



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON, DC 20350-2000

5720  
Ser DNS-36KM/22U113526  
June 13, 2022

Sent via email to: [john@greenewald.com](mailto:john@greenewald.com)

Mr. John Greenewald  
Black Vault  
27305 W. Live Oak Road  
Suite 1203  
Castaic, CA 91384

Dear Mr. Greenewald:

This is in reference to your Freedom of Information Act (FOIA)/Privacy Act (PA) request dated November 25, 2019. Your request was received in our office on the same day and assigned case number DON-NAVY-2020-002207.

In the course of processing your FOIA request this office contacted the Secretary of the Navy's office (SECNAV) to conduct a search for applicable records. Accordingly, that office searched their local files for records relating to "request a copy of records, electronic or otherwise, of the following All emails sent to/from (bcc'd or cc'd) Secretary of the Navy Richard V. Spencer, which contain the following keywords: "RESIGN" and/or "RESIGNATION""...".

The SECNAV office has identified 1 record totaling 80 pages that is responsive to your request. Upon review of these records, it has been determined that they contain instances of personally identifiable information (PII), such as the names, dates of birth, and social security numbers of individuals. These instances of PII are exempt from disclosure under 5 U.S.C. § 552(b)(6), since release of this information would result in a clearly unwarranted invasion of their personal privacy. The remainder of the records are released to you.

Because your request is partially denied, you are advised of your right to appeal this determination by writing to:

Office of the Judge Advocate General  
1322 Patterson Ave SE Ste 3000  
Washington Navy Yard, DC 20374-5066

-OR-

Department of the Navy  
Office of the General Counsel  
1000 Navy Pentagon Room 4E635  
Washington DC 20350-1000

Your appeal must be postmarked within ninety calendar days from the date of this letter. A copy of your initial request and this letter must accompany the appeal. The appeal should be marked "FREEDOM OF INFORMATION APPEAL" both on the envelope and the face of the letter. In order to expedite the appellate process and ensure full consideration of your appeal, your appeal should contain a brief statement of the reasons you believe this decision to be in error.

In this instance, the fees associated with the processing of your request are waived, but this action is not indicative of how future requests will be handled.

For this determination, you have the right to seek dispute resolution services from either the DoD Navy Component FOIA Public Liaison, Mr. Chris Julka, at: [Christopher.a.julka@navy.mil](mailto:Christopher.a.julka@navy.mil), via phone: (703) 697-0031; or by contacting the Office of Government Information Services at: (<https://ogis.archives.gov/>), (202) 741-5770, [ogis@nara.gov](mailto:ogis@nara.gov).

Questions regarding the action this office has taken to process your request may be directed to our FOIA Service Center at (202) 685-0412 or via email at [donfoia-pa@navy.mil](mailto:donfoia-pa@navy.mil).

Sincerely,

A handwritten signature in cursive script that reads "Gregory Cason".

G. Cason  
Deputy Director,  
DON FOIA/PA Program Office

This document is made available through the declassification efforts  
and research of John Greenewald, Jr., creator of:

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Tuesday, July 16, 2019 -- Not all the news, but the wavetops to watch today

View this email in your browser (<https://mailchi.mp/e1fd316c00c4/chinfos-above-the-fold?e=384bf65111>)

\*\* Tuesday, July 16, 2019

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\*\* SECNAV becomes acting SECDEF

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Yesterday, Secretary of the Navy Richard Spencer took the helm of the Department of Defense as Congress received the nomination of Dr. Mark Esper to become Secretary of Defense.

Stripes reported on how the rotation of officials would go (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=47d792f917&e=384bf65111>) as the administration moved toward installing a permanent Secretary of Defense.

Politico's Bryan Bender wrote ([http:// https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=f25e55ff4c&e=384bf65111](http://https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=f25e55ff4c&e=384bf65111)) (subscription required, full text in CHINFO clips) that even if Spencer only serves briefly as acting Secretary of Defense, he "could still have a major influence -- especially in the event of a crisis."

How will Spencer fill his limited time atop the Pentagon? "He is going to give you his best advice," said a former senior Pentagon official who still works closely with Spencer. "He is not going to roll over for things he does not think are not in the vital interest of the United States."

The official pointed to a series of maneuvers Spencer's has made as Navy secretary — a job he plans to return to — as a guide to his management style.

Most recently, Spencer swiftly accepted the resignation of Adm. Bill Moran, who had been scheduled to become the chief of naval operations, after an investigation opened into allegations that he maintained a professional relationship with a former Navy officer who was accused of sexual misconduct.

"He is really decisive, which you can see in the shift of CNO," said the former official, who still advises the Navy in an official capacity and requested anonymity to speak freely. "Others would have taken time and hand-wrung."

The confirmation hearing for Esper is expected to happen today.

\*\* Sleep better, perform better

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When a USNI reporter embarked USS Gravelly during BALTOPS, she saw that the crew had implemented changes to their schedules in order to protect time for proper sleep (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=c2f5033465&e=384bf65111>) .

"A year and a half after surface navy leadership demanded ships implement new work schedules to ensure sailors got enough sleep, officers aboard a destroyer say the new scheduling has made them more effective at sea and they're not looking back."

The changes have paid off in better performance by the crew, according to the command team.

[Executive officer Cmdr. Corey] Odom said he learned during his XO training at the Naval War College in Rhode Island that the submarine community had also switched over, which surprised him after so many years of 18-hour days. But he said he's glad the Navy is embracing this, which allows people to sleep at the same time each night and to get enough sleep for their bodies and minds to function properly.

"At the time, as you live through it, I think it just seems normal. This is part of our culture, to do more with less, and including sleep. ... We were always safe, but, you know, when you looked at it, you thought, well maybe my thought process was a little slow on a couple things," he said.

Since joining the Gravelly crew, though, “every decision we make now, how much rest does the crew have is something that’s discussed. ... I can tell you, several briefs since I’ve been here, the captain has let it be known that, if you have a sailor that is on the morning RAS (tomorrow) and is on the watch tonight, you need to make plans to make sure that sailor gets the proper rest.”

## **\*\* More tracks on the scope**

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- \* China passes as Russia and U.S. talk arms treaty (NY Times (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=a46d622315&e=384bf65111>) )
- \* Pentagon studies how to secure 5G and beyond (C4ISRNET (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=3436b7d796&e=384bf65111>) )
- \* F-35 program leadership changes as Turkey's future in program uncertain (USNI (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=c5ed161af6&e=384bf65111>) )
- \* Pentagon is trying to enable software to upgrade itself (NextGov (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=936e45a969&e=384bf65111>) )
- \* Competing defense bills boost women in military (Washington Times (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=bf229e2510&e=384bf65111>) )
- \* Why not an American Admiral Gorshkov? (National Interest (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=a687a87d15&e=384bf65111>) )

## **\*\* Keeping a weather eye**

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- \* Media day aboard USS Ronald Reagan at Talisman Sabre today.
- \* SASC confirmation hearing for Dr. Esper today.
- \* Navy Week Duluth (Minn.) continues today with performances by Navy Band Great Lakes.
- \* Media embarked USS Boxer this week.

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**\*\* Twitter** (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=5c8322f8d2&e=384bf65111>)

\*\* Facebook (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=f40c53a1b1&e=384bf65111>)

\*\* U.S. Navy Office of Information (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=85e88eb5ff&e=384bf65111>)

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RDML Charlie Brown, APR+M

Navy Chief of Information

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Wednesday, June 19, 2019 -- Not all the news, but the wavetops to watch today

View this email in your browser (<https://mailchi.mp/b15afa7adece/chinfos-above-the-fold?e=384bf65111>)

\*\* Wednesday, June 19, 2019

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\*\* New acting SECDEF

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Acting SECDEF Patrick Shanahan withdrew from consideration (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=555904c37a&e=384bf65111>) for the permanent position, and POTUS named Army Secretary Mark Esper (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=68ed06c91e&e=384bf65111>) as the new Acting SECDEF. Media reports that Shanahan's resignation takes effect at end of Sunday, with Esper becoming acting SECDEF at 12:01 am Monday.

\*\* Choosing sides

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As tensions between the U.S. and Iran build following the recent attacks on tankers in the Gulf of Oman, the two main antagonists are looking to see who will rally to their respective sides in the stand-off.

For the U.S., the Vice Chairman of the Joint Chiefs insisted that the problem of protecting shipping lanes in the middle east was not a U.S.-only problem (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=91da17dbf9&e=384bf65111>) , and it would require more than a U.S.-only solution. Iran, on the other hand, is soliciting help from China and Russia (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=5006d9b13d&e=384bf65111>) (WSJ

paywall, available in CHINFO clips) the main rivals to the U.S., to counter the economic pressure the U.S. has applied to Iran. Europe, meanwhile, feels caught in the middle (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=ad9b3f9c15&e=384bf65111>) .

**\*\* Wasp down under**

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USS Wasp and the embarked 31st Marine Expeditionary Unit arrived in Sydney Harbor yesterday (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=806da5fd7c&e=384bf65111>) just a couple of weeks after three Chinese warships caused a stir in the Australian city with an unannounced visit.

After a minor delay (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=e392a93a34&e=384bf65111>) arranging the brow, the ship hosted media and the crew began liberty (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=43c9d95669&e=384bf65111>) prior to an evening reception. Meanwhile, USS Green Bay and USS Ashland arrived in Brisbane (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=b3f76cfca8&e=384bf65111>) .

**\*\* Gallagher trial begins**

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The jury was empaneled and lawyers for both the prosecution and defense presented opening arguments (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=541530873b&e=384bf65111>) in the court martial of SEAL Eddie Gallagher in San Diego yesterday.

The prosecution says Gallagher killed a teenage detainee in Afghanistan and then intimidated his teammates to keep them from coming forward. The defense says Gallagher's teammates lied about the alleged murder because the SEAL chief had called them cowards. The jury who will decide Gallagher's guilt is made up of Marine and Navy enlisted and officers, most of whom are combat veterans themselves.

Separately, the Daily Beast reported that a SEAL who had been implicated in a different murder case contacted the victim's widow (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=eb152760b4&e=384bf65111>) at a party in Las Vegas. In January, SEAL Adam Matthews had met and exchanged numbers with the widow of an Army special forces soldier who had been killed in Mali, according to the report. Matthews had been accused of being involved in the soldier's death, and entered his plea to lesser charges five months after the Vegas encounter.

\*\* More tracks on the scope

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\* Veep visits hospital ship Comfort before it heads south (AP (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=5f9c8306b4&e=384bf65111>) )

\* America's stake in Taiwan (WSJ (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=f715a3afa6&e=384bf65111>) ) -- paywall, available in CHINFO clips

\* Russia, China vie for influence as U.S. plans Afghanistan exit (WSJ (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=b2da32623d&e=384bf65111>) )

\* Japan just did this to 300 North Korean fishing boats (AP (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=e5415acffd&e=384bf65111>) )

\* Pentagon to give \$250 million in aid, weapons to Ukraine military (National Review (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=ca928ad4fc&e=384bf65111>) )

\*\* Keeping a weather eye

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\* Senate and White House officials meet today to negotiate a deal to raise spending limits.

\* NDAA debate begins in the Senate this week.

\* Final vote on House spending bill expected today.

\* Tomorrow ASN (RD&A) Geurts speaks at CXO Tech Forum.

\* Saturday is christening of PCU Daniel Inouye (DDG 118).

