15 245:14
246:14,15 259:22
260:17
broadcasting 209:9
broader 210:19
broadly 183:16
broken 120:8 132:15
264:16 299:19
brought 29:16 42:1
57:9,19 65:19 73:6
91:4 98:20 139:17
156:3 198:6 223:3
269:21 271:2 279:21
283:12 311:2
brushing 192:5
bud 55:12
buddy 76:19
budgets 279:16
buffer 226:12
build 19:16 184:1 290:8
bullet 294:15 297:11,17
burden 154:18 167:2,11
Bushey 4:3 181:16,18
182:8 198:13 205:13
214:4 217:11 221:19
221:21 222:1 233:22
243:22 254:14 266:1
266:2 274:6 278:3
281:21 289:3
Bussiere 174:10
busy 30:7 43:7 108:19
160:9 196:11 259:1
buy-in 155:22 156:16
bystander 17:22 18:6
18:11 74:2 75:11 77:4
77:9,11 80:3,9 119:13
129:5 132:18 143:20
226:20

C

C 1:21 3:1
C-SPAN 291:18
cadre 162:5
Cadres 209:1
calculation 89:12
California 31:12 32:4
165:11,17 311:2
call 3:3 33:1 36:5 38:4,7
45:12 56:21 57:5 67:4
68:15 69:15 105:13
112:3 114:8 133:17
134:11 144:6 150:14
167:17 182:21 220:15
225:4 255:19
called 25:17,21 34:9

61:3,7 162:2 258:18
calling 222:8
calls 56:16 288:7
Camp 31:11 32:3
 138:16 178:2
Campbell 10:4,16 14:22
 20:22 76:8 90:9 103:2
 104:20
campus 217:17
campuses 77:15
Canal 62:22 64:17
candidate 234:10
Cannon 1:16 194:21
 195:1 201:13 238:9
 292:10 297:13 308:1
 308:2
capability 214:12 223:9
 291:1
capable 22:4 239:4
 248:3 255:15 262:20
capably 196:9
capacity 102:4 178:4
CAPT 8:1 161:7,9
 167:12 168:4 181:16
 182:8 198:13 201:13
 204:7 205:13 208:16
 208:20 214:4 217:2
 221:19 222:1 223:16
 230:17 233:22 243:22
 247:4 249:22 254:14
 259:3 266:2 268:7
 274:6 276:21 278:3
 279:19 281:21 285:1
 285:5 289:3
captain 2:3 3:20 4:3
 5:11,13 8:1 32:14
 157:17 161:9 165:5
 181:18 182:6 183:21
 202:7,10 208:15
 217:11 221:21 224:2
 224:9 231:8,9,12
 266:1
Captain's 12:6
captains 184:19 224:19
 261:8
capture 266:12 298:6,7
 298:9
captured 273:18
care 18:17 26:20 29:10
 30:5 38:22 42:4,8
 48:9,16 50:19 51:4
 52:9 76:18 125:10
 132:5 133:13 135:11
 135:13 149:22 169:11
 199:1 201:11 213:15
 220:15,16,16 225:6
 232:4 234:22 235:1
 239:16 240:14 242:17

289:1,2
cared 72:21
career 12:6 33:10 59:20
 101:12 136:12 164:11
careers 274:16
careful 101:14 169:20
 303:6
carefully 176:2
caregivers 193:16
caring 39:6 48:4
Carolina 32:12 188:16
carried 166:11
carry 65:2
Carter 3:17 59:4,5,12
 80:1 88:3 92:6 100:3
 107:12 108:15 109:3
 109:8,11 117:15
 141:13 145:20 146:15
 156:18 158:2,8 159:2
 159:7
carve 201:5
case-building 221:7
caseload 90:13
Cassia 1:21 292:7,9
 296:10
casualty 64:18
catalyst 116:14
categories 297:8
categorization 297:11
 297:19,20
category 248:1 295:15
 296:7
Catherine 7:13
caught 198:8
caused 36:20
causes 274:12
caution 82:7
cautious 129:8
CBT 154:15 155:4
CBTs 137:8 154:11
 155:11
CCIRs 66:15
celebratory 96:11
cell 13:7 111:21 112:1,2
center 1:11 116:8,15,22
 136:4 260:3 261:22
centers 176:15 279:16
certain 54:10 57:7
 111:12 133:8,20,22
 166:10 205:21 241:2
 265:15,18 280:13
 287:7
certainly 196:17 205:11
 226:1,9,18,21 227:16
 232:15 240:6 268:12
 268:22 309:12
certification 113:9
certifies 113:5

cetera 120:22
CGIS 66:20 68:13 70:21
 73:8,13 92:6,12
 107:13,21
Chad 3:11 24:8
chain 17:6 19:17 20:2,6
 22:15 23:9,15 66:12
 88:8 96:21 118:12
 183:1 187:14 208:10
 214:6,7,9,16,18 215:4
 244:8 250:22 255:5
 288:13 300:20
chair 1:12,15 3:5 4:5
 5:17,22 6:1 8:3 9:15
 9:21 24:3 31:4,13
 39:13,18 42:12 49:14
 49:21 59:3 73:22
 80:18 93:19 105:1
 108:3,12 146:14
 152:3 157:22 160:7
 160:13,18 161:8
 168:2,8 182:6 194:18
 194:22 203:20 204:9
 206:7 208:15,19
 209:15 212:16 219:8
 221:21 223:18 229:10
 238:18 255:21 257:19
 259:6,11 269:3 277:4
 280:1 286:3,6,17
 291:3,11 294:6
 301:17 307:11,18,20
 307:22 308:3,5,5,8,19
 309:5,7 310:7 312:8
 312:13
Chair's 108:3
chaired 26:16
chairman 186:11
challenge 48:11 93:18
 149:13 150:5 192:2
 206:12 225:1 263:1
challenges 118:19
 136:13 194:12 197:11
challenging 47:11
 135:17
chance 24:5 104:21
 164:17 172:19
change 29:15 33:20
 117:6 136:7 183:13
 227:20 229:1 277:9
changed 33:11 277:12
 287:17
changeover 33:19
changes 44:21
channel 215:6
channeled 220:18
channels 212:11
chaplain 45:14 67:22
 222:2

chaplains 136:18
 279:13
charge 93:12 95:4
 163:9 169:15 174:17
 190:22 197:21 294:13
charged 185:2 191:12
charges 45:3 87:16,22
 92:22 106:11 239:8
 294:8,12,19 297:1,6
Chayt 292:15
check 117:13 128:18
 129:1 143:8
check-in 158:13
checklist 65:18 134:18
 136:16 139:4 146:17
 157:9
checklists 134:20
chief 3:21 10:2,3 29:21
 30:9 59:7,8 60:8,9,15
 60:15,17 62:1,17
 64:10 65:8 66:5,8
 69:22 73:16 134:14
 145:1,7 146:6 157:16
 159:9 161:16 164:21
 165:4 185:21 223:20
 223:21 224:4,11,16
 224:22 225:14,16,19
 226:5,10 228:22
 231:7 234:12 258:1,4
Chief's 146:10 225:4
chiefs 145:22 183:8
 225:5,5,6 226:2
child 11:20 103:7,8
 171:7
children 103:13
choice 125:17 195:11
 295:8
Christopher 3:14 42:14
CID 14:17 90:11 91:18
 91:21 92:1,2 94:21
 95:3,5 96:16 103:19
 110:9,10 112:12
 113:8 190:17,19
 191:4,17 252:10
 293:12
circumstance 44:21
circumstances 22:8
 35:13 74:5 115:13,14
 172:4
CIT 163:13,14,20
city 107:4
civilian 9:11 14:5 35:7
 102:2,8,19,20 105:6
 105:20 106:4 107:17
 107:19,20 108:2
 169:12 190:5 217:15
 220:1 253:7 262:16
 262:18 268:14,16

270:3 272:7,11 273:8
 273:20 311:7,10,18
 312:1
civilians 102:13 109:16
 272:10
civilly 312:6
claim 280:4,6 285:3,6,6
 285:6,8,9
claiming 100:13 193:22
clarification 128:4
clarifying 124:12
clarity 180:20
Clarksville 103:5
class 64:8 122:3 137:15
 151:14 159:16 226:9
classes 121:11 151:6,7
 151:7 152:11,16
 153:13
classification 135:21
classroom 36:9 80:12
 142:16 143:14
classroom-type 36:5
claw-back 277:6
cleansing 214:14
 215:20 217:11 227:6
 277:6 278:4
clear 45:9 64:3 65:11
 71:18 126:12 163:10
 191:14,15,21 195:5
 239:22 298:1
clear- 241:5
clearance 135:22 136:2
clearer 298:5
clearly 62:5 159:17
 192:3 202:11
click 153:4 278:10
climate 58:10 237:17
close 22:10 35:6,14
 103:2 117:8 125:11
 125:19 176:3 216:5
 231:8 256:16 312:10
closed 90:15 276:7
 295:3 312:12,12
closely 180:14,15
closer 21:22 31:14
 211:15
closest 246:3
closing 39:1
clothed 112:5
clown 64:8 159:16
club 217:16
Coast 7:21 59:13 60:3
 61:14 63:3,13 65:16
 66:20 67:18,22 68:8
 69:5,11 70:5,17,22
 73:7 80:2 89:1 92:7
 95:1 100:2 109:21
 142:12 143:3,8,13

161:10,13 162:1,20
 163:9,15 164:18
 165:1,9 166:16
 201:15 209:4 225:3
 226:19 228:14 231:19
 250:2,5,10 251:2
 285:15
coat 291:17,19
cocaine 65:3
Code 115:4 177:9
 202:22
coercion 176:11
coffee 103:22 226:6
cohesion 28:15 29:5
cohesiveness 74:10
cold 262:2
collaborate 185:8
collaboration 272:13
colleagues 244:1
 254:15 267:14
collect 5:13 299:9
 306:18
collective 45:11 48:17
collectively 179:9
college 77:15 217:16
college/university-
 79:18
colleges 278:14
colonels 224:18 248:20
combat 10:14,19,20
 11:3,6,11 44:3 103:17
 172:13 178:1 188:1
combat-ready 175:21
combination 228:16
combined 272:8
come 20:3 22:17 37:12
 38:17 41:13 42:17
 55:2,9 64:15 75:8
 85:11 90:7 92:13
 104:1 105:15 123:2
 125:20 140:12 148:5
 152:10 154:10 164:5
 187:18 206:9 208:10
 213:14 219:1 222:6
 225:10,13 270:21
 275:13 280:2 284:19
 286:1 296:19 297:8
 299:11 300:18 306:13
comes 50:13 53:16
 87:13 124:2,20 133:9
 134:20 169:22 171:4
 177:4 205:16 207:18
 208:11 212:10,11
 232:3 257:18 269:10
comfort 163:18
comfortable 95:17,19
 195:11 197:17,18
 199:8 200:1,5,11

224:8,20 227:11
 237:17,18 246:1
 255:16
comfortably 237:20
comic 226:4
coming 18:13 50:13
 142:10 160:8,14,19
 195:2 224:8 226:14
 249:16 257:21 291:4
 311:12
command's 67:10
command-level 183:11
Commandant 161:12
Commandant's 66:1
commanded 20:7 193:5
 261:8
commander's 27:5
 48:15 56:16 65:17
 66:14 83:5 102:6
 114:18 116:4 128:5
 199:4 255:17
commander-directed
 283:20
commanders 8:13,14
 8:17 40:20 44:5 45:13
 59:21 61:5 71:15,18
 82:20,21 83:21 97:10
 97:12,14 101:7
 103:20 104:10 108:19
 133:17 134:22 136:17
 136:17 157:14 171:2
 191:21 192:10 194:13
 195:5 196:8 201:3
 202:16 234:16 236:10
 236:17 238:10 245:8
 248:2 249:15,15
 255:15,18 256:8,11
 259:14 261:9,14
 263:14 268:4 279:6
 288:7 290:17 295:17
commanders' 44:3 47:9
 187:7
commanding 19:4
 27:11,15 28:10 29:8
 29:11 31:8 32:2,9,11
 33:1 60:2 61:4 62:16
 63:13 65:16 73:2
 159:9 163:21 177:22
 183:7,14,21 184:6,15
 203:5 230:10,14
 231:1 289:21
commands 37:19
 126:19 129:7 144:20
 178:8 186:10,14
 246:5 261:8
commence 62:22
commend 160:9
comment 5:10,18 9:3

77:2 164:21 192:15
 217:2 247:5 288:6
 300:6,7 309:6 310:15
commented 265:4
 308:19
comments 3:18 5:14,15
 5:19 41:19 58:15 64:1
 64:13 159:15 168:1
 178:3 182:14 187:15
 187:16 213:10 271:5
 308:18
commission 12:3 128:2
commit 235:5
commitment 178:15
commitments 65:10
 67:14 72:1
commits 176:4
committed 171:15
 183:20 280:9
committee 1:3,11 3:7
 4:5,6,7 5:5,8,10,12,20
 6:7,11 7:2,6,10 8:20
 194:19 217:8 218:4
 228:20 229:1 269:14
 296:9 304:9,18 305:8
 305:16 307:12 310:15
Committee's 98:15
committees 304:8
common 61:5 64:5
 194:2
commonly-referred
 96:10
communicate 180:15
 215:16 223:11 256:6
 284:15
communicating 284:16
communication 106:20
 284:6
communications 223:2
communities 278:15
community 39:9 45:11
 48:17 162:4 163:14
 185:6 187:2,10
 203:18 252:16 253:11
 275:20
community's 123:1
 202:16
companies 10:17,18
 11:9 19:2 178:9
company 11:2,9 12:7
 16:17 32:13,15 40:6
 40:12 96:14,15 97:10
 122:10 131:1 132:1
 177:21 249:15 261:6
 261:7
Company/Squadron
 3:8
comparative 311:6

- 312:6
comparison 72:10
 212:21
comparisons 298:11
compassion 200:19
 201:4,4 241:3
compelling 247:15
competencies 81:10
complainant's 209:19
complainants 209:22
complained 94:17
complaint 113:6,7
complements 177:1
complete 6:21 26:1
 65:6 129:1 172:22
 180:13 199:16 278:21
completed 27:12 189:1
 216:14 271:6
completely 84:19
 165:21 199:8 200:1
 250:21 253:10 254:12
 289:3,22
completing 64:19 70:20
complex 81:11 171:11
 172:1 245:16 246:15
 264:7
complicated 275:16
complicating 186:3
component 198:11
composed 8:15
comprehensively
 177:5
compress 71:22
comprised 10:16
Comptroller 24:12
computer 143:9 149:20
 151:4 153:3
computer-based
 119:21 120:10 124:12
 132:15 141:18 142:14
 143:6 149:15 152:8
 157:3
computers 142:9
concept 79:17
concern 62:18 98:15
 129:13 194:10 213:6
 253:19 256:7 266:10
 281:13 288:16
concerned 55:8 72:7
 129:9 139:19 300:7
concerning 132:6
 176:9
concerns 37:9,13 86:18
 118:4 130:7 140:2
 181:9 185:4 253:8
 308:22 309:9 310:3,8
conclude 85:10 167:22
 177:10
concludes 187:15
conclusion 73:15
 167:13 298:19
conclusions 55:9
 301:14
concur 90:4 100:19
 105:12 138:14 202:4
 275:8 290:5
concurred 255:2
concurrence 100:6
concurrent 37:17
condition 127:6
conditions 37:16 115:5
conductive 36:5
conduct 35:22 64:21
 80:4 152:19 166:14
 205:21
conducted 61:17 75:18
 133:2 180:11 182:21
 189:20 243:4
conducting 92:3
 157:21
conducts 243:1
conduit 222:21
conference 67:4
confident 179:10 199:8
 199:20 200:2
confidentiality 53:21,22
 54:2
confined 71:7 91:6
 166:4
confinement 71:4
 90:22 93:14
congressional 296:13
conjured 248:11
connected 256:5
connection 80:16 95:1
connectivity 142:7
conscious 100:12
consensual 247:8
consider 62:8 99:15
 172:2 201:14 207:10
 219:13 263:20 264:1
 264:2 265:7 266:15
 267:9,13
consideration 5:21
 174:20 175:2 185:17
 186:6 206:11 266:19
considerations 102:20
considered 60:5 115:13
 185:13 193:8 239:18
 254:8 258:11 267:2
 268:19 295:11,11
 302:10 305:6 310:5
considering 158:3
 185:22
consisted 44:7
consistency 77:5 191:7
 249:12
consistent 48:4 125:2
 193:15
consistently 30:3
consisting 28:12 29:18
constantly 37:19
 155:14
Constitutional 12:4
constraints 140:19
construct 117:17
consult 282:12
consultation 176:3
consultative 249:6
consumption 166:20
contact 11:21 66:10
 68:3 71:3 85:7 95:6
 95:21 106:1 110:14
 192:6 204:1,3 208:18
 256:16 264:16
contacted 190:18
contacting 208:8
contacts 187:6 204:11
 304:12
context 172:1 288:2
continent 246:12
continually 39:5 233:20
 234:10
continuation 6:6
continue 39:10 168:20
 213:20 214:22 216:13
 216:17 232:8 233:8
 234:10 241:3 281:19
 283:3 284:11
continues 213:2 252:13
continuing 35:16
contradict 175:3
contributing 56:10
control 155:15 238:14
controversial 238:22
convene 165:19
convened 67:2 71:1
convenience 219:3
convening 3:19 8:19
 13:17 160:19 170:1
 170:11 171:6 173:7
 174:9 177:1 205:2
 207:9 257:2 295:16
conversations 15:8
 309:11
convicted 136:6 141:5
conviction 14:5 42:22
 44:11 49:10 93:2,12
 172:19 276:6
convincing 28:18
cookie 260:15
cooks 260:9
cooperate 216:4 280:19
 281:19
cooperation 209:22
 212:18
coordination 105:22
 115:22 125:11,19
coordinator 66:18
 69:18 162:5,10,19
 163:16 184:11 190:5
copy 65:19
core 233:8
Cornerstone 179:1
Corporals 132:20
corporation 289:1
Corps 7:18 32:7 39:3
 78:2 134:12 139:8
 177:20,20 178:14
 243:15 274:22 289:11
 293:15
correct 25:21 83:6
 99:13 111:1 172:16
 198:21 224:4
correctly 101:18 166:7
 222:20 244:17 255:7
correlates 307:4,7
correspondence 118:7
corresponds 143:17
corroborate 211:20
corroborating 280:21
cost 175:12
council 17:9
counsel 8:8,9 13:3,5,20
 14:13 16:20 38:2 67:1
 83:13 109:10 122:13
 189:15 201:18 219:16
 219:16 220:3,4,6,6
 221:3,6,9,10 222:22
 223:2 228:13 232:19
 243:4 245:22 270:20
 297:3 310:22 311:8
 311:10,16
counsel's 83:4
counselor 86:4 210:14
 222:3
counter-drug 64:21
 65:4
counter-narcotics 63:1
countries 98:7
country 193:1 200:16
counts 71:3 109:12
County 103:11
couple 55:18 117:9
 124:14 155:9 185:2
 235:15 281:15 311:3
courage 178:15
course 11:14 12:1,4,5,6
 12:8,10 27:10,12,17
 28:10 37:2 40:14,18
 44:4,4 47:9 55:22
 61:4,10,17 63:14

