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

+ + + + +

MEETING

+ + + + +

## WEDNESDAY JUNE 14, 2023

+ + + + +

The Advisory Committee met in Salon D of the Renaissance Arlington Capital View Hotel located at 2800 South Potomac Avenue, Arlington, Virginia, at 8:25 a.m., the Honorable Karla Smith, Chair, presiding.

PRESENT Hon. Karla Smith, Chair MG (Ret.) Marcia Anderson Ms. Martha Bashford Mr. William Cassara Ms. Margaret Garvin\* Ms. Suzanne Goldberg Hon. Paul Grimm\* Mr. A.J. Kramer Ms. Jennifer Gentile Long \* Hon. Jennifer O'Connor \* BGen (Ret.) James Schwenk Dr. Cassia Spohn Ms. Meghan Tokash Hon. Reggie Walton

ALSO PRESENT Mr. Dwight Sullivan, Designated Federal Official

```
DAC-IPAD STAFF
Colonel Jeff A. Bovarnick, JAGC, U.S. Army,
  Director
Mr. Dale L. Trexler, Chief of Staff
Ms. Stacy Boggess, Senior Paralegal*
Ms. Alice Falk, Technical Writer-Editor
Ms. Theresa Gallagher, Staff Attorney
Ms. Nalini Gupta, Staff Attorney*
Ms. Amanda Hagy, Senior Paralegal
Mr. Chuck Mason, Staff Attorney
Ms. Marguerite McKinney, Management & Program
Analyst Ms. Meghan Peters, Staff Attorney
Ms. Stayce Rozell, Senior Paralegal
Ms. Terri Saunders, Staff Attorney
Ms. Kate Tagert, Staff Attorney
Ms. Eleanor Magers Vuono, Staff Attorney
Ms. Evie Ankele, Intern
Mr. Yonah Berenson, Intern
Mr. James Van Drie, Intern
*Present via video-teleconference
Witnesses
Special Victims' Counsel Organizations
COL Carol Brewer Col Tracy Park
CAPT Daniel Cimmino LtCol Iain Pedden
Ms. Elizabeth Marotta
Civilian Advocacy Organizations (Victim Services)
Ms. Jennifer Elmore Mr. Ryan Guilds
Civilian Advocacy Organizations (Diversity)
Ms. Elisa Cardnell Ms. Lorry Fenner
Ms. Rafaela Schwan
DoD Office of Diversity, Equity, and Inclusion
Dr. Lisa Arfaa
Public Comment
Ms. Holly Yeager* Mr. Jerry Clifft*
```

## CONTENTS

Welcome and Overview of Day 2	•	•	•	•	. 4
Special Victims' Counsel Organizations .	•	•	•	•	. 5
Civilian Advocacy Organizations (Victim Services)	•			•	.97
Break					
Civilian Advocacy Organizations (Diversity)	•		•		159
Lunch					
DoD Office of Diversity, Equity, and Inclusion	•	•		•	204
Break					
OSTC Course Observation Feedback	•	•		•	264
Collateral Misconduct Report Update	•	•	•	•	280
Special Projects SC Update	•	•	•	•	288
Case Review SC Update	•	•	•	•	293
Policy SC Update	•	•	•	•	297
Committee Deliberations	•	•	•	•	301
Public Comment	•	•	•	•	365
Meeting Wrap-Up/Preview of Next Meeting.	•	•	•	•	378

1 P-R-O-C-E-E-D-T-N-G-S 8:29 a.m. 2 3 MR. SULLIVAN: Good morning, I am still 4 Dwight Sullivan, the designated federal officer 5 for the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual 6 7 Assault in the Armed Forces, better known as the 8 DAC-IPAD. 9 Day two of this meeting is officially 10 open. Judge Smith, you have the con. 11 HON. SMITH: Good morning everyone. Ι 12 think we're going to jump right in and get 13 started. 14 COLONEL BOVARNICK: I think Ms. 15 Bashford, did you have a comment? 16 MS. BASHFORD: Yes. We learned, the 17 DAC-IPAD learned last month of the untimely 18 passing of Jim Markey. Jim, I knew him for years 19 before the DAC-IPAD was constituted. 20 He had a long and illustrious career investigating sexual assaults. His good humor 21 22 and his insights were invaluable to the DAC-IPAD,

1	and he is deeply missed, both on a professional
2	and personal level.
3	And I wish his family all the best.
4	HON. SMITH: All right, thank you.
5	Colonel?
6	COLONEL BOVARNICK: Yes, so this
7	morning we have our three panels for the members
8	first to focus again on Section 5.9b.
9	But I'm going to hand it off to Ms.
10	Meghan Peters, to introduce our first panel.
11	MS. PETERS: Good morning, Chair Smith
12	and committee members. This morning leaders from
13	the Special Victims Counsel, and Victims Legal
14	Counsel Programs in each of the military
15	services, have joined us to continue our
16	discussion of a victims, and victims counsels'
17	access to case materials.
18	At the February public meeting, you
19	asked to meet with various stakeholders to
20	discuss the policies and practice, for the
21	disclosure of materials in sexual assault
22	investigations and trials.

1 In particular, your task focuses on disclosure of a victim's recorded statements to 2 3 law enforcement, the victim's medical records, and the investigative file, and the records of a 4 medical forensic examination. 5 That is a non-exclusive list of areas 6 7 of focus for your tasking. I'm going to offer brief introductions 8 9 for our speakers today, and then turn the floor over to the chair and the members, for questions. 10 11 Colonel Carol Brewer is the Chief of 12 the Army Special Victims Counsel Program. 13 Captain Dan Cimmino is the Chief of the Victims 14 Legal Counsel Program for the Navy. 15 Colonel Tracy Park is the Chief of the 16 Victims Legal Counsel Program in the Air Force. 17 Colonel Ian Pedden is the Chief of the Victims 18 Legal Counsel Program for the Marine Corps. 19 And Ms. Elizabeth Marotta is the Chief 20 of the Special Victims Counsel Program from the U.S. Coast Guard. 21 22 They bring a wealth of experience and

Neal R. Gross and Co., Inc. Washington DC

1	a variety of military justice roles as
2	prosecutors, defense counsel, staff judge
3	advocates, and other assignments.
4	Their professional biographies are
5	available at tab 9 of your meeting materials.
6	And the remainder of the time, I leave
7	to you for questions on victims counsels' access
8	to information.
9	Thank you.
10	HON. SMITH: So I think I'll start off
11	with the first question, which is just generally
12	describe the current practice for obtaining that
13	information.
14	COLONEL BREWER: And we'll do our
15	normal where we start at one end and move on
16	down. And for the folks online, I'm Colonel
17	Carol Brewer.
18	In the Army in general, during the
19	investigative process, depending on the
20	interactions between the prosecutors and the
21	victim's counsel, or victims who are
22	unrepresented, materials may be provided as they

become available.

1

2	But at the time that charges are
3	preferred, it's required that all of any
4	statements made by the victim, or evidence
5	provided by the victim, copies of those are
6	provided to the victim at that time.
7	Then throughout the process preparing
8	for a court martial, additional materials may be
9	provided as they're necessary to prepare that
10	victim, ask follow up questions, and prepare for
11	trial.
12	But really, no additional ones are
13	required at that point. And then if there's a
14	situation where we decide we cannot proceed to
15	trial, usually then there's much more open
16	discussion and sharing of information from the
17	investigative file at that point, to make sure
18	that a victim understands why a prosecution was
19	not possible.
20	But in general, what is required is at
21	the time of preferral, is all the victim's own
22	statements and evidence, and then as we progress,

1 it's going to be a copy of the charge sheet, and 2 especially the charges that are related to that 3 specific victim. That's our general process. 4 COLONEL PARK: Good morning, Madam 5 Chair, ladies and gentlemen. 6 In the Air Force, the victim's counsel 7 8 may file a official use request for the 9 investigative file, and records. 10 The SJA is the discretionary, is the 11 release authority. The authority is 12 discretionary. But in practice, we, victim's 13 counsel do in fact, receive the, a redacted copy 14 of the ROI pursuant to the request. 15 Typically, our victim's counsel submit 16 the request at the time that they actually send 17 the notice of representation. So, very early on 18 in the process. 19 We have found that even again, even 20 though it is discretionary, typically we see ROIs 21 being released in full, redacted, but in full. 22 CAPTAIN CIMMINO: For us in the Navy,

1 a similar practice in that the trial counsel upon 2 request, will turn over most of the documents for 3 clients that are represented by our counsel. Obviously, we don't represent every 4 But for those that do, it's a normal 5 victim. practice and with part of our appointment they'll 6 7 submit requests for all of the documents, at least that were authorized for. 8 9 And I think later in the discussion, 10 we'll get in more onto where we think we might 11 need to go to, as far as getting access to more information. 12 13 But that initial stuff that's required 14 under the instruction, we obtain through the 15 initial process and our request for that 16 material. 17 COLONEL PEDDEN: Good morning, ladies 18 and gentlemen. 19 Those practices are generally the same 20 in the Marine Corps that we'll typically receive the statements of the victim. And any evidence 21 22 derived directly therefrom, that's a term that's

1 open to a significant amount of interpretation. 2 Medical reports that are in the 3 possession of the government, including the safe exam, less some of the materials occasionally 4 5 associated with them. That information is generally provided 6 7 on request. Sometimes it's provided prior to 8 preferral by NCIS. Other times, it's provided by 9 the government counsel. 10 Thank you. 11 MS. MAROTTA: Hi, Elizabeth Marotta from the Coast Guard. 12 13 Our practice is very similar. We are 14 also receiving copies of the statements and 15 documentary evidence adopted, produced, or 16 provided by the victim. 17 We are receiving that from the trial 18 counsel at the investigative stage, preferral of 19 charges. We're entitled also to video, excerpts 20 21 of the charge sheet, and then you'll get some 22 additional information.

	-
1	Case-by-case it can differ, so
2	sometimes we will receive some information before
3	preferral of charges; sometimes after.
4	It's really dictated by the trial
5	counsel, the type of evidence and whether or not
б	they can understand that, the importance of
7	victim's counsel being able to review it.
8	MR. CASSARA: I am trying the world
9	has changed in the 30 years I've been trying
10	court-martials (sic) just a little bit.
11	And I'm trying to get them a handle on
12	what exact information is being released, and
13	when.
14	So for example, you said, Colonel
15	Park, you said that the ROI would go to the
16	victim's counsel fairly early in the process,
17	redacted.
18	So if you've got a case, it's sort of
19	a two-prong question. If you've got multiple
20	victims, will they get, will each individual
21	victim get a copy of all of the statements of all
22	of the victims, or just their own statements?

I

1	That's question one.
2	And question two is, at what point
3	would an alleged victim get copies of statements
4	by other witnesses, those that may be exculpatory
5	to the accused, and those that may be inculpatory
6	to the accused?
7	Thank you.
8	COLONEL PARK: Sir, for multi-victim
9	cases, if there is a, each, if each victim is
10	represented by a victim's counsel, they will all
11	have individual requests to the SJA to release
12	the documents.
13	So I asked this question of the field
14	and they said, so all PII is redacted but in
15	terms of whether or not the other victims in the
16	case, it's not consistent on whether or not all
17	of it is redacted or included, when the ROI is
18	turned over to each of the victims' counsel.
19	If it's an unrelated offense, they
20	typically will see more redactions on that. But
21	if it's related to the sex assault or whatever
22	the offense was for which they get a victim's

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1	counsel, that they may see more information on
2	the other victims in the Report of Investigation.
3	COLONEL BREWER: And sir, just along
4	the same lines in the Army, they would get only
5	their own statements.
6	And we do that very deliberately not
7	to open up that victim to cross-examination about
8	the impact of having other witnesses statements
9	available to them prior to their testimony.
10	CAPTAIN CIMMINO: Sir, for us in, with
11	NCIS after yesterday's testimony I think they
12	made it clear, we don't receive any of that for
13	the Navy.
14	At least the NCIS's practice is we
15	don't receive anything but the victim statements,
16	and stuff directly related to them.
17	I think in part of our discussion,
18	we'll talk about the evolution of where we, at
19	least from the Navy's perspective on the Victim
20	Legal Counsel Program, would like to take the Air
21	Force approach, and one step further of giving
22	victims more access to information, instead of

1

2	But currently, all they get is the,
3	their statements and the basic medical
4	information. Nothing about other victims, or
5	witnesses, or anything else related to the case.
6	COLONEL PEDDEN: And that's the
7	practice in the Marine Corps, as well, sir.
8	There are some exceptions to that.
9	For example, where a staff judge
10	advocate who is in possession of a command
11	investigation that might be tangentially related
12	to a criminal investigation that's already under
13	way, might release that information in the
14	command investigation, to the victim's legal
15	counsel.
16	And in the process of that, we might
17	get statements of other folks, other witnesses in
18	a case. But that's quite rare.
19	A much more common practice is just
20	the victim's statement, and things derived
21	directly from it, and other documentary evidence
22	in the investigation, not to include the ROI.

1	So the same NCI practice for us.
2	MS. MAROTTA: And in the Coast Guard,
3	we don't receive or get to review the ROI, or any
4	statements from other witnesses.
5	Now if an SVC is able to articulate to
6	a trial counsel a need for some specific
7	information, and that trial counsel understands,
8	then there would be an exception.
9	They might give them a summary of
10	what's contained, other, otherwise in the file.
11	But nothing is ever turned over.
12	COLONEL PARK: May I actually follow
13	up?
14	So in terms of receiving the Report of
15	Investigation or any statements, it is disclosed
16	to the victim's counsel.
17	And because it's part of a official
18	use request, we do not, we're not authorized to
19	then turn it over to the victim for review.
20	It is for the victim's counsel review,
21	and to advise the client on you know, providing
22	the best recommendation, legal advice to the

client.

2	But we do not turn over the Report of
3	Investigation, or any of the other witness
4	statements to the victim. That has to be
5	released through the SJA, and has to be with the
6	consent of the SJA.
7	MS. TOKASH: This is Meghan Tokash
8	speaking. I first wanted to acknowledge you,
9	Colonel Park, for what, using what I consider is
10	a best practice in reaching out to the Office of
11	Victims of Crime Technical Training and
12	Assistance Center, to train your workforce on
13	resiliency and burnout.
14	This committee as you know, studied
15	SVC and VLC tour lengths and I just wanted to
16	acknowledge you, and say that I think that's a
17	best practice. And that the OVC stands by to
18	help train the services in that regard.
19	With that, we as a committee may hear
20	at least anecdotally, that some victims are not
21	getting access to pleadings that victims in the
22	civilian sector would have access to either

1	through their attorney, or through a public, the
2	public-facing PACER system.
3	Is that your experience? Are you
4	hearing that from your workforce? And if so,
5	what are you hearing?
6	Thank you.
7	COLONEL PARK: Ma'am, first thank you.
8	You're one of the briefers with our resiliency
9	training, so we really appreciated that.
10	With regard to your question, we do
11	have a docketing or a SharePoint site, that we,
12	that our victim's counsel are able to get access
13	to the motions and filings.
14	We also will get them through the
15	legal office. And yes, sometimes we do have to
16	follow up with them. They're very good about
17	responding to them if we were accidentally left
18	off any of the emails, or in receiving that
19	information.
20	They are good about fixing that
21	problem, and we can definitely raise it up the
22	chain to, to you know, get earlier access to it.

1	But we have different ways to receive
2	the information, at least the victim's counsel
3	do.
4	COLONEL BREWER: And we have the Army,
5	I would say it's very similar. It is the
б	government's responsibility to disclose any
7	motions that impact victim's rights, or victim
8	testimony.
9	And so normally, those are provided
10	upon filing by either party to the victim's
11	counsel, so that victim's counsel can respond
12	accordingly.
13	It's obviously more difficult for
14	victims who are not represented because
15	possession of those materials may not be helpful,
16	or you know, comprehensible to somebody who is
17	representing themselves.
18	But for the counsel I work with,
19	there's occasions where just like when the Air
20	Force, somebody forgets to provide it or you
21	know, there's a dispute about whether a certain
22	pleading should be provided.

1 On those rare occasions, sometimes we 2 will get involved from the program level and just 3 reach out to somebody else within that OSJA, and it always turns out to either be a 4 5 misunderstanding, or an oversight and it's easily 6 corrected. 7 And in the few cases where it has 8 impacted victim's rights, we've then supported 9 the victim in trying to find a remedy for that 10 late notice. 11 But in general, the practice is there 12 should be provided to our counsel upon filing. 13 MS. TOKASH: As a follow up, and I'd 14 like to hear from the other services. When you 15 say filing, is that an email transmission? 16 COLONEL BREWER: Yes, because obviously 17 when either the defense or the government are 18 filing one of these motions, they're doing it 19 electronically to the judge. 20 Ideally the judges would ask you know, 21 why the victim counsel wouldn't have been 22 included in that email.

1	But if they, oversight, usually one
2	side or the other will realize that victim
3	counsel wasn't included and then the SVC will get
4	that follow up email, hey we forgot to notify
5	you.
6	Of if they just being in the same you
7	know, general office area hear about it, they'll
8	ask and then say you know, and provide it at that
9	time.
10	But in general, when they're sending
11	that email, the special victim counsel is one of
12	the people who's on the copy line and then has an
13	opportunity to respond, usually in accordance
14	with the judges docketing order that they
15	provided as soon as the case was referred.
16	CAPTAIN CIMMINO: Again, our
17	communication is through email, as well. We're a
18	decade into this project of the victim legal
19	counsel program.
20	So where we were to where we are now
21	as far as the communication, is light years ahead
22	of how we're included.

1	I think if you have some of the gaps,
2	it's probably from inexperienced trial counsel.
3	And, I think this is one of the positives of OSTC
4	with more experienced counsel going in.
5	I think those gaps should be closed
6	almost hopefully airtight so you don't have them.
7	But I think general as a matter of practice, the
8	communication is very good today in 2023 versus
9	2013, very different.
10	But there may be gaps. There may be
11	seams. There may be places that we missed, but
12	my counsel are generally satisfied.
13	And when they're not, they make it a
14	point to let leadership on the trial side know
15	hey, there was an oversight. I was skipped here,
16	I was not made a part of that.
17	And they let us know, as well, so we
18	can communicate that up chain.
19	MS. TOKASH: And again, I'd like to
20	hear from the other services but you sparked a
21	question in my head.
22	Are you and the other chiefs here

1 already having those conversations with the lead 2 special trial counsel? 3 CAPTAIN CIMMINO: I'll answer myself and then pass. I speak frequently with the 4 5 Navy's lead special trial counsel. COLONEL PEDDEN: Same here, ma'am. 6 Ι 7 speak frequently both to General Wordard (phonetic) and Colonel Hines. And we exchange a 8 fair amount of information. 9 10 To your question about the pleadings, 11 I do see gaps there. And I agree with Captain Cimmino that this practice has improved 12 13 immeasurably in the decade that these progress, 14 or that these programs have been maturing. 15 That said, much like the Army's system 16 in the Marine Corps, the VLC will receive 17 pleadings related to matters that impact the 18 victim's ability to enforce rights. 19 Which sounds good in practice. 20 However, it creates another analytical step that 21 in my view, is unnecessary. 22 Rather, that process should be

> Neal R. Gross and Co., Inc. Washington DC

1 automated, so that the VLC receives all pleadings 2 on the same terms that the parties to the 3 litigation do. Unless there is some compelling reason 4 5 not to provide that, then that compelling reason should be articulated so it can be brought to the 6 7 attention of the VLC, and if necessary, 8 potentially brought to the attention of the 9 military judge. 10 Email is a pretty good system, but 11 sometimes as Captain Cimmino mentioned, we're 12 occasionally playing catch up where folks are inadvertently left off on messages. 13 14 If the VLC were simply served on the 15 same terms as the other counsel in the case, that 16 would close those gaps and then vest the 17 discretionary determination where it rightly 18 belongs. 19 And so now for example, it's up to the 20 trial counsel to determine whether or not this 21 particular motion and the pleadings associated 22 with it and other documents, relate to the

	2
1	enforcement of the victim's right.
2	That judgment better resides with the
3	victim's legal counsel, who has a fiduciary
4	obligation to that client.
5	Not with the government, not with
6	counsel, but as a fiduciary obligation to another
7	client.
8	MS. MAROTTA: We have a very similar
9	experience in the Coast Guard that the practice
10	is evolving, and it's definitely gotten better
11	since our trial services are consolidated. And,
12	our counsel are not as scattered around the Coast
13	Guard.
14	So, we're getting better procedures as
15	far as being included on things. But on filings,
16	it should be you know, filings should be provided
17	to the victim, victim's counsel upon filing.
18	However, what we're finding is it
19	typically would be a defense motion. The defense
20	decides this doesn't impact the victim's rights,
21	so I'm not including the SVC.
22	It goes to the trial counsel. They

1 don't think about it, and so you have some 2 litigation that they haven't identified an issue, 3 that we might have identified. And we get included late in the game. 4 5 So once you know, they'll be down the practice of responding and all of a sudden 6 7 realize oh, I should have had the SVC in this. 8 And then we might end up with just two 9 days to respond, as opposed to if we had received 10 the defense motion when it was filed, we would 11 have been able, you know, had the whole time to 12 think about it and prepare our answer. 13 So that happens less and less as we 14 are progressing. But it still is a, and we 15 believe that our new computer system that we've 16 just adopted, NCORS, where everything's going to 17 be electronically put into a database that we all 18 have access to, that that should solve a lot of 19 these problems with being able to look at what's 20 being filed. 21 That's our experience so far. 22 And just to add regarding on behalf of

1 the Army are communication with the prosecution 2 wings. 3 We provide instruction at all of our 4 advocacy courses regarding victim notifications 5 that are required and how to build a relationship with our clients, while also working with our 6 7 counsel. 8 And tomorrow I'm providing instruction 9 at our special trial counsel certification 10 course, on this exact issue. 11 COLONEL PEDDEN: And ma'am, one more 12 point, if I may. 13 Ms. Marotta brought up a great point 14 that it's the government counsel who in turn, provides these documents in many cases, to the 15 16 victim's legal counsel. 17 I think that's sort of a relic of the 18 past where we viewed victim's rights and the 19 victim's legal counsel, as sort of ancillary to, 20 or an accessory to, the government's case, rather 21 than functionally and professionally independent, 22 which they are now.

1 And so the NCORS system that she also 2 mentioned is good, but computing can't really 3 substitute for policy and bridge that gap in a meaningful way. And computers can always be told 4 5 to do different things. I think the better practice is to 6 7 regard VLC as functionally independent, and make 8 sure that they're served on the same terms as 9 other counsel. 10 MS. TOKASH: And is that computerized 11 system that you both mentioned, accessible to the public or is it just an internal system? 12 13 CAPTAIN CIMMINO: I think NCORS is 14 going to be through us. It's internal to our 15 system. 16 MS. MAROTTA: It's a Navy system, so --17 (Simultaneous speaking.) 18 CAPTAIN CIMMINO: Yes, it's our new 19 database. We're light years behind but getting 20 caught up. 21 MS. TOKASH: Hey, you have a system, 22 that's something, so.

1 COLONEL PEDDEN: We have a system under 2 development. 3 CAPTAIN CIMMINO: Yes. COLONEL PEDDEN: But I'm very 4 5 cautiously optimistic about that system, and the openness and transparency that it will bring to 6 7 our practice. 8 We're not fully functional. I'm not 9 the NCORS expert and would invite you to ask 10 those folks to come and testify, too. They'd be 11 much better able to explain how it works. MS. TOKASH: Because we've heard 12 13 anecdotally as a committee, that at least some of 14 the those stakeholders in the victims services 15 community, would like to see the military move 16 towards a PACER-like system that is not only a, 17 almost like a simultaneous distribution of 18 information when a pleading is filed, but also 19 public-facing. 20 What are your thoughts about that, and 21 then I will pipe down. 22 CAPTAIN CIMMINO: Only because I'm not

1 a tech expert, but I do agree with Colonel 2 Pedden, bring our NCORS folks in because there is 3 a public-facing part of this process. Because I think they were looking at 4 how the public would get access to certain 5 information. I'm just not technically savvy 6 7 enough to explain. We've been working in the weeds on how 8 9 NCORS could be used for our counsel, not 10 necessarily the other side, the government's 11 figuring that out. 12 But I think they can tell you what 13 their plan is, because it's a big financial 14 investment the Department of the Navy has made. 15 MS. MAROTTA: I do, I agree. I believe 16 that this is one of the reasons why they're 17 developing the system was to solve that problem 18 of having public-facing documents. 19 COLONEL BREWER: And I'm not tracking 20 anything that's going on in the Army, by 21 obviously on behalf of victims, we wouldn't have 22 any objection to having it easier for them to be

1 able to access when motion hearings are 2 happening, when court martial proceedings are 3 moving forward. And having the public aware of that, 4 5 It seems like it would be you know, as well. just spreading a little more sunshine on the 6 7 system. 8 But I'm not aware of anything in the 9 Army that we're doing to better do that. Our JAG 10 Corps website does have access to our court 11 docket, but how effective and how well-maintained 12 that is, I couldn't describe for you. 13 COLONEL PARK: So the field has said 14 that there are two ways that they get it. One is 15 through the judiciary, so there is some site that 16 they would have access to. 17 I don't know if it's public-facing and 18 that in addition to the email communication that 19 they have with the legal office. 20 And then to your other point, I do 21 talk with the Office of Special Trial Counsel. 22 We have them brief at our certification course to

(202) 234-4433

1

2

3

4

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

because I think with those relations, we do get 5 better access to information and that just 6 7 provides a better service to victims. 8 COLONEL BREWER: I just really wanted 9 to add one more thing. The person who's most I 10 think consistently responsible for notifying not 11 just victims, but all witnesses of court martial proceedings, is our victim witness liaisons that 12 13 we have at every single you know, legal office 14 and preparing. 15 And so this is someone who's main job 16 is to keep track of every person who's going to 17 be a witness. 18 All of their contact information, and 19 to keep them updated on any time a date changes, 20 any time they might be required to testify And 21 all the procedures in terms of travel, and all 22 those other things.

better establish the working relationship. And actually, we had another training with them yesterday.

So definitely want to build that

	د ۱
1	So, we already have that system where
2	there's a specific person hired in the office to
3	help walk these people through.
4	And then within the special trial
5	counsel, they always have a special victim
б	witness liaison and that person is really focused
7	on our clients.
8	And then all the victims who are,
9	whether they're represented or not, making sure
10	they understand the court martial process and all
11	of their responsibilities, and when they'd be
12	requested to come and testify.
13	So there's already that personal
14	touch. Adding the electronic would be great, but
15	I don't think we would ever get rid of that
16	because that's kind of the person that you go to
17	to ask those questions.
18	And that's been from my experience,
19	very effective.
20	MR. KRAMER: Thank you all, very much.
21	I've got a couple of questions.
22	What's the rough percentage of people

who ask for representation by the SVC as opposed to complainants who don't want, or for whatever reason?

And if you have any idea of what 4 5 reasons people may not want to request the SVC again, I'm sure it's anecdotal but that's the 6 7 first question. And then I've got a couple more. 8 Thank you. 9 COLONEL BREWER: We were asked for 10 these stats probably about a year and a half ago. 11 So my memory you know, due to my memory and time 12 that has passed, there was only about I want to 13 say it was like 20 or 30 percent of people who 14 ever said no.

And we do see some folks who when they're offered victim counsel then later on as things progress, the investigation goes further and now they have questions about court martial, or they're aware that you know, CID wants to look at their, their telephone or records.

21 And then they'll said wait, do I still 22 have a right to victim counsel.

1

2

1	But I would say the vast, vast
2	majority of victims who are eligible for our
3	services, do request it and follow through with
4	those services.
5	COLONEL PARK: Sir, I'm sorry, I don't
6	know the data on that of, I know they're all
7	notified of the availability of victims counsel.
8	I think that seeing the numbers come
9	through and the request for extraordinary
10	circumstances request, meaning those, you know,
11	for those who are not statutorily eligible or by
12	policy, we do get quite a few of those.
13	So, I see as a great demand for
14	victims' counsel services.
15	CAPTAIN CIMMINO: Great question, sir.
16	So we're actually doing a tasker now to collect
17	some of the data.
18	But I just, I've been to 31 Navy
19	installations in the last 12 months and when I
20	meet with the SARCs and the victim advocates,
21	interesting conversations where I go is what's
22	the take rate and your AOR, some of the

differences.

1

2	And one of the interesting, I use that
3	as a measure to see where we are. And if I see a
4	disparity that's not common across everywhere
5	else, I start to ask questions. And I really
6	haven't seen that in many places
7	But interesting when I was on one
8	installation and I asked, you know, a SARC why
9	the take rate was only 50 percent on their
10	installation.
11	And they said you know, interestingly
12	enough for them, a lot of the sailors that were
13	coming over just wanted a paper record that they
14	could turn over to the VA when they leave.
15	They didn't want services. They
16	didn't want anything. They wanted a document
17	that they could show it.
18	And that was an interesting take for
19	me because prior to that, I hadn't heard that
20	kind of assessment. But in that particular
21	location, that was what the SARC frequently saw.
22	Average, we do about a 90 to 95

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1 percent take rate of a consultation. And I track 2 on an average month how many people come in, and 3 how many people may just come for a consultation. As a simple example, last month I 4 5 think we had six people come in for a consultation that decided not to use service, out 6 7 of 100 that probably came in. 8 So the take rate was probably 94 percent roughly. But there is no data. 9 We're 10 looking at it now to get a better answer, sir. 11 COLONEL PEDDEN: I think we're in a 12 similar position. I regret not being able to 13 answer with precision the question, which I think 14 is a very good one. 15 Like Captain Cimmino, I'm in the 16 process of traveling to all of the VLC offices 17 globally. I've been to about a half a dozen in the last three months. And generally, our take 18 19 rate is also very high. We do have those anecdotal cases where 20 folks request the victims legal counsel very late 21 22 in the process, which can be difficult to, to

accommodate, but we always do.

2	And with respect to the number of
3	folks on the take rate side that aren't always
4	in, or excuse me, aren't statutorily or otherwise
5	entitled to counsel, that number is relatively
б	low.
7	As of last month, I think about 6.5
8	percent of our cases were what we refer to as
9	ETP, or exception to policy cases for folks where
10	the offense wasn't one that would entitle them to
11	victims' legal services.
12	Or they were not a person subject to
13	the code, or a dependent, right.
14	Up until a couple of months ago, I had
15	granted all of those requests. I've denied a
16	couple very recently, but that's also rare.
17	So, again take rate is very high.
18	On the question of why they don't
19	accept counsel, my impression is that I think
20	they underestimate the complexity of the military
21	justice process.
22	And, the questions that they'll be

called on to answer as that process wends its way
 throughout our system.

3 I think that's why we get some folks 4 who opt for counsel late in the process, is when 5 they're confronted with some of that complexity and the questions that they're not able to 6 7 answer, and they want to come back to us, which 8 is fine. We're always there and we're always 9 available. 10 But that's what I suspect. I don't 11 have the data to back it up. 12 MS. MAROTTA: It's a very small 13 percentage of cases that an SVC wouldn't be 14 assigned eventually, if it's going. And I'll 15 break it down into some categories. 16 So you might have a situation where a 17 person says to the SARC, I don't need an SVC. Ι 18 don't, you know, but if there's going to be a 19 CJIS interview, CJIS is then going to be the next 20 stop gap. 21 And we've gotten to the point luckily 22 that CJIS wants the SVC's involved. They

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

understand now, the importance and what we can do to make, help make sure that that interview goes smoothly.

So typically, you're going to have 4 5 CJIS then say hey, you know, you really need to talk to an SVC, and you might, you'll most likely 6 7 get picked up at that stage.

8 If you don't get picked up at that 9 stage and the case is going to go forward to a 10 courts martial, the trial counsel will then be 11 the next one saying hey, why don't you have an SVC. Have you, you know, what reason, and talk 12 13 to them.

14 So I think it's if you have a case 15 that's going to go through the military justice 16 process, you're most likely going to pick up an 17 SVC somewhere along that path.

18 Now if it's a case where you've got a 19 military dependent, they're entitled to SVC 20 services but that case is going to be handled in 21 the civilian court, they may not want an SVC. 22 Or they most likely will come in for

> Neal R. Gross and Co., Inc. Washington DC

1

2

a consult, we'll explain the process. We'll tell them please feel free to call us if you have any additional questions.

But we probably not going to undertake a representation during that process, unless we see that there's something that we can assist them with as far as the military is concerned.

8 MR. KRAMER: So I have one quick follow 9 up, and one more question. But first of all, I 10 want to tell you how much I like this panel 11 because nobody ever says I ask good questions. 12 And certainly in court.

13 So, I take it a public face, to follow 14 up on something Ms. Tokash said, I take it a 15 public-facing system for document to be able to 16 see what's been filed, would be particularly 17 helpful to people who are not represented by SVC 18 because they would then be able to, to go and I 19 don't really know if that needs a response unless 20 I'm wrong.

But the other thing I wanted to ask you, this is kind of unrelated where we've been

> Neal R. Gross and Co., Inc. Washington DC

21

22

1

2

3

4

5

6

1 tasked with looking at these three questions about the information, recorded statements of the 2 3 victim to investigators. And, I get from your answers that 4 5 that's routinely provided. The record of any forensics examination of the victim, the SANE 6 7 exam, and I take it that that's also pretty 8 routinely provided. 9 But the third one is the mystery to Any medical record of the victim that is in 10 me. 11 the possession of the investigators, or the 12 government. 13 Is that something you see frequently? 14 And if so, is it provided along with the other 15 two? 16 I get the impression the first two 17 categories are routinely provided, but the third 18 category I'm a little mystified by what it is, 19 and if it's provided to you. COLONEL BREWER: I'll get us started. 20 21 So I mean, often the medical records can be a 22 very tricky subject because there are certain

1 medical records that may be highly relevant to 2 the charges or some other you know, aspect of 3 the, the defense or the prosecution's case. The strange part about this question 4 for us, is that the victim always has rights to 5 their own medical record. 6 7 And so whether they're in the civilian 8 world or within the military system, the victim 9 can not only access them themselves, but can also 10 request and sign a waiver so that their counsel 11 has access to them. 12 And for us, that's a great practice 13 because if the government or defense says hey, we 14 want some part of your medical records, we, our 15 special victim counsel can ask the victim to sign 16 the waiver, go acquire those, and then go through 17 them with their client and potentially decide to 18 disclose something that hey, this one part is 19 relevant to try to get ahead of that, to maintain 20 confidentiality and the privacy of the rest of 21 their records. 22 So we think that's a better practice.

1 In terms of the government just 2 seizing all of the medical records, in general we 3 think that leads to inadvertent you know, disclosure of things that should not have been 4 5 disclosed to the government. We have cases where mental health 6 7 records are just commingled with the remainder of their medical records. 8 9 And those can be extremely private and 10 then can, sometimes judges will then rule that if 11 well it's already been disclosed, therefore, I'm going to provide fewer protections to it. 12 13 So any rule that was going to require 14 the government to acquire those things in order 15 to disclose them to victims, to me does not make 16 much sense because obviously the victim already 17 had access. 18 And it might encourage the government 19 to go ahead and seize things that are not 20 critical, or really even necessary, to the 21 preparation of their case. 22 We think it's a much better practice

1 for them to work that action through the victim. 2 Sometimes the victim and their counsel will say 3 we don't want to give you anything, and then it's going to go through the normal process of filing 4 a motion to gain access to that. 5 And allow the judge to see whether or 6 7 not they meet the criteria for breaching that you 8 know, doctor/patient issue, and then going forward with those records. 9 So we think that's smarter but I'm not 10 11 sure what other things in terms of the SANE examination. Our victims generally are going to 12 13 get whatever statements they provide, but they 14 may not get the forensic analysis of it. 15 That may be kept separately, or only 16 disclosed if it's necessary to help ask them 17 follow up questions about you know, why does it 18 show this in the forensic exam. 19 But in general, forensic exams have 20 either their, the bodily fluids or other samples 21 taken, or even samples taken from their clothing 22 or bedding, or other evidence may not be

1 disclosed to the victim at that time. 2 But their own statements are always 3 going to be provided. COLONEL PARK: From the Air Force, I 4 concur with the Army on the medical records that 5 victims, it's their own medical records. 6 So they should be able to obtain them. 7 8 I think what we have potentially more 9 of an issue with is government as she noted, 10 Colonel Brewer noted, getting access to those 11 records first. 12 And so I will say that in the Air 13 Force, we've had several cases being litigated on 14 victim medical records, access, and disclosure. 15 So, those are currently in the system at least 16 for us. 17 And with regard to the SANE that she, 18 Colonel Brewer also mentioned, if that's part of 19 the Report of Investigation, then it would likely be disclosed to at least the victim's counsel. 20 21 CAPTAIN CIMMINO: Just similar practice 22 is we would ask and you know, speak to the victim

Neal R. Gross and Co., Inc. Washington DC

and make sure they were trying to seek as much of the information as possible, to help advise them in the process.

Because they are the decision makers. So giving their VLC as much access to information as possible, will help them in their advice.

7 Because depending on where the case 8 goes, they make some decisions based on 9 information in their medical record, they may 10 make a decision based on some of that 11 information, as well.

So it's important to have a holistic approach when you're providing them legal advice. COLONEL PEDDEN: I agree with Captain Cimmino, but before I do more of that, sir, I'm not going to miss the same softball that my colleagues did, you ask great questions.

Your first question, sir, had to do with the utility of public-facing aspects of NCORS, or another digitized system for unrepresented victims.

22

1

2

3

4

5

6

And, I would wholeheartedly agree with

1 that. That level of transparency and their 2 ability materially to participate in their case, shouldn't depend on whether or not we represent 3 4 them. 5 And for those victims, either who elect to proceed without counsel, without 6 7 military counsel, or elect to proceed with civilian counsel who doesn't otherwise have 8 9 access to military computing systems, would be 10 greatly enabled by a public-facing system like 11 that. 12 So I would support it. 13 With respect to the medical records 14 issue, first I'd note that I share Colonel 15 Brewer's concern with regard to the inadvertent 16 spillage of other matter that is privileged. As we all know, there is no 17 18 doctor/patient privilege as it were, in the 19 military justice system because commanders have 20 an inherent need to know about the medical readiness and welfare of their Marines. 21 22 That said, there is as we all know, a psychotherapist/patient privilege. And we do see a fair amount of spillage there.

In my view, I do not believe that that spillage compromises a privilege in any way, to the extent that a military judge views that material and decides that it has to be disclosed, the proper remedy isn't disclosure because the patient hasn't waived the privilege.

9 The proper remedy is recusal of that 10 judge and the passage of the case to another 11 jurist who hasn't viewed the material, because it 12 was spilled inappropriately and without an 13 opportunity for the patient to object.

The second important distinction I would note with respect to medical records, is that it's important not only for a victim to have access to their own records, but also to receive from the government those medical records that are in the government's possession. Here's why.

If the two aren't the same, the disparity between the two could have a dramatic impact on a case, and directly impact a victim's

> Neal R. Gross and Co., Inc. Washington DC

1

1 right under statute, under Article 6b to consult 2 with a government counsel in the case. 3 And to ask that question hey, did you 4 know where a blood type is different, or there 5 was treatment for another condition that might affect something here. 6 7 That's a very, very important question 8 to answer. And so it's important not only for 9 the victims to have access to their medical 10 information through ordinary channels, but also 11 to know what the government knows so that we don't miss an opportunity as a result. 12 13 Thank you. 14 MS. MAROTTA: We have a similar 15 practice. I would point out that over time it's 16 changed. It used to be more common where the government would seek access to medical records. 17 18 Whereas now, it is more in response to a motion, 19 defense motion for production of. 20 And they must meet all the hurdles and 21 then be, it would be in-camera review by the 22 judge.

1 So we are now seeing it, the practice 2 has evolved so the government is much more 3 reticent to go and access documents at the medical treatment facility. 4 5 MS. GOLDBERG: Suzanne Goldberg. Thank you very much, you've described a number of 6 7 different issues. 8 And so I'd like to pose an open-ended 9 question to you, which is what challenges do you 10 see in the processes we're talking about today or 11 more generally, that you think the DAC-IPAD 12 should be thinking about both in terms of policy 13 and possibly future, future research? 14 I, of course, am tempted to provide 15 you with my short list of issues that I've heard. But I think it would be useful for the committee 16 17 to hear this from you. 18 COLONEL BREWER: I think, as I 19 discussed earlier, one thing we do see is just 20 consistency. And I agree with my colleagues that 21 I do think that the movement to OSTC and the 22 professionalization, or I shouldn't say

1 professionalization, I think more just, that will 2 have more senior people working on courts 3 martial, and with eyes on courts martial that involve special victims, will greatly increase 4 the progress that we've made already with having 5 all of our prosecutors and government you know, 6 7 teams understand what they have to provide. Or 8 should be providing to victims.

9 We've already seen progress and I, we 10 expect that that's going to continue to become 11 more standard, and more understood by this team.

12 And I think we're going to see fewer 13 of those things. Because that has been a common 14 problem, just that you know, somebody just doesn't think or in their judgment, they don't 15 16 think something's owed to victim counsel and now 17 they're just understanding that no, the SVC gets 18 it, and when in doubt, provide it to the SVC in 19 terms of motions. And information.

As I provided in my written response,
I do oppose providing the entire investigative
file because I, I do think the dangers greatly

1 outweigh the benefits. 2 However, standardizing what is 3 provided not only by all government counsel so that it's standard, it's regular, all victims can 4 rely upon it, I do think that policy should be 5 standardized. 6 7 As my colleagues were just pointing 8 out, it doesn't matter whether they are eligible 9 for special victim counsel or not. 10 If you are a victim in one of these 11 you know, proceedings, you should have the same 12 rights regardless of whether or not you're 13 eligible for legal assistance under 1044. 14 Just that shouldn't be the deciding 15 factor of what rights you're afforded, in our 16 opinion. 17 And so whatever the rules are, we do 18 think they should be standardized. And that may 19 impact what people want to provide because right 20 now, we do have things that are only provided to 21 military victims, but wouldn't be provided to 22 civilian victims because of the sensitivity of

the information. And we think that puts some 1 2 victims at a disadvantage. 3 So I think those are two things we see, but we are seeing just such progress and we 4 5 think OSTC is only going to continue that. COLONEL PARK: From the Air Force, we 6 like our process. 7 So, not a lot. So I ask you 8 know, again, what are you seeing out there that 9 we could potentially raise. 10 And they think that overall, the 11 process works well. They get the information 12 that they need, and then there are fixes. 13 So the legal offices and the 14 leadership are responsive to requests, or any 15 issues that are raised. 16 With regard to unrepresented victims, 17 there is still a mechanism in our policy for the 18 victim to file a routine use request for the same 19 information. So we file an official use request 20 21 subject to the Privacy Act, I mean under the 22 Privacy Act and FOIA to obtain the information.

Neal R. Gross and Co., Inc. Washington DC

1	There's still mechanisms in the DAC
2	policy for unrepresented victims to obtain
3	information, as well.
4	So, again, from the Air Force, overall
5	don't have any specific other recommendations.
6	CAPTAIN CIMMINO: Ma'am, so this is
7	Christmas in June so I'll ask for a wish list of
8	things. I'll focus first on what you've asked
9	for initially for today.
10	I think I would like this to go one
11	step further than just what Congress asked you to
12	look at and the specifics.
13	I would like us to get to a uniform
14	policy across the services, so that it isn't
15	different for an Army victim, and an Air Force
16	victim, and a Marine victim.
17	If we're talking about trust and
18	transparency, it should be something that we
19	could have trust and transparency, regardless of
20	your service.
21	We've made great strides in the
22	decade. I've said that and I agree with my

Neal R. Gross and Co., Inc. Washington DC

1 colleagues, we have service differences and how 2 we practice, and how we operate in the field and 3 at home. But at the end of the day, we're at a 4 5 stage where if we're really talking about trust and transparency, it matters to the victims 6 7 involved in this process. 8 As an example, right now we represent 9 about 900 victims. Last year, the Navy tried 150 10 courts martials. 11 That means there's a delta of 750 12 victims that didn't see a court. They have 13 rights to access to information, too. 14 We're just focused here on the court martial process, but the vast majority of victims 15 16 don't see their day in court. 17 So it is important that they have 18 access to information that helps them build trust 19 and transparency, in what actually is going on. Hiding information, and I don't mean 20 in a nefarious manner, but hiding information in 21 22 our system is different.

www.nealrgross.com

1	Because in the civilian sector, a
2	prosecutor's not necessarily going to give over a
3	whole investigation to a victim either.
4	However, I was fortunate to
5	participate, I know Ms. Garvin's on so this is a
6	plug, I was at NCVLI last week and I met a lot of
7	victim advocates around the country.
8	And we talked about a lot of things,
9	and I think we're in a position for us in the
10	military now, one, if we're really going to make
11	transparent and transformational change, we
12	should be uniform in our practice.
13	And we should be honest about that and
14	say hey, give the victims access because most of
15	our victims in the Navy are uniformed. They took
16	their right hand and they raised it to support
17	and defend the Constitution.
18	We should give them that right and
19	privilege in the process if we really want to
20	build trust and transparency, give them access to
21	that.
22	So I would like you to look beyond
	(202) 234-4433 Neal R. Gross and Co., Inc. Washington DC www.nealrgross.

just the core things they asked you to look at, because we're getting that. That's the tip of the iceberg.

1

2

3

And I tell you, I traveled the Navy and everywhere I've gone SARCs have told me this, VAs have told me this. Lawyers have said it. Getting that information will make victims believe more into the system. That's a trust and transparency issue.

10 On the second prong of what else we 11 could do, today we're here for these particular 12 issues.

But I'd welcome the opportunity to come back and talk about a proposal we're working up to expand Article 6b rights, to bring Article 6b in alignment with the Crime Victims' Rights Act.

And talk about appellate rights, and the things that don't exist right now. It should be almost identical in most ways.

21 But that's my major wish list that 22 we'd like to come back and maybe do at another

1 time. Because the legislative cycle for DoD 2 takes so long, we'd be looking at fiscal year 25 3 to get anything at this point. Victims shouldn't have to wait any 4 longer to get this stuff done sooner, because I 5 believe Congress would want to do that. 6 7 MS. TOKASH: So what you're saying is 8 you loved our report that came out on Friday 9 about creating uniform prosecution standards? 10 CAPTAIN CIMMINO: I'll withhold my 11 comment right now, ma'am. (Laughter.) 12 13 MS. GOLDBERG: And just if I may, a 14 quick follow up before we continue. Thank you 15 for the wish list and for the specifics here. 16 When you speak about the victims 17 having access to the file, a number of, I mean, 18 all of you have spoken about this. 19 I think there are questions of timing 20 that have been raised by others who have spoken 21 to us, and concerns about the integrity of the 22 investigation process.

www.nealrgross.com

1 And so the question that would be 2 helpful for you to address either right now, or 3 after we've come around is, are your thoughts on 4 timing, and also the question whether you have 5 seen any trends in misuse or over sharing by a victim of information in ways that compromise the 6 7 integrity of the process. Not are there one-offs because there 8 9 are one-offs in every area we could ask about, 10 but are you seeing trends, and is that a concern 11 for you? 12 CAPTAIN CIMMINO: Okay, I'll ask and 13 then I'll turn it over to Colonel Pedden. So the 14 first question, we don't have access to that now, 15 so I don't have data to tell you if we had a 16 misuse issue. 17 And I'm not opposed to the Air Force's 18 approach of giving it to the counsel, helping 19 them determine what, what they should use it with. 20 21 I don't like the Air Force's policy on 22 discretion. It gives the SJA the decision making

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

authority.

1

2	So I'd remove that SJA discretion and
3	give it to the victim legal counsel, and then
4	they make a legal determination. They're
5	representing the counsel. They're barred and
6	they're licensed, so they can make it.
7	I don't know of spillage. There could
8	be spillage. That is a concern of the
9	prosecutors that if you tell them this, it might
10	change testimony. It might do this; it might do
11	that.
12	Those are a lot of things we'd have to
13	work through with the wickets. But if you're
14	giving it to the VLC and they understand their
15	obligations, and you look at the rules, under the
16	PR rules, if they don't have to share necessarily
17	everything, they could work around it, I think we
18	can get to the right answer.
19	
_,	Because if the victim feels their
20	Because if the victim feels their attorney has all that information and is working
20	attorney has all that information and is working

1 way without having to worry about that. 2 And then avoid some of the spillage 3 issues that may happen. But I turn to Colonel Park, because I 4 think she's the only one with the benefit of 5 having all that information, and may be able to 6 7 tell us about spillage. But I don't think my counsel would 8 9 violate that really on a regular basis. 10 COLONEL PEDDEN: I concur, ma'am. Ι 11 think on the wish list front, my big three would 12 be access, appeals, and counsel. 13 We've talked here today quite a bit 14 about access to information. I think the answer 15 is likely before you in sort of a hybrid format. 16 In terms of scope of information, I 17 think an Air Force model is good again, with the 18 caveat that I would respectfully not vest any 19 discretionary authority in the SJA, because the 20 SJA has a client. And that's not my client. And 21 those interests are more than occasionally 22 And so, independent judgment in that adverse.

regard is welcome.

2	The other I think model that I would
3	encourage adoption of is the Coast Guard model,
4	which triggers disclosure of this information
5	without request. It's earlier in the process.
6	And so things like the Freedom of
7	Information Act requests, are likely far too late
8	to be useful to an attorney who's advising a
9	client on the prudence of supporting or not
10	supporting a plea agreement, for example.
11	Because the FOIA process isn't going
12	to be able to catch up to something that early in
13	an investigation.
14	And so hybridizing those two models,
15	which favors a lot more disclosure much earlier
16	in the process and without a specific request, I
17	would find very favorable to clients.
18	A lot of my attorneys come to me with
19	concerns about professional responsibility, and
20	the quality of advice they're able to offer
21	clients, based on the amount of information that
22	they're given to do that.

1	That's problematic. And in the
2	written materials I submitted to the committee
3	for this hearing, I highlighted a couple of the
4	rules of professional responsibility for
5	attorneys practicing under the cognizance of the
6	judge advocate general of the Navy.
7	And the rule regarding competence, it
8	specifically enumerates access to evidence, as a
9	critical component of fully and ethically
10	advising a client. And I can't overstate the
11	importance of that.
12	And we just don't get enough
13	information. To the extent that we do get
14	information from the government counsel,
15	occasionally as I mentioned earlier, provided a
16	little bit too late, but it's also not provided
17	by the right source.
18	The same thing applies to docketing
19	requests, and things of that nature. I'm not
20	aware right now of a request for a continuance
21	that was made by a victim's legal counsel that
22	was granted.

1 I'm sure that there are some, but it's 2 exceedingly rare. Much more often, VLC are 3 regarded as fungible assets that can just kind of be transplanted across clients to make sure that 4 5 we keep the docket moving forward. That's problematic from a PR 6 7 perspective, as well. 8 On appeals, in my vision I think right 9 now we don't have one. We have a Code 45 and a 10 Code 46 at the Navy yard that speak to appellate 11 matters for the defense, and for the government. We don't have a Code Wilco, and we 12 13 Right now, appellate matters are a part should. 14 of trial practice for line VLCs whose clients 15 have a right to petition for a writ of mandamus 16 at the Court of Criminal Appeals. 17 And Article 6b was recently amended to 18 provide for appellate review jurisdiction at the 19 Court of Appeals for the Armed Forces. 20 Those are complex and highly technical 21 appellate tasks that rate complex and highly 22 technically trained counsel for those tasks.

1 And so, I think we should formalize 2 that process and make it more uniform across the 3 services. And the last piece is just counsel. 4 5 Everybody wants more people. I would offer you that right now, we don't have guite the numbers 6 7 that the Navy does, but we also don't have quite 8 the counsel. I think last month we had 603 clients 9 10 across the Marine Corps and VLC enterprise. And 11 that's for 23 victims' legal counsel if you 12 include me. And we could use some more folks. 13 I'm skeptical that we're going to make 14 our 25 case per counsel deadline in December, 15 although we're working very hard to make sure 16 that we're able to do that. 17 So those are my big three. Access, 18 appeals, and counsel. 19 MS. GOLDBERG: Thank you very much. 20 And just want one quick followup before we go 21 further. 22 So in response to concerns from trial

counsel about the integrity of the process, and concerns about compromising their ability to prosecute.

1

2

3

Your position would be that victims counsel is bound by professional responsibility code, and that their having the information would not pose those risks to the integrity of the process? Or is there some additional response that I'm not catching?

10 COLONEL PEDDEN: I think there are two 11 components to that, ma'am. The first is what 12 effect, if any, disclosing this information to 13 the VLC would have on the testimony of a victim 14 at trial.

We have rules in place for that, and those are standard trial tasks for the government counsel, or a defense counsel for that matter, should know how to rehabilitate the credibility of a witness on the stand. That is meat and potatoes litigation.

21 And secondly, I'd also offer that I 22 think in our written materials, we provided some

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1 anecdotal evidence. My initial survey was that 2 this is a pretty common theme. 3 With regard to communication with 4 clients, attorneys have an obligation to disclose 5 information. We don't necessarily hand over everything, right. 6 7 And whatever we are going to disclose, 8 can always be subject to restrictive orders by 9 the military judge, for example, that would ensure that that material isn't used in an 10 11 inappropriate way. 12 I think all of us have probably heard 13 or seen of some incident of spillage on an 14 anecdotal basis. I haven't seen any of that as a 15 trend. 16 And my counsel would be very averse to 17 sharing an information in an inappropriate way, 18 not just because it jeopardizes their license, 19 but because it likely jeopardizes the cause of 20 their client. 21 So, I don't view these as 22 significantly difficult issues. I would say that

1 government counsel often offer that as the 2 explanation for why they refused to disclose 3 almost anything related to a case, other than 4 exactly what they're required, and only what the 5 required to do. And so I understand they have a 6 7 client, too. I respect that. And I think that 8 the way to handle that again, is through a 9 uniform policy that applies to all of us. HON. SMITH: I know Ms. Garvin has a 10 11 question, and then Ms. Bashford. (No audible response.) 12 13 HON. SMITH: You're on mute. 14 MS. LONG: On my end I'm not. 15 HON. SMITH: I can hear you, Ms. Garvin. 16 17 PARTICIPANT: I can hear you, Meg. 18 MS. LONG: Wonderful, thank you all. 19 And if my internet cuts out, I will email my 20 question. 21 I have two questions. The first one 22 I believe, is pretty brief. And so I'll ask them

1	at the same time, and you can just roll your
2	answers into them.
3	The first one is that there's been
4	kind of a conversation around how OSTC, as well
5	as the evolution of SVC/VLC has really improved
6	things.
7	And I would echo that just from my own
8	experience as a victim's lawyer, but I also want
9	to just have confirmation that it's improving
10	things for particular crime victims.
11	But the NDAA Article 6b rights apply
12	to all victims in the military. And so I just
13	wanted to just have some response to that of, and
14	it may be outside your expertise, but I would
15	like to just have that on the record, your
16	thoughts on that.
17	But then more specifically, I believe
18	it was Colonel Brewer, but I may be wrong and I'm
19	looking to the side because I have notes over
20	here, have indicated, it may have been someone
21	else, that if something does go wrong in the
22	disclosure of the information that you are

1	entitled to, that you quote, try to find a remedy
2	for that.
3	And I'm curious what that looks like,
4	particularly if something significant has already
5	happened and you didn't timely get the
6	information, what remedies you do have or don't
7	have. I would like to hear a little bit about
8	that.
9	In the civilian world right, we would
10	go for a reconsideration of a proceeding. We'd
11	go for a vacation of a proceeding.
12	Something along those lines, or even
13	recusal of someone if there was and I think it
14	was Colonel Pedden's vocabulary, spillage.
15	So I'm curious what the remedies are
16	if you either do not get information you're
17	entitled to, or someone else gets information
18	that you would have made a motion to redact
19	further on.
20	COLONEL BREWER: No. Thank you for
21	that question. That was me. This is Colonel
22	Brewer. And it depends on the case and

Neal R. Gross and Co., Inc. Washington DC

obviously, it depends on what the error is. But the case that came to mind for us is we did have an SVC fail to request the proper remedy in a timely fashion and then used that as a teaching 4 point as we moved forward when training our special victim counsel to make sure they understood that there are remedies that are available to them.

9 So if it's early in the process, the 10 remedy may be reaching out to a chief of justice, 11 that prosecutor involved, or even the staff judge 12 advocate to say, hey, we are entitled to this and 13 for whatever reason, we have not received it in a 14 timely fashion. And sometimes that has involved 15 me reaching out to staff judge advocates to 16 explain that like hey, your counsel are ignoring 17 special victim counsel, and I'm willing to come 18 out there and teach a course to your folks to 19 make sure they understand that we take this very 20 seriously. And usually that remedy is pretty 21 effective.

22

1

2

3

5

6

7

8

But we can also petition the court.

1 We can say you've set a deadline for response to 2 this particular motion of x day; however, the 3 parties to this failed to give the special victim counsel or the unrepresented victim notice until 4 5 day five of that, you know, one week deadline. We would ask that you extend that deadline and 6 7 allow that delay. Now sometimes will be that 8 that delay is not in our client's interest, and that can be the real tension. And so we've had a 9 10 few instances where a special victim counsel out 11 in the field says, hey, my client doesn't want a 12 delay but they really want to respond to this, 13 this is something I've never done before. And 14 then me and my team will be looking at a motion, 15 you know, that night to make sure that they can 16 file it first thing in the morning. So whether it's us at the policy level

So whether it's us at the policy level providing that direct support, whether it's asking the judge to intervene and grant additional time, or whether it's kind of regular reaching out to those prosecutors and their supervisors, those remedies have been very

1 effective, but there's definitely there's those one-offs where the victim was -- the case I'm 2 3 thinking of they were unable to communicate with this victim prior to a motion hearing that 4 5 absolutely impacted that victim's rights to be heard, and that victim lost the right to be heard 6 7 at a particular motion hearing. And at that 8 point, the judge was unwilling to take any kind of remedial action, and so based upon that 9 10 failure, that opportunity was lost for that 11 victim. And I've personally spoken with that victim about it. We've spoken to the counsel 12 13 about it, but that case has moved along and that 14 wasn't satisfactory to anybody involved. And so 15 we worked to make sure that those rare instances 16 where something happens that impacts a victim 17 right becomes part of training for not just my 18 counsel but for the prosecutors involved so they 19 understand that this has real impact and 20 thankfully, we don't see that very often, and we 21 work very hard to make sure we don't. 22 And I'll pass to the rest of my team

if they have anything else about that, and then I'll just say I do want to discuss the request my colleagues made regarding access, cause I completely disagree. But I'll just put that out there.

CAPTAIN CIMMINO: Her time has expired.

8 COLONEL PARK: So in the Air Force, we 9 have -- you know, Ms. Wells is our appellate 10 counsel. So when things kind of go sideways at 11 the trial level, we are -- she is in frequent 12 discussions with our victims counsel on looking 13 at different options to remedy whatever the error 14 When it comes to getting late notice, was. 15 judges will frequently give extra time for a 16 victims counsel to file a response on that.

And you also mentioned, you know, the victims counsel or OSTC improving it for some but not all victims. I think that with everything, you know, the victims counsel program has also been an evolution, right? We took on sex assault victims in 2013, domestic violence victims, and

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

we continue to grow. And you can see that not only in our practice and the scope of what we do but even in the, you know, discussions about access to information.

5 I will say that we started discretionary, but as I noted, you know, over the 6 7 past, I would say this is about five years going 8 that we've have had these, you know, the official So we don't use FOIA. We use the official 9 use. 10 use request and to get the information, that 11 really, we're at a point where most SJAs do it. 12 We've trained them enough. They've come to 13 realize that providing the information also gets 14 quicker victim input and more clarity, right, and 15 informed victim input on what the case 16 disposition should be. So they find it to be --17 to actually improve the process for victims. 18 And so I know that it is for, again,

19 particular victims but we are moving there.
20 Again, at least, you know, in the Air Force, we
21 do have ways to get information to other crime
22 victims if they would like that, maybe not 100

Neal R. Gross and Co., Inc. Washington DC

1

2

3

1 percent access to victims counsel, but we also 2 have a program where we provide legal consultation with other crime victims and victims 3 of interpersonal violence as that next step, at 4 least in our practice. 5 CAPTAIN CIMMINO: I have nothing else 6 7 to add, ma'am. 8 COLONEL PEDDEN: Good morning, Professor Garvin. Colonel Pedden here. 9 I think 10 you already know my position on this and broadly 11 speaking, in my view, the link between rights and remedies is too weak, and that draws many folks 12 13 to the conclusion that the statutory rights in 14 Article 6B are aspirational. They shouldn't be. 15 They should be enforceable and where, for 16 example, the government has abrogated its duty 17 properly to notify victims, properly to afford 18 them notice and an opportunity to be heard, say, 19 for example, during an Article 32 proceeding prior to referral, then there should be some 20 21 means by which a victim can seek remedy for that. 22 A victim should be able to seek remedy for the

incorrect or unauthorized disclosure of their protected health information, of their privileged records of communications between a patient and a psychotherapist.

And there aren't specific remedies 5 that are in place. I could offer one anecdotal 6 7 example from a case about a month-and-a-half ago 8 where victims were incorrectly advised by 9 Government counsel throughout the process about 10 their rights to be present during the Article 32 11 hearing. Ultimately, that precipitated in a very late detailing of victim's legal counsel, because 12 13 they weren't properly advised of their right to 14 counsel early in the process.

15 They came to us and our counsel 16 determined that the only means by which we could 17 give meaning to their rights under Article 6B was 18 to make a motion to the military judge to dismiss 19 the charges and the specifications, prefer them 20 anew, and then go back through the Article 32 21 process and the plea agreement negotiation 22 process so that they could participate in a

1

2

3

meaningful way. And in that case -- and I'm not casting an aspersions on the military judge, I'm confident that that judge applied the law as that judge saw the law needed to be applied in that case. What that tells me isn't that the judge was wrong. What it tells me is that the policy isn't right yet.

8 And so there need to be more 9 enforcement mechanisms in place that enable VLC 10 to advocate on behalf of their clients. Thank 11 you.

MS. MAROTTA: Well, I've been having 12 13 this conversation with Colonel Pedden since about 14 2015 when he was an instructor at the JAG school. 15 So yes, we do agree that 6B just doesn't have the teeth that we would want it to in circumstances 16 17 that are outside of things that you would be able 18 to file a writ for. It's -- I really just 19 becomes the SVC's ability to work with SJA and 20 the trial counsel to have remedies and work-21 arounds. 22 Again, we do believe now that all of

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

our trial services are consolidated under one organization. You know, the O-5 there used to be an SVC, so I know there are people there that understand what's supposed to happen, and it makes it a lot easier, but that's personalitydriven. Policy is better.

7 And then as far as going back to the 8 original question you were discussing about 9 challenges, I just wanted to add that the Coast 10 Guard does support the Air Force's view -- Air 11 Force policy where the special victim counsel can request official use at review of the ROI. 12 We --13 I can't tell you how many times I've had 14 discussion with my counsel with their frustration 15 of not understanding what's happening in a case. 16 And they say, "Well, how come the Air Force gets 17 to see the ROI." And when we've had discussions 18 with our investigative services, they say, 19 "Absolutely not. It's going to compromise the 20 investigation." But I believe that the Air Force's model addresses that concern as far as 21 22 just having the information be with the counsel

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

1 and certainly, there are other examples in the 2 military justice process where military counsel 3 has access to information that they can't turn over and classified information would be -- would 4 certainly fall in that category. 5 So there are mechanisms in place. 6 7 There are other policies that we could look at, 8 but we support the Air Force policy. 9 If I could follow-up COLONEL PEDDEN: 10 just with one comment on what Ms. Marotta just 11 said. It illustrates a very important point. Α 12 victim's rights should not depend on the service 13 of the offender, right, and so we, across the 14 interservice coordination committee, we have a 15 cross-detailing arrangement, we often detail our 16 counsel to other cases and vice versa. And so 17 the Marine Corps represents several Air Force 18 attendants and Air Force service members and so 19 on and so forth. 20 Your rights to access the information shouldn't turn on the color of the uniform that 21

(202) 234-4433

22

Neal R. Gross and Co., Inc. Washington DC

that person is wearing and where you're a victim,

www.nealrgross.com

1 in an Army case or a Navy case. Your rights 2 should be the same. They should be uniformly enforceable and this, frankly, speaks to why we 3 have a uniform code going back into the early 4 5 1950's is because the disparate treatment of service members at the hands of commanders was, 6 7 in the view of Secretary Forestall, 8 unconscionable and he saw a need and Congress 9 did, too, for a uniform code. We need uniform 10 policy for the treatment of victims as well. 11 Thank you. MS. BASHFORD: We asked you to discuss 12 13 two areas, and I know we're even over time now 14 but do you believe that the Article 25 criteria 15 currently in place yields fair and impartial 16 panels in these cases and panels that are 17 perceived by your clients to be fair and

18 impartial?

19 COLONEL BREWER: I agree with many of 20 the comments that you've already been provided. 21 We were able to read what the kind of learned 22 counsel, so to speak, provided and found it, you

1 know, very enlightening. But I -- and I will say 2 I don't' know what the right solution is, but I 3 do think that particularly, one of the folks who will speak in the next panel pointed out, is 4 that, you know, having a diversity when you look 5 at a trial where we ask the fact finders to use 6 7 their knowledge in the ways of the world to guide 8 their analysis of the facts presented and the 9 evidence presented where it does end up being 100 10 percent male just because of the demographics of 11 the military in general. I think it does put 12 that fact-finding panel at a disadvantage by not 13 having someone on that panel with the experience 14 of having female body parts and a woman's experience. I think that that is an unfortunate 15 16 result that if there was a way to not cause delay 17 or disruption in our justice process, that we can 18 continue moving forward and have panels selected 19 rapidly and so that they are properly qualified 20 but increase that diversity so that there's more 21 likely to be somebody to have that experience to 22 be able to inject that way, knowledge of that

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

perspective of the world. I think that's of benefit to victims and so many of our victims are women and their bodies and their experiences are frequently at issue.

I thought that was an incredibly 5 insightful thing that was brought forward and 6 7 agree with it, the different methods of how that 8 panel could be selected to increase that. Ι 9 think those are all great things to be 10 considered, but we don't have the capability to 11 decide or to even recommend what the most 12 effective way will be cause, again, we don't want 13 to slow down the justice process, but we do want 14 to make that fact-finding panel as capable as 15 possible to really evaluate that evidence and 16 those facts.

17 COLONEL PARK: So from the Air Force 18 Victims Counsel perspective, I, you know, asked 19 the team of their thoughts on the composition of 20 the panel and how it affected the courts martial 21 or the outcome for the victim, and they -- we 22 just didn't have a lot of strong input on those

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

particular criteria and the impact that it had on the final outcome for the victim. So we -- you know, we had our responses and have really nothing more to add to that.

Ma'am, similar for 5 CAPTAIN CIMMINO: us but an interesting dynamic, if you actually 6 7 looked at the Navy last year, I think we 8 contested 50 cases across the entire organization 9 and what the makeup of those 50 panels were and 10 the number of acquittals was fairly high. Τ 11 don't think it was based on the makeup per se, 12 but the number of contested cases we see has 13 really dropped over the last decade or so. And 14 using the criteria, our folks didn't have a lot of input that there may have been differences 15 16 based on those things.

But I do agree with Colonel Brewer that in a dynamic of a male-dominated force, you may not have gender diversity. And I read all the articles you all provided and some of the dynamics -- I sat yesterday through the randomization. There is a difference between how

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

1 randomization occurs in the Army because of the 2 forward part. We would always send our courts 3 back stateside, always. We would never have that kind of scenario. So there are definite 4 5 differences amongst the services that something like randomization might happen and how the jury 6 7 or the panel is made up. But generally, our 8 counsel have not expressed that and I don't know 9 of anything universal where victims have 10 expressed that there were not enough men or women 11 or people of different backgrounds on a 12 particular panel.

13 Similarly, in the COLONEL PEDDEN: 14 Marine Corps, ma'am. I think in my written 15 materials I mentioned that I would support, and 16 strongly support actually, randomization on the 17 front end to get around the problem of commanders 18 not sending who's best qualified but who's 19 available.

The other thing I'd offer is that randomization across commands would be helpful as well, and I would -- in the words of the judge

1 that I clerked for many, many years ago, I would 2 cast this as a form of civic duty within the 3 military, that you have a duty to serve the justice process that serves and disciplines us 4 5 all so well. I think that would be well-served by having service members from several different 6 7 commands randomized and then they're assembled. 8 The Article 25 criteria can then be applied to 9 that venire, and then those folks are obviously 10 subject to a voir dire down the road. And so I 11 think there's room to combine a lot of these 12 norms.

13 As to the criteria themselves, I think 14 those are all salutary aims. I don't have any reports from my folks about concerns for under 15 16 representation of women or persons of color or 17 any other category for that matter, and so I 18 guess I would say that I'm skeptical that with 19 the small sample size that we have, we could 20 effectively make sure that all of those groups of 21 people are well-represented on our panels given 22 the voir dire process. But I'd be open to

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

efforts to do that. Thank you.

1

2 I can provide a comment MS. MAROTTA: 3 not from my Coast Guard SVC hat but from my prior experience as an Army officer judge advocate. 4 I've been involved in the panel selection process 5 several times, and my experience is that the 6 7 convening authority takes it very seriously as to 8 selecting the right people, the right balance of 9 people, having diversity on the panel, having 10 people with the right maturity and will take it 11 seriously. And even his decisions about excusing 12 people for certain duties were very seriously considered, because he viewed it as, you know, 13 14 this is your primary duty and I'm selecting you 15 for this very important duty. So I think it's --16 we have very good panels as compared to the 17 civilian sector where you're just -- it's luck of 18 the draw almost. 19 So the other thing I would consider is

our overall population in the military is very different than the civilian sector, so we predominantly have 18 to 22 year olds. So you

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1	have to look at, you know, if you just strictly
2	start picking people, who are you going to end
3	up. The population may look very different than
4	it would in the civilian sector, so there is a
5	reason why the convening authority is picking,
6	you know, some people that are more senior
7	because we're a different society, and we have
8	we it's we live together, we work together,
9	and a lot of people view it as like an extended
10	family type situation where people have grown up
11	in the military. They you know, they live
12	with these folks. So it is different than the
13	civilian sector.
14	So I think that the and the purpose
15	of the military justice system was is to

of the military justice system was -- is to 15 promote good order and discipline in support of 16 17 national security. So it's got a much more serious -- it's more important, I would say, in 18 19 many regards than juries in the civilian sector. 20 So I am not in favor. I think that everything 21 can be improved and everything should be looked 22 at, but I am not in favor of wholesale throwing

1	out all of the criteria.
2	HON. SMITH: I pressed, I though.
3	Okay. I think that will conclude
4	MS. TOKASH: I think Colonel
5	Brewer
б	HON. SMITH: Oh.
7	MS. TOKASH: I'm sorry,
8	ma'am.
9	HON. SMITH: Okay. Great. Thank you.
10	COLONEL BREWER: And I promise I'll be
11	brief. I just wanted to, in terms of victim
12	access, to emphasize to all of you that the
13	reason that the Army program does not support the
14	request that my colleagues have made is because
15	when we look at this question as a victim-driving
16	and victim-informed process, we think looking at
17	it from those two scopes would result in the
18	exact opposite recommendation. If we think about
19	being trauma- and victim-informed, we realize
20	that victims' accounts and their ability to
21	explain what happened is going to change
22	drastically from the initial report, especially

if it's shortly after the incident throughout the process.