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\*\* (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=1b92a8bd05&e=384bf65111>)

\*\* (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=a7c7451d27&e=384bf65111>)

\*\* (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=bb3c968f24&e=384bf65111>)

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Tuesday, June 18, 2019 -- Not all the news, but the wavetops to watch today

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\*\* Tuesday, June 18, 2019

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\*\* More photos, more forces

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Last night the U.S. Department of Defense released more photos (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=e750f3f9b4&e=384bf65111>) showing the damaged tankers after last week's attacks in the Gulf of Oman in an effort to persuade the international public of Iranian culpability. The Pentagon also provided a timeline of the attacks and photos that showed what appeared to be Iranian personnel removing unexploded limpet mine from one of the hulls.

Not long after releasing the new images, Acting SECDEF Shanahan announced (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=5ece762871&e=384bf65111>) that the U.S. would send another 1,000 troops to the region. SECSTATE Pompeo is scheduled to visit SOCOM and CENTCOM headquarters in Tampa today. Foreign Policy mused this morning how the new CENTCOM commander (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=83597e882e&e=384bf65111>) , Gen. McKenzie, faces a particularly challenging start to his tenure.

For its part, Iran announced it intends to go beyond the limits (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=ae40bd1256&e=384bf65111>) of enriched uranium that it had agreed to in 2015.

\*\* Duterte: This is fine, everything's fine

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Philippines President Rodrigo Duterte downplayed the recent sinking of a fishing boat (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=996f89e448&e=384bf65111>) in the South China Sea by a Chinese vessel by calling it, "a little maritime accident."

Addressing the sinking for the first time publicly, Duterte said he would wait for the results of an investigation. In the meantime, he encouraged everyone not to make such a big deal about the whole thing.

The hit-and-run took place with the U.S. recently indicating that there would be less patience (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=93e809f758&e=384bf65111>) for "gray zone" style tactics by the Chinese in the SCS.

The SCS isn't the only place Chinese maritime activity is prompting objections. The Japanese Foreign Ministry complained to Beijing (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=a71c0cb63c&e=384bf65111>) about the maritime survey China is conducting near the Senkakus.

**\*\* China, China, China**

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China is a big country, so of course there is more to it than sketchy maritime activity. Later this week, for instance, Chinese president Xi Jinping will visit his neighbor Kim Jung Un (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=9f07370a31&e=384bf65111>) in North Korea.

After the historic protests in Hong Kong this past weekend, the Chinese state media presented their novel view of reality (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=3aec41285c&e=384bf65111>) . The protests have raised questions about how the Chinese communist party might read into the possible implications for their designs on Taiwan (<https://navy.us20.list->

manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=81b85f4cf7&e=384bf65111) . Regarding Taiwan, the Wall Street Journal reports that some officials in the Trump administration have concerns about the planned U.S. arms sales to Taiwan (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=7456827ce3&e=384bf65111>) (behind pay wall, but available in CHINFO clips).

## **\*\* Jury selection begins in Gallagher trial**

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The court martial of SEAL Eddie Gallagher began yesterday with jury selection (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=59abbc2378&e=384bf65111>) , and the pool of potential jurors was mostly made up of combat veterans.

Opening arguments in the trial are expected to begin later this week.

## **\*\* More tracks on the scope**

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\* Kremlin warns of cyberwar after report of U.S. hacking into power grid (NY Times (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=d5d003f3c2&e=384bf65111>) )

\* Top DoD official Shank resigns: SCO moving to DARPA (Breaking Defense (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=ed257bbb40&e=384bf65111>) )

\* Libya's two wars: One on the battlefield and one on Facebook (LA Times (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=bb6e052431&e=384bf65111>) )

\* U.S. Navy hospital ship begins 5-month deployment to help Venezuela refugees (ABC (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=ea1cf60480&e=384bf65111>) )

\* Panel says U.S. military recruitment pool must broaden (USNI (<https://navy.us20.list-manage.com/track/click?u=f76e6c9ea1f2d2d3503b5ec5e&id=b786328a1d&e=384bf65111>) )



\*\* Keeping a weather eye

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- \* SECSTATE visits CENTCOM and SOCOM HQ, promising to drive most national security coverage today.
  - \* The House is expected to vote on defense appropriations through the day and into tonight.
  - \* USS Wasp arrived in Sydney, Australia today to begin support of Talisman Saber exercise.
  - \* Media engagement ICW BALTOPS continues in Europe.
  - \* Media engagement ICW USNS Comfort deployment continues in Miami.

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ATF is a quick look at daily news and notes for Navy leadership, with some context from CHINFO. I've limited the list of recipients to a small circle of leaders and communicators who are looking for more than the standard CHINFO clips, in a more direct and personal format.

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Secretary Spencer: [It will be a big week with 2Q Contractor Results. I will capture all Navy program impacts! Jim]

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Sec. Esper Senate vote tomorrow. DSD Norquist SASC Hearing Wednesday. 2020-2021 BBA budget-deal is expected this week.

Explosion of 2Q Contractor Results Calls this week, (including pending UTC/Raytheon merger). Surprise ~+\$7.3B Boeing 737 MAX costs, but investors cheer!

Sec. Esper SASC Hearing surprises. [Sen. Warren is building a case to slash defense funding, presumably to fund domestic priorities] Trump Cabinet Meeting surprises, (Turkey; Iran; new Immigration Bill; North Korea; jobs/jobs/jobs). Turkey is expelled from F-35 program. 2019 Army priorities, (LTG Paul Ostrowski).

1. Sec. Mark Esper's formal Senate confirmation vote is 12:00PM Tuesday. (Bloomberg). [See discussion of Sec. Esper's SASC Confirmation Hearing below]

2. DepSecDef Nominee David Norquist's SASC Confirmation Hearing is 10:00AM Wednesday, July 24, 2019. (SASC).

3. VADM Michael Gilday is formally-nominated as next Navy CNO. (Congress.Gov, July 17, 2019).

4. Lisa Hershman is formally-nominated as DoD CMO. (White House, July 16, 2019).

5. 2020-2021 BBA budget-deal agreement is expected this week between Democratic House Speaker Nancy Pelosi & Treasury Sec. Steve Mnuchin, to increase ~\$22T Debt-ceiling before Congress recesses this Thursday, for the month of August. [Sec. Mnuchin has warned that Congress must increase Debt-ceiling in September. Agreement-in-principle has already been reached on 2020-2021 topline funding, with parties now "discussing offsets and structural issues". (CNBC, July 18, 2019) [Speaker Pelosi was previously-demanding 2020-2021 BBA "parity" for domestic funding with defense funding; plus additional ~+\$22B in 2020-2021 VA funding for new "VA Mission Act". (Pelosi Letter, July 13, 2019)]

6. Explosion of 2Q Contractor Results Calls this week:  
Tuesday: Lockheed [F-35] (11:00AM); United Technologies [Merging with Raytheon] (8:30AM).  
Wednesday: Boeing [Surprise ~+\$7.3B pre-tax 737 MAX cost increase] (10:30AM); Northrop [USAF GBSMD EMD RFP released] (12:00PM); General Dynamics [Final Saudi payment on Canadian LAV armored vehicles; plus 2019-2023 Navy Virginia-class submarine Block V multi-year] (9:00AM).  
Thursday: Raytheon [MDA RKV options; plus United Technologies merger-of-equals] (9:00AM).

Wednesday, July 31st: BAE Systems [US Navy (b)(6)]; AMPV; ACV 1.1; ammunition GOCOs] (Time TBD); L3 Harris Technologies (LHX) [cost-cutting & potential future divestitures] (8:30AM).

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7. Boeing announces ~\$7.3B in new pre-tax costs (~\$6.3B after-tax) on grounded 737 MAX recovery-plan, (beyond the initial ~\$1B "accounting block" increase announced in 1Q 2019), and stock jumps up ~+4%, (to ~\$377/share), as investors cheer! Boeing's 2Q 2019 Results Call is 10:30AM this Wednesday, July 24, 2019. Last Thursday evening, Boeing pre-announced additional ~\$7.3B in pre-tax 737 MAX costs of:

\* (a) Immediate ~\$5.6B pre-tax (~\$4.9B after-tax) 2Q charge for "customer consideration", for late 737 MAX deliveries, (~300 737 MAX aircraft will be piled up for delivery by 4Q 2019). This ~\$8.74/share 2Q charge was big, but investors are only looking at longer-term 2020-2021 cashflow-generation which drives Boeing stock price, so the one-time 2Q charge was largely a non-event.

\* (b) Additional ~\$1.7B overhead-cost increase to produce the ~3,000 remaining 737 MAX in the current "accounting block" over next ~five-years, (~\$566K/plane), or ~-1% of ~\$50M/each 737 MAX price. This equates to total of ~-2% reduced profit (-\$899K/each), (when the previous ~\$1B (~\$333K/each) production cost increase was announced in 1Q 2019), on each future ~\$50M 737 MAX delivery over the next ~five-years.

Boeing now plans formal 737 MAX return-to-service in 4Q 2019, (as generally-expected).

Boeing will ramp from current 42/month 737 MAX deliveries, (down from previous 52/month), back up to previously-planned 57/month during 2020, (while also delivering ~300 stockpiled 737 MAX aircraft).

Investors were delighted that Boeing took the ~\$5.6B "customer-consideration" pre-tax charge in 2Q, with only ~-2% reduction in outyear 737 MAX/each profit, and quickly bought up the stock.

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8. SecDef Nominee, Mark Esper, surprises, (SASC, July 16, 2019): Relaxed, but high-energy, and enthusiastic. Was clearly being groomed for potential SecDef role for some time. [Both Esper & Gen. Milley have both shifted to China as long-term existential threat to US]

Sen. Elizabeth Warren (D-MA) is attempting to build a public case that DoD is rampant with "fraud/waste/abuse", (claiming Sec. Esper's refusal to extend his current conflicts-of-interest recusal, (under specific-advice of DoD ethics officials), "smacks-of-corruption"). Strong inference that Sen. Warren is seeking to build support for transfer of current DoD funding, (assuming her successful election as President), to expanded domestic funding priorities, (in addition to tax increases).

\* Sec. Esper: "At the age of 18, I went to West Point, and I swore an oath to defend the Constitution. I embraced the motto of 'duty, and honor, and country'...and I have lived my life in accordance with those values...I went to war for this country..."

Long-term threat from China cannot be understated. China even wants to "replace-the-dollar" as the global currency. [Esper: "Chinese are very patient, they are very strategic...bide your time, hide your actions, play the long-game..."] Russia did not have the economic might to defeat US. China will eventually grow to similar economic might, and then coerce US allies away, while matching US on technology-

combat-overmatch.

Immediately-retreated from Sen. Hawley (R-MO) Q&A of how US would specifically-react militarily to potential China "fait accompli" seizure of Taiwan, (presumably from fear of jeopardizing delicate Trump/Xi trade negotiations).

Committed to resign, if Trump directs him to conduct any action that is illegal/immoral/unethical.

Expect immediate "Night Court" program review of DoD's "Fourth Estate", to free up funding for Modernization. [Esper: "No reform is too small"]

US should amend Iran JCPOA Agreement, to definitize: (a) "verifiable, irreversible, and permanent prohibition" on nuclear weapons; and (b) ICBM delivery vehicles.

2001 AUMF applies to "terrorist organizations", so would not allow major US war against Iran, but Article II of Constitution already provides US "right of self-defense".