65:17 83:15 87:11
 90:19 145:8,17
 147:21 151:3 153:5
 162:2,4 170:5,7
 178:22 179:1,3
 183:22 188:22 189:3
 189:9 205:8 229:3
 236:13 274:22 299:4
courses 67:11 121:9
 127:13 153:4 188:18
 233:18 236:14 240:21
 267:11
court 8:18 13:17 19:5,6
 19:8,11 44:10 49:8
 52:7 71:1 73:12 83:4
 83:8 84:3,10,15 85:2
 85:12,12 88:10,20
 91:5,8,10,13 93:2,17
 107:10 197:9 241:12
 241:18 242:6 246:10
 259:17 262:17
court- 139:16 171:19
 174:17 176:22 186:1
 213:20 247:16 257:1
court-marital 220:10
court-martial 3:19
 125:15 136:6 141:4
 165:2,16,19 169:22
 170:10 171:6 172:9
 172:15 173:6 174:8
 174:22 184:3 185:5
 191:16 205:2,3 207:9
 207:17 211:2,16
 212:18 213:21 216:5
 216:21 219:4,5 249:3
 249:4,4 258:9 264:20
 274:3 283:18 297:5
courts 102:21
courts- 173:7 183:18
courts-marital 198:4
courts-martial 185:15
 277:19
cover 27:22 120:21
 224:15
covered 32:12 33:15
 51:12 80:13 121:1
 127:12 144:2 217:4
 296:7 302:9
covers 51:6 121:4
 183:17
cow 89:20
coworkers 211:11
crap 96:11
create 71:15 227:17
created 6:13 192:12
 237:22
creating 224:19
creation 186:4

creative 147:5 148:5
creatively 148:3
creativity 129:10
credibility 109:17,22
 110:4 111:10,12
 112:10 113:10 177:4
credible 280:4,6,8,17
 280:21 282:19 283:16
 285:3
credit 212:4
crew 68:16 146:6,7
 165:1 225:7 226:7
 244:6,15 285:18
crime 28:14 29:6 90:20
 178:13 280:9 311:13
crimes 13:20 14:20
criminal 14:18 84:17
 94:12 95:20 106:7
 190:15 196:3 204:17
 211:8 239:8,20
 251:13 272:8 293:13
criminally 175:20
crisis 67:3,7 68:9 88:13
 88:21 118:3 163:13
critical 66:14 169:20,21
 180:19 240:13 269:7
 288:5,10 289:13
 290:4
criticized 270:2
critique 28:17
critiques 61:12
cross- 211:18
cross-sharing 257:16
crucial 175:20
crucible 181:5 243:16
CRWG 292:2 293:3,11
cry 144:11
culture 62:6 71:16
 225:17 231:6,17,19
 234:5
curious 196:13 219:15
 304:5 306:15
current 84:5,6 86:17
 110:18 115:14 170:4
 170:20 256:14 277:8
currently 10:2 24:9
 31:9 32:17 71:7 98:4
 161:10 177:18 206:8
 269:1
curriculum 27:16 61:7
 157:2
cursor 45:21 46:15
cut 95:12 98:16 241:6
 251:4
cutoff 277:18
cutter 60:3,4 68:14
 165:15 231:2 260:15
cutters 165:9

cyber- 148:14
cyber-awareness
 148:18,21 149:8
cycle 193:21

D

D.C 248:14 249:2
DA-4187 113:2
DAC-IPAD 1:4 4:6 6:9
 6:12,22 7:3 8:21 9:2
 300:17,19
dad 117:8
daily 118:18 185:1
 245:9
Dana 177:19
danger 203:1
dangerous 141:1
data 117:11 296:9,20
 298:9 299:9,15
 302:10 303:9 304:4
 306:14,17,19,21
 311:6
database 256:5 296:9
databases 256:9
 276:20
date 69:6 115:7
dated 114:20
daughter 48:1,2 135:4
day 8:4 16:13 27:12
 45:1,5 47:5 48:13
 54:16 61:18 65:7
 66:15 68:13 70:2,4,4
 70:5 78:11,11 87:3
 131:7 138:21 139:5
 145:9 151:1 153:2
 157:20 158:18 161:3
 200:11,12 201:5
 232:4,20 234:4 244:1
 249:8,8 252:8 258:9
 276:3
days 33:2,5 35:12 62:14
 64:17 68:6 69:20 70:6
 87:5 91:8 117:5
 118:13 131:12 150:18
 150:18 158:13 260:12
 260:12,13 287:19
 310:21
days' 71:4
deadlines 158:17
deal 11:22 12:14 14:9
 29:12 30:1 37:14
 43:21 45:19 46:5
 47:22 52:8 59:21
 119:10 128:10 134:18
 136:13,15 144:21
 145:15 146:18 164:8
 164:12 166:3 170:8
 179:12 192:2 194:7
 195:7,9 196:8,20
 200:4 300:1
dealing 14:12 15:13
 26:12 42:21 46:5
 47:21 53:8 134:20
 141:10 171:14 185:14
 197:19 265:17
deals 135:2
dealt 14:2 19:15 44:14
 44:15 51:2 95:16
 99:14 110:7 113:14
 129:20 135:15 147:17
 196:18 199:19 288:15
Dean 223:18
death 56:20 245:9
decade 312:2
decades 248:18
decentralized 256:20
decide 84:10 94:9
 202:17 211:3 215:8
 215:16 266:20 300:19
 302:22
decided 106:5 292:19
decides 280:6
deciding 89:13
decision 45:18 67:15
 83:7 84:13,16 85:10
 85:13,22 87:15 88:5,6
 98:17 106:10 110:1
 112:16 114:13 125:7
 135:10 158:6,10
 172:18 173:8 174:4,7
 174:12,16 179:9
 181:6,13 186:4
 195:12,20 196:9
 199:12,20,21 200:8
 200:11 214:22 216:16
 232:13 233:15 239:19
 243:13,21 245:5
 246:1 252:2 253:10
 254:5,13 255:11
 264:2 267:1 268:18
 270:3,7,8,10 271:13
 272:1 273:9 279:1
 294:13 296:12
decisionmaking 180:19
 195:13 219:19 239:7
 241:4 254:18 257:6
 269:8,22 271:19
decisions 13:12 16:4
 81:18,21 122:14
 154:17 166:20 167:8
 194:13 207:17 209:19
 232:16 239:4,15
 240:13,16 245:2,9
 253:5 255:5,8 264:13
 264:21 270:1
deck 231:10

declare 202:2
declares 286:10
decrease 187:11
dedicate 176:21
dedicated 292:13
defend 200:16
defense 1:1,3,3 5:5,6
6:6,8,10,13,14,16,17
124:3 168:17 211:19
212:2 220:4,22
302:21
defer 254:11
define 197:7 263:3
definitely 39:4 58:6
74:22 75:16 79:21
90:7 139:2 144:2
150:9 152:5 153:1
154:18 155:3 157:17
235:1 282:12
definition 204:15
degrading 64:1
degrees 247:22
delay 93:10
deliberate 192:7
demand 72:3 169:20
demands 260:8
demographic 77:12
demonstrate 238:12
demonstrated 62:5
demonstrations 57:8
denials 231:22
denied 230:1,19 231:22
232:2 233:4 234:1,2
denying 235:4
department 1:1 77:10
103:4,5,11 105:7
127:17 168:17 214:11
302:21 303:1
Departments 124:3
departure 67:21
depend 102:15
dependency 56:14
depending 86:6 94:10
120:17 222:7 284:7
depends 102:10
deploy 43:5 150:17
169:17 260:19
deployed 11:7 72:21
98:4 117:19 119:1
130:1 138:15 260:5,6
266:15
deployments 246:9
Deputy 2:5 24:9
descent 23:1
describe 30:17 45:10
201:14 269:11
described 63:17 205:22
217:12 251:9,22

282:7
description 195:6
deserve 234:20
designate 60:10
Designated 2:4,4 3:4
5:4
designed 27:11
desire 15:17 69:10
174:14 215:9,9
desires 175:4
desk 208:11,22 277:2
despite 191:13 280:5
detachment 260:6
detachments 11:10
165:7
detail 144:4 212:1
detailed 65:21 90:17
108:22 183:14 243:2
details 86:10 87:13
114:22 184:12 207:21
264:9,10
detain 105:14
determination 109:18
109:22 110:4 190:21
191:16,22 193:2
determine 99:1 103:13
111:11 179:16 204:22
205:4 206:22 207:6
243:17
determined 109:4
206:15 304:6
Determining 192:8
deterrent 172:16 214:2
deterring 177:8
detrimental 28:19
devastated 158:15
devastating 64:14
172:13
develop 299:8
developed 74:18
144:13 278:18
developing 67:11
device 18:15 57:5
dial 13:6 15:6 30:15
38:2 45:13 222:5
dialect 130:11
dialog 46:20 153:8
dialogue 226:16
Diego 182:4
differ 297:22
differed 298:20
difference 145:21 146:1
254:4
differences 58:20
118:21 129:19
different 16:11,16,18
36:2,3 44:21 46:18
47:7 51:5,8 52:1,2,17

52:22 58:7,15 59:16
59:22 78:12 98:6
104:5 118:22 121:17
123:12,13,17 130:9
130:18,19 131:22
132:16,17 133:1
137:14 138:20 139:3
162:17 163:5 170:15
179:13 184:20 199:22
203:21 210:10 212:13
233:18 235:5 240:20
241:11 242:13 244:19
249:17 253:22 257:3
257:22 258:18 260:8
263:14 266:12 267:22
270:4 276:11 278:13
283:17 284:1 298:19
304:3
differently 16:9 120:9
134:6 135:2
differently-focused
123:17
difficult 68:18 130:15
185:7 192:9 194:12
216:20 276:16 282:20
diffuse 79:8 137:13,19
diffusing 137:21
dig 82:1
digging 86:8
digital 287:18
dignity 39:7 42:3
121:16
diligence 228:5
dipped 151:15
direct 52:3 56:3 137:12
137:18 138:8 174:9
219:18
directing 261:18
direction 38:12 123:22
195:22 229:5
directions 256:12
directive 266:20
directly 56:4 57:16 58:7
106:3 138:3 171:4
173:19 180:15 184:21
186:8 223:11 226:10
244:11 284:11 311:14
Director 2:3,5 5:12 24:9
291:16
dirty 227:15
disable 65:1
disabling 65:1
disagreement 251:15
304:1
disapproval 115:19
disapprove 115:21
discharge 174:22
212:14 219:2

disciplinary 172:5
185:14 284:2
discipline 50:11,20
96:20 99:4 127:3
170:2 171:1 172:10
172:11 175:5,18
198:11 232:13 242:1
252:22 257:5,13
268:20 276:6 287:6
287:12 288:6,22
289:14,20 290:9
disciplined 175:14,21
disclose 247:6,8 265:6
265:10
discloses 214:5
disclosure 215:21
discretion 5:16 108:4
248:12 249:1,12
253:14 270:1,4
discuss 25:19 26:1
28:21 30:22 172:4
188:4 189:19 200:7
225:2
discussed 22:19 185:4
209:18 309:1
discussion 28:13 60:18
140:17 236:15 289:10
301:12 311:1
discussions 7:8 26:7
40:16 79:6,16 88:1
106:17 133:7 137:10
138:2,19 140:7
182:12 189:10 223:3
disengaged 86:20
disengaging 88:13
disheartened 262:1
DISIG 160:10
disincentive 193:20
dismiss 208:2
dismissed 234:20,20
dismissive 159:16
dispatch 22:18
disposal 16:4 172:5
dispose 202:3,5 203:18
203:22 216:22 283:6
283:17
disposed 73:11 173:9
disposing 172:2 173:10
disposition 70:22 88:9
97:8 99:2 107:21
173:4 174:12,16
178:5 202:1 204:13
209:20 250:16 263:15
263:22 265:7 268:8
269:2 276:6
dispositions 174:20
disprove 193:22
disqualify 115:9

disrespect 144:8 251:3
dissuade 214:1
distinct 273:2
distinction 208:17
distinctly 44:7
distinguished 168:14
 187:20
distribution 187:3
district 63:3 172:6
 263:18
diverse 260:17
diversify 99:21
diversity 228:13
division 10:4,15 14:18
 40:7 188:7,16 189:17
 189:18 190:4,15
 204:18 237:6 251:14
 251:16 260:21 272:9
 280:13
divulge 305:9
document 116:21
documents 301:12
DoD 25:10 79:18 95:2
 303:21
DoDI 161:3
doing 34:3,21 35:3
 38:21 78:22 80:22
 97:3 132:1 138:5
 142:12,14 159:14
 161:21 167:7 195:3
 197:17 217:22 218:18
 218:22 244:6,22
 249:9 255:7,16
 261:15,17 262:7
 272:11 309:17 311:16
domestic 176:10
domestic-violence-ty...
 51:13
DON 214:10
door 174:2 231:8,8
 284:22
dorms 176:15
Dot 78:16 136:22
 154:21 155:8,18
Douglas 268:15,18
downtown 106:14,22
 241:18 242:6 275:17
 275:20 276:2
dozen 20:10 29:3
Dr 209:15,17 303:8
 307:1 308:10
draw 298:18
drawing 63:10
drawn 274:1 276:8
drawn-out 151:7
drew 301:13
drill 157:5,7 212:4
 297:7

drilled 52:21
drills 179:12
drinking 18:2 56:1,17
driven 193:3
drives 210:19
driving 107:6 115:15
 154:12
driving-under-the-inf...
 107:3
dropped 85:18
dropping 281:6
drunkenness 105:17
dry-erase 137:11
due 22:7 25:16 29:15
 37:10 62:18 180:12
 181:5,11,12 199:16
 228:5 243:16
dueling 296:20
duration 90:14
duties 70:18
duty 35:3 165:8 171:19
 183:13 213:5 217:4
 217:20,21 218:12
 250:22
dwelt 43:5
Dwight 2:4 3:3 5:4
dynamic 122:4 137:16
dynamics 246:7 261:5
 262:20

E

E 3:1
e- 160:5
E-1 166:6
E-3 148:20
E-3s 132:17
E-5 156:4
E-6s 132:21
E1s 224:20
E2 71:6 225:12
E2s 224:20
E3 225:12 226:22
E3s 224:20
E4 71:6 226:22
E4s 225:13
E6 226:10
earlier 35:5 135:18
 154:14 247:5 264:15
 283:13
early 28:11 265:14
 273:18
earn 200:21
earth 240:9
ease 154:18
easier 235:10 270:7
easily 72:12 176:18
 228:3
eastern 63:1
easy 258:22
echo 34:20 41:18 155:6
 200:2 202:20 216:12
echoed 248:8
echoing 245:7
educate 176:12 204:7
 239:13
education 36:3 40:15
 177:6 276:13 279:11
effect 241:8
effective 18:7,21 19:22
 19:22 65:22 129:11
 139:5 141:19 143:4
 151:4 154:22 193:13
 243:20 269:15 290:4
effectively 154:9
effectiveness 28:15
effort 103:17 168:15
 237:4
efforts 202:7
eight-hour 145:9
Eighth 174:10
either 13:13 17:20 20:3
 79:12 85:19 115:18
 115:21 127:1 145:10
 192:7 195:18 197:13
 198:3 236:12 273:13
 274:15 300:13 303:16
 304:14
elbow 59:9
elected 67:17,21
electrician 130:22
electronic 287:21
element 241:2
elements 186:5 248:3
 266:13
elevate 205:18
eliminate 99:18 144:10
 238:6
eliminated 258:8
email 54:19 62:17 63:4
 63:10,17 64:14 65:8
 65:11 66:11 167:16
emailing 218:18
embedded 290:15
emotion 208:9
emotional 81:21 134:21
empathetic 44:1 48:4
emphasis 170:10
emphasize 94:9 276:10
employ 169:21
employed 72:5
employee 268:15,16
employees 182:1 305:7
 305:8
employing 176:9
empowered 218:4
 245:8 246:14

en 62:20 79:3 80:10
 184:6
enable 127:8 128:1
 243:20 278:22
encounter 146:19
 280:5
encountered 77:3
encourage 84:21 226:9
 226:18
ended 166:3
endorsed 70:4 118:10
ends 48:18 121:8
 214:21
endurance 60:4 231:2
endured 23:13
enemies 172:14
enemy 96:12
energy 176:21
enforce 233:8
enforcement 14:8 65:4
 94:22 102:1,2,4 103:3
 103:19 104:6,9,19
 107:14 272:13
enforcing 233:12
 257:12
engage 41:15
engaged 35:19 150:1
 168:21 223:1 226:7
 226:21 268:16 290:17
engagement 179:21
 200:20
engaging 18:8
engine 159:21
Engineer 31:9 32:2
 40:2
England 161:19 250:7
enlightening 132:7
enlisted 3:8 8:16 39:22
 40:5,6,13,14 43:4,13
 43:19 49:19 70:5,8
 146:18 147:15 155:6
 190:6 224:3 225:3,5,8
 227:9
ensure 14:1 17:10 42:2
 42:4,7 51:1 53:14
 58:21 66:9 100:5
 111:5 133:14 179:13
 180:1,16 181:5,12
 230:13 233:20 301:10
ensuring 52:4 65:12
 166:10 179:19
enter 64:17
entered 64:11 225:19
enterprise 250:10
entire 33:22 47:4 89:18
 89:18 108:1 170:19
 179:7,8 198:16
 211:20 220:14 288:17

289:21
entirely 88:10
entities 243:12
entity 14:19 242:22
entry 61:20 107:15
environment 15:18,22
 18:13 57:12 74:5,13
 83:19 97:2 137:7
 143:15 147:20 224:7
 238:1
equal 147:2 234:22
equally 135:17 239:1
equation 273:13
equipment-based
 123:19
equipped 14:9 30:1
equipping 287:12
Equivalent-Level 3:8
Erik 4:4 187:21
Erin 3:10 10:1
especially 37:7 41:10
 72:20 230:7 274:7
essence 88:1 138:11
 139:1
essential 267:7 290:1
 290:18
essentially 61:9 73:9
 111:14 113:20 202:4
 216:10 243:10 245:8
 269:8
establish 70:12 101:22
 105:9 192:9
established 125:22
 190:16 192:4 289:20
 293:3
esteemed 177:16
et 120:22 232:3
ETs 231:22
evaluating 206:20
event 69:9 80:11 102:5
 165:11,15 211:12,20
 260:4
events 153:18 187:2,11
 205:6
eventually 277:3
everybody 24:5 94:1
 135:2 144:19 150:2
 168:10 212:20 227:14
 231:10,10 232:22
 234:5 237:21 238:6
 244:16 249:16 252:14
 254:16 274:15 275:3
 292:8 310:12
everybody's 149:7,7
 236:12 257:12 273:10
 273:15
everything's 153:15
evidence 28:2 30:14

35:13 173:2 174:5
 181:14 190:22 191:14
 209:3 216:13 218:15
 218:21 221:1 241:15
 241:20 247:12 273:18
 275:14,14 276:17
 280:17,22 282:20
 283:3,4,14,15 284:10
 284:11 287:18
evident 118:20
evidentiary 173:1
evidently 140:6
evolve 43:19
evolved 43:17
exact 27:14 98:3 143:7
 180:17 211:1
exactly 75:21 120:3
 159:18 185:15 201:2
 217:1 267:14 294:16
examined 211:19
example 23:19 53:16
 96:19 143:19 171:14
 237:6 260:1 261:22
examples 96:22 311:15
excellent 300:6
exception 237:2
exceptions 238:4
excerpts 114:19
excessively 85:8
exclusive 258:20
excruciating 212:1
 218:20
excuse 166:18 187:13
 208:21 215:2
execute 48:15 65:4
 121:3 127:6,22
 172:12 175:16 179:15
 275:18 290:18
executed 179:12
execution 71:20 169:16
 183:12
executive 25:4 66:6,17
 67:2 69:17 177:18
 178:20 183:8 185:21
exercise 157:7 176:2
exercises 33:17
existed 190:22 311:10
exists 127:7
exonerating 288:3
expanded 11:5
expect 27:19 35:5
 44:19 255:19
expectations 234:14
expected 245:10
expedite 125:18
expedited 8:6 12:16
 15:16 20:16,18 21:2
 21:16,17 22:2 25:10

34:7 37:4 43:1 47:19
 49:5,10 52:11 54:13
 60:19,21 69:3,11,19
 70:2 72:4,16 109:17
 110:5,7,16,21,21
 111:18 112:20 113:15
 113:19,22 114:2,15
 115:2 116:12 131:4
 162:15 175:7 180:4
 186:8,13 192:16,19
 193:13 215:9,11
 230:1,19 233:4 234:1
 235:4
expedient 31:11
 169:14
expeditiously 186:14
experience 11:16 14:17
 20:6 24:19,22 29:17
 42:21 49:9 52:3 55:22
 62:3 68:18 85:5 92:2
 93:9 99:11 105:5,19
 106:6,13 107:9
 113:17 114:15 117:2
 133:18 135:12,16
 141:20 142:1 148:12
 155:2 164:22 175:22
 178:3,19 185:6 186:8
 192:1 193:12 197:3
 205:9,10 207:1 213:1
 216:2 220:5 221:5
 222:20 236:17 237:3
 240:18,18 251:4
 253:20 259:8 280:13
 287:1 290:10
experienced 71:21
 191:6 194:4 203:16
 220:2 251:11 281:15
 281:21
experiences 10:8 19:8
 33:9 39:3,17 42:18
 44:9 47:9 142:18
 163:3 181:8 188:4
 194:16 199:10 257:21
experiencing 73:1
experiential 249:17
 251:5
expert 16:3 41:12 249:6
 253:15 286:15 288:8
expertise 194:7 245:13
 246:19 252:12
experts 35:3 245:15
 246:16 248:16
explain 19:9 89:16
 236:21 297:9
explains 114:4
explanation 291:5
explanations 310:20
exploited 192:13

exposure 11:19 209:10
expressed 69:10
 174:14
expressing 253:9
extended 272:21
extensive 61:10
extensively 27:7
extent 161:2 180:21
extra 261:4
extrapolate 260:14
extreme 247:14
extremely 54:18 90:16
 175:2 185:7 205:20
 229:12 230:6 275:6
eye 58:8 141:2
eye-opening 78:9
eyewitness 247:14

F

fabulous 35:4
face 71:8 78:5 111:15
 170:9 240:8
Facebook 218:18
facilitate 15:16 16:21
 65:22 75:3 104:10
facilitating 65:13
facilities 108:6
fact 75:1 103:6 177:12
 255:6 270:3
fact-finding 207:16
factor 56:10 214:3
 225:22 271:19 298:16
factors 115:8 185:13
 186:3 192:10 197:8
 210:2 216:16 254:7
 259:16,19 261:4
 263:19 264:1,1
 266:15 267:7 268:11
 268:16,18,19 271:9
 275:16 307:2
facts 55:14 82:22 83:20
 172:4 207:21 208:12
 212:15 232:17 244:20
 283:21
failing 236:18
fair 21:11 191:10 239:4
 239:14,18
fairly 139:5
fall 304:21,21 309:14
 310:4
falls 204:14
false 281:10,17 282:5,8
 282:16
familial 239:11 243:11
familiar 148:15 233:4
 268:15 294:5
family 21:22 140:1,2
 141:8 211:11 258:13

279:15 289:16,18
fantastic 83:18 286:22
far 9:4 22:5 48:16 61:2
 87:9 97:19 117:10
 136:21 138:13,19,22
 143:11,12,22 145:3
 208:2 226:8 231:21
 232:10 233:3 234:3
 237:2 279:13
farther 211:17 212:12
fast 158:20
fate 161:5
fatigue 146:20 148:1,13
 150:10 151:12 156:19
 157:12,19
favorable 193:21
federal 2:4,4 3:4 5:4
 268:14 311:12,13
feedback 14:16 18:8
 58:5,11 155:16 255:6
 278:1
feeding 125:10 220:16
feel 15:18,22 21:20
 44:18 52:15 58:3
 76:13 81:11 119:3
 122:19 186:2 195:10
 197:3 224:8,20
 227:10 239:2 254:18
 269:14 291:19 301:2
 309:1
feeling 197:9,16
feels 207:14
fellow 17:22 44:5 45:13
 171:2 226:22
felt 16:11 34:16 81:4
 89:3 155:12 178:16
 181:3,8 193:11 194:5
 196:17 197:5,16,18
 197:20 199:8,19
 207:3,5 235:22
female 25:13 32:19
field 94:16 123:3
 136:12 138:17 202:15
 219:7 248:2
fifth 59:14
fight 159:19 287:13
 288:11 289:17
fighting 76:19
figure 43:21 90:3
 135:17 299:3
figured 300:1
file 227:18,18,22 228:2
 228:10 301:21 302:22
 306:18
filed 113:6 175:10
 195:19,20
files 293:1,2,13,14,14
 300:3,14 306:8,8,10