3 Currently, our special trial counsel are able to help rehab, like we've talked about, 4 5 that client and that allegation that their statements have changed over time by bringing an 6 7 expert to explain how trauma has impacted their brain and their ability to recall that 8 9 information. That ability to rehab that victim 10 client is going to be greatly decreased if that 11 time span has also been influenced by access to 12 other victim statements, forensic information and 13 other investigatory material. If you review the 14 entire investigation, then all of a sudden that 15 expert who's explaining how trauma is the cause 16 of the change in testimony is going to look far 17 less credible. And so we think it undercuts 18 being victim-informed and allowing that true 19 science to stand out and influence the fact 20 finder.

Then in terms of being victim-driven, our process is we inform victims to the greatest

> Neal R. Gross and Co., Inc. Washington DC

21

22

1

1 extent we can, and then we do what that victim 2 directs us to do. We do not do what the 3 government directs us to do. So if the 4 government does not want us to share information, 5 that is great but that is not binding on us both because of our ethics rules that require our 6 7 devotion to our client. And if our client wants 8 that information, our client will receive it. 9 And, therefore, if we say we're going to give 10 this information to the special victim counsel 11 but we're going to then tell them that they cannot share it, that is not ethically sound from 12 our analysis. So we believe that the victim 13 14 counsel should be representing a witness, not a 15 party, and -- because the obligations that fall on parties to the proceedings are something that 16 17 we do not want our victim clients to have to 18 comply with in terms of additional disclosure and 19 all kinds of other things that both the defense 20 and the prosecution have obligations to provide 21 throughout the process. We want to protect this 22 victim client and make sure that their goal of

conviction has the best chance possible and that our special victim counsel are able to represent them in the most honest way and the most victimdriven way and in the way that allows them to always be consistent with their state and our ethical rules.

1

2

3

4

5

6

7 And so based upon that, we do not 8 support the way the Air Force is currently doing 9 it nor would we want that to be required for all 10 of the services. We'd like to maintain our 11 ability to proceed as where we treat the victim 12 as a witness with a great deal of special 13 treatment in terms of their representation 14 Article 6B rights, but we would not want to go 15 further towards kind of becoming a third part to 16 the proceeding.

17 COLONEL PARK: So in terms of what we 18 provide to the victim, we go over, actually, in 19 our scope of representation that we will be able 20 to make an official use only request to the 21 government, but we will not be able to turn that 22 information or disclose it or hand over the

1 investigation to the victim. So right up front, 2 they understand what the process and what the 3 limits are, and we have them sign it so that they understand that even if we get it. But again, it 4 5 kind of comes with the trust that they have that we have seen the information. We are here to 6 7 navigate them through the military justice 8 process. We are experienced in the UCMJ. And so 9 this just adds to, right, our ability to provide 10 the best most competent representation of the 11 victim so that's our --

12 CAPTAIN CIMMINO: And I know we're 13 over time, but I just want to put something in 14 perspective and Carol will probably kill me for 15 this, but I don't know the numbers, but if I 16 looked at us combined, we might be representing, 17 say, 3,000 victims right now across all our 18 services. If 10 to 15 percent of them see their 19 day in court, I'll take the risk that we can't 20 fix the problem. If it's going to help transparency and trust in the system, that's the 21 22 change we may need to make. I think we can get

there, but I think we have to look at the raw data to show that, you know, the vast majority of victims that come forward, they don't see their day. So if there's a way to help build trust, maybe we should go that route and this board, this panel can maybe help push the services to get there.

8 COLONEL BREWER: Well, I'll just 9 everyone know the Army routinely does provide a 10 great deal of information when there's not the 11 possibility of going to court martial or some 12 other administrative type procedure that would be 13 adversary. So it's very typical our special 14 victim prosecutors, soon to be special trial counsel, will discuss what it is within the case 15 16 file, what the evidence is. That was always my 17 practice to then sit down as the special victim 18 prosecutor and explain because these other 19 statements were provided, because at that point, 20 there's no longer a risk of causing all of the 21 harm that this earlier disclosure would cause, 22 because -- and I do think it's for exactly the

1

2

3

4

5

6

reason that Captain Cimmino brings up, because that victim needs to understand if they're going to be able to feel like they were heard throughout the process why we could not go forward.

However, I think that the timing of 6 7 that is critical. The timing of that, once that decision has been made so that the victim can 8 9 understand that information and potentially 10 challenge it I think is fair. But providing it 11 across the board to all victims I think 12 undermines their credibility as the critical 13 witness in many of those trials. 14 HON. SMITH: All right. Now -- thank you very much. We should have done 90 minutes. 15 16 MR. SULLIVAN: We did. 17 HON. SMITH: We did? 18 (Laughter.) 19 HON. SMITH: All right. Thank you 20 very much to the panel. That was very helpful. 21 COLONEL BOVARNICK: We'll just change 22 out the panels, take like a five-minute break and

1

2

3

4

then get the next panel members up.

1

2 (Whereupon, the above-entitled went 3 off the record at 9:54 a.m. and resumed at 10:03 4 a.m.)

5 COLONEL BOVARNICK: Before we announce the next panel, I have a quick announcement. 6 So 7 we are going to do the two other panels this 8 morning to go up to the noon hour. And the thing 9 that appears on the agenda, the session that 10 appears. OSTC Course Observation Feedback, we're 11 going to push to the afternoon because one of the 12 presentations in the after that's slotted for 75 13 minutes will not take that long. So we'll be 14 able to make up that time in the afternoon. 15 So the next panel, Ms. Peters will

16 introduce and we'll take a short break in between 17 prior to the last panel.

MS. PETERS: Members, good morning.
This is Meghan Peters. Our next group of
presenters offer an important perspective to the
DAC-IPAD on its statutory task to assess policies
for the disclosure of case materials to victims

and victims' counsel.

1

2 Representatives from Survivors United 3 are here today. Survivors United is a nonprofit organization dedicated to serving individuals who 4 5 have been sexually assaulted by a United States military member. Mr. Ryan Guilds and Ms. Kylisha 6 7 Boyd volunteer much of their time in supporting and advocating for victims of sexual assault in 8 9 the military. Ms. Boyd has appeared before the 10 DAC-IPAD before in 2018, and Mr. Guilds' insights 11 have informed the work of this committee on past 12 projects including your study of victim impact 13 statements presented in presentencing proceedings 14 at courts martial. 15 Ms. Jennifer Elmore is also a familiar face to this committee and a welcome source of 16 17 information for the DAC-IPAD. As CEO for Protect 18 Our Defenders, she has been the face of this 19 well-known human rights organization and advocated fiercely for victims of military sexual 20 21 assault. 22 And with that, I'm going to turn the

1	floor over to Mr. Guilds who has prepared remarks
2	as our other speakers have today. Thank you.
3	MR. GUILDS: Great. Thank you. Madam
4	Chair and Members of the Committee, it is my
5	great privilege to offer my experience and
б	perspective on the important issue of victim
7	access to information. I appear today both as a
8	pro bono victim legal counsel with over a decade
9	of experience representing military-connected
10	sexual assault survivors and as counsel for
11	Survivors United, a victim-created, victim-led
12	organization providing crime survival
13	perspectives on the military justice system.
14	Victim access to information is a
15	bedrock principle of victim-defined justice.
16	Sexual assault is an extreme violation. It takes
17	agency away from the victim, power. The goal of
18	victim counsel is to bring that power back to
19	empower the victim moving from victim to
20	survivor. Unnecessary limitations on victim
21	access to information not supported by the law or
22	good trial practice undermine this important

objective and results in re-victimization and a loss of trust.

3 The issues concerning victim access to 4 information are broader and more complex than 5 simply access to investigation materials and investigators and trial counsel's files. 6 As an 7 initial matter, victims do not automatically receive their statements from criminal 8 9 investigators. Army TJAG policy does not require 10 a provision on victim statements to the victim 11 pre preferral even upon request. Compounding 12 matters, unrepresented victims are not 13 automatically provided their statements unless 14 and until they request them, something victims 15 are frequently unaware of. And as a result, all too often, victims receive their own statements 16 17 for the first time shortly before trial as part 18 of trial counsel's final trial preparation 19 efforts.

20 Of note, an initial report to law 21 enforcement is frequently the first time a victim 22 speaks in detail about their assault to a

> Neal R. Gross and Co., Inc. Washington DC

1

stranger. Indeed it may be the first time the victim describes the details out loud to anyone. It is a time of intense anxiety and frequently residual trauma. It is, therefore, not unusual for my clients to express difficulty remembering what happened during a law enforcement interview or even what was said.

8 Furnishing victims their statements in 9 a proactive and timely way allows them to point out additional information or facts that may not 10 11 have come out in an initial interview, and it ensures the victim is informed and knowledgeable 12 13 about their prior statements before any 14 subsequent interview by investigators or trial 15 counsel. These important objectives do not 16 undermine the government's case or negatively 17 impact the accused's rights. Moreover, pre 18 preferral victim access to their statements is 19 particularly important when victims are asked to 20 express an opinion regarding military or civilian 21 jurisdiction or the possibility of an 22 administrative separation in lieu of court-

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

martial. For these reasons, the proactive mandatory and timely provision of all victim statements, including interview summaries, to the victim is essential and should be implemented immediately.

Evidence submitted during the Article 6 7 32 hearing and access to the Article 32 8 preliminary hearing officer's report are 9 additional categories where victims are 10 unnecessarily prevented from receiving timely and 11 complete information. Military-connected victims 12 have a federal right to be present at the Article 13 32 regardless of whether they testify and obvious 14 recognition of the importance of the victim's 15 right to participate in the Article 32 process. 16 Victims also have an express right to receive the 17 preliminary hearing transcript, a further 18 recognition that victims should know what is 19 happening during the Article 32 process.

20 Despite these rights, in my 21 experience, victims and their counsel do not 22 routinely receive preliminary hearing evidence

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 for the PHO's recommendation. Limitations on 2 access to preliminary hearing evidence needless 3 undermines the victim's trust in the process. Any limited Privacy Act concerns can be addressed 4 5 with basic redactions. The accused is not harmed by the victim's receipt of this information, and 6 7 the government can overcome any concerns victim 8 access to non-privileged evidence creates through 9 an informed exchange between trial counsel and victim legal counsel. 10

11 The harm to the victim in not 12 receiving preliminary information is significant. 13 Article 32 hearings are largely paper affairs 14 currently with few, if any, witnesses. Without 15 access to the evidence submitted, the victim's 16 right to participate and receive a transcript of 17 the Article 32 hearing is meaningless. Even 18 worse, victims are told that the hearing will 19 impact whether the result will proceed to trial 20 and yet the very opinions that inform that 21 decision are often withheld from them even though 22 this information is not privileged and even

1 though, again, any Privacy Act concerns can be 2 addressed with manageable and focused redactions. FOIA is not a viable alternative for 3 victims to receive this or any other information 4 5 developed through the Article 32 or court-martial processes. Unrepresented victims do not know or 6 7 understand the process and even represented 8 parties do not receive timely or meaningful 9 information in connection with a FOIA request. 10 Unnecessary redactions in that process obliterate 11 the substance and the standard response is often very delayed. 12 13 Mandatory provision of all non-14 privileged Article 32 evidentiary exhibits to the 15 victim or her counsel and contemporaneous victim 16 receipt of the full report should be implemented 17 immediately, especially if Article 32's probable 18 cause determination becomes binding. 19 Victim access to information is not 20 materially better in the lead up to trial. 21 Victims are not routinely provided with

22 underlying evidence about their cases and even if

the information is directly about them. More startlingly, victims counsel is frequently not served with all pleadings or motions filed in the court-martial leaving it to trial counsel or luck to determine which motions victims receive.

Victims counsel should automatically 7 8 be served contemporaneously with all non-9 privileged filings in the court-martial. That is 10 because everything that happens in the court-11 martial has some potential relevance to the victim. 12 Informing the victim about proceedings 13 and overall court-martial process is a core 14 obligation of victim counsel. This can only 15 happen if counsel knows what is happening and is 16 not beholden to third parties for what others 17 perceive as relevant.

18 Trial counsel and the court cannot be 19 relied upon to decide what matters to a victim 20 nor should they have to, because everything 21 matters to the victim. Motions that seemingly 22 have no direct relation to the victim can have an

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

impact on their federal rights. For example, I've seen motions to exclude evidence, motions for witnesses, motions for discovery or production, and even witness lists directly impact the victim's rights. In the end, what impacts the victim is up to the victim and her attorney if she has one.

8 Even when the victim has a clear right 9 to receive a motion, for example, in the context 10 of an MRE 412 or 513 situation, some trial 11 counsel unnecessarily redact supporting evidentiary exhibits. Redactions in this context 12 13 are not required by the Privacy Act, and it 14 substantially impedes victims counsel's ability 15 to do their job. I cannot adequately respond to 16 a defense MRE 412 motion, for example, that 17 analyzes the accused's constitutional rights if I 18 do not have all the facts that form the basis of 19 that motion.

20 Victim access to information is
21 consistent with trial counsel's obligation and
22 does not infringe on the accused's rights.

Defense counsel is free to cross-examine the victim about what they reviewed and is free to argue to the trier of fact regarding the relevance of the victim's prior knowledge.

5 Similarly, the battle between the government's trial objectives and the informed 6 7 victim is a false choice. I have never seen a 8 court-martial negatively impacted in my 10 years 9 by the victim's access to information. In my 10 experience, members expect victims to review 11 their own statements. Good trial counsel 12 prepares victims for what they may be asked in 13 cross-examination including the statements of 14 other witnesses, and if there is counterintuitive 15 behavior, good government practice addresses it 16 directly, or at the very least prepares the 17 victim for the likely cross-examination.

The idea that a victim should be -should go into their trial testimony uninformed and without proper preparation is simply not good practice as confirmed by the experienced military trial counsel I have worked with who take the

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

necessary time to educate and inform victims in the lead up to trial.

3 The history of victim rights in the military over the last decade is one of 4 5 substantial progress and empowerment. The work of this Committee and like-minded advocates and 6 7 policy makers have expanded and enhanced the 8 rights of victims, but more work can and must be 9 That is why we appreciate the opportunity done. 10 to speak here today, and it is why with great 11 pleasure I look to hear from Survivors United founding member, Kylisha Boyd, regarding her 12 13 experience. Thank you for your time today, and I 14 look forward to answering any questions you may 15 have. 16

HON. SMITH: Thank you.

17 Thank you for your time and MS. BOYD: 18 allowing me to speak here today on the issue of 19 victim access to information during the military 20 justice process. My name is Kylisha Boyd. I am 21 a sexual assault survivor. After my trial in 22 2017, I met Adrian Perry. We discussed our

> Neal R. Gross and Co., Inc. Washington DC

1

1 experiences and found similarities in what we had 2 experienced. Adrian and I both felt that there 3 was a need for an organization completely focused on the experiences of all victims of military-4 5 connected sexual assault. We wanted to provide victims with both information and a voice, a 6 7 place where victims would feel heard and would 8 find understanding. We created Survivors United 9 to serve this purpose.

10 In addition to serving on Survivors 11 United board, I am a victim advocate working in 12 the Commonwealth of Virginia. Access to 13 information is important for several reasons. 14 For the victim, the justice process is scary and 15 intimidating. Victims are often uninformed, as I 16 was, and do not understand what is happening. As 17 cofounder of Survivors United and a victim 18 specialist in my professional life, I know that 19 information is something that gives victims a 20 sense of comfort and inclusion during a process 21 that is re-traumatizing and often excludes the 22 victim.

The military has acknowledged the need for legal professionals to act on behalf of a victim by providing victim counsel and victim advocates. Without full access to legal filings and information, victims counsel cannot protect the rights of victims or explain what is happening to the victim.

8 My assault occurred in July of 2016 by 9 an active duty member of the U.S. Air Force. 10 There were several points in the process where 11 information was not provided to me or to my legal 12 counsel. The information I did not receive 13 included my own statements, the motions filed 14 seeking my medical and therapy records, the 15 charge sheets, and eventually the court 16 transcripts. After I reported, I asked for a 17 victim counsel but I was told I did not qualify 18 for the vast majority of my experience leading up 19 Therefore, I was not represented. to trial. 20 As an unrepresented victim, I was not

21 aware I had a right to receive my police 22 statements, and I was not provided with a copy of

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

them or a copy of my forensic exam results. In fact, the prosecutor refused to provide my exam results to me, and I had no other way to obtain them, at least until I got a lawyer one week before trial.

I was not informed what other 6 7 witnesses might say or evidence existed that I 8 might be able to help explain. I was left in 9 complete ignorance. Eventually, I was able to 10 procure pro bono legal counsel after contacting 11 Protect Our Defenders. By that time, I was only a week before my court-martial. I was not aware 12 13 of the charges or the questions that might be 14 asked of me on the stand.

15 During my trial, my legal counsel was 16 treated like an outsider. He was only provided 17 with information when he demanded to be included 18 and even then, some information was withheld. My 19 lawyer should have been the one to determine if 20 the statement to Defense Advisory -- I'm sorry --21 if something was relevant to me and not the 22 government. This is exactly why there is a

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

distinction in the role of victim counsel versus a prosecutor or a defense attorney.

1

2

3 After my assault, I was interviewed by prosecutors following the transfer of my case to 4 the military. The prosecution team asked me to 5 retell the assault and establish a timeline. 6 At. 7 the end of the interview, I asked, "Considering 8 all of the evidence and circumstances, what will 9 he be charged with?" The prosecutor's response 10 was, "I'm not going to discuss the charges with 11 you because I want an organic response when I 12 question you on the stand." I did not agree with 13 this, but I assumed that because he's the 14 professional, he must be right.

15 We were finally informed of the 16 charges and defense responses to charges the day 17 before trial. I was completely shocked at what 18 was not included and needed further clarification 19 on what was included in the charges. The 20 questions that came up on the day before the 21 trial were painted at trial as changes in my 22 testimony or outright lies. But if I had been

1 better informed, I could have addressed those 2 issues well before trial. I was very clear and 3 consistent every time I told investigators what happened to me. But when my -- when they asked 4 5 me questions, I had additional information. Having my statements and being informed would, I 6 7 believe, had led to a different outcome in my 8 court-martial, and it has left me believing that 9 the process was fundamentally unfair. 10 Anyone can understand how a sexual 11 assault changes a person forever. What is not 12 always understood how a victim feels. The 13 verdict is always important but information and

14 understanding throughout the justice process is 15 deeply important. After my experience, I 16 questioned whether it was worth reporting. Ιt 17 took some time to come to the conclusion that it 18 I choose to believe that the best way to was. 19 make sense of it all is to look at what went 20 wrong and try to make things better for future 21 survivors.

22

I sincerely thank you all for your

1	time and your consideration, and I welcome any
2	questions.
3	HON. SMITH: Thank you. Ms. Elmore,
4	did you have any opening remarks?
5	MS. ELMORE: I do. Who is asking?
6	Oh, it's so Madam Chair, yes, I do, if
7	that's okay. Good morning, Madam Chair and
8	distinguished Members of the Committee. Thank
9	you for allowing me the opportunity to be a part
10	of this very important discussion on the sharing
11	of information with special victims' legal
12	counsel or other counsel representing a victim of
13	military sexual assault or harassment. My name
14	is Jennifer Elmore and I am the President of
15	Protect Our Defenders.
16	Protect Our Defenders is a leading
17	contributor to legislative reform and culture
18	change in the United States military and uniquely
19	provides legal representation for military sexual
20	assault and sexual harassment survivors through
21	its pro bono network. As a cofounder of the
22	network, Ryan Guilds, is an excellent example of

the quality and caliber of representation provided, and it makes the difference in the experiences of victims coming forward. We wholeheartedly endorse Ryan's testimony before 4 this Committee and do not, at this time, have additions to make to his substantive recommendations.

8 Every year Protect Our Defenders 9 receives hundreds of requests from victims 10 seeking help with their cases. I am here 11 representing the organization that takes those 12 requests for help, the collective experience of 13 those victims relating to their access to 14 information, and personally as a survivor having 15 faced the challenges of being able to access 16 information through the investigative and 17 prosecution processes.

18 When a victim comes forward, they 19 understand their rights as defined by the 20 Department of Defense. I studied these and was 21 committed to exercising them. I was unaware of 22 any other rights. I knew my right to be treated

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

5

6

1 with fairness and respect, with dignity and 2 I knew I had a right to be reasonably privacy. 3 protected from the accused offender. I knew I had a right to reasonable, accurate and timely 4 notice of public preliminary hearings, pretrial 5 confinement hearings, court proceedings, and 6 7 clemency and parole hearings related to the 8 offense. I had a right to be present at public 9 hearings. I had a right to confer with trial 10 counsel. I had a right to available restitution. 11 I'm not actually quite sure what that was but I 12 had the right to it; the right to be reasonably 13 heard at a public hearing; a public hearing 14 concerning the continuation of any pretrial 15 confinement of the accused, a sentencing hearing 16 related to the offense, or a public military 17 department clemency and parole board hearing 18 related to the offense; the right to submit a 19 written statement for consideration by the 20 convening authority prior to taking action on 21 findings and sentence; and finally, the right to 22 proceedings free from unreasonable delay; the

right to be provided information, if applicable, about the conviction, sentencing, imprisonment, convening authority's action, appellate review and release of the offender.

Why is a victim's right to access 5 information pertaining to their case limited to 6 7 these situations? Without information, how does 8 a victim experience or exercise well any one of 9 their other rights? Information such as 10 statements, oftentimes very voluminous case 11 filings, witness lists, and other materials is needed for victims to make decisions and be 12 13 equipped for meaningful participation in their 14 cases.

15 As the thousands of victims that 16 Protect Our Defenders have assisted tell us, the 17 lack of access to information contributes 18 significantly to revictimization and trauma that 19 they experienced from the investigative and 20 prosecution processes, consistently describing 21 their experience as worse than the assault 22 itself. Victims of military sexual assault and

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

1 harassment are walking into investigations, 2 hearings, and trials less than fully equipped and 3 without pertinent information that would allow for a fair and just process. Too often victims 4 are having to resort making FOIA requests on 5 their own behalfs and even then, FOIA responses 6 7 are inconsistent, delayed, heavily redacted, not reliable, and a poor substitute for victims' 8 9 appropriate access to case information.

10 Thinking about these issues in the 11 context of my personal experience, I am reminded 12 of how important it was to have as much 13 information as was possible. It was imperative 14 to be at every hearing, regularly informed 15 throughout the process, and to have access to 16 case materials such as filings and reports.

As is the case for most victims, I didn't know what to expect when giving my initial statement, which was followed by subsequent statements and interviews. The sheer volume of information taken was overwhelming.

After a five-year investigation, I

Neal R. Gross and Co., Inc. Washington DC

1 needed statements to assess and navigate the 2 trial process. I needed the preliminary hearing 3 officer's report, which was only provided heavily redacted and after relentless pestering by my 4 Having testified at the 5 counsel, Ryan Guilds. preliminary hearing, I understood the impact that 6 7 the PHO, the preliminary hearing officer's, 8 recommendation held. Access to that report was 9 critical.

10 At a separate hearing, we learned of 11 an important filing which we had no prior 12 knowledge of, and it required an argument in 13 In that filing, I learned that court to procure. 14 my initial SVC was being called as a witness. Ι 15 considered that critical information that would 16 have been traumatizing to encounter without 17 warning in trial. In my experience and the 18 experience of so many others, access to 19 information is an elementary factor to a fair and 20 just system and trial process.

21 On behalf of Protect Our Defenders and 22 the survivors we serve, we adamantly support the

implementation of a policy ensuring victims' rights to access to critical information. Thank you.

I hear what you say and 4 HON. WALTON: 5 I'm sympathetic to what you say, but there's another perspective that we also get. And that 6 7 is, you know, from the perspective of those who 8 are accused and who say that these scales have 9 shifted unfairly in favor of victims as compared 10 to those who are accused and the claim that as a 11 result of that, people are being wrongfully What's your response to whether there 12 convicted. 13 is an imbalance in the system now?

14 MR. GUILDS: I am very concerned about 15 anyone who is wrongfully convicted. I've walked 16 people off of death row in the civilian world who 17 were wrongfully convicted of crimes. It is not 18 an issue unique to the military, and I do not see 19 a course correction that's resulting in a large scale conviction of innocent offenders. 20 I just 21 don't see it. I have far greater concerns on the 22 civilian side with defendants who do not have

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

www.nealrgross.com

1 adequate defense counsel, candidly, than I see in 2 the military. It doesn't mean it's not an issue. 3 It doesn't mean that we shouldn't hear, take seriously all of those who come forward and claim 4 that they're innocent, but providing the victim 5 with access to information is not why individuals 6 7 are being wrongfully convicted. There's much 8 more systemic reasons for that that are, candidly, not unique to the military. 9 10 HON. WALTON: I mean, you are -- and 11 I'm not saying it's incorrect -- advocating for 12 rights to a greater degree as it relates to 13 victims than is available to victims in the 14 civilian world. Is there a justification for a 15 difference in the quality or amount of rights 16 provided to victims in the military system as 17 compared to the civilian system? 18 Yes, that's a fair MR. GUILDS: 19 Yes, because the civilian system is question. 20 That's the answer, sir. And I don't not good. 21 mean to be disrespectful. 22 I think, candidly, I've been across

122

1 the country and I'm aware of what victims' rights look like in rural Alabama or downtown 2 3 Philadelphia or Northern California. And victims 4 do not have the same rights that they have in the 5 system.

And that's why I'm very proud of the 6 7 work that this Committee and many other good 8 policymakers have created over time. This is the 9 best system in the world for victims, and I tell 10 victims that. And many people are surprised when 11 they hear that from me; it's the best system in 12 the world. And it's one that has created some 13 trust among survivors.

14 The victim experience on the civilian 15 side is not great -- not that it's ever a 16 situation that anyone would want to encounter, 17 but it's not great. There are countless 18 survivors across this country on the civilian 19 side who do not have lawyers.

But the fact that it is bad in the 20 21 civilian world doesn't mean that the military 22 justice system cannot continue to enhance and

Washington DC

(202) 234-4433

improve its practices. And victim access to information, particularly information that would be, candidly, available in a docketing system that exists on the civilian side, are not the types of things that are going to undermine the defendants' rights.

7 The victims' rights and defendants' 8 rights is not a binary choice. It's a false 9 choice. I firmly believe in the rights of 10 defendants. It's, candidly, what pays the bills 11 in my house.

12 So, I do not have any problems with 13 the idea that victims -- or that defendants, 14 rather -- should have access to all of the 15 information that's in the government's files 16 that's material to the defense. They should be provided that information in a way that allows 17 18 them to use it at trial. They should be afforded 19 adequate investigative resources, so that they 20 can conduct an adequate defense investigation. Ι 21 believe in all of those things. And I think many 22 of the survivors -- I know the two survivors

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

sitting here -- believe it as well.

1

2

3

4

5

6

But access to information is not going to undermine their case. I have seen survivors who have had access to information, and I have seen effective defense counsel cross-examination of that information.

7 "Well, you saw this piece of 8 information, didn't you?" "And you said this on 9 day one, and now, you're saying this on day 10 three. And so, your testimony has changed today, 11 hasn't it now?" That is an effective crossexamination. It's an examination I've seen in 12 13 virtually every case. And the fact that the 14 victim has had access to that information, 15 candidly, gives the defense even more information 16 to question. 17 So, what value is it beyond just

18 informing the survivor, which Kylisha very 19 eloquently spoke of? It's really very important. 20 If you take Kylisha's case, for 21 example -- do I have permission to share? -- if 22 you take Kylisha's case, for example, her initial

report was five hours after the assault, and she had been sitting in the hospital. She had taken a forensic examination and she had no lawyer. And she came from a community where, candidly, she didn't trust the police or law enforcement, or anyone outside of her neighborhood.

And so, to be expected to remember a 7 8 year later what she said in that statement, when 9 there were followup questions from trial counsel 10 three days before trial, is not a good process. 11 And when she gave additional information, as a result of those questions, that was entirely 12 13 consistent with what she had said before, but was 14 new because she was asked a new question.

Trial counsel was forced to turn that information over, as a result of his Brady obligations. And that led to an argument at trial that Kylisha had lied. But all Kylisha had done was answer a new question.

And no amount of expert testimony and no amount of forensic examination after the fact can make up for the fact that, if someone had

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

shown her her statement, and she had counsel to explain it, that she could have further clarified and explained what happened. Because no one who reports their initial sexual assault does so like a film. We know that. I don't need to tell this Committee that. We know how memory works.

And so, as a result of that, having access to that information is particularly important. I'm not suggesting that every piece of investigative information should be turned over. That's not what I'm advocating for.
That's not my proposal.

13 I understand that during the course of 14 an investigation there may be a need to withhold 15 information. And, in fact, that is something 16 that I, typically, inform my clients regarding; 17 that there are legitimate trial reasons why you 18 may not know what's happening in the 19 investigation as it's unfolding. But, as it 20 unfolds, and as information comes up, certainly, the victims should receive more and more 21 22 information over time.

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

i	-
1	And that is absolutely true when it
2	comes to the types of things that I've described
3	today: the victim's own statement, the
4	preliminary hearing officer evidence, and any
5	filings in the case. That is not the entire ROI
б	unredacted. Those finite things that only
7	improve the victim's rights and do not undermine
8	the accused.
9	And I feel like I'm getting on a
10	little bit a stand here. I apologize.
11	HON. WALTON: Thank you.
12	I know that you didn't specifically,
13	the panel, address this question, but I know it's
14	an issue in the criminal justice system. And
15	that is, should an alleged victim I'm going to
16	say, "alleged victim" because it's an allegation
17	be able to preclude the government from
18	entering unto a plea agreement with a defendant
19	that the victim does not agree with?
20	MR. GUILDS: That's not the law. So,
21	I will say that. That's not what the law says.
22	I don't know the answer to that. I mean, I,

ultimately, understand that the government has a different obligation.

I would think and hope that, whether it's the convening authority or the judge, would take seriously the rights of the victim and their interests of the victim. But, at the end of the day, the victim does not control the process; the victim has a right to be heard.

9 So, without consulting my clients, 10 just my personal opinion, I would say that, while 11 I would be disappointed in that result, I do not 12 believe that a victim can block a plea agreement, 13 especially, as I think about it, when the 14 government controls the evidence and the ability 15 to prove the case.

16 So, I don't see a viable way that the 17 government can move forward on a case that they 18 thought they couldn't prove, just because of the 19 victim said that they weren't going to take a 20 That would result, I suppose, in a plea. 21 dismissal. So, I would not be in favor of that. 22 This is Meghan Tokash. MS. TOKASH:

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

1	So, the federal system has something
2	that's known as the Victim Notification System,
3	the VNS. Could you comment on your thoughts with
4	respect to such a system in the military and
5	whether that would be beneficial, and how that
6	would serve sexual assault victims and your
7	organizations?
8	MR. GUILDS: I haven't studied it
9	closely. I'm aware of the D.C. system, you know,
10	practicing in D.C. And I've seen it operate in
11	other jurisdictions. I think there are
12	components of that in the military already that
13	are not necessarily institutionalized in one
14	office.
15	Kylisha, she would be interested in
16	your thoughts on this, since I feel like it's
17	your area of practice.
18	But, for me, personally, I think it's
19	helpful, but it is not a replacement for the
20	things that we are suggesting here today. I
21	don't think it overcomes the type of automatic
22	notice victim information that we are referencing

here.

1

MS. BOYD: So, in my professional life, I do work with sort of a victim notification system. I think the automation, for the purpose of fulfilling that it has to be done, works.

7 But I think, for the military, and in 8 our system, we still have a live person who still follows up with that victim, who still calls that 9 10 victim and requests on their behalf and advocates 11 on their behalf, and notifies the victim of any -- like if there's a release; if there's a 12 13 pleading; if there's a filing; if there's a 14 petition; if there's anything, really, relevant 15 to the victim, there is still a live person who 16 follows up outside of that automatic 17 notification. And I think it should remain that 18 way.

Because a lot of times, you know, the notification comes. People don't check their email. So, we're putting, again, the responsibility on the victim to -- "Well, we

1	notified you, but you didn't read your email.
2	So, oh, well, you had your right met."
3	I think it's more important to have an
4	actual conversation with the victim because they
5	have questions. Victims always have questions.
6	So, that's an opportunity to explain to them why
7	this trial is proceeding just procedural
8	questions.
9	HON. WALTON: I don't know if the
10	allegation is accurate or not, but we've heard
11	previously at another hearing that, while victims
12	have a right to speak at sentencing, that in
13	military courts, at least some judges are not
14	scrupulously respecting that right. Do you
15	disagree with that or agree with that?
16	MR. GUILDS: Are you asking me, sir?
17	HON. WALTON: Any of you.
18	MR. GUILDS: Okay. I think it's fair
19	to say we all agree. We agree that judges are
20	not consistent there have been improvements,
21	as we've discussed. But, in terms of limitations
22	at sentencing, they continue; I continue to see

limitations at sentencing.

1

I think I described the last time I 2 3 was here redlining by a court down the road with 4 respect to a victim's statement. So, yes, I do 5 continue to see those limitations. And I believe that, particularly as we 6 7 go to judge sentencing, that there should be given wide latitude to the victim to say what 8 9 they want to say. And I think that's consistent with what the recommendations are, have been of 10 11 this Committee previously. 12 HON. SMITH: So, I have a question. 13 I just want to be sure that I understand, we 14 understand exactly what it is you're advocating 15 for. 16 So, you said mandatory disclosure 17 without request and that it be timely. 18 MR. GUILDS: Yes. 19 So, we know that you're HON. SMITH: 20 talking about the charges, correct? Or do you 21 get that now? I know that -- I can't remember 22 which witness said it.

1	MR. GUILDS: Sure. Sure. I mean, I
2	think that the charge sheet would be a good
3	example of the type of mandatory information that
4	we think should automatically be turned over.
5	And I certainly can provide the Committee with a
6	more comprehensive list that we have previously
7	advocated for. But the charge sheet would be an
8	example of that.
9	The victims' statements are, in
10	particular, a focus, right? And when I say,
11	"victims' statements" and I'm going to get the
12	number wrong I don't mean just their
13	transcribed statement to military investigators,
14	but I mean the subsequent summary statements that
15	are provided by trial counsels/paralegal.
16	They should know what they are
17	recorded as having said. I think that may I
18	share? in Jennifer's case, for example, there
19	were trial counsel summaries that were incorrect.
20	And when she reviewed them I mean, that was
21	human error; it wasn't something intentional
22	but when she reviewed them, she needed to correct

1 Those are types of things that victims them. 2 should automatically receive. 3 And when victims are unrepresented -they don't know to ask for these things --4 5 receipt of that is something that can be very helpful. If they don't want to review it, they 6 7 don't have to review it. 8 I heard some testimony yesterday, or 9 at least a suggestion perhaps in a question, that 10 victims -- let me be respectful to the question 11 -- victims may not want to review their 12 statement, and it may be more harmful for them to 13 review it. And that's true there. I have had 14 some victims who are not interested in reviewing 15 their statement, and I tell them they don't have 16 to. 17 But victim voice, victim choice means 18 that they are the ones that should decide, not 19 someone else. And I think it's just low-hanging 20 I think just provide the statements to fruit. 21 them. There's no reason not to. We know they're 22 going to review them. Do it in a timely way.

1 So, that's an example of what I would 2 automatically provide. I would, also, 3 automatically provide the full report and the exhibits to the full report, for the reasons that 4 5 I've described. And then, in terms of filings, I just 6 7 don't understand why we have this process. I'm 8 getting myself all worked up about this. I don't 9 understand why we have this process. Because if 10 I was trial counsel, I don't want this job. Like 11 I'm preparing for trial. I don't want to have to 12 be someone else's paralegal and figure out and 13 have to put myself in the shoes of them. 14 And, for example, in Jennifer's case, 15 a very fine trial attorney, outstanding trial 16 attorney. She just missed the witness list that 17 happened to have Jennifer's prior victims' legal 18 counsel on it. She just missed that. She didn't 19 see it because she was busy. That's going to 20 There's no reason not to create this happen. 21 automated process. 22 And it's not getting better. I was at

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

Fort Bliss three months ago. And there was a 412 argument that was buried in a Motion for Production, and it was not served on victims' legal counsel. And when that hearing happened, there was no one there for the victim.

And I was not currently representing 6 7 the victim at the time. But what happened after 8 that hearing is that's when Protect Our Defenders 9 got called. And I could not undo the damage 10 caused by the filing and granting of that motion. 11 I couldn't do it. The only way to have done it would have been to delay the proceeding, which 12 13 the victim was not willing to do, understandably.

14 So, these types of things that we're 15 asking for, they are not monumental changes. 16 Many of them are things that civilians do get 17 access to. And even where they don't, the fact 18 that the civilian world has not come as far as 19 the military institution in protecting victims' 20 rights is, respectfully, not a great reason not 21 to improve the victim experience, especially 22 when, in my view, it is not the cause of anyone's

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 -- I mean institutionally as part of a trend, 2 right? -- any unjustified convictions of innocent 3 individuals. Can I get my wishlist question? 4 Will you be asking me that? 5 6 (Laughter.) 7 Okay. Great. 8 HON. WALTON: Having in my prior 9 existence in the Superior Court in D.C. served in the Domestic Violence Unit, do you have concerns 10 11 that in a situation like that, which may involve 12 a sexual assault, that providing the information 13 to a victim without request, and the victim 14 having access to that information, could be used 15 against them if the perpetrator finds out about 16 her possession of that information, and 17 therefore, knows what's been accused and puts her 18 at greater risk? 19 I mean, I always believe MR. GUILDS: 20 in strong safety planning, right? So, if that is 21 a specific concern in that case, I would suggest 22 there would be a lot of safety planning, not just

1 possession of that particular document --2 possession of the parking receipts related to 3 going into the courthouse, right? Possession of a number of things that I would advocate for a 4 domestic violence survivor that they would want 5 to take into account as part of the safety plan. 6 7 And that may very well mean we don't 8 have any paper record of that in that particular 9 circumstance, but that would be the victim's 10 choice, based, hopefully, on good, sound safety 11 planning with an advocate. 12 HON. WALTON: But she wouldn't have 13 that choice, would she, if it's being 14 automatically provided to her without her 15 request? 16 MR. GUILDS: So, I mean, now we could 17 get into the brass tacks of it. I mean, this is 18 the way, for example, the victim has a right to 19 the -- what is the thing at the end; what do you 20 call it? -- the record of trial. Sorry. I'm not 21 sure why I'm asking Kylisha. She doesn't 22 practice law. She's a victim advocate.

1 (Laughter.) The record of trial. And there's a 2 3 form. The military loves its forms and its acronyms, right? There's a form. If she doesn't 4 want it, then you fill out the form and say, "I 5 don't want to receive that piece of information." 6 7 So, I think that there are ways to 8 address that, right, that make it a real choice, 9 as opposed to "Here is a lengthy piece of paper 10 in 10-point font for you to read, even though 11 you've never practiced law, that tells you about 12 your rights." I think there's a real meaningful 13 way we can do it. 14 Listen, I appreciate the consideration. The safety concerns on the 15 16 domestic violence front are real, and we should 17 make sure we take every step to make sure we 18 protect those survivors for sure. 19 I would just like to add to MS. BOYD: 20 The system that I do work with that has an that. 21 automatic system for notification, there is an 22 ability for other people to register on their

1	behalf. So, I don't know if that would create
2	other privacy issues, but there is an opportunity
3	for someone else to be notified on their behalf.
4	MS. GOLDBERG: Thank you very much.
5	This is Suzanne Goldberg. Maybe two
б	points or one observation, and then, I will try
7	to get to the wishlist question, which I did not,
8	for the record, frame that way.
9	(Laughter.)
10	But also for the record, you said
11	something about the military justice system being
12	the best system for victims, or comparatively,
13	better than the civilian system.
14	MR. GUILDS: Yes.
15	MS. GOLDBERG: And I want to note,
16	just for the record, also, that we have heard,
17	notwithstanding your point, we have heard a great
18	deal from victims about the challenges of that
19	system and from some of the harms they have
20	described as experiencing in that system.
21	So, I think, comparatively, you know,
22	I take your point. That's your experience. I

1 just want to be clear that we have heard a 2 variety of testimony over time suggesting that 3 there continue to be real challenges. The question that I have is, if you 4 could speak more specifically to timing, and, in 5 particular, to the concern of trial counsel that 6 7 victims having this information may diminish 8 their ability to gain a conviction in a case. 9 You spoke to that just a little bit in your 10 opening testimony, and I wanted to create an 11 opportunity of you have more to say in response 12 to the concern that has been raised by a number 13 of different trial counsel. 14 And then, the followup question would 15 be, are there other problems or issues that you 16 think the DAC-IPAD should be looking into as a 17 policy matter here? 18 MR. GUILDS: Great. Thank you. 19 Yes, to your first point, the fact 20 that I believe that the victim experience in the 21 military is far superior than the vast majority 22 of victim experiences in the civilian world does

not mean I think it's a good one. So, I'm totally tracking that victims' experiences continue to be challenging, and that, often, victims in the military justice system do not receive the type of justice and fairness that the law says that they're entitled.

7 With respect to concerns from trial 8 counsel, I just don't see it. I think that any 9 lawyer would say they would never allow -- well, 10 let me start over.

11 In my experience, good lawyers want 12 their clients to be informed, particularly about 13 what they've previously said, particularly when 14 they're going to be examined on the same topic. 15 I have never heard of a lawyer who said, "I 16 really think it's important for my client to go 17 in cold." It just doesn't make any sense to me 18 in terms of preparation.

And I think that everyone understands, when you have a witness, that they need to be refreshed with respect to their recollection, especially when these investigations are not

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

1

often months, but years in the making.

_	
2	So, the idea of refreshing their
3	recollection with respect to their own
4	statements, I think that's a low-hanging fruit.
5	I think that happens. And candidly, it does
6	happy, but, oftentimes, it doesn't happen until
7	immediately before trial, when the damage is
8	already done. So, that's the first thing.
9	The second thing is that, in my
10	experience, experienced trial counsel want the
11	survivor to be informed about areas of
12	examination, both their own examination and,
13	likely, cross-examination.
14	And for me, the proof of that is the
15	more the media is paying attention to the issues
16	of my client's case, the more senior the trial
17	counsel is in the case, the more meetings there
18	are, the more trial prep there is, the more
19	effort there is to adequately inform the client,
20	because that's good trial practice in my
21	experience.
22	It's the cases that no one's paying
	Neal R. Gross and Co., Inc.

143

1 attention to, the lance corporals that no one 2 knows, those are the cases where no one's 3 watching, where I see trial counsel withholding information or simply just not providing that 4 information because of other obligations. 5 That, ultimately, at trial, leads to significant real 6 7 material damage to the victim's statements at 8 trial. Because it appears as if they've changed 9 their story. They've added information.

10 The number of times that I've seen a 11 cross-examination that starts with, "You knew it 12 was important to be honest with the police, 13 And you knew why they were there, right? right? 14 They were there to get all of the information, 15 right? And you knew that you needed to provide 16 all of that information because you were seeking 17 justice, right? And you knew that leaving 18 something out of your statement would be wrong, 19 right? But you didn't say `X' on day one, did 20 you? And you didn't say `Y' on day one, did 21 you?" -- this is the type of examination I see 22 every day on courts-martial across this country,

1 and that's the type of examination that can be addressed with a well-informed victim. 2 3 You don't look happy with my answer. 4 Okay. 5 (Laughter.) MR. KRAMER: Can I ask a quick 6 7 question? And you talked about the criticisms of 8 the victims in how they get the materials. Are 9 you talking about people who are unrepresented by 10 counsel? And I think, Ms. Boyd, you were not, I 11 think you said. Or are you talking about, also, 12 people represented by SVCs? 13 Despite being a most MR. GUILDS: 14 excellent question, I actually didn't understand 15 the first part. Can you ask me again? 16 MR. KRAMER: Oh, are you -- the 17 problems you've said about people receiving 18 information, are you talking about people 19 unrepresented by counsel, complainants 20 unrepresented by counsel, or people also 21 represented by SVCs? Both or one or the other? 22 Yes, I see the question MR. GUILDS:

	$\perp 4$
1	now. It's still an excellent question.
2	In terms of statements, I don't let my
3	clients speak to anyone if I don't have all of
4	their statements. And I think that, routinely,
5	VLCs would try to seek to get that information.
6	So, I think, with respect to
7	statements, a good VLC practice, a good victims'
8	counsel practice would be to require all of those
9	statements early on, pre-preferral.
10	I have had a situation in the Army
11	where they refused to provide that to me pre-
12	preferral, citing their TJAG instructions. But I
13	whined a lot and, eventually, we got that
14	information.
15	So, I think that automatic provision
16	is more important for unrepresented parties or,
17	candidly, for parties who may not have that
18	relationship with their lawyers where they know
19	that they're entitled to it.
20	Oftentimes, I get cases where things
21	have gone wrong, and I understand that. Like I
22	understand I'm not on the line where everything

is great in the cases that we typically receive from represented parties. When things go wrong, they rarely have any information, even when they're represented. So, I think that automatic provision is important.

With respect to service at courtmartial, that is a uniform. And when I mean "uniform," it's like collectively across all branches not receiving all of the filings.

10 That, it does not matter whether 11 you're represented or not. In fact, it's more of 12 an issue when you are represented because your 13 lawyers can do something about it, and they're 14 not receiving the adequate information in the 15 timely way. So, I think it's a bit of both, Mr. 16 Kramer.

And if I could, Mr. Kramer asked a question previously, another great question that I think I'll try to answer here, which is, why do victims not take victims' legal counsel? So, for those who are entitled to it, who do not go with military-detailed victims' legal counsel, my

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

8

9

www.nealrgross.com

1

experience there's multiple reasons why.

2 No. 1, they will never trust someone 3 in uniform to represent them, and that's no disrespect on the uniform. It's the result of 4 5 their experience. So, having someone who is in uniform, even if they were in uniform or even if 6 7 they are in uniform, being the one that controls 8 their power is, for many people, not a way forward. 9 10 For others, it is just a lack of 11 availability of their victims' counsel. Despite 12 the many efforts of the people who sat before us 13 on this panel, and the efforts to try to reduce,

14 the fact is that too many VLCs and SVCs are 15 overwhelmed and can't give adequate attention. 16 So, you'll often see survivors reach out for that 17 way.

18 There is sometimes a rank issue. 19 Sometimes junior enlisted folks have a hard time 20 envisioning an officer as someone who works for 21 them, as opposed to they're working for the 22 officer.

1 And then, candidly, there are some 2 cases that require representation outside of what 3 the SVCs and the VLCs can provide. Those are rare circumstances, typically involving the media 4 5 or congressional inquiries. Those can be circumstances as well. 6 7 So, I just wanted to be responsive to 8 that in terms of why we, why Protect Our 9 Defenders, and why I personally, continue to see 10 cases, even from those who are entitled to SVC 11 services. 12 MG ANDERSON: This is Marcia Anderson. 13 This is for Ms. Elmore, or anyone else 14 can chime in, if they want to after she gives her 15 comments. 16 But I was interested in your thoughts 17 on the adequacy of the current Article 25 18 criteria, if there should be any changes; 19 diversity of the panel members in general. And 20 also, we discussed yesterday, or had panel 21 members talk about, randomization of panel member 22 selection.

1	So, if you feel confident to comment
2	on those, I would appreciate it. Thank you.
3	MS. ELMORE: I think maybe a way to
4	comment is to revisit a court-martial that I
5	served as an advocate for at where were we?
6	We can't keep the bases straight. And sat with a
7	victim as she went to the panel selection
8	process.
9	And as the marines were marched in
10	that were up for potential seating, eventually,
11	she knew that every seat was going to be filled
12	by a middle-aged male. And you knew instantly,
13	in her body language and her ability to proceed
14	in that process, how impactful that happening was
15	to her.
16	And so, just anecdotally, it has a
17	significant impact on victims in that process.
18	When she first took the stand after that, she had
19	a hard time proceeding through the process and,
20	ultimately, the case was he was acquitted.
21	So, I don't know if there's something
22	you want to add to the panel.

MR. GUILDS: Elimination of the liberal grant mandate would be, I think, the No. 1 thing from our perspective. We don't believe it's necessary. We think it unnecessarily results in the exclusion of women from panels and those that have a victim perspective.

7 And while I continue to share globally 8 the concern about innocent individuals being 9 convicted, I don't think that this type of panel 10 change is going to materially change the outcome 11 of particular courts-martials. I think it will 12 increase trust in the process for both minority 13 defendants as well as female victims, if we have 14 a better process that ensures greater diversity.

Now, the brass tacks of how to accomplish that are above my pay grade in terms of how to deal with it specifically in each instance, other than I think the venires are too small.

I think that having 12 or 16 to pick eight does not create the type of diversity that you're looking for, particularly in some of the

smaller commands. So, there are smart people I know who are looking at this issue. So, I don't have the specifics, but I would increase the size of the venire. I would eliminate the liberal grant mandate, and I would reaffirm the value to both the accused and survivors to have representative member panels.

8 MS. GOLDBERG: On the liberal grant 9 mandate question, and your point that it results 10 in the disproportionate exclusion of women and 11 sexual assault survivors, do you say that based 12 on experience or from some other source?

13 And, Ms. Elmore, you mentioned in your 14 opening statement that an SVC in your case was 15 called to testify, and that you were not informed 16 of that. I don't know if that's a unique 17 situation and warrants our exploration here. But 18 if there is anything about that that you think 19 the Committee should be aware of from a policy 20 perspective, I would appreciate your saying a little bit more. 21

MR. GUILDS: It's based on my

Neal R. Gross and Co., Inc. Washington DC

22

1

2

3

4

5

6

1 experience. So, what we see -- and I think the Committee has heard a little bit about this --2 3 but what you'll see is, during voir dire -- or voir dire, depending I guess on where you live --4 you'll see questions that regarding "Were you a 5 uniformed victim advocate?" "Were you a sexual 6 7 assault survivor? Do you know a sexual assault 8 survivor? Did you have some connection with the 9 process? Do you have some SAPR training beyond 10 the ordinary SAPR training?"

Women are more likely to answer that, those questions, with a yes. And that results in continued questioning that frequently results from them being excluded from the panel, not for cause, but for implied bias, based upon the liberal grant mandates.

So, it's that disproportionate outcome of that type of questioning and the fact that women are more likely to fill those roles -something I think I've heard members of this Committee comment on in the past -- that results in the exclusion of women from panels.

1	
1	So, I have seen my last court-martial,
2	both of the women were excluded. The court-
3	martial that Jennifer is talking about, I think
4	there was one woman. I think there was one woman
5	who was a uniformed victim advocate, and she was
б	excluded.
7	So, yes, I think it's real. I think
8	it's worse in certain branches because there are
9	less women just generally, which is why I think
10	that there should be an expansion of the venire
11	even beyond the command to increase that level of
12	diversity.
13	But, yes, the liberal grant mandate is
14	an historic phenomenon that's not necessary to
15	ensure the defendant's rights, and I think is
16	resulting in unnecessarily skewed panels.
17	And I'm not sure why I'm so close to
18	the mic.
19	(Laughter.)
20	MS. TOKASH: This is Meghan Tokash
21	speaking again.
22	Ms. Elmore, your organization released
	Neal R Gross and Co Inc

a public statement last week saying that you encourage the DAC-IPAD to investigate the use of military magistrates and judges for the Article 32 preliminary hearing process and recommend establishing standing courts with judges and magistrates.

7 I'm interested in hearing a little bit 8 more about this and, in particular, Mr. Guilds, because of your comparative experience in other 9 10 court systems that have standing courts where 11 counsel, prosecutors and victims' counsel, have 12 the opportunity to be present and heard at things 13 like a detention hearing --14 MR. GUILDS: Yes. 15 MS. TOKASH: -- or even pretrial 16 motions hearings. 17 Yes. I think it MR. GUILDS: 18 increases trust in the process. I think if 19 you're going to have a preliminary hearing that's

19 you're going to have a preliminary hearing that 20 going to be binding, you want that to be a 21 magistrate or a judge. You don't want that --

(202) 234-4433

22

1

2

3

4

5

6

Neal R. Gross and Co., Inc. Washington DC

you don't want to receive a letter from me that

says, as has happened recently, down the street in the military District of Washington, to have the preliminary hearing officer be someone who admits openly that this is his first criminal case, and that he's largely a civil expert. Those are not the types of decisionmakers that you want.

8 Having professionalized magistrates 9 will increase trust in the process, ensure the 10 military protective orders, if that's in the case 11 -- if, in fact, we go that far -- if the military protective orders are granted in a timely, open 12 13 way with fairness for all, but also trust in the 14 process, I think those can only improve the 15 environment -- not just for the survivor, but, 16 candidly, also for the accused. 17 MS. TOKASH: Thank you. 18 HON. SMITH: I don't think we heard 19 vour wishlist. Did you --20 MR. GUILDS: Okay, great, but I'm not 21 calling it a wishlist --22 Okay. I got it. HON. SMITH:

1

2

3

4

5

6

1	MR. GUILDS: because I don't want
2	to get in trouble.
3	Okay. Here's my wishlist.
4	(Laughter.)
5	Just kidding. It's not that long, and
6	it's consistent with what we've heard.
7	The Article 6b appeal rights, that's
8	a real problem. The standard of review is too
9	stringent. It doesn't give us immediate access.
10	It doesn't allow me to effectively advocate for
11	my client's rights in a timely way. If I'm a
12	week before trial, it's too late. Most victims
13	are not going to want to delay the proceeding to
14	proceed. But if I can give them a little bit of
15	assurance that it's going to be a slight delay
16	with a real meaningful, fair standard, that's
17	real.
18	There are some limitations in some
19	branched on the Article 6b right to be heard with
20	respect to privacy. There's this reading of 6b
21	in some courts that limit the right to be heard
22	with respect to dignity and privacy. I think

1 that's a real problem, and I agree with those on 2 the prior panel that we should mirror what's in 3 the Crime Victims Rights Act. The No. 1 concern I have right now is 4 5 the erosion of 513. That's my No. 1 concern. 6 The Mellette decision has resulted in a serious 7 curtailing of my ability to assure my client that 8 her psychotherapy rights are being protected, and

9 it needs to change as soon as possible, so that I 10 can go back to telling my clients that their 11 therapy records are likely going to remain 12 private.

Those would be the big three. I don't
know -- Ms. Elmore? Those are the three, I'm
told.
And thank you for the question for

17 everyone.

HON. SMITH: All right. Thank you
very much.
I don't see that we have any more

21 questions.

22

MR. GUILDS: Thank you for the time,

as always.

1

-	ab aiwayb:
2	MS. BOYD: Thank you.
3	COLONEL BOVARNICK: We have one more
4	panel. So, we'll kind of take our five-minute
5	break here, switch out the panels, and then, that
6	will be the last panel before the lunch break.
7	(Whereupon, the above-entitled matter
8	went off the record at 11:04 a.m. and resumed at
9	11:12 a.m.)
10	COLONEL BOVARNICK: Okay. This last
11	panel is going to take us up to the noon hour.
12	And we have representatives from the
13	Service Women's Action Network, Colonel, retired,
14	U.S. Air Force Lorry Fenner and Ms. Elisa
15	Cardnell. And then, for the League of United
16	Latin American Citizens, LULAC, we have Ms.
17	Schwan. And the SWAN organization is going to
18	provide opening comments for about five minutes,
19	and then, LULAC for about five minutes, and then,
20	we'll open it up to the panel for questions.
21	So, Colonel Fenner, over to you.
22	MS. FENNER: Thank you very much. We

appreciate you being here.

1

2	Service Women's Action Network, I
3	wanted to give a little bit of context because
4	we're about diversity, but I wanted you to know
5	our larger mission and how that kind of fits in,
6	and then, open to your questions about specifics.
7	So, we advocate for the collective
8	needs of service women, past, present, and
9	future. And most of you know that today there's
10	over 350,000 women serving on active duty and 2
11	million women veterans, which is the largest
12	number ever in history. And we believe their
13	voices must be heard.
14	We're a 501(c)(3), nonprofit,
15	nonpartisan organization, founded in 2009. We
16	came out of another organization that was focused
17	on making sure that women veterans' disability
18	claims were more successful, more valued, because
19	we have a high rate of not having those claims
20	approved.
21	So, SWAN, then, focused on trying to
22	do something a little bit different, realizing

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

that a lot of those veterans' claims were coming out of women being assaulted or harassed while in service. MST wasn't recognized like PTSD was for combat stress. So, these women needed advocates as well. So, SWAN has worked to support victims of military sexual assault, to hold perpetrators accountable in the military justice system, and to have MST recognized at the VA.

9 We also started to advocate and 10 support the needs of both service women and women 11 veterans, regardless of rank, military branch, or 12 years of service. While service women and women 13 veterans have benefitted from all the other 14 veterans' organizations' efforts in the MSOs, we 15 call them, they still tend to focus on men. So, 16 we know that there's a need. And today, this is 17 different. You've invited women and minorities 18 to speak to you about this, and that's really 19 important.

In 2012, SWAN started advocating for equality within the military assignments that women were excluded from. These are very

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

1 prestigious combat positions. A quarter of a 2 million jobs were closed to women. And excluding 3 women from key military positions contributes to a military culture that devalues women, prevents 4 advancement opportunities, and causes women to be 5 more vulnerable to harassment and assault. 6 7 Due to dedicated legislators, military 8 officials, and SWAN and other organizations' 9 efforts on Capitol Hill, in the face of 10 considerable opposition, the policy preventing 11 women from serving in key positions was 12 eliminated in 2013. 13 The services began implementing the 14 new policy in 2016, but it was never fully implemented. SWAN fought a 10-year legal battle 15 16 -- it's now called SWAN v. Austin because that's who the Secretary is now -- on the Army's Leaders 17 18 First Policy, which was about the lack of 19 implementation fully of that 2016 policy. 20 So, that case has been resolved, but 21 there are still challenges on the full 22 implementation of qualified women being able to

1	serve to their full potential, and that keeps
2	them in second-class status.
3	Today, the new policy, in order to
4	move forward in that "last tactical mile," we
5	call it, a whole-of-DoD approach, the
6	continuation of DACOWITS's historic efforts, and
7	vigorous congressional oversight will be
8	required.
9	Now today, SWAN has over 10,000
10	members and we advocate for many more women than
11	that. Knowing that women have served in every
12	conflict since the American Revolution, that
13	despite that, their critical contributions to
14	national security, women continue to face
15	barriers. These barriers exist both in the
16	military and when women transition to the VA,
17	where they're still not getting the earned
18	benefits and services.
19	We continue to fight for law and
20	policy change; for the equal treatment of women
21	in the military; to hold sex offenders
22	accountable in the military justice system; to

1 ensure full healthcare services for service women 2 and women veterans, and to eliminate barriers to 3 disability claims by women veterans. But the bottom line for us is a 4 5 problematic culture that has not completely bought into diversity and inclusion. That's the 6 7 root cause of many problems, chief of which is assault and harassment. 8 9 Holding perpetrators and leaders 10 publicly accountable is one of the ways that 11 culture can be changed and trust in the system 12 increased. This absolutely affects recruiting, 13 retention, readiness, and therefore, the defense 14 of our Nation. 15 So, more must be done. That's why we 16 at SWAN will continue to work hard on this, while 17 we partner with other organizations who do the 18 same, and why we respect your work so much. And 19 we hope you can continue. So, thank you for the work we do --20 21 you do; we, too -- and I'm happy to hear your 22 questions.

1	I do want to say that Elisa Cardnell
2	is a Navy surface warfare officer, 100 percent
3	disabled, and she is our deputy at SWAN.
4	Thank you.
5	MS. SCHWAN: Thank you. Good morning.
6	Thank you for the invitation to be here.
7	My name is Rafaela Schwan, and I
8	joined LULAC as a staff member about a year ago,
9	but I have been with the organization for over 20
10	years. And most of my capacity has been in
11	education and in military issues in the veterans'
12	committee. I was the co-chair prior to my
13	position as a staff member, now the COO of the
14	organization.
15	And thank you for inviting us. But,
16	for us, you know, diversity in LULAC means a lot
17	more than the military. I mean, by being here, I
18	can address some of the issues that are very
19	important to us having to do with the military.
20	The organization is 94 years old. It
21	is the largest Latinos' civil rights
22	organization. And so, we work in just about

anything. When people ask me, "What does LULAC represent?" I tell them "Just about anything. If you think that issue is a Latino issue, we're going to talk about it and we're going to represent on it."

6 We're a little bit unique in the sense 7 also, that in some cases we're going to be 8 working with the accused; in some cases we're 9 going to be working with the defendant. So, you 10 know, we represent both of the entities in some 11 of the issues, depending on what they bring to 12 our table.

13 One of the issues that we worked on, 14 just so you have a little bit of idea, one of the 15 veterans' issues that we have worked on, Teri and 16 Patrick Caserta called us when they were talking about their son, which some of you may be aware 17 18 He committed suicide, you know, in Virginia. of. 19 And unfortunately, they felt like they weren't being answered to, their questions and concerns. 20 21 So, they reached out to LULAC. Thev 22 don't happen to be Hispanic, but they felt that

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 we would be able to help them in their concerns. 2 So, we were able to work with them and help them 3 with the Brandon Act, which was just implemented on May 5th. So, we're very excited. A long 4 process, not fast enough for them, but we are 5 happy that now it's an opportunity and a recourse 6 7 for members to be able to report that and no 8 retributions, hopefully, in the future. 9 The other one that was also very much 10 in the media was Vanessa Guillen, and we continue 11 to work on that to make sure that we get the 12 Vanessa Guillen bill implemented. 13 One of the most important for us 14 Latinos has been, also, the deported veterans. 15 One of the issues that we work, we feel that the 16 military in so many of the cases, including 17 myself -- I joined the military as a resident in 18 the United States, and I was fortunate enough, by 19 the grace of God, that I think, you know, I just 20 kept on being lucky and in the right places every 21 time. So, I was able to become a citizen right 22 after I joined the military.

But that doesn't happen to all of our members. They don't always know what they do or how they have to do it. In some cases, they think it's an automatic and they're waiting for it to happen. They get out of the military and they find out it never happened.

7 We do recognize that the Air Force 8 just recently implemented that they will become naturalized citizens in basic training. 9 We're 10 hoping all of the services will do the same 11 moving forward. And I think that will be 12 especially important for the military right now, 13 because it would be, hopefully, a way to recruit 14 more Hispanics in the military. Because they feel that's a huge benefit for them and their 15 families. 16

However, what we don't want to see is that, when the military meets their numbers, that that goes away. We want to make sure that it's implemented and it's something that stays there for future members of our community.

> Neal R. Gross and Co., Inc. Washington DC

And so, those are some of the things

22

1

2

3

4

5

1	that we work. If I tell you everything that we
2	do on everything else, it would take us a long
3	time, but it definitely is anything that is an
4	issue for Hispanics. They often come to us.
5	And I would venture to say now,
б	because some of the other ethnic groups see the
7	action and things that we have been able to do,
8	they are coming to us. So, we have the African
9	American community. The Casertas are Italian.
10	They're not Hispanic, but they came to us to see,
11	as a recourse for us to be able to work with
12	them.
12 13	them. Thank you.
13	Thank you.
13 14	Thank you. MS. GOLDBERG: Sure. Thank you very
13 14 15	Thank you. MS. GOLDBERG: Sure. Thank you very much for being here and for your opening
13 14 15 16	Thank you. MS. GOLDBERG: Sure. Thank you very much for being here and for your opening comments.
13 14 15 16 17	Thank you. MS. GOLDBERG: Sure. Thank you very much for being here and for your opening comments. I don't know if you were in the room
13 14 15 16 17 18	Thank you. MS. GOLDBERG: Sure. Thank you very much for being here and for your opening comments. I don't know if you were in the room for the discussion prior to this, but you may
13 14 15 16 17 18 19	Thank you. MS. GOLDBERG: Sure. Thank you very much for being here and for your opening comments. I don't know if you were in the room for the discussion prior to this, but you may have heard that we are thinking, as a Committee,
13 14 15 16 17 18 19 20	Thank you. MS. GOLDBERG: Sure. Thank you very much for being here and for your opening comments. I don't know if you were in the room for the discussion prior to this, but you may have heard that we are thinking, as a Committee, a lot about the question of how panels, the

(202) 234-4433

1 matters to the perception of fairness and 2 legitimacy of the military justice system. 3 To the extent you're familiar with the 4 Article 25 criteria and the panel selection 5 process, we would be interested in your comments on that. And if you are not involved with this 6 7 at that level of detail, we'd still be interested 8 in your views on the relevance of panel 9 composition to a sense of service members -- a 10 sense of legitimacy of the military justice 11 process. 12 MS. FENNER: Thank you. We're 13 gratified that that got asked us, the Article 25 14 So, we did submit those. You probably question. 15 have them for the record. 16 MS. GOLDBERG: Can you move your mic 17 closer? 18 So, DAC-IPAD had MS. FENNER: Yes. 19 asked us for a response to the Article 25 20 questions, and we very much are grateful that you asked for our voice as well. 21 22 So, I gathered from -- I was here

1 yesterday and today -- I gathered from what 2 you're learning, the two main inputs that we can 3 make, along with all the others that were asked, is that diversity on panels is really important. 4 I've done a lot of things in my career, but, as a 5 first lieutenant, I served on a panel, and then, 6 7 as a commander at various levels, I had to do 8 Article 32 hearings and such. So, I have a 9 varied experience with this.

But diversity matters on panels, for all the reasons everybody has said. That will have to be navigated very carefully because let's say there's a trial of a White supremacist and he wants a panel of all White supremacists. I called him "he". That may be problematic.

16 So, it does have to be worked through. 17 We do believe that randomization of the jury 18 would be very important. Are these things hard? 19 We recognize that they're hard, but I don't 20 believe they're as hard as some of the panel 21 members on the other panels have articulated. 22 The military knows how to do a lot of

stuff. When the rubber meets the road, when they're directed to do it, they can do it. Do they need oversight as they implement? Absolutely. But this doesn't have to be that hard.

There are small bases. You can draw 6 7 from geographic areas. You don't have to 8 overreact and say, "Well, if we get people from 9 all over the globe" -- yes, some places are so 10 small that you won't get much of that. Some 11 combat units are legitimately 95 percent White 12 men or men in general. That doesn't mean you 13 can't go outside that unit to get that diversity. 14 It is so important.

And again, we would have much longer answers, but we can leave it at that. Randomization is important. You can achieve it. And, yes, different people call their alpha roster different things. We can get there from here.

21 And even if you drew people from other 22 services, we're so joint these days -- my folder

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 for today is purple. All the bases have changed 2 into joint bases -- Andrews-Bolling, and so on 3 and so on. It wouldn't be bad to have joint panels if that's what it comes down to. 4 5 So, we believe in it, and I thank you for your question. 6 7 HON. SMITH: Can you just define --8 MS. GOLDBERG: Thank you. 9 I'm sorry, I didn't mean HON. SMITH: 10 to interrupt. 11 Can you define your organization's 12 thought on what diversity is? I think people use 13 the word, but we have a tendency to mean 14 different things. 15 MS. FENNER: We agree completely, and 16 Elisa is going to respond. 17 MS. CARDNELL: Yes, thank you. Elisa 18 Cardnell, and thank you for the opportunity to be 19 here today. 20 So, SWAN overall agrees with the DoD 21 definitions for diversity and inclusion. I think 22 our biggest difference is that we like to

highlight that it's the overall experience of the service members and their unique pass through the military.

So, both, in general, the culture they 4 experience and what they specifically experience, 5 when we consider whether they feel to be part of 6 7 that DoD team. And that's something we hear from 8 our veterans and from our service members that 9 contributes to the feelings of trust and 10 transparency in the overall process, including 11 the military justice system.

MS. GOLDBERG: And just a quick followup question that I'll ask you to address as well, which is: what is that basis for SWAN's view that the various types of diversity you just mentioned mattered? Is that based on sort of experience, interviews, research? It would be helpful for the Committee to know.

MS. SCHWAN: You know, well, for me, I was going to add to the comments, the way that we, I guess, a detail diversity, I would add the word equity.

> Neal R. Gross and Co., Inc. Washington DC

1

2

1 Because a lot of the times, when you 2 have diversity, especially for me in the military 3 when I was in the military over 20 years, now that I'm advocating in so many of the cases and I 4 go to a lot of events and talk about it, I see 5 myself as the Latina, the female being 6 7 represented, but it's not equity. 8 When you look at everybody else, 9 especially in the population of the military, the 10 only location where Hispanics are over-11 represented is in the military. 12 If you look at in the government, if 13 you look in the corporation, we're still under-14 represented today. 15 So, if in the military, we're over-16 represented, and then, when you go to a court 17 martial or a committee or the field, and you're 18 under-represented, then there's an issue. 19 So, equity, for us, is as important as 20 saying is, you know, diversity. MS. FENNER: 21 And if you could just 22 remind me of the question because I'm on track.

I	
1	MS. GOLDBERG: Sure, thank you both.
2	And the question is about the basis
3	for your statement that diversity in the ways you
4	described matters in these processes. Is it
5	based on interviews, research, anecdotal data, or
6	something else?
7	MS. FENNER: Yes, yes, yes.
8	So, there's a lot of research. One
9	doesn't do independent research anymore because
10	we're very, very small. But we capitalize on the
11	research.
12	The same things that DACOWITS uses is
13	Rand universities, Congressional Research
14	Service, GAO, most of those most of that body
15	of research will tell you that you have different
16	outcomes.
17	Part of this, too, is something that
18	people have talked about on the various panels,
19	trust. You walk in and the Judge, both lawyers,
20	the panel is all different from you. It's pretty
21	deflating.
22	Then, when you see the outcomes of not
	Neal R. Gross and Co., Inc. (202) 234-4433 Washington DC www.nealrgross.