No aggressive Q&A on: Afghanistan; Syria; North Korea; F-35; Navy shipbuilding, (but supportive of USMC Amphibs).

Endorsed proposed "US Space Force", (implicitly-views this as similar to "unity-of-purpose" & "unity-of-command" in Army Futures Command), but was leery to intervene between HASC "Space Corps" & SASC crawl/walk/run incremental approach.

Accelerate hypersonics; space; robotics/autonomy; directed energy; cyber; AI. Must modernize Nuclear Triad. [Esper: "Artificial Intelligence will likely change the character of warfare...I believe that whoever masters it first, will dominate on the battlefield for many, many, many years...We have to get there first..."]

"Operation Sentinel": US will patrol Straits of Hormuz to deter Iran. Trump is ready to meet with Iran. (Iran wants all US economic sanctions lifted first).

2020-2021 BBA budget agreement is "eleven, on a scale of one-to-ten": [Worst-case full-year 2020 CR, would prevent Navy's 2nd 2020 CVN-81 aircraft carrier order, plus 1st 2020 Frigate order]

Nuclear Triad must remain intact: Must modernize USAF GBSD; Navy Columbia-class SSBN; and USAF B-21.

Russia cheated on INF Treaty, (fielding SSC-8). Encourage Russia to come back into compliance until August 2, 2019. Then field increased missile defense batteries in Europe, while developing low-yield SLCM to counter Russian "escalate-to-deescalate". US also needs IRBM missiles, to respond to China's large IRBM inventory.

"We are at war in cyber domain", (but not yet committed to holding prime contractors responsible for Chinese cyber-breaches among smaller subcontractors): [Esper: "The Chinese are perpetrating the greatest theft in our history..."]

Turkey decision on Russian S-400 SAM is "the wrong one & disappointing". Turkey can have either S-400, or F-35, but not both.

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9. Trump Cabinet meeting, (White House, July 16, 2019): [Trump was flanked by both Sec. Mike Pompeo & Acting SecDef Richard Spencer. Trump has particular affection for Sec. Pompeo.] Trump: Love the US, or go somewhere else. Turkey bought Russian S-400 SAM, (after being denied US Patriot sale), and now cannot buy its 100 ordered

F-35s. [Trump: "We are working through it, it is not really fair"] (Trump deferred to Sec. Pompeo on Turkey's status).

Trump encouraged Attorney General Barr to investigate billionaire-investor Peter Thiel's claim of Google cooperation with China, (which Google denied in subsequent Senate Hearing).

Protective of Mexico's deployment of ~21K soldiers to deter immigration into US, but no more aid to Guatemala or Honduras, (for allowing caravans to form).

Jobs, jobs, jobs. [Stock market at record-high, and unemployment at record-lows, from Tax cuts, deregulation, and energy production] Federal Reserve must reduce interest rates, (and return to ~\$50B/month quantitative-easing), to drive additional US GDP growth.

China's economy is slumping, after China reneged on original agreement-in-principle with US. [25% tariff on ~\$250B of current Chinese imports, with potential ~+\$325B more]

Jared Kushner: New Immigration Bill: (a) merit-based immigration. [grow GDP; create jobs; prioritize families; favor immigrants with specialized-degrees; not just more low-wage-labor; people must pay into safety-nets, rather than just immediately-attaching themselves to safety-nets]; and (b) border security [infrastructure]

Trump: Unspoken plan for de facto freeze on North Korean nuclear weapons & missile testing, until after 2020 election, (war destroys GDP-growth).

Sec. Pompeo: Iran had lots of wealth. Now ~90% of Iranian oil production has collapsed. Iran is now signaling that it is prepared to negotiate over its missile program, with formal prohibition against Iran possessing nuclear weapons. [inspect all sites; extend duration; get Iran out of Yemen; no missile testing; prohibit nuclear weapon; no regime change]

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10. Turkey is formally-expelled by OSD from F-35 program, after Turkey accepted formal-delivery of Russian S-400 SAM, (which would likely be used to decompose F-35 radar-cross-section, for Russian benefit, and then presumed Russian sale to China). Work of all ~10 major Turkish F-35 suppliers, (of ~900 parts), will be "wound down" by end of March 2020. Turkish suppliers will presumably lose much of immediate ~\$1B Turkish F-35 parts subcontent, and all of future ~\$8B F-35 life cycle support. DoD will expend ~\$500M-\$600M NRE engineering, to shift those Turkish parts to other F-35 suppliers. No significant delay on F-35 deliveries or unit-cost. (USD(A&S) Ellen Lord & DepUSD(Policy) (b) (6) Press Conference, July 17, 2019).

[Also see official White House Statement, announcing Turkish-expulsion from F-35 program. (White House, July 17, 2019)]

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11. USAF formally-released GBSD RFP, (Boeing versus Northrop), with ~\$25B estimated cost-plus-incentive-fee EMD, (plus ~five fixed-price-incentive-firm LRIP options), with award expected in ~3Q 2020. (USAF, July 16, 2019).

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12. LTG Paul Ostrowski, Army MilDep ASAALT, (AUSA, July 16, 2019): Must speed Lethality to the fight. Contractor cybersecurity is woefully-insufficient, (must move contractors "off-the-net"). Congress must continue OTA & "Section 804" authority for key programs, (IVAS; OMFV; FARA; etc.). Very excited about Army production of hypersonic Common-Glide-Body, (migrating from current ~50-inch missile-stack, down to 34.5-inch missile stack, for both Navy Conventional Prompt

Strike, plus Army mobile-launcher).

Stryker 50KW M-SHORAD will field in ~2022, with unlimited-magazine for defeat of "swarming" UAS/C-RAM. (100KW follow-on laser for defense of forward-bases). LTG Neil Thurgood is managing high-powered lasers & high-powered microwaves.

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13. Lockheed CEO Marillyn Hewson appears at White House "Made-in-America Product Day", with THAAD battery, "supporting 25,000 American jobs". [Trump praised CEO Hewson, for also keeping open the Coatesville, PA Sikorsky plant] (White House; Trump Tweet, July 15, 2019).

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Secretary Spencer: [After the major pummeling last week before Congress, Boeing is now clearly going-on-the-offensive. Presumably, this buys CEO Muilenburg ~6-12 months of breathing-room. Jim]

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1. Expect ~\$1B Boeing "Global Aviation Safety Initiative" pledge, (to build "pilot-talent" pipeline), shortly after formal 737 MAX return-to-service. [Would be a huge goodwill down-payment. Would fuel scarce pilot-pipeline for US & international airlines. Would endear Boeing, to angry 737 MAX customer-airlines. Would likely protect Boeing from hostile US Congress. And would create a sustaining-stream of pilots, for decades, with a strong-desire to fly Boeing aircraft] (Reuters, Nov. 6, 2019). [No formal Boeing announcement yet]

2. Boeing Chairman David Calhoun announces that CEO Dennis Muilenburg is voluntarily-forfeiting all 2019, (and possibly 2020), Incentive Compensation, (presumably other than ~\$1.7M/year Base Salary). Chairman Calhoun is clearly-taking a "wait-&-see", or incremental "trust-but-verify", approach to CEO Muilenburg's tenure beyond 2020.

3. Major surprises from Boeing CEO Dennis Muilenburg & Chief Engineer (b) (6), at hostile House Transportation Committee 737 MAX Hearing, (~5.5 hours; Oct. 30, 2019).

[See full discussion below]

1. Expect ~\$1B Boeing "Global Aviation Safety Initiative" pledge, (to build "pilot-talent" pipeline), shortly after formal 737 MAX return-to-service. (Reuters, Nov. 6, 2019).

2. Boeing Chairman David Calhoun announces that CEO Dennis Muilenburg is voluntarily-forfeiting all 2019, (and possibly 2020), Incentive Compensation, (presumably other than ~\$1.7M/year Base Salary). (CNBC Squawk Box, Nov. 5, 2019): [However, Boeing had already-announced at the very end of the recent House Transportation Committee 737 MAX Hearing, that "this year's Bonus cycle is \$0". (Oct. 30, 2019)] Regardless, Investors saw CEO Muilenburg do-the-right-thing, pushing Boeing stock price up ~+2%, (+\$7/share), to ~\$358/share.

Chairman Calhoun is clearly-taking a "wait-&-see", or incremental "trust-but-verify", approach to CEO Muilenburg's tenure beyond 2020. Chairman Calhoun's body-language suggests strong-reluctance to suddenly-shift-horses, until 737 MAX: (a) receives FAA approval for US return-to-service, (still expected "in late 4Q 2019"); (b) receives EASA approval for EU return-to-service in early 2020; (c) returns current grounded ~340 aircraft back into service, (Southwest Airlines, and American Airlines, are largest US fleets); and (d) makes significant delivery of ~400 brand-new stockpiled 737 MAX aircraft, (built at current ~42/month rate during March-December 2019 grounding).



During 2020, Boeing also plans to incrementally-increase 737 MAX production-rate by ~+36%, (from current ~42/month; up to ~47/month; up to ~52/month; and eventually up to ~57/month); which would position Boeing for maximum Free Cashflow generation in ~2021, (allowing return of previously-planned ~\$6B/year of dividends (still being paid), plus ~\$12B/year of share repurchases (currently-suspended)). This would likely restore much of the ~-19% Boeing stock price slump, since the March 737 MAX grounding. [Boeing is still clinging to ~+10% year-to-date stock price increase, (versus ~+22% S&P 500 YTD)]

The secret to Boeing's meteoric 2015-2019 stock-price-growth, has been increasing annual Free Cashflow by at least ~+12%-15%/year, (primarily through 737 MAX & 787 production-rate increases), and then immediately-returning-that-cash to hungry investors, (by increasing dividends by ~+20%/year, while also buying up ~-5% of Boeing stock each year).

[Boeing CFO (b) (6) will brief at Baird Investor Conference today at 4:00PM EST, (Chicago, IL)]

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~\$23M 2018 CEO Muilenburg compensation was: [~\$70M total 2015-2018 CEO Executive Compensation]

\* ~\$1.7M Base Salary;

\* ~\$5.4M "Annual Incentive Program": [cash]: [Determined by: (a) 50% Free Cashflow; (b) 25% Sales-growth; and (c) 25% Core EPS];

\* ~\$15M "Long Term Incentive Program": [stock]: [Determined by: (a) 25% Total Shareholder Return (Boeing stock price, versus specifically-identified peers); (b) 25% Boeing share price (by itself); (c) 25% Free Cashflow (after-tax Cashflow, minus CapEx facilities investment); (d) ~13% Sales-growth; and (e) ~13% Core EPS];

\* ~\$1.3M "All Other Compensation". [Boeing Proxy, Mar. 15, 2019]

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\* Calhoun: "Dennis [Muilenburg] called me Saturday morning...suggesting that he not take any compensation for 2019...[N]o short-term bonus ['Annual Incentive Program']...no long-term bonus ['Long Term Incentive Program']...and no consideration for 'equity grants' ['Restricted Stock Units'], until the [737] MAX 'in its entirety is back in the air'...'MAX in its entirety', takes us through all of the next calendar year [2020], and probably into the beginning of 2021...Nothing surprising about that...Dennis' character, [he] always does the right thing."

\* Calhoun: "Dennis has done everything right...Dennis didn't create this problem...[A]nd he has led a program to rewrite MCAS, to alleviate all of those [life-threatening] conditions...He has set us up for return-to-service..."