309:16
fill 114:5,21 266:17
filled 70:3
filling 150:17
filter 249:14 285:6
filters 270:15
final 22:11 64:9 107:20
 116:21 202:2
finally 49:8 85:13
Financial 24:10,11
find 35:17 86:18 100:20
 101:6 135:18 141:9
 161:20 167:10 168:21
 193:3 207:21 210:5
 233:20 234:18 250:15
 262:1 276:16 282:13
 285:19,20 299:2
finding 129:11 147:5
findings 70:21
fine 168:8 291:10
finer 26:1 30:5 31:1
finest 60:7
finish 256:1
finished 98:2
fire 65:1 137:20 252:14
firearms 141:1
firing 151:1
firmly 288:20
first 8:14 10:6 12:7
 24:17 25:3,8 26:7
 27:4 32:14 33:5 34:12
 34:12,15 40:15 43:19
 44:13 45:1,5 49:3
 50:1,6,9 51:10,12,18
 51:18 52:2 62:15
 66:12,13 67:3 68:15
 75:10 80:20 81:15
 87:3,4 88:7 92:11
 94:7 105:3,20 108:14
 110:8 115:22 118:17
 120:7 134:17 140:7
 141:6 146:6 152:2
 164:2 169:11 178:12
 196:22 207:11 225:18
 226:9 233:22 235:3
 235:11 238:8,21
 240:2 241:1 242:21
 245:11 249:3 258:9
 259:12 267:5,10
 278:19 291:15 293:21
 294:8,15 300:5
 306:11,14
firsthand 44:15
Firstly 275:4
fiscal 6:15 77:7 295:3
fit 187:1 266:7 278:19
fitting 59:13
five 11:9 24:15 63:12

67:5,7 69:8,20 71:3
 109:12 154:4 155:14
 161:13,16 230:5,15
 257:3 260:2,12 261:9
 293:15,21
five-week 145:8
flag 66:12 88:8 164:2
 201:21 202:3 205:4
 247:15 248:17,19
 256:18 311:3
fleet 24:19 142:13
flesh 247:18
fleshed 207:3,4
flexibility 143:1 290:19
flexible 72:2
flight 91:1 116:11
 286:10
flights 67:20
flip 76:17 255:12,20
float 144:15
Florida 27:16 64:16
fly 67:17 158:19 240:7
 300:20
flying 244:22 286:11
focus 12:22 17:10
 50:10 76:8 92:16
 154:7,19 172:7,9
 176:21 177:3 279:18
focused 8:5 17:21
 18:14 170:8 183:10
focused-in 83:1
focuses 50:20 183:3,17
 184:2,11
focusing 28:13
FOIA 305:5
folder 45:2 87:4
folks 17:3 22:4 53:10
 54:11 56:13,14,19
 58:19 103:12 155:12
 155:17 227:9 239:16
 260:2 261:21 311:9
follow 73:8 146:14
 224:13 270:13,22
 282:16 299:7
follow- 93:19
follow-on 12:5 298:20
follow-up 238:20 248:6
 271:11
followed 28:13 68:7
 162:18
followers 23:3
following 44:12 69:13
 178:19 181:1
force 8:2 31:11 42:15
 43:11 49:20 50:7
 55:20,21 56:21 57:2
 63:2 69:5 78:15 79:20
 92:20 93:4 105:6

106:12 107:7 114:19
 115:3 116:8,15
 119:20 130:1,6 134:7
 139:7 140:4,6 154:12
 155:1,6 168:11,18
 169:13 170:6,7
 171:16 174:10 175:14
 213:4 256:4,13,22
 257:3 279:4 290:8,11
 293:14
forced 206:18
Forces 1:4 5:7 6:9,19
 10:19 124:3 142:13
 161:14 163:7 256:17
forcible 209:9
forcibly 64:12
forefront 276:12
forensic 218:15 247:12
 273:18
forfeiture 71:4
forget 167:13
forgotten 228:1
Forks 42:15 51:21
 92:22 93:4 106:14
form 58:17 109:7 113:1
 114:5 303:7
formal 69:19 79:3 81:4
 109:22 110:9
formalized 162:1
formally 173:22
formation 12:15 13:13
 14:2 15:12 16:7 17:4
 17:13 91:3 93:15
 121:8 132:1 147:18
formed 13:4
Fort 10:4,15 14:21
 20:22 76:8 90:9 103:1
 104:20 188:1 189:4,9
 190:19 235:8 236:2
 259:1 272:17
forth 109:7 210:22
 279:7
fortunate 82:9
forum 103:19
forward 9:16 15:21 16:5
 20:3 22:14,17 23:6
 24:1 33:12 34:4 42:2
 42:10 46:3 49:12
 68:22 101:19 106:10
 112:21 166:14,22
 167:7 168:22 174:6
 177:11 195:12 198:6
 216:21 223:3 251:14
 252:3,13 256:12
 263:4,7 265:19
 271:13,14 275:13
 280:7 281:1 282:20
 283:3 284:9,10,19

285:3,7 286:1
forwarded 173:5
forwards 116:7
fosters 79:15
found 17:15 18:6,20
 20:19 27:7 33:8,10,17
 80:16 101:1 130:2
 131:11,14 186:20
 262:3
foundation 62:7 87:14
four 20:15 24:15 32:13
 35:10 44:5 64:17
 72:11 137:14 155:14
 159:3 187:22 202:21
 217:4 293:20,21
four-hour 61:20
four-month 63:19
fourth 6:6 297:11,17
fragmentation 250:6
fragmented 249:19
frank 205:20 206:5
frankly 264:12
freedom 172:22
frequently 174:2
 182:22
FRIDAY 1:8
friend 217:15,20 218:7
 279:10
friends 74:11 211:11
 217:18,21
front 18:16 87:18,21
 96:13 141:21,21,22
 149:20 152:15 209:6
 223:10 279:6 293:19
froze 191:1
frozen 273:16 274:16
frustrating 85:5,21
frustration 274:13
full 111:12 169:14
 216:7 244:6 251:18
 267:21
full-time 154:6
fully 167:21 193:10
 204:18 263:10 290:17
 309:2
function 16:17 249:6
functionality 62:10
fundamental 229:21
 230:5,16
funds 36:1
further 106:9 115:11
 191:12 209:3 214:1
Furthermore 209:7
future 233:16 298:5

G

G4 10:3
gain 14:6 240:11

gained 29:18 279:19
gal 83:2
Gallagher 292:15
gapped 70:14 72:9,10
 73:3
gaps 269:17
garrison 188:14
Garvin 1:17 219:8,9
 221:8,18 303:15,20
 306:1 307:6 308:16
 309:5,8 310:14,16
gate 262:6 269:9
gather 28:2 271:11
gathered 87:6
gathering 5:18 76:3
geared 105:7
gender 60:6
general 8:18 12:9 19:5
 27:17 36:18 50:12
 57:14 80:4 100:6
 109:2 142:15 161:4
 170:6 173:6 174:8
 177:19 184:17 201:22
 205:5 247:16 248:17
 249:4 253:3 257:1,1
 257:10,19 259:7
 263:13 301:12 306:6
General's 259:4
generally 75:22 123:7
 124:1,18 195:22
 248:7 279:5,15
generals 202:19
generated 113:4
generates 116:9
genital 300:2
genitals 63:21 96:9
Gentile 1:19
gentlemen 31:7 39:20
 42:9 59:6 165:5 217:4
geographically-sepa...
 178:9
George 287:4
getting 36:8 38:18 76:6
 86:4 104:8 113:17
 137:10,10 138:6
 139:16 154:11 155:13
 211:2,10 220:22
 221:6 271:15 273:11
 276:7
GI 289:11
Gideon 51:18
Gilbert 4:4 187:20,22
 196:15 204:14 212:22
 214:15 219:21 221:14
 222:16 235:2 245:6
 251:7 253:18 258:5,8
 258:11,22 259:5,13
 259:15,21 264:4
 266:14 272:3 277:13
 277:14 280:12 281:3
 286:13,18 287:15
 289:4
Gillibrand's 296:15
girlfriend 218:1
give 17:7 23:21 45:16
 47:9,11 48:8,21 49:19
 53:17 86:17 107:5,7
 150:1 151:2 152:11
 166:13,21 185:11
 201:4 225:11 231:12
 246:20 278:1,11
 287:13 293:9 299:8
 300:13,14,15
given 10:21 13:9 27:5
 45:2 47:6 52:2,16
 89:4 92:9 106:15
 107:9 195:6 232:19
 297:20 301:9
gives 78:12 114:21
 116:21 171:22 302:20
glad 48:22 161:16
 169:6
global 43:2,3 169:14
 172:13 256:13
GMT 80:4
go-fast 65:2
go-to 146:6
goggles 57:4
gold 60:11 146:1
governed 300:10
 302:20
Government 219:3
 253:4 268:14 305:7,7
governor 253:5
grade 115:3
Grand 42:15 51:21
 92:22 93:4 106:14
granted 112:9
granting 21:17
graphic 212:1
grass 186:22
gray 192:12 204:20
 212:8 259:18 261:4
 263:2 266:5 272:22
greater 35:5 197:1
 249:12
Green 78:16 136:22
 154:21 155:8,18
Grimm 1:17 73:22 74:1
 77:1 79:22 80:17
 310:11
groping 63:21
grouchy 226:5
ground 44:18 248:15
 249:20 253:16 264:14
grounds 286:11

group 8:22 26:15 28:12
 36:6 40:8 41:11 46:11
 75:8 77:14,16 81:3
 137:16 173:13 176:8
 183:5 186:12 292:3
 292:20,22 294:7
 300:1 302:9 303:4
groups 137:14 152:20
 153:11 292:4
Grove 103:4
Growler 89:21
grumpy 229:6
Guam 222:9
guard 7:21 59:13 60:3
 61:14 63:3 66:20
 67:18,22 68:8 69:5,11
 70:5,17,22 73:7 80:2
 89:1 92:7 95:1 100:2
 109:21 142:12 143:8
 143:14 161:10,13
 162:1,20 163:10,15
 164:18 165:1,9
 166:16 201:15 209:4
 225:3 226:19 228:14
 231:19 250:2,5,10
 251:3 285:15 305:12
Guard's 63:13 65:16
guards 143:3 262:6
guess 48:6 81:19
 123:21 168:5 217:20
 217:21 221:4 230:15
 230:17 239:12 255:16
 307:10
guest 36:2 104:1
guidance 24:22 71:15
 126:1,2 189:5 207:22
 266:10 267:15 269:2
 299:8
guide 27:5 171:18
guided 40:16 133:6
guideline 275:12
guidelines 263:15,22
 264:11 265:8 267:9
 267:11 268:3
guilty 21:10 46:7 71:3,6
 72:10 109:12 140:10
gut 76:13
guys' 168:15

H

half 90:13 240:18 274:2
 288:3
half-a-day 44:6
half-day- 121:10
half-of-day 103:21
hampered 65:5 81:6
 88:5
hand 117:7 128:11

146:7 182:10 255:17
268:3 283:19 296:21
297:2
hand-carried 116:3
hand-carry 116:1
handbook 114:18 209:1
handcuffing 268:5
handed 190:18 257:14
handle 12:16 15:2
41:16 82:14,15 97:1,1
98:11 99:2 101:17
102:5,13 162:6 203:6
227:16 243:18 247:22
248:4
handled 13:22 16:9
141:3 186:13 194:9,9
198:7 203:3,4 244:17
290:11 302:5
handles 55:20
handling 14:20 24:20
25:1 28:3 95:21
162:12 168:16 190:9
hands 202:17,18
203:18 238:10 241:11
happen 19:12 23:7 42:5
44:19 75:14 78:7
85:22 86:6 111:9
127:18 134:10 162:22
164:17 168:20 202:12
202:15 216:6 236:22
238:1 244:15 246:9
280:11 288:19
happened 16:7 53:18
98:4 105:21 106:13
125:4 180:20 213:13
213:15 214:5 217:19
228:5 276:15 293:6
294:12
happening 18:19 78:8
78:11 82:2 129:11
288:15 309:14
happens 19:9 58:16
130:17 131:3 137:18
147:18 164:19 211:1
214:8 217:12 237:14
266:4 273:7 280:3,7
280:10 281:1 289:2
289:15,18 311:7
happier 290:13
happy 30:22 55:15
73:19 97:5,6 168:1
305:19
harassed 207:15,19
harassment 129:22
147:20 189:14 190:3
194:8 207:11 234:7
264:14
Harassment/Assault

189:6
hard 9:12 34:22 144:5,5
149:4 160:1 191:7
193:22 213:15 232:11
238:5 260:14 262:3
263:3 299:6
hard-pressed 100:20
harder 101:6 122:4
144:18 197:7 204:21
274:1
Harrison 1:18 158:2,21
159:4 223:18,19,22
224:5,17 225:15
229:9 286:5,8,16
308:14,14
hate 50:13
Hawk 43:2
Hawks 43:4
hazing 63:10
hazy 273:19
head 52:21 57:6 101:12
127:17 148:1 153:17
217:14 261:9
heading 84:6
headline 210:17
headquarters 11:2,2
143:21 177:19 227:20
healing 15:13 175:9,11
232:6
health 56:15 139:20
220:8 244:11 300:2
heaped 229:16
hear 8:13 44:13 105:1
156:10 168:7,8 182:9
212:20
heard 5:15 8:7 109:15
155:16 204:3,5 227:7
228:4 269:6 278:9
291:18 310:20 311:21
hearing 9:16 177:12
243:3
heart 133:7
heavily 46:20 58:14
65:17 68:7 252:9
heavy 199:3
heck 212:9
held 27:16 67:4 101:11
166:12 189:17
helicopter 64:18 65:1,3
182:3 244:3
helicopters 182:4
260:16,19
hell 236:20
help 14:5 16:4 17:22
37:20 39:10 65:21
66:7 72:3 78:13 81:7
81:10 95:5 100:16
117:22 122:7,8,14

126:21 127:8 154:18
176:16 199:12 200:8
217:8,8 227:3 229:1
239:13 251:7 252:17
266:22 271:12 274:18
278:8 279:17 295:7
helped 117:16
helpful 12:1 28:4 33:18
34:3 264:3,8,12 267:8
272:5 273:9 275:6
277:21
helping 72:22 210:15
helps 104:14 226:15
268:18 297:9
hesitant 254:11
hesitate 158:9,10
hesitation 72:19
hey 22:15 58:1 76:12,18
78:21 79:9,10 83:17
84:14 110:10,15
121:18 126:2 133:8
133:19 137:17 138:4
147:17 155:13 211:5
218:8 231:8
Hi 42:13
hide 235:10,13
high 53:6 73:6 205:7
231:2 234:17,21
261:1,2 262:4 264:19
high-demand 43:7
high-ranking 108:19
higher 152:9 205:11
251:17 262:13 273:1
highest 262:9 273:4
highlight 179:11 189:21
highlighted 144:7
highly 40:22 167:16
Hines 164:3 247:11
history 193:16 235:17
hit 107:6 147:22
hitting 63:20
hmm 298:15
hold 24:4 53:19 101:13
105:14,16 160:22
168:2 175:19 234:16
283:10
holding 167:5 233:12
252:14
holds 283:14
hole 266:8
holy 89:20
home 62:21 76:21
117:8,9 140:18 289:2
home-ported 60:4
hometown 23:1,4 69:12
70:10
honest 27:13 221:4
232:1 281:9

honestly 125:6 149:18
311:20
honor 168:11 178:15
193:12 212:13
honored 62:2
hope 166:21 229:7
309:3,13
hopefully 50:3 132:10
222:19
horizon 244:4
horrendous 28:14 29:6
horrible 135:12 139:22
host 26:20 27:2 176:11
hour 15:7 17:8 25:18,22
26:7 33:6 40:21
hours 32:22 33:3 44:5
67:5 74:7 117:3,9
120:14,20 121:12
163:12,20,22 164:16
293:17
hours' 137:6
house 14:7 15:4 83:16
140:3 141:1
housing 76:2
HSL-43 182:3
huge 284:5
human 44:1 46:12
47:21 87:14 111:7
123:16 134:21 135:10
136:16 142:4 200:20
240:12 241:2
human-based 123:15
humanitarian 116:13
humiliation 48:5
humility 133:19
hurt 226:17
hypothetical 248:9

I

idea 159:4 265:4
ideation 131:13
identifiable 301:5
identified 176:18
identify 7:9 78:18 79:8
227:22 266:9 299:10
306:11 307:4
identifying 63:5 230:21
ignore 215:15 286:14
illegal 247:21
images 111:22
imaginable 245:18
imagination 232:17
imagine 159:22
immature 64:7
immediate 29:20 125:6
140:20 164:1 178:10
201:20
immediately 21:5 63:14

- 67:1 88:7 126:6
167:19
immerse 68:21
impact 122:16 142:2
158:3 172:10 240:13
244:14
impactful 273:22
impacting 16:21 129:5
244:13
impacts 254:13 263:6
284:9 288:18
impair 81:18
impartial 21:11 81:19
82:22 239:14,19
implemented 95:9
implying 262:18
importance 175:11
important 18:12 38:5
41:21 88:11,14
141:11 149:10,11
153:15,15 154:8,19
154:20 156:13 175:2
178:12 180:13,14
181:3,11 182:18
186:20 196:14,18
198:10,14,19 201:10
209:6 213:13 214:1,2
269:10 282:7 284:14
284:20 287:2 289:4
importantly 24:21
43:22 126:4 173:14
179:19 246:13
impose 99:17
imposed 156:20
impossible 192:9
impression 95:18
248:10
impressive 229:13
improve 48:14,19,22
269:18 275:6 278:17
improved 187:12,13
271:21
improving 131:2
145:13
in-between 266:5
in-briefs 51:17
in-depth 296:8
in-person 222:6
inactive-duty 69:7
inadvertent 215:21
277:7
inadvertently 97:2
214:5,15 215:7 265:6
inappropriate 5:17 58:3
64:13 224:10,14,15
242:4,13 283:22
incentivizing 213:6
incident 59:19 60:14
62:4,9 64:4,9 65:14
67:13 68:17 69:2,3
85:15 96:8 98:3
104:18 115:14 127:20
190:11 283:11
incidental 192:7
incidents 37:16 75:21
179:13 190:1
include 8:17 26:2 74:13
132:22 171:8
included 28:17 63:19
66:1 69:2 187:2
189:10 192:4,21
includes 9:3 65:20
71:13 74:6 115:1
153:20 244:10 258:1
including 26:20 29:10
167:8 183:4 192:22
301:7 311:6
incoming 192:20
incompatible 178:14
inconsistencies 46:16
increase 82:18 182:17
increased 187:2 271:16
incredible 240:11
incredibly 18:12 23:18
241:19
incumbent 233:7
indecent 11:19,19
209:8,10
independence 287:8
independent 36:14,18
173:18 242:22 243:10
243:12
indicate 297:10
indicated 89:8 296:16
indicating 62:18
indications 159:12
282:18
indicative 64:6
indicators 53:18
indirect 57:15 137:12
137:19,20 138:8
indirectly 56:4 58:8
individual 8:7 9:1 14:3
87:17 91:2,22 93:17
113:5 114:3,9 122:17
122:18 128:12 139:18
140:14 141:5 208:4
213:5 221:2 234:11
261:7 280:8 281:1
283:10 300:10 301:15
303:12
individual's 115:1
139:20,20
individuals 22:6 75:8
114:1 125:13 126:15
132:8 140:20 240:14
300:8
indoctrination 184:8,9
infantry 237:12
infantryman 91:21
influence 13:11 86:22
influenced 208:9
inform 174:8
informal 78:20 79:14
159:14
information 13:21
44:15 56:8 66:14
179:1 185:11 187:4
193:18 199:21 200:1
201:8 228:1 232:12
243:6,9 257:17 269:6
270:6,11,13,14
271:12,20,22 273:17
275:11 280:16 283:2
283:16 288:1 299:9
300:2 301:3,5,7,13,15
304:11,14,15,16
305:2,4,10,11,15
311:5
informative 80:21
229:12 311:8
informed 86:7 245:5
inherit 29:14
inherited 34:8,9 85:6
initial 8:22 46:14 49:6
67:6 93:12 137:2
163:22 173:4 174:15
178:4 179:18 202:1
216:7 223:10 230:18
250:16 281:7 293:7
307:12
initially 22:14 197:4
252:2
initiate 67:12 69:19
initiated 69:4 93:1
initiatives 176:20
injure 91:2 164:11
injury 253:16
injury-related 37:10
innocent 21:9 46:7
121:20
input 74:2
inside 12:15 14:1 15:11
17:13,14 31:21 63:22
75:15 91:3 121:7
208:7 256:13,22
insights 188:5
inspiring 148:4
Instagram 23:3
installation 14:11,15,19
93:5 103:16,20
120:17 134:7,13
171:22 184:22 186:19
187:4 192:22 193:3
193:15 235:7 236:3
279:12
installations 76:9
104:12 213:16
instance 21:4 28:7
162:16 199:14,19
282:11 304:2
instances 56:7 236:16
instruction 12:5 114:20
139:4
instructions 185:22
199:1
instrumental 222:15
insufficient 89:8
intact 53:15 54:3
integral 179:7 254:9,10
integrated 10:19
intend 202:3 293:6
intended 251:3
intensive 260:4 261:2
intent 192:8 202:2,2
204:22
intently 183:17
interact 221:15 240:13
interacting 221:13
interaction 75:5 77:19
104:6,9 153:7 223:17
interactions 63:8 171:4
interactive 35:18 56:18
56:22 57:13,21 58:6
129:3 137:7 147:9
149:16 173:3 176:8
183:6
Interagency 63:2
interest 162:20 168:21
180:6 232:6 246:5
296:13
interested 85:16 96:1
114:1 148:9
interests 127:2
interface 240:12
interoperational 65:10
interpretation 85:3
304:3
interpreted 63:8
interrupt 295:22
intervention 67:3,8
68:9 77:9,11 88:14,21
118:3 132:18 163:13
190:1
interview 68:16 103:12
interviewed 68:13
interviews 87:5
intimately 252:20
intimidate 213:7
intimidated 228:21
intimidating 225:9
226:3 227:2 229:6

intimidation 225:22
 265:17
intoxicated 57:7
intricate 99:20
introduce 7:5 9:8
introduced 25:17 26:14
 26:17 27:5 60:8
introduction 3:3,6
 51:14 177:17
invaluable 171:3
inverted 312:2
investigate 99:1 105:22
 190:21 204:18
investigated 94:12
 173:22 191:5 285:9
 285:13 294:11
investigating 109:19
 130:5 206:13 312:4
investigation 1:3 5:6
 6:7,17 14:18 25:12
 35:6 66:20 67:12
 70:20 73:7 84:17 85:9
 86:10 89:1 91:10
 92:14 93:1,9 94:14
 98:7 99:14,18 106:7
 110:19 111:13 173:16
 173:17,20 177:6
 180:10,18 185:18,18
 190:15,16 191:14
 193:19 195:17 196:4
 204:17 206:17 207:3
 211:6 216:6,7,14
 236:1 243:1,2,5
 251:12,13 270:17
 272:8 274:8 275:7
 283:20
investigations 14:14
 15:2 25:8 30:10 35:2
 35:11 89:6 90:10,11
 92:4,21 97:22 170:14
 180:12,15 181:10
 191:2 271:6 275:5
 278:22 287:19 294:18
 295:3
investigative 89:9,13
 93:22 94:4,12 97:17
 100:17 103:6 105:20
 163:15 243:17 271:4
 271:10,16 272:4
 275:21 276:17 293:2
 293:13 297:21 305:18
investigator 95:20
 99:17 191:17 287:20
investigators 14:21
 89:12 91:16,17 99:22
 180:11,16 191:6,8
 196:3 206:17 207:20
 211:8 246:21 272:19