1 very many cases are going to trial, and then, 2 once they go to trial, the outcomes are really 3 minuscule for most victims. People don't trust the system. 4 So, that diversity, we believe, would 5 6 -- so, research, yes. 7 I'm a historian, so I use a lot of 8 world histories. But we also have a case The intake of cases that we have and 9 manager. 10 then, we don't have lawyers either. We refer 11 them out to people like Protect Our Defenders and 12 others. 13 That evidence from our case manager, 14 people calling in and asking what can be done 15 because my trial was flawed in this way. 16 And then, anecdotally, again, I sat on 17 I was -- now, this is a long time ago, a panel. 18 you can tell from my age, but there were five us. 19 I was the only woman. 20 The accused was a young man who had 21 gotten into substance abuse in Japan and he was 22 wreaking havoc, not only on his unit, but on the

1 local population, small town in Japan, Musella, 2 up north. 3 And two other panel members, I was a 4 First Lieutenant, two Captains, both male, prior service individuals, they had been enlisted 5 before and then, two Lieutenant Colonels. 6 So, 7 almost everybody else was white male. 8 When it came to making decisions, the 9 two Captains who were prior service NCOs were the harshest of the five of us when it came to 10 11 deliberations. 12 So, that diversity looked like all 13 officers, but you, effectively, had two NCOs 14 sitting there. 15 And for the young enlisted man, he 16 probably didn't want those two senior NCOs on 17 that panel. 18 So, it's not just about women. It's 19 not just about race. It is partly about 20 experience. And it is a mix. We're in favor of a mixed panel with 21 22 enlisted and officers. We know that the panel --

(202) 234-4433

1

2

3

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

But that diversity, the reason it's 4 more complicated is because we all know, we have 5 more than one identity, each of us. So, trying 6 to get at that, yes, hard. Doable? Absolutely. 7 8 MS. SCHWAN: Yes, and I would say, you know, the reason why it's also important, because 9 10 any one of that is being accused or represented, 11 I think a lot of the times, when you see someone 12 that looks like you in that panel, you have a 13 little bit of being able to feel more comfortable 14 of saying what happened or how it happened or 15 why. 16 I will tell you, from our experience, 17 for example, we had a Marine that was going 18 through some problems and he was being told he 19 was going to go to court martial. 20 He was being harassed prior and all And he felt that it was as a result of him 21 that. 22 coming forward and telling what was going on with

we agree that the panel should be senior to the people sitting in the witness tables or the accused.

180

him.	
------	--

2	He called us, and we actually didn't
3	have to go to anything, we just told them,
4	please, tell your lawyer that LULAC is with you,
5	that if anything happens or we need to be there,
6	we will be with you to help in anything that we
7	can.
8	Can I tell you that we did anything or
9	that what we said had an impact? No, I cannot.
10	I can tell you that he was more
11	comfortable knowing that we were with him and
12	beside him.
13	Luckily, they dropped the charges.
14	He's home now. So, both him and his mother are
15	comfortable.
16	I don't know that we had anything to
17	do with that. It's just that implication that
18	they have that, that they have that faith, that
19	trust.
20	And so, when you do that, when you
21	have a diverse, you know, group of people to be
22	able to look at, they feel more comfortable and

1 like they're going to be able to have a better 2 representation and a better outcome. 3 MS. CARDNELL: Yes, and to continue on those lines, our case manager a lot of times will 4 5 get calls from Veterans who, whether or not their case went through the military justice system, 6 7 when they're now Veterans and looking to use their VA benefits or file a VA claim, there's a 8 9 large distrust a lot of times of women to go to 10 the VA for resources. 11 So, it's not always the immediate 12 military justice system and the repercussions of 13 that, but it's also the second order effects of 14 making sure that our Veterans are taken care of 15 after their service as well. 16 DR. SPOHN: Thank you for your 17 comments. 18 Cassia Spohn, I want to ask a more 19 general guestion about DEI. 20 As I'm sure you know, efforts to 21 ensure diversity, inclusion -- diversity, equity, 22 and inclusion are attacked -- are being attacked

1 in the United States across many, many domains, 2 including academia where I'm from. And we're seeing DEI offices shut down 3 4 and vice presidents for DEI in academic 5 institutions being reassigned. And I'm wondering if you're seeing any 6 evidence of this kind of backlash in the 7 8 military? If you anticipate it? And if so, do 9 you have any strategies as to how to respond to 10 these very negative attacks on what many people 11 regard as a very positive movement? 12 MS. SCHWAN: Well, I will tell us, for 13 us, because I mentioned we worked on every issue, 14 education and what they're doing to the education 15 system is unbelievable. 16 We've had faculty asking and calling 17 us letting us know that they can't even talk 18 diversity or mention it or they feel they could 19 end up getting fired from their employment. 20 You know, as I mentioned earlier, for 21 us, I think at this moment, at least for Latinos, 22 because the military needs our youth to be able

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1 to enroll in the military, I don't see it as much 2 of a threat because they need us. 3 That's why it's very important that, if and when, the numbers come to where they need 4 to, a lot of what they're doing right now and 5 putting in place will not go away. 6 7 So, we need to make sure that, you 8 know, right now, it's a need. It's something 9 that they have to have because they need our 10 population to go in the military. 11 But hopefully, after those numbers get 12 to where they are, it's not something that will 13 become the same thing as everywhere else. We're 14 no longer needing to have diversity, equity, and 15 inclusion. 16 MS. FENNER: I'd like to answer on two 17 different levels. 18 Again, being the historian, we just 19 had the 75th anniversary of the integration of 20 women into the military. And that coincides with 21 Truman signing the racial integration documents. 22 And it didn't all happen when it was supposed to,

I	
1	but it was happening.
2	That's because, in World War II, women
3	went, even in World War I before they could vote,
4	women went.
5	When the military needs us, they need
6	us.
7	After the World War II, they were
8	going to let us leave until Korea came up. And
9	the first need is usually for medical personnel.
10	They were going to let us leave.
11	Well, after the draft when young men,
12	after Vietnam, did not want to join the military,
13	guess what? The 50th anniversary of the All
14	Volunteer Force is happening on July 1st.
15	The All Volunteer Force that was
16	willing to take minorities and women in larger
17	numbers and then, subsequent changes to the law
18	that allowed more women to serve, we could only
19	be 2 percent of the service when we were first
20	integrated. And that cap was taken off later.
21	Rank caps everything.
22	But what that leads to is the idea
	(202) 234-4433 Neal R. Gross and Co., Inc. Washington DC www.nealrgross

www.nealrgross.com

1 that, again, oh, when they need us, we can go 2 fight and die and be taken prisoner of war. But 3 when they think they don't need us, they could rapidly mobilize us. 4 5 Famously, Margaret Chase Smith said during that debate, either you need these women 6 7 They're not all going to go home, or you don't. 8 have families, which in that case, you wouldn't 9 pick them because they had kids, leave the jobs 10 in the factories. 11 But then, when you need them again, they're all going to show up. 12 13 So, partly, it's that system of need. 14 But also, if -- I know that you all have been 15 sitting and working very hard, we have a lot of 16 coalition partners. 17 So, the news yesterday is that House 18 Appropriations Committee Defense and MilCon/VA 19 has a whole bunch of riders in it. I won't 20 remember them all off the top of my head, no 21 funds will be used in the military to teach 22 critical race theory.

1	No funds in the military will be used
2	to implement Secretary of Defense's new travel
3	and leave policy.
4	No funds in the Department of Defense
5	will be used to have gay awareness week, Black
6	History Month, I assume Women's History Month.
7	So, there are about ten riders in the
8	Appropriations Bill.
9	It is here. We are fighting a
10	rearguard action. There's growing backlash.
11	They're depending on recruiting for
12	minorities and women, at the same time, they're
13	telling us women are ruining the possibility of
14	recruiting young, virile white men.
15	It's not true, but it's happening and
16	it has real impact as it shows with these new
17	bills in Congress.
18	And again, this is my field, I could
19	go on forever. But for our members in SWAN,
20	we're very aware of this, the coalition, that's
21	what we do on a daily basis.
22	My part-time job is busy, 40 hours, 80

1 hours a week now with congressional action trying 2 to fight these rearguard actions. 3 Thank you. MS. CARDNELL: And to address the part 4 5 of your question about messaging and how we answer those claims about DEI, it goes back to 6 7 the three R's in the military, readiness, 8 retention, and recruiting. 9 And so, we have touched on recruiting 10 and retention. But also, it's the readiness. We 11 need the right people in the right jobs. Right? 12 And whoever that person is, you know, they come 13 from a wide variety of backgrounds. 14 We provide them the training and the 15 experience to get to where they need to be in the 16 military. 17 And if we aren't keeping those people 18 and we aren't recruiting their replacements, so 19 then, our national defense is going to suffer. 20 Right? 21 And so, when we go back to that bottom 22 line of what is the military exist for? Why are

1 we here? Right? 2 The purpose is for our national security. 3 And so, if we go back to that basic 4 5 mission and we talk about recruiting the best people, retaining them, and then, making sure 6 7 that they are trained, I think that the retention, readiness, and recruiting, that's all 8 9 we need to say. 10 MS. GOLDBERG: Thank you, again. 11 Do you have specific examples? I know 12 you've described some, but maybe some more 13 specific examples of how disparities related to 14 gender or ethnicity or any other of the factors 15 that you think of as important to DEI have 16 affected members who you work with? That's 17 question one. 18 And then, a small side, unrelated 19 question, but -- well, let me leave that one and 20 then, I'll come back to another question I have 21 that's not on this point. 22 MS. FENNER: Sure.

1	In addition to the SWAN case about
2	combat positions, we've had a couple more.
3	And that included the integration of
4	Marine Basic Training, the other services have
5	been able to more successfully integrate all the
6	way down.
7	Marine Basic Training is still
8	segregated.
9	We think that you have to set a
10	culture at the very beginning. Junior ROTC, huge
11	numbers of reported assaults lately in Junior
12	ROTC, basic training, even in the recruiting
13	offices, we hear of people who go to recruiting
14	office, nobody looks like them.
15	So, from recruiting to Junior ROTC to
16	basic training, these things are real.
17	Special Operations integration,
18	DACOWITS is doing a great job keeping up on how
19	Special Operations in the Navy submarine forces
20	are playing out.
21	And again, the integration of these
22	jobs, when you don't integrate the foundational

1 jobs for the military, in the Air Force, people 2 fly planes. For the longest time, women couldn't 3 fly plane. In the Navy, if you couldn't be on 4 5 board ship unless you were a nurse or a civilian, they took civilians, you weren't going to get the 6 7 best jobs. 8 In the Army, if you're not in those 9 battlefield operations --So, there are real effects and we work 10 11 on exactly those things to, when things have been 12 passed, to make sure Congress does the oversight 13 of DoD to make sure that either, because the 14 military tries to make it too hard when it's 15 really not, because of people who actually are 16 resisting so they're slow-roll stuff, or make it 17 look like they're doing it, but they're really 18 So, those things have real impacts. not. 19 The other thing that happens is, the 20 real impacts. 21 If you get an other than honorable 22 discharge, your Veteran status and benefits have

191

1 -- take a big hit. 2 Women were given other than honorable 3 discharges when pregnancy or having kids, even if you married a man who had kids, a widower, you 4 were put out of the service. 5 And sometimes, those were other than 6 7 honorable discharges because you were maladapted 8 or something. 9 Certainly, Don't Ask, Don't Tell, 10 people who were put out of the service, get other 11 than honorable discharges. That kind of impact from the lack of 12 13 diversity and the lack of consciousness, again, 14 these people are willing to fight and die for 15 They can shoot just as straight. They can you. 16 fly the airplane just as well. 17 And then, even MST and harassment 18 issues, victims of MST have been put out of the 19 service with other than honorable discharges 20 because either people didn't believe them, and 21 again, they got discharges that were labeled as 22 couldn't adapt, maladapted, those kind of

1 characterizations. 2 So, this has real impact on real 3 people that the lack of diversity, lack of inclusion, the lack of consciousness. 4 And to what extent do MS. GOLDBERG: 5 the various issues that you've raised have an 6 7 impact on the investigation, prosecution, or defense of sexual assault? 8 9 MS. FENNER: Sure. 10 A lot of it comes up with, you could 11 even boil it down to software systems. 12 Software systems and untrained clerks 13 who can't find what they're looking for about how 14 to characterize you or your problem can impact 15 the military justice system greatly. 16 Again, if there's not diversity within 17 the system, if someone comes in and they're 18 trans, someone comes in and they can't figure 19 out, what color is that person, are they Black? 20 Are they Hispanic? Are they interracial? 21 A lot of these things that we might 22 take for granted, unconscious bias, does impact

1

the military justice system.

2	And I have another really brilliant
3	thought, but it went out while I was talking.
4	So, if I think of it again, I might blurt it out
5	now or I might blurt it out in my sleep tonight.
6	MS. SCHWAN: Yes, I believe it's very
7	important for us to be able to do that. You
8	know, it's important if you look at it the way
9	that if you want to have a recruiter to go and
10	talk to the Hispanic community because they're
11	going to have a little bit of trust.
12	You know, if the military works with
13	LULAC so that where we give them that trust so
14	the families allow their children to do in the
15	military, then you have to look at it all the way
16	across when it comes in a trial, when it comes
17	for any kind of representation.
18	The trust is going to be there if the
19	people see themselves in the military. And that
20	doesn't mean just in the lower ranks, that means
21	all the way across. So, that's important and
22	very critical.

1	And that's going to be the only way
2	the military is going to be able to sustain
3	themselves, if you really do have equity and
4	inclusion.
5	MS. FENNER: I know one of my
6	brilliant thoughts, again, on the MST and
7	harassment claims that get into the military
8	justice system now, some of the harassment claims
9	being criminalized, that again, if you don't have
10	that diversity, if you don't have trust.
11	People mentioned yesterday, comfort
12	with the system, then that plays out in the trial
13	courts. And then, there's no trust within the
14	families.
15	You know, right now, the research
16	numbers show that the most number of people being
17	accessed into the services come from Veteran
18	families.
19	When somebody comes to me and asks,
20	should I join, now more than ever, I have to
21	think about MST. I have to think about, can I
22	recommend to this young person, should they

1 Will they be heard? Will the trial be report? 2 fair? 3 The perception -- somebody said yesterday, well, perceptions are just opinions. 4 Perceptions matter. They have real-world 5 6 consequences. 7 So, that's all the ways that it plays 8 out in the military justice system, to -- from 9 the ground up. 10 If I can't recommend somebody join 11 because I can't -- I still might recommend that 12 they join, but I have to put all these caveats on 13 and I know that many of them might be vulnerable 14 from whatever happens to them through the trial 15 system to the end. 16 Thank you. 17 Hello, and thank you, MG. ANDERSON: 18 again, for coming and sharing your stories. 19 One of the questions that we asked of 20 you to be prepared to respond to was concerning 21 what successful initiatives or best practices 22 your organizations have identified concerning

1 diversity and inclusion issues. 2 And one that comes to mind for me is, 3 in the Army, I was a personnel officer. So, Army all the way. And happy birthday to the Army 4 5 today, by the way. And one of the things that always 6 7 irked me when it came to promotion boards was, I 8 felt there -- we required a photograph. And I 9 used to ask, well, what's the point of a photograph? This should be based on their record 10 11 of service and accomplishments. 12 Well, we need to, you know, make sure 13 they look good in their uniform or they're not 14 overweight. I said, well, you know, their 15 16 evaluation report indicates whether you passed 17 your PT test and if you're fat. So, that's a 18 false suggestion. 19 So, I was heartened to see discussion 20 and moving away from the photographs to create 21 more, you know, equitable board experiences for 22 those candidates where they were basically,

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

1 again, they should be just judged on their 2 performance. 3 So, do you have any other suggestions 4 to address those kinds of challenges? Because I 5 think in many cases that did prevent people that I actually know, I think, from achieving their 6 7 full potential because they were, you know, there's unconscious bias involved. 8 MS. FENNER: 9 I would say I was a 10 victim of the photograph thing. Because first, 11 we had to have our hands like this, not like 12 this, but like this. You could tell if somebody 13 had a wedding ring on. Okay? 14 Then, when I was selected to teach at the Air Force Academy, I was a signals intel 15 16 officer, tall and thin, I was lucky with my 17 uniform on, they could tell a lot of things from

18 those photographs. So, the Air Force got away 19 from them, too.

I would say, again, holding people accountable publically and in as speedy a way as investigators can move, means that victims and

1 accused don't have to stay in the same unit, 2 seeing each other every day, means the accused --3 well, if they're not guilty, they get to move on with their lives faster. 4 5 But that holding accountable publically, a lot of people just get to slide 6 7 under the radar. And you know what? A bunch of those people became Junior ROTC instructors and 8 9 then, assaulted kids in schools. 10 So, public -- make a real impact on 11 their records. 12 Here's another thing for grading, as 13 a Colonel, I had to sit -- I had to run the 14 boards to promote intelligence -- Ops officers 15 all the way up to Colonels. And I had to raise 16 the red flag when the discusses were talking 17 about things that should not matter in the 18 promotion boards. 19 But so, I'll finish quickly, that 20 accountability is critical from day one. Actions 21 versus words. 22 We've got beautiful, color, glossy

1 posters. We've got commanders' calls I used to 2 give where people stand up and say, we believe in 3 diversity and we believe in military justice. When actions don't match those things, 4 5 they're all for naught. Have a Gay Pride Week, fantastic. Have a Black History month, 6 7 fantastic. If the actions don't follow those 8 9 things, then we're still losing. If people fear 10 their teammates, we've had stories from women in 11 the war zones that they are more afraid to go to 12 the latrines late at night without viable escorts than they are to go outside the wire and fight 13 14 the enemy. 15 So, that level of trust, that level of 16 confidence in your teammates that you're all 17 supposed to be covering each others' back until 18 you're not, the things that can improve that, 19 again, is to hold everybody accountable. 20 One of my young civilian charges, I 21 said, well, what do you do where you're from? 22 And yes, the military and civilian and different,

1	but some of these things are good, more training
2	with PowerPoint is not the answer.
3	Talk about backlash, you're putting
4	people to sleep or you're making them mad about
5	diversity training. So, more of some of this
6	stuff is not constructive. Don't spend our money
7	that way.
8	Where does the rubber really meet the
9	road? And that is, again, on the front end, you
10	want to do the prevention piece so that we're all
11	out of a job. Right?
12	On the front end, it doesn't happen
13	unless people see on the back end that
14	accountability is working, that the culture is
15	changing, and that some of these things can go
16	the way of the Dark Ages.
17	MS. SCHWAN: You know, thank you.
18	I would say that, accountability and,
19	you know, it's very important diversity to be
20	able to do that.
21	For me, I happen to be married now, so
22	my last name is Schwan. But prior to that, it

Neal R. Gross and Co., Inc. Washington DC 200

1

was Rafaela Ornelas.

±	was Rafacia Officias.
2	And so, people I don't they
3	don't need a picture to know what I am. So, you
4	know, the picture just kind of probably tells
5	them what I look like. But the last name was
6	significant enough.
7	Unfortunately, for our parents' names,
8	some of our kids, you know, we're very creative
9	in our in the names they gave us.
10	For African-Americans, a lot of the
11	time, if they've named their Lakisha or something
12	else, I would think, maybe they're African-
13	American.
14	So, they were able to identify what we
15	might be. And so, that alone, could take us out
16	of the running for a promotion or for any other
17	opportunities that we had.
18	How can we do that? You know, if
19	there was ever a way that we could look and say,
20	there's not going to be a name or a picture or
21	you just have accomplishments with nothing else
22	to identify the person, maybe it would be an

equality promotion or, you know, opportunities for our community.

3 I don't know that that's ever going to 4 happen, but that's why it is important that 5 representation of our communities are across the boards in anything and everything. Because they 6 7 can at least identify and be able to hold people accountable when they're looking at those records 8 9 to make sure that they're considering those 10 people in every opportunity available. 11 MS. FENNER: Could I add also, that's 12 so important. Because, again, this issue of 13 unconscious bias, we don't even know we have it. 14 But I wanted to get back to 15 commanders. In the Navy, the Air Force was 16 easier on people than the Navy was. 17 When commanders got judged, the Navy 18 judged them on what they knew or should have 19 known as a commander. 20 So many Air Force commanders, well, 21 they just got there, they didn't have a chance to 22 jump in, so it's not really their responsibility

> Neal R. Gross and Co., Inc. Washington DC

1

2

as the guy before them, oh, well, that guy retired.

So, if there's a learning environment where commanders anticipate change, anticipate problems, go to the barracks at night, talk to the people going to the units off book, what are they concerned about. Are there rumors in your unit? And take care of that.

9 Anticipation, the commanders should be 10 charged with anticipation. And you know that 11 commanders are held accountable if there's 12 helicopter accidents in their units. And those 13 have to be investigated very quickly to get 14 everybody back on line.

15 If there's a tank rollover, those have 16 to be taken care. Otherwise, my eval is just, do 17 you get along with other people, you know, that 18 kind of thing.

19 If I was graded on how many sexual 20 assault claims came up, how many young people 21 committed suicide, if commanders are graded 22 instead of just those factors, you'd get a lot

> Neal R. Gross and Co., Inc. Washington DC

1

2

1 more compliance and you'd get better commanders 2 graduating to be more senior commanders. 3 And they, too, have to hold people accountable within the system. Because a lot of 4 5 the people committing offenses are not the new quys. We blame a lot on the 18-year-olds. 6 These 7 are NCOs, these are junior officers, these are 8 senior officers committing these crimes. 9 Thank you. 10 HON. SMITH: All right, thank you very 11 much for your time. We appreciate your comments. 12 COLONEL BOVARNICK: We'll break until 13 1:00. 14 (Whereupon, the above-entitled matter 15 went off the record at 11:59 a.m. and resumed at 16 1:00 p.m.) 17 COLONEL BOVARNICK: If everyone would 18 get settled in, I'll just introduce briefly Dr. 19 Lisa Arfaa. She's the Director of the DoD Office 20 21 of Diversity, Equity, and Inclusion. 22 With that, Doctor, I'll turn it over

to you and you can start.

1

MS. ARFAA: Wonderful, thank you.
Good afternoon, everyone. I am Lisa
Arfaa and I am the Department of Defense's
Director for the Office of Diversity, Equity, and
Inclusion.

7 I previously spent the last three years with the Vice Chairman of the Joint Chiefs 8 9 of Staff. And there, what my primary 10 responsibilities were was to sort of take an 11 approach where we were trying to determine a more holistic, innovative approach to spearheading 12 13 activities that would really bring in the human 14 element and increase human performance and 15 working to continue what we were trying to build, 16 which was the culture of excellence, to increase 17 our workforce readiness.

With that, I wanted to be joined today
be my colleague, Dr. Jeanette Haynie, from the
Department of Defense's 2040 Task Force.

21 But unfortunately, our scheduling 22 today has led to she and I having to split

responsibilities.

1

2 So, I will give you a brief overview 3 of the 2040 Task Force. She sends her regrets and definitely looks forward to coming here to 4 giving you a deep dive into that arm of the 5 Department in the near future. 6 7 Before I begin, I also just want to 8 thank all of you for your work and what you do 9 and to appreciate everything that we have been 10 doing together and to let you know that I am 11 grateful to be here. 12 I am grateful for the collaboration. 13 I am grateful for the information exchange. And 14 really believe that that's how all of us can 15 continue to work on these people issues. 16 Because in every one of our 17 portfolios, it really is about taking care of our 18 people. 19 Next slide, please? 20 So, I'll begin with an overview of the Department's diversity, equity, and inclusion 21 22 environment and accessibility, the DEIA

environment.

1

2 And then, I'll talk about ODEI. 3 Then, I'll discuss the ODEI's strategic priorities and DoD's latest DEIA 4 5 activities. After that, I -- after we finish all 6 7 of this, I will try to give you a brief overview of the last three slides which really are about 8 9 D2T. That will be briefed to you in much more 10 depth in the near future. 11 Next slide? In recent years, DoD has accelerated 12 13 its efforts to advance diversity and inclusion 14 and, more broadly, we're now calling it 15 diversity, equity, inclusion, and accessibility. DoD established the role of the Chief 16 17 Diversity and Inclusion Officer. And on April 4, 18 2022, the Secretary of Defense named our 19 Undersecretary for Personnel and Readiness, Mr. Gil Cisneros, as our Chief Diversity and 20 Inclusion Officer. 21 22 That job is really -- it is all

1 encompassing and that part of his job is to 2 further the Department's goals of ensuring the 3 workforce is representative and inclusive. DoD also launched what we're calling 4 the 2040 Task Force. And you'll hear me refer to 5 it as D2T. 6 7 That really is the entity parallel to 8 ODEI that is bridging the gap between DEIA and DEI activities and DoD's mission. 9 10 Diversity, equity, inclusion, and 11 accessibility shape how we execute our national 12 security mission and it really does ensure that 13 the approach we take is comprehensive and 14 multidimensional. 15 The well-executed DEIA strengthens our Armed Forces and it enables us to preserve our 16 17 war fighting advantages, both here at home and, obviously, abroad. 18 19 A diverse and inclusive total force is 20 more sustainable, develops more innovative 21 solutions, and is more agile and responsive to 22 the diverse range of conventional and asymmetric

1 threats that are present in today's complex 2 global environment. 3 To ensure we are the most intelligent, the most capable, and the most effective fighting 4 5 force, we need to be -- we definitely have to consider leveraging all of the talents of our 6 7 nation. 8 That's why we're making sure that 9 everything from how we recruit people to how we 10 promote them is representative of the country we 11 serve. 12 To that end, our commitment to DEIA 13 plays a critical role in enhancing our 14 operational readiness. 15 Here on this slide, you'll see, we've 16 mapped out DoD's DEIA environment. And I think 17 what -- I'm hoping jumps out at you is, DoD's 18 DEIA really does extend well beyond the 19 Department of Diversity, Equity, and Inclusion. 20 It serves as the connective tissue 21 through all of our departments and throughout the 22 entire organization.

209

	4
1	Though ODEI, the Office of Diversity,
2	Equity, and Inclusion oversees and implements
3	DoD's policies and programs to ensure a diverse,
4	equitable, inclusive, and accessible department
5	for all who serve, DoD's DEIA environment is much
б	broader as we strive to integrate DEIA across DoD
7	and better leverage DEIA as a strategic
8	advantage.
9	The way I like to talk about it, and
10	the way my team likes to talk about it, and the
11	energy we are trying to bring to it, is we talk
12	about DEIA as deterring, enduring, and innovative
13	advantages.
14	These are capabilities that allows us
15	to deter, to endure, and to innovate.
16	So, when we speak of DEIA, it is
17	broader and systemic to the entire Department.
18	We also recognize that our external
19	collaborators and influencers, such as all of you
20	here on this federal agency committee, help to
21	guide the direction of our efforts and enable DoD
22	to leverage government-wide and industry best

practices.

1

2	The military departments and the
3	Office of the Secretary of Defense work closely
4	together to advance policy and programs that
5	benefit members across the force.
6	And while ODEI, our office maintains
7	the policy development and oversight
8	responsibilities, we work with the Diversity
9	Management Operations Center, DMOC, you'll hear
10	me say DMOC, and we rely on their operational
11	capabilities to jointly advance diversity,
12	equity, inclusion, and accessibility across all
13	of DoD.
14	So, they operationalize the policies
15	that we put into place.
16	To effectively advance the DEIA, ODEI
17	collaborates closely with the offices under the
18	Undersecretary for Personnel and Readiness whose
19	mission is to meet national defense strategy
20	imperatives through the effective policy,
21	guidance, and oversight to enhance the readiness
22	of the Department of Defense and optimize our

1

talent management and personnel programs.

2 We do that through relevant training 3 and education. We try to work with our components so we can have world class healthcare 4 and quality family support as well as force 5 resilience through what we consider to be the 6 7 backbone over that, which is the diversity, 8 equity, and inclusion policy. 9 We work with our counterparts in the 10 DoD 2040 Task Force, the entity that Dr. Haynie 11 leads, to produce and implement near, mid, and 12 long term DEIA strategies for DoD. 13 As we say about ODEI and D2T, we have 14 the same mission, but we have different lines of 15 attack. 16 Next slide, please? I'm going to keep 17 going, so, Chuck, if you can do next slide, 18 please? 19 I'm going to show you the org -- this 20 -- what's going to come up is the org chart. And 21 really, what you're going to see briefly, which I 22 think you have, potentially, in front of you, is

1	we have directors who lead our four major efforts
2	and our major portfolio areas.
3	These include our Military Equal
4	Opportunity, our Equal Employment Opportunity and
5	Civil Rights Policy, and our diversity and
6	inclusion policy, as well as our disability
7	policy.
8	Does everyone have slides in front of
9	them?
10	COLONEL BOVARNICK: The slides are
11	sorry, they're at Tab 12 of the big binders in
12	front of you.
13	MS. ARFAA: And right now, we are on
14	slide five with that org chart.
15	So, I'll take just ten more seconds to
16	pause and I'll go through that again.
17	So, we have our four primary focus
18	areas, Military Equal Opportunity, Equal
19	Opportunity and Civil Rights, disability, and our
20	diversity and inclusion policy.
21	So, we do have in each of those areas,
22	we have our technical and subject matter experts

1 who support our policy development, our research, 2 analytics, communications, legislative affairs, 3 and public affairs capabilities. Success in our mission space requires 4 5 engagement in both internal and external stakeholders. 6 7 I'm going to turn to slide six now for 8 everyone. So, ODEI, this will be -- this is the 9 overview of who we are. 10 11 We are under the purview of the Office of Force Resiliency and the Office of the 12 13 Undersecretary of Defense and Personnel 14 Readiness. 15 And we are the office that is at the 16 forefront of developing and promulgating policy 17 and procedural guidance for the Department's 18 Equal Opportunity, Military Equal Opportunity, 19 diversity and inclusion, civil rights, and 20 disability programs. 21 Through policy development, oversight, 22 and compliance, the Department strives to foster

1 a climate of diversity and inclusion that is free 2 from harassment, free from unlawful or prohibited 3 discrimination, and any other problematic behavior that you can think of. 4 ODEI oversees and implements DoD's 5 policies and programs to ensure a diverse total 6 7 force in an equitable, inclusive, and accessible environment for all who serve. 8 9 ODEI also serves as the focal point 10 for advancing DEIA across the entire Department. 11 We do that by -- in ways such as we 12 define and implement DEIA in both civilian and 13 the military workforce. 14 We develop and ensure compliance with those policies that we develop. 15 16 We provide strategic guidance and 17 direction, planning, oversight, messaging, 18 evaluation, coordination, and implementation. 19 And we respond to and ensure compliance with relevant internal and external 20 21 documents or requirements. 22 So, what I say that, I'm talking about

the National Defense Authorization Act, and Executive Orders that are in place, the DoD Inspector General.

In addition to all of that, to the developing and implementing of new DEI related policies, we do continue to assess military and civilian policies to identify any potential gaps that we are seeing from year to year.

9 We work with the Office of People 10 Analytics to determine estimated prevalence or 11 problematic behaviors and identify trends and 12 areas for improvement.

And then, we respond to our external requirements such as reports due to Congress and our internal requirements by keeping our leadership up to date on challenges in the DEIA space and our new and ongoing efforts.

18 Next slide, please? 19 The Fiscal Year 2024 President's 20 Budget Request demonstrated that DoD's commitment 21 to DEIA includes -- it remains high, but includes 22 \$114.7 million dedicated to diversity and

1

2

3

4

5

6

7

8

217

1	inclusion activities.
2	Although this is just .01 percent of
3	our entire budget of \$842 billion requested for
4	DoD, this resourcing is only a portion of our
5	commitment to advancing DEIA consistent with the
б	National Defense Authorization Act and Executive
7	Orders.
8	The funding across the military
9	departments, across ODEI, and DMOC, that
10	operational arm I was talking about, is the
11	center of this.
12	And in addition, it's used for
13	investing in programs and initiatives that are
14	aimed at furthering DEIA and incorporating DEIA
15	values, objectives, and considerations into how
16	we do business and execute our missions.
17	DoD's investment in our people include
18	our equal opportunity programs. So, that is how
19	we use those programs to comply with existing
20	laws and regulations, to prevent and respond to
21	discriminatory behaviors, and ensure service
22	members and civilian employees can serve in

1 climates of dignity and respect whereby merit, 2 fitness, and capability are the depending and 3 deciding factors in career progression. We invest in our people by our 4 5 diversity and inclusion programs. They promote a diverse DoD workforce with an inclusive culture 6 7 that is built on dignity and respect to further our strategic vision for D&I as a unifying core 8 value and factor of readiness. 9 10 And then, we also invest in our people through our disability and reasonable 11 accommodations programs. Because those ensure 12 13 consistent implementation of disability civil 14 rights laws to eliminate technological, 15 architectural, or programmatic barriers and 16 affirmatively advance equal opportunity for 17 individuals with disabilities. 18 With those requested resources, that 19 \$114.7 million, we are striving to strengthen 20 DoD's achievement of a total force that is 21 reflective of the vast diversity that our nation 22 has.

1 We are striving to ensure that the 2 Department is prepared to provide the forces 3 needed to deter war and keep the nation secure. We believe we must continue to invest 4 in human capital initiatives to compete for hire, 5 develop, and retain highly skilled experts in 6 7 this ever changing talent acquisition landscape. 8 Next slide, please? 9 So, what does ODEI do? Probably from 10 that pretty long introduction of what -- who we 11 are, you can tell that we do policy, we provide 12 guidance, and we oversee compliance to ensure 13 effective and consistent implementation of 14 diversity, equity, and inclusion, and all of 15 those programs throughout all of DoD. 16 We have six cross cutting focus areas 17 you see up there on the slide. These focus areas 18 support the office of the Undersecretary for 19 Defense and Readiness and his vision of a 20 department that is enabled by data dominance, 21 strategically ready, globally relevant, and 22 flexibly sustainable.

1 Focus areas that quide ODEI's 2 portfolio activities include, as you see up 3 there, our policy, guidance, and compliance. So, in this sense, we develop policies 4 and oversee compliance within DoD to promote a 5 diverse, equitable, inclusive, accessible, and 6 7 mission ready total force. 8 Another way we do this -- one of these 9 focus areas is through reporting. We provide 10 enterprise wide reports on the progress of our 11 policies and initiatives and assessments of 12 effectiveness towards the overarching mission. 13 And we ensure transparency and 14 accountability of our policy compliance. 15 We take an integrated, analytical 16 capability approach. 17 We strive to create a data dominant 18 ODEI organization and provide analytical support 19 through the integration of advanced analytics. 20 We try to be operationally efficient. 21 We strive to mature ODEI's strategic operational 22 framework and leverage relationships with key

partner organizations for efficient mission execution.

We do research. We work to ensure policies are data driven in development and oversight, leveraging best practices in the field, and comprehensive data analytics to target efforts, determine effectiveness of initiatives, and ensure compliance.

9 And then, finally, one of our focus
10 areas is our strategic communications and
11 collaboration.

We implement a robust strategic communications framework to ensure accurate, pertinent information is shared across the organization, and with our key stakeholders and partners.

17 In recent years, ODEI published four 18 new policies to fortify prevention and resolution 19 of problematic behaviors, promote a diverse and 20 inclusive workforce for all who serve, and foster 21 a culture of dignity and respect across the 22 Department.

> Neal R. Gross and Co., Inc. Washington DC

1

ĺ	22
1	I'm going to quickly go over these
2	policies. I won't go into detail.
3	But so, for example, the Department of
4	Defense Instruction, or you'll hear me call that
5	DoDI. So DoDI 1020.03 is called the Harassment
6	Prevention and Response in the Armed Forces.
7	We published that in February of 2018
8	and we changed it the change that we made,
9	Change 2, became effective in December of 2022.
10	The other things we do I'm trying
11	to see if I should just am I going too deep in
12	the weeds on this for you?
13	HON. SMITH: The Committee is split.
14	MS. ARFAA: Okay, so, why don't I
15	pause and see on the background of ODEI and the
16	Department's DEIA mission, if you have questions
17	or comments.
18	MS. TOKASH: Hi, this is Meghan Tokash
19	speaking.
20	Thank you very much for coming today.
21	My question is, a large part of what
22	we do as a committee involves data. I think the

I	2	22
1	data is not only relevant, but really helps	
2	inform some of the recommendations that we make.	
3	One of the challenges that we face are	
4	the systems that DoD has to capture data and	
5	statistics.	
б	And so, this is very interesting to me	
7	because it would appear, at least, that perhaps,	
8	this office within the Pentagon is capturing	
9	racial and ethnic data.	
10	And if that's the case, can you	
11	confirm that and can your system speak to other	
12	systems or help this committee and its staff	
13	import that racial data to some of these studies	
14	that we are doing?	
15	MS. ARFAA: Excellent question, thank	
16	you.	
17	So, we do capture data. We don't have	
18	all of it, we are still developing our	
19	dashboards.	
20	It is through that platform I called	
21	advanced analytics. We call it Advana.	
22	And so, it literally is a way to	
	Neal R. Gross and Co., Inc.	

capture this data and, right now, my office is working on six or maybe seven -- five to seven dashboards, including things from the demographic breakdown of our forces to our career progressions.

6 Can we integrate with other platforms 7 or how we share that information, I don't know. 8 But I will take that back. I will ask my team 9 and the team who does the analytics how we do 10 that or when we will be ready to do that.

MS. TOKASH: So, by way of example, if this would help your discussions, we just completed a report on Friday that had a supplemental data report that looked at cases involving a no probable cause determination, yet still went to trial.

17 One of those queries could be what was 18 the racial makeup of the accused in those cases 19 that -- 89 percent of which ended in either 20 acquittal or dismissal.

So, what were the racial makeup ofthese accused in those cases? And perhaps even,

Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 what was the racial makeup of the convening 2 authorities or staff judge advocates who overrode the no probable cause decision, and yet, sent it 3 forward to trial? 4 I don't think that our staff have that 5 -- yes, and the victim as well, if you know. 6 7 So, we just don't have a system yet to 8 be able to do that. And so, if there could be 9 some sort of a partnership or information 10 sharing, I think that that would be helpful. 11 MS. ARFAA: Agreed, and thank you for 12 that example. 13 I don't know about any dashboards of 14 ours that has yet to military justice data. I do know that's important to the Department and I 15 think I would have to talk to OGC and IG to see 16 17 who would own that. That is one of the topics where we all 18 19 are trying to collaborate together. 20 I will take this back to my team and 21 to my partners in OGC and find out, are we 22 planning on developing that? Because I'm not

1 aware of it. And then, what would be our 2 capability of sharing that information. Thank you very much. 3 MS. TOKASH: HON. SMITH: Could you also include 4 5 when you get back to the committee, what the different dashboards are? 6 7 MS. ARFAA: Yes. 8 HON. SMITH: And then, also, just 9 looking at the tab, the research tab, what --10 thus far, what are the analytics that you've used 11 to determine the effectiveness of initiatives and 12 ensure compliance? 13 You know, what's the compliance that 14 you're seeking? And what initiatives have been 15 created using these analytics? 16 MS. ARFAA: Yes, thank you for that 17 question, too. 18 I'm going to -- I think that's slide 19 19 I would love us to turn to then. 20 Okay, so yes, slide 19 really does 21 give you an overview of the research we've done, 22 the research in progress, the future research we

ĺ		22
1	wish to do, things that are underway.	
2	And you see on there, the IRT racial	
3	disparities and the investigative and military	
4	justice system.	
5	To more fully answer that question, I	
6	would I can share those dashboards.	
7	But although our current findings have	
8	not been released for those, so I would have to	
9	wait for our findings to be released to share	
10	those with you.	
11	But they do talk about what we're	
12	researching is examining barriers and	
13	opportunities to promotion and retention for	
14	enlisted and officer corps members across the	
15	military services. That's one.	
16	That, also broken down to different	
17	demographic groups.	
18	So, we are trying to not only seek	
19	barriers to diversity, but also what are the	
20	why are people succeeding and how are people	
21	succeeding?	
22	Once these become all of them have	
	(202) 234 4433 Neal R. Gross and Co., Inc.	~ ~

Washington DC w

www.nealrgross.com

1 been signed out, I will share that -- those 2 findings. I can either do that in an executive 3 summary to you or you can see the whole report. But we're just now in the process of 4 5 getting that done and figuring out, is there part two needed? And again, I will put that on my 6 7 list to make sure you have those as well. 8 HON. SMITH: I think we would want to 9 see the report. 10 MS. ARFAA: Okay, the whole report, 11 not an exec sum. Okay. Once they are signed out 12 13 HON. SMITH: Well, maybe both, maybe 14 the executive summary, but also then have access 15 to the reports. MS. ARFAA: It would be my pleasure. 16 17 Absolutely, we'll do that. 18 BGEN SCHWENK: Does anybody on the 19 staff know if we have, on that same slide 19, on the left, completed, the fourth one down, the CNA 20 21 study which I assume is Center for Naval 22 Analysis?

	2
1	MS. ARFAA: Yes, sir.
2	BGEN SCHWENK: Okay.
3	Exploring racial, ethnic, and gender
4	disparities in the military justice system, and
5	how to use administrative data to measure and
6	interpret.
7	Do you know, does anybody know if we
8	have that?
9	MS. ARFAA: You don't have that, sir,
10	because it has not been signed out. It has been
11	completed and we were waiting for the full sign
12	out of the IRT so they could be given in sort of
13	conjunction or so the congressional requirements
14	in that CNA study could be met with a further
15	study.
16	BGEN SCHWENK: Okay.
17	MS. ARFAA: So, you do not have that
18	yet.
19	BGEN SCHWENK: All right, so we don't
20	have it. So, we'd like to have it when you're
21	MS. ARFAA: You will have it.
22	BGEN SCHWENK: Whenever somebody
	Neal R. Gross and Co., Inc.

	2.
1	MS. ARFAA: I will send that to you.
2	BGEN SCHWENK: wants to release it.
3	MS. ARFAA: With that completed list,
4	those will come to you first as soon as I can
5	sign them out.
б	And then, the ones in progress, you'll
7	get them when they are.
8	So, absolutely.
9	BGEN SCHWENK: Okay.
10	HON. SMITH: So, I'm just curious,
11	that report was completed in July 2022, so how
12	long does it take before those become available?
13	MS. ARFAA: So, it really depends on
14	the coordination and how many offices or
15	components we have to coordinate with.
16	I know it's something that we try to
17	talk to our partners and stakeholders about a
18	lot, including talking to the administration and
19	other agencies.
20	You know, we are the largest
21	organization in the world with over 2.2 million
22	members. So, you can imagine then trying to

1 coordinate through all of our departments just 2 takes a long time. 3 But that's the only reason is our size. 4 It's -- so, I don't -- it depends on the 5 size of the report. It depends on if there are reports in conjunction with it. 6 I don't think we knew this was going 7 8 to take that long to sign out. That was not 9 intended to take this long. BGEN SCHWENK: 10 Yes, I note that the 11 bottom right hand one, the internal review team 12 on racial disparities and investigative military 13 justice system, that just came out. 14 MS. ARFAA: It just came out on 15 Wednesday the 8th. 16 BGEN SCHWENK: And it was completed 17 last August. 18 MS. ARFAA: Yes, sir. 19 So, August to June. BGEN SCHWENK: 20 MS. ARFAA: Yes, sir. 21 BGEN SCHWENK: But you did a good job 22 putting a silk purse on a sow's ear because DoD's

	2
1	coordination process has been broken for decades
2	and it'll probably remain broken for decades and
3	I hold Dwight responsible for it.
4	MS. ARFAA: Likewise, sir.
5	Thank you, Dwight, thank you, Mr.
6	Sullivan.
7	MR. CASSARA: Ma'am, this is probably
8	the easiest question you'll get all day.
9	But at the very last three letters of
10	that acronym, DSD, what is that?
11	MS. ARFAA: Deputy Secretary of
12	Defense.
13	MR. CASSARA: Well, duh, okay, thank
14	you.
15	MS. ARFAA: So, I know
16	MR. CASSARA: I've only had eight cups
17	of coffee today, so forgive me.
18	MS. ARFAA: No, I was going to start
19	by doing a whole sentence in acronyms, but I
20	decided that it just too much for me to even try
21	to do.
22	MS. GOLDBERG: Suzanne Goldberg.
	Neal R. Gross and Co., Inc.

	2.
1	Good to see you.
2	MS. ARFAA: Nice to see you.
3	MS. GOLDBERG: You mentioned the a
4	new Defense Department instruction related to
5	harassment.
6	MS. ARFAA: Yes.
7	MS. GOLDBERG: Can you explain what is
8	different about that new instruction from
9	whatever previous instructions existed and how
10	that interacts with or, I guess, what the scope
11	of that is in terms of changing services members
12	responsibilities or obligations not to harass
13	others?
14	My understanding was that there was
15	anti-harassment policy already in place. So,
16	wondering what has changed?
17	And also noting that you have
18	something, this may be skipping ahead in your
19	presentation on successfully implementing anti-
20	harassment programs? And I'll ask you about that
21	after
22	MS. ARFAA: When we get there.
	Neal R. Gross and Co. Inc.

	2
1	Okay, so, this was the actual
2	policy wasn't new, it was 2018. It was updated
3	in December of 2022. And I think your question
4	was, what was potentially updated?
5	From my understanding, it now was
б	starting to address standardizations in training.
7	So, how can we make sure across all of
8	our services and components we have a
9	standardized process to report and then to
10	train to recognize or respond to harassment?
11	So, that is the updated part.
12	MS. GOLDBERG: And does this
13	instruction cover all harassment, including
14	sexual harassment?
15	MS. ARFAA: Yes.
16	MS. GOLDBERG: Was there a policy in
17	place before 2018?
18	MS. ARFAA: I will get I assume
19	yes, but I don't know.
20	MS. GOLDBERG: And I guess what I'm
21	trying to I appreciate that the effort to
22	strengthen reporting and response.

I	2
1	My understanding was that there have
2	been, you know, anti-harassment or prohibitions
3	on harassment for service members in place for a
4	long time.
5	So, I wondered if this was if this
6	was focused on a different area from the general
7	prohibitions on harassment or if this is really
8	just part of general policy that applies to all
9	service members?
10	MS. ARFAA: So
11	MS. GOLDBERG: It's maybe civilians
12	working in the Department as well. It was not
13	clear to me.
14	MS. ARFAA: So, this is service
15	members. So, it's streamlining anti-harassment
16	and it is focusing on sexual harassment.
17	But it's doing all harassment and
18	discriminatory behaviors.
19	But I will find out how this DoDI has
20	changed from the one before 2018.
21	MS. GOLDBERG: Okay, thank you.
22	MS. ARFAA: And I will cite that DoDI
	Neal R. Gross and Co., Inc.

	∠
1	for you. I don't know what it is. It should be
2	the same one as well, but I don't know.
3	MS. GOLDBERG: Thank you.
4	MR. CASSARA: Ma'am, while the Coast
5	Guard is not technically a part of DoD, are they
б	part of this as well or is there a separate
7	organization within the Department of
8	Transportation or Homeland Security that covers
9	the Coast Guard?
10	MS. ARFAA: I don't know that, either.
11	I will find out.
12	It would be Homeland Security if they
13	do not come under us. But I assume, because we
14	do have Coast Guard colleagues in our Joint
15	Staff, it should cover them as well, but I will
16	find that out as well.
17	And I need to also say, I am not I
18	have a team of experts. So, I apologize for
19	having to take questions back, but I will get
20	those for you.
21	HON. SMITH: Any other questions?
22	Yes, sir?

	2
1	BGEN. SCHWENK: So, it seems to me you
2	there with all these analytics, and you have
3	information, and you want to do something about
4	it, some of the issues you probably own, like an
5	MEO issue, or equal employment opportunity issue.
6	So, you can generate the policy, staff it, wait
7	two years, and then issue the policy. But what
8	happens when you get into somebody else's lane?
9	Like obviously our focus is military
10	justice, so I would imagine that the judge
11	advocates general say something like thank you
12	for your interest in national defense, and
13	military justice, but we got it. And we'll do
14	the policy changes, or whatever, and where does
15	that leave you? How do you do you have an
16	interest in influencing that kind of stuff?
17	Same as the promotion on whatever page
18	that was. SAPRO calls the military justice
19	waterfall, you start with a bunch of complaints,
20	and you end up with a few convictions. Well,
21	this is the same thing, you start off with a good
22	number of white officers, and you end up with,

when you get to 010, or 09, a gigantic number of white officers.

It's a waterfall, I think in many 3 4 people's opinion, in the wrong direction. But 5 that's not yours either, so my question is when you get into those areas, do you let the office 6 7 of whoever, OPR, the people that have a responsibility to handle it, or do you talk to 8 9 them, and try to influence them by pointing out 10 look at the data, something's got to be done 11 here. How does that work?

MS. ARFAA: 12 Super great question, 13 So, I think the first thing is to thank you. 14 recognize we know all of these issues are not 15 And what we try to do is really build ours. 16 great relationships, and teams not only within 17 the Department of Defense, but even externally. 18 So, really our job is if we notice a trend, it 19 would be to call our partners, and the example 20 you gave, of promotions, MPP, Military Personnel 21 Policy.

22

1

2

And to say hey, just noticed a trend

in some data, this might be worth you exploring, and this is how we see it. It doesn't mean we would influence whether they do it, or not, or if there is. If there were something that we really wanted to learn, or study, and we needed to make it more beneficial study, there is a process to go through.

And we would then ask the OPR if they 8 9 wanted to do it, or if we could collaborate with 10 them on it, or would they want us to do it. So, 11 it definitely is -- we do recognize that we are 12 the policy development, the programmatic, and the 13 compliance arm, and we try to supplement, and 14 help our partners who actually oversee the bigger 15 issue areas.

And when Dr. Haynie comes to brief before you, when she's invited, she can walk you through things that we did called sprints. And each of those didn't just affect diversity, but let's say one was about promotions, accessions, so we had different ways of identifying a barrier, or how to improve that gap. She then

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

put together working groups, then we do, as we will with the IRT.

3 The working groups aren't us, it's every entity in the Department of Defense that 4 5 has a stake in whatever the recommendation, or the thought is. So, none of it is singularly 6 7 done, and I would say most things in the 8 Department of Defense don't just land in one 9 area. Does that answer your question? 10 BGEN. SCHWENK: Yeah, thank you. Is 11 DEOMI still in existence, and is it under MEO, or where is it? 12 13 So, DEOMI is in DHRA, MS. ARFAA: 14 Defense Human Resources Activity, and since with 15 the DMOC, which is the operational arm I talked 16 about, so they're sort of operations. And so, 17 DEOMI is wonderful, still in existence, and they 18 are creating the Center of Excellence right now, 19 which will really help us with a lot of this kind 20 of identifying, and training in studies. 21 BGEN. SCHWENK: So, do they do 22 research down there?

> Neal R. Gross and Co., Inc. Washington DC

1

1	24
1	MS. ARFAA: They do, they do research.
2	MG. ANDERSON: For those like me who
3	have forgotten what DEOMI means, I used to know,
4	and those who have never heard of it, can you
5	just define it quickly?
6	MS. ARFAA: Yes, so DEOMI is our
7	school house in a sense, the place where
8	training, and curriculum is developed for our
9	specialists to be able to learn how to be an EEO,
10	an MEO, to understand what harassment is,
11	discrimination, and although we don't have any
12	formalized, or any required DNI training.
13	We are I'm probably going to get
14	into what does they have done one course for
15	the Marine Corps on unconscious bias, I read that
16	somewhere. So, that's what it is, it is really
17	the school house.
18	MG. ANDERSON: Thank you.
19	BGEN. SCHWENK: On sexual harassment,
20	one of the recommendations that I think is
21	referenced here from the IRC from two years ago
22	had to do with investigating sexual harassment,

1 then Dwight waved a magic wand, and in a matter 2 of only a couple years he actually got an Article 3 134 offense put out on sexual harassment. But my question goes back to the investigation side. 4 Recognizing that we're an open public 5 forum, and you can't reveal internal deliberative 6 7 processes, are we -- has that been resolved by 8 the services on who is investigating, or is it 9 still under review? MS. ARFAA: 10 Pre-decisional, and due to 11 Congress in December of this year, so that's when 12 we can talk about it, but we have that time line, 13 so it's that time for us to collaborate, and 14 figure that out together. 15 Okay, thank you. BGEN. SCHWENK: 16 MS. ARFAA: Thank you for the 17 question. Anyone else have questions? Would you 18 like me to go back to a particular slide? 19 I have a question, BGEN. SCHWENK: 20 just a broad question. When you're back 21 gathering answers for our different questions, 22 could you talk to your staff about things you

1 might be able to do to support an advisory 2 committee like the DAC-IPAD? Knowing that we're 3 interested in military justice stuff, but we have a pretty broad definition of military justice. 4 For example, we looked at expedited 5 transfers, because it affects military justice, 6 7 even though it's not part of military justice, so 8 we have a broad definition, and mostly on sexual 9 assault, and similar offenses. But you know, and 10 your folks know what you're doing a lot better 11 than we are. So, rather than us trying to ask, and 12 13 pull information, if you could go back, and talk 14 to your people, and see if they had any ideas on things that we might be interested in, that would 15 16 be great. You could get back, and let us know. 17 Absolutely, we'll do that, MS. ARFAA: 18 we'll huddle with our team, and I think we'll 19 bring OGC into that conversation as well, to 20 figure out is there things we can do proactively 21 with you, for you, just know to provide you, but 22 that's a great idea, thank you.

1	2
1	BGEN. SCHWENK: Yeah, I'm thinking
2	less about you working for us, and more about
3	products that you have, things that we might look
4	at.
5	MS. ARFAA: For sure, thank you.
6	BGEN. SCHWENK: And please work with
7	anybody but Dwight when you're welcome Dwight.
8	MS. GOLDBERG: Suzanne Goldberg, and
9	I will not weigh in on that recommendation. But
10	since you opened up to all sorts of questions, I
11	would be very interested in hearing more about
12	what you have on page 18 in the upper left as a
13	policy achievement. Successfully implemented
14	anti-harassment programs within all DOD
15	components, and contributed to harassment
16	prevention strategy 2.0.
17	BGEN. SCHWENK: Which slide?
18	It's on slide 18 in the upper left,
19	and I would ask that you provide this committee
20	with more information on what that means, and how
21	you gauged success, but can you talk to us a
22	little bit about what those anti-harassment

programs covered, and how they addressed the relationship between sexual harassment, and other forms of harassment?

MS. ARFAA: Yes, so I will definitely 4 give you detailed points on how that's done, but 5 as, I quess an overview, it would be that we have 6 7 successfully implemented now new harassment 8 policies, which to your previous question, I will 9 get you details of what the updated ones are. 10 And that has been done within all programs of 11 DOD, and all components.

12 So, I think that vast, overarching 13 reach is one of the successes. We have 14 contributed to the sexual harassment strategy 15 2.0, and that too, I can get you that in detail. 16 We have achieved 100 percent compliance on all of 17 our civilian anti-harassment policies across DOD. 18 So, our EEO worked with the components to update 19 that anti-harassment policy, and bring them into 20 compliance.

To now, we have 100 percent of our components are compliant, and they do have their

> Neal R. Gross and Co., Inc. Washington DC

1

2

1 policies published on their websites. It's now 2 publicly faced where it wasn't before, so that's 3 another measure we took to make sure we were not only 100 percent compliant, but allowing other 4 5 people to see the transparency in that. And then 6 7 May I interrupt on BGEN. SCHWENK: 8 that point, Suzanne, is that okay? MS. GOLDBERG: 9 Please. 10 BGEN. SCHWENK: When you say 100 11 percent compliant, my experience is that 12 sometimes you get 100 percent compliance because 13 they've issued the implementing policy. Then 14 when you go read the implementing policy, the things they didn't like that you put in the DOD 15 16 policy amazingly are missing in the implementing 17 policy. So, I'm wondering when you say 100 18 percent compliant, whether you mean the former. 19 They got an implementing policy out, 20 or you've actually read it, and you believe that 21 all of the important parts of the DOD policy are 22 reflected accurately in that implementing policy.

1	MS. ARFAA: Yes, another good
2	question. Again, I will take that back to my EEO
3	expert. My understanding is 100 percent
4	compliant in the policies were adjudicated with
5	each other. Again, nothing is done in a vacuum.
6	Our EEO team works with the services EEO teams,
7	and the components. So, anything that gets
8	finally published is mostly a joint effort.
9	It doesn't mean everyone concurs all
10	the time, and then once that is rolled out, and
11	for part of this roll out was a public facing
12	version of it. That did get onto the websites,
13	and it is the way it was published. I will
14	confirm all of that, very good question, again,
15	but yes, 100 percent compliant.
16	BGEN. SCHWENK: And I apologize for
17	interrupting, go back to your question.
18	MS. GOLDBERG: Which, to me, one of
19	the questions I wanted to ask is what's meant by
20	program? Because it is, as we all know, one
21	thing to put out policy on a website, and another
22	thing to actually know what that policy is, and

1 abide by it. Does the program piece of this 2 include implementation on the ground in a 3 meaningful way? And how are you assessing its impact 4 5 in terms of reducing harassment, ultimately to zero, since that would be prevention? 6 7 Right, so another great MS. ARFAA: 8 question. So, we have the EEOC sort of will 9 oversee this. And then July 2022, we were deemed 10 compliant by them in the training that would 11 happen. So, the way to measure that would be the 12 -- that's why we work with the Office of People 13 So, we do our work force surveys Analytics. 14 every year, and we get our numbers back. 15 So, have we seen zero harassment? We 16 have not. But that's how we would measure are 17 our behaviors improving, and maybe even, I guess 18 the trainings to those behaviors improving? And 19 it would be through our yearly, or every other 20 year surveys. 21 MS. GOLDBERG: Thank you, and sorry, 22 last question, just to help me put the pieces

1 together. Is this the only anti-harassment 2 program? And if it's not, how do the anti-3 harassment programs get coordinated? So, we have our EEO who 4 MS. ARFAA: 5 does it for our civilians, and we have our MEO who does it for our service members. And our 6 7 service member ones can be things like command 8 climate. So, that we would work with our 9 violence prevention cell to talk about integrated 10 primary prevention. So, again, it's many 11 entities across PNR we work with. 12 And we work together to collaborate, 13 including SAPRO, or so this is not done in a 14 vacuum, nor is it one anti-harassment policy that 15 could encompass everything, if that makes sense. 16 MS. GOLDBERG: It makes a ton of 17 I think another way of putting my sense. 18 question is who is in charge of it all? Is it 19 your office, is it another office, is it more of 20 a steering committee type of approach trying to 21 understand how the different -- many different 22 units that are working to reduce harassment are

working together?

1

2	MS. ARFAA: Yes, so ultimately, I mean
3	we won't go up to SECDEF, but DEPSECDEF, the
4	Under Secretary for Personnel, and readiness is
5	our big umbrella. Then he has pillars, we are
б	under force resiliency. We then, in that force
7	resiliency, have our components that we work
8	with, and we work with all of the services who
9	have their M&RAs, and there are people in the
10	services who are similar to what we do in policy.
11	So, it is not just ODEI, or even the
12	Office of Force Resiliency, which is our umbrella
13	that would develop, we would do the
14	implementation, or the oversight, but we work
15	together. I know it sounds kind of hokey, but we
16	get in a room, and we hash it out with our EEO
17	specialists across the services. Now, I don't
18	I haven't worked with the action officer level.
19	But we have tiers, and levels of
20	people who are working on these issues together
21	too. So again, why I was talking about how long
22	it takes to get a study out, or a report, because

1 we do do intense coordination to make sure the 2 words that are on the page are looked at, edited, 3 and agreed to not only by the services, but then we send them to Mr. Sullivan, and his 4 5 counterparts in OGC. So, it is a lot of coordination. 6 It 7 is not just the ODEI team who is coming up with 8 these, and praying, and hoping it works. Does 9 that answer your question? I don't know if I'm -10 11 MS. GOLDBERG: Great, it does. I'm also very interested in the implementation part, 12 13 but I wanted to leave space for others to ask 14 their question. 15 MS. ARFAA: And so, I'm going to take a note just in case. So, implementation of any 16 17 of our anti-harassment programs, and policies, 18 okay, perfect. 19 MG. ANDERSON: Hi, this is Marcia 20 IF you could go back to slide 11, I Anderson. 21 just have a couple of questions about that, 22 that's the diversity, and inclusion slide. And

in particular, I'm looking at the graphic there. I don't know what -- it doesn't say what year this is the status from, but I'm assuming it's 2022, or recent.

5 But I was just wondering what the trend lines are, particularly for the senior 6 7 enlisted ranks, and the senior officer ranks 8 there, because it does -- obviously it shows a 9 significant drop off with regard to minority, and 10 women who are represented at those levels. And 11 just wondering if there's been a trend, what the 12 trend is there, is it getting worse, is it 13 staying level, or is it showing signs of 14 improvement?

15 MS. ARFAA: I am going to try to look 16 at this with you. I can't really see it up 17 there, so I'm pulling out mine, if you don't So, this is -- I'm trying to find the year 18 mind. 19 It's got to be our most recent. first. I'm not sure if that's 2020, 2019, 2021. If you want, I 20 21 can get you that. But we're talking about -- so, 22 your question is what are we doing about what

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

we're seeing on this slide?

1

MG. ANDERSON: Yes, and what the
trends are. Because, for example at one point
when I was active in service, there were
there's at least one woman of color who was an
admiral, a four star. And there were a couple
who were at the three, and two star levels. But
now I'm seeing that those numbers are either
there's either zero, or they're fairly low.
So, I'm just curious, and I know that
part of this is a pipeline issue. We have to
have lieutenant colonels, and colonels, and
captains for the Navy, and Coast Guard who are in
the pipeline, and are eligible to be promoted,
but I'm just wondering is there any or you
could provide us with some data explaining what's
going on, what the trends are over the last five
to ten years, and what programs, or initiatives
are being contemplated to address that.
MS. ARFAA: So, I could help you with
previous numbers, in sending them to you, but our
current numbers have not been reported yet. And

1 this is -- so, we have a Talent Management 2 Office, in our military personnel policy, or our 3 civilian personnel policy, we have sessions, people who are experts on that. 4 5 What we do with this is -- two way question earlier, provide this to our colleagues 6 7 who can look at this, and say now we need to 8 figure out what to do about a session. So, ODEI 9 doesn't figure out how to bring in -- do we sit 10 in huddles, and talk as colleagues, absolutely, 11 give each other ideas, always ask for help, we 12 do. 13 But ultimately ODEI doesn't know necessarily what is going on, and how are we breaking people into the force that are more diverse? How are we bringing more people into

14 15 16 17 the academies, and ROTC that are more diverse, so 18 it's not just our enlisted, because as you see, 19 our enlisted population is most split. So, our 20 office does not do that, and I would not know how 21 to do that.

22

(202) 234-4433

I could put you in touch with military

1 MPP, or someone who could get you those answers. 2 We don't take the data, and then affect that talent management. And let me just follow up, 3 our D2T, Dr. Haynie's arm of this, they did do an 4 LOE, a line of effort on talent management, and 5 are working with the CTMO on that. But again, we 6 7 work towards the same thing from two different 8 attack areas.

9 This is Meghan Tokash MS. TOKASH: 10 aqain. My colleague, Jim Schwenk brought up the 11 IRC from two years ago. Within the report there was one of five cross cutting recommendations by 12 13 the IRC, and one of them, it's located on page 32 14 for your reference, it's that the DOD needs to improve data collection. 15

Including qualitative research, and quantitative survey tools to better reflect the experiences of service members whose intersecting identities such as race, ethnicity, sexual orientation, gender, and gender identity may place them at higher risk for sexual harassment, and sexual assault. Have you heard about this

1 cross cutting recommendation? 2 Is your office, or other offices that 3 you interface with talking about this particular IRC cross cutting recommendation? And if so, do 4 5 you have any progress report that you could give 6 us? 7 So, with that one, we MS. ARFAA: 8 would be working with SAPRO, and I do not have a 9 progress report that is publicly available, I'm 10 sorry. 11 MS. TOKASH: Thank you. 12 MS. ARFAA: And page 32 was of the IRC 13 report? 14 MS. TOKASH: Yes. 15 MS. ARFAA: Okay, thank you. 16 MS. TOKASH: And just for 17 clarification, when you say it's not publicly available, is that because it's pre-decisional? 18 19 MS. ARFAA: And in progress, yes, pre-20 decisional, and in progress. 21 MS. TOKASH: Okay, but is it your 22 understanding that this is a recommendation that

1 is being worked on currently? We don't need to know the essence of it, but is this something 2 3 that is still being pursued? MS. ARFAA: Can you give me the cross 4 5 cutting number? I can, it's number four. 6 MS. TOKASH: 7 It's the only cross cutting recommendation that talks about data collection. 8 9 MS. ARFAA: So, I don't know if you 10 remember, that was put out in phases, so I just 11 have to now think, I will find out if number four 12 is one of our current phases. So, we had a four 13 tier, or four phase approach, we could only be in 14 phase three. I will find out what phase we're in 15 for you. 16 MS. TOKASH: And I won't hold it to 17 you here, but I will thank you for looking into 18 it. 19 MS. ARFAA: Of course. 20 MS. GOLDBERG: Following up again, on 21 Marcia's question earlier about the slide on page 22 11, and understanding that this is the slide that

	2
1	shows a steady decline in or I guess it's not
2	a time elapsed slide, but a pretty small number
3	of women, and zero in certain categories of women
4	of color, and officer ranks.
5	I know this is not exclusively in your
б	domain, and you mentioned some strategies that
7	are in the works to try to address that. What do
8	you think is the explanation for that?
9	MS. ARFAA: So, based on the studies
10	we've done, we've identified some of those
11	barriers. And environmental, simply where a
12	person is from, and what they're used to, and how
13	is the what their experience treating them.
14	So, that's why we do climate, and we do our
15	things with our integrated primary prevention.
16	We're trying to help them out, so it
17	could be the environment they're in. It could be
18	the transparency of the promotion criteria, and a
19	board selection process is not transparent. So,
20	it's not helping with the promotion of women, or
21	people of color. Representations of minorities
22	in senior ranks we're focusing on, because

there's no modeling then, right?

1

2	So, what is that modeling? So, we try
3	to take the obvious things. Is there an
4	inclusive culture, is there representation? And
5	then try to figure out what are the reasons that
6	that could contribute to the lack of these
7	numbers? And then we would go to our
8	counterparts, and say hey, you see these numbers,
9	we're thinking about it from this way.
10	What is the infrastructure for
11	diversity inclusion? Again, what does it look
12	like in the wiring diagrams, that way to how is
13	it talked about? So, that's what we do. Sort of
14	the thinking through how can the department that
15	is responsible for this, how can we help them
16	think through a better policy, or use these
17	numbers to improve how they do what they do?
18	So, I think by understanding our
19	studies through the barrier perspective, and then
20	in gaps, we're able to potentially use these
21	numbers to help us tell a different story, a
22	better story not a better story, a story to

better help promote that diversity, what these numbers look like.

3 HON. SMITH: On page 19 of your slides, one of the things that you indicate is in 4 5 the future is a look at root causes, and solutions to military justice disparities. Can 6 7 you kind of, if possible expand on what that 8 looks like in terms of that research, what is it 9 that you would be looking at, sentencing, or who 10 the lawyers are, and the lawyer makeup, or the 11 juror pool makeup, etcetera. MS. ARFAA: We haven't actually -- we 12 13 will propose that study. It has not been

14 proposed, so I don't know what parameters we're 15 going to look at. Happy to take any suggestions, and take it back to the team who will be writing 17 that up. But what that will be probably, and I 18 don't know this yet, would be a follow up, 19 because this IRT study addressed some of those, 20 or looked at, as you read, causes.

21 So, what can we expand upon, and what, 22 after reading that report, what do we think might

> Neal R. Gross and Co., Inc. Washington DC

1

1 be missing? So, we don't know yet, it's not 2 written up. We don't have a proposal for that 3 study. It is sort of being formulated now. HON. SMITH: Any idea when it will 4 5 begin? MS. ARFAA: I don't know. 6 7 HON. SMITH: Does anyone have any more 8 questions? If not --BGEN. SCHWENK: Yeah, I do. 9 I saw 10 command climate surveys listed, is that something 11 that's generated? That's one lots of 12 collaboration on, but who generates that, does 13 your office generate that? 14 MS. ARFAA: No, so the Office of 15 People Analytics. So, they work with us, and the 16 other P&R entities, and the shared P&R DHR 17 entities like SAPRO, and DSPO, the sexual 18 assault, and suicide prevention, the Defense 19 Suicide Prevention Office. So, they come up with 20 it, they share it with us, we give them feedback, 21 and then they edit. Again, concur, or non-22 concur, and ultimately OPA is responsible for

that.

1

2	BGEN. SCHWENK: Okay. I guess my
3	thought is after the Fort Hood study on that
4	situation down there, and then the IRC study, the
5	lack of trust by the junior enlisted in their
6	commanders, especially at the lower levels is
7	stark. And I hope that the OPA people are
8	getting a series of questions to try to delve
9	into what is the level of trust that the junior
10	enlisted have in the senior staff NCOs, and
11	officers above them.
12	MS. ARFAA: Yes, sir. I will take
13	that I'm sure they must be, they are
14	professional researchers, but I will absolutely
15	take that suggestion back.
16	HON. SMITH: Okay, I don't see any
17	other questions. Thank you very much Dr. Arfaa,
18	we appreciate your time. WE know we hit you with
19	a lot of questions.
20	MS. ARFAA: I have them all written
21	down, I will go back, and organize those, and get
22	answers for you. If you can just give me until
<u> </u>	

1	the end of next week, I would be grateful.
2	HON. SMITH: All right, thank you so
3	much.
4	BGEN. SCHWENK: Feel free to
5	coordinate them, and we'll get them in no,
6	that's a joke.
7	MS. ARFAA: And you'll get them in
8	2027. Thank you all for your time.
9	COLONEL BOVARNICK: Judge Smith, the
10	next sessions are all internal, and so I'll defer
11	to you if you want to take a break now, but the
12	next session will be the feedback from those
13	members that visited, or observed the special
14	trial counsel training, and we can go into those
15	other updates that are listed on the agenda. But
16	there's no more outside presenters, I guess was
17	my point.
18	BGEN. SCHWENK: Five minutes? All
19	right, very good.
20	(Whereupon, the above-entitled matter
21	went off the record at 2:02 p.m. and resumed at
22	2:17 p.m.)

1 MS. BASHFORD: A number of us went for 2 either four days, or a couple days as they could 3 fit in. Staff members Eleanor Vuono, Suzanne Goldberg was there for a few days, Jim Schwenk 4 5 was there for a few days, and Meghan Tokash, and General Wells was incredibly gracious, and 6 Τ. 7 welcoming, and hosted a small dinner that three 8 of us were able to attend.

9 It was in some ways not what I had 10 thought. It was not OSTC policy, how are they 11 going to accept cases, what are the standards 12 going to be for rejecting cases. It was more of 13 a truly to get everybody up at a competency 14 So, for example there was eight hours of level. 15 evidence, including hearsay, and exceptions to 16 the hearsay rule.

But I thought that the outside of the classroom interactions were incredibly valuable, and since it was coming home week pretty much for Meghan Tokash, I'm going to turn it over to her about some of those interactions.

MS. TOKASH: Thank you. I think I had

Neal R. Gross and Co., Inc. Washington DC

the same take-away as Martha. The actual meat, and potatoes of at least the Army's OSTC is happening this week while we're in public meeting. Last week's certification course was more of a primer, or a deeper dive into the substantive areas of law such as evidence, ethics, some sexual assault breakout components.

8 Oddly enough we were invited to 9 participate in the ice breaker that was part of 10 the program, which was, I think the initial 11 reason why we were at first not allowed to attend 12 the first day. We were told by the staff on the 13 ground that the reason for the exclusion of 14 committee members on the first day was just to 15 make sure that they had their tech equipment up, 16 and running so that there were no hiccups.

Because at the end we were invited to participate in the ice breaker, which was very nice. I share Martha's sentiments about the graciousness of General Wells, and the senior teams of all the services who were participating, because it wasn't just the Army. The Marines

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

were there, and the Air Force as well, at least components from their OSTC offices.