\* Calhoun: [Moderator: "Will CEO Muilenburg be here in a year?"]: "Why speculate on that?...If we successfully-get from where he started, to where we need to end up, I would view that as a very significant milestone...that speaks to his leadership...and his courage...To date, as recently as Sunday evening, he has our confidence..."

\* Calhoun: "No one was hiding anything. It [MCAS] was a set of engineering

decisions, that ended up being wrong..."

\* Calhoun: [Current 42/month 737 MAX production-rate, became both the floor-&-the-ceiling, after the 2nd Ethiopian Airlines crash]: "I have been an advocate for stability...Immediately following Ethiopia[n Airlines crash]...I had an objective to take the pressure off the company...one of them was to create stability...at that time, we were running at relatively-low-rate 42 [month]...My advice was stay at 42 [month]...there is stability involved in our workforce..."

\* Calhoun: "So if he [Muilenburg] can get us from here, to the end-point...a [737] MAX that is flying-in-service, and accepted by the flying-public, and begins to restore our brand, I might argue that he is just about the most-qualified Executive in the world, to be running a company like Boeing...We are going to support Dennis...If we get there the way I think we will, Dennis is going to be one highly-qualified CEO..." (CNBC Squawk Box, Nov. 5, 2019).

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3. Major take-aways from Boeing CEO Dennis Muilenburg & Chief Engineer (b) (6), at House Transportation Committee 737 MAX Hearing, (~5.5 hours; Oct. 30, 2019):

Chairman Peter DeFazio (D-OR) accused Boeing of: (a) flawed MCAS design, (from potential single Angle-of-Attack sensor failure), as Boeing rushed 737 MAX development, to minimize loss of market-share to Airbus A320neo competitor; (b) pressure-campaign on FAA, to prevent any disclosure of the new automatic-override MCAS anti-stall system from the pilots in training materials, (because that could trigger expensive pilot-simulator-training sessions); (c) internal Boeing campaign to pressure employees, (from disclosing either 737 MAX design defects, or physical workmanship-defects), as Boeing ramped-up cashflow-generating 737 MAX production-rate, (from 42/month; to 47/month; to 52/month; etc.); (d) failing to voluntarily-ground 737 MAX fleet, when Boeing began to re-write MCAS flight-control software, immediately-after the 1st Lion Air crash in October 2018; and (e) general campaign-of-concealment during the Congressional investigations. [Also see Chairman DeFazio "Dear Colleague" Letter to all Congressional Members, Nov. 4, 2019]

Ranking Member Sam Graves (R-MO) equally-blames the commercial airline customers, for rushing new poorly-trained pilots into cockpits, to fuel the boom of low-cost global air traffic. ("Pilots must be able to fly the plane when systems fail...").

The House Hearing was a "set-up", from the very beginning of opening-statements. [This was a public-lynching, rather than an evidentiary-hearing, (but was understandably-fueled by Member-sympathy for victim-families who were present in the Hearing)]

There was very little questioning of the three corrective-actions that Boeing has proposed in imminent 737 MAX FAA Certification Flight: (a) MCAS will now use two AoA sensors, (and only engage if both AoA sensors concur that the aircraft is actually-stalling); (b) MCAS will only engage once, (and then deactivate); and (c) MCAS' ability to move the massive horizontal-stabilizer is now reduced, so that the pilot can always overcome MCAS by using the control-column alone, (eliminating potential for catastrophic-dive, if a disoriented-crew does not immediately-activate the previous "cut-off" switches for a "runaway-trim-stabilizer").

There was a slew of "gotcha" questioning early in the Hearing. After the best questions were exhausted, (during the 5.5 hour Hearing), many Members moved right to the, "Why haven't you resigned" line-of-questioning; often in bellowing-tones, becoming quite-heated.

The greatest-damage occurred in the last twenty-minutes of the Hearing, (with meticulous tag-team Q&A by Rep. Davids; Rep. Fletcher; and Rep. Craig), focusing on: (a) why did Boeing continue to deliver defective 737 MAX aircraft?, (with inoperative "AoA Disagree Alert" warning-light, after Boeing discovered that this informational-warning, (potentially not flight critical), did not function in the base aircraft configuration); and (b) why has CEO Muilenburg not voluntarily-given-up his 2019 Incentive Compensation, to show how much he truly-cares?

Clear Boeing game-plan is emerging: (1) publicly-disclose new "this-shall-never-happen-again" MCAS software-fix to both pilots & flying-public; (2) full-disclosure in all pilot training materials; (3) structural Boeing Engineering organization changes, (to defeat lingering-perception of Boeing cultural-concealment of aircraft design problems); (4) make sure that concerned-Boeing-engineers can appeal engineering-decisions up to the Chief Engineer, (including anonymous whistleblower hotline); (5) change the future 737 MAX flight deck, (to provide greater-time for inexperienced or overwhelmed pilots to dis-engage automated-flight-control-systems, before the aircraft becomes unrecoverable); plus (6) strategic decision must be made by Boeing, of whether to attempt to transfer all Lion Air crash/wrongful-death litigation to Indonesia, (out of "multi-billion-dollar-verdict" US courts), because this is a clear good-faith/bad-faith "red-line" for Chairman DeFazio, (and potentially the flying-public).

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\* CEO Muilenburg: "Both accidents involved the repeated activation of...'MCAS'...respond[ing] to erroneous information from an Angle-of-Attack sensor...We have enhanced MCAS in three ways. First, it will now compare information from both [AoA] sensors before activating, instead of [only] one AoA sensor...Second, MCAS will only activate a single-time. And third, MCAS will never provide more input, than the pilot can counteract using the control column..."

\* CEO Muilenburg: "We made some mistakes on MCAS...We are now moving from a single [AoA] sensor, to a dual [AoA] sensor feed...[N]ot including MCAS in the training information...in the feedback from the pilots...[A]nd [now] revisiting these decades-long industry standards [which previously-suggested that pilots should be able to recognize & deactivate MCAS within four-seconds]..."

\* CEO Muilenburg: "Part of that discussion [with FAA] on whether to include MCAS in the training manuals, was an iterative process over several years, and included many people beyond (b) (6) [737 MAX Chief Technical Pilot for training materials]...Our focus has been on providing the information the pilot needs to fly the airplane, rather than the information that would be used to diagnose a failure..."

\* CEO Muilenburg: "The implementation of 'Angle-of-Attack Disagree Alert'...we got that wrong...The implementation was a mistake. We subsequently-fixed that going forward...Second, we have learned about the MCAS architecture...Thirdly...in the broader area of communications & documentation...we identified improvements that we need to make..."

\* CEO Muilenburg: "Our Board has recently taken some action...regarding my position...We have recently-announced changes to our Safety Review Board, to elevate them...I now receive weekly data reports...from our Safety Review Boards...We stood-up a new Safety Organization, under (b) (6), she now reports

directly to our Chief Engineer, who reports to me...Our Board has stood-up a new Safety Aerospace Committee, chaired by Admiral Giambastiani...just Friday, we announced the addition of Admiral [John] Richardson...And we have also re-aligned our entire Engineering organization, roughly 50,000 engineers, all report to our Chief Engineer, who reports to me..."

\* CEO Muilenburg: "The MCAS system was certified with the FAA...What the 'JATR' Report points out...is cross-system certification...for example multiple-failure-mode analysis...high-pilot-workload conditions...That is an area where we want to look more deeply...The MCAS system and the [737] MAX were certified to our current standard..."

\* CEO Muilenburg: [Near-tears in describing his meeting with families of crash-victims] "We wanted to listen...each of the families told us the stories about the lives that were lost...those were heart-breaking...These stories, they are always going to be with us...We have to remember these people...Lives literally depend on what we do..."

\* CEO Muilenburg: [Rep. Cohen shouting-tirade]: "Congressman, it is not about the money for me...My Board will conduct a comprehensive review...Our Board will make that determination...I am accountable sir..."

\* CEO Muilenburg: [Rep. Garamendi Q&A, accusation of systemic-quality-problems on 737 MAX; USAF KC-46; and 787]: "It is true that we incentivize our team to perform from a cost & schedule stand-point as well...Most important, clearly safety comes first, then quality...I disagree with your premise...Our business is safe airplanes. That is the only sustainable business model..."

\* CEO Muilenburg: [Rep. Mitchell: "Have you submitted your letter of resignation?"]: "I have not. I am responsible. These two accidents happened on my watch...My Dad taught me that you don't run away...My responsibility is to work through it..."

\* CEO Muilenburg: [Rep. Johnson & Rep DeFazio Q&A on whether Boeing is seeking to limit Lion Air crash litigation to Indonesia courts, to the exclusion of US courts]: "I cannot comment on that...I am just not familiar with the details...I could take that question and get back to you...I don't know the answer...The \$100M [Family] Fund is completely-separate from any legal proceedings...to more quickly assist the families...Congressman, I am not familiar with that [legal] strategy...My focus has been on safety."

\* CEO Muilenburg: [Rep. Titus: Q&A, on "jedi-mind-tricking" comments by Chief Technical Pilot (b) (6)]: "I am not quite sure what (b) (6) meant in those emails. We have not been able to talk to him...But any thought that we would try to trick customers...would not be tolerated..."

\* CEO Muilenburg: [737 MAX return-to-service estimated date]: "We are working with FAA. We have currently set a baseline, for the end of the 4th Quarter..."

\* CEO Muilenburg: [Rep. Mucarsel-Powell combative-demand for resignation]: "Congresswoman, no...I am responsible. I take responsibility for these two accidents that occurred on my watch. I feel responsible to carry that through...My intent is to see this through."

\* CEO Muilenburg: [Rep. Davids' complaint that deadline is Dec. 31, 2019, to file claim with \$100M Family Support Fund]: "That is something that we can extend. I will give my team that direction. If there are families we can help...we will take that extra time. Our commitment is to try to help the families..."

\* CEO Muilenburg: [Rep. Larson Q&A, on Chief Technical Pilot (b) (6) texts]: "[I]t appears that he was working on a simulator, referencing the low-speed extension of MCAS...Our best-understanding is that he was at that time, working on what we call an 'unqualified-simulator', a newer simulator that was being brought up to standard, but was not yet at a position where it fully-represented the airplane itself..."

\* CEO Muilenburg: [Rep. Davids Q&A, on "AoA Disagree Alert" defect]: "It should have been implemented on the airplanes...We made a mistake...We have owned up to that...We need to fix it."

\* CEO Muilenburg: [Rep. Fletcher claim that Boeing recommended "Level A" training, instead of "Level B" computer-based-training, to incorporate new MCAS software-fix, after Lion Air crash]: "No, I am not aware of that...but we can certainly follow-up on that, and we will..."

\* CEO Muilenburg: [Rep. Craig Q&A]: "If we knew back then, what we know now, we would have grounded it after the first [Lion Air] accident. If we could have saved one life, we would have done it..."

\* CEO Muilenburg: [Rep. Craig condemning Morgan Stanley Investment Note, valuing Boeing at ~\$500/share, after 737 MAX return-to-service]: "Our Board will do a comprehensive review...This is not about the money for me. That is not why I came to Boeing...I am anticipating that this year's bonus cycle is \$0...I believe that we already announced last week, that we expect our annual bonus cycle to be a zero pay-out for our executives this year, and that starts with me."