285:18 288:9
invite 42:17
invoke 241:3
invoking 281:7
involve 60:21 75:12,15
 133:21 171:9,11
involved 14:12 18:2
 25:13 52:20 53:5
 59:20 76:7 80:15
 90:12 100:7 114:12
 125:4,14 144:21
 164:22 166:18 180:13
 181:12 211:6,7,9
 215:4,5 220:14
 241:10 252:6 272:11
 304:9 309:11
involvement 13:15 18:9
 74:7
involves 123:16 169:17
involving 6:19 11:20
 185:5 186:2
iPad 169:4
Iraq 177:21
ISIC 126:4,14 161:2
Island 25:5 28:11 89:17
 183:16
isolate 140:14
isolated 59:20 188:14
 210:13
Israel 2:4
issue 5:10 21:16 72:12
 127:14 163:6 200:2,3
 209:5 271:15 303:1
 309:16
issued 68:1
issues 36:21 37:18
 86:18 122:8 130:7
 153:9 170:9,12 171:6
 171:11,13 172:1
 175:17 178:18 185:5
 188:4 196:21,22
 199:9 224:3 237:20
 298:14 299:10 304:1
 308:22
item 289:10
items 55:18
iterations 311:12

J

J 1:20
JAG 29:19 30:14 84:18
 85:10 126:3 185:1,6,8
 264:5 274:22
JAGC 2:3
JAGs 184:20 185:9
 282:13
jail 19:12
James 1:19,21 4:7

292:10
Jan 292:15
January 94:6,17 299:12
 299:13
Japan 51:19 57:18
 181:21 222:8
Japanese 181:22
Jeff 3:21 161:16
Jennifer 1:19,20 3:12
 31:8 32:1 88:12
 292:11 299:17 301:8
Jennifer's 302:16
jeopardy 281:11
jerk 160:2
Jim 7:15 164:3
job 16:17 34:21 35:4
 38:21 58:22 83:4
 130:18,19 131:9,10
 135:20 136:1 142:20
 146:8,9 153:22,22
 154:6 163:18 203:11
 209:1 224:1 252:17
 252:18 262:5
jobs 150:15
Joe 8:1
John 4:3 181:18
joined 161:15
joining 9:6
joint 63:2 119:1,1
 122:21,22 123:1
 129:20,21 130:8
 134:3 138:13 260:2
 261:22
joke 156:2 185:3
Jonathan 3:17
Jones 78:22,22
JPP 297:2 311:4 312:5
judge 13:5 66:22 81:2,3
 83:13 84:14 105:2
 106:19 109:19 122:13
 167:13 170:6,22
 184:17 190:12 195:18
 201:18 248:20 249:2
 249:11 250:1 251:5
 251:11,18 252:4,9,11
 253:2,20,22 263:4
 280:1 310:11
judges 262:19
judgment 48:7 169:20
 169:21 201:7
judgments 198:3
judicial 173:9 269:9
judiciously 176:2
juggling 65:9
July 10:12 292:18,18
 294:5 306:2
jump 240:1
junior 97:10 144:20

148:4 151:8 226:13
 228:18 231:4 244:2
 278:8
junior-level 122:8
jurisdiction 14:6
 106:15,18 107:5,8
 171:12
jury 87:21
just-in-time 87:10
justice 3:9,20 19:20
 99:6,10 104:22 108:1
 170:15 172:18 177:9
 203:1 239:20 286:2
 287:3,6,10 288:4

K

Kate 292:14
Kathleen 1:16 292:10
keelhaul 289:6
keep 50:14 54:2 77:18
 86:7 101:18 135:20
 135:22 140:22 141:2
 143:4 148:9 182:7
 208:21 221:22 232:7
keepers 269:9
keeping 213:11
Keith 1:18 308:14
Kentucky 10:5,16
kept 53:15 58:8
Kevin 4:2 177:17
key 12:18 52:19 67:18
 68:14 69:16 163:14
 178:11,16 183:9
 283:14
keyed 53:12
kick 100:15
kicked 96:11 100:9
kid 226:6
kids 135:5,6
King 2:4 312:8,11
kit 309:20
kits 309:18
knew 29:8 45:11 63:14
 159:18 179:6 216:10
 217:14 220:2 228:9
 231:5 291:13
knock 25:19 138:4
 231:7
knothole 29:10
knowing 21:15 38:7
 46:1 285:15
knowledge 45:18 68:16
 176:1 193:16
known 26:15 183:10
 189:7
knows 25:20 53:3
 227:15 231:10,10
 291:17

Korea 188:14 222:8
260:5
Korean 235:12
Kramer 1:18 229:10,11
229:19 307:21 310:11

L

lack 57:21 81:4 88:5
160:10 271:7,9,9
283:5,5
ladies 31:7 39:20 42:9
59:6 165:5
lag 100:16
land 244:4
lane 251:1
language 119:6 124:2
124:18 130:3 134:4
large 11:14,15,16 22:6
93:5 169:10 183:5
236:3 237:12 289:10
307:14
largely 276:8
larger 21:21 190:8
lasting 142:1
Lastly 192:15
lasts 142:18
late 24:14
lateral 69:4,13 70:11
latest 162:11 189:5
laugh 78:6
Laughter 9:14 11:12
31:19,22 50:17 59:11
96:6 101:3 151:17
160:12 229:18 258:10
259:2
laundry 227:15
law 12:4,22 14:8 94:22
102:1,2,4 103:3,19
104:6,8,19 107:14
167:21 173:1 189:11
218:3 262:17 272:13
311:2
law-of-land 13:1
lawns 262:7
lawyer 83:15 87:11
185:3 191:18 195:18
222:2,12,18 243:4
254:12 258:14
lawyers 82:20 84:13
86:14,19 196:3
246:22 262:19 263:8
281:22 282:1,2 288:8
295:17
layers 244:19
lead 127:11 241:10
244:2
leader 39:5 51:17
147:13 190:7

leader's 51:14
leaders 41:15 78:20
79:14 147:14 148:5
151:8 152:14 153:8
153:12 162:2 170:14
183:9 189:12,18,22
225:4,8 228:17,18
290:8
leadership 19:1 32:10
32:16 38:12 41:14
51:16 55:3 118:16
132:21 134:17 144:13
145:17 187:8 228:13
233:18 234:3,17
240:11,22 242:18
286:22
leading 202:14 242:18
leads 147:21
lean 29:18 126:4
leaning 59:7
learn 36:10 47:15 97:13
127:16
learned 47:10,15,18
52:8
Leatherneck 138:16
leave 301:13
Leavenworth 189:4
led 64:9 149:17
Lee 59:8 60:8,15 62:2
73:16 145:1 157:16
left 84:8 120:6 181:18
187:22 251:8
legal 8:9,12 12:1,2,13
26:11 27:10,20 28:21
30:14 33:16 34:14
40:13 45:2,15 46:15
46:21 47:2 66:21 81:4
81:17 82:8 83:15,21
84:1 86:20 87:7,9,19
88:5 121:13 127:12
140:19 162:4,10
163:14 167:14 170:5
170:8,12 172:17
176:3 178:22 183:15
183:15 184:5,14,15
184:16 185:20 188:22
189:5,14 196:10,21
196:22 200:4,7 201:8
201:17 202:16 203:14
203:18 205:6 211:8
219:16 220:3,6,19
221:2,3,6,10,17 222:5
222:11,22 223:2
229:15 236:13 240:5
241:12 243:7 252:19
254:3,12 256:4,15,15
256:19,19,21 257:11
284:15 290:14,22

300:20,21 304:3
310:22
Legare 60:3 62:15
64:16 70:9,19 71:21
legitimate 118:5
Lejeune 178:2
length 90:14 181:12
191:13 207:2
Leo 1:16
less-experienced 95:20
lesser 149:9
lesser- 99:15
lessons 47:10,15,17
let's 52:12 54:13 97:21
122:9 164:11 292:19
292:21 304:16
lethal 169:17 200:13
letter 116:14 117:3
letting 187:18
level 26:13 27:19 29:4
40:6,9,9,13 41:16
53:6 57:7 82:19 84:11
88:16,18 92:2 95:12
95:14 97:21 98:14
105:10,10,10,11
110:18 111:19 112:8
113:12,12 123:9
124:19,22 125:1
138:7 140:7 144:20
148:12 149:11 178:8
181:4 183:13,14,21
190:17 196:9 197:2
199:15 200:21 202:6
204:10 205:7,11
206:9 210:1 216:10
234:12,13 240:16
245:12 248:17,17,19
248:20 249:3,11
250:17,18,19 251:11
252:5 253:19 254:1
256:17,18,18,20
257:8,8 261:1,6,16
265:14,16,18 269:2
273:4 274:8,9 291:6
leveling 123:2
levels 75:4 152:9
182:22 249:18
leverage 29:17
Liberty 1:11
lieu 174:22
lieutenant 3:10,12 7:13
10:1 31:4 32:14 40:1
41:19 84:20 104:16
139:8 148:7 177:19
178:8 179:3 187:7
205:12 244:3
life 136:8 151:15 166:15
176:9 245:9 273:16

life-changing 135:12
lift 73:1
lights 227:14
limit 9:13
limitation 175:1 275:9
limitations 115:5
line 21:18 98:16 109:15
114:16 127:4 200:12
206:22 260:10 271:5
271:21 272:15,21
273:8 275:7 279:6
lines 266:6 273:15,22
290:19
linger 99:6
link 258:17
links 118:12
list 26:10 306:17,22
literally 242:4 310:17
litigation 172:8
little 16:9,18 18:20
22:10 31:14 32:8
33:15 39:17 40:3
49:19 50:21 51:11
57:15 59:16 76:18
80:2 82:15 90:8
113:14 120:8 123:17
132:13 134:5 139:3,7
144:12 145:2 148:1
169:4 182:7,9 184:19
185:3 195:15 211:13
229:5 235:9,19 244:3
250:14 268:5 283:13
291:8,22
live 78:10 104:8 119:2
289:17
lives 200:15
living 104:13
Livingston 3:11 24:6,7
24:8 77:6 84:2 89:15
100:18 101:4 105:4
113:13 123:21 124:8
148:11 151:19
loads 65:2
local 14:8 75:13 102:1
103:3,19 104:6,8,19
107:14 236:1
locally 95:15
located 25:5
location 21:21 178:10
193:1,9,22 235:6,14
235:18
locations 16:11 74:14
locked 292:4
Logistics 40:8 41:11
178:1
long 1:19 12:3 35:8,11
73:3 80:18,19 83:6
85:9,21 90:16 91:13

123:2 151:6 154:10
 190:20 235:18 238:16
 238:18,19 241:19
 242:8,11 247:4 270:6
 274:12 276:19 292:11
 307:18,19 311:11
longer 85:16 166:15
 191:2 216:3,8 245:13
 274:1 289:6
look 9:16 24:1 42:10
 49:11 53:1 55:16 57:6
 58:19 78:21 91:17
 94:3,4 135:4,7 138:21
 139:10 150:10,12,19
 152:2 197:8,10,22
 199:5 201:6 208:14
 229:5 232:12 237:7
 245:3 254:18 256:10
 266:13 278:16 283:7
 291:21 292:20,22
 293:1 294:8 295:8,16
 295:17 298:2,8 301:3
 306:14,21 311:9
looked 58:13,14 61:12
 102:20 293:7 294:9
 295:4 300:9
looking 47:7 48:19 50:4
 86:9 87:12,14 140:8
 177:11 228:20 237:21
 240:4 244:19 269:17
 269:20 283:17 284:7
 294:17 296:8,11
 301:18 306:7,9,10
lose 53:22 253:5
lot 17:4 32:16 36:21
 41:6,6 43:5 55:21
 56:6 58:5 59:21 78:5
 87:12,13 104:11,18
 118:21 122:4 147:8
 147:19 149:12 150:6
 155:12 169:2 195:5
 196:5,5,21 203:20
 205:16 208:21 210:20
 211:5,16 215:1 225:6
 225:12 229:16 236:14
 236:15,16 240:3,20
 240:21 262:1 266:17
 269:21 271:18 272:2
 272:18 274:12 275:13
 275:16 276:12 277:22
 278:9 283:13 297:4
 311:4 312:3
lots 297:3
love 96:3
low 172:20
low-density 43:7
lower 41:16
lower-level 99:16

LT 7:12 9:19,22 11:13
 31:6,15,20 32:1 74:21
 78:2 81:14 83:9 86:2
 90:6 96:3,7 98:1
 102:10,22 110:6
 112:19 113:16 120:4
 122:22 124:7 128:3
 128:14 146:21

lucky 38:11
lumped 264:17
lunch 160:14 185:2

M

M 1:15
ma'am 7:12 39:17 88:4
 109:4,8 110:15
 113:13,16 117:15
 148:11 150:9 152:4
 156:18 182:8 200:9
 204:8 206:8 210:4
 222:1 277:15 278:2
 312:11
Madam 309:5
MAG 221:20
mail 160:6
maintain 88:16 93:16
 96:20 175:4,14
 241:22
maintaining 67:9
 175:21 287:11 288:10
Maintenance 42:16
 43:3 50:8 51:21
MAJCOM 256:15 257:8
major 2:4 3:13,14 7:17
 7:17 32:5,6,10 37:22
 39:13,16,19,21,22
 40:18 42:12,13,14
 78:15 87:2 92:20
 99:11 106:12 114:14
 132:12 134:14 152:3
 152:4 153:14 174:10
 181:18 312:8,11
majority 22:7 80:12
 153:4 178:2 181:2
making 13:12 15:22
 18:22 29:7 48:5 50:21
 53:3 63:22 81:22
 83:14 167:8 174:6
 195:11 199:21 200:11
 214:21 224:6 226:17
 239:4 240:16 246:20
 254:5 255:19 264:2
 264:21 270:3
male 25:14 32:20 62:17
 62:19 63:9
maltreatment 285:21
man 136:12
manage 67:14 68:9

149:12 154:6 157:13
managed 268:14
management 24:12
 26:15 70:6,8 118:9
 147:4 186:12
managers 72:14 245:14
managing 62:3 161:18
mandate 6:15
mandated 80:5 142:15
mandatory 279:5,8
maneuver 10:20
manner 15:2 27:3 111:6
 188:11 278:22
Manual 263:17
Manuals 282:13
marched 280:15
Marcia 1:15 308:12
marginal 192:2
marine 7:18 31:10 32:7
 34:18 39:3 40:7,8
 41:11 78:2 94:21 95:5
 98:5 132:4 134:12
 139:8 150:16 177:19
 177:20 178:14 180:6
 180:8 243:15 293:15
marine/sailor 78:14
marines 32:18 35:9,17
 39:6,11 41:22 42:4
 78:5 129:6,12 130:16
 133:5,13 138:18
 143:3 151:9 152:11
 152:15 178:7 198:20
marital 247:17
Markey 1:19 269:3,4
 276:21 292:10 308:3
 308:4
Markowitz 1:20 295:6
 295:13,19 299:18,21
 302:2,6,19 303:10
 308:20
married 115:8
marring 84:1
Marsy's 311:2
Martha 1:12,15 3:5 4:5
 292:9
martial 8:19 13:17 19:5
 19:8,11 44:11 49:8
 52:7 71:1 73:12 84:4
 84:11,15 85:2,12
 88:10,20 91:5,8,10,14
 93:2 107:10 139:17
 171:20 173:8 174:18
 177:1 183:19 186:2
 213:21 257:2
martials 19:6
Martinson 7:15,15
Mary 7:13
mass 309:19

masse 79:4 80:11
masses 235:10
master 3:15,21 29:21
 30:9 49:2,14,17,22
 50:18 139:6 147:2
 155:5 161:15 164:21
 165:4 183:8 185:21
 223:20,21 224:4,16
 224:22 225:6,16
 231:7 234:12 258:1,3
master- 95:4
master-at-arms 94:21
masters 9:17 161:5
material 198:16
materials 7:1 187:3
 209:12 306:3
math 153:17
matrix 186:4 266:6
Matt 59:7
matter 18:16 33:10
 41:12 98:12 107:16
 108:9 160:15 202:5,6
 203:7,19 225:10
 232:5 245:13 248:16
 249:5 253:15 312:14
matters 107:15 170:22
 171:5 248:5 249:17
max 144:16
maximize 150:21
maximizes 151:5
maximum 72:6 176:5
Maxwell 170:7
McCLEARY 7:20,21
MCIO 94:18 270:17
McKinley 1:20 118:15
 122:21 128:8 308:9
mean 48:13 50:14 56:5
 77:14,15 84:2 88:7
 100:19 101:9 128:4,5
 138:2 148:8 149:10
 151:13 156:2,7
 175:12 225:18 230:12
 239:11 242:11,20
 251:2,10 254:4
 255:19 265:5,10
 268:13 273:6 280:19
 290:12 297:20 298:2
 299:15,18 304:7
meaning 279:9
means 123:12 220:17
 270:9 297:5
Measure 182:17
mechanic 87:12 91:21
mechanism 100:15
 212:14 227:10
mechanisms 100:4
medical 37:9,16 115:5
 301:19

- medium** 60:4
meet 25:18,22 67:11
68:6 69:18 71:22 72:3
88:18 90:21 92:14
111:19 112:7 172:3
173:22
meeting 1:6 5:7,16 6:6
6:20 7:2 8:5,11 9:2,7
17:11,12 66:5 67:4
194:17 292:18,18
294:5 299:13 312:12
meetings 67:8 88:16
171:1
meets 110:17 113:7,12
172:16,21
Meg 1:17 303:14 305:22
Meghan 1:22 308:6
melded 121:13
members 6:4,11,19 7:2
7:11 37:11 52:5 57:22
68:4,9,16,20 74:14,15
75:7 77:2 93:6 102:17
108:5 139:13 153:7
187:21 228:4 258:16
285:18 293:11 296:15
299:5 310:9
memo 112:20 117:16
memorandum 110:1
113:3 116:6,7 275:19
memories 139:17
273:19
men 60:7 142:8 156:21
159:19
mental 56:15 139:20
213:8 220:7
mental-health 131:18
140:2
mentality 76:22
mention 63:6 98:2
206:2 228:12 272:15
mentioned 37:5 54:20
71:10 75:7 80:7,14
107:18 139:10 219:11
219:12,14 227:6
236:12 241:1 243:11
247:10 267:14 271:8
277:5,15 278:3
287:18 289:15
mentoring 183:6
merits 87:17
mess 29:1 60:16 225:4
231:9
message 112:4 172:16
met 1:11 68:14 100:5
158:13 185:1 293:17
296:14
method 298:22
mic 168:6
- microphone** 31:14
middle 98:22 248:15
249:20 250:19 253:15
264:14
migrate 76:1
miles 244:3,5 253:12
military 3:6,9,20 7:5
8:14 12:4 14:7 19:19
19:20 28:1 35:9 40:15
68:1 74:9 91:20 94:8
94:12 101:22 102:8
102:17 104:22 107:17
108:1 116:11 124:5
169:12 170:15 171:12
171:21 175:13 177:9
179:22 181:20 197:16
198:10 201:1 203:1
217:21 218:13 228:4
230:7,10 231:17
236:6 240:21 245:1
253:21 262:11,22
263:1 269:16 284:12
287:3,6,10,13 288:4
295:1,2
military's 8:6
Miller 3:10 9:19,22 10:1
11:13 74:21 81:14
83:9 90:6 96:3,7
102:22 110:6 112:19
120:4 122:22 124:7
146:21
Millican 3:20 161:7,9,10
167:12 168:4 201:13
202:7,10 204:7
208:15,16,20 217:2
223:16 230:17 247:4
249:22 268:7 276:21
279:19 285:1,5
mind 101:18 120:7
136:5 192:12 208:7
226:17 227:21 231:18
248:11
mind's 136:2
mine 145:13 188:8
231:3
minimum 17:8
minor 164:8 206:14
242:3
minute 231:9
minutes 41:20 149:21
161:17 310:18
misconduct 6:19
175:20 209:7 230:6
231:3 247:8 268:17
283:22
misgivings 235:19
mission 10:18 28:15
64:21 65:4 68:22
169:16 172:12 175:16
200:19 201:10 232:14
234:22 240:14 241:8
241:10,13 244:13,14
249:7 252:17 253:17
260:17,21 290:16
292:20 300:16
mission-driven 262:15
missions 157:21
misunderstand 72:17
mixed- 60:5
MMEA 113:20 114:8
mobility 153:21
model 23:2 152:21
251:5 311:15
Moderated 4:5
mom 117:8
moment 47:14 209:13
217:13
money 241:14
monitor 66:9 180:13,14
181:11
monitored 137:5
monitoring 107:22
Montgomery 103:11
month 17:8 34:13 71:5
86:15 103:18 143:18
147:16 237:7,8
monthly 17:7 26:14,17
120:12,15 174:1
189:17 251:20 257:5
months 11:7 20:7,8
22:11 24:15 32:4 34:5
35:6,11 62:22 63:12
68:7 69:9 70:14 72:9
72:11 93:3,13 99:7
114:17 158:7 159:3
166:5 187:22 191:2
299:12
morale 28:14 29:5
50:11,11 52:10 99:5,8
176:16 224:2 262:9
262:13
morning 5:3 6:3 7:17
7:20 9:22 31:6 39:19
42:13 50:1 59:5 60:15
62:13 160:6 161:3
260:11,11
morphed 311:19
motion 274:16 311:16
motivate 210:2
MOUs 275:18
move 15:21 16:5,16
31:13 38:4 46:9 68:22
101:19 127:5 130:22
160:3,4 166:22 167:7
174:5 193:21 195:20
235:14 271:13,14
273:19,21 297:13,15
moved 21:1 33:12 34:4
85:20 104:22 111:6
movements 63:20
moves 193:1 289:5
moving 15:3 35:2 132:7
142:14 168:22 193:2
216:20 273:21
mowing 262:7
MP 91:19 95:3
MPF 116:11
MPO 30:13 58:17
127:14
MPOs 28:1 126:6
127:13
MPs 94:20 124:4,7,8
muddy 262:2
mug 226:6
multi-day 170:7
multi-ton 65:2
multiple 20:9,10 36:10
65:9 76:3 96:13
285:14
myriad 185:4
-
- N**
-
- N** 3:1,1
NAF 181:20
nail 126:10 147:22
naked 64:12
name 24:8 77:17 78:1
115:1 227:19
named 110:12
names 94:19 228:4
narrow 245:14 264:11
NAS 89:17
Nash 3:12 31:5,6,8,15
31:20 32:1,2 40:1
41:19 73:6 78:2 86:2
98:1 102:10 104:17
113:16 128:3,14
148:7
Nash's 141:17
nation 241:8 287:8
nation's 161:13 163:6
National 6:14 263:18
nationally 309:17
nature 12:17 54:22
134:21 135:10 136:17
138:13 247:7,9
274:19
Naval 27:15 84:17
navigate 26:10 122:11
171:17
Navy 2:3 7:16 24:11
40:13 77:10 100:2
105:15 106:7 126:17
142:13 166:4 182:16