3 This was also a training that was not conducted by, but their participants were from 4 5 the trial defense services as well. So, it was a training for both sides. Our understanding is 6 7 this week's training is just the OSTC's. Ι thought the conversations with individual counsel 8 9 were really, really helpful. They had some 10 excellent suggestions, a couple of which I'd like 11 to be able to put on the record here.

Because I think they're worth following, at least more than one of the participants had concerns about Article 66, that's the factual sufficiency review that is conducted by the appellate level courts above the trial courts. And there were concerns from both sides of the V, if you will.

19 There were concerns by the defense 20 community, there were also concerns by the 21 prosecution community. Concerns that factual 22 sufficiency reviews are either getting it right,

> Neal R. Gross and Co., Inc. Washington DC

1

or getting it wrong. Either way, it seemed like there were concerns about intermeddling with the trial verdict, or the trial result.

4 Another concern that came up, or 5 actually solution that at least one counsel wanted this committee to look into was the use of 6 7 closed circuit TV cameras as widely as possible, 8 especially in the barracks. This particular 9 individual was on the prosecution side, and they 10 said that this would be very helpful for 11 prosecution cases to be able to corroborate 12 reports of rape, and sexual assault, and sexual 13 harassment.

14 If some of these incidents were either 15 caught on camera, maybe not the rape, or the 16 sexual assault itself, but certainly certain 17 events that could help corroborate those 18 statements. And then I also thought one of the 19 interesting take-aways surrounded the ethics 20 course with respect to the preferral, and referral standard. 21

22

1

2

3

Of course it was instructed that the

standard for both is probable cause. I could see that there could be concerns amongst the OSTC community with respect to what the standard will actually be within their individual circuits. And I think that that's probably why we as a committee made the findings, and recommendations that we did last week.

I also found a lot of counsel were 8 9 very interested in the report that we were 10 releasing last week, and they were also 11 interested in collaborative training. I was 12 talking with some of the HQEs, who are civilians, 13 who work with the services. At least 14 anecdotally, some of them expressed a desire to 15 have more outside trainers so the training isn't 16 so myopic.

There are other voices, other views from other agencies that could help train their offices, and train their counsel, so I thought that that was interesting too. So, those were my initial take-aways. I know Suzanne, and Jim Schwenk were there as well.

1

2

3

4

5

6

1	BGEN. SCHWENK: So, I agree with all
2	that. I was really disappointed when I got there,
3	and found out we were at trial advocacy instead
4	of policies, and procedures of the OSTC, and any
5	changes that the defense world has. So,
б	therefore I think at some point we're going to
7	have to ask for, and receive briefings on what
8	are the OSTC's policies, and procedures in each
9	of the services.
10	And what about any changes that the
11	defense counsel have come up with, or the people
12	that were here this morning, the SVCs, and VLCs.
13	So that was my first thought on that. The second
14	thing is it dawned on us, at least it dawned on
15	me while I was there, that's a target rich
16	environment for when we go out, and do our site
17	visits.
18	There are, I guess it's now called the
19	graduate course, whatever it's now called, that
	graduate course, whatever it's now called, that course, there's a bunch of majors in there who
19	

iron majors run everything. They don't have the experience yet, but they work hard, and they know enough to get things done.

And there they all are at these 4 5 schools, so I think that we should consider going into schools when we do our site visits. 6 Also, 7 for whatever it would be worth, the basic courses 8 are there at the same time, and you get to talk 9 to young people about what do they think of their 10 training, and etcetera. So, I think that was 11 another issue.

12 And beyond that, they were as gracious 13 as you could be. The amount of stuff you learn 14 talking to people offline as opposed to when 15 they're sitting with a microphone in front of 16 them in here is really -- you learn a lot more 17 when the microphone is off, and you're somewhere 18 That's why the site visits are so else. 19 important, and I'll say more about that when I do 20 the PSC update. Thank you.

MS. GOLDBERG: This is SuzanneGoldberg. I agree with what our colleagues have

Neal R. Gross and Co., Inc. Washington DC

1

2

said, and I've now been to three trainings, and I'll talk just briefly about a training I attended in Newport for Navy, and Marine Corps SVCs in addition to a couple of comments on the OSTC training that we observed, but I can't emphasize enough the value of going, and hearing just in casual conversation about what it is that people are concerned about.

9 And also what's going well, and I will 10 say in all three trainings that I have observed 11 since serving on this committee, overwhelmingly 12 the presenters have been very good to excellent, 13 with almost no exceptions. Really terrific, 14 great at engaging the room, and the students 15 generally seem to be paying a lot of attention.

And more attention than I would say some comparably aged students might be paying in their civilian settings, so that was encouraging to me. One of the things that has struck me in talking to victim's counsel, special victim's counsel in the three different trainings I observed, is that their perspective on the

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

challenges they face with trial counsel are very different from the perspectives of trial counsel on how well it's all going in terms of those relationships.

1

2

3

4

21

(202) 234-4433

5 And I think we heard a little bit of that today. In particular, what I've heard, and 6 7 I think what we've heard reflected is that, as we 8 would expect, relationships are very important to 9 getting things done. And when a victim's counsel 10 has a good relationship with the trial counsel, 11 that goes well.

12 As other colleagues here have pointed 13 out, it also works better when the victim's 14 counsel is working well with the defense counsel. 15 But one of the reasons that I have increasingly 16 come to believe in the importance of having clear 17 policy, formal policy around the sharing of 18 information, and the role of victim's counsel, 19 the standing, or lack of standing to present in 20 court.

Is that what victim's counsel actually 22 gets to do, and what they receive is variable

1 depending on who they're working with, and which 2 base, which commander, how new is the person, 3 have they developed the relationship yet. And while of course, relationships are always going 4 5 to be important to facilitating information sharing, and getting things done, I think it is 6 7 concerning to me that so much seems to depend on 8 individual relationship rather than on we have a 9 right to X, or Y.

And I think the other benefit of 10 11 formal policy as I see it from these observations 12 is that it will help bring clarity to trial 13 counsel, who don't always understand what they 14 are supposed to do. And related to that, in both 15 of the Newport training, and the OSTC training in Charlottesville, it seemed to me that the 16 17 trainings for non-victims counsel, so trial 18 counsel, or defense counsel.

19 There would be room to do more to 20 train regarding the role of victim's counsel. 21 Because although it's not a brand new role 22 anymore, it is still evolving, and there is

1 variability in other units understanding of that 2 role unless they've served in that role, or know 3 somebody who has. A couple of other more specific points, and these are ones that were 4 5 made to me, so I don't offer them as definitive. But I think I should share them with 6 7 the group in case it's of interest. One relates 8 to a question that I asked earlier, which is 9 around the consistency of investigator presence 10 in a case. A number of people mentioned to me 11 that one of the biggest challenges they face as 12 trial counsel is when investigators kind of drop 13 in, and out. 14 They're pulled out for a course, or 15 they're pulled out for any number of reasons that 16 people get pulled out to do some other work. But 17 that has a disruptive effect -- can have a 18 disruptive effect on the quality of the 19 investigation, it can also lengthen the time for 20 a case to get from start to finish. 21 And that, as we know, is a huge 22 problem, or can be for both the accused, and the

1 victim. I know there's some work going on around 2 that, and that the increasing role of civilians 3 as investigators may change some of that, may address some of that challenge, but that was a 4 5 serious one, or seemed to me to be serious. On the issue of domestic violence, I 6 7 asked a colleague of Jim's about where he saw the 8 greatest challenges in terms of reporting, and 9 what the barriers were. And he mentioned 10 domestic violence is where they see the least 11 reporting. And when I asked why, in addition to all of the reasons that we would expect that are 12 13 particular to domestic violence, he also noted 14 that they get less victim cooperation because 15 structural impediments to getting resources for 16 the victim. 17 And the structural impediment in 18 particular he noted is that the ask for 19 resources, or support for the victim has to go 20 through the spouse's command. So, if the 21 spouse's command has to be alerted to, and then 22 approve of the resources for the domestic

1 violence victim, the DV victim is much -- for 2 obvious reasons, less likely to go forward. 3 So, I note that. I also note that 4 victim's counsel mentioned that they serve, 5 obviously a lot of victims, but they also don't serve a lot, because many are ineligible for 6 7 their services. And so, there's a real --8 because they're not service members, or for other 9 So, we are seeing part of a picture reasons. 10 when we talk to some of the challenges they're 11 facing. But we are not, by hearing them, 12 13 seeing the whole picture of the victim experience 14 in sexual assault cases. And I think it would be 15 interesting to learn more about what the 16 percentage of sexual assault cases there are in which the victim is not a service member. 17 Maybe 18 the committee has studied that before, but that 19 seems important as we think about this. 20 I promise I'm almost done, but a 21 couple of other quick, quick points for the

record. I have less information about this, so I

Neal R. Gross and Co., Inc. Washington DC

1 may -- I'm on my thinnest ice, other than to say 2 this was shared with me, so I am sharing with 3 you, it may be more meaningful to some of you. Article 43 on the statute for limitations does 4 not clearly include 128B, child abuse offenses. 5 Probably because those offenses were 6 7 created prior to 120B. Someone else here will 8 know more about this than I do, and there's, I'm 9 sure many more sentences I could add to give that 10 meaning, but I flag it for those who know more as 11 an issue. A question was asked about child 12 pornography, why is that a 134 offense, why 13 should the trial counsel have to prove prejudice 14 to good order, it's a terminal, so. 15 And some younger trial attorneys 16 raised to me when I asked them what they thought was missing, or an issue, they noted that there 17 is not -- that ejaculation on another person is 18 19 not necessarily a covered offense if there's not 20 physical touching from one person to another. That was their characterization, I don't know. 21 22 I talked to another person about this,

who said that maybe this could fall within abusive sexual contact, but that depends on the definition of contact, and maybe it doesn't. Maybe it's in assault without a sexual contact, but I note it for our committee, just to say that if it is not actually covered, that may be something that we want to spotlight at some point.

I had two other notes 9 MS. TOKASH: 10 that I didn't share with the group yet, the first 11 was that because there were other services 12 present, it was interesting to be able to get the 13 different viewpoints from those services. And 14 one of those viewpoints was with respect to the 15 referral standard.

And while I'm glad that at least one particular service seems to be leaning towards the recommendations that we made with respect to a heightened referral standard, my concern is a disparity amongst the services. So, I think that that's something that we should keep an eye on as these offices roll out.

1

2

3

4

5

6

7

1	That was one, and then the second
2	thing was my overall impression of the will, and
3	the desire of these individual counsel on the
4	government's side to get this right, I thought
5	could not be overstated. They were very
6	enthusiastic, and very earnest in their new
7	mission. And so, I walked away from the
8	experience of interacting with them offline.
9	Last week was not about the course
10	content. I mean, yes, we sat through all of the
11	courses, but the real take-aways came from those
12	conversations with the individual soon to be
13	special trial counsel, and opposing counsel. And
14	my take-away from talking with those who were
15	going to be charged with special trial counsel
16	duties have a great desire to get this right.
17	And I felt very good about that
18	walking away. It seemed like, at least for the
19	Army, they are choosing the right people for this
20	job, and many of them expressed to me that they
21	are upset about a narrative that trial counsel in
22	the military are somehow incompetent, and that

there's some type of a narrative out there about that.

At least from what my experience was last week, I think that the OSTCs are going to be in good hands, and I had a really hopeful feeling for these new offices as they embark on their new adventure.

8 HON. SMITH: Thank you for that.
9 Should we just move into the collateral
10 misconduct report update?

11 COLONEL BOVARNICK: Yes, ma'am, and I 12 can do that quickly. So, just as a reminder, 13 because many of the panel members were here the 14 prior iteration of the panel. So, first thing is 15 I provided -- there's a black folder, I think 16 it's at the back of your big books, because it 17 was kind of an add on. And just direct your 18 attention to, if it's at the top, the DOD OGC 19 memo dated June something.

I'm not sure what that second, and third, it's a zero something. Anyway, it's a June 2023 memo, and that first paragraph for the

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

new members just lays out the requirement for this biennial collateral misconduct report that the secretary of defense owes to the House, and Senate Armed Services Committee through acting through the DAC-IPAD.

And so, for this collateral misconduct report, I'm just going to give a quick little chronology of the past, and then where we're at for the one that's due on September 30th. So, in 2019, as stated there, Section 547 of the FY '19 NDAA put out the requirement for the services to report certain numbers.

13 You'll see in paragraphs one, two, and 14 three there on the first page of that memo. So, 15 the DAC-IPAD undertook that in 2019, and based on 16 recommendations from the DAC-IPAD, the amendment 17 that came out in the FY '21 NDAA, Section 536 18 basically made the amendments recommended by the 19 DAC-IPAD, and the bottom line here is they're 20 reflected in the definitions you see on page two 21 of that memo, and then the methodology. 22 So, the work of the DAC-IPAD resulted

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 in changes to the statute that have essentially 2 streamlined the process for these biennial 3 reports. Also I should note in the FY '21 NDAA Section 539A was also a Safe to Report Act it's 4 5 called, where the secretary of defense gave quidance to the -- well, the statute is that the 6 7 Army -- excuse me, the military, the DOD should 8 have the Safe to Report Act.

Where victims of alleged sexual 9 10 assault, if they commit minor collateral 11 misconduct, the command should take into 12 consideration whether they're going to take 13 adverse action. Okay, so now in FY '21, when the 14 DAC-IPAD was yet to be reconstituted, the Defense 15 Legal Services Agency, essentially our staff, 16 working through the services, put together that 17 report.

And so, one of the attachments there, one of that six page document that we provided you was the May '21 memo from the general counsel, the acting general counsel at the time. And I'm going to refer to that and tie it all up

with the cover memo is the process was streamlined in the May '21 general counsel's memo to the services to provide their collateral misconduct reports.

5 And when those came back in, they're essentially two to three pages to cover the 6 7 questions that are asked. And so now, when the 8 DLSA staff put together the report submitted by 9 the secretary of defense through the general 10 counsel to the HASC, and SASC, what I'm telling 11 you is when these reports come in, they're about 12 two to three pages.

13 And so, the deadline that you see now 14 back to the cover memo, which gets to the main 15 point here of these reports that are due by 16 September 30th of this year, is when the DAC-IPAD 17 meets next in September, on September 19th, and 18 20th, we'll have the reports through the general 19 counsel's office, they're due from the services 20 on August 1st.

21 And again, the anticipation is the 22 reports are going to be about two to three pages

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

at most, so we're not talking about these long reports, with three specific data points identified. So, the staff will later compile those when we get them from OGC, provide them to the committee in the read ahead packet with the draft recommendation, and response from the committee.

8 You'll be able to discuss, deliberate, and finalize at the September meeting. And so, 9 10 that's kind of the proposal, the recommended time 11 line. We'll get the reports from the general 12 counsel's office at some point after they're due 13 to the general counsel on August 1st. Have them 14 provided to the members with the draft response for the members to consider. 15

Obviously looking at the read ahead packet, and then consider, and deliberate. The expectation is, so let me give you an example. The Army's report that came in from 2021 had, we gave an excerpt to some of the members, I don't know how many copies we made, but it had 114 cases where there was an instance of suspected

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

collateral misconduct by a victim.

1

2	One instance of adverse administrative
3	action taken against that victim, so the numbers
4	are very low. And with the Safe to Report Act,
5	the numbers potentially should be zero for all
6	the services. So, I think this report is going
7	to be something that's pretty important. I'm not
8	going to say it's easy, and simple, but it's not
9	going to be that much.
10	It's something that the members will
11	be able to handle, I think at the September
12	meeting. So, subject to any comments, or
13	guidance, or questions yes, Ms. Bashford?
14	MS. BASHFORD: One issue that I
15	foresee coming is now that OSTC is going to be
16	handling the prosecution of those cases, who
17	makes the decision on collateral misconduct? It
18	seems like it would still have to be the
19	commander. I don't see how OSTC can make the
20	decision whether there should be a consequence
21	for collateral misconduct.
22	I mean, it doesn't seem like there's

1	consequences very often, but still somebody's
2	making that decision, yea, or nay.
3	COLONEL BOVARNICK: I may have to
4	defer, Mr. Sullivan. I don't know if the
5	collateral misconduct would fall under the OSTC.
6	But I will defer to you, sir.
7	MR. SULLIVAN: So under the statute,
8	you will recall that in addition to having the
9	covered defenses, you also have what are called
10	known offenses and related offenses. So a known
11	offense is literally anything that the person
12	accused of a covered defense is also suspected
13	of.
14	A related offense is by definition
15	given to the discretion of an STC. So an STC
16	would be free to say that alleged collateral
17	misconduct is a related offense so our office is
18	going to handle it or the STC also has the
19	discretion not to handle a related offense. So
20	that's going to be up to that individual's
21	discretion.
22	But I would add that in addition to
	Neal R. Gross and Co., Inc.

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

the possibility of a form of court martial, there may also be some sort of administrative repercussion that might occur and that's going to be within the control of the commanding officer regardless of whether the STC chooses to treat that as a related offense. Does that respond to the question?

8 MS. BASHFORD: Yes. I just think that 9 the communication back and forth might fall down 10 a little bit.

11 MR. SULLIVAN: In practice, I think 12 that it is probably likely that there will be 13 command deference to the STC until the STC 14 decides what the STC wants to do. But certainly 15 that's one issue that we can look at.

16 As I think you know, the Offices of 17 Special Trial Counsel are coming up with their 18 standard operating procedures. They are due 19 under the SECDEF memorandum by July 1. So very, 20 very soon, we will begin to see those SOPs. So 21 that may be one thing to think about as we look 22 at the SOPs. Does that provide guidance for how

to handle that situation?

2	COLONEL BOVARNICK: Judge Smith,
3	that's all I had so again we'll be able to
4	provide those reports to come in to the Committee
5	well in advance of the September meeting for
6	discussion and finalization at the September
7	meeting for the Secretary of Defense to be able
8	to meet the deadline of September 30.
9	HON. SMITH: Can we move on to special
10	projects?
11	MS. TOKASH: This is Meghan Tokash
12	speaking. We held our Special Projects
13	Subcommittee meeting yesterday morning. The
14	Special Projects Subcommittee, our current
15	project is looking at the tasking, which is a
16	congressional tasking, to study the feasibility
17	and advisability of establishing a uniform policy
18	for sharing three types of information with
19	special victim's counsel and victim's legal
20	counsel or other counsel representing a victim.
21	And those include, which are in our materials,
22	those three items, the victim's statement, the

record of any forensic examination and the medical record of the victim. I am paraphrasing those for brevity.

Based on the discussion that we've had the past two days, initially the subcommittee was looking at calling additional witnesses for the September public meeting. We can discuss in the deliberation time period today if we feel that we have enough information with respect to the limited congressional tasking.

11 I think perhaps there are other issues 12 that were much more robust that were disclosed to 13 us as a committee here, such as public access to 14 information, timely access to information with 15 respect to a PACER-like system and other issues 16 that we may want to flesh out in a report and 17 perhaps make other recommendations. So I'm just 18 flagging that for the full Committee.

When we deliberate here this afternoon, one of the things we might want to consider is do we have enough information right now with respect to at least the congressional

> Neal R. Gross and Co., Inc. Washington DC

1

2

tasking? Who else do we want to hear from? I for one have reversed myself from what I said in the subcommittee meeting about, you know, other potential panels.

5 I think we have the information that we need right now at least with respect to these 6 7 three categories. And perhaps a suggestion would 8 be that the subcommittee could, if the full 9 Committee identifies other people we should hear 10 from, we could have a separate virtual meeting in 11 advance of September so that we can get some 12 other work done such as General Schwenk 13 mentioned, the actual business rules of the 14 OSTCs.

15 I think that is something that our 16 Special Projects Subcommittee would like to look 17 at right now. We have not been able to be privy to any of that. And so that may be something 18 19 where our time as a subcommittee is better spent 20 focusing on for the September public meetings. 21 But I leave that to, you know, my colleagues for 22 us to discuss.

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

1 Before I turn the baton over, I want to 2 check with Meghan Peters and Eleanor to see if 3 there is anything that I missed with respect to content and our special project. 4 No, I think that covers 5 MS. PETERS: it. 6 Thank you. 7 Madam Chair? MS. TOKASH: 8 BGEN SCHWENK: Can I say one thing? 9 When you start on the OSTC evaluation, I don't 10 know when we are ever going to get around to 11 evaluating the OSTC implementation. But one of the confounding issues in my mind is how? 12 What 13 Who do we talk to? How do you do it? metrics? 14 So since you're stuck with the issue, 15 and I don't mind piling on, that to me is 16 something that, you know, the sooner you guys 17 start discussing it, and I'm sure the services 18 are grappling with the same thing, the OSTCs 19 themselves, that, you know, at some point the 20 bell is going to ring, and they're going to ask 21 what do you think of the implementation. 22 MS. TOKASH: Thank you.

1	COLONEL BOVARNICK: General Schwenk,
2	if I could just add in really briefly. So
3	Section C of so Section 547 of the FY21 NDA,
4	Plan C of that, requires the Department to assess
5	the metrics. And so that's going to be an
б	initial, I'm going to call it tasking, but the
7	subcommittee of the Joint Service Committee on
8	Military Justice is going to be looking at that
9	as well. And they owe like a subcommittee
10	charter or plan to the general counsel by June 30
11	on how they are going to assess those metrics.
12	So that will kind of be developed over
13	the next number of months leading up to obviously
14	fully implementation. So there is a plan in
15	place to do that.
16	BGEN SCHWENK: Right. I just think,
17	since we're independent, we need to independently
18	decide whether we're comfortable with what
19	they're doing or want to do something somewhat
20	different. But thank you very much, Jeff.
21	HON. SMITH: All right. Thank you,
22	Meghan. So moving on to Case Review Subcommittee

update.

1

2	MS BASHFORD: We also had a Case
3	Review Subcommittee meeting yesterday morning.
4	And I'm going to let Eleanor and I'm sorry,
5	Kate, it's getting late in the day Eleanor and
6	Kate update you on where we are on the panel
7	composition data collection, because I always
8	stress the DAC-IPAD makes decisions based on data
9	and not on anecdote, and some very, very
10	preliminary thoughts about our meeting upcoming
11	in September. So take it away, ladies.
12	MS. TAGERT: Good afternoon. So, yes,
13	we don't have the analytics that were described
14	by the last panel presentation, but we do have a
15	lot of data that is going to be appearing before
16	you by the end of the year on what panels look
17	like across the services.
18	So we've been successful in the last
19	six months in working and I want to thank the
20	service representatives across the way for
21	working with us in a way that has been very
22	helpful in scoping our project.

And just as kind of a background, we decided back in, I think, January we were going to look at the race, gender, ethnicity and age of panel members, prosecutors, the accused and defense counsel. So basically, you will have a snapshot of the fiscal year '21 and '22, what all those players in the courtroom are going to look like.

And we worked with Dr. Wells to kind 9 10 of create a very rudimentary database, which is 11 working great. And so we got -- the cases were 12 recently downloaded to our server so we are in 13 the process of doing data entry. And I have 14 three interns to my left who hopefully are going 15 to help me speed up the process just because it's 16 a lot of entries for even just -- there is not a 17 lot of contested courts martial going on that we 18 are looking at.

For instance, we are doing with the Army, and we are looking at 74 cases but that is close to 28 entries of people, sorry 2,800 entries for those cases. So we hope to get that

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

1 data to you by the end of the year. And I say 2 hopefully because sometimes we are going to have 3 to rely on the services for the information back. But I think we are in a good spot. 4 Another issue that the subcommittee is 5 going to start exploring in September in a 6 7 subcommittee meeting is we've heard a lot about 8 conviction integrity units and potentially the 9 feasibility and just looking at different offices 10 that have set those up and whether or not that 11 may be something that the military services would 12 want to explore. 13 So we are going to have some speakers 14 come and provide testimony, which I am sure Ms. Bashford will share with you at the public 15 16 meeting. And that is all I have. Eleanor, 17 anything? That's it. 18 MS. BASHFORD: I just want to add that 19 the staff is doing yeoman's work on doing this, 20 and it's only going to be complicated because it 21 does us no good to look at the panels if we don't 22 look at the panels that acquitted.

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

scribed those
those
sten to the
ess and call out
rk. And I think
ery thankful.
ntatives as well.
sk a question, Ms.
aboration between
the Case Review
cle 66 issue?
ve not been.
ugh we were tasked
llate issues on
this is more
f is pretty much
o to the extent
rring it way
ou.
n, you were

1	talking about sufficiency of the evidence?
2	MS. TOKASH: Yes. Was that your
3	committee, Jim, that's looking at that?
4	BGEN SCHWENK: No.
5	MS. TOKASH: No, okay. I thought
6	BGEN SCHWENK: I hope not.
7	HON. SMITH: Thank you for that.
8	Moving on to last but not least, Policy
9	Subcommittee.
10	BGEN SCHWENK: Okay. Last and least,
11	I am used to it. Okay. So we have been on
12	the Article 25 study, we have obtained input from
13	a whole bunch of stakeholder groups. We actually
14	have a chart that we will make sure all of you
15	get of who we have heard from and in what format.
16	And what we're looking for from you
17	all is if you have a group that you don't see
18	listed that you think we should talk to let us
19	know so that we can make arrangements to hear
20	from them at our subcommittee meeting in
21	September. Okay? So we'll get this around to
22	you, and you can look at that.

1	We have not started formulating any
2	ideas. We are still trying to look at issues and
3	options. But we hope to have, and I would like
4	to request, Jeff, an hour in the DAC-IPAD meeting
5	for the PSC update so it's not just, we're still
б	working on it, but we actually could come forward
7	with something more substantive to share with the
8	group and a generate a discussion and see what
9	everybody's thinking as we go along with it.
10	We have tried to schedule, as you've
11	seen, some of the panels in front of the whole
12	DAC-IPAD so you could not be kept in the dark and
13	hear what people have to say about it.
14	Okay. Another thing that we're trying
15	to do for September is getting former convening
16	authorities. Apparently, the MJRP just recently
17	did that, and we've done it in the past. But
18	we'd like to request 90 minutes because while
19	there are some panels that you can get done in an
20	hour, most panels we still have questions when
21	the hour comes up. And the convening
22	authorities, it's one of the few chances we're

going to have to talk to commanders so, you know, I think 90 minutes would be great.

3	Also, we wanted to get the DAC-IPAD
4	member observations of courts martial. A lot of
5	members have gone to the courts. They've seen
6	voir dire. They've seen challenges. We'd like
7	to generate a conversation on that. And since
8	we're talking about looking at courts, we could
9	broaden it up and see about other issues or
10	things you observed that you think we ought to
11	consider. So I'm filling up your schedule, Jeff.
12	So we'd like to ask for 90 minutes on that.
13	I think the CRSE, the Case Review
14	Subcommittee, we were talking, Martha, weren't we
15	about asking for a day for the Case Review
16	Subcommittee meeting?
17	MS. BASHFORD: Yes. For that would be
18	
19	BGEN SCHWENK: September.
20	MS. BASHFORD: the Monday before
21	if we're still on a Tuesday/Wednesday, public
22	meeting schedule, the full day Monday.

Neal R. Gross and Co., Inc. Washington DC

1

1 Right. So if that BGEN SCHWENK: 2 holds, then, Jeff, the Policy Subcommittee would 3 like to ask for an entire morning, 9:00 to 12:00, on that first day of the DAC-IPAD meeting when we 4 5 do the subcommittee meetings because I wouldn't be conflicted. So we could take the whole three 6 7 hours and get some good work done before the 8 meeting. 9 And the last thing on Okay. 10 scheduling that has nothing to do with the Policy 11 Subcommittee, just me, is our field trips. Ι 12 think we should schedule a good amount of time to 13 talk about when we want to start, where we want 14 to go and when we want to finish the trips so 15 that we have plenty of time for the staff to go 16 through the transcripts, see what everybody had 17 to say, identify issues and then the members, 18 armed with that, will decide which issues to take 19 on and in what order. And we got to get it all 20 done by early 2026 and next year, if I'm right, is 2024. So we don't want to be like the JPP and 21 22 leave it unaccomplished. Thank you.

	30
1	HON. SMITH: Thank you. All right.
2	Moving on to deliberations, is
3	COLONEL BOVARNICK: We had no set
4	structure for this because it was going to
5	HON. SMITH: Okay.
6	COLONEL BOVARNICK: be dependent on
7	what came up today. So I will defer to obviously
8	the Special Projects Subcommittee on anything on
9	the 549(b) topic and then the Policy Subcommittee
10	for anything on Article 25 as far as what was to
11	be discussed. So, ma'am, back over to you.
12	MS. TOKASH: May I, Chair Smith?
13	HON. SMITH: Mm-hmm.
14	MS. TOKASH: Thank you. This is
15	Meghan Tokash speaking. Colonel Bovarnick, can
16	you confirm that we have is there anybody else
17	joining us virtually like Meg Garvin or
18	COLONEL BOVARNICK: We're checking
19	now.
20	MS. TOKASH: Okay. Thank you. I just
21	want to make sure. Oh, good. I see, and Jenn
22	Long, great. I didn't want to forget our
-	

colleagues in virtual land.

1

2	Here is what I propose as a starting
3	point oh, good, and Meg Garvin is joining as
4	well I propose as a starting point for our
5	conversation. Maybe we could first start off by
6	talking about the statutory directive with
7	respect to the three categories of information.
8	What is everyone's comfort level with
9	respect to the information that we have received
10	from witnesses so far with respect to those three
11	categories of information and then we could next
12	talk about potentially hearing from other
13	witnesses or what more do we need to talk about
14	to supplement these three categories of
15	information regarding concerns that we've heard?
16	BGEN SCHWENK: Okay. I'll start. My
17	first thought is let's just answer the mail
18	because they got a timeline, and they want an
19	answer. I don't think they particularly wrote
20	what they meant. But they wrote what they wrote.
21	And all they want us to do if you read
22	it is submit a report on the feasibility and

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

advisability of establishing a uniform policy for the sharing of this information, not what the policy ought to be or not be, just should there be a uniform policy or should we let the services continue to do it on their own. So if that's the question -- and also it's limited to only victims that have counsel. It doesn't even say or the victims themselves.

9 So my approach, which may be the 10 wrong, would be let's answer the mail on the 11 narrow question and answer and then on our own 12 decide, on our own timeline, does this pique our 13 interest and if it does, how broad or how narrow 14 do we want to go?

15 It bothers me that we're limited to 16 victim's counsel and not victims by themselves. 17 So if we picked it up, my preference would be the 18 broader rather than the narrower. But anyway, 19 that's my idea.

HON. SMITH: Don't they go on and ask if the advisory committee determines the establishment of such policies, feasible and

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

7

	3
1	advisable, a description of the stages and then
2	it goes on A, B and
3	BGEN SCHWENK: Oh, yeah, you're right.
4	Darn.
5	HON. SMITH: Do you want to revise
б	your comments?
7	BGEN SCHWENK: No. I'm still a
8	minimalist.
9	MS. TOKASH: Ms. Bashford.
10	MS. BASHFORD: It seemed pretty clear
11	to me that the vast majority of these three
12	categories are getting turned over. The heads of
13	the Victim Counsel Services we had in today said
14	they saw some isolated problems which were more
15	of inadvertence. Trial counsel seemed to think
16	they were getting turned over. There was one
17	outlier, but it seemed as though those three
18	categories are getting turned over in some cases
19	earlier and in some cases later. But I think
20	that part we can answer.
21	HON. SMITH: So what I heard was yes,
22	it's being turned over but having to go through

1	FOIA, one, was a big problem with respect to
2	timing. Two, kind of not having a standard by
3	which this occurs, you know, the Army does it one
4	way. Air Force does it another way. And so the
5	timing issue, the FOIA issue and having to ask
б	for it versus having it be provided without
7	making a request. So those seem to be some of
8	the issues that we should be addressing, I would
9	think.
10	MS. TOKASH: I just see Ms. Garvin
11	first and then Mr. Kramer, you will be next and
12	then Ms. Goldberg and I'm sorry, and then Judge.
13	Go ahead, Ms. Garvin.
14	MS. GARVIN: Thank you, Ms. Tokash.
15	Chair, I actually would echo what you said.
16	Those were my notes. It does sound like there is
17	some consistency of information making its way to
18	counsel. And I just also want to also echo that
19	the tasking of only having it be about counsel
20	does leave out a whole group of unrepresented
21	persons.
22	But the methodology by which it is

going seems very disparate be it upon request versus not versus what the device of request is and the timeliness of getting it through those different devices, which I think lends itself to the ultimate question we were tasked with, which is the feasibility of a uniform policy.

7 And I do think they heard a little bit 8 of difference of opinion about what ultimately 9 would be in a uniform policy. I think we even 10 hear from SVC/VLC panel some disagreement about 11 content of a uniform policy. But I don't think 12 we heard disagreement, and I could be wrong and 13 I'll have to look at the transcript, about the 14 feasibility of a uniform policy.

And so I think we heard some testimony 15 16 actually about fairness across the branches where 17 the uniform policy could be beneficial. So to 18 the first part of the tasking on the feasibility 19 of a uniform policy or desirability of a uniform 20 policy, I feel like we have a lot of that 21 information, and it seems, in my mind, to be 22 tending towards uniformity.

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

1 The specifics of uniformity, I feel 2 like we might need to dig into a little bit more 3 in order to particularly answer some of the questions around (b), 2(b), in the tasking, any 4 circumstances under which some or all of the 5 information should not be shared because I think 6 7 we might have heard some conflicting information 8 around that. 9 Thank you. Mr. Kramer. MS. TOKASH: 10 MR. KRAMER: So the answer to the 11 actual question that was asked seems pretty 12 simple to me. It is clearly feasible they are 13 doing it, although that whether there is a 14 request or they do it as a matter of course, they 15 are doing it now so it seems to me it is clearly 16 feasible. And I get the impression that the Army 17 seems to be somewhat of an outlier. But the 18 other services seem to say it doesn't matter 19 which uniform you are wearing, it ought to be a 20 uniform policy, and you ought to get the 21 material. 22 So I think it's both feasible and

1 advisable that there be a uniform policy for 2 these three categories of information although 3 I'm still not certain about this third category because there was guite -- it was explained that 4 5 the victim would have that information. And now whether the government has 6 7 other -- it did seem to be an important point 8 that the government might have different 9 information. And that would be important for the

11 So I think it's both feasible and advisable that 12 there be a uniform policy.

victim to know to correct it or to explain it.

13 Now if we do that then we have to into 14 B1 and 2 also. But the privacy of individuals 15 doesn't seem to me to be an issue here because it 16 is all the victim's statements and information. 17 So there is no privacy interest of other 18 individuals it seems to me and the victim, the 19 criminal investigative process, I mean, we heard 20 some differing opinions about the victim's 21 statement, what the effects of giving them that 22 are, but it seemed to me again the majority

> Neal R. Gross and Co., Inc. Washington DC

thought that it was beneficial. And on this military system generally, I don't really see much effect frankly.

And then we have to go to B2, which is the stages of the process should be made available to counsel representing a victim. I mean, I think it should be at least a referral of charges if not earlier.

Circumstances should not be shared. 9 10 I'm not clear that shared with who, with victim's 11 counsel or between victim's counsel and the 12 victim? But if it's victims, I mean, they could 13 also seek a protective order it seems to me from 14 the court. But it's hard for me to imagine why any of these three categories, it's all about the 15 16 victim so I don't know why a protective order 17 would be needed.

And I'm not clear on B2, 3 or maybe that's B3. I guess it's B3. I mean, the legislative action would be to make it uniform amongst the services and require the three categories be produced at whatever stage we

> Neal R. Gross and Co., Inc. Washington DC

1

2

1 decide on the proceedings, it seems to me. 2 I mean, I thought that was the 3 overwhelming sentiment. But that's not -- I also don't see why it shouldn't be provided to 4 5 victims. Even if there was the overwhelming sentiment, if there was some reason why, but it's 6 7 all the victim's material. In any event, I don't 8 know why it shouldn't be provided to the victim. 9 MS. TOKASH: Ms. Goldberg and then 10 Judge Walton. Thank you, Mr. Kramer. 11 MS. GOLDBERG: Thank you. And I agree with much of what has been expressed so I won't 12 13 repeat it. I will add my strong support for a 14 policy because what we heard to some extent from 15 panelists and what I have heard significantly in 16 conversations in less formal settings is that 17 there is a tremendous amount of variability. 18 There are several categories of 19 information. We were asked just about one narrow 20 category. And I think picking up on Jim's point 21 that it is worth thinking about what the other 22 categories of information are and what we might

1 want to advise or at least learn more about. 2 And what I would put into the other 3 category are other parts of the investigative record, which is their timing considerations, I 4 think, come in especially, but which the victim's 5 counsel, several of them, mentioned, as being 6 7 very important to have more information about, for the counsel at least to have more information 8 9 about, when explaining to a victim why a 10 prosecution didn't proceed. If that information 11 is kept from victim's counsel, that may be 12 challenging. So I note that as a category. 13 There is a separate category which is 14 the variability with which trial counsel keep 15 victims' counsel and victims updated on the 16 stages of -- on motions in a proceeding and on 17 when motions are being heard and that struck me 18 as something to be corrected. 19 I think the example that was given by 20 the victim's counsel outside expert who spoke of not being notified with sufficient time ahead of 21 22 an evidentiary hearing in a way that affected the

victim and the prosecution overall, the success of the prosecution overall, seemed quite significant and something that ought to be corrected and something that at a minimum we ought to pay attention to and look into what we might say about it.

Over to you, Judge Walton.

I think I'm in favor of 8 HON. WALTON: 9 a uniform policy. It seems to make sense unless 10 -- and maybe we need to hear more from the Army 11 which seems to be at odds as to why they believe that there should not be a uniform policy and why 12 13 their particular perspective would counter 14 against that. But it seems to be a uniform 15 policy would be appropriate.

16 One of the concerns I have, I guess I 17 have less concerns if you're talking about it 18 being provided to counsel who's representing the 19 victim. I think I have more concerns about an 20 unrepresented victim based upon my concern if 21 you're talking about a situation where the victim 22 is known to the alleged perpetrator where they

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

had some type of relationship. Because of my concern that she -- usually it's going to be a she.

4 It's going to be maybe forced to 5 provide that information to the perpetrator who 6 may insist that that be provided to him. And 7 I've seen that happen in the context as I 8 indicated. For two years on local court when I 9 serviced on that court, I presided over domestic 10 violence cases.

11 And it wasn't unusual that information 12 would be extracted from a victim by the alleged 13 perpetrator. And I have some concerns about that 14 if you're talking about an unrepresented victim. 15 And as far as sending that to her without her 16 request, now there was some indications that 17 there could be some type of a system in place to 18 protect her from receiving that information if 19 she didn't desire to receive it because of a 20 concern that it may be forced from her. 21

But even under those circumstances,she may at one point feel it would be something

Neal R. Gross and Co., Inc. Washington DC

1

2

1 that she would want to have. But then once she 2 has it, I could see the perpetrator requiring 3 that she turn that over. And I could see that being detrimental. So I have that concern. 4 5 This is Meghan Tokash MS. TOKASH: Thanks, Judge. I was also surprised 6 speaking. 7 by the MCIO panel response when I asked about 8 safety concerns because I considered what you 9 just raised as well, potentially especially in 10 intimate partner violence and domestic violence 11 cases. So I was surprised by the response from the criminal investigators. But maybe they had 12 13 not considered such a scenario. HON. WALTON: And then we didn't hear

HON. WALTON: And then we didn't hear anything about whether it's a child victim and how that would come into play.

MR. CASSARA: Also one of the things that hasn't come up, we live in a world of social media. And I would have some concerns absent a protective order -- I'm trying to wrap my brain around how this might happen. But people share things on social media that I wouldn't never --

we would never have thought would be -- that they would want shared.

3 But they do it themselves which is 4 going to impact the ability of an accused to get a fair trial. And again, I'm trying to wrap my 5 brain around how that might happen. 6 But I'm 7 wondering if that's something we need to take into consideration also is the further 8 dissemination of info once turned over. 9 10 MR. KRAMER: Can I just address that? 11 I understand exactly what you're saying. But the problem is the victim can do that anyhow. 12 The 13 victim can say, I just want -- was just 14 interviewed and said this, this, and this. 15 The victim can put their medical 16 records out there if they want to. And I'm not 17 clear why the SANE report isn't also their 18 medical record. But if they have that, they can 19 put that. 20 So I think that's the problem with 21 that. They can put it out there anyhow. So I 22 know what you're saying. But I don't see it as

> Neal R. Gross and Co., Inc. Washington DC

1

if a victim wants to do that, they can do it anyhow.

3 MS. TOKASH: Ms. Garvin? MS. GARVIN: I was actually going to 4 5 note the same thing which is rape survivors already have certain information they can put out 6 7 and so does an accused person. And so I think if 8 there are standard protective orders in place over what gets disclosed to parties in a case, 9 10 i.e., what goes to the accused, that same 11 standard protective order should go if 12 information is making its way to the SVC/VLC or 13 in my opinion directly to a pro se victim also. 14 But I don't think it's unique, right? 15 Like, I mean, we have a person whose 16 information is at play in a proceeding. And 17 somebody should be treating the two people who 18 has information at play akin to each other. And 19 so I don't think it's any different for a victim. 20 And with regard to the SANE exam not 21 necessarily being one of their medical records, 22 what I have seen happen in military and civilian

> Neal R. Gross and Co., Inc. Washington DC

1

cases is sometimes it gets coded as an investigative record as opposed to a medical record. And it becomes a procedural moment. Is it a medical record or is it a procedural record? And it should be a medical record that's being used for investigative purposes.

7 MS. TOKASH: Ms. Bashford? 8 MS. BASHFORD: One thing that occurs 9 to me when they're talking about a forensic examination and we've been talking about the SANE 10 11 kit, but there could be semen on underwear or 12 bedding. And the release of that forensic 13 information is the release of the accused DNA 14 profile which I think has legal implications. Ι 15 don't think you can release to somebody other 16 than law enforcement, if I recall correctly. 17 HON. SMITH: So I'm not sure how it's 18 done in the military. But I know our DNA reports

19 would be separate from the SAFE exam.

20 MS. BASHFORD: Right. But it's saying 21 the record of any forensic examination of the 22 property of the victim. So that could just be a

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

single source semen sample.

1

2 MS. TOKASH: Ms. Goldberg? On that issue, it 3 MS. GOLDBERG: 4 sounded from their descriptions of sharing of 5 other investigative records that the services are capable of redacting information. So that might 6 7 be something we could consider to the extent there is personally identifying information of 8 9 the accused that would ordinarily be turned over to a victim if it wasn't redacted. Again, this 10 11 is a little bit outside of -- or a lot outside of my area. It's just to note that I think there is 12 13 a question whether in general the materials 14 should be turned over. And then this committee 15 might want to consider whether there are some 16 guardrails that we would also recommend in the 17 way that the information is provided to flag 18 issues like this.

MS. BASHFORD: I actually think in New York State, it was called unlawful dissemination which is a terrible word in this context, unlawful dissemination of a DNA profile. And it

1 was a Class E felony. 2 Judge Walton? MS. TOKASH: 3 HON. WALTON: On the timing issue 4 also, I quess have some concern about a uniform 5 policy because I think it has to be flexible 6 because every case has its nuances. And there 7 may be certain circumstances where the timing of production may be different in cases as to when 8 you want to disclose that information or should 9 10 be required to disclose the information. 11 MS. TOKASH: A couple courses of action, it seems that there's consensus that the 12 13 -- well, what I'm hearing from the committee is 14 that most believe that this should be a policy 15 change, not a legislative change. If I'm wrong, 16 please raise a hand or just say so now. If so, 17 what I'm also hearing is large concurrence that 18 we may be prepared to dare I say even vote on a 19 following recommendation. And I'll just throw 20 that out there. And if we need more time, we can

21 22

So the recommendation would be that

Neal R. Gross and Co., Inc. Washington DC

do that too.

1	the Secretary of Defense should establish a
2	uniform policy for sharing excuse me, from the
3	sharing of information described in Subsection C
4	with a special victims counsel, victim's legal
5	counsel, or other counsel representing a victim
6	of an offense under Chapter 47 of Title 10,
7	United States Code. That's the UCMJ. And then
8	we can continue to receive more information and
9	further deliberate on the items that are
10	contained under letter B-1 and 2.
11	MS. GOLDBERG: A question? Susan
12	Goldberg.
13	MS. TOKASH: Yes.
14	MS. GOLDBERG: Given the conversation
15	that we have had about access of unrepresented
16	victims to this information, I raise a question
17	whether we are whether by responding so
18	precisely to the question asked we are missing an
19	opportunity to flag that we are attentive to the
20	interests of victims who are not represented as
21	well.
22	MR. KRAMER: I mean, I think that's a
-	

very important point. But I think it's encompassed in any other legislative or administrative action. I think that's what we want to talk about the report of investigation. There's several other issues that were raised that I think we ought to address.

7 I think those are more complex, 8 including the unrepresented victim for reasons 9 Judge Walton said and other reasons as well, how 10 it would happen and the public interface which 11 would be especially helpful to unrepresented 12 people. So I mean, I agree with you, Meghan, on 13 the -- where we are on the specific question, 14 narrow question that was asked. I do think 15 there's other issues that we should address, 16 including the unrepresented public interface and 17 various other things.

MS. TOKASH: Thank you, Mr. Kramer. And I think, Ms. Goldberg, that we could make that recommendation that this should also cover unrepresented victims because I think number 3 gives us that flexibility to make any other

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

1 recommendations, whether it be legislative or administrative such as we as a committee consider 2 3 appropriate. So I will put a pin in your suggestion and from what we've heard other people 4 5 suggestion to craft a potential additional recommendation that expands the initial tasking. 6 7 Judge Walton? 8 HON. WALTON: What about minors? 9 MS. TOKASH: And I think that's 10 another great subject area as well, for minors 11 too. Thank you, Judge. 12 HON. SMITH: What about the issue with 13 respect to the pleadings that are access to 14 pleadings and knowing all the dates, hearing 15 dates, et cetera? 16 MS. TOKASH: I still think that we 17 probably need further deliberation on those 18 And maybe potentially I'd like to hear areas. 19 from other people if you feel like we need to

18 areas. And maybe potentially I'd like to hear 19 from other people if you feel like we need to 20 hear from others. And again, we could do that in 21 a separate subcommittee meeting and report back 22 to the full committee just to flesh out these

other good questions that we might not have heard of or thought to ask about before we really drill down into the congressional task in here. Ms. Bashford?

I think access to all 5 MS. BASHFORD: of the pleadings and motions is a really big 6 7 topic because defense moves to suppress a 8 confession. The suppression of that confession 9 would really affect the victim and the strength 10 of the case. Would that give victims counsel a 11 right to then weigh in on the suppression motion 12 and help litigate or be another party to the 13 litigation of the suppression motion? And that's 14 something you can say the same thing with 15 physical evidence as well. I don't feel 16 comfortable making any decision on something like 17 that at this point.

MS. TOKASH: Mr. Kramer? MR. KRAMER: Thank you. The Army person said that they have a person who helps with things like the travel arrangements, everything, logistics for victims. And the Army

1

2

3

4

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

person said they also do that for unrepresented victims as well.

3 They try to help them with everything and alert them to everything. Unfortunately, we 4 5 didn't get the information from the other services about if they help unrepresented 6 7 victims. So I think we would want them. It's probably fairly easy, but we 8 would need more information about that. 9 Ιf 10 they're doing that, it shows it's feasible and we 11 ought to, I think, recommend something. But I 12 don't think we have enough information about 13 unrepresented victim, Judge Walton's point on we 14 need to do more digging into the unrepresented 15 victims. Thank you. 16 MS. TOKASH: Thank you. Mr. Cassara and then Ms. Garvin. 17 18 MR. CASSARA: I think it would be 19 worth looking into who would be responsible for 20 implementing some form of a PACER-like system. Ι 21 think we all sort of talked about that yesterday. 22 But I don't know that we made a step forward in

1

1 terms of how that would actually happen. And I 2 think that would be important for us to know. And then I raised a question a couple 3 4 of different times. When you have a multiple 5 alleged victim case, whether Victim 2 would get all of the records from Victim 1's complaint and 6 7 vice versa. And I'm not sure I got a clear 8 answer. 9 I think some of them said, well, under 10 no circumstances. Another said, well, that would 11 depend on the case. And as a defense counsel, I 12 have a real concern with whether or not an 13 alleged victim was going to get the data, the 14 statements from a different alleged victim in any 15 given case. And I would at least like to get 16 some clarification as to what those policies are. 17 Ms. Garvin? MS. TOKASH: 18 I think MS. GARVIN: Yes, thank you. 19 I'm always coming after someone said something I 20 agree with. So I'm going to agree about the 21 PACER comment because setting up a system of 22 access to pleadings, I think knowing who would do

1 it and how it could be done is just critical. 2 And that's a separate question than whether access to those pleadings gives to rise 3 to standing to argue about what's in the 4 pleadings. But on the civilian side as victim's 5 counsel, I get notified of all the pleadings 6 7 unless they're actually filed under seal. So 8 every case I've entered my appearance in the 9 federal system I get notified of. 10 And in most state systems, I get 11 notified if there's an online system, right? Or 12 when there isn't an online system, the court 13 orders the counsel in the case, the party's 14 counsel, prosecutor and defense, to serve me with 15 all pleadings. So I get served as victim counsel 16 on the civilian side with all pleadings in every 17 case that I enter my appearance in. 18 That has no commentary on whether I 19 have standing to do anything. It just helps me 20 know what's happening in the case and whether, in 21 fact, an issue on which I do have standing to 22 argue on behalf of my client's rights is

presenting without that being filtered by someone. So I feel like we've heard enough about that there should be access to pleadings, that we could make that recommendation sooner rather than later.

But the -- well, it was just talked 6 7 about, about who would be responsible for 8 establishing a PACER-like system I feel like still needs to be looked into. And then with 9 10 regard to multiple victim cases, I agree. I'm 11 not sure the folks who presented to us today 12 quite understood some of the questions with 13 regard to multiple victim cases.

14 And I think might've been answering 15 from -- I think we might want it again because I 16 think there's different ways of asking that 17 question. Would Victim A have the ability to 18 assert their privacy rights over Victim B meaning 19 Victim B doesn't get Victim A's information, 20 right? So the victim is asserting their rights, 21 saying keep it apart and/or is there a 22 conversation around cross contamination of

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

statements, right?

1

2	Those are two issues, and they might
3	result in different ways of answering the
4	question. And so we might want to ask a question
5	again and get some information around that. In
6	the civilian side, I often get both, multiple
7	victims, pieces of information. So just flagging
8	that, that we might want more information.
9	MS. TOKASH: Great. So by way of
10	outstanding questions that we have, I've noted
11	that we would like to seek more information from
12	the Department or the services with respect to
13	PACER and the feasibility of creating such a
14	system to increase victim access and public
15	access to the military docket and pleadings.
16	Potentially hearing from the heads of the
17	services victim witness liaison offices who may
18	be able to provide us with more information
19	regarding unrepresented victims and how they are
20	handled.
21	Perhaps hearing again or asking
22	specific requests for information from the

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

special victim's counsel and victim's legal counsel heads regarding access to other victim statements in multi-victim cases. Querying perhaps those same individuals, what about cases involving children? And then also -- oh, I have access to pleadings again. Am I missing anything else? Yes, Ms. Garvin.

8 MS. GARVIN: Kind of just a compound 9 question around your first one, the PACER system, 10 I would really hate for our questions to be 11 interpreted only around database such that then we kick the can on access to pleadings until 12 13 someone has capacity and funding to create a 14 PACER-like system. On the civilian side, we had 15 remedied this by standing orders -- standing 16 court orders that say serve victim's counsel and 17 so with filed pleadings. So it's not left to a 18 junior person who doesn't know to serve because 19 they're newer or to copy on an email which is one 20 of the things we've heard today. And so I think 21 in asking that question of would that be an 22 interim solution until there is a PACER that

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

6

1 policy is, victim counsel is affirmative served 2 via email with any submissions because I think 3 that could be an interim moment. But I think we should ask the question. 4 5 MS. TOKASH: Great point. Thank you, Ms. Garvin. Judge Walton? 6 HON. WALTON: I know when we were 7 8 assessing whether we should make PACER 9 information more widely available and the issue 10 came up about cost and where was the money going 11 to come from if Congress was not going to 12 appropriate it to us to provide that information 13 to individuals free of cost or at some reduced 14 So I mean, if you're going to put in place cost? 15 a PACER system, then you're going to have to 16 think about what the cost is going to be to 17 implement it and to make that information 18 available upon demand. 19 I'm also going to ask Mr. MS. TOKASH: 20 Sullivan -- sorry, Mr. Sullivan, to put you on 21 the spot. But you did raise a point in our 22 subcommittee meeting yesterday which respect to

PACER and the tension between Article 1 and Article 3 courts that you believe might be a potential issue for the benefit of the rest of the committee. Would you mind just putting that on the record for us?

Certainly. So Article 6 MR. SULLIVAN: 7 140A of the Uniform Code of Military Justice 8 which was enacted as part of the Military Justice 9 Act of 2016 provided a requirement to come up 10 with a system for public access to court martial 11 information. And so after that was enacted and while that was being studied, there was a 12 13 realization that the Privacy Act has implications 14 for doing that in a military context that don't 15 exist in an administrative office of courts 16 context.

17 So the Privacy Act does not apply to 18 Article 3 entities. It does apply to the 19 executive branch. So PACER doesn't have that 20 Privacy Act implication because the owner of the 21 military justice records or the military 22 departments, they are subject to the Privacy Act.

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 We also know from studies of the PACER 2 system that there are literally hundreds of 3 thousands, probably more, documents available through PACER that have PII in them, that have 4 5 bank account information, that have birth dates, that have names of minors, that have Social 6 7 Security numbers. And as most of you probably 8 know in the ECF context, the obligation to make 9 the redactions is on the counsel filing the 10 pleading. And so that is outsourced in the PACER 11 context.

It's supposed to be the counsel who 12 redacts any PII. So when we're in the Article 13 14 140A context -- and my friend, Janet Mansfield, 15 over there who's personally involved in this, she 16 may have some interesting insight into this as 17 well. In the Article 140A context, the concern 18 was we can't rely on the filer to make the 19 redaction and then have the military department 20 make that information available only to discover that it has PII in it. 21

22

So the military departments in my view

quite reasonably said if we're going to make that information public, we need to first scrub it for PII. So there has to be an intervening step that is not present in the ECF PACER context. And so we went back to Congress.

1

2

3

4

5

The Department of Defense with the 6 7 permission of OMB went to Congress and said, 8 please amend Article 140A of the UCMJ, 10 USC 9 940A to say that there's a Privacy Act exception. 10 The Privacy Act does not apply to this 11 information being made publicly available. First 12 year that Congress decided this, they didn't do 13 anything.

14 Second year, it got into one of the 15 bills, the Senate bill if I remember correctly. 16 The Senate bill included that provision. But it 17 went to conference. And not only did I come out, 18 but it came out with language in either the 19 conference committee report or the joint 20 explanatory statement, whichever it was that 21 year. 22 It came out with a statement that

1 emphasized that the Privacy Act applies to 2 information made available through Article 140A 3 and that amended Article 140A to actually make a point about how certain PII must not be included 4 5 in the information made available under 140A. And so we had some discussions with the HASC PSMs 6 7 who noted that there was a tension between 8 protection of the privacy interest of those 9 involved in courts martial and the public 10 interest in information. There's a tension there 11 and that the HASC PSMs told us that they very deliberately decided that the privacy protect 12 13 aspect was more important, was more significant 14 than the public information aspect.

15 And that's why the statute was revised 16 in that way. And I'll also note one other factor 17 and that is there is a D.C. Circuit opinion that 18 says in the FOIA context it is inappropriate for 19 an agency to provide information about someone 20 who has been acquitted of an offense. It's 21 inappropriate to provide background information 22 from DOJ in that context about information about

1 why that person was acquitted of an offense was 2 suspected of the offense because that individual 3 has a particular privacy interest, 4 notwithstanding the fact that they were the 5 subject of a public trial.

But they still have a privacy interest 6 7 of the acquitted person in not having the fact 8 that they had been in the eyes of the law wrongly 9 accused being repeatedly subject. I'm wondering 10 if Meghan by now is regretting that she asked me 11 to speak. So those were some factors that we've 12 been dealing with, that DOD has been dealing with 13 in the 140A context. If I may, I would ask Janet 14 if she has anything to add because she was 15 involved in that very deeply.

MS. MANSFIELD: This is Janet Mansfield. I'm the Army's service representative. So I would concur that the Privacy Act remains a problem for the services in putting information out in a PACER-like fashion and that Congress has not given us the relief that we requested.

1 And just as a follow up, Article 140A 2 requires us to develop a system in the Army. 3 It's called ACMPRS in which we publish the final record of trial after it's been properly 4 5 redacted. And we have a civilian watchdog agency who lets us know every time we've had a Privacy 6 7 Act violation in any of those records. And it 8 does take a certain amount of time to get that 9 done. 10 MS. TOKASH: Thank you, both, Ms. 11 Mansfield and Mr. Sullivan. Ms. Anderson? 12 MG ANDERSON: Yes, just want to 13 address the redaction issue. In the United 14 States Courts when I was there, we found -- you 15 are correct. There were quite a few individuals 16 who filed pleadings that contained PII. 17 A lot of them were pro ses because they don't know anything or in terms of the law. 18 19 I shouldn't say it that way. But we also found 20 that some of the judges would put it in their 21 scheduling orders to remind counsel that they 22 needed to redact PII.

> Neal R. Gross and Co., Inc. Washington DC

(202) 234-4433

1 And I may be -- this may be a wild 2 I think some local rules may have also quess. 3 addressed this issue. So overall, the bar that practiced at least in the district I was in was 4 5 aware of this requirement. And I don't remember any attorneys making that error. 6 7 Thank you. MS. TOKASH: Okay. So 8 we're being true to the schedule. I just want to 9 make sure because we still have to talk about 10 panel selection criteria in terms of 11 deliberation. So right now, I guess I will float two 12 13 First of all, would the full Committee things. 14 be open to the idea of the Special Projects 15 Subcommittee having a separate meeting almost as 16 a cleanup of some of these issues to make sure 17 that we are answering these questions. And that 18 if you think of additional matters, that you can 19 funnel those to the subcommittee so that we can 20 ask additional presenters? Anybody oppose that? 21 HON. SMITH: No. That's a good idea. 22 MS. TOKASH: Great. So we will do

that as a subcommittee. And then the second 1 2 thing would be would anybody be inclined today to 3 vote on at least the recommendation with respect to being in agreement that the Secretary of 4 5 Defense should create a uniform policy or would you like to table that until we have a full suite 6 7 of recommendations? Anybody have strong feelings 8 one way or the other? Ms. Bashford. 9 MS. BASHFORD: I'm sorry. You just

10 lost me. The uniform, are we talking about the 11 selection criteria or are we back to the 12 disclosures?

MS. TOKASH: Back to the disclosures. So, you know, just wondering do we want to just table everything for another day or does everyone feel comfortable voting on a recommendation for the Secretary of Defense to establish a uniform policy?

MS. LONG: This is Jenn Long. I mean, I think that's an easy one, that there should be a uniform policy. We don't know what it is, but But for me it shouldn't be piecemeal.

1	But I don't have a I mean, if people are
2	objecting to it, I would be interested in hearing
3	why. Maybe I've missed something.
4	MS. TOKASH: Does anyone object to
5	I can read it again. Do you want me to read the
6	proposed recommendation and then maybe we could
7	just decide yes or no?
8	So the proposed recommendation for a
9	vote today would be that the Secretary of Defense
10	should establish a uniform policy for the sharing
11	of information described in Subsection C with a
12	special victim's counsel, victim's legal counsel,
13	or other counsel representing a victim of an
14	offense under Chapter 47 of Title 10 United
15	States Code, Uniform Code of Military Justice.
16	And then again, we could make other
17	recommendations and vote on Section 2 and the
18	particulars of those sections another time.
19	MR. KRAMER: Sorry. I'm not
20	understanding. Are you saying that there should
21	be a uniform policy, but we're not saying what it
22	is?

1 MS. TOKASH: Correct. If we're 2 looking at the tasking and being a -- I'm going 3 by the Jim Schwenk model, right, the minimalist nature of this. So we are being tasked by 4 5 Congress to consider the feasibility and advisability of establishing a -- having either 6 7 by policy or statute a uniform policy for the 8 sharing of information. 9 So today's vote would just be that we 10 all agree that there should be a uniform policy 11 and then we would table what are those actual recommendations for policies at another time. 12 13 So I completely agree MR. KRAMER: 14 with respect to the three specific areas we were 15 asked to address. That's why I asked why we are 16 not just saying yes with respect to those three 17 specific areas because I'm not so clear -- like 18 the Army doesn't want to release the ROI and 19 others may or may not. And whether there should 20 be a uniform policy about things like the ROI or 21 minors, I'm much more undecided about that. 22 I see what you're saying. MS. TOKASH:

1 So you would just add to this recommendation the 2 three listed things. 3 MR. KRAMER: That's what I thought. 4 That's what I thought was -- there seemed to be a 5 consensus -- maybe I'm completely wrong, but there seemed to be a consensus on those three 6 7 things but. 8 MS. TOKASH: Ms. Goldberg. 9 MS. GOLDBERG: Just reflecting for the 10 record that I am nodding in agreement with Mr. 11 Kramer that it seemed to be there was consensus 12 on the very particulars of having a formal policy 13 related to those three and that we were going to 14 broaden the scope of research and possibly 15 recommendation related to the other topics that 16 you have listed. 17 Thank you, Ms. Goldberg MS. TOKASH: 18 and Mr. Kramer. So it would read, the Secretary 19 of Defense should establish a uniform policy for 20 the sharing of the following information, one, 21 any recorded statements of the victim to 22 investigators, two, the record of any forensic

1 examination of the person or property of the 2 victim, including the record of any sexual assault forensic exam of the victim that is in 3 possession of investigators or the government, 4 5 and three, any medical record of the victim that is in the possession of the investigators or the 6 7 government as described in Subsection C with a 8 special victim's counsel, victim's legal counsel 9 or other counsel representing a victim of an 10 offense under Chapter 47, United States Code, 11 USMJ. Ms. Bashford.

MS. BASHFORD: So we're just not going 12 13 to answer the part about the assessment of the 14 potential effects of such a policy on privacy, 15 criminal investigative process and military 16 justice system generally and also the other part, 17 the stages at which it should be released? Like, 18 I don't know when it should be released and the 19 circumstances under which. I mean, there is a 20 whole lot of things in here.

21 MS. TOKASH: So what I hear you 22 saying, Ms. Bashford, is you would feel more

1 comfortable with making all of the 2 recommendations at one time, which is fine. And 3 we can --4 MS. BASHFORD: I would. 5 MS. TOKASH: -- yup. Does everybody 6 agree with that approach? HON. SMITH: I think that's what we 7 8 should do because now we're at 10 minutes of 4, 9 and we haven't started discussing the other, and 10 we're kind of all over the place. 11 MS. TOKASH: Yeah, we really are all 12 over the place. Okay. So I think we will go 13 back to the subcommittee following up with some 14 cleanup of these issues and see how far we can 15 get. We may have to use some more of the 16 September meeting time if we want to flesh out 17 some of these other issues. But I think we'll 18 have a better of that after the subcommittee 19 meets. 20 HON. SMITH: Perfect. 21 MS. TOKASH: Thank you. 22 HON. SMITH: All right. So let's move

344

on to panel selection criteria.

1

2	BGEN SCHWENK: Okay. So where the
3	Department is at the moment, we have Article 25.
4	And it has the selection criteria, and it has the
5	requirement that the accused wants, at least one-
6	third enlisted, et cetera.
7	But Congress has also come and said
8	that DoD has got to figure out to the extent
9	practicable how to have randomization at the same
10	time that you are going to have the convening
11	authority applying the Article 25 criteria.
12	So there are obviously two options.
13	One option is do it before the do the
14	randomization before so that you somehow
15	randomize through alpha rosters through, you
16	know, personnel systems, and you pluck people
17	out. Now you've randomized. Check the box.
18	Then you send it to the SJA Office.
19	And it's the normal process we have
20	now where they put it all together with the
21	randomized names. They have sheets for each
22	piece of paper. They send it down or they take

it to the convening authority, and he applies the criteria and makes his selections, and those are the people that show up at trial.

One of the advantages of doing that is that the perception that the convening authority is picking the people, you know, decides there is a trial, decides what the charges are and then decides who the members are is ameliorated a little bit because he is not selecting.

The randomization system is selecting and then he's culling from that group. If people get excused and they go under, you got to go back to the beginning of the randomizer to give him new names to pick that way.

15 Okay. The second way that they might 16 do it in the Department is randomize afterwards, 17 which if I remember Martha right, that is sort of 18 the way some of the civilian courts do it.

19 So in that sense, we would have the 20 normal system where there is nominations up to 21 the general court martial or the convening 22 authority. The SJA puts the names together with

> Neal R. Gross and Co., Inc. Washington DC

1

2

the sheets, goes to the convening authority. The convening authority picks anybody they want. So you have that problem not taken care of, but picks anybody they want.

1

2

3

4

5 The people they pick, they probably pick more than they normally would because when 6 7 they get over to the court, the court is going to 8 have some way to randomize it. And if you get 9 the low number, you go into the courtroom. And 10 if you get a big number, you go back to your unit 11 and hope the phone doesn't ring and tells you 12 that too many people have been challenged often, and they need you to report to the courtroom so 13 14 it's a before or after.

To my knowledge the Department has not made a recommendation one way or the other. So there is an opportunity for us to give input in September if we want to on which one of those two options would be best.

20 But we've heard from people on the 21 selection criteria and the selection process. 22 You talk about we're all over the map. In our

1 input, we have whole groups of people saying the 2 system is terrible. Get rid of it, you know, go 3 to complete randomization on the one extreme. And the other extreme is, this is the best system 4 5 God has ever created. And we shouldn't mess with any of it and everything in between. So I can't 6 7 give you any guidance on which way people are 8 drifting.

9 There was also something MR. KRAMER: 10 that I didn't understand in the in between thing. 11 They kept saying that randomization will be much 12 different in the Army than in the Air Force than 13 in the Marines. Everybody kept saying that. Ι 14 didn't quite understand it. But they said 15 randomization will look much different in each 16 service.

BGEN SCHWENK: I think they were talking -- I don't know what they were talking about specifically. But I know in our subcommittee meeting, the Army kept making the point, and the other services seemed to agree, size along makes a difference. And the chief of

criminal law was there who had just come from a command where they had 15,000 eligible people that they had to go through in some manner to come up with a pot of people to present to the convening authority to make selections.

And the Air Force, you know, laughed 6 7 and said, well, we might have 1,000 or 500 or 8 whatever. And in trying to figure out how to do 9 that, that's where I think they came up with 10 randomizing out of 15,000 is a lot harder than 11 randomizing out of a smaller number. Because remember, somebody has got to go through 12 13 availability, you know, deployments, all the rest 14 of that stuff like you normally do to come up 15 with people who might be available when the trial 16 goes. Wouldn't the 17 HON. SMITH:

18 randomization be done through some kind of an 19 algorithm? I mean, right, a computer algorithm, 20 right? 21 BGEN SCHWENK: That's what I would

22 think.

1

2

3

4

5

	34
1	HON. SMITH: Yeah, so
2	BGEN SCHWENK: At least the big one.
3	HON. SMITH: right. So it wouldn't
4	be necessarily
5	BGEN SCHWENK: The court might
6	HON. SMITH: people.
7	BGEN SCHWENK: do something up.
8	That's right.
9	HON. SMITH: Right. Yeah, it wouldn't
10	be people. It would be that they would come up
11	with a computer program that would, based on the
12	factors, and then that's how they would get their
13	randomized group.
14	And then we also have the issue of
15	Article 25. Are we talking about that next?
16	BGEN SCHWENK: Yeah, sure. Go ahead.
17	HON. SMITH: Oh, okay. What I thought
18	we heard over and over with respect to Article 25
19	was two questions. One, what is judicial
20	temperament? And, you know, if you're trying to
21	have or create a system that people have trust
22	in, this subjective kind of judicial temperament

(202) 234-4433

1

2

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

3	thought.
4	And then the second one Judge Walton
5	talked about was education, right? In terms of,
6	you know, education doesn't necessarily mean that
7	you're a person who is going to make a good
8	juror. There's the length of service, et cetera.
9	So those were the two things about Article 25
10	that I thought that we should discuss.
11	BGEN SCHWENK: When Dwight was in the
12	Marine Corps and was writing the USMJ back in
13	1950, he realized that
14	MR. CASSARA: In crayon.
15	BGEN SCHWENK: there
16	MR. CASSARA: In crayon.
17	BGEN SCHWENK: yeah there were
18	no lawyers involved in the process at all. So
19	when you picked the members, the members acted as
20	the judge and the members at the same time and
21	voted on challenges and, you know, that was the
22	system.

category would seem to be something that could potentially go to the wayside. That's just my thought.

	د ا
1	So in that sense, we have received a
2	number of comments that said judicial temperament
3	meant being like a judge because the members were
4	going to act like a judge because there was
5	nobody else there to be the judge.
6	Now that we have judge advocates
7	everywhere, some people said there is no longer
8	any reason for judicial temperament.
9	To your second point, Karla, a number
10	of people said the two criteria they thought
11	would give you perfectly fine members at a court
12	martial were education and length of service of
13	experience, whichever of the two you want.
14	There was definitely, I thought, a
15	bias among all the many people we have heard from
16	for older, more experienced people rather than
17	younger, less experienced people. There was a
18	number of comments about you don't want a 19 year
19	old that is, you know, just joined the service
20	sitting on the court martial if you can have a 25
21	or 30 year old who has been around longer and has
22	a better understanding of things. So, yes.

Suzanne.

2	MS. GOLDBERG: Thank you. And I agree
3	with your characterization that we've heard a lot
4	that points in many different directions. It
5	strikes me as a topic on which, maybe with staff
6	help, we could list the issues that have come up,
7	the issues that have been raised, the challenges
8	we are facing, what are the problems we are
9	solving for as we all understand it. This is
10	one, unlike some others, that has so many
11	different balls in the air that that might be a
12	useful step to getting us to the next point.
13	One of the things that has struck me
14	in all of these conversations, apart from the
15	resistance to change generally and the resistance
16	to change while other things are changing, which
17	since other things will always be changing
18	strikes me as something we need to account for
19	and also not necessarily stop the conversation.
20	But is the duplication of effort, the
21	repeated duplication of effort, in developing the
22	pool that finally turns into a panel that is

1	and I wondered if some of this is statutory, and
2	I just can't recall. But when the court martial
3	is convened, I'm not using the right word
4	probably.
5	BGEN SCHWENK: That's correct.
6	MS. GOLDBERG: The panel has to be
7	named at that time
8	BGEN SCHWENK: That's correct.
9	MS. GOLDBERG: even though the
10	trial, if it happens, is likely to happen many
11	months afterward, at which point many of the
12	people on the initial list won't be available
13	either because they have been PCS'd or, you know,
14	they've had a change in job or a change in
15	something. And so there is a basic structural
16	issue that might be worth paying attention to in
17	terms of the timing of the development of the
18	panel list as well as what happens when we think
19	about refining the pool that actually winds up in
20	a panel.
21	And when I think about sort of where
22	we want to focus our energy, you know, there are

1 many points of intervention. But there is a lot 2 that happens at the very beginning that bears 3 little relationship to what happens at the end. And I think we heard from some people who said 4 5 they create multiple lists over time that seem, as we've heard, to take a lot of people's time to 6 7 go name by name by name down a list of people who 8 will never show up because they will have moved 9 on by the time the panel is pulled. So there are 10 many challenges here is really the bottom line. 11 BGEN SCHWENK: Judge Walton? Thanks, 12 Suzanne. 13 I could be mistaken in HON. WALTON: 14 this, but there seemed to have been a distinction

by at least several being made about the question of culpability as it relates to culpability in the military as compared to culpability in the civilian world and if there are different factors that conceivably come into play in making that assessment.