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\* Chief Engineer (b) (6): "Many pilots will fly an [737] NG first flight in the morning, fly a [737] MAX the second flight of the day, and be back in the [737] NG for the third flight of the day. One of the market requirements that the customers want, is to be able to make a seamless-transition from the [737] NG to the [737] MAX...I was actually the Chief Engineer of the 737 at that time...[W]hat the customers really wanted was an airplane that they could seamlessly-transition from their 737s..."

\* Chief Engineer (b) (6): "In the hours following the [October 2018] Lion Air accident, we convened a group of experts...and started postulating on what could have happened...We quickly-identified the MCAS...and began running that through our [software] labs...Once the flight-data-recorder came up later in the week...we started working on a software change immediately...Separately, we

convened a Safety Board, and determined that that was not enough, just a software change, to mitigate the risk...so we knew that we had to put an Operations Manual Bulletin out..."

\* Chief Engineer (b) (6): "Originally, we did wind-tunnel testing back in 2011, and determined that we were going to need to do something for handling-characteristics for high-speed turns...That is where we developed the original MCAS...During [actual] flight testing in 2016, we identified that there is some additional work that we had to do for low-speed. That is where we used the MCAS to address that...Going low-speed, you need to move the [horizontal] stabilizer a little bit more, to get the pitching-moment to address the handling quality...We were open & transparent with the FAA..."

\* Chief Engineer (b) (6): [Rep. Mitchell Q&A, on why Boeing did not specifically-test for "flawed-data from a faulty AoA sensor"]:"When we evaluated the MCAS failure, we did not actually input a faulty AoA sensor input, because the simulator could not simulate that, so we simulated the MCAS failure..."

\* Chief Engineer (b) (6): [Rep. Stanton Q&A, who clearly-wants MCAS to be removed from 737 MAX]: "The [Lion Air] crew always had the ability to over-ride the MCAS system, with the...[cut-out] switches on the wheel...As you look at the flight-data-recorder, the Captain continually-trimmed-out the MCAS inputs multiple times...When the MCAS was not trimmed out, as we assumed it would be, it caused the airplane to go into a dive, that the crews were not able to recover from..."

\* Chief Engineer (b) (6): [Rep. Carbajal Q&A]: "A single MCAS event, was not...catastrophic...We assumed that pilots would recognize it, and trim it out...We used an industry standard [-four-second pilot response time, to recognize MCAS failure] that has been around a long time, as to pilots' actions, and in these cases, that assumption did not play out...The assumption [of four-second pilot reaction time] needs to be addressed..."

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TO: Mr. Richard V. Spencer, Secretary of the Navy

From: (b) (6), Rooms Director, The New Sanno Hotel Tokyo Japan

DSN: (b) (6)

(b) (6), Chief Engineer, The New Sanno Hotel, Tokyo Japan

DSN: (b) (6)

RE: Mis-Guided Hotel/ Fraud Waste and Abuse Compliant

My name is (b) (6) and I am currently the Rooms Director at the New Sanno Hotel. Having worked here at the hotel for the past 15 years, it is a sad day that I have to write this letter and I do so with a heavy heart! For the past 15 years I have received extremely positive reviews and have worked very hard to accomplish the goal I was hired for and that was to make the New Sanno a 5 start hotel and give our men and women who serve a spectacular place to go at an extremely reasonable price.

I have worked for (b) (6) who was here for 16 years and whom I was hired by. (b) (6) ran this hotel and worked hard to build Great service, Great American Food with comfortable Guest Rooms at a Reasonable Price. He kept Continuity and consistency and took care of his people very well. Of course he had his short comings but no one is perfect.

The Second GM whom followed (b) (6) was (b) (6) and this was the beginning of the end for the New Sanno Hotel. (b) (6) was never trained nor did anyone provide direction to him and actually I believe he was set up to fail. (I cannot prove that at this time.) To make a long story short after 3 years and IG investigation took place and he was removed from the hotel a few months later. I believe his contract was not resigned due to working with Designers to redo our guest rooms and Ballroom at an extremely high cost. Even though these items need to be done he went about it in the wrong way. At least he had intentions to improve the New Sanno Hotel.

Our Current Director (b) (6) is from MWR and Works for (b) (6) the Regional N9 and with his Regional Counter parts they oversee the hotel. As our previous GM'S come from Corporate hotels (b) (6) comes from MWR and thinks this is base lodging, not a hotel and is now Jeopardizing Service, Quality of Food, Price points and has taken away amenities that our guests of come to love but worse than that has not been able to reopen these spaces with new items for our guests to enjoy. (Suters, Bank, Beauty Salon) Our N9 (b) (6) told us that our troops don't need anything this good and we can be a "Red Roof In" and has stopped us from doing Renovations while not putting any money back into the hotel. Due to long process and bureaucratic business in this region all projects take way to long with too many incompetent individuals working on these projects such as:

PBX- over 3 years of not making any money on long distance phone calls

On line Reservations- Impossible with our current IT folks

Property Management System- Impossible with our current IT folks.

Inventory System- (b) (6) (N9) told me that we need an integrated inventory system but CNIC would not approve it. Inventory in this hotel is a huge problem and a system interfaced with SAP should be purchased for Rooms, F&B and Engineering.

Room Renovations- We did a mock up room in house for about \$20,000 and they stopped this due to the incompetence of Procurement.

The Fraud and Abuse that goes on under (b) (6) and Region is even worse: The Chillers, Sutter's Remodel, Sunrise café, Remote controls. We have attached PR and documentation to show these items.

I work extremely close with our Chief Engineer whom is (b) (6) who is a PE and in my professional opinion one of the best engineers I have worked with in my 25 years in this business. (b) (6) brings 41 years of hotel experience coming from the private industry and has trained and worked with his team to accomplish all projects in house and has saved the hotel hundreds of thousands of dollars. (b) (6) is faced with challenges due to (b) (6) continues to undermine, disrupt and disrespect his staff. (b) (6) has called (b) (6) staff unprofessional with no facts. Our Region N9 (b) (6) has called them idiots. (b) (6) continues to insist on spending money with no cause. (b) (6) always states to us it is not about Money but liability and our N9 told us "What Budget" and he has told (b) (6) that he does not understand government. We call (b) (6) the (b) (6) so he starts trouble so he can then make it right and looks like the hero. (b) (6) and (b) (6) Lies, Twist words and takes credit for all our work and has managed to mislead and confuse the chief engineer so that he may not renew his contract and does not like anyone with an opinion or a voice and they try to silent us by making things personal instead of keeping it about business as they don't understand the hotel business.

There was an incident here a week ago between (b) (6) and I have attached documentation from the meeting that was requested by (b) (6) with personal. It is hard for me to believe that even personal in this region is covering up for and protecting (b) (6). They have provided no leadership to solve the problems or work with us to make things better but to state "our meeting was a fact finding mission conducted by Management"

Our chef has informed us that he was directed to buy special products (Tea) for the new Admiral even though the price points are too high and we cannot sell it to our customers. I believe this is illegal.

At this time (b) (6) and I as well as many others are stressed out and miserable working for this region and (b) (6). Many people feel the same way but are afraid to speak due to losing their jobs. This Region is based on Likes and dislikes and not on facts. Budgets don't mean anything to anyone as they are manipulated, audits are a joke and it depends if the GM is liked or not as I have witnessed this over the past years. Return on investment is something we should always be thinking about and no one seems to care. They are very good at focusing on the small details while never speaking of the big items that need to be fixed. They are experts on covering up the facts, distorting the truth and manipulating facts.



(b) (6) and I have attached documentation to show you this abuse and we have a lot more on hand. We kindly request you to send a representative so that we may take them on a tour and show you what is really going on here at the New Sanno Hotel. I know first-hand what potential The New Sanno has and it truly discourages me to see this hotel going in the wrong direction. Our Recommendation is to take the New Sanno away from the Navy and give it to the AFRC or Army hotels so this hotel will have Hotel people overseeing the operations and making decisions from a hotel perspective not an MWR perspective as they have no idea how to run a hotel.

I have been told by (b) (6) that " We cannot move forward this way" and I was told by (b) (6) (b) (6) that "contracts are not permanent" My Questions is are they insinuating that my contract will not be resigned? I have asked personal and others what is the instruction for resigning overseas contracts and have not seen one? It is hard for me to believe that there is no guidance and it is left up to one person to make these decisions? As (b) (6) told (b) (6) with a smirk on his face " I am not resigning your contract as it is my decision!" Once again based on likes or dislikes. Not based on performance or quality of work?

We have sent Complaints to EEO, IG but are unsure where they stand in their investigations? We also do not Trust anyone in this region so this has led us to writing this letter to you. We are not looking for anything but to see the New Sanno Managed correctly and for it to be the Crown Jewel of the Navy which has always been the goal.

We thank you in advance for your cooperation and support in this matter. Please call us if you have any questions and we await your representative.

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Secretary Spencer,

The below note forwards a series of US News and World Report articles on readiness problems in military healthcare from last week to the Unders and Vices. I wanted to forward them to you as well because I know from my own discussion with you and from what (b) (6) tells me that you have been personally involved in trying to reform the medical system as well. I am recommending to SD and DSD that we use the defense-wide review of DHA to aggressively transform the system to get at the readiness problems highlighted below.

Thanks,

(b) (6)

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

From: (b) (6) (USA)

Sent: Monday, October 14, 2019 4:10 PM

To: Martin, Joseph M GEN USARMY HQDA VCSA (USA) (b) (6) >; McPherson, James E HON USARMY HQDA OGC (USA) (b) (6) >; 'Modly, Thomas HON Under Secretary of the Navy' (b) (6) >; Thomas, Gary L Gen USMC ACMC (USA) (b) (6) >; 'Burke, Robert P ADM USN VCNO (USA)' (b) (6) >; Roth, John P HON USAF SAF-US (USA) (b) (6) >; Wilson, Stephen W Gen USAF AF-CV (USA) <(b) (6) >

Cc: Boxall, Ronald A VADM USN JS J8 (USA) (b) (6) >

Subject: US News articles on medical readiness

Gentlemen,

I hope all is well. I am planning to go through the defense-wide review progress data in detail tomorrow morning in our coffee.

On the medical front, I wanted to share the series of three articles from US News and World Report from last week. They are pasted below. The articles highlight the readiness risk that we (and, I think, (b) (6)) have discussed in past meetings. They also highlight the potential political risk in this issue. Two risks driven by the low volume in our MTFs are: to beneficiaries (not meeting civilian volume

standards for quality outcomes, e.g., the Feres fight in Congress right now); and to readiness (we don't staff the right people and they aren't clinically proficient in deployed medicine, resulting in the deaths to potentially survivable injuries we experienced in OIF/OEF mentioned in the articles below). There have been several flair ups (my recollection is that NYT did a series 4-5 years ago, WSJ hit it once, US News did a series 1-2 years ago (same author as the new 3-part series pasted below)). Fortunately none of them have exploded on the Department like the VA exploded a

fter the AZ wait list article several years ago. I suspect this may be on SD's and DSD's mind when they review medical in defense-wide review -- rationalizing the system saves money, but more importantly it is also a way to improve readiness and alignment to NDS of medical capability.

Thanks,

(b) (6)

#### A Crack in the Armor: Military Health System Isn't Ready for Battlefield Injuries

(U.S. News & World Report, Oct. 10, Steve Sternberg)

(Part 1 in a three-part series)

Surgical readiness in the Military Health Service is fraying fast. A nine-month U.S. News investigation has uncovered mounting evidence that military medical leaders are squandering a valuable wartime asset: the surgeons and surgical teams that save lives on the battlefield and back home.