182:21,22 183:4,9
187:17 214:11 225:2
293:15
Navy's 28:10
Navy-wide 77:7
nay 307:13
NCIS 29:19 30:7 34:21
84:13 85:10 86:6
89:17 90:1 95:3,14
98:6 106:1,1,7 114:12
180:1,10,16,18 181:1
181:10 185:19 206:16
207:2 222:2 242:22
274:8,11 293:15
NCO 91:8 128:9
NCOs 108:20 132:19
NDAAs 311:14
near 69:11 70:10
nears 212:19
necessarily 18:17
90:21 111:19 112:11
113:10 188:9 201:16
210:18 216:4 218:19
262:8,9 279:8 282:16
necessary 108:7 228:3
268:5 301:10
need 22:15 34:20 45:8
45:18 46:2 53:4,5
55:6 56:1 62:5 73:13
79:10 81:12 90:17
91:16 100:14 101:16
101:18 122:1 127:5
138:9 148:12,18,21
148:22 150:7 154:15
156:14 162:6,11
168:6 175:13 191:22
193:3 205:8 207:15
214:12 217:10 250:9
252:21 260:18 267:12
300:16 301:6 302:15
305:17 307:11
needed 29:9 193:18
220:7 235:13
needs 17:12 66:7 67:12
68:10 100:5 143:1
157:2 215:19 249:7
278:19 290:1
negotiate 275:22
negotiation 73:10
negotiations 109:5
network 21:22 72:1
213:12
networking 187:5
networks 193:8
Neuman 4:1 168:5,9,10
169:9 200:9 207:8
209:18 210:4 223:5
229:14 231:21 240:1

242:9,15 256:1 267:5
275:8 279:2 283:12
290:5
Neuman's 248:7
never 21:4 70:19 84:3
85:2 113:14 151:14
153:2 175:3 204:5
233:3 237:20 239:7
241:18,19 291:17
294:11
new 29:12 79:17,20
94:18 145:18 158:12
161:19 184:7,9
215:13 250:7
Newport 28:11 183:16
184:2
news 30:20 210:18
newspaper 230:8
night 64:19 218:9
night's 76:5
nighttime 244:6
nine 11:7 35:6,10 99:7
192:19 293:12
nip 55:12
NJP 185:5,14 186:1
254:16
nobody's 294:8 296:8
non-Army-CID 95:14
non-commissioned
190:6
non-court-martial
198:4
non-judicial 88:19
non-penetration 85:8
non-preferred 298:14
non-restricted 53:7
nondisclosure 214:13
nonjudicial 183:18
184:3
Norfolk 164:3 167:15
250:3
normalcy 93:16
normally 219:18 306:13
norms 234:6
North 1:11 32:12
188:16
Northeastern 250:8
note 6:20
noted 50:2
notes 47:15
nothing's 153:15
noticed 37:6 75:20
notification 159:12
260:18 309:14,19,22
310:4
notified 66:12,17 118:3
159:6,8,11
notify 231:13

notifying 64:10
noting 182:13
notion 88:12
nowadays 218:15
nuance 139:3
nuclear 169:16 195:7
number 11:14,15 13:7,7
89:10,11 91:15 115:3
134:11 187:9 206:17
213:19 249:17 278:6
279:1 292:19,21
298:17 300:22
numbered 227:18
256:16
numbers 191:10 237:8
237:9 294:20 296:21
297:9 299:2,3 307:14
numerous 30:2 173:6

O

O 3:1
O5 144:20 197:2 204:10
205:12 270:20
O6 206:9 231:2 250:17
252:3 255:14 269:7
291:5
O7s 250:17
Oak 103:4
objectivity 88:16
obligated 214:8,17
obligation 301:2
observation 219:6
observations 163:3
observe 166:8 186:9,15
obvious 118:6 258:17
obviously 37:2 41:5
51:7 58:15 80:15
136:2 138:14 139:22
196:16 216:19 239:1
occur 14:10 41:17
71:17 75:21 165:16
occurred 13:21 15:14
15:19 62:4 63:18
64:10 67:5,8 69:9,15
69:20 111:16 165:11
165:15 191:17 244:12
occurrence 99:16
occurring 14:14 252:1
273:16
occurs 104:18 252:10
272:6
October 1:8 90:10
off-base 74:7 102:6,11
106:13
off-duty 74:7,11
off-post 13:21 75:22,22
104:8,13,18
offender 16:16 25:11
180:2 199:2
offenders 19:10 126:12
126:22 133:10
offenders' 274:14
offense 90:12 96:17
111:16,20 112:8,11
offenses 11:17,18
198:5 283:7 294:18
offer 113:21 176:12
206:10 218:6
offered 38:16 163:17
office 24:10 45:15
46:21 47:3 53:4 87:7
87:20 92:21 93:7
106:20,21 116:4,6
118:8 131:7 173:16
174:3 184:16 236:13
263:16 296:15
officer 5:4 25:4 27:15
28:10 29:8,11 31:9
32:2,9,11 33:1 34:17
60:2 61:4 62:16,17,19
63:13 65:16 66:6,12
66:17 67:2 69:17 88:8
109:19 130:5 145:1,7
145:19,19 146:7,11
157:16 159:10 163:9
163:21 164:2 170:4
178:1,21,22 184:18
185:21 188:22 190:6
201:21 202:4 205:4
224:11,11 226:11
230:14 231:2 234:9
244:1 247:16 248:19
289:21
officer's 73:2 205:5
officers 8:15 25:6 27:11
28:18 132:22 183:7,8
183:14,21 184:6,16
185:20 191:8 200:7
203:5 226:10 230:10
Officers' 60:16
offices 102:3 214:11
279:14
official 2:4,5 3:4 10:11
70:1 182:15 188:10
282:5
officially 312:9,12
oftentimes 215:12
222:12
Okinawa 51:19
old 273:17 275:15
older 97:13,13
on-post 76:2 103:8
104:10
on-the-job 30:16
127:21
onboard 25:3 66:7

68:19 71:21 89:17
once 15:8 40:18 68:4
 106:4 108:2 118:10
 119:21 149:1 155:21
 156:13 160:11 170:17
 176:17 184:8 190:16
 213:1,4 236:10
 249:13 265:15,18
 280:15
one's 130:15
one-hour 120:15
one-to-one 43:5
one-week 44:4
ones 35:18,19 37:7
 107:4 161:4 248:1
 250:5 298:8
ongoing 25:8 85:7
 197:15 225:1
online 116:11 117:4
open 5:8 46:20 90:10
 169:7 174:2 194:18
 226:15
opening 177:11 235:6
operation 252:22
operational 67:14 68:6
 72:1 127:5 158:4,17
 260:7
operations 63:1 138:14
operator 240:6
opined 252:2
opines 251:12
opining 205:6
opinion 84:7 96:1
 126:21 155:16 186:12
 213:17 249:18 264:16
 265:21
opinions 188:8
opportunities 269:18
opportunity 10:7,22
 19:4 24:18 42:10 50:3
 108:7 147:2 152:14
 156:14 177:15 182:11
 188:3 194:15 227:1
 231:13 277:6 309:3
opposed 128:15 247:20
 268:13 269:1
opposite 123:22
OPSTEMPO 43:6
option 158:19
options 58:20 59:2
 67:13
orally 112:18
order 3:3 25:22 41:14
 68:2 96:20 99:4,17
 121:2 126:11 127:3
 160:21 170:1,2
 172:10 175:4,18
 198:11 232:7,13

241:22 242:1 252:19
 252:21 260:22 268:2
 275:20 276:5 287:5
 287:11 288:6,18,22
 289:14,20 290:9,18
ordering 30:13 68:2
orders 28:1 114:9 117:7
 126:16 179:22 183:13
 224:13,14
organization 20:1
 94:13 123:15 170:2
 190:8 198:10 232:14
 243:10 245:16,17
 246:4 253:1,7,11,14
 254:8 259:22 260:14
 260:16,18 288:11,17
 289:22 290:22 305:10
organizations 176:19
 245:19 246:15,17
 261:13 262:12,13,21
 290:15 291:2
orientation 170:5
 236:13
original 253:13
OSI 45:2 53:5 87:6 93:9
 94:22 95:3,14 99:13
 173:17,18,22 174:1
 211:6
ostracism 54:21
out-briefs 58:17
out-going 192:19
out-of-service 139:13
outcome 95:18 187:10
 284:7
outline 291:22
outlines 291:22
outraged 159:18
outreach 104:14
outside 18:15,19 36:16
 36:21,22 132:2
 152:10 159:12 263:1
outskirts 181:21
outstanding 38:21
 173:20
overall 28:15 54:17
 71:11 156:19 157:10
overcoming 224:12
overdue 154:5
overnight 240:16
overrule 286:12
overseas-based 187:1
oversee 171:2
overseeing 251:19
oversight 67:9 97:9
 165:1 199:13 254:22
 261:10
overview 27:18
overwhelmed 156:9

overwhelming 156:15
overworked 35:1
owe 282:9 291:19
ownership 304:4

P

P 2:3
P-3 89:22
P-R-O-C-E-E-D-I-N-G-S
 5:1
p.m 160:17 312:15
Pacific 63:2 165:10,15
packing 260:19
page 3:2 291:21 293:6
 293:11,20 296:6
pages 293:20,21
Pakistani 23:1
pamphlet 65:20
Panama 62:21 64:17
 68:15
pandering 209:9
panel 8:17 9:5 10:7
 19:5 49:13 75:7 77:1
 108:7 160:20 168:15
 177:16 187:20 195:4
 203:9 204:3 248:8
 255:13 258:2,4,16,18
 258:21 271:2 286:4
 310:22
panelists 80:13
panels 8:14 19:8 258:6
 258:7,19 296:7
 310:21
panoply 95:7 252:19
pants 63:22
paper 268:3
papers 87:15
paperwork 54:15 111:7
parade 31:17
paragraph 115:11
parallel 272:12
parity 141:13 142:19
part 31:10 34:11 49:6
 53:11 54:17 56:12
 58:22 72:20 82:3,5
 86:20 94:4 97:17,17
 106:16,17 110:3
 111:18 130:4 171:10
 188:13 197:21 214:15
 221:11,16,19 223:13
 224:10 235:3 241:1
 242:18 248:21 252:16
 252:17 269:14 275:10
 284:5 287:22 288:2,5
 288:10 293:10 301:21
PARTICIPANT 31:17
participants 6:5
participate 49:16 84:22

85:19 88:15 182:12
 216:4,18 282:17
 285:11
participated 67:3
participating 6:12
 85:17
participation 62:1
 216:11 283:6
particular 109:1 170:10
 203:2 210:12 240:19
 256:2 268:12 271:3
 273:3
particularly 160:9
 197:7 210:6
parties 194:11
partnership 103:7,10
parts 193:1 274:14
party 71:6
party's 72:10
pass 214:17
passed 94:16
pat 94:13 95:21
path 191:15 206:4
 209:14 264:20
patrol 165:13
Paul 1:17 161:12
pay 71:5 198:9
PCO 144:2
PCS 29:15 117:6
 235:17
PCSing 273:12
peeled 235:16
peer 29:14 226:22
 227:2,11 229:1 231:2
 279:8
peer- 149:16
peer-oriented 78:17
peers 57:13 78:21
 79:15 131:22 135:18
 188:9 202:21 232:2
 287:17 290:6
peg 266:8
pending 25:11
Pendleton 31:11 32:3
pendulum 94:8 98:19
 98:21 101:5 151:15
penetrative 204:2
 294:18
Pensacola 27:16
Pentagon 24:12 109:16
 143:5
people 19:12 39:7 46:7
 48:7 50:13,22 51:3,4
 52:20 53:13 54:8 55:7
 55:13 56:17 57:10
 58:11 59:1 74:10 76:3
 76:11 78:19,20 79:1
 79:12 93:14 96:14

135:19 136:19 137:15
 137:16 141:22 142:3
 142:17 151:2 156:1
 163:14 196:10 198:5
 198:17 203:8,9,14
 211:6,12 213:7,14,15
 218:5,17 220:2 222:8
 227:7 231:5 233:12
 234:22 235:1 239:10
 240:8 244:7,9,10
 255:10 260:8,16
 262:4,6 265:17
 273:11,11,12,19
 275:2 281:15 285:19
 289:2,6,9 291:11
 292:14 295:11 298:5
 309:19
perceived 255:18
percent 137:4 154:5
 158:8,9 164:16
 231:17,18 287:7
 294:10,21 296:22
percentages 307:8
perfect 96:19,22 203:12
 237:14
perfectly 266:8
perform 133:4 152:10
 153:12 253:17
performance 142:5
performed 70:18
performer 164:10
peril 286:15
period 9:3 40:21 42:20
 61:18 63:19 71:5
 159:3 240:10,15
peripheral 28:6
permanent 29:15
 183:12
permeate 231:16
permission 59:9
Permit 117:6
perpetrated 283:11
perpetrator 119:10
perpetrators 192:14
person 15:6 16:12
 34:15 46:6,9 48:4,8,9
 52:9 55:5 90:22 91:2
 91:4 110:13,22
 119:15 136:1,8,11
 138:4 140:8 192:5
 197:19 203:6 205:15
 214:6,20 249:5 270:5
 270:5 280:9 281:9
 284:11,21 288:1
person's 110:11 163:17
 164:11
personal 10:9 96:1
 122:4 155:16 163:3

164:22 177:15 184:19
 221:3 239:1,7 249:18
 274:4
personality 64:7 262:14
personally 29:12 34:17
 100:18 125:9 206:11
 265:20 301:5
personnel 43:4 70:6,8
 72:14 100:7 113:2
 116:8,11,15,22 118:8
 141:15 182:5 186:22
 187:8 278:8 282:9,13
perspective 38:20
 49:20 51:15 71:11
 73:2 78:12 91:18 96:2
 102:6 103:1 106:16
 112:15 117:11 124:19
 139:8 142:10 151:21
 188:6 194:16 198:12
 243:16 247:3 256:4
 265:1 272:4 274:4
 290:12 296:18
perspectives 3:9,19 8:7
 52:2 104:7
pertaining 30:10
petrified 225:13
petty 60:16 62:17,19
 145:1,7 146:11
 157:16 224:10,11
 226:9,11
phase 137:2
philosophy 144:7 296:1
phone 13:7,7 18:20
 36:7 68:1 69:15
 167:17
phones 18:14 111:21
 112:1,3
photographs 301:20,20
photography 300:3
phrased 285:2
physical 63:18 220:8
physically 250:1
pick 105:15 251:8
picture 242:16
pictures 112:4
piece 50:20 51:6 61:2
 92:5 94:5 122:21
 240:22 268:3
pieces 81:11
pier 68:15
PII 149:7
pilot 286:11
pivotal 223:13
place 23:17 30:19 69:13
 70:12 73:11 74:6
 85:15 102:6 125:8
 126:6 128:13 134:9
 135:18 179:13 191:1

199:18 222:12 244:4
 246:11,19 259:1
 288:21 309:22
placed 199:11 253:11
places 12:18 76:1
placing 72:13
plan 59:18 141:10
 202:5 293:7 307:13
 310:8
planned 69:12 70:13
planning 62:16
plans 69:4
planted 234:9
plate 195:6
platoon 122:10 131:6
play 56:2 57:20,22
 75:10 77:18 125:20
 205:16 209:19 269:7
played 180:18
players 46:1
playing 123:3 183:6
plays 78:4 219:19 254:6
 284:5
plea 166:3 218:22
plead 109:12
please 5:11 6:20 7:9
 9:12 39:18 49:21
 72:17 187:15 219:2
 259:4 297:14
pled 71:2
plenty 286:19
plus 222:3 229:3
point 12:3 29:2 78:8
 97:11 107:15,21
 139:9 141:17 156:1
 156:11,17,22 167:1
 178:16 228:6 229:4
 238:3 242:16 250:4
 250:14 302:16 303:2
pointed 232:3
pointing 238:17
points 26:2 30:5 31:1
 151:8 155:19 173:1
 178:11 187:6 306:17
 306:19
police 91:20 103:4,5
 105:6 124:5
policy 7:7 8:7 21:13
 24:10 25:10 33:11
 41:13 66:1 94:18
 109:17 162:15,18,18
 164:14 166:1 174:2
 182:15 187:17 189:7
 189:11 191:3 192:16
 201:16 213:11 226:20
 279:22
pool 309:15,19 310:5
poor 166:19

population 224:3
 273:20
port 62:21 68:15
portion 22:6
Portsmouth 60:5 62:21
 70:18
position 10:11 60:9,12
 136:9 145:4,13,18
 146:4 158:16 170:4
 188:10 199:11 219:13
 233:1 240:19 253:3
 269:6
positioned 246:7
positions 32:16 178:20
 183:12 184:7 207:13
 240:11 279:5
positive 58:5 62:9
 71:12 176:12 185:7
 191:3
positively-endorsed
 70:7
possibilities 282:3
possible 9:13 52:17
 111:3 176:5 180:21
 185:12 228:19 276:5
 279:1
possibly 26:6 161:1
 244:22
post 198:2,5 272:6,10
post-conviction 311:17
post-prefferal 296:10
posted 6:22
posters 91:19 134:8
posting 187:3
postured 261:19
 262:10,11
potential 90:19 128:22
 137:21 248:15 283:7
potentially 16:22 21:20
 48:22 91:3,5 97:11
 115:9 120:18 122:15
 122:16 180:2 283:6
pounds 247:18
power 152:13 169:15
 172:13 195:13 231:7
powerful 22:21 23:5,18
powering 152:6
PowerPoint 56:20
 137:8
practical 189:11 246:10
practice 201:14,19
 247:11 311:17,17,18
 311:19 312:1
practices 42:1
praise 73:7 229:16
pre- 109:4 236:13
 296:11
pre-arrival 162:1

pre-command 12:10
 121:9 188:18 189:3,9
pre-party 76:4
pre-trial 73:10 90:21
 93:13 175:1
precedent 203:2
precise 191:9
preclude 115:6
predecessor 159:5
predict 307:2
preface 60:13
prefer 87:22 106:11
preference 174:18
 235:7
preferences 209:19
preferral 87:16 264:2
 294:19 296:12 297:22
 307:5
preferred 37:2 165:16
 294:8,11 297:5 298:6
 298:9,10,17 307:3
preferring 45:3
preliminary 30:21
preparation 7:2 12:8
 162:3 181:9
prepare 45:22 169:17
 233:19
prepared 34:12,16
 39:14 73:16,17
 179:14 197:5
preparing 170:8
prerogative 199:4
prescriptive 267:13
 268:2
present 1:14 19:1 40:10
 74:16 269:18 310:12
 310:12
presentation 291:9
presented 81:8 179:1
 195:12,16 199:21
 200:3 243:9 248:10
 251:13
presents 243:6
preserve 170:1
preserving 67:13
presiding 1:12
pressed 46:2
pressing 65:12
pretrial 140:11 311:16
pretty 32:9 49:9 57:17
 61:10 111:8 117:12
 118:20 122:2 123:9
 125:1 129:18 130:9
 142:13 148:15 161:4
 164:6 203:16 217:5
 218:15 223:5 237:3
 267:16 271:17 279:22
prevent 17:13 18:1