If that in fact was being suggested, I would disagree with that. I think that when it

> Neal R. Gross and Co., Inc. Washington DC

21

1 comes to the assessment of culpability, 2 regardless of what the circumstances are, the 3 same factors should be in play because maybe 4 there are other factors that come into play in 5 the military, but it seems to me those factors are dealt with in the administrative aspect of 6 7 punishment as compared to the judicial aspect of 8 punishment. I think the same factors should be 9 in play. And that's when I quess I had a concern 10 because obviously wisdom can't come with age but 11 that's not necessarily true. And therefore, you 12 know, the suggestion --13 Why did you look at me BGEN SCHWENK: 14 when you said that? 15 No, I did not. HON. WALTON: 16 BGEN SCHWENK: Never mind. 17 HON. WALTON: But I --18 BGEN SCHWENK: Look at Dwight when you 19 do that. 20 HON. WALTON: I mean, I don't disagree 21 that can be the case, but I don't think you can 22 universally say that that is in fact a

determining factor of someone's capability of being a good judgment of culpability.

3 So the idea that younger people are not as well qualified may be the case, but it may 4 not be the case. So I just think that we should 5 be looking at the issue of culpability when it 6 7 relates to the military and the civilian world 8 from the same perspective because we're talking 9 about the culpability for crime regardless of 10 what the circumstances are.

11 So, you know, it is a difficult problem because, you know, one, maybe the Army's 12 13 situation may not be as complex because of size 14 and maybe randomization, you know, can be more 15 easily implemented in the Army context as 16 compared to the other services because of size. 17 And I don't know what you do in that context 18 because obviously one of the complaints that 19 we've heard of, and I think it's a legitimate 20 concern, is diversity and whether you are, you 21 know, when you have a diverse person, you know, 22 being judged, you know, do you want some level of

> Neal R. Gross and Co., Inc. Washington DC

1

1 diversity as far as the judging process is 2 concerned or the adjudication process is 3 concerned? And that seems to me to be a real challenge for some of the services because of 4 size and the demographics of those services. 5 How you deal with that I don't know, 6 7 but it seems to me that this is an issue that has 8 to be grappled with because until it is 9 addressed, I think there is going to be, you 10 know, a segment of society that is going to 11 believe that the process is not fair and just. 12 BGEN SCHWENK: Thank you. A.J.? 13 MR. KRAMER: I was just going to say 14 I completely agree with your characterization of 15 what they said about wanting more -- people who 16 have been in the military for a long time and 17 obviously by definition older people. But the 18 people we all heard that from were people, 19 paralegals -- the enlisted panel was paralegals 20 who had been in the service for 25 or 30 years. 21 BGEN SCHWENK: In the subcommittee, we 22 heard it from lots of other people also.

I	
1	MR. KRAMER: So that was my question,
2	did you hear? And I'm under the impression that
3	most of the people charged with sexual assault
4	offenses are in their, or maybe not even 20 yet
5	or in their very early 20s and probably more
6	diverse than the people, the older population of
7	the military, and I'm looking right at you.
8	But did you hear that from like that
9	population as well that they would prefer people
10	who had been in the military longer as jurors,
11	the panel, I mean?
12	BGEN SCHWENK: We heard from like the
13	criminal law chiefs that they emphasized the
14	length of service a lot, education a lot, you
15	know. And that's just, you know, that seemed
16	and in the written comments, there are a lot of
17	different people they drift to that end.
18	I don't know how many of you have sat
19	as jurors or members, but I sat on two murder
20	cases as a romp and stomp 23, 24 year old first
21	lieutenant, and I was comfortable with my limited
22	knowledge base with the findings, guilty or not

1 guilty. I didn't have a clue when we got to 2 sentencing. I mean, I had no idea what anything 3 was worth. But the finding -- and only in 4 capital cases will members be sentencing in the 5 future. So, you know, I guess personally I am 6 7 less thrilled with the idea that you have got to be older in order to be able to figure out guilt 8 9 or innocence. But nonetheless, I am just 10 reporting what we heard, and there is a real 11 across the board emphasis more towards the --MR. KRAMER: But even that sounds like 12 13 it was from people who had been in the service 14 for quite a while. The chief --15 BGEN SCHWENK: Yes, yup. That's what I'm asking is 16 MR. KRAMER: 17 18 BGEN SCHWENK: Yeah. We haven't 19 talked to younger people. 20 MR. KRAMER: -- to that population. 21 And it seems to me the population from which most 22 of the accused come from.

BGEN SCHWENK: Comes from, yeah. We
 should talk to Bill and let him talk to his
 clients. Martha.

MS. BASHFORD: We have to keep 4 5 remembering -- and we're looking at everything through the lens of sexual assault, but there is 6 7 a bigger world out there. And I can -- of course, I can't think of because I don't know the 8 9 general court martial really military specific 10 crimes, but I could see something involving treason or a very sophisticated theft from the 11 12 PX, you know, where you would want somebody who 13 had a fair amount of military service as opposed 14 to an 18 year old deciding these because the 15 crime is steeped in the military. And I don't 16 know that you need it that much for a sexual assault. But I think you do it need for other 17 18 things. And we can't say this for this and that 19 for that.

The other comment I have is about the -- if you do the upfront randomization, you're still going to have somebody there derandomizing

1 it because this person is going to be away. This 2 person is the head of our nuclear silos. We 3 can't pull him off. This person is --BGEN SCHWENK: Personal problem. 4 5 MS. BASHFORD: Exactly. So it seems almost like a waste of time because you're still 6 7 going to have somebody hand culling whatever it 8 is you give to them. 9 BGEN SCHWENK: Thank you. Suzanne, 10 did you have more? 11 MS. GOLDBERG: Yes. Just one point, 12 which is that we heard quite a lot about the 13 particular important differences between the 14 military justice system and the civilian justice 15 system for purposes of who should serve on a 16 panel. 17 And with respect to rank and with 18 respect to at least some experience in the 19 service, that made some sense to me. But I felt in some of the conversation that what was lost 20 21 was the function in this role as a panel member 22 is as factfinder.

And factfinders, as you just pointed out in your example, Jim, serving as a factfinder is a very different thing to make a decision about sentencing, which is why we allow many, many people without a lot of criteria to serve as factfinders in the civilian system.

7 And to continue my run on sentence so 8 that it stays to one sentence, it also strikes 9 me, and we heard some recognition of this, that a 10 system that systematically excludes some members 11 from the possibility of service is one that may 12 reduce confidence overall in the system when 13 people return from serving on a panel and come 14 back with renewed faith in the system, if that's 15 what they wind up, that can have a salutary 16 effect on military justice overall. And I think 17 that is not something that we heard taken into a 18 lot of consideration in some of the testimony we 19 heard. 20 BGEN SCHWENK: Judge Walton.

HON. WALTON: Attitudes about sex
obviously change with age. So a younger person,

Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

5

you know, I mean, may have a totally different perspective about whether there was a rape as compared to an older person because, you know, we've changed significantly when it comes to that issue.

And that's why I have a real concern 6 7 when we talk about, well, should we be excluding 8 certain, you know, younger people because we are 9 talking about younger people who are probably the 10 ones by and large are going to be charged with 11 these offenses and their perspective about what 12 occurred may be very different as compared to an 13 old fogy like me.

14 And so, you know, obviously, you know, 15 as Ms. Bashford indicated, you know, if you're 16 talking about a certain type of crime, you're 17 going to want maybe a different type of juror. But if you're talking about the type of crimes 18 19 we're talking about, I think you do want a cross-20 section of the population of the military because 21 of the different attitudes that different people 22 with ages have about the issue of sex.

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

i				
1	BGEN SCHWENK: Thank you. Do we have			
2	presenters that are going to present from the			
3	public			
4	HON. SMITH: Yes.			
5	BGEN SCHWENK: Jeff. Okay. Oh,			
б	yes, we do.			
7	MR. CASSARA: One more quick comment.			
8	BGEN SCHWENK: Go ahead.			
9	MR. CASSARA: I think we're losing			
10	one thing that we need to keep in mind is that			
11	there is the requirement that the panel member be			
12	senior in rank to the accused. So to some			
13	degree, this is all overcome by that mere factor,			
14	you know. Not every case is an 18-year-old			
15	accused. You know, sometimes, you know, I would			
16	say my average client is 23 to 26 years old, in			
17	which case just by the nature of the beast, the			
18	panel members are going to be older. I just			
19	wanted you to keep that in focus.			
20	BGEN SCHWENK: Thank you. So to go			
21	back to one of Suzanne's earlier points, one of			
22	the reasons that I asked for an hour when I was			

Neal R. Gross and Co., Inc. Washington DC

I

1 doing the PSC update for September was to do 2 exactly the same thing, to have the subcommittee 3 put together a list of issues and options under each issue, a list of the concerns we heard so 4 5 write up, you know, what's wrong and do we think it's broken and if so, what's broken and what's 6 7 the remedy. So that will help drive the 8 discussion so we're going to try to do that for 9 the September meeting.

10 COLONEL BOVARNICK: Okay. So we have 11 two public comments. They are both online. They 12 are both going to have five minutes. At the four minute mark, I'm going to give them a one minute 13 14 warning, and they will be cut off at five 15 minutes, which is the prescribed procedure. And 16 so we're going to start with Mr. Jerry Clifft, 17 and then second, Ms. Holly Yeager. So, Mr. 18 Clifft, you have five minutes, sir, and you can 19 start now, please. 20 MR. CLIFFT: Thank you. Good evening.

21 My name is Jerry Clifft, formerly gunnersmate 22 third class in the United States Coast Guard.

1 My career was ended at a general court martial in 2016 where I was convicted of numerous 2 counts of domestic violence. Those counts 3 stemmed from allegations that were brought to 4 5 light after asking my wife of five years for a divorce and refusing her request for 6 reconciliation. 7 One of those convictions was a sexual 8 9 assault by bodily harm under the article and statute in effect in 2014, and it will be the 10 11 main focus of my statement. The evidence at trial largely 12 13 consisted of her version of events as she 14 described on the stand and in numerous statements 15 she made to individuals prior to trial, including 16 several law enforcement professionals, family and 17 friends and other individuals acting in a 18 professional capacity that were not bound to 19 confidentiality. 20 Her pretrial story was a moving 21 target, but the version she settled on at trial 22 is as follows.

After a three to four day period in which she claims upwards of six consensual sexual acts took place, on the night in question she uttered the words just take me in response to my badgering for sex.

She goes on to testify that she took 6 7 initiative, played along and wanted me to think 8 she was into it, never said no, never said stop. 9 Said that she loved me twice during the act and 10 once immediately after. And most astonishing of 11 all, when asked by my defense if she considered herself an active participant in the act, she 12 13 answered yes. I do not give credence to this 14 version, but it was the testimony the members had 15 to consider in contrast to my plea of not quilty.

I was convicted and served three years of a four year sentence. At trial, it was heavily argued that her apparent consent was invalid due to her sense of fear she had. The fear pled, which was not in relation to any particular threat or event, it was just the general atmosphere of our marriage as described

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

by her.

2	The CCA confirmed on the same grounds				
3	alleging that she was in fear at the time and				
4	could not consent. The CAF as is within their				
5	power and authority to do so denied review				
б	without explanation. Bear in mind that the				
7	charging document made no mention of a theory of				
8	fear and only that of bodily harm, making these				
9	conclusions a direct contradiction of the				
10	congressional intent behind the reconstruction of				
11	the statute and explicitly creating separate				
12	theories of liability in that statute.				
13	Case law such as Pease, Riggins and				
14	Ballantine all help clearly outline those degrees				
15	of separation laid out in the new statute.				
16	While this could make for interesting				
17	conversation and legal debate, it is for me				
18	absolutely meaningless. Despite what legal merit				
19	they may hold, that ship has sailed and I can no				
20	longer seek and receive relief based on those				
21	assignments of error at trial and on appeal.				
22	My appeals were finalized in 2018. I				

filed a timely Fourth Circuit habeas petition in 2019 that was also denied. After that, I shifted my focus to rebuilding my life, but I did not entirely give up hope.

My very last and best hope at any sort 5 of justice would now lie in the very narrow legal 6 7 confines of a writ of coram nobis. In February 8 of 2023, those hopes were greatly lifted in the 9 idea that I could still one day receive justice 10 were validated when I was contacted by a high 11 ranking member of my jury panel. They told me of an alarming event that occurred outside the 12 13 record of trial. The event is as follows.

14 Immediately after my ex-wife's direct 15 testimony, a brief recess was called. She was 16 placed in a room that shared a thin false wall 17 with the jury. She proceeded to wail and cry and 18 carry on for approximately 15 minutes according 19 to the juror all while her victim advocate told 20 her things like how great she did and that she 21 did her part, and it would all be over soon. 22 The juror said it was if she was in

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

1 the same room with them. The entire panel looked uncomfortable. The juror said the situation 2 3 seemed unfairly prejudicial, told the bailiff as 4 much and asked the bailiff if they could be moved 5 to a room further away as a result. And once moved, the juror asked the 6 7 bailiff to inform the judge of the move and the 8 reason why. The juror said many panel members 9 expressed relief to be out of that room. The record reflects that trial counsel 10 11 knew of the move and a very brief exchange of the 12 judge. When the judge asked what was taking the 13 members so long, there was no mention as to why 14 they moved. It was simply noted that they were 15 moved to a larger conference room. 16 The implications of this scenario are 17 many and all of them are the antithesis of due 18 process. 19 Sir, you have one COLONEL BOVARNICK: 20 minute left, Mr. Clifft. So if you want to sum 21 up in the last minute. 22 MR. CLIFFT: Will do. A common topic

brought before this committee is the advocacy for some sort of conviction integrity unit. If one existed, it would surely have been well equipped to discover such constitutional violations.

5 That said, a petition for a writ of coram nobis is on its way and thorough debate 6 7 hearing will surely follow. In what the CGCCA 8 called, and I quote, a concededly close case, I 9 cannot possibly fathom a version of events in 10 which the investigating court or the appellate 11 court could rationally find that the incident did 12 not constitute a gross violation of my 13 constitutional rights for an impartial jury and 14 fair trial and require immediate action. 15 I will end it on this note. I am 16 eager to answer any of your questions, and I 17 thank the Committee for the time. I had to cut

18 it a little short.

1

2

3

4

19HON. SMITH: Thank you, sir. Any20questions? Yes.

21 MS. BASHFORD: Sir, it sounded like 22 you were reading from something. Would you be

> Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

	3		
1	able to forward that to us so that we could look		
2	at it at our leisure?		
3	MR. CLIFFT: I can. Should I send it		
4	to Mr. Trexler?		
5	COLONEL BOVARNICK: Yes, please.		
6	MR. CLIFFT: Okay. I'll do that.		
7	COLONEL BOVARNICK: And		
8	MS. BASHFORD: Thank you.		
9	COLONEL BOVARNICK: sorry. Next up		
10	we have Ms. Yeager. And I'll also remind the		
11	Committee that she did provide extensive written		
12	materials in your update and posted online. Ms.		
13	Yeager, you have five minutes, ma'am, and you can		
14	start, please.		
15	MS. YEAGER: Yes. Can you hear me		
16	okay? My name is Holly Yeager. And I thank you		
17	for giving me his opportunity to talk about my		
18	son, Robert Condon. Our journey began (audio		
19	interference). One person lied and his entire		
20	case was based with that lie. I agree with that		
21	assessment and not only as his mother but also		
22	HON. SMITH: Ms. Yeager, I don't mean		

to interrupt you.

1

2

MS. YEAGER: Yes?

HON. SMITH: Can you maybe try turning your volume down a little bit? I'm not sure -we're getting a lot of feedback here so it's very difficult to understand you. And I'm going to ask that you start over again.

8 MS. YEAGER: Hold on a second. Hold 9 on one second. Is that better? Can you hear me 10 now? Is that any better or any worse?

11 HON. SMITH: Okay. That's better. MS. YEAGER: It is better? 12 Okay. Ι really have my volume down. Okay. As a retired 13 14 police officer looking strictly, I would like to 15 use my time today to bring your attention to three little mistakes that have left what I'm 16 17 (audio interference) a 30 year prison sentence 18 for my son, Staff Sergeant Robert Condon.

19 (Audio interference) was an otherwise
20 impeccable service record. I wish there was one
21 definable issue I could present you with to
22 encapsulate the error in his case where over the

years there were multiple at the federal level of the military judicial system from the investigation, prosecution and finally his appeal.

5 Third, investigators interfered with 6 the witness testimony by first drafting an 7 illegal search warrant of the witness' phone. 8 They then bullied and manipulated her into 9 participating in an investigation that she wanted 10 no part of, ultimately, ordering her to testify 11 against as the victim against her will.

12 She wrote a three page letter to the 13 convening authority begging to be excused from 14 this prosecution, but that request was denied.

15 The investigators altered a statement 16 by directing the next witness to change the 17 previously written statement with regard to 18 (audio interference). They then used that 19 altered statement to put Staff Sergeant Condon in 20 confinement where he remained for 344 days before 21 trial, violating his right to (audio 22 interference) as well as making it difficult for

> Neal R. Gross and Co., Inc. Washington DC

374

1

2

3

him to assist in his own defense. At trial, Staff Sergeant Condon was found not guilty of her alleged charges.

Third, physical evidence was destroyed, most of which was concerning, what my son found, which investigators took into evidence, left lying on a random desk without proper chain of custody. It was broken and the information within unable to be recovered, evidence that was crucial.

11 Exculpatory evidence was withheld when the accuser's prior criminal record was not 12 13 turned over during discovery. This record showed 14 that the initial accuser had a felony conviction 15 along with several other legal issues which she 16 never disclosed to the Air Force, knowledge of 17 which would have proven the accuser enlisted 18 fraudulently into the Air Force while also 19 speaking directly to her lack of integrity.

Fifth, investigators further attempted to influence witness testimony when they contacted Staff Sergeant Condon's friend and

> Neal R. Gross and Co., Inc. Washington DC

1

2

(202) 234-4433

1

2

3

4

5

6

7

8

9

10

11

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

This

12 made the case extremely complicated, and it is 13 difficult to explain it in such a short time. 14 However my son has written an account of his case 15 in a book entitled, The Invisible Casualty by 16 Robert A. Condon, which is available on Amazon as an eBook for \$2.99, and I can offer a PDF book to 17 this Committee if you would like. 18 19 In closing, as a retired police 20 officer with 20 years' experience in the field, I 21 know that if I had been responsible for even one 22 of these infractions, (audio interference) 10

to manipulate her into making a complaint as a victim. The record at trial provided by the

Air Force for his appeal did not match the record at trial provided to his defense attorney, thus

record was provided. We do know that two records

exist, that the prosecutor was aware of this and

compromising the entire appellate review.

made no effort to inform defense counsel.

threatened her using false evidence, attempting

To this day, we are uncertain what

years of my son's (audio interference), I still cannot understand how it could -- which resulted in a 30 year prison sentence could have been handled with such casual disregard for due process.

My son's appellate packet went in on 6 7 During the last 10 years, my son has May 18. lost both of his grandmothers and last Thursday 8 9 his father. He just wants to come home. (audio 10 interference) members of his family are gone. We 11 ask that you intercede on his behalf with the Air 12 Force Parole and Clemency Board. He would like 13 the Board to understand these issues that are 14 specific to his case.

As his mother, I want far more than -COLONEL BOVARNICK: Ma'am, one more
minute, Ms. Yeager. Thank you.

MS. YEAGER: I want him free to (audio interference), and his rights and benefits reinstated. Have legal experts review his case and see if they don't agree. Please, give me back my son. If you have any questions at all

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

4

1 (audio interference). 2 Thank you. HON. SMITH: 3 MS. YEAGER: Okay. Thank you. COLONEL BOVARNICK: And just to remind 4 5 members, we do have Ms. Yeager's statement there, and we will request whatever she wrote, which I 6 7 believe is substantially similar to what you have 8 in your packet. But we will get that as well. 9 Thank you. 10 Judge Smith, that ends the public 11 comment session. 12 HON. SMITH: All right. Thank you. 13 Wrap-up? 14 COLONEL BOVARNICK: Yes, ma'am, I 15 could just cover at a minimum the schedule how it 16 looks like it is shaping up for September based 17 on the requests. 18 So Monday, I believe it would be 19 September 18, that is going to be a separate Case 20 Review Subcommittee meeting. So nothing to do with the full Committee. So on the first day of 21 22 the full Committee meeting, Tuesday morning,

(202) 234-4433

Neal R. Gross and Co., Inc. Washington DC

www.nealrgross.com

would be reserved for the Policy Subcommittee and Special Project Subcommittees to meet as long as they want during the morning and then the public meeting would start at 1300 after lunch.

5 And so two panels, which requested 90 6 minutes each, could take up that afternoon former 7 court martial convening authorities as requested 8 by General Schwenk for 90 minutes and then court 9 martial observations 90 minutes and then we would 10 end with public comment on day one.

11 And then day two, I will ask a little 12 bit about morning, but the afternoon would be 13 reserved for more in-depth subcommittee updates, 14 at least an hour for the Policy Subcommittee to 15 be final discussions obviously from the Special 16 Projects Subcommittee as well as an update in the 17 Case Review Subcommittee, collateral misconduct 18 report.

But I think in the morning there would be time for three panels, I think, so they are not jammed in and go over. But that's what I will throw back to the Committee, whether there

> Neal R. Gross and Co., Inc. Washington DC

1

2

3

1 is a specific request for an update on the OSTC 2 policies, the follow-up, a more focused follow-up 3 on some of the diversity statistics and reports that were discussed today. 4 But, again, I'm going to throw that 5 back to the panel for what you would like in the 6 7 morning for potentially three panels on day two. 8 MS. TOKASH: This is Meghan Tokash 9 speaking. And I sent you an email to this 10 effect, Colonel Bovarnick, but I would request a 11 joint panel rather large, but the three lead 12 special trial counsel and the five special victim 13 counsel, victim legal counsel chiefs who we heard 14 from today, specifically to provide updates on 15 their internal office procedures and how 16 coordination between their offices is actually 17 going. 18 I think there may be value to having 19 all of them at the same table together. So I would recommend -- I know this is a rather large 20

22

21

Neal R. Gross and Co., Inc. Washington DC

time block, but a two hour time block because I

think there is going to be a lot of robust

discussion.

1

2	And then my other request would be for				
3	an update on the IRC's implementation timeline				
4	with appropriate representatives from the				
5	Department of Defense and the respective offices				
6	that are responsible for those implementations,				
7	such as the Office of Force Resiliency and other				
8	offices like that. Thank you for your				
9	consideration.				
10	BGEN SCWHENK: Yeah, Meghan, do you				
11	mean all of the recommendations of the IRC or the				
12	ones from whatever, LOE 1?				
13	MS. TOKASH: All of the				
14	recommendations because I think many of the ones				
15	from LOE 1 are in the middle of the execution				
16	phase right now. And I have a pretty good handle				
17	on I feel, I get that sense that I have a good				
18	handle on those implementations but for the other				
19	IRC recommendations that affect our charter.				
20	Thank you.				
21	HON. SMITH: All right. Not hearing				
22	anything else, I think we are ready to adjourn.				

ĺ	
1	As always, the staff did a phenomenal job
2	preparing. You are appreciated and thank you to
3	everyone on the Committee for your participation.
4	MR. SULLIVAN: This public meeting is
5	closed.
6	(Whereupon, the above-entitled matter
7	went off the record at 4:29 p.m.)
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	

Α A's 327:19 A.J 1:17 357:12 **a.m** 1:10 4:2 97:3,4 159:8,9 204:15 abide 248:1 ability 23:18 48:2 67:2 79:19 90:20 91:8.9 93:11 94:9 106:14 128:14 139:22 141:8 150:13 158:7 315:4 327:17 able 12:7 16:5 18:12 26:11,19 29:11 31:1 37:12 39:6 41:15,18 46:7 62:6 63:12.20 66:16 77:22 79:17 82:21 83:22 91:4 93:2 93:19,21 96:3 97:14 111:8,9 115:15 127:17 162:22 167:1 167:2,7,21 169:7,11 179:13 180:22 181:1 182:22 189:5 193:7 194:2 200:20 201:14 202:7 225:8 241:9 243:1 259:20 264:8 266:11 267:11 278:12 284:8 285:11 288:3,7 290:17 328:18 359:8 372:1 above-entitled 97:2 159:7 204:14 263:20 382:6 abroad 208:18 abrogated 77:16 absent 314:19 absolutely 74:5 80:19 127:1 164:12 172:4 179:7 228:17 230:8 243:17 254:10 262:14 368:18 abuse 177:21 277:5 abusive 278:2 academia 182:2 academic 182:4 academies 254:17 Academy 197:15 accelerated 207:12 accept 38:19 264:11 access 3:19 5:17 7:7 10:11 14:22 17:21,22 18:12,22 26:18 30:5 31:1,10,16 32:6 43:9 43:11 44:17 45:5 46:10,14 47:5 48:9 49:17 50:9,17 51:3 56:13,18 57:14,20

59:17 60:14 62:12.14 64:8 66:17 75:3 76:4 77:1 81:3,20 90:12 91:11 99:7,14,21 100:3,5 101:18 102:7 103:2,8,15 104:19 106:20 107:9 108:19 109:12 110:4 115:13 115:15 117:5,17 118:9,15 119:8,18 120:2 121:6 123:1,14 124:2,4,14 126:8 136:17 137:14 157:9 228:14 289:13,14 320:15 322:13 323:5 325:22 326:3 327:3 328:14,15 329:2,6,12 331:10 accessed 194:17 accessibility 206:22 207:15 208:11 211:12 accessible 28:11 210:4 215:7 220:6 accessions 239:20 accessory 27:20 accidentally 18:17 accidents 203:12 accommodate 38:1 accommodations 218:12 accomplish 151:16 accomplishments 196:11 201:21 account 138:6 332:5 352:18 376:14 accountability 198:20 200:14,18 220:14 accountable 161:7 163:22 164:10 197:21 198:5 199:19 202:8 203:11 204:4 accounts 90:20 accurate 116:4 131:10 221:13 accurately 246:22 accused 13:5,6 103:5 116:3,15 120:8,10 127:8 137:17 152:6 156:16 166:8 177:20 179:3,10 198:1,2 224:18,22 274:22 286:12 294:4 315:4 316:7,10 317:13 318:9 335:9 344:5 359:22 364:12,15 accused's 101:17 106:17,22 accuser 375:14,17

accuser's 375:12 achieve 172:17 achieved 245:16 achievement 218:20 244:13 achieving 197:6 acknowledge 17:8,16 acknowledged 110:1 ACMPRS 336:3 acquire 43:16 44:14 acquisition 219:7 acquittal 224:20 acquittals 85:10 acquitted 150:20 295:22 334:20 335:1 335:7 acronym 232:10 acronyms 139:4 232:19 act 54:21,22 58:17 63:7 103:4 104:1 106:13 110:2 158:3 167:3 216:1 217:6 282:4,8 285:4 331:9,13,17,20 331:22 333:9,10 334:1 335:19 336:7 351:4 367:9.12 acted 350:19 acting 281:4 282:21 366:17 action 3:8 45:1 74:9 116:20 117:3 159:13 160:2 169:7 186:10 187:1 250:18 282:13 285:3 309:20 319:12 321:3 371:14 actions 187:2 198:20 199:4,8 active 110:9 160:10 253:4 367:12 activities 205:13 207:5 208:9 217:1 220:2 Activity 240:14 acts 367:3 actual 131:4 234:1 265:1 290:13 307:11 340:11 adamantly 119:22 adapt 191:22 add 26:22 32:9 77:7 80:9 85:4 139:19 150:22 174:20,21 202:11 277:9 280:17 286:22 292:2 295:18 310:13 335:14 341:1 added 144:9 Adding 33:14 addition 31:18 109:10 189:1 216:4 217:12

271:4 275:11 286:8 286:22 additional 8:8,12 11:22 41:3 67:8 73:20 92:18 101:10 102:9 113:5 125:11 289:6 322:5 337:18,20 additions 115:6 address 60:2 127:13 139:8 165:18 174:13 187:4 197:4 234:6 253:19 258:7 275:4 315:10 321:6,15 336:13 340:15 addressed 103:4 104:2 113:1 145:2 245:1 260:19 337:3 357:9 addresses 80:21 107:15 addressing 305:8 adds 94:9 adequacy 149:17 adequate 121:1 123:19 123:20 147:14 148:15 adequately 106:15 143:19 adiourn 381:22 adjudicated 247:4 adjudication 357:2 administration 230:18 administrative 95:12 101:22 229:5 285:2 287:2 321:3 322:2 331:15 355:6 admiral 253:6 admits 156:4 adopted 11:15 26:16 adoption 63:3 Adrian 108:22 109:2 Advana 223:21 advance 207:13 211:4 211:11,16 218:16 288:5 290:11 advanced 220:19 223:21 advancement 162:5 advancing 215:10 217:5 advantage 210:8 advantages 208:17 210:13 345:4 adventure 280:7 adversary 95:13 adverse 62:22 282:13 285:2 advice 16:22 47:6,13 63:20 advisability 288:17

383

303:1 340:6 advisable 304:1 308:1 308:11 advise 16:21 47:2 311:1 advised 78:8,13 advising 63:8 64:10 advisory 1:1,9 4:5 111:20 243:1 303:21 advocacy 3:4,7 27:4 269:3 371:1 advocate 15:10 64:6 72:12 79:10 88:4 109:11 138:4,11,22 150:5 153:6 154:5 157:10 160:7 161:9 163:10 369:19 advocated 98:20 133:7 advocates 7:3 35:20 57:7 72:15 108:6 110:4 130:10 161:4 225:2 237:11 351:6 advocating 98:8 121:11 126:11 132:14 161:20 175:4 affairs 103:13 214:2.3 affect 50:6 239:19 255:2 323:9 381:19 affirmative 330:1 affirmatively 218:16 afford 77:17 afforded 53:15 123:18 afraid 199:11 African 169:8 African-201:12 African-Americans 201:10 afternoon 97:11,14 205:3 289:20 293:12 379:6,12 afterward 353:11 age 177:18 294:3 355:10 362:22 aged 271:17 agencies 230:19 268:18 agency 99:17 210:20 282:15 334:19 336:5 agenda 97:9 263:15 ages 200:16 363:22 agile 208:21 ago 34:10 38:14 78:7 87:1 136:1 165:8 177:17 241:21 255:11 agree 23:11 30:1,15 47:14,22 51:20 55:22 79:15 82:19 84:7 85:17 112:12 127:19 131:15,19,19 158:1

173:15 179:1 269:1 270:22 310:11 321:12 325:20,20 327:10 340:10,13 343:6 347:21 352:2 357:14 372:20 377:21 agreed 225:11 251:3 agreement 63:10 78:21 127:18 128:12 338:4 341:10 agrees 173:20 ahead 21:21 43:19 44:19 233:18 284:5 284:16 305:13 311:21 349:16 364:8 aimed 217:14 aims 87:14 air 6:16 9:7 14:20 19:19 46:4,12 54:6 55:4,15 60:17,21 62:17 75:8 76:20 80:10,10,16,20 81:8,17,18 84:17 93:8 110:9 159:14 168:7 190:1 197:15,18 202:15,20 266:1 305:4 347:12 348:6 352:11 375:16,18 376:5 377:11 airplane 191:16 airtight 22:6 akin 316:18 Alabama 122:2 alarming 369:12 alert 324:4 alerted 275:21 algorithm 348:19,19 alignment 58:16 allegation 91:5 127:16 131:10 allegations 366:4 alleged 13:3 127:15,16 282:9 286:16 312:22 313:12 325:5,13,14 375:3 alleging 368:3 allow 45:6 73:7 118:3 142:9 157:10 193:14 362:4 allowed 184:18 265:11 allowing 91:18 108:18 114:9 246:4 allows 93:4 101:9 123:17 210:14 alpha 172:18 344:15 altered 374:15,19 alternative 104:3 Amanda 2:6 amazingly 246:16

Amazon 376:16 ameliorated 345:8 amend 333:8 amended 65:17 334:3 amendment 281:16 amendments 281:18 American 3:9 159:16 163:12 169:9 201:13 amount 11:1 23:9 49:2 63:21 121:15 125:20 125:21 270:13 300:12 310:17 336:8 360:13 analysis 45:14 83:8 92:13 228:22 Analyst 2:7 analytical 23:20 220:15 220:18 analytics 214:2 216:10 220:19 221:6 223:21 224:9 226:10,15 237:2 248:13 261:15 293:13 analyzes 106:17 ancillary 27:19 and/or 327:21 Anderson 1:13 149:12 149:12 195:17 241:2 241:18 251:19,20 253:2 336:11,12 Andrews-Bolling 173:2 anecdotal 34:6 37:20 68:1,14 78:6 176:5 anecdotally 17:20 29:13 150:16 177:16 268:14 anecdote 293:9 anew 78:20 Ankele 2:3 anniversary 183:19 184:13 announce 97:5 announcement 97:6 answer 23:3 26:12 37:10,13 39:1,7 50:8 61:18 62:14 121:20 125:19 127:22 145:3 147:19 153:11 183:16 187:6 200:2 227:5 240:9 251:9 302:17 302:19 303:10,11 304:20 307:3,10 325:8 342:13 371:16 answered 166:20 367:13 answering 108:14 327:14 328:3 337:17 answers 42:4 70:2 172:16 242:21 255:1

262:22 anti-233:19 249:2 anti-harassment 233:15 235:2,15 244:14,22 245:17,19 249:1,14 251:17 anticipate 182:8 203:4 203:4 anticipation 203:9,10 283:21 antithesis 370:17 anxiety 101:3 anybody 74:14 228:18 229:7 244:7 301:16 337:20 338:2,7 346:2 346:4 anymore 176:9 273:22 anyone's 136:22 anyway 280:21 303:18 AOR 35:22 apart 327:21 352:14 apologize 127:10 236:18 247:16 apparent 367:18 Apparently 298:16 appeal 157:7 368:21 374:4 376:5 appeals 62:12 65:8,16 65:19 66:18 368:22 appear 99:7 223:7 **appearance** 326:8,17 appeared 98:9 appearing 293:15 **appears** 97:9,10 144:8 **appellate** 58:18 65:10 65:13,18,21 75:9 117:3 266:16 296:15 371:10 376:7 377:6 applicable 117:1 applied 79:3,4 87:8 applies 64:18 69:9 235:8 334:1 345:1 **apply** 70:11 331:17,18 333:10 applying 344:11 appointment 10:6 appreciate 108:9 139:14 150:2 152:20 160:1 204:11 206:9 234:21 262:18 appreciated 18:9 382:2 approach 14:21 47:13 60:18 163:5 205:11 205:12 208:13 220:16 249:20 257:13 303:9 343:6 appropriate 118:9 312:15 322:3 330:12

381:4 Appropriations 185:18 186:8 **approve** 275:22 approved 160:20 approximately 369:18 April 207:17 architectural 218:15 area 21:7 60:9 129:17 235:6 240:9 318:12 322:10 areas 6:6 82:13 143:11 172:7 213:2,18,21 216:12 219:16,17 220:1,9 221:10 238:6 239:15 255:8 265:6 322:18 340:14,17 Arfaa 204:19 205:2,4 213:13 222:14 223:15 225:11 226:7,16 228:10,16 229:1,9,17 229:21 230:1,3,13 231:14,18,20 232:4 232:11,15,18 233:2,6 233:22 234:15,18 235:10,14,22 236:10 238:12 240:13 241:1 241:6 242:10,16 243:17 244:5 245:4 247:1 248:7 249:4 250:2 251:15 252:15 253:20 256:7,12,15 256:19 257:4,9,19 258:9 260:12 261:6 261:14 262:12,17,20 263:7 **argue** 107:3 326:4,22 argued 367:18 argument 119:12 125:17 136:2 Arlington 1:9,10 arm 206:5 217:10 239:13 240:15 255:4 armed 1:2 4:7 65:19 208:16 222:6 281:4 300:18 Army 2:1 6:12 7:18 14:4 19:4 27:1 30:20 31:9 46:5 55:15 82:1 86:1 88:4 90:13 95:9 100:9 146:10 190:8 196:3,3 196:4 265:22 279:19 282:7 294:20 305:3 307:16 312:10 323:19 323:22 336:2 340:18 347:12,20 356:15 Army's 23:15 162:17 265:2 284:19 335:17

356:12 arounds 79:21 arrangement 81:15 arrangements 297:19 323:21 article 50:1 58:15,15 65:17 70:11 77:14,19 78:10,17,20 82:14 87:8 93:14 102:6,7,12 102:15,19 103:13,17 104:5,14,17 149:17 155:3 157:7,19 170:4 170:13,19 171:8 242:2 266:14 277:4 296:11 297:12 301:10 331:1,2,6,18 332:13 332:17 333:8 334:2,3 336:1 344:3,11 349:15,18 350:9 366:9 articles 85:20 articulate 16:5 articulated 24:6 171:21 asked 5:19 13:13 34:9 36:8 55:8.11 58:1 82:12 84:18 101:19 107:12 110:16 111:14 112:5,7 113:4 125:14 147:17 170:13,19,21 171:3 195:19 274:8 275:7,11 277:11,16 283:7 307:11 310:19 314:7 320:18 321:14 335:10 340:15,15 364:22 367:11 370:4 370:6,12 asking 73:19 114:5 131:16 136:15 137:5 138:21 177:14 182:16 299:15 327:16 328:21 329:21 359:16 366:5 asks 194:19 aspect 43:2 334:13,14 355:6.7 aspects 47:19 aspersions 79:2 aspirational 77:14 assault 1:1 4:7 5:21 13:21 75:21 98:8,21 99:10,16 100:22 108:21 109:5 110:8 112:3,6 113:11 114:13,20 117:21,22 125:1 126:4 129:6 137:12 152:11 153:7 153:7 161:6 162:6 164:8 192:8 203:20 243:9 255:22 261:18

Neal R. Gross and Co., Inc.

Washington DC

265:7 267:12.16 276:14,16 278:4 282:10 342:3 358:3 360:6,17 366:9 assaulted 98:5 161:2 198:9 assaults 4:21 189:11 assembled 87:7 assert 327:18 asserting 327:20 assess 97:21 119:1 216:6 292:4,11 assessing 248:4 330:8 assessment 36:20 342:13 354:20 355:1 372:21 assessments 220:11 assets 65:3 assigned 39:14 assignments 7:3 161:21 368:21 assist 41:6 375:1 assistance 17:12 53:13 assisted 117:16 associated 11:5 24:21 assume 186:6 228:21 234:18 236:13 assumed 112:13 assuming 252:3 **assurance** 157:15 assure 158:7 astonishing 367:10 asymmetric 208:22 atmosphere 367:22 attachments 282:18 attack 212:15 255:8 attacked 181:22,22 attacks 182:10 attempted 375:20 attempting 376:1 attend 264:8 265:11 attendants 81:18 attended 271:3 attention 24:7,8 143:15 144:1 148:15 271:15 271:16 280:18 312:5 353:16 373:15 attentive 320:19 attitudes 362:21 363:21 attorney 2:5,6,7,8,9,9 18:1 61:20 63:8 106:7 112:2 135:15,16 376:6 attorneys 63:18 64:5 68:4 277:15 337:6 audible 69:12 audio 372:18 373:17,19 374:18,21 376:22

377:1,9,19 378:1 audiotapes 296:2,4 **August** 231:17,19 283:20 284:13 Austin 162:16 authorities 225:2 298:16,22 379:7 authority 9:11,11 61:1 62:19 88:7 89:5 116:20 128:4 344:11 345:1,5,22 346:1,2 348:5 368:5 374:13 authority's 117:3 Authorization 216:1 217:6 authorized 10:8 16:18 automated 24:1 135:21 automatic 129:21 130:16 139:21 146:15 147:4 168:4 automatically 100:7,13 105:7 133:4 134:2 135:2,3 138:14 automation 130:4 availability 35:7 148:11 348:13 available 7:5 8:1 14:9 39:9 72:8 86:19 116:10 121:13 123:3 202:10 230:12 256:9 256:18 309:6 330:9 330:18 332:3,20 333:11 334:2,5 348:15 353:12 376:16 Avenue 1:10 average 36:22 37:2 364:16 averse 68:16 avoid 62:2 aware 31:4,8 34:19 64:20 110:21 111:12 122:1 129:9 152:19 166:17 186:20 226:1 337:5 376:10 awareness 186:5 В **b** 304:2 307:4 327:18,19 B-1 320:10 **B1** 308:14 **B2** 309:4,18 **B3** 309:19,19

back 39:7,11 58:14,22

78:20 80:7 82:4 86:3

199:17 200:13 202:14

203:14 224:8 225:20

99:18 158:10 187:6

187:21 188:4,20

	I	l
226:5 236:19 242:4	294:5	369:5
242:18,20 243:13,16	basis 62:9 68:14 106:18	better 4:7 25:2,10,14
247:2,17 248:14	174:14 176:2 186:21	28:6 29:11 31:9 32:1
251:20 260:16 262:15	baton 291:1	32:6,7 37:10 43:22
262:21 280:16 283:5	<b>battle</b> 107:5 162:15	44:22 80:6 104:20
283:14 287:9 294:2	battlefield 190:9	113:1,20 135:22
295:3 301:11 322:21	<b>Bear</b> 368:6	140:13 151:14 181:1
333:5 338:11,13	bears 354:2	181:2 204:1 210:7
343:13 345:12 346:10	beast 364:17	243:10 255:17 259:16
350:12 362:14 364:21	beautiful 198:22	259:22,22 260:1
377:22 379:22 380:6	becoming 93:15	272:13 290:19 343:18
backbone 212:7	bedding 45:22 317:12	351:22 373:9,10,11
background 222:15	bedrock 99:15	373:12
294:1 334:21	began 162:13 372:18	beyond 57:22 124:17
	begging 374:13	153:9 154:11 209:18
backgrounds 86:11		
187:13	beginning 189:10	270:12
backlash 182:7 186:10	345:13 354:2	BGen 1:18 228:18
200:3	behalf 26:22 30:21	229:2,16,19,22 230:2
bad 122:20 173:3	79:10 110:2 119:21	230:9 231:10,16,19
badgering 367:5	130:10,11 140:1,3	231:21 237:1 240:10
bailiff 370:3,4,7	326:22 377:11	240:21 241:19 242:15
balance 88:8	behalfs 118:6	242:19 244:1,6,17
Ballantine 368:14	behavior 107:15 215:4	246:7,10 247:16
balls 352:11	behaviors 216:11	261:9 262:2 263:4,18
bank 332:5	217:21 221:19 235:18	269:1 291:8 292:16
bar 337:3		
	248:17,18	296:22 297:4,6,10
barracks 203:5 267:8	beholden 105:16	299:19 300:1 302:16
barred 61:5	believe 26:15 30:15	304:3,7 344:2 347:17
barrier 239:22 259:19	49:3 58:8 59:6 69:22	348:21 349:2,5,7,16
barriers 163:15,15	70:17 79:22 80:20	350:11,15,17 353:5,8
164:2 218:15 227:12	82:14 92:13 113:7,18	354:11 355:13,16,18
227:19 258:11 275:9	123:9,21 124:1	357:12,21 358:12
base 273:2 358:22	128:12 132:6 137:19	359:15,18 360:1
based 47:8,10 63:21	141:20 151:3 160:12	361:4,9 362:20 364:1
74:9 85:11,16 93:7	171:17,20 173:5	364:5,8,20 381:10
138:10 152:11,22	177:5 191:20 193:6	bias 153:15 192:22
153:15 174:16 176:5	199:2,3 206:14 219:4	197:8 202:13 241:15
	246:20 272:16 312:11	
196:10 258:9 281:15		351:15
289:4 293:8 312:20	319:14 331:2 357:11	biennial 281:2 282:2
349:11 368:20 372:20	378:7,18	big 30:13 62:11 66:17
378:16	believing 113:8	158:13 191:1 213:11
bases 150:6 172:6	<b>bell</b> 291:20	250:5 280:16 305:1
173:1,2	belongs 24:18	323:6 346:10 349:2
Bashford 1:14 4:15,16	beneficial 129:5 239:6	bigger 239:14 360:7
69:11 82:12 264:1	306:17 309:1	biggest 173:22 274:11
285:13,14 287:8	benefit 62:5 84:2	<b>bill</b> 167:12 186:8 333:15
293:2 295:15,18	168:15 211:5 273:10	333:16 360:2
296:9,12,14 299:17	331:3	billion 217:3
299:20 304:9,10	benefits 53:1 163:18	bills 123:10 186:17
317:7,8,20 318:19	181:8 190:22 377:19	333:15
323:4,5 338:8,9	benefitted 161:13	binary 123:8
342:11,12,22 343:4	Berenson 2:4	binders 213:11
360:4 361:5 363:15	<b>best</b> 5:3 16:22 17:10,17	binding 92:5 104:18
371:21 372:8	61:21 86:18 93:1	155:20
basic 15:3 103:5 168:9	94:10 113:18 122:9	biographies 7:4
188:4 189:4,7,12,16	122:11 140:12 188:5	birth 332:5
270:7 353:15	190:7 195:21 210:22	birthday 196:4
basically 196:22 281:18	221:5 346:19 347:4	bit 12:10 62:13 64:16
п		

71:7 127:10 141:9 147:15 152:21 153:2 155:7 157:14 160:3 160:22 166:6,14 179:13 193:11 244:22 272:5 287:10 306:7 307:2 318:11 345:9 373:4 379:12 black 186:5 192:19 199:6 280:15 blame 204:6 Bliss 136:1 block 128:12 380:21,21 **blood** 50:4 blurt 193:4,5 board 95:5 96:11 109:11 116:17 190:5 196:21 258:19 359:11 377:12,13 boards 196:7 198:14,18 202:6 **bodies** 84:3 **bodily** 45:20 366:9 368:8 **body** 83:14 150:13 176:14 Boggess 2:4 **boil** 192:11 **bono** 99:8 111:10 114:21 book 203:6 376:15,17 books 280:16 bothers 303:15 bottom 164:4 187:21 231:11 281:19 354:10 bought 164:6 bound 67:5 366:18 Bovarnick 2:1 4:14 5:6 96:21 97:5 159:3,10 204:12,17 213:10 263:9 280:11 286:3 288:2 292:1 301:3,6 301:15,18 365:10 370:19 372:5,7,9 377:16 378:4,14 380:10 box 344:17 Boyd 98:7,9 108:12,17 108:20 130:2 139:19 145:10 159:2 Brady 125:16 brain 91:8 314:20 315:6 branch 161:11 331:19 branched 157:19 branches 147:9 154:8 306:16 brand 273:21 Brandon 167:3

brass 138:17 151:15 breaching 45:7 break 3:6,13 39:15 96:22 97:16 159:5,6 204:12 263:11 breakdown 224:4 breaker 265:9,18 breaking 254:15 breakout 265:7 brevity 289:3 Brewer 6:11 7:14,17 14:3 19:4 20:16 30:19 32:8 34:9 42:20 46:10 46:18 51:18 70:18 71:20,22 82:19 85:17 90:5,10 95:8 Brewer's 48:15 bridge 28:3 bridging 208:8 brief 6:8 31:22 69:22 90:11 206:2 207:7 239:16 369:15 370:11 briefed 207:9 briefers 18:8 briefings 269:7 briefly 204:18 212:21 271:2 292:2 brilliant 193:2 194:6 bring 6:22 29:6 30:2 58:15 99:18 166:11 205:13 210:11 243:19 245:19 254:9 273:12 373:15 bringing 91:6 254:16 brings 96:1 broad 242:20 243:4,8 303:13 broaden 299:9 341:14 broader 100:4 210:6,17 303:18 broadly 77:10 207:14 broken 227:16 232:1,2 365:6,6 375:8 brought 24:6,8 27:13 84:6 255:10 366:4 371:1 budget 216:20 217:3 build 27:5 32:4 56:18 57:20 95:4 205:15 238:15 built 218:7 **bullied** 374:8 bunch 185:19 198:7 237:19 269:20 297:13 **buried** 136:2 **burnout** 17:13 business 217:16 290:13

**busy** 135:19 186:22 С **C** 292:3.4 320:3 339:11 342:7 **CAF** 368:4 caliber 115:1 California 122:3 call 41:2 138:20 161:15 163:5 172:18 222:4 223:21 238:19 292:6 296:4 called 39:1 119:14 136:9 152:15 162:16 166:16 171:15 180:2 222:5 223:20 239:18 269:18,19 282:5 286:9 318:20 336:3 369:15 371:8 calling 156:21 177:14 182:16 207:14 208:4 289:6 calls 130:9 181:5 199:1 237:18 camera 267:15 cameras 267:7 candidates 196:22 candidly 121:1,9,22 123:3,10 124:15 125:4 143:5 146:17 149:1 156:16 cap 184:20 capabilities 210:14 211:11 214:3 capability 84:10 218:2 220:16 226:2 356:1 capable 84:14 209:4 318:6 capacity 165:10 329:13 366:18 capital 1:9 219:5 359:4 capitalize 176:10 Capitol 162:9 caps 184:21 Captain 6:13 9:22 14:10 21:16 23:3,11 24:11 28:13,18 29:3,22 35:15 37:15 46:21 47:14 55:6 59:10 60:12 75:6 77:6 85:5 94:12 96:1 captains 178:4,9 253:13 capture 223:4,17 224:1 capturing 223:8 Cardnell 159:15 165:1 173:17,18 181:3 187:4

care 181:14 203:8,16 206:17 346:3 career 4:20 171:5 218:3 224:4 366:1 carefully 171:12 Carol 6:11 7:17 94:14 carry 369:18 case 3:17 5:17 12:18 13:16 15:5,18 21:15 24:15 27:20 40:9,14 40:18,20 43:3 44:21 47:7 48:2 49:10,22 50:2 66:14 69:3 71:22 72:2 74:2,13 76:15 78:7 79:1,5 80:15 82:1,1 95:15 97:22 101:16 112:4 117:6 117:10 118:9,16,17 124:3,13,20,22 127:5 128:15,17 133:18 135:14 137:21 141:8 143:16,17 150:20 152:14 156:5,10 162:20 177:8,13 181:4,6 185:8 189:1 223:10 251:16 274:7 274:10.20 292:22 293:2 296:10 299:13 299:15 316:9 319:6 323:10 325:5,11,15 326:8,13,17,20 355:21 356:4,5 364:14,17 368:13 371:8 372:20 373:22 376:12,14 377:14,20 378:19 379:17 Case-by-case 12:1 **Caserta** 166:16 **Casertas** 169:9 cases 13:9 20:7 27:15 37:20 38:8,9 39:13 44:6 46:13 81:16 82:16 85:8,12 104:22 115:10 117:14 143:22 144:2 146:20 147:1 149:2,10 166:7,8 167:16 168:3 175:4 177:1,9 197:5 224:14 224:18,22 264:11,12 267:11 276:14,16 284:22 285:16 294:11 294:20,22 304:18,19 313:10 314:11 317:1 319:8 327:10,13 329:3,4 358:20 359:4 **Cassara** 1:14 12:8 232:7,13,16 236:4 314:17 324:16,18

350:14,16 364:7,9 Cassia 1:18 181:18 cast 87:2 casting 79:2 casual 271:7 377:4 Casualty 376:15 catch 24:12 63:12 catching 67:9 categories 39:15 42:17 102:9 258:3 290:7 302:7,11,14 304:12 304:18 308:2 309:15 309:22 310:18,22 category 42:18 81:5 87:17 308:3 310:20 311:3,12,13 350:1 caught 28:20 267:15 cause 68:19 75:3 83:16 84:12 91:15 95:21 104:18 136:22 153:15 164:7 224:15 225:3 268:1 caused 136:10 causes 162:5 260:5,20 causing 95:20 cautiously 29:5 caveat 62:18 caveats 195:12 CCA 368:2 cell 249:9 center 17:12 211:9 217:11 228:21 240:18 CEO 98:17 certain 19:21 30:5 42:22 88:12 154:8 258:3 267:16 281:12 308:3 316:6 319:7 334:4 336:8 363:8,16 certainly 41:12 81:1,5 126:20 133:5 191:9 267:16 287:14 331:6 certification 27:9 31:22 265:4 cetera 322:15 344:6 350:8 CGCCA 371:7 chain 18:22 22:18 375:8 chair 1:11,13 5:11 6:10 9:6 99:4 114:6,7 291:7 301:12 305:15 Chairman 205:8 challenge 96:10 275:4 357:4 challenged 346:12 challenges 51:9 80:9 115:15 140:18 141:3 162:21 197:4 216:16

223:3 272:1 274:11 275:8 276:10 299:6 350:21 352:7 354:10 challenging 142:3 311:12 chance 93:1 202:21 chances 298:22 change 57:11 61:10 90:21 91:16 94:22 96:21 114:18 151:10 151:10 158:9 163:20 203:4 222:8,9 275:3 319:15,15 352:15,16 353:14,14 362:22 374:16 changed 12:9 50:16 91:6 124:10 144:8 164:11 173:1 222:8 233:16 235:20 363:4 changes 32:19 112:21 113:11 136:15 149:18 184:17 237:14 269:5 269:10 282:1 changing 200:15 219:7 233:11 352:16,17 channels 50:10 Chapter 320:6 339:14 342:10 characterization 277:21 352:3 357:14 characterizations 192:1 characterize 192:14 charge 9:1 11:21 110:15 133:2,7 249:18 charged 112:9 203:10 279:15 358:3 363:10 charges 8:2 9:2 11:19 12:3 43:2 78:19 111:13 112:10,16,16 112:19 132:20 180:13 199:20 309:8 345:7 375:3 charging 368:7 Charlottesville 273:16 chart 212:20 213:14 297:14 charter 292:10 381:19 Chase 185:5 check 130:20 291:2 344:17 checking 301:18 chief 2:2 6:11,13,15,17 6:19 72:10 164:7 207:16,20 347:22 359:14 chiefs 22:22 205:8

358:13 380:13 child 277:5,11 314:15 children 193:14 329:5 chime 149:14 choice 107:7 123:8,9 134:17 138:10,13 139:8 choose 113:18 chooses 287:5 choosing 279:19 Christmas 55:7 chronology 281:8 Chuck 2:6 212:17 CID 34:19 Cimmino 6:13 9:22 14:10 21:16 23:3,12 24:11 28:13,18 29:3 29:22 35:15 37:15 46:21 47:15 55:6 59:10 60:12 75:6 77:6 85:5 94:12 96:1 circuit 267:7 334:17 369:1 circuits 268:4 circumstance 138:9 circumstances 35:10 79:16 112:8 149:4.6 307:5 309:9 313:21 319:7 325:10 342:19 355:2 356:10 **Cisneros** 207:20 cite 235:22 citing 146:12 citizen 167:21 citizens 3:9 159:16 168:9 civic 87:2 civil 156:5 165:21 213:5 213:19 214:19 218:13 civilian 3:4,7 17:22 40:21 43:7 48:8 53:22 57:171:988:17,21 89:4,13,19 101:20 120:16,22 121:14,17 121:19 122:14,18,21 123:4 136:18 140:13 141:22 190:5 199:20 199:22 215:12 216:7 217:22 245:17 254:3 271:18 316:22 326:5 326:16 328:6 329:14 336:5 345:18 354:18 356:7 361:14 362:6 civilians 136:16 190:6 235:11 249:5 268:12 275:2 **CJIS** 39:19,19,22 40:5 claim 120:10 121:4

181:8 claims 160:18,19 161:1 164:3 187:6 194:7,8 203:20 367:2 clarification 112:18 256:17 325:16 clarified 126:2 clarity 76:14 273:12 class 212:4 319:1 365:22 classified 81:4 classroom 264:18 cleanup 337:16 343:14 clear 14:12 106:8 113:2 141:1 235:13 272:16 304:10 309:10,18 315:17 325:7 340:17 clearly 277:5 307:12,15 368:14 clemency 116:7,17 377:12 clerked 87:1 clerks 192:12 client 16:21 17:1 25:4.7 43:17 62:20,20 63:9 64:10 68:20 69:7 73:11 91:5,10 92:7,7 92:8,22 142:16 143:19 158:7 364:16 client's 73:8 143:16 157:11 326:22 clients 10:3 27:6 33:7 63:17,21 65:4,14 66:9 68:4 79:10 82:17 92:17 101:5 126:16 128:9 142:12 146:3 158:10 360:3 Clifft 365:16,18,20,21 370:20,22 372:3,6 climate 215:1 249:8 258:14 261:10 climates 218:1 close 24:16 154:17 294:21 371:8 closed 22:5 162:2 267:7 382:5 closely 129:9 211:3,17 closer 170:17 closing 376:19 clothing 45:21 clue 359:1 CNA 228:20 229:14 co-chair 165:12 coalition 185:16 186:20 Coast 6:21 11:12 16:2 25:9,12 63:3 80:9 88:3 236:4,9,14 253:13 365:22

**code** 38:13 65:9.10.12 67:6 82:4,9 320:7 331:7 339:15,15 342:10 coded 317:1 coffee 232:17 **cofounder** 109:17 114:21 cognizance 64:5 coincides 183:20 **cold** 142:17 collaborate 225:19 239:9 242:13 249:12 collaborates 211:17 collaboration 206:12 221:11 261:12 296:9 collaborative 268:11 collaborators 210:19 collateral 3:15 280:9 281:2,6 282:10 283:3 285:1,17,21 286:5,16 379:17 colleague 205:19 255:10 275:7 colleagues 47:17 51:20 53:7 56:1 75:3 90:14 236:14 254:6.10 270:22 272:12 290:21 302:1 collect 35:16 collection 255:15 257:8 293:7 collective 115:12 160:7 collectively 147:8 Colonel 2:1 4:14 5:5,6 6:11,15,17 7:14,16 9:5 10:17 12:14 13:8 14:3 15:6 16:12 17:9 18:7 19:4 20:16 23:6 23:8 27:11 29:1,4 30:1,19 31:13 32:8 34:9 35:5 37:11 42:20 46:4,10,18 47:14 48:14 51:18 54:6 60:13 62:4,10 67:10 70:18 71:14,20,21 75:8 77:8,9 79:13 81:9 82:19 84:17 85:17 86:13 90:4,10 93:17 95:8 96:21 97:5 159:3,10,13,21 198:13 204:12,17 213:10 263:9 280:11 286:3 288:2 292:1 301:3,6,15,18 365:10 370:19 372:5,7,9 377:16 378:4,14 380:10

colonels 178:6 198:15 253:12.12 color 81:21 87:16 192:19 198:22 253:5 258:4,21 combat 161:4 162:1 172:11 189:2 combine 87:11 combined 94:16 come 29:10 33:12 35:8 37:2,3,5 39:7 40:22 58:14,22 60:3 63:18 72:17 76:12 80:16 95:3 101:11 113:17 121:4 136:18 169:4 183:4 187:12 188:20 194:17 212:20 230:4 236:13 261:19 269:11 272:16 283:11 288:4 295:14 298:6 311:5 314:16,18 330:11 331:9 333:17 344:7 348:1,4,14 349:10 352:6 354:19 355:4 355:10 359:22 362:13 377:9 comes 75:14 94:5 115:18 126:20 127:2 130:20 173:4 192:10 192:17,18 193:16,16 194:19 196:2 239:16 298:21 355:1 360:1 363:4 comfort 109:20 194:11 302:8 comfortable 179:13 180:11,15,22 292:18 323:16 338:16 343:1 358:21 coming 36:13 115:3 161:1 169:8 179:22 195:18 206:4 222:20 251:7 264:19 269:21 285:15 287:17 325:19 command 15:10,14 154:11 249:7 261:10 275:20,21 282:11 287:13 348:2 commander 171:7 202:19 273:2 285:19 commanders 48:19 82:6 86:17 202:15,17 202:20 203:4,9,11,21 204:1,2 262:6 299:1 commanders' 199:1 commanding 287:4 commands 86:21 87:7 152:1

comment 3:21 4:15 59:11 81:10 88:2 129:3 150:1,4 153:21 325:21 360:20 364:7 378:11 379:10 commentary 326:18 comments 82:20 149:15 159:18 169:16 170:5 174:20 181:17 204:11 222:17 271:4 285:12 304:6 351:2 351:18 358:16 365:11 commingled 44:7 commit 282:10 commitment 209:12 216:20 217:5 committed 115:21 166:18 203:21 committee 1:1,9 3:19 4:5 5:12 17:14,19 29:13 51:16 64:2 81:14 98:11,16 99:4 108:6 114:8 115:5 122:7 126:6 132:11 133:5 152:19 153:2 153:21 165:12 169:19 174:18 175:17 185:18 210:20 222:13,22 223:12 226:5 243:2 244:19 249:20 265:14 267:6 268:6 271:11 276:18 278:5 281:4 284:5,7 288:4 289:13 289:18 290:9 292:7 297:3 303:21 318:14 319:13 322:2.22 331:4 333:19 337:13 371:1,17 372:11 376:18 378:21.22 379:22 382:3 committing 204:5,8 common 15:19 36:4 50:16 52:13 68:2 370:22 Commonwealth 109:12 communicate 22:18 74.3 communication 21:17 21:21 22:8 27:1 31:18 68:3 287:9 communications 78:3 214:2 221:10,13 communities 202:5 community 29:15 125:4 168:21 169:9 193:10 202:2 266:20,21 268:3 comparably 271:17

comparative 155:9 comparatively 140:12 140:21 compared 88:16 120:9 121:17 354:17 355:7 356:16 363:3,12 compelling 24:4,5 compete 219:5 competence 64:7 competency 264:13 competent 94:10 **compile** 284:3 complainants 34:2 145:19 complaint 325:6 376:2 complaints 237:19 356:18 complete 102:11 111:9 347:3 completed 224:13 228:20 229:11 230:3 230:11 231:16 completely 75:4 109:3 112:17 164:5 173:15 340:13 341:5 357:14 complex 65:20.21 100:4 209:1 321:7 356:13 **complexity** 38:20 39:5 compliance 204:1 214:22 215:14,20 219:12 220:3,5,14 221:8 226:12,13 239:13 245:16,20 246:12 compliant 245:22 246:4 246:11,18 247:4,15 248:10 complicated 179:5 295:20 376:12 comply 92:18 217:19 component 64:9 components 67:11 129:12 212:4 230:15 234:8 244:15 245:11 245:18,22 247:7 250:7 265:7 266:2 composed 169:21 composition 84:19 169:22 170:9 293:7 compound 329:8 Compounding 100:11 comprehensible 19:16 comprehensive 133:6 208:13 221:6 compromise 60:6 80:19 compromises 49:4

compromising 67:2 376:7 computer 26:15 348:19 349:11 computerized 28:10 computers 28:4 computing 28:2 48:9 con 4:10 concededly 371:8 conceivably 354:19 concern 48:15 60:10 61:8 80:21 137:21 141:6,12 151:8 158:4 158:5 267:4 278:19 312:20 313:2,20 314:4 319:4 325:12 332:17 355:9 356:20 363:6 concerned 41:7 120:14 203:7 271:8 357:2,3 concerning 100:3 116:14 195:20,22 273:7 375:5 concerns 59:21 63:19 66:22 67:2 87:15 103:4.7 104:1 120:21 137:10 139:15 142:7 166:20 167:1 266:14 266:17,19,20,21 267:2 268:2 302:15 312:16,17,19 313:13 314:8,19 365:4 conclude 90:3 conclusion 77:13 113:17 conclusions 368:9 **concur** 46:5 62:10 261:21,22 335:18 concurrence 319:17 concurs 247:9 condition 50:5 Condon 372:18 373:18 374:19 375:2 376:16 Condon's 375:22 conduct 123:20 conducted 266:4,16 confer 116:9 conference 333:17,19 370:15 confession 323:8,8 confidence 199:16 362:12 confident 79:3 150:1 confidentiality 43:20 366:19 confinement 116:6,15 374:20 confines 369:7

confirm 223:11 247:14 301:16 confirmation 70:9 confirmed 107:21 368:2 conflict 163:12 conflicted 300:6 conflicting 307:7 confounding 291:12 confronted 39:5 Congress 55:11 59:6 82:8 186:17 190:12 216:14 242:11 330:11 333:5,7,12 335:21 340:5 344:7 congressional 149:5 163:7 176:13 187:1 229:13 288:16 289:10 289:22 323:3 368:10 conjunction 229:13 231:6 connected 109:5 connection 104:9 153:8 connective 209:20 consciousness 191:13 192:4 consensual 367:2 consensus 319:12 341:5.6.11 consent 17:6 367:18 368:4 consequence 285:20 consequences 195:6 286:1 consider 17:9 88:19 174:6 209:6 212:6 270:5 284:15,17 289:21 299:11 318:7 318:15 322:2 340:5 367:15 considerable 162:10 consideration 114:1 116:19 139:15 282:12 315:8 362:18 381:9 considerations 217:15 311:4 considered 84:10 88:13 119:15 314:8,13 367:11 considering 112:7 202:9 consisted 366:13 consistency 51:20 274:9 305:17 consistent 13:16 93:5 106:21 113:3 125:13 131:20 132:9 157:6 217:5 218:13 219:13

consistently 32:10 117:20 consolidated 25:11 80:1 constitute 371:12 constituted 4:19 Constitution 57:17 constitutional 106:17 371:4.13 constructive 200:6 consult 41:1 50:1 consultation 37:1,3,6 77:3 consulting 128:9 contact 32:18 278:2,3,4 contacted 369:10 375:22 contacting 111:10 contained 16:10 320:10 336:16 contamination 327:22 contemplated 253:19 contemporaneous 104:15 contemporaneously 105:8 content 279:10 291:4 306:11 CONTENTS 3:1 contested 85:8,12 294:17 **context** 106:9.12 118:11 160:3 313:7 318:21 331:14,16 332:8,11,14,17 333:4 334:18,22 335:13 356:15,17 continuance 64:20 continuation 116:14 163:6 continue 5:15 52:10 54:5 59:14 76:1 83:18 122:22 131:22,22 132:5 141:3 142:3 149:9 151:7 163:14 163:19 164:16,19 167:10 181:3 205:15 206:15 216:6 219:4 303:5 320:8 362:7 continued 153:13 contradiction 368:9 contrast 367:15 contribute 259:6 contributed 244:15 245:14 contributes 117:17 162:3 174:9 contributions 163:13

contributor 114:17 control 128:7 287:4 controls 128:14 148:7 convened 353:3 convening 88:7 89:5 116:20 117:3 128:4 225:1 298:15,21 344:10 345:1,5,21 346:1,2 348:5 374:13 379:7 conventional 208:22 conversation 70:4 79:13 131:4 243:19 271:7 299:7 302:5 320:14 327:22 352:19 361:20 368:17 conversations 23:1 35:21 266:8 279:12 310:16 352:14 convicted 120:12,15,17 121:7 151:9 366:2 367:16 conviction 93:1 117:2 120:20 141:8 295:8 371:2 375:14 convictions 137:2 237:20 366:8 COO 165:13 cooperation 275:14 coordinate 230:15 231:1 263:5 coordinated 249:3 coordination 81:14 215:18 230:14 232:1 251:1,6 380:16 copies 8:5 11:14 13:3 284:21 **copy** 9:1,13 12:21 21:12 110:22 111:1 329:19 coram 369:7 371:6 core 58:1 105:13 218:8 corporals 144:1 corporation 175:13 corps 6:18 10:20 15:7 23:16 31:10 66:10 81:17 86:14 227:14 241:15 271:3 350:12 correct 132:20 133:22 308:10 336:15 340:1 353:5,8 corrected 20:6 311:18 312:4 correction 120:19 correctly 317:16 333:15 corroborate 267:11,17 **cost** 330:10,13,14,16 counsel 3:3 5:13,14

6:12,14,16,18,20 7:2 7:21 9:7,13,15 10:1,3 11:9,18 12:5,7,16 13:10,18 14:1,20 15:15 16:6,7,16,20 18:12 19:2,11,11,18 20:12,21 21:3,11,19 22:2,4,12 23:2,5 24:15,20 25:3,6,12,17 25:22 27:7,9,14,16,19 28:9 30:9 31:21 33:5 34:16,22 35:7,14 37:21 38:5,19 39:4 40:10 43:10,15 45:2 46:20 48:6,7,8 50:2 52:16 53:3,9 60:18 61:3,5,21 62:8,12 64:14,21 65:22 66:4,8 66:11,14,18 67:1,5,17 67:17 68:16 69:1 72:6 72:16,17 73:4,10 74:12,18 75:10,12,16 75:18,20 77:1 78:9,12 78:14,15 79:20 80:11 80:14,22 81:2,16 82:22 84:18 86:8 91:3 92:10.14 93:2 95:15 98:1 99:8,10,18 101:15 102:21 103:9 103:10 104:15 105:2 105:4,7,14,15,18 106:11 107:1,11,22 110:3,5,12,17 111:10 111:15 112:1 114:12 114:12 116:10 119:5 121:1 124:5 125:9,15 126:1 133:19 135:10 135:18 136:4 141:6 141:13 142:8 143:10 143:17 144:3 145:10 145:19,20 146:8 147:20,22 148:11 155:11,11 263:14 266:8 267:5 268:8,19 269:11 271:20,21 272:1,2,9,10,14,14,18 272:21 273:13,17,18 273:18,20 274:12 276:4 277:13 279:3 279:13,13,15,21 282:21,21 283:10 284:13 287:17 288:19 288:20,20 292:10 294:5 303:7,16 304:13,15 305:18,19 309:6,11,11 311:6,8 311:11,14,15,20 312:18 320:4,5,5