The investigation is the latest chapter in a continuing U.S. News probe of military health care. Interviews with more than two dozen active-duty and retired military surgeons and a confidential survey of Army surgeons and Pentagon records obtained by U.S. News have found:

Severe shortages of skilled surgeons, especially trauma surgeons, on active duty and in the reserves.

Army field hospitals that "are not staffed with appropriate specialty capabilities for a combat theater."

An active-duty patient population that rarely needs surgery, with the end result that in the majority of the nation's 48 military hospitals, surgeons struggle to practice their craft. Many moonlight in civilian hospitals to keep their skills from eroding.

Lengthening deployments that keep surgeons out of the operating room for months at a time, sapping hard-earned and highly perishable surgical skills.

The documents reveal that members of the military's Joint Trauma System and other military medical leaders repeatedly warned Pentagon officials, including former Surgeon General Nadja West, about the crisis in surgical care. West could not be reached for comment.

West retired in December according to the Army and her deputy, Maj. Gen. R. Scott Dingle, was appointed in July to replace her. The Senate confirmed his appointment in September. Unlike previous surgeons general, Dingle is an administrator with no medical degree or clinical experience. He is out on emergency family leave and could not be reached for comment, Army public affairs officer Maura Fitch said.

Each year, the Military Health System invests \$50 billion annually in a network of hospitals and clinics to serve the routine health care needs of healthy, young, active-duty personnel, their families and some retirees.

The military justifies the expense of funding the MHS by asserting it provides a training ground for military health personnel to hone their skills until they're needed on the battlefield.

The U.S. News investigation indicates that the reality is often the opposite of what is intended: military hospitals sap surgeons' skills because most surgeons spend so little time in the operating room.

Civilian surgeons at busy medical centers may perform as many as 500 operations per year; military surgeons perform one fifth of that number, and, in many cases, even fewer, according to published studies of surgeons' case logs.

The situation is so dire that many surgeons view the military hospitals where they're assigned as a form of confinement where they watch their training - which costs taxpayers approximately \$500,000 per surgeon - atrophy. Deployments, months spent in austere conditions often doing little or no surgery, are even worse.

Congress has accepted the Pentagon's assurances that military hospitals can keep surgeons' skills fresh. House Armed Services Committee staff, briefed on the U.S. News findings, did not respond to a U.S. News request to interview the group's chairman, Rep. Adam Smith (D-Wash), or other committee members. Smith did not respond to a request for an interview conveyed to him via his Twitter account.

Surgeons and other trauma care specialists are among the harshest critics of the current system and its failure to ensure that military medical teams are prepared to care for wounded warriors. A military that is ill-prepared and ill-equipped to perform surgery, they say, can't fulfill its solemn promise to provide life- and limb-saving care to those who are injured serving their country.

So many Army surgeons have become disenchanted with their military careers that "a surgeon insurgency is building," one says in an email obtained by U.S. News. To gather information firsthand, U.S. News reached out confidentially to approximately 140 U.S. Army surgeons.

Almost two dozen responded, providing detailed information on their surgical caseloads and experiences. The respondents answered a set of standard questions and most agreed to be interviewed. They spoke to U.S. News on condition of anonymity, asking that their identities be withheld to guard against retaliation from superiors.

In frank comments, surgeons shared serious concerns about the state of military surgery, about the complacency of commanders, and about the lack of awareness among young combatants who believe that, if they're wounded, they'll be well cared for.

"Parents who send their kids to war should be worried about the care they'll get if they're wounded," says one Army surgeon who has cared for scores of injured combatants. "I would be."

"These 20-year-old kids think they're getting top-notch care," says another. "They're not. And it's nobody's fault but the Army's."

### The Surgeon Pipeline Is Running Dry

The U.S. military fields 1.3 million active duty troops, with another 865,000 in reserve. Surgeons, and the teams they lead, are combatants' best hope of surviving catastrophic injuries.

Combat casualty care depends on expert surgery performed hundreds of miles from sterile, high-tech operating rooms. Military surgeons operate in small teams under challenging conditions, often in tents or hovels without running water or bright light.

Skilled surgeons are essential for high-quality trauma care. They can definitively treat severe injuries - stop the bleeding, cut away damaged or infected tissue, extract bullets or bomb fragments, manage complex wounds and debride burns, especially in such critical areas as the head, neck and torso. Military surgeons are famed for improvising new procedures in challenging settings that revolutionize civilian medicine.

To achieve those gains, the military needs a reliable pipeline of skilled surgeons, technicians and nurses. But, in the all-volunteer military, surgeons are in short supply - and caught in a tug of war between military hospitals that need their services stateside and combat commanders who need them to care for troops who fight wars.

Vice Admiral Raquel Bono, who retired in August as director of the Defense Health Agency, which governs military hospitals, told U.S. News that the military's surgical crisis is exacerbated by a private-sector surgeon shortage that will make it difficult, if not impossible, to fill gaps by recruiting civilian surgeons. "We're very much a microcosm of what's happening in the rest of the health sector in the United States," Bono says.

It has also proven difficult to entice qualified applications to enlist and train at the military's medical school, the Uniformed Services University of the Health Sciences, despite the rich rewards of enlistment, which include free medical school tuition while earning a modest military salary; specialty training either in a military or civilian hospital; and the promise of a generous pension.

At latest count, of the 45,000 members of the Army's medical force, just two dozen are trauma surgeons, some of whom are eligible to retire in the coming months, according to the latest count by the Army's surgical consultant to the surgeon general, Department of Defense sources said. There are fewer than 150 general surgeons, only 75 of whom are available for deployment.

In an effort to bolster the ranks, the Army has shunted 23 general surgeons into trauma-training fellowships at Brooke Army Medical Center, the military's level one trauma center, and other hospitals, including University of Texas Health Sciences Center, Vanderbilt School of Medicine, University of Minnesota Medical School and the University of California, San Diego, Medical School.

When they complete their training, a handful will likely be assigned to Brooke, where they will continue to perform trauma surgery. Many others will be assigned to combat units, where they will do very little

surgery, says a battle-tested surgeon, who asked that his identity be withheld to avoid retribution from superiors. Wherever they land, he says, "They're all going to be young and inexperienced."

There will also most likely be a shortage of senior surgeons to guide them, according to data published last year in the Journal of the American College of Surgery. By the end of the year, the active-duty military is likely to lose half the current corps of senior surgeons to retirement and separation of service. Surgeons say their number one reason for leaving the military is their "loss of operative skills" and their concern that they won't be able to maintain their "surgical competence," the authors note.

In the Journal of the American College of Surgery. Surgeons say their number one reason for leaving the military is their "loss of operative skills" and their concern that they won't be able to maintain their "surgical competence," the authors note.

Bono, recently retired from DHA, acknowledged that the surgeons' criticisms are valid. "I share the concerns the surgeons have shared with you," Bono says. "In their current configuration, military treatment facilities don't lend themselves...to giving surgeons the volume, diversity and breadth (of experience) that surgeons are looking for."

The shrinking pool of surgeons means that those that remain will shoulder a heavy deployment load. At any given time, half of all Army surgeons are deployed, says Dr. Matthew Martin, a trauma surgeon at Scripps Mercy Hospital in San Diego. Martin retired from the Army in October 2018 after a decade as medical director and chief of surgical research at Madigan Army Medical Center near Tacoma, Washington.

"There are fewer than 100 deployable surgeons in the Army now, and we have (fewer than) 50 deployment slots," he says. "That's a higher deployment pace than at the peak of the wars in Afghanistan and Iraq."

All three ranking surgeons in the military's Joint Trauma System have become so concerned with the Army's failure to address the surgeon shortage that they documented their assessment in a "memorandum of record" obtained by U.S. News.

"There are currently not enough general or trauma surgeons in the U.S. Army to support global contingency missions," according to the memo signed in June 2018 by Army Col. Jennifer M. Gurney, Air Force Col. Stacy A. Shackelford and Navy Capt. Zsolt T. Stockinger.

Why don't more surgeons leap at the opportunity to obtain a no-cost medical education and repay their debt by serving their country?

Col. Jason Hiles, MD, general surgery consultant to the Army Surgeon General, offered this explanation in a Feb. 19, 2019 update on coming changes to Army surgery for his fellow surgeons:

"I cannot get a single [surgeon] to assist recruitment command in recruiting general surgeons. Nor can I make myself do it," Hiles wrote in the memo obtained by U.S. News. "How can you recruit people to not operate and deploy where they will not operate?"

"Surgeons who have operative experiences," he continued, are "rare as unicorns."

Hiles did not respond to requests for comment.

The surgeon shortage has already manifested during wartime.

During Operation Iraqi Freedom, U.S. Army Gen. Peter Chiarelli found himself waging a separate and unexpected battle to stop the Army from recalling one of two U.S. neurosurgeons in Iraq. It was July 2004, and the battle for Sadr City was raging.

Chiarelli's men were suffering devastating head injuries from the enemy's latest weapon of choice, improvised explosive devices. Soldiers with traumatic brain injuries need expert care that only neurosurgeons can provide. But the Army had other priorities.

"I went crazy," says Chiarelli, now retired from the military and an adviser to the George W. Bush Presidential Center. "I fought to keep two neurosurgeons there. The day I left the country, they went down to one. That's when I realized we had a problem." Without another neurosurgeon, Chiarelli says, more men would die or risk suffering lasting brain damage.

#### Surgeon Shortage Grows as Threat of Conflict Rises

The erosion in military surgery comes at a perilous moment. Turkish forces, on Wednesday, attacked Kurdish troops. Tensions with Iran, Russia, China and North Korea are rising. The NATO Alliance is under unprecedented stress. Provocations like the recent drone strike on the Saudi oil field and missile attacks on tankers in the Gulf of Oman in June could quickly flare up into conflict and, then, conflagration. Sri Lanka's Easter church bombings, and countless other incidents, demonstrate that the war on terrorism is anything but won.

"Conflict with one of the great powers, Russia or China, would produce lots of casualties. Near their homelands they can challenge us quite severely," says Col. (Ret.) Mark F. Cancian, a 37-year Marine Corps veteran and national security adviser at the Center for Strategic and International Studies in Washington, D.C. "North Korea is also clearly very dangerous; (and) it would be very easy to imagine some incident sparking a confrontation with Iran."

Military planners say these conflicts could be far more savage than those experienced during the wars in Iraq and Afghanistan. They will likely also be fought on much more challenging terrain.

"The next battlefield is going to be unlike anything we've seen in the past 18 years," says Michael Heimall, a former Army officer who served as director of the Walter Reed National Military Medical Center in Bethesda, Md., from 2015 to 2017. "We've had the real luxury of taking the capabilities of places like Walter Reed and Landstuhl (Regional Medical Center in Germany) into large bases in Iraq and Afghanistan. We've brought the modern medical center to the battlefield.

"Because of air superiority, we've had the ability to fly wherever we want, whenever we want, to move people around rapidly on the battlefield and also out of theater," Heimall says. "A critically wounded patient could leave the battlefield and be back at Walter Reed Medical Center in 96 hours or less sometimes."

"We likely won't have that luxury on a battlefield in Eastern Europe, the Balkans, Africa, or the Pacific Rim, when near-peer competitors [such as China and Russia] are involved," he says.

With unrest escalating worldwide, experts say, the U.S. Military Health System must be ready to deal with the carnage that is likely to occur in even a limited conflict. The improvised explosive devices that

were the terrorist's weapon-of-choice in Afghanistan and Iraq may cause catastrophic injuries, but their range is limited, affecting only those within the blast radius.