129:10 190:1
prevented 64:19
preventing 176:6 177:5
prevention 27:6 40:17
 40:21 41:3 43:15,16
 43:18 62:8,11 63:11
 71:12,16 100:8
 103:18 120:22 131:16
 147:1 152:18 170:13
 176:22 182:18,20
 183:3
previous 41:2 127:17
 178:19 182:2 204:3
 271:2 285:19
previously 29:18
 235:17 311:4
price 198:9
primarily 13:15 165:19
 191:17
primary 14:18 172:9
prior 12:2,10,18 24:20
 27:9 37:9 40:12 62:12
 63:12 67:20 69:3
 110:4 170:3 183:11
 188:18,20 189:1
 199:10 235:18 296:7
 312:5
priorities 65:12 272:22
prioritize 151:22
priority 234:21 273:5
 278:6
privacy 54:12 215:3,17
 300:8 304:1,21 305:2
 305:3,9 308:22
 309:10 310:10
privately 172:22
privy 108:22
probably 13:11 15:5
 16:2 24:21 26:9 34:11
 34:20 35:7,7 36:7
 38:6 45:10 75:16
 102:18 104:13 105:9
 107:22 123:9 126:3
 127:21 129:16 142:4
 148:15,22,22 150:11
 151:20 153:17 169:5
 198:2 212:3 229:20
 242:6 265:6,14 268:4
 272:19 277:17 279:18
 286:22
problem 127:1 128:17
 225:11 255:13,18
problematic 73:3,4
procedural 189:14
procedurally 199:17
procedure 47:16
 160:20
procedures 17:16,17

33:12,15 141:15
 142:22
proceed 174:14 186:1
proceedings 220:10
process 14:4 15:13
 19:21 21:3 33:22
 44:10 46:12 47:4,14
 47:20,20 48:22 49:4
 52:11 54:14 72:4,5
 86:21 94:1 98:22
 100:14 107:22 114:4
 117:10 133:15 138:22
 139:1 141:5 157:11
 158:14 164:14 165:3
 166:11 167:20 170:15
 171:20 173:3,10
 175:9 179:7,22
 180:17,19 181:5,12
 189:12 190:2 191:16
 191:20 199:16 204:12
 213:2,20 216:17
 220:14,17 221:12,20
 222:15 223:15 227:14
 235:22 236:6 239:21
 242:21 243:16 251:10
 252:13 253:21 254:10
 257:18 258:3 269:8,9
 269:22 270:12,22
 271:4,10,19 276:3
 288:21 290:17 304:6
 305:4 306:12 309:10
 309:21
processed 166:5
 216:22 303:22
processes 129:17
 241:4 246:18 309:22
processing 20:15
 190:12
proctors 79:2,14 137:9
produced 216:13
product 277:2
productive 166:22
 167:11
professional 40:15
 107:13 180:10 181:10
proficient 92:3
profile 273:1
program 19:18 26:2
 43:17,18 48:16 62:11
 71:12 79:19,21 100:9
 120:10,21 123:4
 124:9,20 134:3
 136:22 145:4 147:12
 147:13 161:19 163:4
 170:19,20 176:15
 177:2 183:2 184:8
 187:13 189:22
program's 131:15

programmatic 184:12
programs 183:4 215:19
progressed 193:19
project 268:1
prolong 106:9
prominent 163:6
promote 97:2
promoted 186:22
promotion 273:12
properly 26:10 136:20
 166:11 179:10 197:10
 259:17 287:12
proposal 174:19 195:17
 293:8,18 298:20
propose 298:3
proposed 293:22
 307:12
proposing 294:1,16
 300:17
prosecute 106:5,5,6
 122:17 213:5 241:16
 263:5 280:17
prosecuted 23:10
 102:8 284:21
prosecuting 173:11
 213:22 263:20
prosecution 1:3 5:6 6:7
 6:17 16:22 49:7
 104:21 106:21 107:11
 191:18 221:3,6
prosecutions 290:10
prosecutor 220:20
 242:12
prosecutorial 102:4
 220:12 248:12 249:1
 249:11 253:4,9,13
prosecutors 263:18
prosecutors' 102:2
prospective 27:11
 28:10 29:8 61:4 63:13
 65:16
protect 54:11 305:2
protected 300:2
protecting 300:7
protections 170:16
protective 28:1 68:2
 179:22
protest 291:16
prove 91:1 95:11
 194:12
proven 21:10 46:7
provide 14:15 28:4 36:2
 38:12 39:2 41:14
 83:17 84:22 92:18
 95:2 121:22 152:14
 163:18,19 169:13
 173:20 186:21 188:5
 207:21 213:15 221:4

221:17 246:19 254:3
283:15
provided 7:1 11:15
38:20 56:8 69:21
162:10 165:1 176:1
180:20 183:15 184:10
191:6,15 193:15
256:8 287:21
provider 66:21
provides 18:8 71:15,17
95:10 115:16 193:19
233:19 288:2
providing 49:1,12
172:12 174:11 175:11
176:8 254:5 260:7
public 1:6 5:14,15,18
5:19 7:11 8:5 9:2,3
48:5 105:17 210:11
210:17,18 233:10
302:10 303:6
pull 78:10 79:10 131:8
131:9,10,21 136:10
137:20 250:18 306:19
pulled 207:5 311:15
pulling 199:22 309:15
punishment 88:19
183:18 184:3 289:12
purposes 11:1 295:12
pursuant 175:1
pursue 212:12,13
pursuing 172:10
pursuit 172:18
purview 247:12
push 36:6 77:8,8 80:8
155:10
pushed 77:21 143:20
pushes 88:18
pushing 291:12
put 35:22 57:5,10,20
83:21 101:12 109:22
117:12 131:1,22
135:9 136:8 142:3
150:13 151:11 196:21
202:16,18 207:20
208:2 209:12 233:19
241:11 248:13 249:2
250:22 268:2 274:10
274:21 276:17 291:18
292:19 303:18 309:22
putting 203:17 289:9

Q

qualification 153:22
157:5,6
qualified 203:10
qualify 286:20
quality 120:2 271:22
277:2

quarterback 232:15
quarterly 171:1 189:20
257:5,9
queen 23:2
query 193:17
question 30:18 80:19
88:4 89:16 94:3 95:16
96:4 101:22 105:3
108:13,15,16,21
109:14 122:20 130:12
130:14 145:20 146:15
158:1,11 195:10
196:2,7 202:13
208:17 213:18 229:7
230:4,16 233:6 234:1
235:3 236:4 237:13
237:16 238:8,17,21
238:21 239:3,22
241:1 252:15 253:13
255:13,20 257:22
259:5,12,14,19
263:11,13,21 264:7
267:6,7 268:10,11
275:10,12 278:21
285:2 286:3,5 287:9
295:7 296:1 306:7
307:2

question-and-answer
73:18

questionable 186:16
questioned 212:7
questioning 31:2 39:15
questions 3:18 4:5 7:7
24:2,4 30:4 42:11
48:21 49:11,16 54:20
55:7 73:19 126:9
132:11 134:15 160:22
168:1,3 169:7 173:1
177:12 194:19 203:21
216:9 223:7,10,19
229:20 232:3 249:10
291:5 299:16 302:7
305:21 306:9,11,14
307:9

quick 99:6 177:16
179:17 286:8,17
293:1 295:7
quickly 25:16 26:8 45:8
69:1 97:1 110:22
111:2 114:11 160:6
206:16 207:7 209:13
216:10 267:15 276:5
quite 17:2 61:5 104:12
152:7 163:5 190:19
311:11
quotes 50:13

R

radio 215:15
raise 182:10
raised 97:15
raises 205:17
rally 144:12
rallying 144:11
Randolph 1:11
range 20:12 29:13 30:4
150:22 172:5 196:20
210:19
ranged 11:18
rank 8:15,18 32:10 71:6
166:6
rank-specific 132:16
ranks 144:11
rape 11:21 94:15 273:3
309:18
Rapid 189:6
raspy 182:9
ratio 43:6 89:10 90:2
272:20
rationale 174:11
reach 204:13 228:8
reached 56:13
reaches 210:1
reaching 63:22
reaction 47:13
reactions 44:22
read 115:12 134:18
159:17 169:4 294:15
306:2
readiness 153:21 158:4
260:3 261:1,22
279:15
reading 63:10 64:14
65:10 66:11 134:19
306:8
ready 9:6 139:16
178:17 181:8 288:11
real 176:9 179:17
197:13 235:20 236:11
realistically 55:11
realize 57:12 93:22
95:22 104:20 284:6
realized 29:4
realizes 94:1
rear 11:10 94:13
rear-end 95:22
reason 21:6 61:22
157:1 210:10 235:20
reasons 86:21 109:1
235:18 297:20,22
reassign 235:7
reassignment 115:15
reassurances 84:22
recall 171:18 235:3,21
281:4,5
receive 8:21 27:10

40:20 41:7 62:12 72:8
81:5,16 134:11 135:1
142:21 184:6,7
270:11 271:20 305:11
received 8:13 9:4 12:5
12:12,19 24:20 25:1
26:9 32:21 37:6,7
40:4,12,20 45:7 54:20
62:17 63:12 64:5
65:15 67:6 70:1 71:14
74:4 118:14 119:8
125:10 132:22 156:5
170:12,17,21 188:13
188:16 189:4,8
190:10 213:13
receiving 52:5 70:7
82:17 189:13
recognize 7:5 76:11
79:13 309:12
recommended 68:5
recommend 54:3 87:16
115:18 195:19 217:7
224:6,18 277:12
312:5
recommendation 45:3
83:11 117:11 173:12
191:19 244:21 250:9
250:11 277:16 286:14
286:15
recommendations
13:16 173:15 185:19
185:20 201:18 218:5
223:4
recommended 41:1
254:15
recommending 116:19
239:8,11
reconsider 97:20,20
record 108:10 160:16
259:3 299:19 312:15
recording 209:9
records 293:3,15
301:18,19
recourse 286:12
recruit 234:9
recruiting 32:11 91:19
102:12
recurring 79:5
red 87:4
redacted 69:8,12 70:9
redirect 306:3
reduce 176:16 187:9
226:3
reduced 71:6 166:6
refer 181:2 191:4 200:6
216:15 264:5
reference 15:15 130:12
209:13 236:2

- referenced** 114:19
references 301:19
referral 173:7 174:17
referred 64:8 109:1
 190:14 264:15
referring 86:11 204:20
 220:9 265:8
reflect 188:9 259:4
refresher 137:3 143:13
 183:22
regard 10:8 30:4,17
 108:21 263:15 309:17
regarding 39:4 52:12
 54:13 74:4 115:14
 171:5 182:12 209:20
 309:6
regards 24:19 82:13
Reggie 2:1 292:10
regiment 178:1,21
region 184:16 185:9
regular 225:2 257:4
 305:7
regulation 267:16
regulatory 171:18
reinforce 62:6 96:21
 151:9
reinforces 233:15
reinforcing 39:6
relate 129:12
related 11:17 12:13
 13:12 56:6 170:13
relation 112:10
relationship 13:4 82:11
 102:1 103:2 104:11
 105:6,9 106:2 107:13
 305:20 310:19
relationships 125:21
relatively 69:1 257:12
release 66:15 305:3,14
released 70:5 71:7
releasing 30:6 66:13
relevant 287:10,16
 290:4
relied 46:20 65:17 68:7
relieved 233:11 236:18
relive 211:20 212:6
rely 81:2 144:6
relying 136:17 248:16
 252:9
remain 107:19 218:9
remained 25:11
remains 93:11
remarks 9:10 30:22
 39:14 49:15,19 73:16
 73:17 155:7 160:22
 235:6
remember 26:5 27:13
 27:17,20 28:8,16 44:7
 58:4 77:17,22 100:11
 101:16 117:18 141:12
 166:7 221:10 244:2
 281:4
reminded 187:16
remote 246:11
remove 110:22 208:7
removed 21:19 23:10
 24:15 114:10
repercussions 132:8
report 17:20 19:13
 20:19,21 21:6 23:6
 48:10 53:7 63:7 67:6
 67:7 69:21 100:17
 150:17 162:12 163:12
 163:22 164:1,5,15
 167:18 173:16,19
 175:10 208:11 210:13
 210:16 211:4 213:14
 214:9 215:2,3 216:8
 217:22 218:10 223:6
 265:11 277:7,17
 280:15 299:11 301:4
reported 12:15 17:3
 19:13 25:3 237:10
 297:2
reporter 279:9
reporting 17:16,17
 26:18 33:15 53:8
 65:20 71:18 89:5
 96:16 120:22 124:16
 142:22 184:13 189:12
 190:2 207:18 210:7
 210:11 237:18 238:1
 276:14 279:3,3,5,20
reports 17:18 20:9
 58:12 65:18 66:14
 162:6 179:16 189:13
 227:17 237:13,16
represent 168:12
Representative 7:14,19
 7:22
representatives 3:7 7:6
 75:2
representing 7:16 89:2
reps 15:5
request 21:3 69:2,14,19
 70:1,7 106:17 113:3
 115:7,15,19 116:12
 116:16 117:1 118:5
 118:11,14 125:5
 175:8 186:8 230:2,19
 235:19 300:11,12
 303:21 304:9
requested 20:16 34:7
 111:17 117:4 193:9
requesting 110:16
 115:2,10
requests 5:14 9:4 175:6
 186:10,12 193:11
required 25:19 26:1
 33:5 61:16 64:20
 71:22 77:11 89:4
 117:5 133:3 145:4
 146:22 164:16 172:7
 184:14 186:21 189:1
 193:6 194:6 201:15
 205:11 261:2 290:20
requirement 12:21
 72:13 80:4 86:15
 116:9 119:17 120:10
 120:11,13,16 121:5
 128:12 152:9 157:11
requirements 17:11
 26:11,18,19 28:21
 30:2 35:21 36:9 65:9
 65:21 68:6 71:19
 90:22 110:17 120:19
 124:16 146:3,12
 148:2 149:6 150:11
 152:22 154:13 156:20
 171:18 184:13
requires 167:21
research 306:6,14
 307:1
reservation 308:21
reservations 310:10
Reserve 171:15,16,17
Reserves 69:6,8,14
 70:11
residence 69:13 70:12
resiliency 147:3
resolution 85:11
resolve 303:1
resolved 72:13 237:21
resolving 172:1
resource 21:18 27:7
 41:2,3,11 266:22
 271:15 276:8
resources 20:5 39:9
 89:20 95:10 99:20
 111:7,7 121:22
 125:20 127:14 145:10
 172:7 176:5 179:6
 185:11 194:7 199:11
 199:22 206:13 207:2
 243:8,19 245:4 271:2
 271:3,7,10,16 272:4
 273:1,5 274:5,7,10,21
 275:1,9 276:22
 278:11,13,21 279:17
 279:21
respect 39:8 42:3 56:1
 62:6 71:16 121:16
 188:12 189:6 243:11
respond 167:19 179:14
response 3:10 8:12
 27:6 40:17,22 41:4
 44:22 45:11 46:18
 48:17 62:9,11 63:11
 64:5 65:14,22 66:18
 67:10 69:18 71:12,18
 72:2 100:8 141:14
 152:18 162:5,10,19
 163:16 170:13 179:18
 182:20 184:10 189:7
 190:5 217:10 248:7
 259:4 269:16,19
responses 249:19
responsibilities 74:19
 163:11 169:10,19
 170:19 184:12 196:18
 197:21 305:1
responsibility 11:8
 18:18 107:15 177:4
 198:15,15 199:4
 241:7,13 245:11
 269:13 305:3,13
responsible 56:1,17
 175:15 239:10,16
 244:7,9,10
responsive 47:3 167:16
rest 32:19 55:17 248:8
restoration 176:13
restrained 64:12
restraint 276:9
restricted 17:18 53:8
 58:12 192:18 210:6
 210:13 211:4 215:3
 216:1,1 218:10
 227:16 277:17 279:3
restricted/restricted
 237:10
restricting 63:20
result 165:14 166:20
 297:1
resulting 294:19
results 25:12 90:19
 198:3
resumed 108:10 160:16
retain 238:11 247:3
 273:11 289:12
retained 290:2
retaliation 54:22
retention 142:5
return 117:7
returned 70:19
review 4:7 8:22,22
 171:7 172:4 181:4
 189:17 199:13,15
 233:20 237:6 251:20
 292:3,20,22 293:7
 298:22 299:1,15
 307:13 310:8

reviewed 222:22 267:2
 293:12
reviewing 174:19
 269:15 298:5
reviews 185:19
revolutionary 287:5
 289:7
Rey 3:13 39:13,16,19
 39:21 132:12 152:3,4
Rhode 28:11 183:16
rid 154:11
ridiculous 23:3 78:7
rights 28:6,7 53:14 54:7
 68:11 219:13 309:21
 311:13,14
risk 83:22 91:1 193:11
risks 172:8
road 79:10 152:12
road-trip 80:10
roadshow 77:22 78:4
 119:13
Robley 139:9
robust 79:21
Rodney 1:20
role 11:5 14:11 23:2
 36:16 82:21,21
 165:20 170:10 176:22
 180:1,19 183:6
 209:18 219:17 239:15
 242:18 247:3 254:6
 269:7,11 311:5 312:4
roles 40:12 170:14,18
 177:3
room 29:3 48:6 82:13
 159:21 169:2 222:13
 311:22
roommate 22:13,16,17
root 153:9
roots 187:1
rotating 35:10
rotations 260:2
rough 139:21
round 266:8
route 62:20 184:6
 219:18
routed 54:15 173:15
routine 171:4
row 260:12
RQ-4 43:3,8
Rucker 189:9
rug 164:7
rule 201:6 208:1
rules 239:20
ruling 207:13 208:12
rumors 55:4
run 83:22 179:15
running 279:16 296:10
runs 157:6

rush 245:22

S

S 3:1
SAC 221:20
SACMG 26:16 222:1
sacrifice 200:15
safe 15:18,22 16:11
safeguard 305:20
safely 68:4
safety 17:1 65:13
 122:18 128:2 179:20
 181:13
sailor 25:13,14 85:16
 105:14 127:18 148:20
 214:5,8 254:22
sailor-on- 105:13
sailors 25:6 30:11
 32:18 39:6,11 41:22
 42:4 77:21 125:3
 127:1,15 129:6 143:2
 152:15 198:20 205:20
 206:2 246:6 266:16
 288:12
sake 100:22 101:8
same-type 130:20
sample 299:1
San 182:3
SAPR 123:5 124:9,20
 131:15 155:13 157:1
 157:15,17 182:20
 184:7 186:21 187:1,2
 187:3,5,6,7,8,13
 209:1
SAPR'd 156:6
SAPRO 26:2 53:4 54:4
 214:11,11
SARC 25:17,20 29:19
 30:3 33:6 41:10,10
 42:2 45:14 46:22 53:4
 61:14,20 70:3 82:11
 88:22 113:18 114:3
 116:6 118:1 124:17
 124:17 125:12 126:1
 133:21 136:18 141:20
 143:16 147:12 170:18
 179:7 184:11 217:9
 218:8 219:22 220:1
 220:13,18 221:16
 222:3,17 223:7,12
 227:8,17 279:14
SARCs 38:1 123:4
 205:19 213:9
sat 19:6 61:11 104:4
 143:5
satellite 68:1
satisfactory 249:21
saw 18:1 84:3 85:2

96:14 146:5 199:3
 274:1 281:12 291:11
 301:13,18,19
saying 87:9 112:14
 155:13 185:10 195:19
 203:2 204:4 222:16
 226:6 233:13 236:7
 242:14 255:14,17
 263:8 281:8
says 115:12 207:19
 212:11 214:14 227:12
 266:6,6 284:6 285:7
 285:10
scare 212:9
scenario 38:9 44:20,22
 47:7 58:2 75:13 79:7
 99:7 102:12 135:21
 137:13 281:22 282:6
scenario-based-driv...
 33:16
scenarios 78:10 80:13
 135:2 137:12 157:7
 176:9 197:14 267:18
schedule 121:11
 150:14
scheduled 64:17 65:6
 67:16 69:6 291:18
school 144:3 170:6
 183:15,16 184:5
 234:10
Schwenk 1:21 4:7
 93:21 96:5 97:16
 100:1 101:1,20
 286:21 291:10,13
 295:10,14,20 297:15
 299:20 300:4 301:22
 302:3,7,11,14 303:11
 303:18 304:7 305:21
 306:16 307:9,16
screen 203:11
screened 203:9
script 76:17 169:3,6
scrutiny 205:9
sea 246:12
seaman 224:7,7 231:11
Seamans 3:14 42:12,13
 42:14 78:15 87:2
 92:20 99:11 106:12
 114:14 134:14 153:14
search 28:1 30:13
seated 5:12
second 8:17 11:5 16:14
 25:12 40:10 53:19
 97:17 178:16 230:4
 232:15 233:6 236:4
 245:12 288:18 293:10
 294:1 303:2
Secondly 234:3 247:10

Secretary 6:10,13,16
 24:11
section 16:15 46:9 55:2
 79:4 122:10 130:21
sections 78:18,19
sector 67:18 106:4
security 115:3 135:22
 136:1
seed 234:8
seeing 153:10 155:2
 246:22 290:10
seek 101:22 190:11
 201:17 203:14 227:3
 245:21
seeking 115:16 193:21
 215:13
seemingly 30:7
seen 43:15 57:16 79:21
 128:20 145:5 186:16
 211:16 214:4 215:12
 218:13 234:2 240:20
 276:12 285:14 290:13
 294:20 296:20
seizure 30:13
seizures 28:2
seldom 124:4
select 79:1 233:21
 236:9
selected 40:19 122:6
 146:7
selection 236:6,11
 253:21
selects 236:6
self-governing 257:17
self-inflating 236:7
selling 155:19 156:11
semester 12:3
semiannual 176:11
Seminar 33:1
Senator 296:15
send 92:15 112:3
 127:15 199:14
sending 172:15
sends 172:16
senior 3:8,15 8:16
 28:18 39:22 40:5,5,13
 40:14 49:2,14,17,22
 50:18 51:14,17 128:9
 139:6 145:17 147:13
 147:14 155:5 162:2
 170:4,14 178:22
 188:22 189:18 200:6
 203:10 205:5 218:5
 225:5,8 228:16
 234:17 236:12 255:5
seniors 147:17
sense 33:11 37:17
 38:11 77:4 81:10