323:10 325:11 326:6 326:13,14,15 329:1,2 329:16 330:1 332:9 332:12 336:21 339:12 339:12,13 342:8,8,9 370:10 376:11 380:12 380:13,13 counsel's 100:6,18 106:14,21 283:2,19 284.12 counsels' 5:16 7:7 counsels/paralegal 133:15 counter 312:13 counterintuitive 107:14 counterparts 212:9 251:5 259:8 countless 122:17 country 57:7 122:1,18 144:22 209:10 counts 366:3,3 couple 33:21 34:7 38:14,16 64:3 189:2 242:2 251:21 253:6 264:2 266:10 271:4 274:3 276:21 319:11 325:3 course 3:14 27:10 31:22 51:14 72:18 97:10 120:19 126:13 241:14 257:19 265:4 267:20.22 269:19.20 273:4 274:14 279:9 307:14 360:8 courses 27:4 270:7 279:11 319:11 court 8:8 31:2,10 32:11 33:10 34:18 40:21 41:12 56:10,12,14,16 65:16,19 72:22 94:19 95:11 105:18 110:15 116:6 119:13 132:3 137:9 155:10 175:16 179:19 272:20 287:1 309:14 313:8,9 326:12 329:16 331:10 345:21 346:7,7 349:5 351:11.20 353:2 360:9 366:1 371:10 371:11 379:7,8 court- 101:22 105:10 147:6 154:2 court-martial 104:5 105:4,9,13 107:8 111:12 113:8 150:4 154:1 court-martials 12:10 courthouse 138:3

courtroom 294:7 346:9 346:13 courts 40:10 52:2,3 84:20 86:2 98:14 131:13 155:5,10 157:21 194:13 266:16 266:17 294:17 299:4 299:5,8 331:2,15 334:9 336:14 345:18 courts-martial 144:22 courts-martials 151:11 cover 234:13 236:15 283:1,6,14 321:20 378:15 covered 245:1 277:19 278:6 286:9,12 covering 199:17 covers 236:8 291:5 craft 322:5 crayon 350:14,16 create 135:20 140:1 141:10 151:21 196:20 220:17 294:10 329:13 338:5 349:21 354:5 created 109:8 122:8.12 226:15 277:7 347:5 creates 23:20 103:8 creating 59:9 240:18 328:13 368:11 creative 201:8 credence 367:13 credibility 67:18 96:12 credible 91:17 crime 17:11 58:16 70:10 76:21 77:3 99:12 158:3 356:9 360:15 363:16 crimes 120:17 204:8 360:10 363:18 criminal 15:12 65:16 100:8 127:14 156:4 308:19 314:12 342:15 348:1 358:13 375:12 criminalized 194:9 criteria 3:20 45:7 82:14 85:1,14 87:8,13 90:1 149:18 170:4 258:18 337:10 338:11 344:1 344:4,11 345:2 346:21 351:10 362:5 critical 44:20 64:9 96:7 96:12 119:9,15 120:2 163:13 185:22 193:22 198:20 209:13 326:1 criticisms 145:7 cross 219:16 255:12 256:1,4 257:4,7 327:22

cross-124:11 363:19 cross-detailing 81:15 cross-examination 14:7 107:13,17 124:5 143:13 144:11 cross-examine 107:1 **CRSE** 299:13 crucial 375:10 cry 369:17 CTMO 255:6 culling 345:11 361:7 culpability 354:16,16 354:17 355:1 356:2,6 356:9 culture 114:17 162:4 164:5,11 174:4 189:10 200:14 205:16 218:6 221:21 259:4 cups 232:16 curious 71:3,15 230:10 253:10 current 7:12 149:17 227:7 253:22 257:12 288:14 currently 15:2 46:15 82:15 91:3 93:8 103:14 136:6 257:1 curriculum 241:8 curtailing 158:7 custody 375:8 cut 365:14 371:17 cuts 69:19 cutting 219:16 255:12 256:1,4 257:5,7 cycle 59:1 D **D** 1:9 **D&I** 218:8 **D.C** 129:9,10 137:9 334:17 D2T 207:9 208:6 212:13 255:4 **DAC** 55:1 DAC-IPAD 1:2 2:1 4:8 4:17,19,22 51:11 97:21 98:10,17 141:16 155:2 170:18 243:2 281:5,15,16,19 281:22 282:14 283:16 293:8 298:4,12 299:3 300:4 **DACOWITS** 176:12 189:18 **DACOWITS's** 163:6 daily 186:21 Dale 2:2 damage 136:9 143:7

144:7 **Dan** 6:13 dangers 52:22 dare 319:18 dark 200:16 298:12 Darn 304:4 dashboards 223:19 224:3 225:13 226:6 227:6 data 35:6,17 37:9 39:11 60:15 95:2 176:5 219:20 220:17 221:4 221:6 222:22 223:1,4 223:9,13,17 224:1,14 225:14 229:5 238:10 239:1 253:16 255:2 255:15 257:8 284:2 293:7,8,15 294:13 295:1 325:13 database 26:17 28:19 294:10 329:11 date 32:19 216:16 dated 280:19 dates 322:14,15 332:5 dawned 269:14,14 day 3:2 4:9 56:4,16 73:2 73:5 94:19 95:4 112:16,20 124:9,9 128:7 144:19,20,22 198:2,20 232:8 265:12,14 293:5 299:15,22 300:4 338:15 367:1 369:9 376:8 378:21 379:10 379:11 380:7 days 26:9 125:10 172:22 264:2,2,4,5 289:5 374:20 deadline 66:14 73:1,5,6 283:13 288:8 deal 93:12 95:10 140:18 151:17 357:6 dealing 335:12,12 dealt 355:6 death 120:16 debate 185:6 368:17 371:6 decade 21:18 23:13 55:22 85:13 99:8 108:4 decades 232:1,2 December 66:14 222:9 234:3 242:11 decide 8:14 43:17 84:11 105:19 134:18 292:18 300:18 303:12 310:1 339:7 decided 37:6 232:20

294:2 296:16 333:12 334:12 decides 25:20 49:6 287:14 345:6,7,8 deciding 53:14 218:3 360:14 decision 47:4,10 60:22 96:8 103:21 158:6 225:3 285:17,20 286:2 323:16 362:3 decisional 256:20 decisionmakers 156:6 decisions 47:8 88:11 117:12 178:8 293:8 decline 258:1 decreased 91:10 dedicated 98:4 162:7 216:22 deemed 248:9 deep 206:5 222:11 deeper 265:5 deeply 5:1 113:15 335:15 defend 57:17 defendant 127:18 166:9 defendant's 154:15 defendants 120:22 123:10,13 151:13 defendants' 123:6,7 **Defenders** 3:5 98:18 111:11 114:15.16 115:8 117:16 119:21 136:8 149:9 177:11 defense 1:1,1 4:5,6 7:2 20:17 25:19,19 26:10 43:3,13 50:19 65:11 67:17 92:19 106:16 107:1 111:20 112:2 112:16 115:20 121:1 123:16,20 124:5,15 164:13 185:18 186:4 187:19 192:8 207:18 211:3,19,22 214:13 216:1 217:6 219:19 222:4 232:12 233:4 237:12 238:17 240:4 240:8,14 261:18 266:5,19 269:5,11 272:14 273:18 281:3 282:5,14 283:9 286:12 288:7 294:5 320:1 323:7 325:11 326:14 333:6 338:5 338:17 339:9 341:19 367:11 375:1 376:6 376:11 381:5 Defense's 186:2 205:4 205:20

defenses 286:9 defer 263:10 286:4,6 301:7 deference 287:13 deferring 296:19 definable 373:21 define 173:7,11 215:12 241:5 defined 115:19 definite 86:4 definitely 18:21 25:10 32:4 74:1 169:3 206:4 209:5 239:11 245:4 351:14 definition 243:4,8 278:3 286:14 357:17 definitions 173:21 281:20 definitive 274:5 deflating 176:21 degree 121:12 364:13 degrees 368:14 **DEI** 181:19 182:3,4 187:6 188:15 208:9 216:5 **DEIA** 206:22 207:4 208:8.15 209:12.16 209:18 210:5,6,7,12 210:16 211:16 212:12 215:10,12 216:16,21 217:5,14,14 222:16 delay 73:7,8,12 83:16 116:22 136:12 157:13 157:15 delayed 104:12 118:7 deliberate 284:8,17 289:19 320:9 deliberately 14:6 334:12 deliberation 289:8 322:17 337:11 deliberations 3:19 178:11 301:2 deliberative 242:6 delta 56:11 delve 262:8 demand 35:13 330:18 demanded 111:17 demographic 224:3 227:17 demographics 83:10 357:5 demonstrated 216:20 denied 38:15 368:5 369:2 374:14 **DEOMI** 240:11,13,17 241:3,6 department 30:14

115:20 116:17 186:4 205:4,20 206:6 209:19 210:4,17 211:22 214:22 215:10 219:2,20 221:22 222:3 225:15 233:4 235:12 236:7 238:17 240:4,8 259:14 292:4 328:12 332:19 333:6 344:3 345:16 346:15 381:5 Department's 206:21 208:2 214:17 222:16 departments 209:21 211:2 217:9 231:1 331:22 332:22 depend 48:3 81:12 273:7 325:11 dependent 38:13 40:19 301:6 depending 7:19 47:7 153:4 166:11 186:11 218:2 273:1 depends 71:22 72:1 230:13 231:4,5 278:2 deployments 348:13 deported 167:14 DEPSECDEF 250:3 depth 207:10 deputy 165:3 232:11 derandomizing 360:22 derived 10:22 15:20 describe 7:12 31:12 described 51:6 127:2 132:2 135:5 140:20 176:4 188:12 293:13 320:3 339:11 342:7 366:14 367:22 describes 101:2 describing 117:20 description 304:1 descriptions 318:4 designated 2:11 4:4 desirability 306:19 desire 268:14 279:3,16 313:19 desk 375:7 despite 102:20 145:13 148:11 163:13 368:18 destroyed 375:5 detail 81:15 100:22 170:7 174:21 222:2 245:15 detailed 245:5 detailing 78:12 details 101:2 245:9 detention 155:13 deter 210:15 219:3

determination 24:17 61:4 104:18 224:15 determine 24:20 60:19 105:5 111:19 205:11 216:10 221:7 226:11 determined 78:16 determines 303:21 determining 356:1 deterring 210:12 detrimental 314:4 devalues 162:4 develop 215:14,15 219:6 220:4 250:13 336:2 developed 104:5 241:8 273:3 292:12 developing 30:17 214:16 216:5 223:18 225:22 352:21 development 29:2 211:7 214:1,21 221:4 239:12 353:17 develops 208:20 device 306:2 devices 306:4 devotion 92:7 DHR 261:16 DHRA 240:13 diagrams 259:12 dictated 12:4 die 185:2 191:14 differ 12:1 difference 85:22 115:2 121:15 173:22 306:8 347:22 differences 36:1 56:1 85:15 86:5 361:13 different 19:1 22:9 28:5 50:4 51:7 55:15 56:22 75:13 84:7 86:11 87:6 88:21 89:3,7,12 113:7 128:2 141:13 160:22 161:17 172:18,19 173:14 176:15,20 183:17 199:22 212:14 226:6 227:16 233:8 235:6 239:21 242:21 249:21,21 255:7 259:21 271:21 272:2 278:13 292:20 295:9 306:4 308:8 316:19 319:8 325:4,14 327:16 328:3 347:12 347:15 352:4,11 354:18 358:17 362:3 363:1,12,17,21,21 differing 308:20 difficult 19:13 37:22

68:22 356:11 373:6 374:22 376:13 difficulty 101:5 dig 307:2 digging 324:14 digitized 47:20 dignity 116:1 157:22 218:1,7 221:21 diminish 141:7 dinner 264:7 dire 87:10,22 153:3,4 296:4 299:6 direct 73:18 105:22 280:17 368:9 369:14 directed 172:2 directing 374:16 direction 210:21 215:17 238:4 directions 352:4 directive 302:6 directly 10:22 14:16 15:21 49:22 105:1 106:4 107:16 316:13 375:19 Director 2:2 204:20 205:5 directors 213:1 directs 92:2,3 disabilities 218:17 disability 160:17 164:3 213:6,19 214:20 218:11.13 disabled 165:3 disadvantage 54:2 83:12 disagree 75:4 131:15 354:22 355:20 disagreement 306:10 306:12 disappointed 128:11 269:2 discharge 190:22 discharges 191:3,7,11 191:19,21 discipline 89:16 disciplines 87:4 disclose 19:6 43:18 44:15 68:4.7 69:2 93:22 319:9.10 disclosed 16:15 44:5 44:11 45:16 46:1,20 49:6 289:12 316:9 375:16 disclosing 67:12 disclosure 5:21 6:2 44:4 46:14 49:7 63:4 63:15 70:22 78:1 92:18 95:21 97:22

(202) 234-4433

132:16 disclosures 338:12,13 discover 332:20 371:4 discovery 106:3 375:13 discretion 60:22 61:2 286:15,19,21 discretionary 9:10,12 9:20 24:17 62:19 76:6 discrimination 215:3 241:11 discriminatory 217:21 235:18 discuss 5:20 75:2 82:12 95:15 112:10 207:3 284:8 289:7 290:22 350:10 discussed 51:19 108:22 131:21 149:20 301:11 380:4 discusses 198:16 discussing 80:8 291:17 343:9 discussion 5:16 8:16 10:9 14:17 80:14 114:10 169:18 196:19 288:6 289:4 298:8 365:8 381:1 discussions 75:12 76:3 80:17 224:12 334:6 379:15 dismiss 78:18 dismissal 128:21 224:20 disparate 82:5 306:1 disparities 188:13 227:3 229:4 231:12 260:6 disparity 36:4 49:21 278:20 disposition 76:16 disproportionate 152:10 153:17 dispute 19:21 disregard 377:4 disrespect 148:4 disrespectful 121:21 disruption 83:17 disruptive 274:17,18 dissemination 315:9 318:20,22 distinction 49:14 112:1 354:14 distinguished 114:8 distribution 29:17 district 156:2 337:4 distrust 181:9 dive 206:5 265:5 diverse 180:21 208:19

208:22 210:3 215:6 218:6 220:6 221:19 254:16,17 356:21 358:6 diversity 3:8,11 83:5,20 85:19 88:9 149:19 151:14,21 154:12 160:4 164:6 165:16 171:4,10 172:13 173:12,21 174:15,21 175:2,20 176:3 177:5 178:12 179:4 181:21 181:21 182:18 183:14 191:13 192:3,16 194:10 196:1 199:3 200:5,19 204:21 205:5 206:21 207:13 207:15,17,20 208:10 209:19 210:1 211:8 211:11 212:7 213:5 213:20 214:19 215:1 216:22 218:5,21 219:14 227:19 239:19 251:22 259:11 260:1 356:20 357:1 380:3 divorce 366:6 **DLSA** 283:8 DMOC 211:9,10 217:9 240:15 **DNA** 317:13,18 318:22 **DNI** 241:12 Doable 179:7 docket 31:11 65:5 328:15 docketing 18:11 21:14 64:18 123:3 Doctor 204:22 doctor/patient 45:8 48:18 document 36:16 41:15 138:1 282:19 368:7 documentary 11:15 15:21 documents 10:2.7 13:12 24:22 27:15 30:18 51:3 183:21 215:21 332:3 DoD 3:11 59:1 173:20 174:7 190:13 204:20 207:12,16 208:4 210:6,21 211:13 212:10,12 216:2 217:4 218:6 219:15 220:5 223:4 236:5 244:14 245:11,17 246:15,21 255:14 280:18 282:7 335:12 344:8

DoD's 207:4 208:9 209:16,17 210:3,5 215:5 216:20 217:17 218:20 231:22 **DoDI** 222:5,5 235:19,22 doing 20:18 31:9 35:16 93:8 182:14 183:5 189:18 190:17 206:10 223:14 232:19 235:17 243:10 252:22 292:19 294:13,19 295:19,19 307:13,15 324:10 331:14 345:4 365:1 DOJ 334:22 domain 258:6 domains 182:1 domestic 75:22 137:10 138:5 139:16 275:6 275:10,13,22 313:9 314:10 366:3 dominance 219:20 dominant 220:17 don't' 83:2 doubt 52:18 downloaded 294:12 downstream 296:20 downtown 122:2 dozen 37:17 Dr 1:18 181:16 204:18 205:19 212:10 239:16 255:4 262:17 294:9 draft 184:11 284:6,14 drafting 374:6 dramatic 49:21 drastically 90:22 draw 88:18 172:6 draws 77:12 drew 172:21 drift 358:17 drifting 347:8 drill 323:2 drive 365:7 driven 80:6 93:4 221:4 drop 252:9 274:12 dropped 85:13 180:13 **DSD** 232:10 **DSPO** 261:17 due 34:11 162:7 216:14 242:10 281:9 283:15 283:19 284:12 287:18 367:19 370:17 377:4 duh 232:13 duplication 352:20,21 duties 88:12 279:16 duty 77:16 87:2,3 88:14 88:15 110:9 160:10 **DV** 276:1 Dwight 2:11 4:4 232:3,5

Neal R. Gross and Co., Inc.

Washington DC

242:1 244:7,7 350:11 355:18 dynamic 85:6,18 dynamics 85:21 Ε E 319:1 eager 371:16 ear 231:22 earlier 18:22 51:19 63:5 63:15 64:15 95:21 182:20 254:6 257:21 274:8 304:19 309:8 364:21 early 9:17 12:16 63:12 72:9 78:14 82:4 146:9 300:20 358:5 earned 163:17 earnest 279:6 easier 30:22 80:5 202:16 easiest 232:8 easily 20:5 356:15 easy 285:8 324:8 338:20 eBook 376:17 **ECF** 332:8 333:4 echo 70:7 305:15,18 edit 261:21 edited 251:2 educate 108:1 education 165:11 182:14,14 212:3 350:5.6 351:12 358:14 **EEO** 241:9 245:18 247:2,6,6 249:4 250:16 **EEOC** 248:8 effect 67:12 274:17,18 309:3 362:16 366:10 380:10 effective 31:11 33:19 72:21 74:1 84:12 124:5,11 209:4 211:20 219:13 222:9 effectively 87:20 157:10 178:13 211:16 effectiveness 220:12 221:7 226:11 effects 181:13 190:10 308:21 342:14 efficient 220:20 221:1 effort 143:19 234:21 247:8 255:5 352:20 352:21 376:11 efforts 88:1 100:19 148:12,13 161:14

162:9 163:6 181:20 207:13 210:21 213:1 216:17 221:7 eight 151:21 232:16 264:14 either 17:22 19:10 20:4 20:17 45:20 48:5 57:3 60:2 71:16 177:10 185:6 190:13 191:20 224:19 228:2 236:10 238:5 253:8,9 264:2 266:22 267:1,14 333:18 340:6 353:13 ejaculation 277:18 elapsed 258:2 Eleanor 2:9 264:3 291:2 293:4,5 295:16 elect 48:6.7 electronic 33:14 electronically 20:19 26:17 element 205:14 elementary 119:19 eligible 35:2,11 53:8,13 253:14 348:2 eliminate 152:4 164:2 218:14 eliminated 162:12 Elimination 151:1 Elisa 159:14 165:1 173:16.17 Elizabeth 6:19 11:11 Elmore 98:15 114:3,5 114:14 149:13 150:3 152:13 154:22 158:14 eloquently 124:19 else's 135:12 237:8 email 20:15,22 21:4,11 21:17 24:10 31:18 69:19 130:21 131:1 329:19 330:2 380:9 emails 18:18 embark 280:6 emphasis 359:11 emphasize 90:12 271:6 emphasized 334:1 358:13 employees 217:22 employment 182:19 213:4 237:5 empower 99:19 empowerment 108:5 enable 79:9 210:21 enabled 48:10 219:20 enables 208:16 enacted 331:8,11 encapsulate 373:22 encompass 249:15

encompassed 321:2 encompassing 208:1 **encounter** 119:16 122:16 encourage 44:18 63:3 155:2 encouraging 271:18 ended 224:19 366:1 endorse 115:4 ends 378:10 endure 210:15 enduring 210:12 enemy 199:14 energy 210:11 353:22 enforce 23:18 enforceable 77:15 82:3 enforcement 6:3 25:1 79:9 100:21 101:6 125:5 317:16 366:16 engagement 214:5 engaging 271:14 enhance 122:22 211:21 enhanced 108:7 enhancing 209:13 enlightening 83:1 enlisted 148:19 178:5 178:15.22 227:14 252:7 254:18,19 262:5,10 344:6 357:19 375:17 enroll 183:1 ensure 68:10 154:15 156:9 164:1 181:21 208:12 209:3 210:3 215:6.14.19 217:21 218:12 219:1,12 220:13 221:3,8,13 226:12 ensures 101:12 151:14 ensuring 120:1 208:2 enter 326:17 entered 326:8 entering 127:18 enterprise 66:10 220:10 enthusiastic 279:6 entire 52:21 85:8 91:14 127:5 209:22 210:17 215:10 217:3 300:3 370:1 372:19 376:7 entirely 125:12 369:4 entities 166:10 249:11 261:16,17 331:18 entitle 38:10 entitled 11:20 38:5 40:19 71:1,17 72:12 142:6 146:19 147:21 149:10 376:15

entity 208:7 212:10 240:4 entries 294:16,21,22 entry 294:13 enumerates 64:8 environment 156:15 203:3 206:22 207:1 209:2,16 210:5 215:8 258:17 269:16 environmental 258:11 envisioning 148:20 equal 163:20 213:3,4 213:18,18 214:18,18 217:18 218:16 237:5 equality 161:21 202:1 equipment 265:15 equipped 117:13 118:2 371:3 equitable 196:21 210:4 215:7 220:6 equity 3:11 174:22 175:7,19 181:21 183:14 194:3 204:21 205:5 206:21 207:15 208:10 209:19 210:2 211:12 212:8 219:14 erosion 158:5 error 72:1 75:13 133:21 337:6 368:21 373:22 escorts 199:12 especially 9:2 90:22 104:17 128:13 136:21 142:22 168:12 175:2 175:9 262:6 267:8 311:5 314:9 321:11 essence 257:2 essential 102:4 essentially 282:1,15 283:6 establish 32:1 112:6 320:1 338:17 339:10 341:19 established 207:16 establishing 155:5 288:17 303:1 327:8 340:6 establishment 303:22 estimated 216:10 et 322:15 344:6 350:8 etcetera 260:11 270:10 ethical 93:6 ethically 64:9 92:12 ethics 92:6 265:7 267:19 ethnic 169:6 223:9 229:3 ethnicity 188:14 255:19 294:3

**ETP** 38:9 eval 203:16 evaluate 84:15 evaluating 291:11 evaluation 196:16 215:18 291:9 evening 365:20 event 310:7 367:21 369:12.13 events 175:5 267:17 366:13 371:9 eventually 39:14 110:15 111:9 146:13 150:10 everybody 66:5 171:11 175:8 178:7 199:19 203:14 264:13 300:16 343:5 347:13 everybody's 298:9 everyone's 302:8 everything's 26:16 evidence 8:4,22 10:21 11:15 12:5 15:21 45:22 64:8 68:1 83:9 84:15 95:16 102:6,22 103:2.8.15 104:22 106:2 111:7 112:8 127:4 128:14 177:13 182:7 264:15 265:6 297:1 323:15 366:12 375:4,7,10,11 376:1 evidentiary 104:14 106:12 311:22 **Evie** 2:3 evolution 14:18 70:5 75:21 evolved 51:2 evolving 25:10 273:22 ex-wife's 369:14 exact 12:12 27:10 90:18 exactly 69:4 95:22 111:22 132:14 190:11 315:11 361:5 365:2 exam 11:4 42:7 45:18 111:1,2 316:20 317:19 342:3 examination 6:5 42:6 45:12 124:12,12 125:3.21 143:12.12 144:21 145:1 289:1 317:10,21 342:1 **examined** 142:14 examining 227:12 example 12:14 15:9 24:19 37:4 56:8 63:10 68:9 77:16,19 78:7 106:1,9,16 114:22 124:21,22 133:3,8,18

135:1,14 138:18 179:17 222:3 224:11 225:12 238:19 243:5 253:3 264:14 284:18 311:19 362:2 examples 81:1 188:11 188:13 exams 45:19 exceedingly 65:2 excellence 205:16 240:18 excellent 114:22 145:14 146:1 223:15 266:10 271:12 exception 16:8 38:9 333:9 exceptions 15:8 264:15 271:13 excerpt 284:20 excerpts 11:20 exchange 23:8 103:9 206:13 370:11 excited 167:4 exclude 106:2 excluded 153:14 154:2 154:6 161:22 excludes 109:21 362:10 excluding 162:2 363:7 exclusion 151:5 152:10 153:22 265:13 exclusively 258:5 exculpatory 13:4 375:11 excuse 38:4 282:7 320:2 excused 345:12 374:13 excusing 88:11 exec 228:11 execute 208:11 217:16 execution 221:2 381:15 executive 2:2 216:2 217:6 228:2,14 331:19 exercise 117:8 exercising 115:21 exhibits 104:14 106:12 135:4 exist 58:19 163:15 187:22 331:15 376:10 existed 111:7 233:9 371:3 existence 137:9 240:11 240:17 existing 217:19 exists 123:4 expand 58:15 260:7,21 expanded 108:7

expands 322:6 expansion 154:10 expect 52:10 107:10 118:18 272:8 275:12 expectation 284:18 expected 125:7 expedited 243:5 experience 6:22 18:3 25:9 26:21 33:18 70:8 83:13,15,21 88:4,6 99:5,9 102:21 107:10 108:13 110:18 113:15 115:12 117:8,21 118:11 119:17,18 122:14 136:21 140:22 141:20 142:11 143:10 143:21 148:1,5 152:12 153:1 155:9 171:9 174:1,5,5,17 178:20 179:16 187:15 246:11 258:13 270:2 276:13 279:8 280:3 351:13 361:18 376:20 experienced 22:4 94:8 107:21 109:2 117:19 143:10 351:16.17 experiences 84:3 109:1 109:4 115:3 141:22 142:2 196:21 255:18 experiencing 140:20 expert 29:9 30:1 91:7 91:15 125:20 156:5 247:3 311:20 expertise 70:14 experts 213:22 219:6 236:18 254:4 377:20 expired 75:7 explain 29:11 30:7 41:1 72:16 90:21 91:7 95:18 110:6 111:8 126:2 131:6 233:7 308:10 376:13 explained 126:3 308:4 explaining 91:15 253:16 311:9 explanation 69:2 258:8 368:6 explanatory 333:20 explicitly 368:11 exploration 152:17 explore 295:12 exploring 229:3 239:1 295:6 express 101:5,20 102:16 expressed 86:8,10 268:14 279:20 310:12 370:9

extend 73:6 209:18 extended 89:9 extensive 372:11 extent 49:5 64:13 92:1 169:21 170:3 192:5 296:18 310:14 318:7 344:8 external 210:18 214:5 215:20 216:13 externally 238:17 extra 75:15 extracted 313:12 extraordinary 35:9 extreme 99:16 347:3,4 extremely 44:9 376:12 eye 278:21 eyes 52:3 335:8 F face 41:13 98:16,18 162:9 163:14 223:3 272:1 274:11 faced 115:15 246:2 facilitating 273:5 facility 51:4 facing 247:11 276:11 352:8 fact 9:13 83:6 91:19 107:3 111:2 122:20 124:13 125:21.22 126:15 136:17 141:19 147:11 148:14 153:18 156:11 326:21 335:4 335:7 354:21 355:22 fact-finding 83:12 84:14 factfinder 361:22 362:2 factfinders 362:1,6 factor 53:15 119:19 218:9 334:16 356:1 364:13 factories 185:10 factors 188:14 203:22 218:3 335:11 349:12 354:18 355:3,4,5,8 facts 83:8 84:16 101:10 106:18 factual 266:15,21 faculty 182:16 fail 72:3 failed 73:3 failure 74:10 fair 23:9 49:2 82:15,17 96:10 118:4 119:19 121:18 131:18 157:16 195:2 315:5 357:11 360:13 371:14 fairly 12:16 85:10 253:9

324:8 fairness 116:1 142:5 156:13 170:1 306:16 faith 180:18 362:14 fall 81:5 92:15 278:1 286:5 287:9 false 107:7 123:8 196:18 369:16 376:1 familiar 98:15 170:3 families 168:16 185:8 193:14 194:14,18 family 5:3 89:10 212:5 366:16 377:10 Famously 185:5 fantastic 199:6,7 far 10:11 21:21 25:15 26:21 41:7 63:7 80:7 80:21 91:16 120:21 136:18 141:21 156:11 226:10 301:10 302:10 313:15 343:14 357:1 377:15 fashion 72:4,14 335:20 fast 167:5 faster 198:4 fat 196:17 father 377:9 fathom 371:9 favor 89:20,22 120:9 128:21 178:21 312:8 favorable 63:17 favors 63:15 fear 199:9 367:19,20 368:3.8 feasibility 288:16 295:9 302:22 306:6,14,18 328:13 340:5 feasible 303:22 307:12 307:16,22 308:11 324:10 February 5:18 222:7 369:7 federal 2:11 4:4 102:12 106:1 129:1 210:20 326:9 374:1 feedback 3:14 97:10 261:20 263:12 373:5 feel 41:2 96:3 109:7 127:9 129:16 150:1 167:15 168:15 174:6 179:13 180:22 182:18 263:4 289:8 306:20 307:1 313:22 322:19 323:15 327:2,8 338:16 342:22 381:17 feeling 280:5 feelings 174:9 338:7 feels 61:19 113:12

felony 319:1 375:14 felt 109:2 166:19,22 179:21 196:8 279:17 361:19 female 83:14 151:13 175:6 Fenner 159:14,21,22 170:12,18 173:15 175:21 176:7 183:16 188:22 192:9 194:5 197:9 202:11 fewer 44:12 52:12 fiduciary 25:3,6 field 13:13 31:13 56:2 73:11 175:17 186:18 221:6 269:21 300:11 376:20 fiercely 98:20 Fifth 375:20 fight 163:19 185:2 187:2 191:14 199:13 fighting 186:9 208:17 209:4 figure 135:12 192:18 242:14 243:20 254:8 254:9 259:5 344:8 348:8 359:8 figuring 30:11 228:5 file 6:4 8:17 9:8,9 16:10 52:22 54:18,20 59:17 73:16 75:16 79:18 95:16 181:8 filed 26:10,20 29:18 41:16 105:3 110:13 326:7 329:17 336:16 369:1 filer 332:18 files 100:6 123:15 filing 19:10 20:12,15,18 25:17 45:4 119:11,13 130:13 136:10 332:9 filings 18:13 25:15,16 105:9 110:4 117:11 118:16 127:5 135:6 147:9 fill 139:5 153:19 filled 150:11 filling 299:11 film 126:5 filtered 327:1 final 85:2 100:18 336:3 379:15 finalization 288:6 finalize 284:9 finalized 368:22 finally 112:15 116:21 221:9 247:8 352:22 374:3

financial 30:13 find 20:9 63:17 71:1 76:16 109:8 168:6 192:13 225:21 235:19 236:11,16 252:18 257:11,14 371:11 finder 91:20 finders 83:6 finding 25:18 359:3 findings 116:21 227:7,9 228:2 268:6 358:22 finds 137:15 fine 39:8 135:15 343:2 351:11 finish 198:19 207:6 274:20 300:14 finite 127:6 fired 182:19 firmly 123:9 first 5:8,10 7:11 17:8 18:7 34:7 41:9 42:16 46:11 47:18 48:14 55:8 60:14 67:11 69:21 70:3 73:16 100:17,21 101:1 141:19 143:8 145:15 150:18 156:4 162:18 171:6 178:4 184:9,19 197:10 230:4 238:13 252:19 265:11,12,14 269:13 278:10 280:14 280:22 281:14 300:4 302:5,17 305:11 306:18 329:9 333:2 333:11 337:13 358:20 374:6 378:21 fiscal 59:2 216:19 294:6 fit 264:3 fitness 218:2 fits 160:5 five 73:5 76:7 125:1 159:18,19 177:18 178:10 213:14 224:2 253:17 255:12 263:18 365:12,14,18 366:5 372:13 380:12 five-minute 96:22 159:4 five-year 118:22 fix 94:20 fixes 54:12 fixing 18:20 flag 198:16 277:10 318:17 320:19 flagging 289:18 328:7 flawed 177:15 flesh 289:16 322:22 343:16 flexibility 321:22

flexible 319:5 flexibly 219:22 float 337:12 floor 6:9 99:1 fluids 45:20 fly 190:2,3 191:16 focal 215:9 focus 5:8 6:7 55:8 133:10 161:15 213:17 219:16,17 220:1,9 221:9 237:9 353:22 364:19 366:11 369:3 focused 33:6 56:14 104:2 109:3 160:16 160:21 235:6 380:2 focuses 6:1 focusing 235:16 258:22 290:20 fogy 363:13 **FOIA** 54:22 63:11 76:9 104:3,9 118:5,6 305:1 305:5 334:18 folder 172:22 280:15 folks 7:16 15:17 24:12 29:10 30:2 34:15 37:21 38:3.9 39:3 66:12 72:18 77:12 83:3 85:14 87:9,15 89:12 148:19 243:10 327:11 follow 8:10 16:12 18:16 20:13 21:4 35:3 41:8 41:13 45:17 59:14 199:8 255:3 260:18 336:1 371:7 follow-up 81:9 380:2,2 **followed** 118:19 following 112:4 257:20 266:13 319:19 341:20 343:13 follows 130:9,16 366:22 369:13 followup 66:20 125:9 141:14 174:13 font 139:10 force 6:16 9:7 14:21 19:20 46:4,13 54:6 55:4,15 62:17 75:8 76:20 80:11,16 81:8 81:17,18 84:17 85:18 93:8 110:9 159:14 168:7 184:14,15 190:1 197:15,18 202:15,20 205:20 206:3 208:5,19 209:5 211:5 212:5,10 214:12 215:7 218:20 220:7 248:13 250:6,6

250:12 254:15 266:1 305:4 347:12 348:6 375:16,18 376:5 377:12 381:7 Force's 60:17,21 80:10 80.21 forced 125:15 313:4,20 forces 1:2 4:7 65:19 189:19 208:16 219:2 222:6 224:4 forefront 214:16 forensic 6:5 45:14,18 45:19 91:12 111:1 125:3,21 289:1 317:9 317:12,21 341:22 342:3 forensics 42:6 foresee 285:15 Forestall 82:7 forever 113:11 186:19 forget 301:22 forgets 19:20 forgive 232:17 forgot 21:4 forgotten 241:3 form 87:2 106:18 139:3 139:4,5 287:1 324:20 formal 272:17 273:11 310:16 341:12 formalize 66:1 formalized 241:12 format 62:15 297:15 former 246:18 298:15 379:6 formerly 365:21 forms 139:3 245:3 formulated 261:3 formulating 298:1 Fort 136:1 262:3 forth 81:19 287:9 fortify 221:18 fortunate 57:4 167:18 forum 242:6 forward 31:3 40:9 45:9 65:5 72:5 83:18 84:6 86:2 95:3 96:5 108:14 115:3,18 121:4 128:17 148:9 163:4 168:11 179:22 206:4 225:4 276:2 298:6 324:22 372:1 foster 214:22 221:20 fought 162:15 found 9:19 82:22 109:1 268:8 269:3 336:14 336:19 375:2,6 foundational 189:22 founded 160:15

founding 108:12 four 213:1,17 221:17 253:6 257:6,11,12,13 264:2 365:12 367:1 367:17 fourth 228:20 369:1 frame 140:8 framework 220:22 221:13 frankly 82:3 309:3 fraudulently 375:18 free 41:2 107:1,2 116:22 215:1,2 263:4 286:16 330:13 377:18 Freedom 63:6 frequent 75:11 frequently 23:4,7 36:21 42:13 75:15 84:4 100:15,21 101:3 105:2 153:13 Friday 59:8 224:13 friend 332:14 375:22 friends 366:17 front 62:11 86:17 94:1 139:16 200:9,12 212:22 213:8.12 270:15 298:11 fruit 134:20 143:4 frustration 80:14 fulfilling 130:5 full 9:21,21 104:16 110:4 135:3.4 162:21 163:1 164:1 197:7 229:11 289:18 290:8 299:22 322:22 337:13 338:6 378:21,22 fully 29:8 64:9 118:2 162:14,19 227:5 292:14 function 361:21 functional 29:8 functionally 27:21 28:7 fundamentally 113:9 funding 217:8 329:13 funds 185:21 186:1,4 fungible 65:3 funnel 337:19 Furnishing 101:8 further 14:21 34:17 55:11 66:21 71:19 93:15 102:17 112:18 126:2 208:2 218:7 229:14 315:8 320:9 322:17 370:5 375:20 furthering 217:14 future 51:13,13 113:20 160:9 167:8 168:21 206:6 207:10 226:22

260:5 359:5 **FY** 281:10,17 282:3,13 FY21 292:3 G gain 45:5 141:8 Gallagher 2:5 game 26:4 **GAO** 176:14 gap 28:3 39:20 208:8 239:22 gaps 22:1,5,10 23:11 24:16 216:7 259:20 Garvin 1:15 69:10,16 77:9 301:17 302:3 305:10,13,14 316:3,4 324:17 325:17,18 329:7,8 330:6 Garvin's 57:5 gathered 170:22 171:1 gathering 242:21 gauged 244:21 gay 186:5 199:5 gender 85:19 188:14 229:3 255:20,20 294:3 general 7:18 8:20 9:4 20:11 21:7,10 22:7 23:7 44:2 45:19 64:6 83:11 149:19 172:12 174:4 181:19 216:3 235:6,8 237:11 264:6 265:20 282:20,21 283:2,9,18 284:11,13 290:12 292:1.10 318:13 345:21 360:9 366:1 367:22 379:8 generally 7:11 10:19 11:6 22:12 37:18 45:12 51:11 86:7 154:9 271:15 309:2 342:16 352:15 generate 237:6 261:13 298:8 299:7 generated 261:11 generates 261:12 Gentile 1:16 gentlemen 9:6 10:18 geographic 172:7 getting 10:11 17:21 25:14 28:19 46:10 58:2,7 75:14 127:9 135:8,22 163:17 182:19 228:5 252:12 262:8 266:22 267:1 272:9 273:6 275:15 293:5 298:15 304:12 304:16,18 306:3

352:12 373:5 gigantic 238:1 Gil 207:20 give 16:9 45:3 57:2,14 57:18,20 61:3 73:3 75:15 78:17 92:9 148:15 157:9,14 160:3 193:13 199:2 206:2 207:7 226:21 245:5 254:11 256:5 257:4 261:20 262:22 277:9 281:7 284:18 323:10 345:13 346:17 347:7 351:11 361:8 365:13 367:13 369:4 377:21 given 63:22 87:21 132:8 191:2 229:12 286:15 311:19 320:14 325:15 335:21 gives 60:22 109:19 124:15 149:14 321:22 326:3 giving 14:21 47:5 60:18 61:14 118:18 206:5 308:21 372:17 glad 278:16 global 209:2 globally 37:17 151:7 219:21 globe 172:9 glossy 198:22 **go** 10:11 12:15 33:16 35:21 40:9,15 41:18 43:16,16 44:19 45:4 51:3 55:10 61:22 66:20 70:21 71:10,11 75:10 78:20 93:14,18 95:5 96:4 97:8 107:19 132:7 142:16 147:2 147:21 156:11 158:10 172:13 175:5,16 177:2 179:19 180:3 181:9 183:6,10 185:1 185:7 186:19 187:21 188:4 189:13 193:9 199:11,13 200:15 203:5 213:16 222:1,2 239:7 242:18 243:13 246:14 247:17 250:3 251:20 259:7 262:21 263:14 269:16 275:19 276:2 298:9 300:14 300:15 303:14,20 304:22 305:13 309:4 316:11 343:12 345:12 345:12 346:9,10 347:2 348:3,12

			398
349:16 350:2 354:7	262.10 17 264.2 19	gracious 264,6 270,12	174:21 184:13 233:10
	363:10,17 364:2,18	gracious 264:6 270:12	
364:8,20 379:21	365:8,12,13,16 373:6	graciousness 265:20	234:20 245:6 248:17
goal 92:22 99:17	378:19 380:5,17,22	grade 151:16	258:1 262:2 263:16
goals 208:2	Goldberg 1:16 51:5,5	graded 203:19,21	269:18 309:19 312:16
<b>God</b> 167:19 347:5	59:13 66:19 140:4,5	grading 198:12	319:4 337:2,12 355:9
goes 25:22 34:17 40:2	140:15 152:8 169:14	graduate 269:19	359:6
47:8 168:19 187:6	170:16 173:8 174:12	graduating 204:2	guidance 211:21
242:4 272:11 304:2	176:1 188:10 192:5	grandmothers 377:8	214:17 215:16 219:12
316:10 346:1 348:16	232:22,22 233:3,7	grant 73:19 151:2 152:5	220:3 282:6 285:13
367:6	234:12,16,20 235:11	152:8 153:16 154:13	287:22 347:7
going 4:12 5:9 6:8 9:1	235:21 236:3 244:8,8	granted 38:15 64:22	guide 83:7 210:21
22:4 26:16 28:14	246:9 247:18 248:21	156:12 192:22	220:1
30:20 32:16 39:14,18	249:16 251:11 257:20	granting 136:10	Guilds 98:6 99:1,3
39:19 40:4,9,15,16,20	264:4 270:21,22	graphic 252:1	114:22 119:5 120:14
41:4 44:12,13 45:4,8	305:12 310:9,11	grappled 357:8	121:18 127:20 129:8
45:12 46:3 47:16	318:2,3 320:11,12,14	grappling 291:18	131:16,18 132:18
52:10,12 54:5 56:19	321:19 341:8,9,17	grateful 170:20 206:11	133:1 137:19 138:16
57:2,10 63:11 66:13	352:2 353:6,9 361:11	206:12,13 263:1	140:14 141:18 145:13
68:7 76:7 80:7,19	good 4:3,11,21 5:11 9:5	gratified 170:13	145:22 151:1 152:22
82:4 89:2 90:21 91:10	10:17 18:16,20 22:8	great 27:13 33:14 35:13	155:8,14,17 156:20
91:16 92:9,11 94:20	23:19 24:10 28:2	35:15 43:12 47:17	157:1 158:22
95:11 96:2 97:7,11	37:14 41:11 62:17	55:21 84:9 90:9 92:5	Guilds' 98:10
98:22 112:10 123:5	77:8 88:16 89:16	93:12 95:10 99:3,5	<b>Guillen</b> 167:10,12
124:2 127:15 128:19	97:18 99:22 107:11	108:10 122:15,17	guilt 359:8
133:11 134:22 135:19	107:15,20 114:7	136:20 137:7 140:17	guilty 198:3 358:22
138:3 142:14 150:11	121:20 122:7 125:10	141:18 147:1,18	359:1 367:15 375:2
151:10 155:19,20	133:2 138:10 142:1	156:20 189:18 238:12	gunnersmate 365:21
157:13,15 158:11	142:11 143:20 146:7	238:16 243:16,22	Gupta 2:5
159:11,17 166:4,4,7,9	146:7 165:5 196:13	248:7 251:11 271:14	guy 203:1,1
173:16 174:20 177:1	200:1 205:3 231:21	279:16 294:11 299:2	guys 203.1,1 guys 204:6 291:16
179:17,19,22 181:1	233:1 237:21 247:1	301:22 322:10 328:9	guys 204.0 291.10
184:8,10 185:7,12	247:14 263:19 271:12	330:5 337:22 369:20	Н
187:19 190:6 193:11	272:10 277:14 279:17	greater 120:21 121:12	habeas 369:1
193:18 194:1,2	280:5 293:12 295:4	137:18 151:14	
201:20 202:3 203:6	295:21 300:7,12	greatest 91:22 275:8	Hagy 2:6 half 34:10 37:17
212:16,17,19,20,21	301:21 302:3 323:1	greatly 48:10 52:4,22	hand 5:9 57:16 68:5
214:7 222:1,11	337:21 350:7 356:2	91:10 192:15 369:8	93:22 231:11 319:16
226:18 231:7 232:18		<b>Grimm</b> 1:15	
	365:20 381:16,17		361:7
241:13 251:15 252:15	gotten 25:10 39:21	gross 371:12	handle 12:11 69:8
253:17 254:14 260:15	177:21	ground 195:9 248:2	238:8 285:11 286:18
264:11,12,20 269:6	government 11:3,9	265:13	286:19 288:1 381:16
270:5 271:6,9 272:3 273:4 275:1 279:15	20:17 25:5 27:14 42:12 43:13 44:1,5,14	grounds 368:2 group 97:19 180:21	381:18 handled 40:20 328:20
280:4 281:7 282:12 282:22 283:22 285:6	44:18 46:9 49:18 50:2 50:11,17 51:2 52:6	274:7 278:10 297:17 298:8 305:20 345:11	377:4
			handling 285:16
285:8,9,15 286:18,20	53:3 64:14 65:11	349:13	hands 82:6 197:11
287:3 291:10,20,20	67:16 69:1 77:16 78:9	groups 87:20 169:6	280:5
292:5,6,8,11 293:4,15	92:3,4 93:21 103:7	227:17 240:1,3	happen 62:3 80:4 86:6
294:2,7,14,17 295:2,6	107:15 111:22 127:17	297:13 347:1	105:15 135:20 143:6
295:13,20 299:1	128:1,14,17 175:12	grow 76:1	166:22 168:1,5
301:4 306:1 313:2,4	308:6,8 342:4,7	growing 186:10	183:22 200:12,21
315:4 316:4 325:13	government's 19:6	grown 89:10	202:4 248:11 313:7
325:20 330:10,11,14	27:20 30:10 49:19	Guard 6:21 11:12 16:2	314:21 315:6 316:22
330:15,16,19 333:1	61:22 101:16 107:6	25:9,13 63:3 80:10	321:10 325:1 353:10
340:2 341:13 342:12	123:15 279:4	88:3 236:5,9,14	happened 71:5 90:21
344:10 346:7 350:7	government-wide	253:13 365:22	101:6 113:4 126:3
351:4 357:9,10,13	210:22	guardrails 318:16	135:17 136:4,7 156:1
360:22 361:1,7	grace 167:19	guess 87:18 153:4	168:6 179:14,14
I	l	I	I

			399
honnoning 21:2 90:15	222.20 242.24 250.2	224.2 6 252.6 265.7	127.0 120.12 156.10
happening 31:2 80:15 102:19 105:15 109:16	322:20 342:21 358:2 358:8 372:15 373:9	324:3,6 352:6 365:7 368:14	137:8 138:12 156:18 156:22 158:18 173:7
110:7 126:18 150:14	heard 29:12 36:19		
		helpful 19:15 41:17 60:2 86:21 96:20	173:9 204:10 222:13
184:1,14 186:15	51:15 68:12 74:6,6		226:4,8 228:8,13
265:3 326:20	77:18 96:3 109:7	129:19 134:6 174:18	230:10 236:21 260:3
happens 26:13 74:16	116:13 128:8 131:10	225:10 266:9 267:10	261:4,7 262:16 263:2
105:10 143:5 180:5	134:8 140:16,17	293:22 321:11	280:8 288:9 292:21
190:19 195:14 237:8	141:1 142:15 153:2	helping 60:18 258:20	297:7 301:1,5,13
353:10,18 354:2,3	153:20 155:12 156:18	helps 56:18 223:1	303:20 304:5,21
happy 143:6 145:3	157:6,19,21 160:13	323:20 326:19	312:8 314:14 317:17
164:21 167:6 196:4 260:15	169:19 195:1 241:4	hey 21:4 22:15 28:21	319:3 322:8,12 330:7
harass 233:12	255:22 272:5,6,7 295:7 297:15 302:15	40:5,11 43:13,18 50:3	337:21 343:7,20,22
harassed 161:2 179:20		57:14 72:12,16 73:11 238:22 259:8	348:17 349:1,3,6,9,17
	304:21 306:7,12,15		354:13 355:15,17,20
harassment 114:13,20	307:7 308:19 310:14	<b>Hi</b> 11:11 222:18 251:19	362:21 364:4 371:19
118:1 162:6 164:8	310:15 311:17 322:4	hiccups 265:16	372:22 373:3,11
191:17 194:7,8 215:2 222:5 233:5,20	323:1 327:2 329:20 346:20 349:18 351:15	hiding 56:20,21	378:2,12 381:21
		high 37:19 38:17 85:10 160:19 216:21 369:10	honest 57:13 93:3 144:12
234:10,13,14 235:3,7 235:16,17 241:10,19	352:3 354:4,6 356:19 357:18,22 358:12	higher 255:21	honorable 1:10 190:21
235.16,17 241.10,19 241:22 242:3 244:15	359:10 361:12 362:9	highlight 174:1	191:2,7,11,19
245:2,3,7,14 248:5,15	362:17,19 365:4	highlighted 64:3	Hood 262:3
249:3,22 255:21	380:13	highly 43:1 65:20,21	hope 128:3 164:19
267:13	hearing 18:4,5 64:3	219:6	262:7 294:22 297:6
hard 66:15 74:21	74:4,7 78:11 102:7,8	Hill 162:9	298:3 346:11 369:4,5
148:19 150:19 164:16	102:17,22 103:2,17	Hines 23:8	hopeful 280:5
171:18,19,20 172:5	103:18 116:13,13,15	hire 219:5	hopefully 22:6 138:10
179:7 185:15 190:14	116:17 118:14 119:2	hired 33:2	167:8 168:13 183:11
270:2 309:14	119:6,7,10 127:4	Hispanic 166:22 169:10	294:14 295:2
harder 348:10	131:11 136:4,8 155:4	192:20 193:10	hopes 369:8
harm 95:21 103:11	155:7,13,19 156:3	Hispanics 168:14 169:4	hoping 168:10 209:17
366:9 368:8	244:11 271:6 276:12	175:10	251:8
harmed 103:5	302:12 311:22 319:13	historian 177:7 183:18	hospital 125:2
harmful 134:12	319:17 322:14 328:16	historic 154:14 163:6	hosted 264:7
harms 140:19	328:21 339:2 371:7	histories 177:8	Hotel 1:9
harshest 178:10	381:21	history 108:3 160:12	hour 97:8 159:11 298:4
HASC 283:10 334:6,11	hearings 31:1 103:13	186:6,6 199:6	298:20,21 364:22
hash 250:16	116:5,6,7,9 118:2	hit 191:1 262:18	379:14 380:21
hat 88:3	155:16 171:8	hokey 250:15	hours 125:1 186:22
hate 329:10	hearsay 264:15,16	hold 161:6 163:21	187:1 264:14 300:7
havoc 177:22	heartened 196:19	199:19 202:7 204:3	house 123:11 185:17
Haynie 205:19 212:10	heavily 118:7 119:3	232:3 257:16 368:19	241:7,17 281:3
239:16	367:18	373:8,8	HQEs 268:12
Haynie's 255:4	heightened 278:19	holding 164:9 197:20	huddle 243:18
head 22:21 185:20	held 119:8 203:11	198:5	huddles 254:10
361:2	288:12	holds 300:2	huge 168:15 189:10
heads 304:12 328:16	helicopter 203:12	holistic 47:12 205:12	274:21
329:2	Hello 195:17	Holly 365:17 372:16	human 98:19 133:21
health 44:6 78:2	help 17:18 33:3 40:2	home 56:3 180:14	205:13,14 219:5
healthcare 164:1 212:4	45:16 47:2,6 91:4	185:7 208:17 264:19	240:14
hear 17:19 20:14 21:7	94:20 95:4,6 111:8	377:9	humor 4:21
22:20 51:17 69:15,17	115:10,12 167:1,2	Homeland 236:8,12	hundreds 115:9 332:2
71:7 108:11 120:4	180:6 210:20 223:12	Hon 1:13,15,17,19 4:11	hurdles 50:20
121:3 122:11 164:21	224:12 239:14 240:19	5:4 7:10 69:10,13,15	hybrid 62:15
174:7 189:13 208:5	248:22 253:20 254:11	90:2,6,9 96:14,17,19	hybridizing 63:14
211:9 222:4 290:1,9	258:16 259:15,21	108:16 114:3 120:4	
297:19 298:13 306:10	260:1 267:17 268:18	121:10 127:11 131:9	
312:10 314:14 322:18	273:12 294:15 323:12	131:17 132:12,19	<b>i.e</b> 316:10
	l	l	l

(202) 234-4433

399

lan 6:17 ice 265:9,18 277:1 iceberg 58:3 idea 34:4 107:18 123:13 143:2 166:14 184:22 243:22 261:4 303:19 337:14,21 356:3 359:2,7 369:9 **Ideally** 20:20 ideas 243:14 254:11 298:2 identical 58:20 identified 26:2,3 195:22 258:10 284:3 identifies 290:9 identify 201:14,22 202:7 216:7,11 300:17 identifying 239:21 240:20 318:8 identities 255:19 identity 179:6 255:20 IG 225:16 ignorance 111:9 ignoring 72:16 **II** 184:2.7 illegal 374:7 illustrates 81:11 illustrious 4:20 imagine 230:22 237:10 309:14 imbalance 120:13 immeasurably 23:13 immediate 157:9 181:11 371:14 immediately 102:5 104:17 143:7 367:10 369:14 impact 14:8 19:7 23:17 25:20 49:22,22 53:19 74:19 85:1 98:12 101:17 103:19 106:1 106:5 119:6 150:17 180:9 186:16 191:12 192:2,7,14,22 198:10 248:4 315:4 impacted 20:8 74:5 91:7 107:8 impactful 150:14 impacts 74:16 106:6 190:18,20 impartial 82:15,18 371:13 impeccable 373:20 impedes 106:14 impediment 275:17 impediments 275:15 imperative 118:13

imperatives 211:20 **implement** 172:3 186:2 212:11 215:12 221:12 330:17 implementation 120:1 162:19,22 215:18 218:13 219:13 248:2 250:14 251:12,16 291:11,21 292:14 381:3 implementations 381:6 381:18 implemented 102:4 104:16 162:15 167:3 167:12 168:8,20 244:13 245:7 356:15 implementing 162:13 216:5 233:19 246:13 246:14,16,19,22 324:20 implements 210:2 215:5 implication 180:17 331:20 implications 317:14 331:13 370:16 implied 153:15 import 223:13 importance 12:6 40:1 64:11 102:14 272:16 important 47:12 49:14 49:16 50:7,8 56:17 81:11 88:15 89:18 97:20 99:6,22 101:15 101:19 109:13 113:13 113:15 114:10 118:12 119:11 124:19 126:9 131:3 142:16 144:12 146:16 147:5 161:19 165:19 167:13 168:12 171:4,18 172:14,17 175:19 179:9 183:3 188:15 193:7,8,21 200:19 202:4,12 225:15 246:21 270:19 272:8 273:5 276:19 285:7 296:6,17 308:7 308:9 311:7 321:1 325:2 334:13 361:13 impression 38:19 42:16 279:2 307:16 358:2 imprisonment 117:2 improve 76:17 123:1 127:7 136:21 156:14 199:18 239:22 255:15 259:17 improved 23:12 70:5 89:21

improvement 216:12 252:14 improvements 131:20 improving 70:9 75:18 248:17,18 in-camera 50:21 in-depth 379:13 inadvertence 304:15 inadvertent 44:3 48:15 inadvertently 24:13 inappropriate 68:11,17 334:18,21 inappropriately 49:12 incident 68:13 91:1 371:11 incidents 267:14 inclined 338:2 include 15:22 66:12 213:3 217:17 220:2 226:4 248:2 277:5 288:21 included 13:17 20:22 21:3,22 25:15 26:4 110:13 111:17 112:18 112:19 189:3 333:16 334:4 includes 216:21.21 including 11:3 25:21 98:12 102:3 107:13 167:16 174:10 182:2 224:3 230:18 234:13 249:13 255:16 264:15 321:8,16 342:2 366:15 inclusion 3:12 109:20 164:6 173:21 181:21 181:22 183:15 192:4 194:4 196:1 204:21 205:6 206:21 207:13 207:15,17,21 208:10 209:19 210:2 211:12 212:8 213:6,20 214:19 215:1 217:1 218:5 219:14 251:22 259:11 inclusive 208:3,19 210:4 215:7 218:6 220:6 221:20 259:4 incompetent 279:22 inconsistent 118:7 incorporating 217:14 incorrect 78:1 121:11 133:19 incorrectly 78:8 increase 52:4 83:20 84:8 151:12 152:3 154:11 156:9 205:14 205:16 328:14

increased 164:12 increases 155:18 increasing 275:2 increasingly 272:15 incredibly 84:5 264:6 264:18 inculpatory 13:5 independent 27:21 28:7 62:22 176:9 292:17 independently 292:17 indicate 260:4 indicated 70:20 313:8 363:15 indicates 196:16 indications 313:16 individual 12:20 13:11 266:8 267:9 268:4 273:8 279:3,12 335:2 individual's 286:20 individuals 98:4 121:6 137:3 151:8 178:5 218:17 308:14,18 329:4 330:13 336:15 366:15.17 industry 210:22 ineliaible 276:6 inexperienced 22:2 influence 91:19 238:9 239:3 375:21 influenced 91:11 influencers 210:19 influencing 237:16 info 315:9 inform 91:22 103:20 108:1 126:16 143:19 223:2 370:7 376:11 information 3:19 7:8,13 8:16 10:12 11:6,22 12:2,12 14:1,22 15:4 15:13 16:7 18:19 19:2 23:9 29:18 30:6 32:6 32:18 42:2 47:2,5,9 47:11 50:10 52:19 54:1,11,19,22 55:3 56:13,18,20,21 58:7 60:6 61:20 62:6,14,16 63:4,7,21 64:13,14 67:6,12 68:5,17 70:22 71:6,16,17 76:4,10,13 76:21 78:2 80:22 81:3 81:4,20 91:9,12 92:4 92:8,10 93:22 94:6 95:10 96:9 98:17 99:7 99:14,21 100:4 101:10 102:11 103:6 103:12,22 104:4,9,19 105:1 106:20 107:9

108:19 109:6.13.19 110:5,11,12 111:17 111:18 113:5,13 114:11 115:14.16 117:1,6,7,9,17 118:3 118:9,13,21 119:15 119:19 120:2 121:6 123:2,2,15,17 124:2,4 124:6,8,14,15 125:11 125:16 126:8,10,15 126:20,22 129:22 133:3 137:12,14,16 139:6 141:7 144:4,5,9 144:14,16 145:18 146:5,14 147:3,14 206:13 221:14 224:7 225:9 226:2 237:3 243:13 244:20 272:18 273:5 276:22 288:18 289:9,14,14,21 290:5 295:3 302:7,9,11,15 303:2 305:17 306:21 307:6,7 308:2,5,9,16 310:19,22 311:7,8,10 313:5,11,18 316:6,12 316:16.18 317:13 318:6,8,17 319:9,10 320:3,8,16 324:5,9,12 327:19 328:5,7,8,11 328:18,22 330:9,12 330:17 331:11 332:5 332:20 333:2,11 334:2,5,10,14,19,21 334:22 335:20 339:11 340:8 341:20 375:9 informed 76:15 98:11 101:12 103:9 107:6 111:6 112:15 113:1.6 118:14 142:12 143:11 152:15 informing 105:12 124:18 infractions 376:22 infrastructure 259:10 infringe 106:22 inherent 48:20 initial 10:13,15 68:1 90:22 100:7,20 101:11 118:18 119:14 124:22 126:4 265:10 268:21 292:6 322:6 353:12 375:14 initially 55:9 289:5 initiative 367:7 initiatives 195:21 217:13 219:5 220:11 221:7 226:11,14 253:18

iniect 83:22 innocence 359:9 innocent 120:20 121:5 137:2 151:8 innovate 210:15 innovative 205:12 208:20 210:12 input 76:14,15 84:22 85:15 297:12 346:17 347:1 inputs 171:2 inquiries 149:5 insight 332:16 insightful 84:6 insights 4:22 98:10 insist 313:6 Inspector 216:3 installation 36:8.10 installations 35:19 instance 151:18 284:22 285:2 294:19 instances 73:10 74:15 instantly 150:12 institution 136:19 institutionalized 129:13 institutionally 137:1 institutions 182:5 instructed 267:22 instruction 10:14 27:3 27:8 222:4 233:4.8 234:13 instructions 146:12 233:9 instructor 79:14 instructors 198:8 intake 177:9 **integrate** 189:5,22 210:6 224:6 integrated 184:20 220:15 249:9 258:15 integration 183:19,21 189:3,17,21 220:19 integrity 59:21 60:7 67:1,7 295:8 371:2 375:19 intel 197:15 intelligence 198:14 intelligent 209:3 intended 231:9 intense 101:3 251:1 intent 368:10 intentional 133:21 interacting 279:8 interactions 7:20 264:18,21 interacts 233:10 intercede 377:11

interest 73:8 237:12.16 274:7 303:13 308:17 334:8,10 335:3,6 interested 129:15 134:14 149:16 155:7 170:5,7 243:3,15 244:11 251:12 268:9 268:11 339:2 interesting 35:21 36:2 36:7,18 85:6 223:6 267:19 268:20 276:15 278:12 332:16 368:16 interestingly 36:11 interests 61:21 62:21 128:6 320:20 interface 256:3 321:10 321:16 interfered 374:5 interference 372:19 373:17,19 374:18,22 376:22 377:1,10,19 378:1 interim 329:22 330:3 intermeddling 267:2 Intern 2:3.4 internal 28:12.14 214:5 215:20 216:15 231:11 242:6 263:10 380:15 **internet** 69:19 interns 294:14 interpersonal 77:4 interpret 229:6 interpretation 11:1 interpreted 329:11 interracial 192:20 interrupt 173:10 246:7 373:1 interrupting 247:17 intersecting 255:18 interservice 81:14 intervene 73:19 intervening 333:3 intervention 354:1 interview 39:19 40:2 101:6,11,14 102:3 112:7 interviewed 112:3 315:14 interviews 118:20 174:17 176:5 intimate 314:10 intimidating 109:15 introduce 5:10 97:16 204:18 introduction 219:10 introductions 6:8 invalid 367:19 invaluable 4:22

Neal R. Gross and Co., Inc.

Washington DC

invest 218:4,10 219:4 investigate 155:2 investigated 203:13 investigating 4:21 241:22 242:8 371:10 investigation 1:1 4:6 14:2 15:11,12,14,22 16:15 17:3 34:17 46:19 57:3 59:22 63:13 80:20 91:14 94:1 100:5 118:22 123:20 126:14,19 192:7 242:4 274:19 321:4 374:3,9 investigations 5:22 118:1 142:22 investigative 6:4 7:19 8:17 9:9 11:18 52:21 80:18 115:16 117:19 123:19 126:10 227:3 231:12 308:19 311:3 317:2,6 318:5 342:15 investigator 274:9 investigators 42:3,11 100:6,9 101:14 113:3 133:13 197:22 274:12 275:3 314:12 341:22 342:4,6 374:5,15 375:6.20 investigatory 91:13 investing 217:13 investment 30:14 217:17 Invisible 376:15 invitation 165:6 invite 29:9 invited 161:17 239:17 265:8,17 inviting 165:15 involve 52:4 137:11 involved 20:2 39:22 56:7 72:11,14 74:14 74:18 88:5 170:6 197:8 332:15 334:9 335:15 350:18 involves 222:22 involving 149:4 224:15 329:5 360:10 IRC 241:21 255:11.13 256:4,12 262:4 381:11,19 IRC's 381:3 irked 196:7 iron 270:1 IRT 227:2 229:12 240:2 260:19 isolated 304:14 issue 26:2 27:10 45:8

			402
46:9 48:14 58:9 60:16	264:4 268:21 297:3	189:15 198:8 204:7	203:18 237:16 240:19
84:4 99:6 108:18	340:3 362:2	262:5,9 329:18	250:15 260:7 274:12
120:18 121:2 127:14	<b>Jim's</b> 275:7 310:20	juries 89:19 169:21	280:17 284:10 292:12
147:12 148:18 152:2	<b>job</b> 32:15 106:15	jurisdiction 65:18	294:1,9 305:2 329:8
166:3,3 169:4 175:18	135:10 186:22 189:18	101:21	343:10 348:18 349:22
182:13 202:12 237:5	200:11 207:22 208:1	jurisdictions 129:11	kinds 92:19 197:4
237:5,7 239:15	231:21 238:18 279:20	jurist 49:11	kit 317:11
253:11 270:11 275:6	353:14 382:1	juror 260:11 350:8	knew 4:18 115:22 116:2
277:11,17 285:14	jobs 162:2 185:9	363:17 369:19,22	116:3 144:11,13,15
287:15 291:14 295:5	187:11 189:22 190:1	370:2,6,8	144:17 150:11,12
296:11 305:5,5	190:7	jurors 358:10,19	202:18 231:7 370:11
308:15 318:3 319:3	join 184:12 194:20	jury 86:6 171:17 369:11	know 16:21 17:14 18:22
322:12 326:21 330:9	195:10,12	369:17 371:13	19:16,21 20:20 21:7,8
331:3 336:13 337:3	joined 5:15 165:8	justice 7:1 38:21 40:15	22:14,17 25:16 26:5
		-	
349:14 353:16 356:6	167:17,22 205:18	48:19 72:10 81:2	26:11 31:5,17 32:13
357:7 363:5,22 365:4	351:19	83:17 84:13 87:4	34:11,19 35:6,6,10
373:21	joining 301:17 302:3	89:15 94:7 99:13,15	36:8,11 39:18 40:5,12
issued 246:13	joint 172:22 173:2,3	108:20 109:14 113:14	41:19 43:2 44:3 45:8
issues 51:7,15 54:15	205:8 236:14 247:8	122:22 127:14 140:11	45:17 46:22 48:17,20
58:12 62:3 68:22	292:7 333:19 380:11	142:4,5 144:17 161:7	48:22 50:4,11 52:6,14
100:3 113:2 118:10	jointly 211:11	163:22 170:2,10	53:11 54:8 57:5 61:7
140:2 141:15 143:15	<b>joke</b> 263:6	174:11 181:6,12	67:18 69:10 73:5,15
165:11,18 166:11,13	journey 372:18	192:15 193:1 194:8	75:9,17,20 76:3,6,8
166:15 167:15 191:18	<b>JPP</b> 300:21	195:8 199:3 225:14	76:18,20 77:10 80:2,3
192:6 196:1 206:15	judge 4:10 7:2 15:9	227:4 229:4 231:13	82:13 83:1,2,5 84:18
237:4 238:14 250:20	20:19 24:9 45:6 49:5	237:10,13,18 243:3,4	85:3 86:8 88:13 89:1
289:11,15 291:12	49:10 50:22 64:6 68:9	243:6,7 260:6 292:8	89:6,11 94:12,15 95:2
296:15 298:2 299:9	72:11,15 73:19 74:8	331:7,8,21 339:15	95:9 102:18 104:6
300:17,18 305:8	78:18 79:2,3,4,5	342:16 361:14,14	109:18 118:18 120:7
318:18 321:5,15	86:22 88:4 128:4	362:16 369:6,9	123:22 126:5,6,18
328:2 337:16 343:14	132:7 155:21 176:19	justification 121:14	127:12,13,22 129:9
343:17 352:6,7 365:3	225:2 237:10 263:9	Justinoution 121.14	130:19 131:9 132:19
375:15 377:13	288:2 305:12 310:10	К	132:21 133:16 134:4
it'll 232:2	312:7 314:6 319:2	Karla 1:10,13 351:9	134:21 140:1,21
Italian 169:9	321:9 322:7,11	Kate 2:9 293:5,6	146:18 150:21 152:2
items 288:22 320:9	324:13 330:6 350:4	keep 32:16,19 65:5	152:16 153:7 158:14
iteration 280:14	350:20 351:3,4,5,6	•	160:4,9 161:16
<b>iteration</b> 200.14	354:11 362:20 370:7	150:6 212:16 219:3	
		278:21 311:14 327:21	165:16 166:10,18
J	370:12,12 378:10	360:4 364:10,19	167:19 168:2 169:17
<b>JAG</b> 31:9 79:14	judged 197:1 202:17,18	keeping 187:17 189:18	174:18,19 175:20
<b>JAGC</b> 2:1	356:22	216:15	178:22 179:5,9
James 1:18	judges 20:20 21:14	keeps 163:1	180:16,21 181:20
jammed 379:21	44:10 75:15 131:13	kept 45:15 167:20	182:17,20 183:8
Janet 332:14 335:13,16	131:19 155:3,5	298:12 311:11 347:11	185:14 187:12 188:11
January 294:2	336:20	347:13,20	193:8,12 194:5,15
Japan 177:21 178:1	judging 357:1	key 162:3,11 220:22	195:13 196:12,15,21
Jeanette 205:19	judgment 25:2 52:15	221:15	197:6,7 198:7 200:17
<b>jeep</b> 202:22	62:22 356:2	kick 329:12	200:19 201:3,4,8,18
Jeff 2:1 292:20 298:4	judicial 349:19,22	kidding 157:5	202:1,3,13 203:10,17
299:11 300:2 364:5	351:2,8 355:7 374:2	kids 185:9 191:3,4	206:10 224:7 225:6
Jenn 301:21 338:19	judiciary 31:15	198:9 201:8	225:13,15 226:13
Jennifer 1:16,17 98:15	<b>July</b> 110:8 184:14	kill 94:14	228:19 229:7,7
114:14 154:3	230:11 248:9 287:19	kind 33:16 36:20 41:22	230:16,20 232:15
Jennifer's 133:18	jump 4:12	65:3 70:4 73:20 74:8	234:19 235:2 236:1,2
135:14,17	jumps 209:17	75:10 82:21 86:4	236:10 238:14 241:3
jeopardizes 68:18,19	June 1:7 55:7 231:19	93:15 94:5 159:4	243:9,10,16,21
<b>Jerry</b> 365:16,21	280:19,22 292:10	160:5 182:7 191:12	247:20,22 250:15
<b>Jim</b> 4:18,18 255:10	junior 148:19 189:10,11	191:22 193:17 201:4	251:9 252:2 253:10
	,		
п			

254:13,20 257:2,9 258:5 260:14,18 261:1,6 262:18 268:21 270:2 274:2 274:21 275:1 277:8 277:10,21 284:21 286:4 287:16 290:3 290:21 291:10,16,19 297:19 299:1 305:3 308:10 309:16 310:8 315:22 317:18 324:22 325:2 326:20 329:18 330:7 332:1,8 336:6 336:18 338:14.21 342:18 344:16 345:6 347:2,18,19 348:6,13 349:20 350:6,21 351:19 353:13,22 355:12 356:11,12,14 356:17,21,21,22 357:6,10 358:15,15 358:18 359:6 360:8 360:12,16 363:1,3,8 363:14,14,15 364:14 364:15,15 365:5 376:9.21 380:20 knowing 163:11 180:11 243:2 322:14 325:22 knowledge 83:7,22 107:4 119:12 346:15 358:22 375:16 knowledgeable 101:12 known 4:7 129:2 202:19 286:10,10 312:22 knows 50:11 105:15 137:17 144:2 171:22 Korea 184:8 Kramer 1:17 33:20 41:8 145:6,16 147:16,17 305:11 307:9,10 310:10 315:10 320:22 321:18 323:18,19 339:19 340:13 341:3 341:11,18 347:9 357:13 358:1 359:12 359:16,20 Kylisha 98:6 108:12,20 124:18 125:18,18 129:15 138:21 **Kylisha's** 124:20,22 L labeled 191:21 lack 117:17 148:10 162:18 191:12,13 192:3,3,4 259:6 262:5 272:19 375:19

ladies 9:6 10:17 293:11 laid 368:15 Lakisha 201:11 lance 144:1 land 240:8 302:1 landscape 219:7 lane 237:8 language 150:13 333:18 large 120:19 181:9 222:21 319:17 363:10 380:11,20 largely 103:13 156:5 366:12 larger 160:5 184:16 370:15 largest 160:11 165:21 230:20 late 20:10 26:4 37:21 39:4 63:7 64:16 75:14 78:12 157:12 199:12 293:5 lately 189:11 latest 207:4 Latin 3:9 159:16 Latina 175:6 Latino 166:3 Latinos 167:14 182:21 Latinos' 165:21 latitude 132:8 latrines 199:12 laughed 348:6 Laughter 59:12 96:18 137:6 139:1 140:9 145:5 154:19 157:4 launched 208:4 law 6:3 79:3,4 99:21 100:20 101:6 125:5 127:20,21 138:22 139:11 142:6 163:19 184:17 265:6 317:16 335:8 336:18 348:1 358:13 366:16 368:13 laws 217:20 218:14 lawyer 70:8 111:4,19 125:3 142:9,15 180:4 260:10 lawyers 58:6 122:19 142:11 146:18 147:13 176:19 177:10 260:10 350:18 lays 281:1 lead 23:1,5 104:20 108:2 213:1 380:11 leaders 5:12 162:17 164:9 leadership 22:14 54:14 216:16

leading 110:18 114:16 292:13 leads 44:3 144:6 184:22 212:11 League 3:9 159:15 leaning 278:17 learn 239:5 241:9 270:13,16 276:15 311:1 learned 4:16,17 82:21 119:10,13 learning 171:2 203:3 leave 7:6 36:14 172:16 184:8,10 185:9 186:3 188:19 237:15 251:13 290:21 300:22 305:20 leaving 105:4 144:17 led 113:7 125:17 205:22 left 18:17 24:13 111:8 113:8 228:20 244:12 244:18 294:14 329:17 370:20 373:16 375:7 legal 5:13 6:14,16,18 14:20 15:14 16:22 18:15 21:18 25:3 27:16.19 31:19 32:13 37:21 38:11 47:13 53:13 54:13 61:3,4 64:21 66:11 77:2 78:12 99:8 103:10 110:2,4,11 111:10,15 114:11,19 135:17 136:4 147:20,22 162:15 282:15 288:19 317:14 320:4 329:1 339:12 342:8 368:17 368:18 369:6 375:15 377:20 380:13 legislative 59:1 114:17 214:2 309:20 319:15 321:2 322:1 legislators 162:7 legitimacy 170:2,10 legitimate 126:17 356:19 legitimately 172:11 leisure 372:2 lends 306:4 length 350:8 351:12 358:14 lengthen 274:19 lengths 17:15 lengthy 139:9 lens 360:6 let's 171:12 239:20 302:17 303:10 343:22 letter 155:22 320:10 374:12

letters 232:9 letting 182:17 level 5:2 20:2 48:1 73:17 75:11 154:11 170:7 199:15,15 250:18 252:13 262:9 264:14 266:16 302:8 356:22 374:1 levels 171:7 183:17 250:19 252:10 253:7 262:6 leverage 210:7,22 220:22 leveraging 209:6 221:5 liability 368:12 liaison 33:6 328:17 liaisons 32:12 liberal 151:2 152:4,8 153:16 154:13 license 68:18 licensed 61:6 lie 369:6 372:20 lied 125:18 372:19 lies 112:22 lieu 101:22 lieutenant 171:6 178:4 178:6 253:12 358:21 life 109:18 130:3 369:3 lifted 369:8 light 21:21 28:19 366:5 like-minded 108:6 likes 210:10 Likewise 232:4 limit 157:21 limitations 99:20 103:1 131:21 132:1,5 157:18 277:4 limited 103:4 117:6 289:10 303:6,15 358:21 limits 94:3 line 21:12 65:14 146:22 164:4 187:22 203:14 242:12 255:5 281:19 284:11 354:10 lines 14:4 71:12 181:4 212:14 252:6 link 77:11 Lisa 204:19 205:3 list 6:6 51:15 55:7 58:21 59:15 62:11 133:6 135:16 228:7 230:3 352:6 353:12,18 354:7 365:3,4 listed 261:10 263:15 297:18 341:2,16 listen 139:14 296:3 lists 106:4 117:11 354:5

literally 223:22 286:11 332:2 litigate 323:12 litigated 46:13 litigation 24:3 26:2 67:20 323:13 little 12:10 31:6 42:18 64:16 71:7 127:10 141:9 152:21 153:2 155:7 157:14 160:3 160:22 166:6,14 179:13 193:11 244:22 272:5 281:7 287:10 306:7 307:2 318:11 345:9 354:3 371:18 373:4,16 379:11 live 89:8,11 130:8,15 153:4 314:18 lives 198:4 local 178:1 313:8 337:2 located 1:10 255:13 location 36:21 175:10 LOE 255:5 381:12,15 logistics 323:22 long 1:16 4:20 59:2 61:22 69:14,18 97:13 157:5 167:4 169:2 177:17 212:12 219:10 230:12 231:2,8,9 235:4 250:21 284:1 301:22 338:19.19 357:16 370:13 379:2 longer 59:5 95:20 172:15 183:14 351:7 351:21 358:10 368:20 longest 190:2 look 26:19 34:19 55:12 57:22 58:1 61:15 81:7 83:5 89:1,3 90:15 91:16 95:1 108:11,14 113:19 122:2 145:3 175:8,12,13 180:22 190:17 193:8,15 196:13 201:5,19 238:10 244:3 252:15 254:7 259:11 260:2,5 260:15 267:6 287:15 287:21 290:16 293:16 294:3,7 295:21,22 296:19 297:22 298:2 306:13 312:5 347:15 355:13,18 372:1 looked 85:7 89:21 94:16 178:12 224:14 243:5 251:2 260:20 327:9 370:1 looking 30:4 37:10 42:1 59:2 70:19 73:14

75:12 90:16 141:16 151:22 152:2 181:7 192:13 202:8 226:9 252:1 257:17 260:9 284:16 288:15 289:6 292:8 294:18,20 295:9 296:11,15 297:3,16 299:8 324:19 340:2 356:6 358:7 360:5 373:14 looks 71:3 179:12 189:14 206:4 260:8 378:16 Lorry 159:14 losing 199:9 364:9 loss 100:2 lost 74:6,10 338:10 361:20 377:8 lot 26:18 36:12 54:7 57:6,8 61:12 63:15,18 80:5 84:22 85:14 87:11 89:9 130:19 137:22 146:13 161:1 165:16 169:20 171:5 171:22 175:1,5 176:8 177:7 179:11 181:4,9 183:5 185:15 192:10 192:21 197:17 198:6 201:10 203:22 204:4 204:6 230:18 240:19 243:10 251:6 262:19 268:8 270:16 271:15 276:5,6 293:15 294:16,17 295:7 299:4 306:20 318:11 336:17 342:20 348:10 352:3 354:1,6 358:14 358:14,16 361:12 362:5,18 373:5 380:22 lots 261:11 357:22 **loud** 101:2 love 226:19 loved 59:8 367:9 loves 139:3 low 38:6 253:9 285:4 346:9 low-hanging 134:19 143:4 lower 193:20 262:6 luck 88:17 105:4 luckily 39:21 180:13 lucky 167:20 197:16 LULAC 3:9 159:16,19 165:8,16 166:1,21 180:4 193:13 lunch 3:10 159:6 379:4 lying 375:7

Neal R. Gross and Co., Inc.