In contrast, high-tech weapons such as the thermobaric bombs deployed by Russia in Syria - which use oxygen as fuel and ignite the atmosphere - can devastate hundreds or thousands. A nuclear conflict with North Korea or Iran would produce unimaginable suffering and destruction, Cancian says.

"We're facing a level of threat and casualty generation that's orders of magnitude greater than anything the military dealt with in Iraq and Afghanistan," says one leading Pentagon expert, who, like most active-duty and Department of Defense personnel, agreed to speak on condition of anonymity.

### Surgery as a Weapon of War

America's allies, including the NATO member nations, depend on the U.S. for a range of medical services essential for any military exercise, from providing medical infrastructure to evacuating and hospitalizing wounded combatants.

"Over 50% of the medical support for most NATO missions is provided by the U.S.," says Maj. Gen. Jean-Robert Bernier, M.D., who retired from the Royal Canadian Medical Service last year after chairing the NATO committee of chiefs of military medical services.

Knowing they'll receive world class care if they're injured is a critical morale builder for the troops, Bernier says.

"Any military leader who has been in combat knows that [the promise of prompt and high-quality medical care] has a massive impact on the morale of troops and their willingness to fight and take risks in combat," says Bernier, speaking on his own behalf and not that of the Canadian military or NATO.

Combatants might be less inclined to wade into the fight if they were aware of the surgeons' concerns about their own lack of readiness and atrophying skills.

"I could definitely use refresher training in trauma," one surgeon responded to the U.S. News survey. "It has now been eight years since I have really seen any volume of trauma patients. It is a skill-set that needs to be maintained."

Some surgeons fear that they do so little surgery that they will be unemployable when their service obligation ends.

To the question, "Do you feel that you can maintain your skill set on active duty when you're not deployed?" one surgeon answered: "No. I only do one to three basic general surgery cases a week."

Asked, "Do you believe your surgical volumes will affect your ability to obtain civilian employment when you separate from service?" the surgeon responded, "Yes. As of now there's no way I could be employed outside the Army."

### Combatants at Risk From Their Surgeons

The surgeon shortage also has profound implications for the way care is provided in conflict zones, by forcing the military to fill vacancies in Army Field Hospitals with OB-GYNs and other specialists with little training in combat trauma care.



Those vacancies have become all the more common, because the military now routinely deploys small teams of doctors, nurses and other personnel with special operations forces working in remote regions. The goal is to get wounded personnel into a surgeon's hands within an hour - the so-called "Golden Hour" - to improve survival.

In large conflicts, the military assembles modular 250-bed combat support hospitals near enough to the fighting to receive casualties from medics close to the front.

But as the nature of warfare changed, from clashing armies to targeted Special Forces engagements, the hospital units have been downsized as well, some of them to just 32 beds.

Standard 20-person forward surgical teams, with three or four surgeons, plus assorted anesthetists, nurses and operating-room technicians, have likewise been pared down. A typical configuration is a 32-bed field hospital staffed with four surgeons and an anesthetist.

Typically, two doctors are general surgeons and one is an orthopedic surgeon. Much to the trauma surgeons' chagrin, the team's fourth member can be an OB-GYN, capable of delivering babies and managing bleeding but ill-trained to save lives or salvage limbs.

"No OB-GYN takes trauma call at a level I trauma center. That's not what they do for a living," says Dr. John Holcomb, director of the Memorial Hermann Texas Trauma Institute and former head of the U.S. Army Institute for Surgical Research. "Why is that okay on the battlefield?"

The surgeons leading the Joint Trauma Command contend that the Army Field Hospital staffing guidelines are ill-conceived. In 2016, they issued a formal Position Statement on the Specialty Capability of the Army Field Hospital.

"While OB-GYNs have a role in deployed field hospitals (primary care, female health)," the statement says, "it is not primarily in the management of combat injured requiring surgical care."

Orthopedic surgeons, in contrast, are "mission critical," the surgeons say, and they back their assertion with data. Between 2002 and 2014, surgeons performed 25,218 orthopedic procedures - including 8,347 amputations - at forward surgical facilities. More than 82% of casualties returning from Afghanistan and Iraq had an orthopedic injury.

"Here's the game they play," says one high-ranking Army combat care specialist. "A gynecologist counts as half a surgeon. Put two gynecologists together, and, in Army math, that makes a trauma surgeon. Who do you want operating on you when your spleen is broken - one surgeon or two gynecologists?"

Such substitutions are routine, says Martin, formerly of Madigan medical center. "They have to fill those slots, so they put other specialties in," he says. "It's a paper game."

In fast-moving special operations missions, forward surgical units are subdivided even more, to four- or five-person "austere surgical teams" made up of a surgeon, an anesthetist (often a trained, certified registered nurse), an OR nurse and another nurse or medic.

It takes a certain kind of surgeon to operate out of a backpack, solo. Experts say these surgeons should be highly experienced and accustomed to working in challenging settings. "We take young graduates just out of training and they get the far-forward deployments," says the combat trauma care specialist.

"They put you in a dugout with half the people and half the backup."

Military surgical leaders have also warned that downsized forward surgical teams often pair out-of-practice older surgeons with newly trained younger surgeons in situations where they may be required to juggle several soldiers with catastrophic injuries at once, without sufficient support.

In one published case report, an Army surgeon offers his own experience as a tragic lesson in what can go wrong. The surgeon had been assigned to a Forward Surgical Team a two-hour drive south of Baghdad with one other surgeon. Suddenly they found themselves caring for four soldiers with catastrophic wounds caused by an improvised explosive device.

"So here I am, three years out of residency, used to taking calls two to four times a month at a relatively slow, level II trauma center," the surgeon said. "In that time, I had performed maybe four or five blunt-trauma related operations and only a few penetrating trauma cases from Afghanistan. Now I had to simultaneously care for four wounded, multi-system trauma patients with one other surgeon, who was less than a year out of residency."

Not realizing that the soldiers could have been transferred to a bigger hospital 17 minutes away by air for more definitive care, the surgeons did their best to repair the damage, according to the account in a 2016 report on "Essential Medical Capabilities and Medical Readiness" by the Institute for Defense Analysis.

Their decision, the surgeon says, cost precious time - and one patient a leg. Had the surgeons responded differently, amputation might have been avoided.

"We could have simply applied secure tourniquets to this guy, resuscitated him, and sent him on his way."

## A Crack in the Armor: Surgeons See a Military Hospital as a Shadow of Its Past

(U.S. News & World Report, Oct. 10, Steve Sternberg)

(Part 2 in a three-part series)

The U.S. military has allowed the world's biggest wartime trauma network to unravel, against the advice of prominent uniformed and civilian trauma experts who urged the Pentagon to sustain it for future conflicts.

The U.S. military's Central Command commissioned a group of experts to carry out a detailed review of the health system. They traveled into harm's way during the wars in Iraq and Afghanistan to assess the readiness of the military health system. And their recommendations, obtained by U.S. News & World Report, have never been publicly released.

They examined hard-earned gains in combat casualty care - hard-earned because the new evidence reveals that the military health system was totally unprepared for the bloodiest conflicts since the war in Vietnam.

They offered dozens of recommendations, including establishing the Joint Trauma System as the lead agency to enforce "standards of excellence in the care of the injured."

In 2003, when U.S. President George W. Bush appeared on television to announce the start of the Iraq war, "an organized trauma system did not exist nor had it even been conceived," assert the authors of the 2010 Military Trauma System Review report. In Iraq alone, over the next six and a half years, the military recorded more than 3,400 combat deaths, 800 deaths unrelated to hostile action and 31,000 combatants wounded in action.

Those estimates do not include those of the U.S. Special Forces who had been fighting and dying in Afghanistan since Sept. 11, 2001.

It would take the Pentagon until 2007 to establish a functioning trauma center overseas and build a detailed registry to catalogue combatants' traumatic injuries.

In 2007 alone, the first year detailed trauma records were kept, the hub of the network, Landstuhl Regional Medical Center in Germany, treated approximately 2,200 coalition patients, more than half with major trauma. Over the next few years, that number would grow to more than 12,000 trauma patients, 4,000 with significant and potentially life-threatening injuries.

Patients were airlifted to Landstuhl from major base hospitals in Baghdad and Balad, Iraq, and from dozens of mobile field hospitals and forward surgical teams throughout the combat theater.

"We were getting patients seven days a week, 50 patients on each plane," says Kathleen Martin, Landstuhl's trauma nursing director from 2006 to 2014. "The walking wounded sat in jump-seats on one side of the plane. Stretcher patients were stacked three high."

Once stabilized at Landstuhl, patients were airlifted to Walter Reed National Military Medical Center, in Bethesda, Maryland; Brooke Army Medical Center in San Antonio, and other hospitals in the United States for follow-up treatment.

In the beginning, Martin says, the military couldn't even keep track of patients as they moved from one location to another. "Commanders were calling and saying, 'How's my guy?'" Martin says. "I have no idea," she would have to answer. "All I know is he's not here right now."

### Preparing a Hospital for War

Martin was one of many who worked to transform Landstuhl, then a vast, but sleepy hospital for service members and their families stationed in Europe, Africa and the Middle East, into a sophisticated level I trauma center and evacuation station for coalition forces.

"It took us at least three years during the middle of the war with huge trauma volumes, 2,000 patients a year - 60 [intensive-care] patients per day - to get up to the standards of civilian trauma centers credentialed in the U.S.," says Dr. Warren Dorlac, a retired Air Force colonel who was Landstuhl's trauma medical director from 2004 to 2007. "We were able to do it, but it took us years of hard work."

Dorlac and other experts say that wounded warriors paid the price for delay with their limbs and their lives. "I can guarantee you that during the first two and a half years of the war, we weren't doing what needed to be done to assure optimal care of trauma patients," Dorlac says. "We were doing our best, but it wasn't up to standards of civilian trauma centers."

"The learning curve is expensive - blood and suffering and death," says a military trauma expert who spoke on condition of anonymity and who has patched up troops in multiple conflicts.

The military's vision is lofty - "That every soldier, marine, sailor, or airman injured on ANY battlefield or in ANY theater of operations has the optimal chance for survival and maximum potential for functional recovery" - but the reports and interviews with dozens of surgeons suggest the Pentagon has other priorities.

Today, eight years after Landstuhl achieved certification as the only American College of Surgeons Level I trauma center outside the United States, the military has allowed Landstuhl's trauma program to lapse from Level I, providing the highest standard of care, to Level III, the lowest. To be recognized as a Level I trauma center, Landstuhl had to satisfy 241 ACS requirements.

The staffing and infrastructure required to achieve Level I status is gone, Dorlac says. "There's very little of it left anymore. It cannot do the same things it did in the past. It's supposed to, and the Army surgeon general will tell you it does, but it doesn't."

Army Surgeon General Nadja West resigned in July. She could not be reached for comment.

Landstuhl must reapply in May 2020 to retain its Level III status. Army Colonel Michael Weber, a vascular surgeon and the hospital's commander, says the Pentagon is considering what level of trauma certification, if any, to pursue. "That is part of an assessment strategic leaders will make over the next year," Weber says.

Active duty surgeons are frustrated with the level of care they can provide. "I would like our soldiers to get the same kind of care that a drug dealer would get if shot on the streets of Chicago," says one surgeon, currently based in the U.S., who asked to remain anonymous to avoid retribution from superiors. "They don't."