102:13 112:12 152:1
177:3
sensitive 133:22 136:8
168:16 301:7,17
sent 37:5,7 65:8 98:5
112:21 116:6 136:6
183:22
sentence 175:1
sentenced 71:4
separate 37:15,16
67:20 161:22 188:18
206:21 264:17 270:18
separated 117:18
separating 180:2
separation 71:8 180:1
282:4
separations 283:8
September 71:2
sergeant 3:13,15 12:7
32:5,6 37:22 39:13,16
39:19,21,22 40:16
44:13 49:2,3,15,17,22
50:7,9,18 51:12,18
117:16 118:17 132:12
139:6 152:3,4 155:5
269:3 276:21 308:3
sergeants 40:18 53:12
132:20
series 63:17 75:6
serious 95:6,7,7 101:10
101:11 168:17 238:15
seriously 19:14 65:5
167:19 230:6,11,14
seriousness 238:7
269:12
serve 8:18 10:22 36:16
165:8 171:22 177:18
201:12 234:19 249:5
284:12
served 10:13 12:21
32:9,13,14 37:3 40:5
40:8 258:2,21 268:13
service 3:6,8 7:5,14 8:8
8:16 14:3 19:10 23:11
35:10 38:19 60:7
66:20 71:9 72:14 73:7
74:14 84:18 89:1
102:17 106:8 113:14
118:16 119:18 131:15
143:21 148:17 150:12
153:1,7 163:15
168:12 171:22 184:16
232:7,8 233:7,11,15
233:18 259:14 275:3
298:1,1 304:10,10,11
304:13,19
Service-type 37:10
Service-wide 75:17

Servicemember 182:19
Servicemembers
242:17
services 17:19 35:22
38:15,15,18 56:15
57:3 59:14 67:22 89:9
89:13 92:7 103:6
105:2,20 108:16
109:15 110:2 113:22
118:22 119:5 123:6
123:12,18 125:2
128:1 131:17,18,19
134:12 141:14 142:20
142:21 151:12 163:18
167:14 184:15 201:22
209:4 212:17 232:22
236:9 237:2 238:5
263:14 300:11 305:18
servicing 66:21 155:10
servicing 10:2,8 24:9
60:7 184:22 186:10
186:19 200:22
session 8:20 28:12
73:18
sessions 147:9 183:5
set 75:13 120:20 193:4
sets 260:9
setting 80:12 142:17
159:14 203:1 311:22
seven 161:17 192:20
258:5,7,18 292:11
293:14
severe 99:12 164:9
206:16
severity 206:21 247:13
247:22
sex 231:4
sexual-assault- 28:8
sexual-assault-related
8:6
sexually 214:16 279:10
sexually-charged
64:13
share 19:7 24:18 42:18
48:20 49:18 50:3 62:2
92:6 177:15 194:16
255:4
shared 44:9 89:18
sharing 195:2 219:10
257:21 310:7
SHARP 15:5 19:20 75:2
120:16,21 121:13
123:4 124:10 147:6
189:7 190:7 236:15
she'll 83:18
shelf 309:18
sheriff's 103:11 105:7
Shew 7:17,18

shift 41:13 98:19
158:17
shifted 225:17,21
shifting 149:16
shifts 101:6
ship 142:6 165:12
231:4
shipmate 72:22
shipmates 62:7 63:9
64:4 159:13 285:21
ships 222:10
shirts 176:18
shock 217:13,18
shoes 208:6
shoot 169:5
shore 62:7 67:20
short 42:20 50:14,15
63:4 136:12 260:22
272:3 279:15 281:18
Shortly 66:11
show 238:13
showed 162:8
shower 64:11,12
showing 176:21
shown 79:19
shows 80:10
shut 143:9
side 14:7 15:3 19:19,20
20:11 21:9 83:15
107:17,17,19,20
134:21 135:14,16
155:6 191:3 222:17
255:20 272:14 273:8
273:13
sight 98:9
sign 113:1 115:21
signature 115:20
214:13
signed 116:2,5 117:3
262:8
significant 114:16
206:12 218:14 237:4
298:16 308:22
signs 76:11
silver 60:11 145:22
146:1
similar 29:13 48:2
52:13 78:3 80:7 98:8
130:9 189:8 193:7
253:7 256:10
simple 57:11 105:16
122:2 180:5 229:20
229:22
simply 64:6 117:12
167:2 193:22 246:17
266:21
Simultaneous 151:18
single 64:11 115:8

235:11 245:15 254:22
255:1
sink 296:17,18
sir 31:21 77:6 80:2
83:11 89:15 98:1,19
99:10 100:19 101:5
101:19 102:10 105:5
126:5 128:3,14
151:19,20 223:21
224:22 225:16 229:8
233:22 251:8 253:19
285:2 286:16 287:15
sit 19:5 43:20 47:8
153:3 211:18
SITREP 26:18 30:6
sits 114:3 116:22
sitting 36:8 149:20
208:6 227:13 236:8
262:6
situation 18:3 21:19
26:18 34:1 38:9 41:8
45:19 55:2 79:8 86:2
110:22 121:17 128:10
133:20 137:18 139:15
158:22 194:10 197:15
201:12 208:5 212:3
246:8 267:17,20
280:4,10
situation-dependent
133:12
situations 27:18 52:18
55:13 59:21 80:14
133:8,22 134:18
144:17 145:15 192:6
193:12 197:12 247:1
268:6
six 10:18 34:6 35:5,10
137:6 181:19 260:12
293:21
six-hour 61:9
six-week 260:4
sixth 261:10
SJA 38:3 61:13 66:21
86:5 88:22 100:7
133:21 141:21 171:5
172:3,21 173:13
179:7 208:11 222:21
223:1,13 243:7 251:1
270:18
skill 130:20 193:4 260:9
skilled 91:17
skills 130:18 131:2
150:16
slide 297:15
slides 292:1,5 297:14
slight 129:19
slightly 210:17 257:22
slip 160:11

- slow** 94:1 274:16
slowness 94:17
small 22:6 65:1 78:19
 79:4 137:16 152:20
 181:20 183:5 250:2
smaller 153:11
smarter 142:4
smoked 151:14
smooth 54:14
snacks 103:22
so-and-so 110:15,16
social 115:3
socials 187:5
society 167:1,2
soldier 15:20,21,22
 16:10 18:3 20:2,21
 21:7,7,17,19 22:12,13
 22:16,19,22,22 23:8,9
 23:12 83:17 91:20
 96:8 110:8,15 111:5
 111:15,17 112:4
 193:2,4 194:10
 200:21 220:16 235:16
 265:9 288:16
soldier's 21:3 22:20
 96:9
soldier-on-soldier
 104:17
soldiers 10:17 11:4,8
 11:14,15 13:13 14:16
 17:7,17 18:1,9,10,10
 19:9,17,21 74:18 76:7
 97:3 104:7,12 111:22
 112:2 143:2 188:14
 188:15 189:12,21,22
 193:14,20 197:13,22
 198:20 235:9 246:5,6
 262:2 265:13 272:17
 288:12
sole 163:18 174:20
solely 92:17
solutions 137:17 187:9
solve 255:14
somebody 20:11 53:16
 146:5 149:11 156:2
 157:8 160:1 233:10
 234:18 235:5 265:5
 296:4 297:5
someone's 224:9
something's 76:12
somewhat 35:18 56:6
 79:20 110:13 130:11
 229:21
soon 125:15 150:6
 167:17 267:12
sorry 11:11 25:20 91:10
 182:8 185:4 237:8
 252:4 286:6,18
 297:17 307:16 310:16
sort 28:7 54:20 75:9
 82:22 83:14,22 93:16
 97:16 121:13 220:8
 221:1 228:11 231:20
 239:9 251:21 270:16
 272:12 277:5 292:6
 309:13 310:3
sought 174:18 221:2
sound 129:18 294:5
 299:19
sounds 53:20 93:10
 122:2
sources 189:14 243:9
South 63:3
space 131:7 175:11
span 245:11
speak 24:5 119:5
 123:19 124:1,18
 130:2,11 134:4
 161:14 182:10 222:13
 237:3 238:11 253:18
 265:21
speaker 104:1
speakers 36:2
speaking 124:18
 151:18 196:16
spearheaded 103:17
special 3:19 8:8,18
 46:22 48:8 67:1 92:21
 109:2 169:22 173:17
 205:2 219:16 221:8
 249:4 305:6 310:22
specialist 110:15
specialized 81:9
specialties 193:6 245:1
specialty 115:4 245:18
specific 27:21 28:9
 82:13 119:7 127:11
 133:11,16 143:19
 162:16 249:7 268:11
 307:1
specifically 12:10
 27:10 36:18 64:22
 77:8 80:9 86:11 88:3
 90:9 114:15 128:8
 131:19 146:12 152:17
 153:10 156:12 157:15
 163:8 171:10 180:9
specifics 27:14 211:12
spectrum 169:14 248:2
speculate 210:2
speed 13:6 15:6 30:15
 38:2 45:13 94:3
 119:22
speedy 274:19,19
spend 33:3 103:21
 149:22
spending 28:18
spent 15:7 29:7 32:16
 44:4 67:10 138:15
 169:2
spirits 262:4
Spohn 1:21 209:15,17
 303:8 307:1 308:10
spoke 44:8
spoken 81:1 209:16
sponsored 170:5
spot 278:12 290:12
spouses 182:1
squadron 25:4,11
 42:15,16 43:3,4 46:10
 50:8 51:21 116:17,18
 135:5 153:16 173:12
 182:3 260:5
squadrons 89:22,22
square 266:8
staff 2:2,3,5 5:11 10:3
 66:22 81:2 83:13
 84:14 106:19 109:19
 122:13 162:9,10
 167:13 170:21 177:2
 184:18,19,21 190:12
 201:18 229:4,15
 248:20,21 249:2,11
 250:1 251:11,17
 252:4,9,11 253:2,20
 253:22 291:16 292:1
 296:14,15 298:22
 299:5,7 304:22
 306:18
stage 271:17
stake 309:21
stale 273:17
stall 64:11
stand 7:9 163:12
 211:18 212:5 218:21
standard 35:21 36:4
 150:11 154:4 172:17
 234:17 257:12
standardization 128:7
 256:7 263:19
standardize 128:21
 257:6
standardized 128:16,17
 129:17
standardizing 129:9,14
 129:16
standards 232:10 233:8
 233:12
standing 42:7
stands 163:20 253:2
start 9:20 46:21 53:17
 75:22 81:22 82:3
 107:19 120:5 150:17
 161:6 194:20 211:10
 213:1 229:22 230:18
 249:22 260:19 267:12
 273:21 277:13 292:2
 294:17 296:11
started 7:4 12:2 51:11
 84:4 91:11 202:13
 216:6 299:15
starting 55:9 134:16
 146:19 152:13 271:18
 298:15
starts 107:16 211:2,9
 270:16
state 32:12 139:11
 253:6 263:17
stated 86:22 154:14
 203:7 235:6
statement 110:9 112:12
 214:14 215:20 217:11
 227:7 278:4 281:7,7
 281:10,16 282:5,17
statements 177:11
 202:21
states 1:1 8:2 10:11
 161:10 182:15 183:2
 200:22 250:8
station 29:15 32:12
 33:4 76:21 117:6
 183:13 215:13
stationed 161:11
statistically 299:1
statistics 90:8
stats 92:8
status 14:13 15:11
 72:21 117:20 170:20
 171:1 180:17 257:5
 305:8
stay 86:20 87:1 126:8
 168:21
staying 167:8
stays 91:3 210:13
 256:15
stealing 111:22
steered 87:20
Stennent 3:13 39:21
step 18:5 75:11 76:14
 89:3 95:8,10 181:1
 270:15 298:21
step-by-step 52:16
steps 29:9 285:7
 301:10
Steve 7:21
Steven 2:5
Stewart 4:2 177:14,17
 199:7 206:7,8 216:2
 222:19 233:3 234:16
 242:20 244:18 254:2
 255:12 266:21 267:4
 275:4 278:20 282:15

283:1 290:3
stick 97:21
sticking 169:6
sticks 149:2
stood 21:5
stop 18:18 58:2 64:2
 211:17 212:12 214:19
 215:10,13 228:7,7
stopped 63:4
stopping 147:20
stories 189:20 230:12
 231:16 232:1 303:12
story 22:10,21 59:17,18
 60:1 98:3,8,10 250:4
stovepipe 248:21
straight 118:11 206:3
 226:14 230:22 291:9
Straits 64:16
Street 1:12
strength 23:15
stress 176:16
stressed 144:16
stresses 197:14
stressors 260:1 261:5
 261:13
stretch 135:7 138:1
 232:16
stretching 152:21
strike 169:14 256:13
stringent 236:9
strip 226:4
strong 241:21 282:18
struck 139:9
structure 159:6 253:7
struggled 46:8 48:12
struggling 250:14
stuck 292:7
studies 61:16
stuff 28:5 37:11 55:20
 129:15 196:11 201:4
 201:8 207:22 211:13
 221:1,7 228:10
 232:18 251:21 256:9
 257:7,13 267:12,15
 275:18 279:14 284:15
 287:21 290:19 293:8
 301:6
sub-commands 92:13
subject 8:11 41:12
 168:16,17 190:13
 191:1 192:8 210:8
 212:14 213:22 245:13
 248:16 249:5 253:15
 270:10,11 273:14
 280:17 284:8 287:2
subject's 173:12,13
subjective 206:22
subjects 164:20 191:1

198:1 295:1
submit 117:1 164:1,13
 285:1,14
submitted 5:20 70:21
 117:12
subordinate 178:7
 252:18
subsequent 191:18
subsequently 21:1
substance 176:10
substantial 287:19
substantiated 20:20
 191:11
success 79:19 189:20
successful 17:16
successfully 162:22
 274:3
sudden 127:19 215:6
suddenly 215:13
suffered 64:18
sufficient 89:4,14 174:5
 176:1 199:13 283:4
suggested 25:18,21
 214:10 242:12 294:14
suggesting 239:3
suicidal 131:13
Suite 1:11
suited 197:6 261:17
 263:5
Sullivan 2:4 3:3 5:3,4
 6:2
summarize 181:7
summary 13:17 71:1
 73:11 109:2,13 194:5
Summit 187:7
superior 29:20 164:1
 201:20
superiors 203:15
supervisor 174:10
supervisors 135:1
 279:6
support 10:14,18 21:22
 24:22 30:18 31:9 32:3
 38:10,14 40:2 46:2,18
 52:14 68:8 72:1 73:14
 95:3 115:16 141:15
 142:21 150:8 166:10
 173:20 174:21 176:22
 177:2 193:8 212:15
 213:3,12 223:14
 225:11 227:1,4 228:9
 228:21 229:2 232:9
 260:7 279:12,17
 289:22 292:14
supported 44:16
 116:16 125:6 174:15
 235:22 270:6
supporting 128:1 176:6

177:7
supportive 47:4 79:15
 126:20 165:20
suppose 127:12
supposed 23:19 27:1
 51:1 302:1
Surface 142:13
surfaced 185:8
surgeon 286:10
surprise 299:22
surprised 91:12
surround 80:14
surrounding 45:16
 83:20
survey 168:18
survivor 8:10
survivors 309:14
Susan 218:8 231:11
suspected 194:2
suspended 273:10
suspension 109:13
sustain 71:16
Sustainment 10:3
SVC 223:7,9,12 284:5
 311:19
SVCs 311:5,20
sweep 164:6
swift 99:6,10
swiftly 204:10
swing 94:10 98:21
swings 94:8
sworn 281:7,16
syllabus 183:20
synchronize 177:3
system 23:19 104:22
 108:2 151:4 193:20
 196:10 197:10 241:12
 241:12,19 246:10
 259:17 277:9 287:3
 287:10 304:5 311:12
systematic 65:13
systems 23:17 24:10
 246:18

T

T 3:1,1
table 266:19 291:12
 292:8 303:16,16
tables 104:5
tactical 66:19
tactics 79:7
Tagert 292:14
tail-end 52:7
tailor 278:18
tailored 187:1
Tails 176:14
take-a-stand 132:18
take-home 61:16

taken 18:4 19:14 34:14
 42:7 91:13 151:13
 159:6 202:15 209:4
 242:8,12 247:15
 248:12 253:10 301:20
takes 90:15 102:5 108:1
 111:4 114:2 173:11
 185:17 230:14 240:17
 273:7 274:11 276:19
 277:1
takin 235:1
talk 13:8 23:22 26:6
 39:5 45:12 51:7,10,13
 53:13 54:3 55:4,20
 56:17 58:18 60:14,20
 70:14 86:14,15 104:1
 110:2,20 119:14
 121:8,14,15 127:13
 141:8 142:6,7 148:7
 161:17 162:14 163:2
 164:19 179:17 200:7
 223:22 225:6,19
 226:15,19 228:22
 229:17 251:20 279:2
 282:2 285:18,20
 301:15 304:16
talked 84:5 126:7 128:6
 129:2 140:18 141:6
 144:5,9 292:17
talking 15:11,14 35:9
 55:13 77:13,18 84:17
 84:18 93:21 102:16
 142:19 146:16 155:3
 204:1 210:6 227:11
 263:2 301:8
Tammy 2:3 5:11
tangential 28:3,5
tap 96:10 204:5
target 284:13
Task 63:2
tasked 269:15
tasks 21:12,14 57:11
 262:7
taught 54:6
TDY 126:16
teach 97:14 138:11
 144:17
teaching 97:11
teal 176:18
Teals 176:14
team 10:15,20 11:3,6
 11:11 29:18 37:1,21
 38:3 53:9 57:19 67:4
 67:8 68:9 82:9,10
 88:14,21 100:8
 103:17 118:3 133:18
 163:13 179:8,14
 189:5 190:8 217:6

220:12 221:3,7
 256:15,15,19 279:20
 284:15
teams 211:8 256:4,19
 256:21 257:11 276:18
 290:15
tech 145:19
technical 16:3
techniques 144:13
 287:16
technology 123:18
 142:5
teeth 296:17,18
tell 9:9 13:2,6,10 14:17
 14:20 17:2 21:2 23:13
 34:13,16 38:17 53:17
 53:17,19,20,22 54:8
 59:17,18,22 61:10
 90:14 114:14 119:12
 120:2 161:22 162:15
 163:4 198:2 200:10
 206:2 214:15,20
 217:18 218:7 261:13
 263:22 279:9 293:5
 300:12,19 306:20,20
telling 21:8 141:22
 142:17 155:20 205:20
 218:1
telltale 76:11
template 114:21,22
 115:1
tempo 260:8
temporarily 70:18
 126:18
temporary 165:8
ten 118:13,18 293:15
tenant 171:9 186:14
tend 74:11 114:10
Tennessee 103:5
term 204:6
terminologies 210:9
terms 12:14 13:11
 14:13 22:2 75:8 81:8
 82:2 110:6 111:10,19
 121:6 123:2 141:14
 142:20 148:2 156:19
 157:10 216:20 224:6
 230:20 233:6 254:8
 270:19
territory 122:11
Terry 3:15 49:3 50:6
 292:14
test 306:11
testament 62:9
tested 309:20
testify 213:4 285:11
testimonies 87:6
testimony 8:9 218:20

247:14 280:22
text 112:3 167:17
 287:20
texting 218:17
thank 6:1 7:11 8:3 9:5
 9:15,21 10:6 24:2,3,7
 24:17 31:2 39:1,12
 42:9,17 49:13 50:1
 59:3 73:21 79:22
 80:17,20,22 101:20
 108:18 117:14 118:15
 124:11 128:14 160:7
 160:13,18 161:8,12
 165:4 177:12,14
 181:15 182:11 187:18
 194:15 195:1 202:6
 209:17 219:10 221:18
 223:21 225:16 229:9
 229:11,11 238:19,19
 257:20 259:21 263:12
 265:22 267:3 269:4
 278:1 286:16 291:3,6
 295:19 297:16 302:6
 307:6,8,22 310:7
Thankfully 68:21
thanks 23:22 218:15
theater 57:20 176:8
theirs 13:8
themes 271:1
Therapy 176:14
thin 279:16
things 12:17 17:15 19:3
 19:11 22:1 26:20 27:2
 33:11 36:10 37:11
 41:5 43:6 48:12 50:10
 50:22 53:13 54:19,22
 56:2 58:3,6,8,9,14
 59:22 74:12 76:16
 78:13 79:13 81:20
 82:3 86:22 87:12 99:2
 103:15,22 121:19
 123:8 124:14 127:18
 134:21 138:21 141:6
 146:22 147:11 150:7
 157:4 167:7 195:8
 196:6,12,14 204:19
 205:21 206:1,3
 207:10,12 209:5
 210:5 216:9 227:17
 240:20 246:8 255:7
 257:6,12 263:5
 266:18 267:9,13
 269:21 272:18 273:6
 276:4 278:14,17
 283:8 284:1 288:19
 303:22 311:4
thinks 180:6
third 144:15 288:18