Washington DC

Μ M&RAs 250:9 ma'am 18:7 23:6 27:11 55:6 59:11 62:10 67:11 77:7 85:5 86:14 90:8 232:7 236:4 280:11 301:11 372:13 377:16 378:14 mad 200:4 Madam 9:5 99:3 114:6 114:7 291:7 Magers 2:9 magic 242:1 magistrate 155:21 magistrates 155:3,6 156:8 mail 302:17 303:10 main 32:15 171:2 283:14 366:11 maintain 43:19 93:10 maintains 211:6 major 58:21 213:1,2 majority 35:2 56:15 95:2 110:18 141:21 304:11 308:22 majors 269:20 270:1 makers 47:4 108:7 makeup 85:9,11 224:18 224:21 225:1 260:10 260:11 making 33:9 60:22 118:5 143:1 160:17 178:8 181:14 188:6 200:4 209:8 286:2 305:7,17 316:12 323:16 337:6 343:1 347:20 354:19 368:8 374:22 376:2 **maladapted** 191:7,22 male 83:10 150:12 178:4.7 male-dominated 85:18 man 177:20 178:15 191:4 manageable 104:2 management 211:9 212:1 254:1 255:3,5 manager 177:9,13 181:4 **mandamus** 65:15 mandate 151:2 152:5,9 154:13 mandates 153:16 mandatory 102:2 104:13 132:16 133:3 manipulate 376:2 manipulated 374:8 manner 56:21 348:3

Mansfield 332:14 335:16,17 336:11 map 346:22 mapped 209:16 marched 150:9 Marcia 1:13 149:12 251:19 Marcia's 257:21 Margaret 1:15 185:5 Marguerite 2:7 Marine 6:18 10:20 15:7 23:16 55:16 66:10 81:17 86:14 179:17 189:4,7 241:15 271:3 350:12 marines 48:21 150:9 265:22 347:13 mark 365:13 Markey 4:18 Marotta 6:19 11:11,11 16:2 25:8 27:13 28:16 30:15 39:12 50:14 79:12 81:10 88:2 marriage 367:22 married 191:4 200:21 Martha 1:14 265:1 299:14 345:17 360:3 Martha's 265:19 martial 8:8 31:2 32:11 33:10 34:18 40:10 52:3,3 56:15 84:20 95:11 98:14 102:1 105:11 147:7 154:3 175:17 179:19 287:1 294:17 299:4 331:10 334:9 345:21 351:12 351:20 353:2 360:9 366:2 379:7,9 martials 56:10 Mason 2:6 massive 296:5 match 199:4 376:5 material 10:16 49:6,11 68:10 91:13 123:16 144:7 307:21 310:7 materially 48:2 104:20 151:10 materials 5:17,21 7:5 7:22 8:8 11:4 19:15 64:2 67:22 86:15 97:22 100:5 117:11 118:16 145:8 288:21 318:13 372:12 matter 22:7 48:16 53:8 67:17 87:17 100:7 141:17 147:10 159:7 195:5 198:17 204:14 213:22 242:1 263:20

307:14.18 382:6 mattered 174:16 matters 23:17 56:6 65:11,13 100:12 105:19,21 169:22 170:1 171:10 176:4 337:18 mature 220:21 maturing 23:14 maturity 88:10 MCIO 314:7 McKinney 2:7 mean 42:21 54:21 56:20 59:17 121:2,3 121:10,21 122:21 127:22 133:1,12,14 133:20 137:1,19 138:7,16,17 142:1 147:7 165:17 172:12 173:9,13 193:20 239:2 246:18 247:9 250:2 279:10 285:22 308:19 309:7,12,19 310:2 316:15 320:22 321:12 330:14 338:19 339:1 342:19 348:19 350:6 355:20 358:11 359:2 363:1 372:22 381:11 meaning 35:10 78:17 277:10 327:18 meaningful 28:4 79:1 104:8 117:13 139:12 157:16 248:3 277:3 meaningless 103:17 368:18 means 56:11 77:21 78:16 134:17 165:16 193:20 197:22 198:2 241:3 244:20 meant 247:19 302:20 351:3 measure 36:3 229:5 246:3 248:11,16 meat 67:19 265:1 mechanism 54:17 mechanisms 55:1 79:9 81:6 media 143:15 149:4 167:10 314:19,22 medical 6:3,5 11:2 15:3 42:10,21 43:1,6,14 44:2,8 46:5,6,14 47:9 48:13,20 49:15,18 50:9,17 51:4 110:14 184:9 289:2 315:15 315:18 316:21 317:2 317:4,5 342:5

meet 5:19 35:20 45:7 50:20 200:8 211:19 288:8 379:2 meeting 1:4 3:22,22 4:9 5:18 7:5 265:4 284:9 285:12 288:5,7,13 289:7 290:3,10 293:3 293:10 295:7,16 297:20 298:4 299:16 299:22 300:4,8 322:21 330:22 337:15 343:16 347:20 365:9 378:20,22 379:4 382:4 meetings 143:17 290:20 300:5 meets 168:18 172:1 283:17 343:19 Meg 69:17 301:17 302:3 Meghan 1:19 2:7 5:10 17:7 97:19 128:22 154:20 222:18 255:9 264:5,20 288:11 291:2 292:22 296:22 301:15 314:5 321:12 335:10 380:8 381:10 Mellette 158:6 member 98:6 108:12 110:9 149:21 152:7 165:8,13 249:7 276:17 299:4 361:21 364:11 369:11 members 5:7,12 6:10 81:18 82:6 87:6 97:1 97:18 99:4 107:10 114:8 149:19,21 153:20 163:10 167:7 168:2,21 170:9 171:21 174:2,8 178:3 186:19 188:16 211:5 217:22 227:14 230:22 233:11 235:3,9,15 249:6 255:18 263:13 264:3 265:14 276:8 280:13 281:1 284:14 284:15,20 285:10 294:4 299:5 300:17 345:8 350:19,19,20 351:3.11 358:19 359:4 362:10 364:18 367:14 370:8,13 377:10 378:5 memo 280:19,22 281:14,21 282:20 283:1,2,14 memorandum 287:19 memory 34:11,11 126:6 men 86:10 161:15

172:12,12 184:11 186:14 **mental** 44:6 mention 182:18 368:7 370:13 mentioned 24:11 28:2 28:11 46:18 64:15 75:17 86:15 152:13 174:16 182:13.20 194:11 233:3 258:6 274:10 275:9 276:4 290:13 311:6 MEO 237:5 240:11 241:10 249:5 mere 364:13 merit 218:1 368:18 mess 347:5 messages 24:13 messaging 187:5 215:17 met 1:9 57:6 108:22 131:2 229:14 methodology 281:21 305:22 methods 84:7 metrics 291:13 292:5 292:11 MG 1:13 149:12 195:17 241:2,18 251:19 253:2 336:12 mic 154:18 170:16 microphone 270:15,17 mid 212:11 middle 381:15 middle-aged 150:12 might've 327:14 MilCon/VA 185:18 mile 163:4 military 5:14 7:1 24:9 29:15 38:20 40:15,19 41:7 43:8 48:7,9,19 49:5 53:21 57:10 68:9 70:12 78:18 79:2 81:2 81:2 83:11 87:3 88:20 89:11,15 94:7 98:6,9 98:20 99:13 101:20 107:21 108:4,19 110:1 112:5 114:13 114:18,19 116:16 117:22 120:18 121:2 121:9,16 122:21 129:4,12 130:7 131:13 133:13 136:19 139:3 140:11 141:21 142:4 155:3 156:2,10 156:11 161:6,7,11,21 162:3,4,7 163:16,21 163:22 165:11,17,19

167:16,17,22 168:5 168:12,14,18 169:21 170:2,10 171:22 174:3,11 175:2,3,9,11 175:15 181:6,12 182:8,22 183:1,10,20 184:5,12 185:21 186:1 187:7,16,22 190:1,14 192:15 193:1,12,15,19 194:2 194:7 195:8 199:3,22 211:2 213:3,18 214:18 215:13 216:6 217:8 225:14 227:3 227:15 229:4 231:12 237:9,13,18 238:20 243:3,4,6,7 254:2,22 260:6 279:22 282:7 292:8 295:11 309:2 316:22 317:18 328:15 331:7,8,14,21,21 332:19,22 339:15 342:15 354:17 355:5 356:7 357:16 358:7 358:10 360:9.13.15 361:14 362:16 363:20 374:2 military- 109:4 military-connected 99:9 102:11 military-detailed 147:22 million 160:11 162:2 216:22 218:19 230:21 mind 72:2 196:2 252:18 291:12,15 306:21 331:4 355:16 364:10 368:6 mine 252:17 minimalist 304:8 340:3 minimum 312:4 378:15 minor 282:10 minorities 161:17 184:16 186:12 258:21 minority 151:12 252:9 minors 322:8,10 332:6 340:21 minuscule 177:3 minute 365:13.13 370:20,21 377:17 minutes 96:15 97:13 159:18,19 263:18 298:18 299:2,12 343:8 365:12,15,18 369:18 372:13 379:6 379:8,9 mirror 158:2 misconduct 3:15

280:10 281:2.6 282:11 283:4 285:1 285:17,21 286:5,17 379:17 missed 5:1 22:11 135:16,18 291:3 339:3 missing 246:16 261:1 277:17 320:18 329:6 mission 160:5 188:5 208:9,12 211:19 212:14 214:4 220:7 220:12 221:1 222:16 279:7 missions 217:16 mistaken 354:13 mistakes 373:16 misunderstanding 20:5 misuse 60:5,16 mix 178:20 mixed 178:21 MJRP 298:16 Mm-hmm 301:13 **mobilize** 185:4 model 62:17 63:2,3 80:21 340:3 modeling 259:1,2 models 63:14 moment 182:21 317:3 330:3 344:3 Monday 299:20,22 378:18 money 200:6 330:10 month 4:17 37:2,4 38:7 66:9 186:6.6 199:6 month-and-a-half 78:7 months 35:19 37:18 38:14 136:1 143:1 292:13 293:19 353:11 monumental 136:15 morning 4:3,11 5:7,11 5:12 9:5 10:17 73:16 77:8 97:8,18 114:7 165:5 269:12 288:13 293:3 300:3 378:22 379:3,12,19 380:7 mother 180:14 372:21 377:15 motion 24:21 25:19 26:10 31:1 45:5 50:18 50:19 71:18 73:2,14 74:4,7 78:18 106:9,16 106:19 136:2,10 323:11,13 motions 18:13 19:7 20:18 52:19 105:3,5 105:21 106:2,2,3 110:13 155:16 311:16

311:17 323:6 move 7:15 29:15 128:17 163:4 170:16 197:22 198:3 280:9 288:9 343:22 370:7 370:11 moved 72:5 74:13 354:8 370:4,6,14,15 movement 51:21 182:11 moves 323:7 moving 31:3 65:5 76:19 83:18 99:19 168:11 196:20 292:22 297:8 301:2 366:20 MPP 238:20 255:1 **MRE** 106:10,16 **MSOs** 161:14 **MST** 161:3,8 191:17,18 194:6,21 multi-victim 13:8 329:3 multidimensional 208:14 multiple 12:19 148:1 325:4 327:10,13 328:6 354:5 374:1 murder 358:19 Musella 178:1 mute 69:13 myopic 268:16 mystery 42:9 mystified 42:18 Ν Nalini 2:5 name 108:20 114:13 165:7 200:22 201:5 201:20 354:7,7,7 365:21 372:16 named 201:11 207:18 353:7 names 201:7,9 296:5 332:6 344:21 345:14 345:22 narrative 279:21 280:1 narrow 303:11,13 310:19 321:14 369:6 narrower 303:18 nation 164:14 209:7 218:21 219:3 national 89:17 163:14 187:19 188:2 208:11

211:19 216:1 217:6

naturalized 168:9

nature 64:19 340:4

237:12

364:17

naught 199:5

Naval 228:21 navigate 94:7 119:1 navigated 171:12 Navy 6:14 9:22 14:13 28:16 30:14 35:18 56:9 57:15 58:4 64:6 65:10 66:7 82:1 85:7 165:2 189:19 190:4 202:15,16,17 253:13 271:3 Navy's 14:19 23:5 nay 286:2 NCI 16:1 NCIS 11:8 14:11 NCIS's 14:14 NCORS 26:16 28:1,13 29:9 30:2,9 47:20 **NCOs** 178:9,13,16 204:7 262:10 **NCVLI** 57:6 **NDA** 292:3 NDAA 70:11 281:11,17 282:3 near 206:6 207:10 212:11 necessarily 30:10 57:2 61:16 68:5 129:13 254:14 277:19 316:21 349:4 350:6 352:19 355:11 necessary 8:9 24:7 44:20 45:16 108:1 151:4 154:14 need 10:11 16:6 39:17 40:5 48:20 54:12 79:8 82:8,9 94:22 109:3 110:1 126:5,14 142:20 161:16 172:3 180:5 183:2,4,7,8,9 184:5,9 185:1,3,6,11 185:13 187:11,15 188:9 196:12 201:3 209:5 236:17 254:7 257:1 290:6 292:17 302:13 307:2 312:10 315:7 319:20 322:17 322:19 324:9,14 333:2 346:13 352:18 360:16,17 364:10 needed 79:4 112:18 117:12 119:1,2 133:22 144:15 161:4 219:3 228:6 239:5 309:17 336:22 needing 183:14 needless 103:2 needs 41:19 96:2 158:9 160:8 161:10 182:22

184:5 255:14 327:9 nefarious 56:21 negative 182:10 negatively 101:16 107:8 negotiation 78:21 neighborhood 125:6 network 3:8 114:21,22 159:13 160:2 never 73:13 86:3 107:7 139:11 142:9,15 148:2 162:14 168:6 241:4 314:22 315:1 354:8 355:16 367:8,8 375:16 new 26:15 28:18 125:14 125:14,19 162:14 163:3 186:2,16 204:5 216:5,17 221:18 233:4,8 234:2 245:7 273:2,21 279:6 280:6 280:6 281:1 318:19 345:14 368:15 newer 329:19 Newport 271:3 273:15 news 185:17 nice 233:2 265:19 night 73:15 199:12 203:5 367:3 nobis 369:7 371:6 nodding 341:10 nominations 345:20 non-104:13 105:8 261:21 non-exclusive 6:6 non-privileged 103:8 non-victims 273:17 nonpartisan 160:15 nonprofit 98:3 160:14 noon 97:8 159:11 normal 7:15 10:5 45:4 344:19 345:20 normally 19:9 346:6 348:14 norms 87:12 north 178:2 Northern 122:3 note 48:14 49:15 100:20 140:15 231:10 251:16 276:3,3 278:5 282:3 311:12 316:5 318:12 334:16 371:15 noted 46:9,10 76:6 275:13,18 277:17 328:10 334:7 370:14 notes 70:19 278:9 305:16 notice 9:17 20:10 73:4

75:14 77:18 116:5 129:22 238:18 **noticed** 238:22 notification 129:2 130:4,17,20 139:21 notifications 27:4 notified 35:7 131:1 140:3 311:21 326:6,9 326:11 notifies 130:11 notify 21:4 77:17 notifying 32:10 noting 233:17 notwithstanding 140:17 335:4 nuances 319:6 nuclear 361:2 number 38:2,5 51:6 59:17 85:10,12 133:12 138:4 141:12 144:10 160:12 194:16 237:22 238:1 257:5,6 257:11 258:2 264:1 274:10,15 292:13 321:21 346:9,10 348:11 351:2.9.18 numbers 35:8 66:6 94:15 168:18 183:4 183:11 184:17 189:11 194:16 248:14 253:8 253:21,22 259:7,8,17 259:21 260:2 281:12 285:3,5 332:7 numerous 366:2,14 nurse 190:5 0 O'Connor 1:17 O-5 80:2 **O10** 238:1 **O9** 238:1 object 49:13 339:4 objecting 339:2 objection 30:22 objective 100:1 objectives 101:15 107:6 217:15 obligation 25:4,6 68:4 105:14 106:21 128:2 332:8 obligations 61:15 92:15 92:20 125:17 144:5 233:12 obliterate 104:10 observation 3:14 97:10 140:6 observations 273:11 299:4 379:9

observed 263:13 271:5 271:10,22 299:10 obtain 10:14 46:7 54:22 55:2 111:3 obtained 297:12 obtaining 7:12 obvious 102:13 259:3 276:2 obviously 10:4 19:13 20:16 30:21 44:16 72:1 87:9 208:18 237:9 252:8 276:5 284:16 292:13 301:7 344:12 355:10 356:18 357:17 362:22 363:14 379:15 occasionally 11:4 24:12 62:21 64:15 occasions 19:19 20:1 occur 287:3 occurred 110:8 363:12 369:12 occurs 86:1 305:3 317:8 Oddly 265:8 odds 312:11 **ODEI** 207:2 208:8 210:1 211:6,16 212:13 214:9 215:5,9 217:9 219:9 220:18 221:17 222:15 250:11 251:7 254:8,13 **ODEI's** 207:3 220:1,21 offender 81:13 116:3 117:4 offenders 120:20 163:21 offense 13:19,22 38:10 116:8,16,18 242:3 277:12,19 286:11,14 286:17,19 287:6 320:6 334:20 335:1,2 339:14 342:10 offenses 204:5 243:9 277:5,6 286:10,10 358:4 363:11 offer 6:8 63:20 66:5 67:21 69:1 78:6 86:20 97:20 99:5 274:5 376:17 offered 34:16 office 3:11 17:10 18:15 21:7 31:19,21 32:13 33:2 129:14 189:14 204:20 205:5 210:1 211:3,6 214:11,12,15 216:9 219:18 223:8 224:1 238:6 248:12

249:19.19 250:12 254:2,20 256:2 261:13,14,19 283:19 284:12 286:17 331:15 344:18 380:15 381:7 officer 4:4 88:4 127:4 148:20,22 156:3 165:2 196:3 197:16 207:17,21 227:14 250:18 252:7 258:4 287:4 373:14 376:20 officer's 102:8 119:3,7 officers 178:13,22 198:14 204:7,8 237:22 238:2 262:11 offices 37:16 54:13 182:3 189:13 211:17 230:14 256:2 266:2 268:19 278:22 280:6 287:16 295:9 328:17 380:16 381:5,8 official 2:11 9:8 16:17 54:20 76:8,9 80:12 93:20 officially 4:9 officials 162:8 offline 270:14 279:8 oftentimes 117:10 143:6 146:20 OGC 225:16,21 243:19 251:5 280:18 284:4 **oh** 26:7 90:6 114:6 131:2 145:16 185:1 203:1 301:21 302:3 304:3 329:5 349:17 364:5 okay 60:12 90:3,9 114:7 131:18 137:7 145:4 156:20,22 157:3 159:10 197:13 222:14 226:20 228:10,11 229:2,16 230:9 232:13 234:1 235:21 242:15 246:8 251:18 256:15,21 262:2,16 282:13 296:13 297:5 297:10,11,21 298:14 300:9 301:5,20 302:16 337:7 343:12 344:2 345:15 349:17 364:5 365:10 372:6 372:16 373:11,12,13 378:3 old 165:20 351:19,21 358:20 360:14 363:13 364:16 older 351:16 357:17 358:6 359:8 363:3

364:18 olds 88:22 OMB 333:7 once 26:5 96:7 177:2 227:22 228:11 247:10 314:1 315:9 367:10 370:6 one's 143:22 144:2 one-344:5 one-offs 60:8,9 74:2 ones 8:12 134:18 230:6 245:9 249:7 274:4 363:10 381:12,14 ongoing 216:17 online 7:16 326:11,12 365:11 372:12 OPA 261:22 262:7 open 4:10 8:15 11:1 14:7 87:22 156:12 159:20 160:6 242:5 337:14 open-ended 51:8 opened 244:10 opening 114:4 141:10 152:14 159:18 169:15 openly 156:4 openness 29:6 operate 56:2 129:10 operating 287:18 operational 209:14 211:10 217:10 220:21 240:15 operationalize 211:14 operationally 220:20 operations 189:17,19 190:9 211:9 240:16 opinion 53:16 101:20 128:10 238:4 306:8 316:13 334:17 opinions 103:20 195:4 308:20 opportunities 162:5 201:17 202:1 227:13 opportunity 21:13 49:13 50:12 58:13 74:10 77:18 108:9 114:9 131:6 140:2 141:11 155:12 167:6 173:18 202:10 213:4 213:4,18,19 214:18 214:18 217:18 218:16 237:5 320:19 346:17 372:17 oppose 52:21 337:20 opposed 26:9 34:1 60:17 139:9 148:21 270:14 317:2 360:13 opposing 279:13

opposite 90:18 opposition 162:10 OPR 238:7 239:8 **Ops** 198:14 opt 39:4 optimistic 29:5 optimize 211:22 option 344:13 options 75:13 298:3 344:12 346:19 365:3 order 21:14 44:14 89:16 163:3 181:13 277:14 300:19 307:3 309:13 309:16 314:20 316:11 359:8 ordering 374:10 orders 68:8 156:10,12 216:2 217:7 316:8 326:13 329:15,16 336:21 ordinarily 318:9 ordinary 50:10 153:10 org 212:19,20 213:14 organic 112:11 organization 80:2 85:8 98:4,19 99:12 109:3 115:11 154:22 159:17 160:15,16 165:9,14 165:20,22 209:22 220:18 221:15 230:21 236:7 organization's 173:11 organizations 3:3,4,7 129:7 164:17 195:22 221:1 organizations' 161:14 162:8 organize 262:21 orientation 255:20 original 80:8 Ornelas 201:1 **OSJA** 20:3 OSTC 3:14 22:3 51:21 54:5 70:4 75:18 97:10 264:10 265:2 266:2 268:2 269:4 271:5 273:15 285:15,19 286:5 291:9,11 380:1 OSTC's 266:7 269:8 OSTCs 280:4 290:14 291:18 others' 199:17 ought 299:10 303:3 307:19,20 312:3,5 321:6 324:11 outcome 84:21 85:2 113:7 151:10 153:17 181:2

outcomes 176:16,22 177:2 outlier 304:17 307:17 outline 368:14 outright 112:22 outside 70:14 79:17 125:6 130:16 149:2 172:13 199:13 263:16 264:17 268:15 311:20 318:11,11 369:12 outsider 111:16 outsourced 332:10 outstanding 135:15 328:10 outweigh 53:1 **OVC** 17:17 over- 175:10,15 overall 54:10 55:4 88:20 105:13 173:20 174:1,10 279:2 312:1 312:2 337:3 362:12 362:16 overarching 220:12 245:12 overcome 103:7 364:13 overcomes 129:21 overreact 172:8 overrode 225:2 oversee 219:12 220:5 239:14 248:9 oversees 210:2 215:5 oversight 20:5 21:1 22:15 163:7 172:3 190:12 211:7,21 214:21 215:17 221:5 250:14 overstate 64:10 overstated 279:5 overview 3:2 206:2,20 207:7 214:10 226:21 245:6 overweight 196:14 overwhelmed 148:15 overwhelming 118:21 310:3,5 overwhelmingly 271:11 owe 292:9 owed 52:16 owes 281:3 owner 331:20 Ρ P-R-O-C-E-E-D-I-N-G-S 4:1

P&R 261:16,16

382:7

**p.m** 204:16 263:21,22

PACER 18:2 325:21

332:1,4,10 333:4 PACER-like 29:16 289:15 324:20 327:8 329:14 335:20 packet 284:5,17 377:6 378:8 page 237:17 244:12 251:2 255:13 256:12 257:21 260:3 281:14 281:20 282:19 374:12 pages 283:6,12,22 painted 112:21 panel 3:20 5:10 41:10 83:4,12,13 84:8,14,20 86:7,12 88:5,9 95:6 96:20 97:1,6,15,17 127:13 148:13 149:19 149:20,21 150:7,22 151:9 153:14 158:2 159:4,6,11,20 170:4,8 171:6,14,20 176:20 177:17 178:3,17,21 178:22 179:1,12 280:13.14 293:6.14 294:4 306:10 314:7 337:10 344:1 352:22 353:6,18,20 354:9 357:19 358:11 361:16 361:21 362:13 364:11 364:18 369:11 370:1 370:8 380:6,11 panelists 310:15 panels 5:7 82:16,16 83:18 85:9 87:21 88:16 96:22 97:7 151:5 152:7 153:22 154:16 159:5 169:20 169:22 171:4,10,21 173:4 176:18 290:4 293:16 295:21,22 298:11,19,20 379:5 379:20 380:7 paper 36:13 103:13 138:8 139:9 344:22 paragraph 280:22 paragraphs 281:13 paralegal 2:4,6,8 135:12 paralegals 357:19,19 parallel 208:7 parameters 260:14 paraphrasing 289:2 parents' 201:7 Park 6:15 9:5 12:15 13:8 16:12 17:9 18:7 31:13 35:5 46:4 54:6

328:13 329:9.22

330:8,15 331:1,19

62:4 75:8 84:17 93:17 parking 138:2 parole 116:7,17 377:12 part 10:6 14:17 16:17 22:16 30:3 43:4,14,18 46:18 65:13 74:17 86:2 93:15 100:17 114:9 137:1 138:6 145:15 174:6 176:17 187:4 208:1 222:21 228:5 234:11 235:8 236:5,6 243:7 247:11 251:12 253:11 265:9 276:9 304:20 306:18 331:8 342:13,16 369:21 374:10 part-time 186:22 participant 69:17 367:12 participants 266:4,14 participate 48:2 57:5 78:22 102:15 103:16 265:9.18 participating 265:21 374:9 participation 117:13 382:3 particular 6:1 24:21 36:20 58:11 70:10 73:2 74:7 76:19 85:1 86:12 133:10 138:1,8 141:6 151:11 155:8 242:18 252:1 256:3 267:8 272:6 275:13 275:18 278:17 312:13 335:3 361:13 367:21 particularly 41:16 71:4 83:3 101:19 123:2 126:8 132:6 142:12 142:13 151:22 252:6 302:19 307:3 particulars 339:18 341:12 parties 24:2 73:3 92:16 104:8 105:16 146:16 146:17 147:2 316:9 partly 178:19 185:13 partner 164:17 221:1 314:10 partners 185:16 221:16 225:21 230:17 238:19 239:14 partnership 225:9 parts 83:14 246:21 311:3 party 19:10 92:15 323:12 party's 326:13

pass 23:4 74:22 174:2 passage 49:10 passed 34:12 190:12 196:16 passing 4:18 path 40:17 patient 49:8,13 78:3 Patrick 166:16 Paul 1:15 pause 213:16 222:15 pay 151:16 312:5 paying 143:15,22 271:15,17 353:16 pays 123:10 PCS'd 353:13 **PDF** 376:17 **Pease** 368:13 Pedden 6:17 10:17 15:6 23:6 27:11 29:1,4 30:2 37:11 47:14 60:13 62:10 67:10 77:8,9 79:13 81:9 86:13 Pedden's 71:14 Pentagon 223:8 people 21:12 33:3,22 34:5,13 37:2,3,5 41:17 52:2 53:19 66:5 80:3 86:11 87:21 88:8 88:9,10,12 89:2,6,9 89:10 120:11.16 122:10 130:20 139:22 145:9,12,17,18,20 148:8,12 152:1 166:1 172:8,18,21 173:12 176:18 177:3,11,14 179:2 180:21 182:10 187:11,17 188:6 189:13 190:1.15 191:10,14,20 192:3 193:19 194:11,16 197:5,20 198:6,8 199:2,9 200:4,13 201:2 202:7,10,16 203:6,17,20 204:3,5 206:15,18 209:9 216:9 217:17 218:4 218:10 227:20,20 238:7 243:14 246:5 248:12 250:9,20 254:4,15,16 258:21 261:15 262:7 269:11 270:9,14 271:8 274:10,16 279:19 290:9 294:21 298:13 314:21 316:17 321:12 322:4,19 339:1 344:16 345:3,6,11

346:5,12,20 347:1,7 348:2,4,15 349:6,10 349:21 351:7,10,15 351:16,17 353:12 354:4,7 356:3 357:15 357:17,18,18,22 358:3,6,9,17 359:13 359:19 362:5,13 363:8,9,21 people's 238:4 354:6 perceive 105:17 perceived 82:17 percent 34:13 36:9 37:1 37:9 38:8 77:1 83:10 94:18 165:2 172:11 184:19 217:2 224:19 245:16,21 246:4,11 246:12,18 247:3,15 percentage 33:22 39:13 276:16 perception 170:1 195:3 345:5 perceptions 195:4,5 perfect 251:18 343:20 perfectly 351:11 performance 197:2 205:14 period 289:8 367:1 permission 124:21 333:7 perpetrator 137:15 312:22 313:5,13 314:2 perpetrators 161:6 164:9 **Perry** 108:22 person 32:9,16 33:2,6 33:16 38:12 39:17 81:22 113:11 130:8 130:15 187:12 192:19 194:22 201:22 258:12 273:2 277:18,20,22 286:11 316:7,15 323:20,20 324:1 329:18 335:1,7 342:1 350:7 356:21 361:1,2 361:3 362:22 363:3 372:19 personal 5:2 33:13 118:11 128:10 361:4 personality-80:5 personally 74:11 115:14 129:18 149:9 318:8 332:15 359:6 personnel 184:9 196:3 207:19 211:18 212:1 214:13 238:20 250:4 254:2,3 344:16

persons 87:16 305:21 perspective 14:19 65:7 84:1,18 94:14 97:20 99:6 120:6,7 151:3,6 152:20 259:19 271:22 312:13 356:8 363:2 363:11 perspectives 99:13 272:2 pertaining 117:6 pertinent 118:3 221:14 pestering 119:4 Peters 2:7 5:10,11 97:15,18,19 291:2,5 petition 65:15 72:22 130:14 369:1 371:5 phase 257:13,14,14 381:16 phases 257:10,12 phenomenal 382:1 phenomenon 154:14 Philadelphia 122:3 PHO 119:7 PHO's 103:1 phone 346:11 374:7 phonetic 23:8 photograph 196:8,10 197:10 photographs 196:20 197:18 physical 277:20 323:15 375:4 pick 40:16 151:20 185:9 345:14 346:5,6 picked 40:7,8 303:17 350:19 picking 89:2,5 310:20 345:6 picks 346:2,4 picture 201:3,4,20 276:9,13 piece 66:4 124:7 126:9 139:6,9 200:10 248:1 344:22 piecemeal 338:22 pieces 248:22 328:7 **PII** 13:14 332:4,13,21 333:3 334:4 336:16 336:22 piling 291:15 pillars 250:5 pin 322:3 pipe 29:21 pipeline 253:11,14 pique 303:12 place 67:15 78:6 79:9 81:6 82:15 109:7 183:6 211:15 216:2

233:15 234:17 235:3 241:7 255:21 292:15 313:17 316:8 330:14 343:10,12 367:3 placed 369:16 places 22:11 36:6 167:20 172:9 plan 30:13 138:6 292:4 292:10.14 plane 190:3 planes 190:2 planning 137:20,22 138:11 215:17 225:22 platform 223:20 platforms 224:6 play 314:16 316:16,18 354:19 355:3,4,9 played 367:7 players 294:7 playing 24:12 189:20 plays 194:12 195:7 209:13 plea 63:10 78:21 127:18 128:12,20 367:15 pleading 19:22 29:18 130:13 332:10 pleadings 17:21 23:10 23:17 24:1,21 105:3 322:13,14 323:6 325:22 326:3,5,6,15 326:16 327:3 328:15 329:6,12,17 336:16 please 41:2 180:4 206:19 212:16,18 216:18 219:8 244:6 246:9 319:16 333:8 365:19 372:5,14 377:21 pleasure 108:11 228:16 pled 367:20 plenty 300:15 pluck 344:16 plug 57:6 **PNR** 249:11 point 8:13,17 13:2 22:14 27:12,13 31:20 39:21 50:15 59:3 72:5 74:8 76:11 81:11 95:19 101:9 140:17 140:22 141:19 152:9 188:21 196:9 215:9 246:8 253:3 263:17 269:6 278:8 283:15 284:12 291:19 302:3 302:4 308:7 310:20 313:22 321:1 323:17 324:13 330:5,21 334:4 347:21 351:9

352:12 353:11 361:11 pointed 83:4 272:12 362:1 pointing 53:7 238:9 points 110:10 140:6 245:5 274:4 276:21 284:2 352:4 354:1 364:21 police 110:21 125:5 144:12 373:14 376:19 policies 5:20 81:7 97:21 210:3 211:14 215:6,15 216:6,7 220:4,11 221:4,18 222:2 245:8,17 246:1 247:4 251:17 269:4,8 303:22 325:16 340:12 380:2 **policy** 3:18 28:3 35:12 38:9 51:12 53:5 54:17 55:2,14 60:21 69:9 73:17 79:6 80:6,11 81:8 82:10 100:9 108:7 120:1 141:17 152:19 162:10,14,18 162:19 163:3.20 186:3 211:4,7,20 212:8 213:5,6,7,20 214:1,16,21 219:11 220:3,14 233:15 234:2,16 235:8 237:6 237:7,14 238:21 239:12 244:13 245:19 246:13,14,16,17,19 246:21,22 247:21,22 249:14 250:10 254:2 254:3 259:16 264:10 272:17,17 273:11 288:17 297:8 300:2 300:10 301:9 303:1,3 303:4 306:6,9,11,14 306:17,19,20 307:20 308:1,12 310:14 312:9,12,15 319:5,14 320:2 330:1 338:5,18 338:21 339:10,21 340:7,7,10,20 341:12 341:19 342:14 379:1 379:14 policymakers 122:8 pool 260:11 352:22 353:19 poor 118:8 population 88:20 89:3 175:9 178:1 183:10 254:19 358:6.9 359:20,21 363:20 pornography 277:12

portfolio 213:2 220:2 portfolios 206:17 **portion** 217:4 pose 51:8 67:7 position 37:12 57:9 67:4 77:10 165:13 positions 162:1,3,11 189:2 positive 182:11 positives 22:3 possession 11:3 15:10 19:15 42:11 49:19 137:16 138:1,2,3 342:4,6 possibility 95:11 101:21 186:13 287:1 362:11 possible 8:19 47:2,6 84:15 93:1 118:13 158:9 260:7 267:7 possibly 51:13 341:14 371:9 posted 372:12 posters 199:1 **pot** 348:4 potatoes 67:20 265:2 potential 105:11 150:10 163:1 197:7 216:7 290:4 296:9 322:5 331:3 342:14 potentially 24:8 43:17 46:8 54:9 96:9 212:22 234:4 259:20 285:5 295:8 302:12 314:9 322:18 328:16 350:2 380:7 **Potomac** 1:10 power 99:17,18 148:8 368:5 PowerPoint 200:2 **PR** 61:16 65:6 practicable 344:9 practice 5:20 7:12 9:12 10:1,6 11:13 14:14 15:7,19 16:1 17:10,17 20:11 22:7 23:12,19 25:9 26:6 28:6 29:7 43:12,22 44:22 46:21 50:15 51:1 56:2 57:12 65:14 76:2 77:5 95:17 99:22 107:15,21 129:17 138:22 143:20 146:7,8 287:11 practiced 139:11 337:4 practices 10:19 123:1 195:21 211:1 221:5 practicing 64:5 129:10 praying 251:8

pre 100:11 101:17 pre- 146:11 256:19 pre-decisional 242:10 256:18 pre-preferral 146:9 precipitated 78:11 precisely 320:18 precision 37:13 preclude 127:17 predominantly 88:22 prefer 78:19 358:9 preference 303:17 preferral 8:21 11:8,18 12:3 100:11 101:18 146:12 267:20 preferred 8:3 pregnancy 191:3 prejudice 277:13 prejudicial 370:3 **preliminary** 102:8,17 102:22 103:2,12 116:5 119:2,6,7 127:4 155:4,19 156:3 293:10 prep 143:18 preparation 44:21 100:18 107:20 142:18 prepare 8:9,10 26:12 prepared 99:1 195:20 219:2 319:18 prepares 107:12,16 preparing 8:7 32:14 135:11 382:2 prescribed 365:15 presence 274:9 present 1:12 2:11,13 78:10 102:12 116:8 155:12 160:8 209:1 272:19 278:12 333:4 348:4 364:2 373:21 presentation 233:19 293:14 presentations 97:12 presented 83:8,9 98:13 327:11 presentencing 98:13 presenters 97:20 263:16 271:12 337:20 364:2 presenting 327:1 preserve 208:16 presided 313:9 President 114:14 President's 216:19 presidents 182:4 presiding 1:11 pressed 90:2 prestigious 162:1

pretrial 116:5,14 155:15 366:20 pretty 24:10 42:7 68:2 69:22 72:20 176:20 219:10 243:4 258:2 264:19 285:7 296:17 304:10 307:11 381:16 prevalence 216:10 prevent 197:5 217:20 prevented 102:10 preventing 162:10 prevention 200:10 221:18 222:6 244:16 248:6 249:9,10 258:15 261:18,19 prevents 162:4 previous 233:9 245:8 253:21 previously 131:11 132:11 133:6 142:13 147:18 205:7 374:17 Pride 199:5 primary 88:14 205:9 213:17 249:10 258:15 primer 265:5 principle 99:15 **prior** 11:7 14:9 36:19 74:4 77:20 88:3 97:17 101:13 107:4 116:20 119:11 135:17 137:8 158:2 165:12 169:18 178:4,9 179:20 200:22 277:7 280:14 366:15 375:12 priorities 207:4 prison 373:17 377:3 prisoner 185:2 privacy 43:20 54:21,22 103:4 104:1 106:13 116:2 140:2 157:20 157:22 308:14,17 327:18 331:13,17,20 331:22 333:9,10 334:1,8,12 335:3,6,19 336:6 342:14 private 44:9 158:12 privilege 48:18 49:1,4,8 57:19 99:5 privileged 48:16 78:2 103:22 104:14 105:9 privy 290:17 pro 99:8 111:10 114:21 316:13 336:17 proactive 101:9 102:1 proactively 243:20 probable 104:17 224:15 225:3 268:1 probably 22:2 34:10

291:4 293:22 296:18 37:7.8 41:4 68:12 128:7 135:7.9.21 309:13.16 314:20 94:14 170:14 178:16 150:8,14,17,19 379:2 316:8,11 201:4 219:9 232:2,7 151:12,14 153:9 projects 3:16 98:12 proud 122:6 237:4 241:13 260:17 155:4,18 156:9,14 288:10,12,14 290:16 prove 128:15,18 277:13 268:5 277:6 287:12 167:5 170:5,11 301:8 337:14 379:16 proven 375:17 322:17 324:8 332:3,7 174:10 228:4 232:1 promise 90:10 276:20 provide 19:20 21:8 24:5 346:5 353:4 358:5 234:9 239:6 258:19 27:3 44:12 45:13 promote 89:16 198:14 51:14 52:7,18 53:19 363:9 282:2 283:1 294:13 209:10 218:5 220:5 65:18 77:2 88:2 92:20 problem 18:21 30:17 294:15 296:4 308:19 221:19 260:1 52:14 86:17 94:20 309:5 342:15 344:19 promoted 253:14 93:18 94:9 95:9 109:5 346:21 350:18 357:1 157:8 158:1 192:14 promotion 196:7 111:2 133:5 134:20 274:22 305:1 315:12 357:2,11 370:18 198:18 201:16 202:1 135:2,3 144:15 315:20 335:19 346:3 227:13 237:17 258:18 146:11 149:3 159:18 377:5 356:12 361:4 processes 51:10 104:6 258:20 187:14 215:16 219:2 problematic 64:1 65:6 115:17 117:20 176:4 promotions 238:20 219:11 220:9,18 242:7 243:21 244:19 253:16 164:5 171:15 215:3 239:20 216:11 221:19 procure 111:10 119:13 promulgating 214:16 254:6 283:3 284:4 problems 26:19 123:12 produce 212:11 prong 58:10 287:22 288:4 295:14 141:15 145:17 164:7 produced 11:15 309:22 proof 143:14 313:5 328:18 330:12 179:18 203:5 304:14 production 50:19 106:4 proper 49:7,9 72:3 334:19,21 372:11 352:8 136:3 319:8 107:20 375:8 380:14 procedural 131:7 products 244:3 properly 77:17,17 provided 7:22 8:5,6,9 214:17 317:3,4 professional 5:1 7:4 78:13 83:19 336:4 11:6,7,8,16 19:9,22 procedure 95:12 63:19 64:4 67:5 property 317:22 342:1 20:12 21:15 25:16 109:18 112:14 130:2 42:5,8,14,17,19 46:3 365:15 proposal 58:14 126:12 procedures 25:14 262:14 366:18 261:2 284:10 52:20 53:3.20.21 professionalization 32:21 269:4.8 287:18 propose 260:13 302:2,4 64:15.16 67:22 82:20 380:15 51:22 52:1 proposed 260:14 339:6 82:22 85:20 95:19 proceed 8:14 48:6,7 professionalized 156:8 339:8 100:13 104:21 110:11 93:11 103:19 150:13 professionally 27:21 prosecute 67:3 110:22 111:16 115:2 157:14 311:10 professionals 110:2 prosecution 1:1 4:6 117:1 119:3 121:16 proceeded 369:17 366:16 8:18 27:1 59:9 92:20 123:17 133:15 138:14 proceeding 71:10,11 Professor 77:9 112:5 115:17 117:20 280:15 282:19 284:14 77:19 93:16 131:7 profile 317:14 318:22 192:7 266:21 267:9 305:6 310:4,8 312:18 136:12 150:19 157:13 program 2:7 6:12,14,16 267:11 285:16 311:10 313:6 318:17 331:9 311:16 316:16 6:18,20 14:20 20:2 312:1,2 374:3,14 376:4,6,9 21:19 75:20 77:2 provides 27:15 32:7 proceedings 31:2 prosecution's 43:3 prosecutor 72:11 95:18 32:12 53:11 92:16 90:13 247:20 248:1 114:19 98:13 105:12 116:6 249:2 265:10 349:11 111:2 112:2 326:14 providing 16:21 27:8 programmatic 218:15 116:22 310:1 376:10 47:13 52:8,21 73:18 process 7:19 8:7 9:4,18 239:12 prosecutor's 57:2 76:13 96:10 99:12 10:15 12:16 15:16 110:3 121:5 137:12 programs 5:14 23:14 112:9 23:22 30:3 33:10 210:3 211:4 212:1 prosecutors 7:2,20 144:4 37:16,22 38:21 39:1,4 52:6 61:9 73:21 74:18 provision 100:10 102:2 214:20 215:6 217:13 40:16 41:1,5 45:4 217:18,19 218:5,12 95:14 112:4 155:11 104:13 146:15 147:5 219:15 233:20 244:14 294:4 333:16 47:3 54:7,11 56:7,15 protect 3:5 92:21 98:17 57:19 59:22 60:7 63:5 245:1,10 249:3 prudence 63:9 63:11,16 66:2 67:1,8 251:17 253:18 110:5 111:11 114:15 PSC 270:20 298:5 72:9 76:17 78:9,14,21 progress 8:22 23:13 114:16 115:8 117:16 365:1 78:22 81:2 83:17 119:21 136:8 139:18 34:17 52:5,9 54:4 **PSMs** 334:6,11 108:5 220:10 226:22 84:13 87:4,22 88:5 149:8 177:11 313:18 psychotherapist 78:4 90:16 91:2,22 92:21 230:6 256:5,9,19,20 334:12 psychotherapist/pati... protected 78:2 116:3 94:2,8 96:4 102:15,19 progressing 26:14 49:1 158:8 103:3 104:7,10 progression 218:3 psychotherapy 158:8 protecting 136:19 105:13 108:20 109:14 PT 196:17 progressions 224:5 109:20 110:10 113:9 prohibited 215:2 protection 334:8 **PTSD** 161:3 prohibitions 235:2.7 public 3:21 5:18 18:1 113:14 118:4,15 protections 44:12 119:2,20 125:10 project 21:18 288:15 protective 156:10,12 28:12 30:5 31:4 41:13

116:5.8.13.13.16 155:1 198:10 214:3 242:5 247:11 265:3 289:7.13 290:20 295:15 299:21 321:10 321:16 328:14 331:10 333:2 334:9,14 335:5 364:3 365:11 378:10 379:3,10 382:4 public-facing 18:2 29:19 30:3,18 31:17 41:15 47:19 48:10 publically 197:21 198:6 publicly 164:10 246:2 256:9,17 333:11 publish 336:3 published 221:17 222:7 246:1 247:8,13 pull 243:13 361:3 **pulled** 274:14,15,16 354:9 **pulling** 252:17 punishment 355:7,8 purple 173:1 purpose 89:14 109:9 130:5 188:2 purposes 317:6 361:15 purse 231:22 pursuant 9:14 pursued 257:3 purview 214:11 **push** 95:6 97:11 put 26:17 75:4 83:11 94:13 135:13 191:5 191:10,18 195:12 211:15 228:6 240:1 242:3 246:15 247:21 248:22 254:22 257:10 266:11 281:11 282:16 283:8 311:2 315:15 315:19,21 316:6 322:3 330:14,20 336:20 344:20 365:3 374:19 puts 54:1 137:17 345:22 putting 130:21 183:6 200:3 231:22 249:17 331:4 335:20 PX 360:12 Q qualified 83:19 86:18 162:22 356:4 qualify 110:17 qualitative 255:16 quality 63:20 115:1 121:15 212:5 274:18

quantitative 255:17 quarter 162:1 queries 224:17 Querying 329:3 question 7:11 12:19 13:1,2,13 18:10 22:21 23:10 34:7 35:15 37:13 38:18 41:9 43:4 47:18 50:3,7 51:9 60:1,4,14 69:11,20 71:21 80:8 90:15 112:12 121:19 124:16 125:14,19 127:13 132:12 134:9,10 137:4 140:7 141:4,14 145:7,14,22 146:1 147:18,18 152:9 158:16 169:20 170:14 173:6 174:13 175:22 176:2 181:19 187:5 188:17,19,20 222:21 223:15 226:17 227:5 232:8 234:3 238:5,12 240:9 242:4,17,19,20 245:8 247:2,14,17 248:8,22 249:18 251:9,14 252:22 254:6 257:21 274:8 277:11 287:7 296:8 303:6,11 306:5 307:11 318:13 320:11 320:16,18 321:13,14 325:3 326:2 327:17 328:4,4 329:9,21 330:4 354:15 358:1 367:3 questioned 113:16 questioning 153:13,18 questions 6:10 7:7 8:10 33:17,21 34:18 36:5 38:22 39:6 41:3,11 42:1 45:17 47:17 59:19 69:21 108:14 111:13 112:20 113:5 114:2 125:9,12 131:5 131:5,8 153:5,12 158:21 159:20 160:6 164:22 166:20 170:20 195:19 222:16 236:19 236:21 242:17,21 244:10 247:19 251:21 261:8 262:8,17,19 283:7 285:13 298:20 307:4 323:1 327:12 328:10 329:10 337:17 349:19 371:16,20 377:22 quick 41:8 59:14 66:20

97:6 145:6 174:12 276:21,21 281:7 364:7 quicker 76:14 quickly 198:19 203:13 222:1 241:5 280:12 quite 15:18 35:12 62:13 66:6,7 116:11 308:4 312:2 327:12 333:1 336:15 347:14 359:14 361:12 quote 71:1 371:8 R R's 187:7 race 178:19 185:22 255:19 294:3 racial 183:21 223:9,13 224:18,21 225:1 227:2 229:3 231:12 radar 198:7 Rafaela 165:7 201:1 raise 18:21 54:9 198:15 319:16 320:16 330:21 raised 54:15 57:16 59:20 141:12 192:6 277:16 314:9 321:5 325:3 352:7 Rand 176:13 random 375:7 randomization 85:22 86:1,6,16,21 149:21 171:17 172:17 344:9 344:14 345:10 347:3 347:11,15 348:18 356:14 360:21 randomize 344:15 345:16 346:8 randomized 87:7 344:17,21 349:13 randomizer 345:13 randomizing 348:10,11 range 208:22 rank 148:18 161:11 184:21 361:17 364:12 ranking 369:11 ranks 193:20 252:7,7 258:4.22 rape 267:12,15 316:5 363:2 rapidly 83:19 185:4 rare 15:18 20:1 38:16 65:2 74:15 149:4 rarely 147:3 rate 35:22 36:9 37:1,8 37:19 38:3,17 65:21 160:19 rationally 371:11

raw 95:1 re-traumatizing 109:21 re-victimization 100:1 reach 20:3 148:16 245:13 reached 166:21 reaching 17:10 72:10 72:15 73:21 read 82:21 85:19 131:1 139:10 241:15 246:14 246:20 260:20 284:5 284:16 302:21 339:5 339:5 341:18 readiness 48:21 164:13 187:7,10 188:8 205:17 207:19 209:14 211:18,21 214:14 218:9 219:19 250:4 reading 157:20 260:22 371:22 ready 219:21 220:7 224:10 381:22 reaffirm 152:5 real 73:9 74:19 139:8 139:12,16 141:3 144:6 154:7 157:8.16 157:17 158:1 186:16 189:16 190:10,18,20 192:2.2 198:10 276:7 279:11 325:12 357:3 359:10 363:6 real-world 195:5 realization 331:13 realize 21:2 26:7 76:13 90:19 realized 350:13 realizing 160:22 really 8:12 12:4 18:9 28:2 32:8 33:6 36:5 40:5 41:19 44:20 56:5 57:10,19 62:9 70:5 73:12 76:11 79:18 84:15 85:3,13 124:19 130:14 142:16 161:18 171:4 177:2 190:15 190:17 193:2 194:3 200:8 202:22 205:13 206:14,17 207:8,22 208:7,12 209:18 212:21 223:1 226:20 230:13 235:7 238:15 238:18 239:4 240:19 241:16 252:16 266:9 266:9 269:2 270:16 271:13 280:5 292:2 309:2 323:2,6,9 329:10 343:11 354:10 360:9 373:13

rearguard 186:10 187:2 reason 24:4,5 34:3 40:12 72:13 89:5 90:13 96:1 134:21 135:20 136:20 179:4 179:9 231:3 265:11 265:13 310:6 351:8 370:8 reasonable 116:4 218:11 **reasonably** 116:2,12 333:1 reasons 30:16 34:5 102:1 109:13 121:8 126:17 135:4 148:1 171:11 259:5 272:15 274:15 275:12 276:2 276:9 321:8,9 364:22 reassigned 182:5 rebuilding 369:3 recall 91:8 286:8 317:16 353:2 receipt 103:6 104:16 134:5 **receipts** 138:2 receive 9:13 10:20 12:2 14:12.15 16:3 19:1 23:16 49:17 92:8 100:8,16 102:16,22 103:16 104:4,8 105:5 106:9 110:12.21 126:21 134:2 139:6 142:5 147:1 155:22 269:7 272:22 313:19 320:8 368:20 369:9 received 26:9 72:13 302:9 351:1 receives 24:1 115:9 **receiving** 11:14,17 16:14 18:18 102:10 103:12 145:17 147:9 147:14 313:18 recess 369:15 recognition 102:14,18 362:9 recognize 168:7 171:19 210:18 234:10 238:14 239:11 recognized 161:3,8 Recognizing 242:5 recollection 142:21 143:3 recommend 84:11 155:4 194:22 195:10 195:11 318:16 324:11 380:20 recommendation 16:22 90:18 103:1 119:8

240:5 244:9 256:1,4 256:22 257:7 284:6 319:19,22 321:20 322:6 327:4 338:3,16 339:6,8 341:1,15 346:16 recommendations 55:5 115:7 132:10 223:2 241:20 255:12 268:6 278:18 281:16 289:17 322:1 338:7 339:17 340:12 343:2 381:11 381:14,19 recommended 281:18 284:10 reconciliation 366:7 reconsideration 71:10 reconstituted 282:14 reconstruction 368:10 record 36:13 42:5,10 43:6 47:9 70:15 97:3 138:8,20 139:2 140:8 140:10,16 159:8 170:15 196:10 204:15 263:21 266:11 276:22 289:1.2 311:4 315:18 317:2,3,4,4,5,21 331:5 336:4 341:10 341:22 342:2,5 369:13 370:10 373:20 375:12,13 376:4,5,9 382:7 recorded 6:2 42:2 133:17 341:21 records 6:3.4 9:9 34:20 42:21 43:1,14,21 44:2 44:7,8 45:9 46:5,6,11 46:14 48:13 49:15,17 49:18 50:17 78:3 110:14 158:11 198:11 202:8 315:16 316:21 318:5 325:6 331:21 336:7 376:9 recourse 167:6 169:11 recovered 375:9 recruit 168:13 209:9 **recruiter** 193:9 recruiting 164:12 186:11,14 187:8,9,18 188:5,8 189:12,13,15 recusal 49:9 71:13 red 198:16 redact 71:18 106:11 336:22 redacted 9:13,21 12:17 13:14,17 118:7 119:4 318:10 336:5 redacting 318:6

redaction 332:19 336:13 redactions 13:20 103:5 104:2,10 106:12 332:9 redacts 332:13 redlining 132:3 reduce 148:13 249:22 362:12 reduced 330:13 reducing 248:5 refer 38:8 177:10 208:5 282:22 **reference** 255:14 referenced 241:21 referencing 129:22 referral 77:20 267:21 278:15.19 309:7 referred 21:15 refining 353:19 **reflect** 255:17 reflected 246:22 272:7 281:20 reflecting 341:9 reflective 218:21 reflects 370:10 reform 114:17 refreshed 142:21 refreshing 143:2 refused 69:2 111:2 146:11 refusing 366:6 regard 17:18 18:10 28:7 46:17 48:15 54:16 63:1 68:3 182:11 252:9 316:20 327:10 327:13 374:17 regarded 65:3 regarding 26:22 27:4 64:7 75:3 101:20 107:3 108:12 126:16 153:5 273:20 302:15 328:19 329:2 regardless 53:12 55:19 102:13 161:11 287:5 355:2 356:9 regards 89:19 **Reggie** 1:19 register 139:22 regret 37:12 regrets 206:3 regretting 335:10 regular 53:4 62:9 73:20 regularly 118:14 regulations 217:20 **rehab** 91:4,9 rehabilitate 67:18 reinstated 377:20

rejecting 264:12 **relate** 24:22 related 9:2 13:21 14:16 15:5,11 23:17 69:3 116:7,16,18 138:2 188:13 216:5 233:4 273:14 286:10,14,17 286:19 287:6 341:13 341:15 relates 121:12 274:7 354:16 356:7 relating 115:13 relation 105:22 367:20 relations 32:5 relationship 27:5 32:1 146:18 245:2 272:10 273:3,8 313:1 354:3 relationships 220:22 238:16 272:4,8 273:4 relatively 38:5 release 9:11 13:11 15:13 117:4 130:12 230:2 317:12,13,15 340:18 released 9:21 12:12 17:5 154:22 227:8.9 342:17.18 releasing 268:10 relentless 119:4 relevance 105:11 107:4 170:8 relevant 43:1,19 105:17 111:21 130:14 212:2 215:20 219:21 223:1 reliable 118:8 relic 27:17 **relied** 105:19 relief 335:21 368:20 370:9 rely 53:5 211:10 295:3 332:18 remain 130:17 158:11 232:2 remainder 7:6 44:7 remained 374:20 remains 216:21 335:19 remarks 99:1 114:4 remedial 74:9 remedied 329:15 remedies 71:6,15 72:7 73:22 77:12 78:5 79:20 remedy 20:9 49:7,9 71:1 72:3,10,20 75:13 77:21,22 365:7 remember 125:7 132:21 185:20 257:10 333:15 337:5 345:17

Neal R. Gross and Co., Inc.

Washington DC

348:12 remembering 101:5 360:5 remind 175:22 336:21 372:10 378:4 reminded 118:11 reminder 280:12 remove 61:2 Renaissance 1:9 renewed 362:14 repeat 310:13 repeated 352:21 repeatedly 335:9 repercussion 287:3 repercussions 181:12 replacement 129:19 replacements 187:18 **report** 3:15 14:2 16:14 17:2 46:19 59:8 90:22 100:20 102:8 104:16 119:3,8 125:1 135:3,4 167:7 195:1 196:16 224:13,14 228:3,9,10 230:11 231:5 234:9 250:22 255:11 256:5 256:9.13 260:22 268:9 280:10 281:2.7 281:12 282:4,8,17 283:8 284:19 285:4.6 289:16 302:22 315:17 321:4 322:21 333:19 346:13 379:18 reported 110:16 189:11 253:22 reporting 113:16 220:9 234:22 275:8,11 359:10 reports 11:2 87:15 118:16 126:4 216:14 220:10 228:15 231:6 267:12 282:3 283:4 283:11,15,18,22 284:2,11 288:4 317:18 380:3 represent 10:4 48:3 56:8 93:2 148:3 166:2 166:5,10 representation 9:17 34:1 41:5 87:16 93:13 93:19 94:10 114:19 115:1 149:2 181:2 193:17 202:5 259:4 Representations 258:21 representative 152:7 208:3 209:10 335:18 representatives 98:2 159:12 293:20 296:7

381:4 **represented** 10:3 13:10 19:14 33:9 41:17 104:7 110:19 145:12 145:21 147:2,4,11,12 175:7,11,14,16 179:10 252:10 320:20 representing 19:17 61:5 92:14 94:16 99:9 114:12 115:11 136:6 288:20 309:6 312:18 320:5 339:13 342:9 represents 81:17 request 9:8,14,16 10:2 10:15 11:7 16:18 34:5 35:3,9,10 37:21 43:10 54:18,20 63:5,16 64:20 72:3 75:2 76:10 80:12 90:14 93:20 100:11,14 104:9 132:17 137:13 138:15 216:20 298:4,18 305:7 306:1,2 307:14 313:16 366:6 374:14 378:6 380:1,10 381:2 requested 33:12 217:3 218:18 335:22 379:5 379:7 requests 10:7 13:11 38:15 54:14 63:7 64:19 115:9,12 118:5 130:10 328:22 378:17 **require** 44:13 92:6 100:9 146:8 149:2 309:21 371:14 **required** 8:3,13,20 10:13 27:5 32:20 69:4 69:5 93:9 106:13 119:12 163:8 196:8 241:12 319:10 requirement 281:1,11 331:9 337:5 344:5 364:11 requirements 215:21 216:14,15 229:13 requires 214:4 292:4 336:2 requiring 314:2 research 51:13 174:17 176:5,8,9,11,13,15 177:6 194:15 214:1 221:3 226:9,21,22,22 240:22 241:1 255:16 260:8 341:14 researchers 262:14 researching 227:12 reserved 379:1,13 resident 167:17

resides 25:2 residual 101:4 resilience 212:6 **resiliency** 17:13 18:8 214:12 250:6,7,12 381:7 resistance 352:15,15 resisting 190:16 resolution 221:18 resolved 162:20 242:7 resort 118:5 resources 123:19 181:10 218:18 240:14 275:15,19,22 resourcing 217:4 respect 38:2 48:13 49:15 69:7 116:1 129:4 132:4 142:7,21 143:3 146:6 147:6 157:20,22 164:18 218:1,7 221:21 267:20 268:3 278:14 278:18 289:9,15,22 290:6 291:3 302:7,9 302:10 305:1 322:13 328:12 330:22 338:3 340:14,16 349:18 361:17,18 respectful 134:10 respectfully 62:18 136:20 respecting 131:14 respective 381:5 respond 19:11 21:13 26:9 73:12 106:15 173:16 182:9 195:20 215:19 216:13 217:20 234:10 287:6 responding 18:17 26:6 320:17 **response** 41:19 50:18 52:20 66:22 67:8 69:12 70:13 73:1 75:16 104:11 112:9 112:11 120:12 141:11 170:19 222:6 234:22 284:6,14 314:7,11 367:4 responses 85:3 112:16 118:6 responsibilities 33:11 205:10 206:1 211:8 233:12 responsibility 19:6 63:19 64:4 67:5 130:22 202:22 238:8 responsible 32:10 232:3 259:15 261:22

324:19 327:7 376:21 381:6 **responsive** 54:14 149:7 208:21 rest 43:20 74:22 331:3 348:13 restitution 116:10 restrictive 68:8 result 50:12 83:16 90:17 100:15 103:19 120:11 125:12,16 126:7 128:11,20 148:4 179:21 267:3 328:3 370:5 resulted 158:6 281:22 377:2 resulting 120:19 154:16 results 100:1 111:1,3 151:5 152:9 153:12 153:13,21 **resumed** 97:3 159:8 204:15 263:21 Ret 1:13,18 retain 219:6 retaining 188:6 retell 112:6 retention 164:13 187:8 187:10 188:8 227:13 reticent 51:3 retired 159:13 203:2 373:13 376:19 retributions 167:8 return 362:13 reveal 242:6 reversed 290:2 revictimization 117:18 review 3:17 12:7 16:3 16:19,20 50:21 65:18 80:12 91:13 107:10 117:3 134:6,7,11,13 134:22 157:8 231:11 242:9 266:15 292:22 293:3 296:10 299:13 299:15 368:5 376:7 377:20 378:20 379:17 reviewed 107:2 133:20 133:22 reviewing 134:14 reviews 266:22 revise 304:5 revised 334:15 revisit 150:4 Revolution 163:12 rich 269:15 rid 33:15 347:2 riders 185:19 186:7 **Riggins** 368:13 right 4:12 5:4 25:1

414

34:22 38:13 50:1 53:19 56:8 57:16,18 58:19 59:11 60:2 61:18 64:17,20 65:8 65:13,15 66:6 68:6 71:9 74:6,17 75:21 76:14 78:13 79:7 81:13 83:2 88:8,8,10 94:1,9,17 96:14,19 102:12,15,16 103:16 106:8 110:21 112:14 115:22 116:2,4,8,9,10 116:12,12,18,21 117:1,5 128:8 131:2 131:12,14 133:10 137:2,20 138:3,18 139:4,8 144:13,13,15 144:17,19 157:19,21 158:4,18 167:20,21 168:12 183:5,8 187:11,11,11,20 188:1 194:15 200:11 204:10 213:13 224:1 229:19 231:11 240:18 248:7 259:1 263:2.19 266:22 273:9 279:4 279:16.19 289:21 290:6,17 292:16,21 300:1,20 301:1 304:3 316:14 317:20 323:11 326:11 327:20 328:1 337:12 340:3 343:22 345:17 348:19,20 349:3,8,9 350:5 353:3 358:7 374:21 378:12 381:16,21 rightly 24:17 rights 19:7 20:8 23:18 25:20 27:18 43:5 53:12,15 56:13 58:15 58:16,18 70:11 74:5 77:11,13 78:10,17 81:12,20 82:1 93:14 98:19 101:17 102:20 106:1,5,17,22 108:3,8 110:6 115:19,22 117:9 120:2 121:12 121:15 122:1,4 123:6 123:7,8,9 127:7 128:5 136:20 139:12 154:15 157:7,11 158:3,8 165:21 213:5,19 214:19 218:14 326:22 327:18,20 371:13 377:19 ring 197:13 291:20 346:11 rise 326:3

risk 94:19 95:20 137:18 255:21 risks 67:7 road 87:10 132:3 172:1 200:9 Robert 372:18 373:18 376:16 robust 221:12 289:12 380:22 ROI 9:14 12:15 13:17 15:22 16:3 80:12,17 127:5 340:18,20 **ROIs** 9:20 role 112:1 207:16 209:13 272:18 273:20 273:21 274:2,2 275:2 361:21 roles 7:1 153:19 roll 70:1 247:11 278:22 rolled 247:10 rollover 203:15 romp 358:20 room 87:11 169:17 250:16 271:14 273:19 369:16 370:1,5,9,15 **root** 164:7 260:5 roster 172:19 rosters 344:15 **ROTC** 189:10,12,15 198:8 254:17 rough 33:22 roughly 37:9 route 95:5 routine 54:18 routinely 42:5,8,17 95:9 102:22 104:21 146:4 **row** 120:16 Rozell 2:8 rubber 172:1 200:8 rudimentary 294:10 ruining 186:13 rule 44:10,13 64:7 264:16 rules 53:17 61:15,16 64:4 67:15 92:6 93:6 290:13 337:2 rumors 203:7 run 198:13 270:1 362:7 running 201:16 265:16 rural 122:2 Ryan 98:6 114:22 119:5 Ryan's 115:4 S safe 11:3 282:4,8 285:4 317:19 safety 137:20,22 138:6

sailed 368:19 sailors 36:12 Salon 1:9 salutary 87:14 362:15 sample 87:19 318:1 samples 45:20,21 SANE 42:6 45:11 46:17 315:17 316:20 317:10 SAPR 153:9.10 SAPRO 237:18 249:13 256:8 261:17 SARC 36:8,21 39:17 **SARCs** 35:20 58:5 SASC 283:10 sat 85:21 148:12 150:6 177:16 279:10 358:18 358:19 satisfactory 74:14 satisfied 22:12 Saunders 2:8 savvy 30:6 saw 36:21 79:4 82:8 124:7 261:9 275:7 304:14 saying 40:11 59:7 121:11 124:9 152:20 155:1 175:20 179:14 315:11,22 317:20 327:21 339:20,21 340:16,22 342:22 347:1,11,13 says 39:17 41:11 43:13 73:11 127:21 142:6 156:1 334:18 **SC** 3:16.17.18 scale 120:20 scales 120:8 scary 109:14 scattered 25:12 scenario 86:4 314:13 370.16 schedule 298:10 299:11,22 300:12 337:8 378:15 scheduling 205:21 300:10 336:21 school 79:14 241:7,17 schools 198:9 270:5,6 Schwan 159:17 165:5,7 174:19 179:8 182:12 193:6 200:17,22 Schwenk 1:18 228:18 229:2,16,19,22 230:2 230:9 231:10,16,19 231:21 237:1 240:10 240:21 241:19 242:15 242:19 244:1,6,17 246:7,10 247:16

255:10 261:9 262:2 263:4,18 264:4 268:22 269:1 290:12 291:8 292:1,16 296:22 297:4,6,10 299:19 300:1 302:16 304:3,7 340:3 344:2 347:17 348:21 349:2 349:5,7,16 350:11,15 350:17 353:5,8 354:11 355:13,16,18 357:12,21 358:12 359:15,18 360:1 361:4,9 362:20 364:1 364:5,8,20 379:8 science 91:19 scope 62:16 76:2 93:19 233:10 341:14 scopes 90:17 scoping 293:22 scrub 333:2 scrupulously 131:14 **SCWHENK** 381:10 se 85:11 316:13 seal 326:7 seams 22:11 search 374:7 seat 150:11 seating 150:10 **SECDEF** 250:3 287:19 second 49:14 58:10 143:9 181:13 269:13 279:1 280:20 333:14 338:1 345:15 350:4 351:9 365:17 373:8.9 second-class 163:2 secondly 67:21 seconds 213:15 secretary 82:7 162:17 186:2 207:18 211:3 232:11 250:4 281:3 282:5 283:9 288:7 320:1 338:4,17 339:9 341:18 section 5:8 281:10,17 282:4 292:3,3 339:17 363:20 sections 339:18 sector 17:22 57:1 88:17 88:21 89:4,13,19 secure 219:3 security 89:17 163:14 188:3 208:12 236:8 236:12 332:7 see 9:20 13:20 14:1 23:11 29:15 34:15 35:13 36:3,3 41:6,16 42:13 45:6 49:1 51:10

Neal R. Gross and Co., Inc. Washington DC

138:10 139:15 314:8

51:19 52:12 54:4 56:12,16 74:20 76:1 80:17 85:12 94:18 95:3 120:18,21 121:1 128:16 131:22 132:5 135:19 142:8 144:3 144:21 145:22 148:16 149:9 153:1,3,5 158:20 168:17 169:6 169:10 175:5 176:22 179:11 183:1 193:19 196:19 200:13 209:15 212:21 219:17 220:2 222:11,15 225:16 227:2 228:3,9 233:1,2 239:2 243:14 246:5 252:16 254:18 259:8 262:16 268:1 273:11 275:10 281:13,20 283:13 285:19 287:20 291:2 297:17 298:8 299:9 300:16 301:21 305:10 309:2 310:4 314:2,3 315:22 340:22 343:14 360:10 377:21 seeing 35:8 51:1 54:4,8 60:10 182:3,6 198:2 216:8 253:1.8 276:9 276:13 seek 47:1 50:17 77:21 77:22 146:5 227:18 309:13 328:11 368:20 seeking 110:14 115:10 144:16 226:14 seemingly 105:21 seen 36:6 52:9 60:5 68:13,14 94:6 106:2 107:7 124:3,5,12 129:10 144:10 154:1 248:15 298:11 299:5 299:6 313:7 316:22 segment 357:10 segregated 189:8 seize 44:19 seizing 44:2 selected 83:18 84:8 197:14 selecting 88:8,14 345:9 345:10 selection 3:20 88:5 149:22 150:7 170:4 258:19 337:10 338:11 344:1,4 346:21,21 selections 345:2 348:5 semen 317:11 318:1 Senate 281:4 333:15,16 send 9:16 86:2 230:1

251:4 344:18,22 372:3 sending 21:10 86:18 253:21 313:15 sends 206:3 senior 2:4,6,8 52:2 89:6 143:16 178:16 179:1 204:2,8 252:6,7 258:22 262:10 265:20 364:12 sense 44:16 109:20 113:19 142:17 166:6 170:9,10 220:4 241:7 249:15,17 312:9 345:19 351:1 361:19 367:19 381:17 sensitivity 53:22 sent 225:3 380:9 sentence 116:21 232:19 362:7,8 367:17 373:17 377:3 sentences 277:9 sentencing 116:15 117:2 131:12,22 132:1,7 260:9 359:2,4 362:4 sentiment 310:3.6 sentiments 265:19 separate 119:10 236:6 290:10 311:13 317:19 322:21 326:2 337:15 368:11 378:19 separately 45:15 separation 101:22 368:15 September 281:9 283:16,17,17 284:9 285:11 288:5,6,8 289:7 290:11,20 293:11 295:6 297:21 298:15 299:19 343:16 346:18 365:1,9 378:16,19 Sergeant 373:18 374:19 375:2,22 series 262:8 serious 89:18 158:6 275:5.5 seriously 72:20 88:7,11 88:12 121:4 128:5 serve 87:3 109:9 119:22 129:6 163:1 184:18 209:11 210:5 215:8 217:22 221:20 276:4,6 326:14 329:16,18 361:15 362:5 served 24:14 28:8

105:3,8 136:3 137:9 150:5 163:11 171:6 274:2 326:15 330:1 367:16 server 294:12 serves 87:4 209:20 215:9 service 3:8 32:7 37:6 55:20 56:1 81:12,18 82:6 87:6 147:6 159:13 160:2,8 161:3 161:10,12,12 164:1 170:9 174:2,8 176:14 178:5,9 181:15 184:19 191:5,10,19 196:11 217:21 235:3 235:9,14 249:6,7 253:4 255:18 276:8 276:17 278:17 292:7 293:20 296:7 335:17 347:16 350:8 351:12 351:19 357:20 358:14 359:13 360:13 361:19 362:11 373:20 serviced 313:9 services 3:4 5:15 17:18 20:14 22:20 25:11 29:14 35:3,4,14 36:15 38:11 40:20 55:14 66:3 80:1,18 86:5 93:10 94:18 95:6 149:11 162:13 163:18 164:1 168:10 172:22 189:4 194:17 227:15 233:11 234:8 242:8 247:6 250:8,10,17 251:3 265:21 266:5 268:13 269:9 276:7 278:11,13,20 281:4 281:11 282:15,16 283:3,19 285:6 291:17 293:17 295:3 295:11 303:4 304:13 307:18 309:21 318:5 324:6 328:12,17 335:19 347:21 356:16 357:4.5 serving 98:4 109:10 160:10 162:11 271:11 362:2.13 ses 336:17 session 97:9 254:8 263:12 378:11 sessions 254:3 263:10 set 73:1 189:9 295:10 301:3 setting 325:21 settings 271:18 310:16

settled 204:18 366:21 seven 224:2,2 sex 13:21 75:21 163:21 362:21 363:22 367:5 sexual 1:1 4:6,21 5:21 98:8,20 99:10,16 108:21 109:5 113:10 114:13,19,20 117:22 126:4 129:6 137:12 152:11 153:6,7 161:6 192:8 203:19 234:14 235:16 241:19,22 242:3 243:8 245:2,14 255:19,21,22 261:17 265:7 267:12,12,16 276:14,16 278:2,4 282:9 342:2 358:3 360:6,16 366:8 367:2 sexually 98:5 shape 208:11 shaping 378:16 share 48:14 61:16 92:4 92:12 124:21 133:18 151:7 224:7 227:6,9 228:1 261:20 265:19 274:6 278:10 295:15 298:7 314:21 shared 221:14 261:16 277:2 307:6 309:9,10 315:2 369:16 SharePoint 18:11 sharing 8:16 60:5 68:17 114:10 195:18 225:10 226:2 272:17 273:6 277:2 288:18 303:2 318:4 320:2,3 339:10 340:8 341:20 sheer 118:20 sheet 9:1 11:21 133:2,7 sheets 110:15 344:21 346:1 shifted 120:9 369:2 ship 190:5 368:19 shocked 112:17 shoes 135:13 **shoot** 191:15 **short** 51:15 97:16 371:18 376:13 shortly 91:1 100:17 **show** 36:17 45:18 95:2 185:12 194:16 212:19 345:3 354:8 showed 375:13 showing 252:13 shown 126:1 shows 186:16 252:8 258:1 324:10 **shut** 182:3

sic 12:10 side 21:2 22:14 30:10 38:3 70:19 120:22 122:15,19 123:4 188:18 242:4 267:9 279:4 326:5,16 328:6 329:14 sides 266:6,18 sideways 75:10 sign 43:10,15 94:3 229:11 230:5 231:8 signals 197:15 signed 228:1,11 229:10 significant 11:1 71:4 103:12 144:6 150:17 201:6 252:9 312:3 334:13 significantly 68:22 117:18 310:15 363:4 signing 183:21 signs 252:13 silk 231:22 silos 361:2 similar 10:1 11:13 19:5 25:8 37:12 46:21 50:14 85:5 243:9 250:10 378:7 similarities 109:1 Similarly 86:13 107:5 simple 37:4 285:8 307:12 simply 24:14 100:5 107:20 144:4 258:11 370:14 simultaneous 28:17 29:17 sincerely 113:22 single 32:13 318:1 singularly 240:6 sir 13:8 14:3,10 15:7 35:5,15 37:10 47:15 47:18 121:20 131:16 229:1,9 231:18,20 232:4 236:22 262:12 286:6 365:18 370:19 371:19,21 sit 95:17 198:13 254:9 site 18:11 31:15 269:16 270:6,18 sitting 124:1 125:2 178:14 179:2 185:15 270:15 351:20 situation 8:14 39:16 89:10 106:10 122:16 137:11 146:10 152:17 262:4 288:1 312:21 356:13 370:2 situations 117:7

six 37:5 214:7 219:16 224:2 282:19 293:19 367:2 size 87:19 152:3 231:4 231:5 347:22 356:13 356:16 357:5 **SJA** 9:10 13:11 17:5,6 60:22 61:2 62:19,20 79:19 344:18 345:22 SJAs 76:11 skeptical 66:13 87:18 **skewed** 154:16 skilled 219:6 skipped 22:15 skipping 233:18 sleep 193:5 200:4 slide 198:6 206:19 207:11 209:15 212:16 212:17 213:14 214:7 216:18 219:8,17 226:18,20 228:19 242:18 244:17,18 251:20.22 253:1 257:21,22 258:2 slides 207:8 213:8,10 260:4 sliaht 157:15 slotted 97:12 **slow** 84:13 slow-roll 190:16 small 39:12 87:19 151:19 172:6.10 176:10 178:1 188:18 258:2 264:7 smaller 152:1 348:11 smart 152:1 smarter 45:10 Smith 1:11,13 4:10,11 5:4,11 7:10 69:10,13 69:15 90:2,6,9 96:14 96:17,19 108:16 114:3 132:12,19 156:18,22 158:18 173:7,9 185:5 204:10 222:13 226:4,8 228:8 228:13 230:10 236:21 260:3 261:4,7 262:16 263:2,9 280:8 288:2,9 292:21 297:7 301:1,5 301:12,13 303:20 304:5,21 317:17 322:12 337:21 343:7 343:20,22 348:17 349:1,3,6,9,17 364:4 371:19 372:22 373:3 373:11 378:2,10,12 381:21 smoothly 40:3

snapshot 294:6 social 314:18,22 332:6 society 89:7 357:10 softball 47:16 software 192:11,12 solution 83:2 267:5 329:22 solutions 208:21 260:6 solve 26:18 30:17 solving 352:9 somebody 19:16,20 20:3 52:14 83:21 194:19 195:3,10 197:12 229:22 237:8 274:3 316:17 317:15 348:12 360:12,22 361:7 somebody's 286:1 someone's 356:1 something's 52:16 238:10 somewhat 292:19 307:17 son 166:17 372:18 373:18 375:6 376:14 377:7.22 son's 377:1.6 soon 21:15 95:14 158:9 230:4 279:12 287:20 369:21 sooner 59:5 291:16 327:4 sophisticated 360:11 **SOPs** 287:20,22 sorry 35:5 90:7 111:20 138:20 173:9 213:11 248:21 256:10 293:4 294:21 305:12 330:20 338:9 339:19 372:9 sort 12:18 27:17,19 62:15 130:3 174:16 205:10 225:9 229:12 240:16 248:8 259:13 261:3 287:2 324:21 345:17 353:21 369:5 371:2 sorts 244:10 sound 92:12 138:10 305:16 sounded 318:4 371:21 sounds 23:19 250:15 359:12 source 64:17 98:16 152:12 318:1 South 1:10 sow's 231:22 **space** 214:4 216:17 251:13

span 91:11 sparked 22:20 **speak** 23:4,7 46:22 59:16 65:10 82:22 83:4 108:10,18 131:12 141:5 146:3 161:18 210:16 223:11 335:11 speakers 6:9 99:2 295:13 speaking 17:8 28:17 77:11 154:21 222:19 288:12 301:15 314:6 375:19 380:9 speaks 82:3 100:22 spearheading 205:12 **special** 3:3,16 5:13 6:12 6:20 21:11 23:2,5 27:9 31:21 33:4,5 43:15 52:4 53:9 72:6 72:17 73:3,10 80:11 91:3 92:10 93:2,12 95:13,14,17 114:11 189:17,19 263:13 271:20 279:13,15 287:17 288:9.12.14 288:19 290:16 291:4 301:8 320:4 329:1 337:14 339:12 342:8 379:2,15 380:12,12 specialist 109:18 specialists 241:9 250:17 **specific** 9:3 16:6 33:2 55:5 63:16 78:5 137:21 188:11,13 274:4 284:2 321:13 328:22 340:14,17 360:9 377:14 380:1 specifically 64:8 70:17 127:12 141:5 151:17 174:5 347:19 380:14 specifications 78:19 specifics 55:12 59:15 152:3 160:6 307:1 speed 294:15 speedy 197:21 spend 200:6 spent 205:7 290:19 spillage 48:16 49:2,4 61:7,8 62:2,7 68:13 71:14 **spilled** 49:12 split 205:22 222:13 254:19 **Spohn** 1:18 181:16,18 spoke 124:19 141:9 311:20

spoken 59:18,20 74:11 74:12 spot 295:4 330:21 spotlight 278:7 spouse's 275:20,21 spreading 31:6 sprints 239:18 Stacy 2:4 staff 2:1,2,5,6,7,8,9,9 7:2 15:9 72:11,15 165:8,13 205:9 223:12 225:2,5 228:19 236:15 237:6 242:22 262:10 264:3 265:12 282:15 283:8 284:3 295:19 296:3 296:17 300:15 352:5 373:18 374:19 375:2 375:22 382:1 stage 11:18 40:7,9 56:5 309:22 stages 304:1 309:5 311:16 342:17 stake 240:5 stakeholder 297:13 stakeholders 5:19 29:14 214:6 221:15 230:17 stand 67:19 91:19 111:14 112:12 127:10 150:18 199:2 366:14 standard 52:11 53:4 67:16 104:11 157:8 157:16 267:21 268:1 268:3 278:15.19 287:18 305:2 316:8 316:11 standardizations 234:6 standardized 53:6,18 234:9 standardizing 53:2 standards 59:9 264:11 standing 155:5,10 272:19,19 326:4,19 326:21 329:15,15 stands 17:17 star 253:6,7 stark 262:7 start 7:10,15 36:5 89:2 142:10 205:1 232:18 237:19,21 274:20 291:9,17 295:6 300:13 302:5,16 365:16,19 372:14 373:7 379:4 started 4:13 42:20 76:5 161:9,20 298:1 343:9 starting 234:6 302:2,4

startlingly 105:2 starts 144:11 state 93:5 318:20 326:10 stated 281:10 statement 15:20 111:20 116:19 118:19 125:8 126:1 127:3 132:4 133:13 134:12,15 144:18 152:14 155:1 176:3 288:22 308:21 333:20,22 366:11 374:15,17,19 378:5 statements 6:2 8:4,22 10:21 11:14 12:21,22 13:3 14:5,8,15 15:3 15:17 16:4,15 17:4 42:2 45:13 46:2 91:6 91:12 95:19 98:13 100:8,10,13,16 101:8 101:13,18 102:3 107:11,13 110:13.22 113:6 117:10 118:20 119:1 133:9,11,14 134:20 143:4 144:7 146:2.4.7.9 267:18 308:16 325:14 328:1 329:3 341:21 366:14 States 98:5 114:18 167:18 182:1 320:7 336:14 339:15 342:10 365:22 stateside 86:3 statistics 223:5 380:3 stats 34:10 status 163:2 190:22 252:3 statute 50:1 277:4 282:1,6 286:7 334:15 340:7 366:10 368:11 368:12,15 statutorily 35:11 38:4 statutory 77:13 97:21 302:6 353:1 stay 198:1 Stayce 2:8 staying 252:13 stays 168:20 362:8 STC 286:15,15,18 287:5 287:13,13,14 steady 258:1 steeped 360:15 steering 249:20 stemmed 366:4 step 14:21 23:20 55:11 77:4 139:17 324:22 333:3 352:12 stomp 358:20

Neal R. Gross and Co., Inc.

Washington DC

stop 39:20 352:19 367:8 stories 195:18 199:10 story 144:9 259:21,22 259:22,22 366:20 straight 150:6 191:15 269:21 strange 43:4 stranger 101:1 strategic 207:4 210:7 215:16 218:8 220:21 221:10,12 strategically 219:21 strategies 182:9 212:12 258:6 strategy 211:19 244:16 245:14 streamlined 282:2 283:2 streamlining 235:15 street 156:1 strength 323:9 strengthen 218:19 234:22 strengthens 208:15 stress 161:4 293:8 strictly 89:1 373:14 strides 55:21 strikes 352:5,18 362:8 stringent 157:9 strive 210:6 220:17,21 strives 214:22 striving 218:19 219:1 strong 84:22 137:20 310:13 338:7 strongly 86:16 struck 271:19 311:17 352:13 structural 275:15,17 353:15 structure 301:4 stuck 291:14 students 271:14,17 studied 17:14 115:20 129:8 276:18 331:12 studies 223:13 240:20 258:9 259:19 332:1 study 98:12 228:21 229:14,15 239:5,6 250:22 260:13,19 261:3 262:3,4 288:16 297:12 stuff 10:13 14:16 59:5 172:1 190:16 200:6 237:16 243:3 270:13 348:14 subcommittee 288:13 288:14 289:5 290:3,8

290:16,19 292:7,9,22 293:3 295:5,7 296:10 296:11 297:9,20 299:14,16 300:2,5,11 301:8,9 322:21 330:22 337:15,19 338:1 343:13,18 347:20 357:21 365:2 378:20 379:1,13,14 379:16,17 Subcommittees 379:2 subject 38:12 42:22 54:21 68:8 87:10 213:22 285:12 322:10 331:22 335:5,9 subjective 349:22 submarine 189:19 submissions 330:2 submit 9:15 10:7 116:18 170:14 302:22 submitted 64:2 102:6 103:15 283:8 Subsection 320:3 339:11 342:7 subsequent 101:14 118:19 133:14 184:17 substance 104:11 177:21 substantial 108:5 substantially 106:14 378:7 substantive 115:6 265:6 298:7 substitute 28:3 118:8 succeeding 227:20,21 success 214:4 244:21 312:1 **successes** 245:13 successful 160:18 195:21 293:18 successfully 189:5 233:19 244:13 245:7 sudden 26:6 91:14 suffer 187:19 sufficiency 266:15,22 297:1 sufficient 311:21 suggest 137:21 suggested 354:21 suggesting 126:9 129:20 141:2 suggestion 134:9 196:18 262:15 290:7 322:4,5 355:12 suggestions 197:3 260:15 266:10 suicide 166:18 203:21 261:18,19

suite 338:6 Sullivan 2:11 4:3,4 96:16 232:6 251:4 286:4,7 287:11 330:20.20 331:6 336:11 382:4 sum 228:11 370:20 summaries 102:3 133:19 summary 16:9 133:14 228:3,14 sunshine 31:6 Super 238:12 superior 137:9 141:21 supervisors 73:22 supplement 239:13 302:14 supplemental 224:14 support 48:12 57:16 73:18 80:10 81:8 86:15,16 89:16 90:13 93:8 119:22 161:5,10 212:5 214:1 219:18 220:18 243:1 275:19 310:13 supported 20:8 99:21 supporting 63:9,10 98:7 106:11 suppose 128:20 **supposed** 80:4 183:22 199:17 273:14 332:12 suppress 323:7 suppression 323:8,11 323:13 supremacist 171:13 supremacists 171:14 sure 8:17 28:8 33:9 34:6 40:2 45:11 47:1 65:1,4 66:15 72:6,19 73:15 74:15,21 87:20 92:22 116:11 132:13 133:1,1 138:21 139:17,17,18 154:17 160:17 167:11 168:19 169:14 176:1 181:14 181:20 183:7 188:6 188:22 190:12,13 192:9 196:12 202:9 209:8 228:7 234:7 244:5 246:3 251:1 252:20 262:13 265:15 277:9 280:20 291:17 295:14 297:14 301:21 317:17 325:7 327:11 337:9,16 349:16 373:4 surely 371:3,7 surface 165:2

surprised 122:10 314:6 314:11 surrounded 267:19 survey 68:1 255:17 surveys 248:13,20 261:10 survival 99:12 survivor 99:20 108:21 115:14 124:18 138:5 143:11 153:7,8 156:15 survivors 3:5 98:2,3 99:10,11 108:11 109:8,10,17 113:21 114:20 119:22 122:13 122:18 123:22,22 124:3 139:18 148:16 152:6,11 316:5 Susan 320:11 suspect 39:10 suspected 284:22 286:12 335:2 sustain 194:2 sustainable 208:20 219:22 Suzanne 1:16 51:5 140:5 232:22 244:8 246:8 264:3 268:21 270:21 352:1 354:12 361:9 Suzanne's 364:21 SVC 16:5 17:15 21:3 25:21 26:7 34:1,5 39:13,17 40:6,12,17 40:19,21 41:17 52:17 52:18 72:3 80:3 88:3 119:14 149:10 152:14 **SVC's** 39:22 79:19 SVC/VLC 70:5 306:10 316:12 **SVCs** 145:12,21 148:14 149:3 269:12 271:4 SWAN 3:8 159:17 160:21 161:5.20 162:8,15,16 163:9 164:16 165:3 173:20 186:19 189:1 SWAN's 174:14 switch 159:5 sympathetic 120:5 system 18:2 23:15 24:10 26:15 28:1,11 28:12,15,16,21 29:1,5 29:16 30:17 31:7 33:1 39:2 41:15 43:8 46:15 47:20 48:10,19 56:22 58:8 89:15 94:21 99:13 119:20 120:13

121:16,17,19 122:5,9 122:11,22 123:3 127:14 129:1,2,4,9 130:4,8 139:20,21 140:11,12,13,19,20 142:4 161:7 163:22 164:11 170:2 174:11 177:4 181:6,12 182:15 185:13 192:15 192:17 193:1 194:8 194:12 195:8,15 204:4 223:11 225:7 227:4 229:4 231:13 289:15 309:2 313:17 324:20 325:21 326:9 326:11,12 327:8 328:14 329:9,14 330:15 331:10 332:2 336:2 342:16 345:10 345:20 347:2,4 349:21 350:22 361:14 361:15 362:6,10,12 362:14 374:2 systematically 362:10 systemic 121:8 210:17 systems 48:9 155:10 192:11,12 223:4,12 326:10 344:16 Т tab 7:5 213:11 226:9,9 table 166:12 338:6,15 340:11 380:19 tables 179:2 tacks 138:17 151:15 tactical 163:4 Tagert 2:9 293:12 take 14:20 35:22 36:9 36:18 37:1,8,18 38:3 38:17 41:13,14 42:7 72:19 74:8 88:10 94:19 96:22 97:13,16 107:22 121:3 124:20 124:22 128:5.19 138:6 139:17 140:22 147:20 159:4,11 169:2 184:16 191:1 192:22 201:15 203:8 205:10 208:13 213:15 220:15 224:8 225:20 230:12 231:8,9 236:19 247:2 251:15 255:2 259:3 260:15 260:16 262:12,15 263:11 282:11,12 293:11 300:6,18 315:7 336:8 344:22 354:6 367:4 379:6

take-away 265:1 279:14 take-aways 267:19 268:21 279:11 taken 45:21,21 118:21 125:2 181:14 184:20 185:2 203:16 285:3 346:3 362:17 takes 59:2 88:7 99:16 115:11 231:2 250:22 talent 212:1 219:7 254:1 255:3,5 talents 209:6 talk 14:18 31:21 40:6,12 58:14,18 149:21 166:4 175:5 182:17 188:5 193:10 200:3 203:5 207:2 210:9,10 210:11 225:16 227:11 230:17 238:8 242:12 242:22 243:13 244:21 249:9 254:10 270:8 271:2 276:10 291:13 297:18 299:1 300:13 302:12,13 321:4 337:9 346:22 360:2.2 363:7 372:17 talked 57:8 62:13 91:4 145:7 176:18 240:15 259:13 277:22 324:21 327:6 350:5 359:19 talking 51:10 55:17 56:5 132:20 145:9,11 145:18 154:3 166:16 193:3 198:16 215:22 217:10 230:18 250:21 252:21 256:3 268:12 270:14 271:20 279:14 284:1 297:1 299:8,14 302:6 312:17,21 313:14 317:9,10 338:10 347:18,18 349:15 356:8 363:9 363:16,18,19 talks 257:8 tall 197:16 tangentially 15:11 tank 203:15 target 221:6 269:15 366:21 task 6:1 97:21 205:20 206:3 208:5 212:10 323:3 tasked 42:1 296:14 306:5 340:4 tasker 35:16 tasking 6:7 288:15,16 289:10 290:1 292:6 305:19 306:18 307:4

322:6 340:2 tasks 65:21,22 67:16 teach 72:18 185:21 197:14 teaching 72:4 team 52:11 73:14 74:22 84:19 112:5 174:7 210:10 224:8,9 225:20 231:11 236:18 243:18 247:6 251:7 260:16 teammates 199:10,16 teams 52:7 238:16 247:6 265:21 tech 30:1 265:15 technical 17:11 65:20 213:22 technically 30:6 65:22 236:5 technological 218:14 teeth 79:16 teleconference 2:13 telephone 34:20 tell 30:12 41:1,10 58:4 60:15 61:9 62:7 80:13 92:11 117:16 122:9 126:5 134:15 166:2 169:1 176:15 177:18 179:16 180:4,8,10 182:12 191:9 197:12 197:17 219:11 259:21 telling 158:10 179:22 186:13 283:10 tells 79:5,6 139:11 201:4 346:11 temperament 349:20 349:22 351:2,8 tempted 51:14 ten 186:7 213:15 253:18 tend 161:15 tendency 173:13 tending 306:22 tension 73:9 331:1 334:7,10 Teri 166:15 term 10:22 212:12 terminal 277:14 terms 13:15 16:14 24:2 24:15 28:8 32:21 44:1 45:11 51:12 52:19 62:16 90:11 91:21 92:18 93:13,17 131:21 135:6 142:18 146:2 149:8 151:16 233:11 248:5 260:8 272:3 275:8 325:1 336:18 337:10 350:5

353:17 **Terri** 2:8 terrible 318:21 347:2 terrific 271:13 test 196:17 testified 119:5 testify 29:10 32:20 33:12 102:13 152:15 367:6 374:10 testimony 14:9,11 19:8 61:10 67:13 91:16 107:19 112:22 115:4 124:10 125:20 134:8 141:2,10 295:14 306:15 362:18 367:14 369:15 374:6 375:21 thank 5:4 7:9 11:10 13:7 18:6,7 33:20 34:8 50:13 51:5 59:14 66:19 69:18 71:20 79:10 82:11 88:1 90:9 96:14,19 99:2,3 108:13,16,17 113:22 114:3,8 120:2 127:11 140:4 141:18 150:2 156:17 158:16,18,22 159:2.22 164:20 165:4,5,6,15 169:13 169:14 170:12 173:5 173:8,17,18 176:1 181:16 187:3 188:10 195:16,17 200:17 204:9,10 205:2 206:8 222:20 223:15 225:11 226:3,16 232:5,5,13 235:21 236:3 237:11 238:13 240:10 241:18 242:15,16 243:22 244:5 248:21 256:11 256:15 257:17 262:17 263:2,8 264:22 270:20 280:8 291:7 291:22 292:20,21 293:19 296:7,21 297:7 300:22 301:1 301:14,20 305:14 307:9 310:10,11 321:18 322:11 323:19 324:15,16 325:18 330:5 336:10 337:7 341:17 343:21 352:2 357:12 361:9 364:1 364:20 365:20 371:17 371:19 372:8,16 377:17 378:2,3,9,12 381:8,20 382:2 thankful 296:6 thankfully 74:20

Thanks 314:6 354:11 theft 360:11 theme 68:2 theories 368:12 theory 185:22 368:7 therapy 110:14 158:11 therefrom 10:22 Theresa 2:5 they'd 29:10 33:11 thin 197:16 369:16 thing 32:9 41:21 51:19 64:18 73:16 84:6 86:20 88:19 97:8 138:19 143:8,9 151:3 183:13 190:19 197:10 198:12 203:18 237:21 238:13 247:21,22 255:7 269:14 279:2 280:14 287:21 291:8 291:18 298:14 300:9 316:5 317:8 323:14 338:2 347:10 362:3 364:10 365:2 things 15:20 25:15 28:5 32:22 34:17 44:4,14 44:19 45:11 52:13 53:20 54:3 55:8 57:8 58:1,19 61:12 63:6 64:19 70:6,10 75:10 79:17 84:9 85:16 92:19 113:20 123:5 123:21 127:2,6 129:20 134:1,4 136:14,16 138:4 146:20 147:2 155:12 168:22 169:7 171:5 171:18 172:19 173:14 176:12 189:16 190:11 190:11,18 192:21 196:6 197:17 198:17 199:4,9,18 200:1,15 222:10 224:3 227:1 239:18 240:7 242:22 243:15,20 244:3 246:15 249:7 258:15 259:3 260:4 270:3 271:19 272:9 273:6 289:20 299:10 314:17 314:22 321:17 323:21 329:20 337:13 340:20 341:2,7 342:20 350:9 351:22 352:13,16,17 360:18 369:20 think 4:12,14 7:10 10:9 10:10 14:11,17 17:16 22:1,3,5,7 26:1,12 27:17 28:6,13 30:4,12 32:5,10 33:15 35:8

37:5,11,13 38:7,19 39:3 40:14 43:22 44:3 44:22 45:10 46:8 51:11,16,18,21 52:1 52:12,15,16,22 53:5 53:18 54:1,3,5,10 55:10 57:9 59:19 61:17,22 62:5,8,11,14 62:17 63:2 65:8 66:1 66:9 67:10,22 68:12 69:7 71:13 75:19 77:9 83:3,11,15 84:1,9 85:7,11 86:14 87:5,11 87:13 88:15 89:14,20 90:3,4,16,18 91:17 94:22 95:1,22 96:6,10 96:11 121:22 123:21 128:3,13 129:11,18 129:21 130:4,7,17 131:3,18 132:2,9 133:2,4,17 134:19,20 139:7,12 140:21 141:16 142:1,8,16,19 143:4,5 145:10,11 146:4,6,15 147:4,15 147:19 150:3 151:2.4 151:9,11,18,20 152:18 153:1,20 154:3,4,7,7,9,15 155:17,18 156:14,18 157:22 166:3 167:19 168:4,11 173:12,21 179:11 182:21 185:3 188:7,15 189:9 193:4 194:21,21 197:5,6 201:12 209:16 212:22 215:4 222:22 225:5 225:10,16 226:18 228:8 231:7 234:3 238:3,13 241:20 243:18 245:12 249:17 257:11 258:8 259:16 259:18 260:22 264:22 265:10 266:12 268:5 269:6 270:5,9,10 272:5,7 273:6,10 274:6 276:14,19 278:20 280:4,15 285:6,11 287:8,11,16 287:21 289:11 290:5 290:15 291:5,21 292:16 294:2 295:4 296:5,17 297:18 299:2,10,13 300:12 302:19 304:15,19 305:9 306:4,7,9,11,15 307:6,22 308:11 309:7 310:20 311:5

311:19 312:8,19	340:14,16 34
315:20 316:7,14,19	342:5 367:1,
317:14,15 318:12,19	373:16 374:
319:5 320:22 321:1,3	380:7,11
321:6,7,14,19,21	thrilled 359:7
322:9,16 323:5 324:7	throw 319:19
324:11,12,18,21	380:5
325:2,9,18,22 327:14	throwing 89:2
327:15,16 329:20	Thursday 377
	-
330:2,3,16 337:2,18	tie 282:22
338:20 343:7,12,17	tier 257:13
347:17 348:9,22	tiers 250:19
353:18,21 354:4,22	time 7:6 8:2,6,
355:8,21 356:5,19	21:9 26:11 3
357:9 360:8,17	34:11 46:1 5
362:16 363:19 364:9	70:1 73:20 7
365:5 367:7 379:19	82:13 91:6,1
379:20 380:18,22	97:14 98:7 1
381:14,22	101:1,3 108:
thinking 51:12 74:3	111:11 113:3
118:10 169:19 244:1	114:1 115:5
259:9,14 298:9	126:22 132:2
310:21	141:2 148:19
thinnest 277:1	158:22 167:2
third 42:9,17 93:15	177:17 186:
105:16 280:21 308:3	201:11 204:
344:6 365:22 374:5	235:4 242:12
375:4	247:10 258:2
thorough 371:6	263:8 270:8
thought 84:5 128:18	282:21 284:
173:12 193:3 240:6	290:19 300:1
262:3 264:10,17	311:21 319:2
266:8 267:18 268:19	336:8 339:18
269:13 277:16 279:4	343:2,16 344
297:5 302:17 309:1	350:20 353:7
310:2 315:1 323:2	354:9 357:16
341:3,4 349:17 350:3	368:3 371:17
350:10 351:10,14	376:13 379:2
thoughts 29:20 60:3	380:21
70:16 84:19 129:3,16	timeline 112:6
149:16 194:6 293:10	303:12 381:3
thousands 117:15	timeliness 306
332:3	timely 71:5 72
threat 183:2 367:21	101:9 102:2,
threatened 376:1	116:4 132:17
threats 209:1	147:15 156:1
three 5:7 37:18 42:1	289:14 369:1
62:11 66:17 124:10	times 11:8 80:
125:10 136:1 158:13	130:19 144:
158:14 187:7 205:7	179:11 181:4
207:8 232:9 253:7	timing 59:19 6
257:14 264:7 271:1	96:7 141:5 3
271:10,21 281:14	311:4 319:3,
283:6,12,22 284:2	<b>tip</b> 58:2
288:18,22 290:7	tissue 209:20
294:14 300:6 302:7	Title 320:6 339
302:10,14 304:11,17	<b>TJAG</b> 100:9 14
308:2 309:15,21	today 6:9 22:8

I

41:2,6,13 .16 12 379:20 379:22 2 :8 21 9:16 32:19.20 50:15 59:1 75:6,15 1 94:13 00:17,21 :1,13,17 3,17 122:8 2 136:7 9 150:19 21 169:3 12 190:2 11 231:2 2.13 2 262:18 274:19 10 289:8 12,15 20 336:6 8 340:12 4:10 7 354:5.6 6 361:6 7 373:15 20 380:21 302:18 3 6:3 2:4.14 10 104:8 7 134:22 12 157:11 1 :13 88:6 10 175:1 4,9 325:4 60:4 96:6 305:2,5 7 353:17 9:14 46:12 3 51:10

55:9 58:11 62:13 98:3 99:2,7 108:10,13,18 124:10 127:3 129:20 160:9 161:16 163:3,9 171:1 173:1,19 175:14 196:5 205:18 205:22 222:20 232:17 272:6 289:8 301:7 304:13 327:11 329:20 338:2 339:9 373:15 380:4,14 today's 209:1 340:9 Tokash 1:19 17:7,7 20:13 22:19 28:10,21 29:12 41:14 59:7 90:4 90:7 128:22,22 154:20,20 155:15 156:17 222:18,18 224:11 226:3 255:9,9 256:11,14,16,21 257:6,16 264:5,20,22 278:9 288:11.11 291:7,22 296:8,13,21 297:2,5 301:12,14,15 301:20 304:9 305:10 305:14 307:9 310:9 314:5,5 316:3 317:7 318:2 319:2,11 320:13 321:18 322:9 322:16 323:18 324:16 325:17 328:9 330:5 330:19 336:10 337:7 337:22 338:13 339:4 340:1,22 341:8,17 342:21 343:5,11,21 380:8,8 381:13 told 28:4 58:5,6 103:18 110:17 113:3 158:15 179:18 180:3 265:12 334:11 369:11,19 370:3 tomorrow 27:8 ton 249:16 tonight 193:5 tools 255:17 top 185:20 280:18 topic 142:14 301:9 323:7 352:5 370:22 topics 225:18 341:15 total 208:19 215:6 218:20 220:7 totally 142:2 363:1 touch 33:14 254:22 touched 187:9 touching 277:20 tour 17:15 town 178:1 track 32:16 37:1 175:22 tracking 30:19 142:2 Tracy 6:15 train 17:12,18 234:10 268:18,19 273:20 trained 65:22 76:12 188:7 trainers 268:15 training 17:11 18:9 32:2 72:5 74:17 153:9,10 168:9 187:14 189:4,7 189:12,16 200:1,5 212:2 234:6 240:20 241:8,12 248:10 263:14 266:3,6,7 268:11,15 270:10 271:2,5 273:15,15 trainings 248:18 271:1 271:10,21 273:17 trans 192:18 transcribed 133:13 296:3 transcript 102:17 103:16 306:13 transcripts 110:16 300:16 transfer 112:4 transfers 243:6 transformational 57:11 transition 163:16 transmission 20:15 transparency 29:6 48:1 55:18,19 56:6,19 57:20 58:9 94:21 174:10 220:13 246:5 258:18 transparent 57:11 258:19 transplanted 65:4 Transportation 236:8 trauma 91:7,15 101:4 117:18 trauma-90:19 traumatizing 119:16 travel 32:21 186:2 323:21 traveled 58:4 traveling 37:16 treason 360:11 treat 93:11 287:5 treated 111:16 115:22 treating 258:13 316:17 treatment 50:5 51:4 82:5,10 93:13 163:20 tremendous 310:17 trend 68:15 137:1 238:18,22 252:6,11 252:12 trends 60:5,10 216:11

			422
		1	
253:3,17	193:11,13,18 194:10	151:9,21 153:18	understanding 52:17
Trexler 2:2 372:4	194:13 199:15 262:5	249:20 280:1 313:1	80:15 109:8 113:14
trial 8:11,15 10:1 11:17	262:9 349:21	313:17 363:16,17,18	233:14 234:5 235:1
12:4 16:6,7 22:2,14	try 43:19 71:1 113:20	types 123:5 127:2	247:3 256:22 257:22
23:2,5 24:20 25:11,22	140:6 146:5 147:19	134:1 136:14 156:6	259:18 266:6 274:1
27:9 31:21 33:4 40:10	148:13 207:7 212:3	174:15 288:18	339:20 351:22
65:14 66:22 67:14,16	220:20 230:16 232:20	typical 95:13	understands 8:18 16:7
75:11 79:20 80:1 83:6	238:9,15 239:13	typically 9:15,20 10:20	142:19
91:3 95:14 99:22	252:15 258:7 259:2,5	13:20 25:19 40:4	understood 52:11 72:7
100:6,17,18,18	262:8 324:3 365:8	126:16 147:1 149:4	113:12 119:6 327:12
101:14 103:9,19	373:3	120.10 111.1 110.1	undertake 41:4
104:20 105:4,18	trying 12:8,9,11 20:9	U	undertook 281:15
106:10,21 107:6,11	47:1 160:21 179:6	<b>U.S</b> 2:1 6:21 110:9	underway 227:1
107:19,22 108:2,21	187:1 205:11,15	159:14	underwear 317:11
110:19 111:5,15	210:11 222:10 225:19	<b>UCMJ</b> 94:8 320:7 333:8	underwear 517.11 undo 136:9
	227:18 230:22 234:21		undo 130.9 unfair 113:9
112:17,21,21 113:2		ultimate 306:5	
116:9 119:2,17,20	243:12 249:20 252:18	ultimately 78:11 128:1	unfairly 120:9 370:3
123:18 125:9,10,15	258:16 298:2,14	144:6 150:20 248:5	unfolding 126:19
125:18 126:17 131:7	314:20 315:5 348:8	250:2 254:13 261:22	unfolds 126:20
133:15,19 135:10,11	349:20	306:8 374:10	unfortunate 83:15
135:15,15 138:20	Tuesday 378:22	umbrella 250:5,12	unfortunately 166:19
139:2 141:6,13 142:7	Tuesday/Wednesday	unable 74:3 375:9	201:7 205:21 324:4
143:7,10,16,18,20	299:21	unaccomplished	uniform 55:13 57:12
144:3,6,8 157:12	turn 6:9 10:2 16:19 17:2	300:22	59:9 66:2 69:9 81:21
171:13 177:1,2,15	27:14 36:14 60:13	unauthorized 78:1	82:4,9,9 147:7,8
193:16 194:12 195:1	62:4 81:3,21 93:21	unaware 100:15 115:21	148:3,4,6,6,7 196:13
195:14 224:16 225:4	98:22 125:15 204:22	unbelievable 182:15	197:17 288:17 303:1
263:14 266:5,17	214:7 226:19 264:20	uncertain 376:8	303:4 306:6,9,11,14
267:3,3 269:3 272:1,2	291:1 314:3	uncomfortable 370:2	306:17,19,19 307:19
272:10 273:12,17	turned 13:18 16:11	unconscionable 82:8	307:20 308:1,12
274:12 277:13,15	126:10 133:4 304:12	unconscious 192:22	309:20 312:9,12,14
279:13,15,21 287:17	304:16,18,22 315:9	197:8 202:13 241:15	319:4 320:2 331:7
304:15 311:14 315:5	318:9,14 375:13	undecided 340:21	338:5,10,17,21
335:5 336:4 345:3,7	turning 373:3	under- 175:13	339:10,15,21 340:7
348:15 353:10 366:12	turns 20:4 352:22	under-represented	340:10,20 341:19
366:15,21 367:17	<b>TV</b> 267:7	175:18	uniformed 57:15 153:6
368:21 369:13 370:10	twice 367:9	undercuts 91:17	154:5
371:14 374:21 375:1	<b>two</b> 4:9 13:2 26:8 31:14	underestimate 38:20	uniformity 306:22
376:4,6 380:12	42:15,16 49:20,21	underlying 104:22	307:1
trials 5:22 96:13 118:2	54:3 63:14 67:10	undermine 99:22	uniformly 82:2
tricky 42:22	69:21 82:13 90:17	101:16 123:5 124:3	unifying 218:8
tried 56:9 298:10	97:7 123:22 140:5	127:7	uninformed 107:19
trier 107:3	171:2 178:3,4,6,9,13	undermines 96:12	109:15
tries 190:14	178:16 183:16 228:6	103:3	unique 120:18 121:9
triggers 63:4	237:7 241:21 253:7	Undersecretary 207:19	152:16 166:6 174:2
trips 300:11,14		•	316:14
trouble 157:2	254:5 255:7,11 278:9 281:13,20 283:6,12	211:18 214:13 219:18	
		understand 12:6 33:10	uniquely 114:18
true 91:18 127:1 134:13	283:22 289:5 305:2	40:1 52:7 61:14 69:6	unit 137:10 172:13
186:15 337:8 355:11	313:8 316:17 328:2	72:19 74:19 80:4 94:2	177:22 198:1 203:8
truly 264:13	337:12 341:22 344:12	94:4 96:2,9 104:7	346:10 371:2
Truman 183:21	346:18 349:19 350:9	109:16 113:10 115:19	United 3:5,9 98:2,3,5
trust 55:17,19 56:5,18	351:10,13 358:19	126:13 128:1 132:13	99:11 108:11 109:8
57:20 58:8 94:5,21	365:11 376:9 379:5	132:14 135:7,9	109:11,17 114:18
95:4 100:2 103:3	379:11 380:7,21	145:14 146:21,22	159:15 167:18 182:1
122:13 125:5 148:2	two-prong 12:19	241:10 249:21 273:13	320:7 336:13 339:14
151:12 155:18 156:9	<b>type</b> 12:5 50:4 89:10	315:11 347:10,14	342:10 365:22
156:13 164:11 174:9	95:12 129:21 133:3	352:9 373:6 377:2,13	units 172:11 203:6,12
176:19 177:3 180:19	142:5 144:21 145:1	understandably 136:13	249:22 274:1 295:8
l		l	I

universal 86:9 universally 355:22 universities 176:13 unjustified 137:2 unlawful 215:2 318:20 318:22 unnecessarily 102:10 106:11 151:4 154:16 unnecessary 23:21 99:20 104:10 unreasonable 116:22 unredacted 127:6 unrelated 13:19 41:22 188:18 unrepresented 7:22 47:21 54:16 55:2 73:4 100:12 104:6 110:20 134:3 145:9,19,20 146:16 305:20 312:20 313:14 320:15 321:8 321:11,16,21 324:1,6 324:13,14 328:19 untimely 4:17 untrained 192:12 untranscribed 296:1 unusual 101:4 313:11 unwilling 74:8 **upcoming** 293:10 update 3:15,16,17,18 245:18 270:20 280:10 293:1.6 298:5 365:1 372:12 379:16 380:1 381:3 updated 32:19 234:2,4 234:11 245:9 311:15 updates 263:15 379:13 380:14 upfront 360:21 upper 244:12,18 upset 279:21 upwards 367:2 **USC** 333:8 use 9:8 16:18 36:2 37:6 54:18.20 60:19 66:12 76:9,9,9,10 80:12 83:6 93:20 123:18 155:2 173:12 177:7 181:7 217:19 229:5 259:16,20 267:6 343:15 373:15 useful 51:16 63:8 352:12 uses 176:12 USMJ 342:11 350:12 **usually** 8:15 21:1,13 72:20 184:9 313:2 utility 47:19 uttered 367:4

V **v** 162:16 266:18 VA 36:14 161:8 163:16 181:8.8.10 vacation 71:11 vacuum 247:5 249:14 validated 369:10 valuable 264:18 value 124:17 152:5 218:9 271:6 380:18 valued 160:18 values 217:15 Vanessa 167:10,12 variability 274:1 310:17 311:14 variable 272:22 varied 171:9 variety 7:1 141:2 187:13 various 5:19 171:7 174:15 176:18 192:6 321:17 **VAs** 58:6 vast 35:1,1 56:15 95:2 110:18 141:21 218:21 245:12 304:11 venire 87:9 152:4 154:10 venires 151:18 venture 169:5 verdict 113:13 267:3 versa 81:16 325:7 version 247:12 366:13 366:21 367:14 371:9 versus 22:8 112:1 198:21 305:6 306:2,2 vest 24:16 62:18 Veteran 190:22 194:17 veterans 160:11 161:11 161:13 164:2,3 167:14 174:8 181:5.7 181:14 veterans' 160:17 161:1 161:14 165:11 166:15 viable 104:3 128:16 199:12 vice 81:16 182:4 205:8 325:7 victim 3:4,19 8:4,5,6,10 8:18 9:3 10:5,21 11:16 12:21 13:3.9 14:7,15,19 16:19 17:4 19:7 20:9,21 21:2,11 21:18 25:17 27:4 32:12 33:5 34:16,22 35:20 42:3,6,10 43:5 43:8,15,15 44:16 45:1 45:2 46:1,14,22 49:16

52:16 53:9.10 54:18 55:15,16,16 57:3,7 60:6 61:3,19 67:13 72:6,17 73:3,4,10 74:2,4,6,11,12,16 76:14,15 77:21,22 80:11 81:22 84:21 85:2 90:11 91:9,12 92:1,10,13,17,22 93:2 93:11,18 94:1,11 95:14,17 96:2,8 98:12 99:6,8,14,17,18,19,19 99:20 100:3,10,10,21 101:2,12,18 102:2,4 103:7,10,11 104:15 104:15,19 105:12,12 105:14,19,21,22 106:6,6,8,20 107:2,7 107:17,18 108:3,19 109:11,14,17,22 110:3,3,3,7,17,20 112:1 113:12 114:12 115:18 117:8 121:5 122:14 123:1 124:14 127:15,16,19 128:5,6 128:7,8,12,19 129:2 129:22 130:3,9,10,11 130:15,22 131:4 132:8 134:17,17 136:5,7,13,21 137:13 137:13 138:18,22 141:20,22 145:2 150:7 151:6 153:6 154:5 197:10 225:6 275:1,14,16,19 276:1 276:1,13,17 285:1,3 288:20 289:2 304:13 308:5,10,18 309:6,12 309:16 310:8 311:9 312:1,19,20,21 313:12,14 314:15 315:12,13,15 316:1 316:13,19 317:22 318:10 320:5 321:8 323:9 324:13 325:5,5 325:6,13,14 326:15 327:10,13,17,18,19 327:19,20 328:14,17 329:2 330:1 339:13 341:21 342:2,3,5,9 369:19 374:11 376:3 380:12,13 victim's 6:2,3 7:21 8:21 9:7,12,15 12:7,16 13:10,22 15:14,20 16:16,20 18:12 19:2,7 19:10,11 20:8 23:18 25:1,3,17,20 27:16,18

27:19 46:20 49:22 64:21 70:8 74:5 78:12 81:12 102:14 103:3,6 103:15 106:5 107:4,9 117:5 127:3,7 132:4 138:9 144:7 271:20 271:20 272:9,13,18 272:21 273:20 276:4 288:19,19,22 303:16 308:16,20 309:10,11 310:7 311:5,11,20 320:4 326:5 329:1,1 329:16 339:12,12 342:8.8 victim-93:3 victim-created 99:11 victim-defined 99:15 victim-driven 91:21 victim-driving 90:15 victim-informed 90:16 90:19 91:18 victim-led 99:11 victims 5:13,13,16,16 6:12,13,16,17,207:7 7:21 12:20,22 13:15 14:2,22 15:4 17:11,20 17:21 19:14 29:14 30:21 32:7,11 33:8 35:2,7 37:21 44:15 45:12 46:6 47:21 48:5 50:9 52:4,8 53:4,21 53:22 54:2,16 55:2 56:6,9,12,15 57:14,15 58:7 59:4,16 67:4 70:10,12 75:12,16,18 75:19,20,22,22 76:17 76:19,22 77:1,3,3,17 78:8 82:10 84:2,2,18 86:9 91:22 94:17 95:3 96:11 97:22 98:8,20 100:7,12,14,16 101:8 101:19 102:9,11,16 102:18,21 103:18 104:4,6,21 105:2,5,7 106:14 107:10,12 108:1,8 109:4,6,7,15 109:19 110:5,6 115:3 115:9,13 117:12,15 117:22 118:4,17 120:9 121:13,13,16 122:3,9,10 123:13 126:21 129:6 131:5 131:11 134:1,3,10,11 134:14 140:12,18 141:7 142:4 145:8 147:20 150:17 151:13 157:12 158:3 161:5 177:3 191:18 197:22

276:5 282:9 303:6.8 303:16 309:12 310:5 311:15 320:4,16,20 321:21 323:10.22 324:2,7,15 328:7,19 victims' 3:3 13:18 35:14 38:11 58:16 66:11 90:20 98:1 114:11 118:8 120:1 122:1 123:7 133:9,11 135:17 136:3,19 142:2 146:7 147:20 147:22 148:11 155:11 311:15 video 2:13 11:20 Vietnam 184:12 view 1:9 23:21 49:3 68:21 77:11 80:10 82:7 89:9 136:22 174:15 332:22 viewed 27:18 49:11 88:13 viewpoints 278:13,14 views 49:5 170:8 268:17 viaorous 163:7 violate 62:9 violating 374:21 violation 99:16 336:7 371:12 violations 371:4 violence 75:22 77:4 137:10 138:5 139:16 249:9 275:6,10,13 276:1 313:10 314:10 314:10 366:3 Virginia 1:10 109:12 166:18 virile 186:14 virtual 290:10 302:1 virtually 124:13 301:17 vision 65:8 218:8 219:19 visited 263:13 visits 269:17 270:6,18 **VLC** 17:15 23:16 24:1,7 24:14 28:7 37:16 47:5 61:14 65:2 66:10 67:13 79:9 146:7 VLCs 65:14 146:5 148:14 149:3 269:12 VNS 129:3 vocabulary 71:14 voice 109:6 134:17 170:21 voices 160:13 268:17 voir 87:10,22 153:3,4 296:4 299:6

volume 118:20 373:4 373:13 voluminous 117:10 volunteer 98:7 184:14 184:15 vote 184:3 319:18 338:3 339:9,17 340:9 voted 350:21 voting 338:16 vulnerable 162:6 195:13 Vuono 2:9 264:3 W wail 369:17 wait 34:21 59:4 227:9 237:6 waiting 168:4 229:11 waived 49:8 waiver 43:10,16 walk 33:3 176:19 239:17 walked 120:15 279:7 walking 118:1 279:18 wall 369:16 Walton 1:19 120:4 121:10 127:11 131:9 131:17 137:8 138:12 310:10 312:7,8 314:14 319:2.3 321:9 322:7,8 330:6,7 350:4 354:11,13 355:15,17 355:20 362:20,21 Walton's 324:13 wand 242:1 want 32:4 34:2,5,12 36:15,16 39:7 40:21 41:10 43:14 45:3 53:19 57:19 59:6 66:20 70:8 73:11,12 75:2 79:16 84:12,13 92:4,17,21 93:9,14 94:13 112:11 122:16 132:9,13 134:6,11 135:10,11 138:5 139:5,6 140:15 141:1 142:11 143:10 149:14 150:22 155:20,21,22 156:7 157:1,13 165:1 168:17,19 178:16 181:18 184:12 193:9 200:10 206:7 228:8 237:3 239:10 252:20 263:11 278:7 289:16 289:20 290:1 291:1 292:19 293:19 295:12 295:18 300:13,13,14 300:21 301:21,22

302:18.21 303:14 304:5 305:18 311:1 314:1 315:2,13,16 318:15 319:9 321:4 324:7 327:15 328:4,8 336:12 337:8 338:14 339:5 340:18 343:16 346:2,4,18 351:13,18 353:22 356:22 360:12 363:17,19 370:20 377:15,18 379:3 wanted 17:8,15 32:8 36:13,16 41:21 70:13 80:9 90:11 109:5 141:10 149:7 160:3,4 202:14 205:18 239:5 239:9 247:19 251:13 267:6 299:3 364:19 367:7 374:9 wanting 357:15 wants 34:19 39:22 66:5 92:7 171:14 230:2 287:14 316:1 344:5 377:9 war 184:2,3,7 185:2 199:11 208:17 219:3 warfare 165:2 warning 119:17 365:14 warrant 374:7 warrants 152:17 Washington 156:2 wasn't 21:3 38:10 74:14 133:21 161:3 234:2 246:2 265:22 313:11 318:10 waste 361:6 watchdog 336:5 watching 144:3 waterfall 237:19 238:3 waved 242:1 way 15:13 28:4 39:1 49:4 62:1 68:11,17 69:8 79:1 83:16,22 84:12 93:3,4,4,8 95:4 101:9 111:3 113:18 123:17 128:16 130:18 134:22 136:11 138:18 139:13 140:8 147:15 148:8.17 150:3 156:13 157:11 168:13 174:20 177:15 189:6 193:8,15,21 194:1 196:4,5 197:21 198:15 200:7,16 201:19 210:9,10 220:8 223:22 224:11 247:13 248:3,11 249:17 254:5 259:9

259:12 267:1 293:20 293:21 296:19 305:4 305:4,17 311:22 316:12 318:17 328:9 334:16 336:19 338:8 345:14,15,18 346:8 346:16 347:7 371:6 ways 19:1 31:14 58:20 60:6 76:21 83:7 139:7 164:10 176:3 195:7 215:11 239:21 264:9 327:16 328:3 wayside 350:2 we'll 7:14 10:10,20 14:18 41:1,1 96:21 97:13,16 159:4,20 204:12 228:17 237:13 243:17,18,18 263:5 283:18 284:11 288:3 297:21 343:17 we're 4:12 11:20 16:18 21:17,22 24:11 25:14 25:18 28:19 29:8 31:9 35:16 37:9,11 39:8,8 51:10 52:12 55:17 56:4.5.14 57:9.10 58:2,11,14 66:13,15 66:16 76:11 82:13 89:7 92:9,11 94:12 97:10 130:21 136:14 160:4,14 166:3,4,6,7 166:8 167:4 168:9 170:12 172:22 175:13 175:15 176:10 178:21 182:3 183:13 186:20 199:9 200:10 201:8 207:14 208:4 209:8 227:11 228:4 242:5 243:2 252:21 253:1 257:14 258:16,22 259:9,20 260:14 265:3 269:6 281:8 284:1 292:17,18 296:6 297:16 298:5 298:14,22 299:8,21 301:18 303:15 332:13 333:1 337:8 339:21 340:1 342:12 343:8 343:10 346:22 356:8 360:5 363:19 364:9 365:8,16 373:5 we've 20:8 26:15 29:12 30:8 39:21 41:22 46:13 52:5,9 55:21 60:3 62:13 73:9 74:12 76:8,12 80:17 91:4 131:10.21 157:6 182:16 189:2 198:22

199:1.10 209:15 226:21 258:10,10 272:7 289:4 293:18 295:7 298:17 302:15 317:10 322:4 327:2 329:20 335:11 336:6 346:20 352:3 354:6 356:19 363:4 weak 77:12 wealth 6:22 wearing 81:22 307:19 website 31:10 247:21 websites 246:1 247:12 wedding 197:13 Wednesday 1:6 231:15 weeds 30:8 222:12 week 57:6 73:5 111:4 111:12 155:1 157:12 186:5 187:1 199:5 263:1 264:19 265:3 268:7,10 279:9 280:4 week's 265:4 266:7 weigh 244:9 323:11 welcome 3:2 58:13 63:1 98:16 114:1 244:7 welcoming 264:7 welfare 48:21 well-executed 208:15 well-informed 145:2 well-known 98:19 well-maintained 31:11 well-represented 87:21 well-served 87:5 Wells 75:9 264:6 265:20 294:9 wends 39:1 went 97:2 113:19 150:7 159:8 181:6 184:3,4 193:3 204:15 224:16 263:21 264:1 333:5,7 333:17 377:6 382:7 weren't 78:13 128:19 166:19 190:6 299:14 whichever 333:20 351:13 whined 146:13 white 171:13,14 172:11 178:7 186:14 237:22 238:2 whole-of-DoD 163:5 wholeheartedly 47:22 115:4 wholesale 89:22 wickets 61:13 wide 132:8 187:13 220:10 widely 267:7 330:9 widower 191:4

wife 366:5 Wilco 65:12 wild 337:1 William 1:14 willing 72:17 136:13 184:16 191:14 wind 362:15 winds 353:19 wings 27:2 wire 199:13 wiring 259:12 wisdom 355:10 wish 5:3 55:7 58:21 59:15 62:11 227:1 373:20 wishlist 137:4 140:7 156:19,21 157:3 withheld 103:21 111:18 375:11 withhold 59:10 126:14 withholding 144:3 witness 17:3 32:12,17 33:6 67:19 92:14 93:12 96:13 106:4 117:11 119:14 132:22 135:16 142:20 179:2 328:17 374:6,16 375:21 witness' 374:7 witnesses 13:4 14:8 15:5,17 16:4 32:11 103:14 106:3 107:14 111:7 289:6 302:10 302:13 woman 154:4,4 177:19 253:5 woman's 83:14 women 84:3 86:10 87:16 151:5 152:10 153:11,19,22 154:2,9 160:8,10,11,17 161:2 161:4,10,10,12,12,17 161:22 162:2,3,4,5,11 162:22 163:10,11,14 163:16,20 164:1,2,3 178:18 181:9 183:20 184:2,4,16,18 185:6 186:12,13 190:2 191:2 199:10 252:10 258:3,3,20 Women's 3:8 159:13 160:2 186:6 wondered 235:5 353:1 wonderful 69:18 205:2 240:17 wondering 182:6 233:16 246:17 252:5 252:11 253:15 315:7

335:9 338:14 word 173:13 174:22 318:21 353:3 Wordard 23:7 words 86:22 198:21 251:2 367:4 work 19:18 45:1 61:13 61:17 74:21 79:19 89:8 98:11 108:5.8 122:7 130:3 139:20 164:16,18,20 165:22 167:2,11,15 169:1,11 188:16 190:10 206:8 206:15 211:3.8 212:3 212:9 216:9 221:3 238:11 244:6 248:12 248:13 249:8,11,12 250:7,8,14 255:7 261:15 268:13 270:2 274:16 275:1 281:22 290:12 295:19 296:5 296:6 300:7 work-79:20 worked 74:15 107:22 135:8 161:5 166:13 166:15 171:16 182:13 245:18 250:18 257:1 294:9 workforce 17:12 18:4 205:17 208:3 215:13 218:6 221:20 working 27:6 30:8 32:1 52:2 58:14 61:20 66:15 109:11 148:21 166:8.9 185:15 200:14 205:15 224:2 235:12 240:1,3 244:2 249:22 250:1,20 255:6 256:8 272:14 273:1 282:16 293:19 293:21 294:11 298:6 works 29:11 54:11 126:6 130:6 148:20 193:12 247:6 251:8 258:7 272:13 world 12:8 43:8 71:9 83:7 84:1 120:16 121:14 122:9,12,21 136:18 141:22 177:8 184:2,3,7 212:4 230:21 269:5 314:18 354:18 356:7 360:7 worry 62:1 worse 103:18 117:21 154:8 252:12 373:10 worth 113:16 239:1 266:12 270:7 310:21 324:19 353:16 359:3

wouldn't 20:21 30:21 39:13 53:21 138:12 173:3 185:8 300:5 314:22 348:17 349:3 349:9 wrap 314:20 315:5 Wrap-up 378:13 Wrap-Up/Preview 3:22 wreaking 177:22 writ 65:15 79:18 369:7 371:5 write 365:5 writing 260:16 350:12 written 52:20 64:2 67:22 86:14 116:19 261:2 262:20 358:16 372:11 374:17 376:14 wrong 41:20 70:18,21 79:6 113:20 133:12 144:18 146:21 147:2 238:4 267:1 303:10 306:12 319:15 341:5 365:5 wrongfully 120:11,15 120:17 121:7 wrongly 335:8 wrote 302:19,20,20 374:12 378:6 Х x 73:2 273:9 X' 144:19 Υ **Y** 273:9 Y' 144:20 yard 65:10 yea 286:2 Yeager 365:17 372:10 372:13,15,16,22 373:2,8,12 377:17,18 378:3 Yeager's 378:5 yeah 240:10 244:1 261:9 304:3 343:11 349:1,9,16 350:17 359:18 360:1 381:10 year 34:10 56:9 59:2 85:7 88:22 115:8 125:8 165:8 216:8,8 216:19 242:11 248:14 248:20 252:2,18 283:16 293:16 294:6 295:1 300:20 333:12 333:14,21 351:18,21 358:20 360:14 367:17 373:17 377:3 yearly 248:19

			426
	I	I	I
years 4:18 12:9 21:21	<b>11:04</b> 159:8	<b>2021</b> 252:20 284:19	<b>412</b> 106:10,16 136:1
28:19 76:7 87:1 107:8	<b>11:12</b> 159:9	<b>2022</b> 207:18 222:9	<b>43</b> 277:4
143:1 161:12 165:10	<b>11:59</b> 204:15	230:11 234:3 248:9	<b>45</b> 65:9
165:20 175:3 205:8	<b>114</b> 284:21	252:4	<b>46</b> 65:10
207:12 221:17 237:7	<b>114.7</b> 216:22 218:19	<b>2023</b> 1:7 22:8 280:22	<b>47</b> 320:6 339:14 342:10
241:21 242:2 253:18	<b>12</b> 35:19 151:20 213:11	369:8	11 02010 000111 0 12110
255:11 313:8 357:20	<b>12:00</b> 300:3	<b>2024</b> 216:19 300:21	5
364:16 366:5 367:16	<b>120B</b> 277:7	<b>2026</b> 300:20	<b>5</b> 3:3
	<b>120B</b> 277:5	<b>2027</b> 263:8	
374:1 377:1,7			<b>5.9b</b> 5:8
years' 376:20	<b>1300</b> 379:4	<b>204</b> 3:12	<b>50</b> 36:9 85:8,9
<b>yeoman's</b> 295:19	<b>134</b> 242:3 277:12	<b>2040</b> 205:20 206:3	<b>500</b> 348:7
yesterday 32:3 85:21	<b>14</b> 1:7	208:5 212:10	<b>501(c)(3)</b> 160:14
134:8 149:20 171:1	<b>140A</b> 331:7 332:14,17	<b>20s</b> 358:5	<b>50th</b> 184:13
185:17 194:11 195:4	333:8 334:2,3,5	<b>20th</b> 283:18	<b>513</b> 106:10 158:5
288:13 293:3 324:21	335:13 336:1	<b>21</b> 281:17 282:3,13,20	<b>536</b> 281:17
330:22	<b>15</b> 94:18 369:18	283:2 294:6	<b>539A</b> 282:4
yesterday's 14:11	<b>15,000</b> 348:2,10	<b>22</b> 88:22 294:6	<b>547</b> 281:10 292:3
yields 82:15	<b>150</b> 56:9	<b>23</b> 66:11 358:20 364:16	<b>549(b)</b> 301:9
Yonah 2:4	<b>159</b> 3:8	<b>24</b> 358:20	<b>5th</b> 167:4
York 318:20	<b>16</b> 151:20	<b>25</b> 59:2 66:14 82:14	
			6
<b>young</b> 177:20 178:15	<b>18</b> 88:22 244:12,18	87:8 149:17 170:4,13	
184:11 186:14 194:22	360:14 377:7 378:19	170:19 297:12 301:10	<b>6.5</b> 38:7
199:20 203:20 270:9	18-year-old 364:14	344:3,11 349:15,18	<b>603</b> 66:9
younger 277:15 351:17	<b>18-year-olds</b> 204:6	350:9 351:20 357:20	<b>66</b> 266:14 296:11
356:3 359:19 362:22	<b>19</b> 226:19,20 228:19	<b>26</b> 364:16	<b>6b</b> 50:1 58:15,16 65:17
363:8,9	260:3 281:10 351:18	<b>264</b> 3:14	70:11 77:14 78:17
youth 182:22	<b>1950</b> 350:13	<b>28</b> 294:21	79:15 93:14 157:7,19
yup 343:5 359:15	<b>1950's</b> 82:5	<b>280</b> 3:15	157:20
, , , , , , , , , , , , , , , , , , , ,	<b>19th</b> 283:17	<b>2800</b> 1:10	
Z	<b>1st</b> 184:14 283:20	<b>288</b> 3:16	7
<b>zero</b> 248:6,15 253:9	284:13	<b>293</b> 3:17	<b>74</b> 294:20
258:3 280:21 285:5	204.10	<b>297</b> 3:18	<b>75</b> 97:12
zones 199:11	2	237 3.10	<b>750</b> 56:11
<b>Zones</b> 199.11		3	
0	<b>2</b> 3:2 160:10 184:19		<b>75th</b> 183:19
	222:9 308:14 320:10	<b>3</b> 309:18 321:21 331:2	· · · · · · · · · · · · · · · · · · ·
<b>01</b> 217:2	325:5 339:17	331:18	8
	<b>2(b)</b> 307:4	<b>3,000</b> 94:17	<b>8:25</b> 1:10
11	<b>2,800</b> 294:21	<b>30</b> 12:9 34:13 288:8	<b>8:29</b> 4:2
<b>1</b> 148:2 151:3 158:4,5	<b>2.0</b> 244:16 245:15	292:10 351:21 357:20	<b>80</b> 186:22
287:19 331:1 381:12	<b>2.2</b> 230:21	373:17 377:3	<b>842</b> 217:3
381:15	<b>2.99</b> 376:17	<b>301</b> 3:19	<b>89</b> 224:19
<b>1's</b> 325:6	<b>2:02</b> 263:21	30th 281:9 283:16	8th 231:15
<b>1,000</b> 348:7	<b>2:17</b> 263:22	<b>31</b> 35:18	
<b>1:00</b> 204:13,16	<b>20</b> 34:13 165:9 175:3	<b>32</b> 77:19 78:10,20 102:7	9
<b>10</b> 94:18 107:8 320:6	358:4 376:20	102:7,13,15,19	<b>9</b> 7:5
333:8 339:14 343:8	<b>2009</b> 160:15	103:13,17 104:5,14	<b>9:00</b> 300:3
376:22 377:7	<b>2012</b> 161:20	155:4 171:8 255:13	
	<b>2013</b> 22:9 75:22 162:12	256:12	<b>9:54</b> 97:3
<b>10-point</b> 139:10			<b>90</b> 36:22 96:15 298:18
<b>10-year</b> 162:15	<b>2014</b> 366:10	<b>32's</b> 104:17	299:2,12 379:5,8,9
<b>10,000</b> 163:9	<b>2015</b> 79:14	<b>344</b> 374:20	<b>900</b> 56:9
<b>10:03</b> 97:3	<b>2016</b> 110:8 162:14,19	<b>350,000</b> 160:10	<b>94</b> 37:8 165:20
<b>100</b> 37:7 76:22 83:9	331:9 366:2	<b>365</b> 3:21	<b>940A</b> 333:9
165:2 245:16,21	<b>2017</b> 108:22	<b>378</b> 3:22	<b>95</b> 36:22 172:11
246:4,10,12,17 247:3	<b>2018</b> 98:10 222:7 234:2		<b>97</b> 3:4
247:15	234:17 235:20 368:22	4	
<b>1020.03</b> 222:5	<b>2019</b> 252:20 281:10,15	<b>4</b> 3:2 207:17 343:8	
<b>1044</b> 53:13	369:2	<b>4:29</b> 382:7	
<b>11</b> 251:20 257:22	<b>2020</b> 252:20	<b>40</b> 186:22	
II			

## CERTIFICATE

This is to certify that the foregoing transcript

In the matter of: Public Meeting

Before: DAC-IPAD

Date: 06-13-23

Place: Arlington, VA

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate complete record of the proceedings.

near Lans &

Court Reporter

## **NEAL R. GROSS**

COURT REPORTERS AND TRANSCRIBERS 1716 14TH ST., N.W., STE. 200 WASHINGTON, D.C. 20009-7831

(202) 234-4433

www.nealrgross.com