294:2
third-party 279:20
thorough 94:14 180:11
 181:11 243:2,5 275:5
thought 29:6 54:17
 80:21 125:8 146:8
 197:6 198:13 202:14
 202:17 238:17 278:4
thoughts 26:5 100:1
 182:14 187:16 255:22
 287:2,14
three 29:12 32:22 33:3
 34:9 66:13 93:6 149:1
 178:11 183:9 225:5
 260:13 292:13 293:11
 293:20 299:12
three- 40:20
three-star 88:9,17
 231:13
threw 118:11 292:1
thrilled 226:13
throw 258:15,16
throwing 155:4
thrown 156:8 161:2
Tideswell 2:3 5:11,13
 259:3
tie 51:3 291:17,19
tied 82:22
ties 50:21
tight 111:8 279:22
timeline 71:19,22 73:9
 93:11 106:9 111:9
timelines 35:4
timely 15:1 27:3 111:6
 273:9 278:22
times 13:19 14:8 16:8
 78:5 104:19 126:9
 149:1 155:14,14
 185:2 192:13 211:16
 213:20 215:1 225:12
 275:14 283:14 289:5
 289:7
title 183:2
titles 141:15 142:21
tobacco-cessation
 151:14
today 6:12 9:6 10:7
 24:1 29:21 31:21 32:6
 39:2,12 43:11,20 60:2
 61:8 62:1 65:19 98:20
 108:18 158:5 161:14
 161:15 182:9,14
 187:16,19 188:5
 209:16 226:1 238:21
 242:7 250:18 257:22
 269:5 287:10
today's 6:20 8:11 18:10
 164:14,17 182:12

Tokash 1:22 108:12,14
 109:6,9,14 112:13
 117:14 259:11,12
 263:12 265:22 267:3
 308:6,6
Tokyo 181:21
told 31:20 52:19 55:10
 59:8 64:2,4 86:5
 98:11 301:22
tolerance 231:20
tolerate 144:8
tolerated 232:21
Tom 174:10
tomorrow 231:14
 287:11
tool 22:3 154:22 254:20
 255:9 267:22 290:7
toolbox 267:21
tools 39:8 176:13
 182:18 191:21 267:22
 278:16
top 120:19 225:5
topic 33:4,10 39:4,4
 130:3 141:18 245:14
topics 27:22 28:3 30:5
 121:1 143:19
total 67:7 286:21
totaling 10:17
totally 284:18
touch 61:3 120:16
 132:12 134:2 242:4
 242:13
touched 96:9 146:16
 241:18
touching 20:11 64:3
 145:2
touchpoints 82:16
tough 77:14 132:3
 149:9 230:21
tours 127:17
town 105:21
toxicology 81:9 82:2
track 139:2
tracked 137:5
tracks 252:7
trade 240:7
tragic 62:5
trail 270:13
train 74:18 143:2
 148:10 150:15 162:5
 189:22 224:12 234:11
 265:19
trained 55:16 75:2
 79:12 103:12 149:22
 191:5 203:12 240:8
 243:4 245:1,3,20
 254:3 288:9 291:6
training-fatigued

151:21
trainings 33:8 36:1
 52:22 129:4 151:10
transcribed 6:21
transcript 6:22
transfer 8:7 15:16,19
 15:20 20:18 21:3,16
 21:17 22:3 25:10
 29:16 37:4 43:1 47:19
 49:5,10 52:11 54:14
 60:21 69:3,11,20 70:2
 70:9 72:4 109:17
 110:5,16,21 111:4,18
 112:8,20 113:15,22
 114:2,16 115:2
 116:12 125:6,18
 158:6 162:15 163:1
 180:4 186:9,16
 192:16 213:11 215:9
 230:2,19 233:4 234:2
transferred 25:9 34:8
 37:13 162:17 193:14
 213:16
transferring 72:18
transfers 12:16 20:16
 34:7 60:19 72:16
 110:7 113:19 131:4
 175:7 186:13 192:20
 192:21,21 193:13
 215:11 235:4
transit 68:5
transiting 64:16
transition 69:6,14
transpired 207:6
 243:18
transported 67:20
trauma 62:18 73:1
 176:11,12
traumatic 211:21
travel 165:18
treat 42:2 104:2 121:15
 234:6
treating 39:7 136:19
treatment 48:9 56:14
 184:20
trend 30:8
trends 189:19 251:21
 299:10
Triad 183:10
trial 13:3,4,20 14:12
 16:20 38:2 83:3,13
 85:17 86:4 90:18
 109:5,9 122:13 174:6
 174:7,15 195:18
 241:20 270:19 274:19
 293:3,16 297:3
 311:17
tricky 148:14

tried 47:15 91:5 166:13
 167:7 235:5,17 266:9
 284:14
trifold 65:20
trip 227:12
troop 128:12
trouble 167:10 225:20
 296:2,5
troubling 229:21
true 192:8 230:13,13
truly 175:12 290:16
trust 17:5 19:16,21 20:2
 21:7 23:15 96:21
 187:12,13 200:21
trusted 23:8 247:6,7
truth 21:8 61:11 209:13
truthful 20:19,20
 113:11 281:8
truthfulness 112:11
try 9:12,12 39:9 46:4
 48:3,8,9 50:12,14
 57:10 74:18 79:1
 86:20 104:13 111:2
 140:20 150:13 166:21
 172:7 180:16 204:22
 207:13 208:7 212:4
 222:9 224:12 226:1,3
 226:9 228:15,18
 229:4 232:4 238:5
 244:20 276:4 284:21
 286:6 292:19 297:7
 299:10,11
trying 13:21 14:13
 37:14,20 43:21 45:16
 46:11 93:15 98:7
 133:7,13,14 138:11
 153:16 158:16 194:13
 237:22 255:14,21
 270:12,21 274:19
 282:15
turn 82:19 207:16
 215:15
turned 24:14 42:22 43:1
turning 57:11
turnover 140:5
turns 267:16
Twenty-six 177:20
twice 16:8 143:8 149:1
 160:11
two 8:4,13 12:17 14:21
 16:10 17:15 19:6 25:7
 25:16 27:12 28:12
 32:14 34:3,6 37:5,6
 37:15 52:1 54:16 58:7
 62:22 63:8 65:11 66:6
 66:16 77:7 80:6
 111:22 114:17 121:10
 121:11 125:3,13

131:12 134:14 155:2
 158:6 166:5 169:10
 178:7,8 185:15 188:7
 192:18 207:10 210:8
 210:10 229:19 247:5
 247:18 258:19 264:13
 292:21 293:6,17
 298:21 300:9 310:9
 310:17,21
two- 61:17
two-day 8:4
two-part 92:5 203:21
two-star 251:16 254:17
 254:17 255:2 257:10
two-stars 256:18
two-week 33:2
Ty 4:1 168:10 169:8
type 29:1 37:10 48:5
 58:12 72:13 79:5,19
 98:22 99:16 100:4
 119:4 128:15,20
 133:1 147:14,15
 151:10 192:11 198:5
 199:5 207:12 208:3,4
 210:18 212:2 214:13
 221:7 228:21 233:13
 241:15 257:5 267:18
 275:12 278:10 279:3
 283:18,22 284:4
types 43:6 144:16
 154:17 189:19 206:1
 206:9 242:13 301:7
typically 53:6 106:6
 107:18 151:4 190:20
 191:15

U

U.S 2:3 187:17 188:10
 231:19 263:16,17
UCMJ 11:1,17 12:22
 166:2 170:22 183:17
 184:4 199:5 208:3
 232:21 242:2 248:4
 268:9 276:1,1 284:2
 288:20 289:5 290:11
 295:12
UI 127:15
ultimate 195:20 241:7
ultimately 83:8 116:20
 138:20 205:4
umbrella 276:1
unable 191:11
unacceptable 178:13
 244:15
unanimously 310:9
uncertainty 180:21
underneath 198:17
 239:17

underresourced 15:1
 90:7 92:19
understaffed 30:8 35:1
understand 15:12
 53:12 58:11,20 59:1
 98:17,19 118:18
 123:8 124:15,15
 167:21 182:19 197:14
 206:6 213:7 224:1
 225:7 234:14 236:2
 240:12 246:4,7
 251:10 263:6 268:10
 279:4 290:16 295:7
 306:5 312:3
understanding 22:20
 82:1 83:19 84:12
 104:2 109:3 138:7
 166:19 171:21 195:15
 197:11 208:16 261:12
 262:20 273:7 275:19
 284:18
understands 210:8
 213:12 234:5 238:7
understood 17:17,19
 165:21 198:6 262:16
 262:22
underway 67:5 158:17
undue 86:22
unequivocally 200:10
unfamiliar 173:2
unfit 286:11
unfortunate 34:1 62:1
 167:4
unfortunately 22:4
 29:22 34:1 44:20
 168:19 190:19 230:8
unified 119:4
uniform 63:21 177:9
 179:20 202:22 230:9
 297:19 298:4
Uniformed 133:3
 152:19 304:22
unique 36:13 53:11
 56:18 57:2,17 107:1
 171:12 175:13 193:6
 197:12,16 239:6
 260:1,8,9,21 261:6,12
 262:12 272:16 289:8
uniquely 194:10 235:8
 260:6 261:16,19
 262:10,11
uniqueness 194:8
 260:13 262:21
unit 12:20 15:9 21:1
 22:22 26:3,18 27:19
 28:15 29:5 38:17 41:8
 41:9,17 52:10 55:1,17
 56:13 58:10,16 60:6

60:10 61:5,19 62:4
 65:17 66:2,3 69:11
 71:14,14,18 74:17
 80:11,12 83:19 86:5
 93:16 96:22 99:8
 117:19 119:9,10
 131:22 133:4,10,14
 134:1 144:1,8 162:9
 162:17 175:21 178:6
 179:12 182:22 184:9
 191:8 193:4,14 261:5
 263:8 289:16
Unit-level 27:1
United 1:1 8:2 10:11
 161:10 182:15 200:22
 250:8
units 10:20 11:15 36:1
 68:8 74:9,10,12 79:4
 126:20 171:9 183:9
 252:18 285:19 286:10
universe 9:17 200:14
unnecessarily 101:13
unrestricted 17:18 23:6
 54:9 58:12 63:7 65:18
 67:7 69:21 163:12
 167:18 187:11 190:10
 192:17 210:7,16,20
 211:4 213:2 215:2,7
 227:13,21 265:11
 277:7 280:15
unrestricted-type
 48:10
unsafe 21:20
unwanted 64:3
update 4:6 8:21 30:9
 86:17
updates 66:16 184:4
upgrade 154:1
upgrades 184:4
uphold 242:1
urgency 111:6
use 9:13 31:17,20 36:1
 59:9 64:22 67:21 79:7
 97:11 99:19 137:1
 161:1 176:7 179:22
 207:4 228:15 254:20
 255:10 276:8 278:18
use-of-force 64:20 65:7
 67:16
useful 27:7 33:8
usually 30:8 35:12 57:4
 86:5 114:2 130:20
 143:17 220:18,20
 272:7,10 287:20
utilize 117:20 118:1
utilized 30:3 185:10
utilizing 90:1
UVA 113:18,21 114:2

UVAs 27:2 38:1 124:15

V

VA 54:3 122:12 210:14
valid 299:1
validity 110:10
valuable 80:16 100:16
 275:7 290:7
value 73:18 78:5
values 178:14 233:9
variation 92:9
variety 51:7 52:18
 220:17
VAs 124:15
vast 245:16
venue 107:10
venues 36:2
verbal 63:18
verbally 201:20
verbatim 115:12
verdict 307:15
Vergona 7:12,13
verified 137:5
version 226:5
versus 109:2 208:18
 210:7 276:2 279:3
vice-versa 311:19
victim's 63:17,20,21,22
 65:11,13 67:11 70:9
 70:13 72:8 101:8
 118:10 208:6 219:13
 283:5
victims 13:13 14:16
 15:11 17:3 37:8,14,18
 38:13,16,22 66:2
 72:15 82:15 86:13,16
 100:5 104:2 133:9
 176:7,16 192:13
 193:9 210:20 211:16
 212:6,17 213:8 215:8
 216:3 219:12,21
 223:14 274:13 279:17
 284:17 285:22 295:1
 295:8 310:4
victims' 8:8,9 67:1
 86:19 219:16 221:9
 222:11,17 310:22
 311:13,16
video 28:12
videos 87:5
view 162:13 164:4
 259:17 285:5
viewed 10:10
viewing 209:8
views 10:9,10 177:15
vignettes 57:18 79:6
violated 248:4
violence 176:10 269:16

violent 20:12 23:14
 90:20 94:15
viral 156:3
Virginia 1:12 60:5 62:21
 164:3 167:15 250:3
virtual 116:10
visibility 164:14
vision 166:13 186:16
visit 261:19,21
visited 19:1
visits 176:15
visual 209:8
vital 179:21
VLC 311:19
VLCs 311:6,20
voice 31:18,21 182:7
 221:22
volume 197:1
voluntarily 140:22
Volunteer 176:17
volunteered 201:11
vote 307:12,13,17,19
 308:17
VP-46 25:4
vulnerable 18:4 158:16
vyng 89:19

W

W 1:17
waited 158:18
waiting 35:14
waivers 115:4
walk 48:6 122:15
 145:10,11
walked 33:22 160:5
walking 57:11 167:20
 226:5
wall 126:10
Walton 2:1 89:7 101:21
 280:2,3,18 282:22
 285:4 292:10
Walton's 105:2
wanted 55:11 105:1
 106:18 131:5 164:7
 166:21 167:6 216:8
 217:6 259:7 304:15
 304:15,17 310:15
 311:3
wanting 85:19
wants 218:9 244:16
war 252:16 287:5
warfare 13:1
warfighting 169:19
wars 76:20 287:13
Washington 25:5 287:4
wasn't 16:12 38:19 49:5
 88:6,19 89:19 93:3
 126:22 155:11 216:4

220:3,5,21 231:1
 248:18 282:16 283:4
watch 78:11 157:5,5
water 289:9
Waters 3:21 161:16
 164:21 165:4 223:21
 224:4,16,22 225:16
way 9:17 16:18 17:20
 21:5 30:19 36:3,9
 45:10 55:19 74:18
 84:7 87:19 94:10
 99:21 112:6 123:2
 135:8 137:12,18,19
 137:21 138:22 148:8
 154:10 161:5 166:14
 167:10 191:7 203:5
 208:13 209:12 215:20
 217:1 227:16,17
 239:2 256:3 261:6
 265:5 267:6 269:19
 277:19 280:14 285:2
 287:4 300:1 301:4
 302:1,16 310:2
Wayne 7:18
ways 48:19 51:5 56:3
 58:7 129:12 147:5
 148:5 168:22 210:10
 240:4 247:5 276:11
 283:17 300:9
weapons 140:3 169:18
 195:7 200:13
wear 176:17 291:17
wearing 145:22 225:8
website 7:1,3
weed 14:3 237:4
week 15:8 62:15 176:17
 201:6
week-long 188:21
weekends 260:10
weeks 54:16 181:19
weigh 192:10
weighed 259:16,20
weight 197:3
weightily 219:14
Weir 2:5 304:20
welcome 3:3 6:4 223:20
 255:6 274:5 276:22
welfare 50:11,19 51:6
 224:2 244:11
well-educated 45:18
well-liked 68:20
well-received 77:20
 78:1
went 40:13,16 43:12
 44:10,17 47:12,20
 52:10 54:18 61:11
 77:9 80:11 88:10,20
 93:2 108:10 118:11

145:7 155:18 156:3
160:16 230:22 248:22
248:22 274:2 312:15
weren't 262:7
West 12:3 67:19 68:14
69:16
wet 262:2
whichever 161:5
Whidbey 25:5 89:17
white 200:18 241:5
267:17
wholeheartedly 100:19
wide 29:13 30:4 51:6
wife 112:3
willing 210:12 226:15
win 287:13
win/loss 241:15
wind 205:5 245:6
wing 51:16 115:12,22
116:3,17,20 126:19
169:9,10 170:9
171:10 173:21 175:15
175:18 176:4 177:2
256:20 257:7
wing's 172:12
wings 257:3,4,10
wire 227:12
wish 15:17 174:15
205:18 215:5,14,22
255:10 264:4
wished 277:5
wishes 227:9
withdraw 209:22 213:3
213:19 281:17
withdrawing 212:18
withholding 97:18
witness 83:18 212:5
228:9 265:16
witnesses 213:7 273:21
woefully 15:1
woman 48:2
women 60:7 142:8
156:21 159:19
won 287:7
wonder 282:10 296:22
298:15
wonderful 34:21 310:20
wondering 209:21
word 57:21 200:10
207:4 210:22 285:12
words 63:6 231:9
wore 191:2
work 13:7 23:20 36:17
50:14 80:22 92:18
93:6 119:2 122:7
126:13 130:20 132:2
135:19 136:3 149:18
158:20 176:15 179:9

180:3 196:3 220:12
220:21 223:11 289:16
299:6 312:5
Work-Life 229:3
worked 13:20 16:10,14
37:3 54:14 87:10
114:7 127:10 130:6
155:8 217:1 255:3
258:16 260:10 305:18
workforce 69:7 227:9
working 4:7 8:22 34:22
37:19 63:2 102:1
107:13 131:7 136:1
137:9 138:17 169:3
198:17 200:13 238:5
262:3 277:10 292:3,4
292:20,22 302:9
303:4
workload 99:21
workplace 206:14
works 151:16 164:4
203:16 256:3 291:6
workshops 176:11
workups 64:20 65:7
67:17
world 9:12 18:20 35:7
115:7 129:20,21
130:8 169:18 196:12
197:13 260:20 270:3
311:7,10,18 312:1
worried 265:16 296:3
worst 63:9 64:15
worth 137:6 175:12
206:20 238:17
worthwhile 150:4
worthy 205:22 206:11
wouldn't 78:7 128:10
265:16 268:12
wow 45:7
wrap 98:7
wrapped 35:12
Wright 32:6
write 73:5 266:20
writing 137:11 174:8
267:13
written 5:19 6:21 7:1
112:15 185:22 218:3
263:15 266:9 268:8
269:2 301:11
wrong 54:1 76:14 79:9
84:12 137:22 140:16
198:8 214:6 254:19
270:18
wrongful 11:20

X

X 83:17 127:18
XO 37:22 61:21 69:16

84:6 159:9 224:8

Y

yards 126:8
year 6:15 11:6 24:15
42:19 43:10 51:22
52:6 71:2 73:10 85:15
91:4,11 94:6 95:9
101:2 119:22 120:17
137:3,4 146:6 150:19
155:14,14,21 156:13
274:2 276:16 295:3
year- 51:19
year-olds 77:14
years 32:8,8,13,15 34:3
35:10 43:11,13,16
77:8 80:6 94:16
118:18 148:16 149:3
151:13 152:8 154:14
155:2,9 156:11 163:5
164:5 177:20 188:7
225:18 230:22 231:19
244:22,22 258:19
273:6 286:22
years' 240:18,18
yesterday 8:5 24:4
109:16 293:17 311:1
311:21
young 140:1 152:14
153:7,12 156:4 265:9
279:9
younger 97:12,14

Z

Zannella 3:16 49:3,15
49:17,22 50:6,18
139:6 155:5
zero 164:16 231:20
Zuka 161:12

0

0 258:12
0.1 231:18
05 8:15 36:17 40:9
98:10 100:20 101:6
105:11 106:3 183:14
184:1
05-level 40:10 83:10
97:8 98:12
06 8:18 36:15 83:11
86:3 97:18,21 105:10
178:4
06- 98:13
06-level 13:18

1

1,350 130:16
1,800 11:13

10 10:17 11:8 33:2 70:6
70:14 72:9 78:19
108:8
10-minute 108:4
10,000 153:18
10:29 108:10
10:43 108:11
100 137:4 158:8,8 287:6
101st 10:3,15
11 63:3
11,000 169:11
11:00 260:11
11:30 160:16
110 60:6 142:8 260:16
1100 93:5
12 93:12 120:13,20
121:12 182:4
12:29 160:17
120 11:17,18 13:18
90:12 94:11 96:17
111:16,19 112:8,11
113:7,12 202:21
258:3,21 284:4
120-type 125:14
120(c) 209:8
13 43:3
1350 32:18
14 43:12 117:5
140 286:22
1432 1:11
146 90:10,11
150 11:4
1500 253:12
16 6:10 32:4 34:5
192:17,19 295:2,8,11
161 3:20
165 3:21
168 4:1
17 148:16
177 4:2
18 93:3,12 142:9 148:16
149:3 295:9
18-to-25- 77:13
18-to-25-year-olds
78:17
1800 11:8
181 4:3
187 4:4
18th 62:13 90:9
19 32:8,8 148:16 151:13
195 4:5
1st 31:10 40:7

2

2 10:12 42:6 197:21
2,800 188:15
2:55 312:13
2:56 312:13

2:57 312:15
20 1:8 89:21 244:21,22
200 126:8 244:3,5
2004 311:12
2008 40:6
2013 40:7,9
2014 178:1
2015 6:15 10:12 25:7
 28:11 51:12 114:20
2016 32:5 62:13 178:2
2017 1:8 10:12 295:3
21 114:20
21-year-old 148:20
22 240:17,18
22-year-old 48:1
228 231:18
24 3:11 117:2 163:12,20
24-hour 223:6
24/7 289:2
25 20:7,8 178:1
270-foot 60:3
272 43:4
275 135:5,5 153:19
28 43:11,11,16
2800 260:2,16
285 182:5
29 71:1
291 4:7
2nd 169:9 175:15

3

3,000 178:7
3:00 260:11
30 33:5 35:12 71:4
 149:21
31 3:12 261:7
31(b) 28:6
32 181:3 199:15 216:15
 243:3
35 158:12
350 25:6
36 62:14
39 3:13
3rd 10:14 40:7

4

42 3:14
49 3:16

5

5 3:3
50 78:19 137:15
54,000 235:9
540 188:14
5400 272:17
59 3:17

6

6 3:5
60 91:7
626 10:13
69th 42:16 50:8 51:21
6b 311:14

7

7 3:6 258:11
70 32:19 294:9,21
70-80 296:22
700 71:5
72 163:22 164:16
73 3:18
7th 31:9 32:2 40:1

8

8 3:5
8,000 181:22
8:47 1:12 5:2
80 294:10,21
82 90:11
82nd 188:1,7,15 260:20
850 10:17
875 1:11

9

9 3:10
90-6001 114:20
99.9 231:17

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: DAC-IPAD Public Meeting

Before: US DOD

Date: 10-20-17

Place: Arlington, VA

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate record of the proceedings.



Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701