### Backsliding Between Wars

Historically, the military's trauma capability waxes in war and wanes in peace. The goal of the two reviews of the military's trauma network - one carried out entirely by objective, non-DOD trauma experts and the other by a mix of military and non-military experts - was to propose ways to sustain the network in peacetime. This proved especially difficult in the era of the all-volunteer military.

The end of the Vietnam-era draft meant that the Pentagon had to build its own combat casualty-care capabilities. The military bureaucracy could no longer simply draft busy surgeons when war broke out. But it is challenging to sustain that level of care in peacetime. Although Landstuhl uses eight of its 11 operating rooms, the hospital now caters mostly to outpatients, about 46,000 of them every year.

"Landstuhl is mainly an outpatient surgery center when there isn't a war going on," says Dr. Matthew Martin, a trauma and critical-care surgeon at Scripps Mercy Hospital in San Diego, who retired from the military in October 2018. From 2007 to 2018, Martin served as trauma medical director and chief of surgical critical care at Madigan Army Medical Center, near Tacoma, Washington.

Surgeons, nurses and technicians working in Landstuhl's operating rooms perform more routine procedures than trauma surgery. If war breaks out, surgeons say, the military medical command will have to start over.

"It was entirely obvious that this was going to happen," says Martin, of Scripps. "You can't keep surgeons there when they're not operating. That's not great when it comes to readiness; you're going to need spin up time to get up to speed."

### Measuring Outcomes

Starting over costs lives, the evidence clearly indicates, and this is true for the entire continuum of combat casualty care from the point of injury to the recovery room.

A study published in 2012 by more than a dozen top military surgeons found that, with better care, approximately one of four - 1,000 of 4,500 - American combatants who died in battle during wars in Iraq and Afghanistan might have survived.

The study, "Death on the Battlefield (2001-2011): Implications for the Future of Combat Casualty Care," wasn't just an accounting exercise. The authors signaled their intent in the study's title: to sound the alarm so that the military would be better prepared to save lives the next time.

Many lives could be saved by better pre-hospital care, the study found.

"Most battlefield casualties died of their injuries before ever reaching a surgeon," the study's lead author, Dr. Brian Eastridge, a retired Army colonel who served as trauma consultant to the U.S. Army surgeon general, and his colleagues wrote.

Two other studies lend weight to the notion that many combatants died who might have been saved.

A study of all U.S. casualties in Iraq and Afghanistan from October 2001 through December 2017 - nearly 57,000 - found that survival increased 3-fold during the course of the conflicts. Over time, improvements in care cut the case-fatality rate roughly in half, from 20% to 10% in Afghanistan and from 20% to 8.6% in Iraq.

Another study by 17 leading combat casualty experts examined the proportion of combatants who "died of wounds" in Iraq. This measure refers only to those who died after they reached military treatment facilities; it is regarded as a more reliable measure of surgical outcomes than "killed in action," which applies to combatants who died before reaching the hospital, and the case-fatality rate, a broad measure of mortality that encompasses both groups.

This study found that overall survival was 3% higher in Iraq than in Vietnam, 90% compared with 87%. However, the percentage of those who died of their wounds in Iraq was markedly higher: 5% compared with 3% in Vietnam. Critics of the study note that many factors may account for the difference, from the time spent in transport to the hospital to the nature of the patient's wounds, which in Iraq were often inflicted by improvised explosives.

Statistics are one way to gauge the scope of human suffering from injury or disease. Another is the trauma experienced by survivors and by those who try to help them. Martin's eight years at Landstuhl have indelibly linked the numbers to names and faces. They haunt her dreams.

"I can still see them lying in their beds," she says. "Our amputees."

### Revolving Door Leadership

Landstuhl's commander, Col. Michael Weber, says he is optimistic that the hospital can care for the surge of patients should war break out.

The hospital's intensive care unit, which on a day in July had just four patients, could expand from six to 12 beds, he says. The hospital staffs just 57 of its 1,000 adult inpatient beds, but can staff more if needed.

"We're postured very well to be able to surge to respond to additional casualty flows," Weber says.

"We're not alone in this. We have medical planners on staff, we have close coordination with the regional medical command in Europe and we have an excellent relationship with the Air Force medical service and the 30th medical brigade, assigned to the European theater."

Technology can help, he says, citing software programs that guide planners who are trying to predict the number of casualties associated with military operations.

If war should break out, however, Weber - a vascular surgeon who arrived at the hospital from Africa Command just two months ago - will have to learn on the job.

That is something he has in common with most Landstuhl commanders, who pass through Landstuhl at a brisk pace, Martin says, barely staying long enough to get to know the place. "In eight years, I had six commanders," Martin says. "They leave. They get promoted early. You lose corporate memory. You see pieces of it slipping away."

In an effort to stem the leakage, several longtime Landstuhl staffers gathered their insights into a book, "A Legacy of Lessons Learned: Landstuhl Regional Medical Center during Wartime 2001-2014," authored by Karen Hennessy and published by the Borden Institute under the auspices of the U.S. Army Surgeon General .

When asked, Weber was unaware of the book, his press aide, Gino Mattorano, director of public affairs for the Regional Health Command Europe, said in an email. "We are going to get him a copy (we have several...), because now he wants to read it!"

Martin vividly remembers the moment that she learned that her efforts to preserve Landstuhl's trauma capability had failed. She and her husband were attending a Christmas Party at the home of Landstuhl's commander.

At the time, Martin was working feverishly on a management plan to sustain Landstuhl as a Level I trauma center, even though the flow of trauma patients had tapered to a relative trickle. As part of her plan, she started visiting battalions, clinics and bases throughout Germany to encourage them to route their patients through Landstuhl to increase the hospital's volume.

The commander encouraged her. "I felt he really understood," Martin says. "He knew this was my mission. I wanted it to be my legacy too."

But the Army had begun to consider cutbacks, and, at the party, the commander delivered the bad news. "He looked me in the eye and said, 'Kathy, we can't do it. We can't sustain it,'"

The memory of that conversation still weighs on her. "I never talk about whether I have PTSD or not but I'm sitting here almost in tears," Martin says. "I said, 'We have to sustain it. if there's just one life that we save because we're ready.'"

"We can't do it," he said.

## A Crack in the Armor: Surgeons Criticize the Military Health System

(U.S. News & World Report, Oct. 10, Steve Sternberg)

(Part 3 in a three-part series)

Among the harshest critics of the military health system are surgeons who say their skills are eroding because they so rarely get to practice surgery.

As part of an ongoing investigation of military health care, U.S. News invited asked 140 U.S. Army surgeons to participate in a confidential survey.

Almost two dozen responded, answering a set of standard questions and providing information on their surgical caseloads and experiences. Most agreed to be interviewed. They asked that their identities be withheld to guard against retaliation from superiors.

Some questions sought specific information, such as how many cases a surgeon performed a year or during his or her last deployment. A civilian surgeon may perform as many as 500 procedures a year; military surgeons may perform fewer than 100. Other questions, however, invited surgeons to comment on the challenges they face.

Some worry that the quality of their care will suffer because they get so little practice; many fret that their smaller caseloads will make it hard for them to get jobs once they leave the military. Their experiences depend heavily on where they are based. Those at the Brooke Army Medical Center, the military's only trauma center, spend far more time in the operating room than surgeons in smaller base hospitals.

Here is a sampling of their answers, some of which were edited for clarity and brevity:

From a surgical subspecialist who performed 60 surgeries in the past calendar year - all general cases, none in his specialty. In his most recent deployment, he performed 2 procedures.

Do you feel that you can maintain your skill set on active duty when you're not deployed?

"No. I only do one to three basic general surgery cases a week."

Do you believe your surgical volumes will affect your ability to obtain civilian employment when you separate from service?

"Yes. As of now there's no way I could be employed outside the Army."

I welcome your comments on any issue that you believe affects your ability to sustain your proficiency and provide your patients with high-quality care.

"The Army doesn't care about having well-trained surgeons. It only cares about having bodies. That's it."

From a general surgeon who performed 200 procedures a year, only 10 of them on patients who have suffered traumatic injuries. He bolsters his volume by moonlighting in civilian hospitals:

Do you believe your surgical volumes will affect your ability to obtain civilian employment when you separate from service?

"I personally know of two surgeons who recently retired and had difficulty getting a job, mainly due to a career of low case volumes. One of the biggest fears of the active-duty surgeon is being stationed at a low-volume, low-acuity facility for the last one or two years of active service, which would effectively make you unemployable to many organizations."

"Without significant changes, the (Department of Defense) will soon face a crisis in retention of medical personnel, especially specialists. In my own specialty I have not talked with a single person who plans to stay in the military...The only people I have talked with who are staying are those who have no option.

I'm aware of some who have left having served 17 years, 3 years short of a pension. When surgeons are making that choice, which is almost always a bad financial decision, it signals massive dissatisfaction. Look at people's actions, not their words, to determine the truth."

From a general surgeon who performed 56 cases in 2018, only six of them trauma cases. During a 5-month deployment, he performed six surgeries.

Do you believe your surgical volumes will affect your ability to obtain civilian employment when you separate from service?

"Yes. I will not be competent or qualified to practice general surgery when my active-duty service obligation is complete."

I welcome your comments on any issue that you believe affects your ability to sustain your proficiency and provide your patients with high-quality care.

"I don't know how this can be fixed. I do know that transferring all [general surgeons] to [battlefield commands], extending deployments to 9 months and taking us out of the operating room for tactical field exercises will make the problem worse."

From a trauma surgeon who performed 200 surgery cases in last calendar year, 190 of them trauma cases, the rest general surgery. During a six-month deployment, he performed 50 surgical procedures.

Do you believe your surgical volumes will affect your ability to obtain civilian employment when you separate from service?

"No."

Do you believe that your skills align with your surgical assignment?

"Yes. I am assigned to a level 1 trauma center."

From a general surgeon who performed 43 surgical procedures in the past year, all of them general surgery cases. Four involved some level of trauma. During a six-month deployment, he performed surgery 12 times.



I welcome your comments on any issue that you believe affects your ability to sustain your proficiency and provide your patients with high-quality care.

"I have never encountered an organization that actively makes it more difficult for employees who want to do their job well. The people who ultimately suffer are our soldiers and their families who already sacrifice too much."

From a general surgeon who performed 200 surgeries in the past calendar year, all of them general surgical procedures. He performed zero trauma surgeries and zero surgeries during a three-month deployment.

I welcome your comments on any issue that you believe affects your ability to sustain your proficiency and provide your patients with high-quality care.

"I could definitely use refresher training in trauma. I trained [for several years] in a level 1 trauma center and took care of countless civilian trauma patients and injured soldiers during that time. It has now been 8 years since I have really seen any volume of trauma patients. It is a skill-set that needs to be maintained."

From a general surgeon who performed 40 cases in the last calendar year, five of which were trauma cases. During a four and a half month deployment, he operated three times.

Do you believe that your skills align with your surgical assignment?

"Not at all. I am a sub-specialist and have not done one case in my specialty. Army medicine is ruining my career."

Mr. Secretary and CNO,

LCS 18 COMMISSIONING -- SECNAV, tracking your attendance at commissioning of future USS Charleston (LCS 18) in Charleston, SC, TOMORROW. Live commissioning webcast at: <http://navylive.dodlive.mil/?p=48648/>

RACISM/ MILITARY.COM -- Responded TODAY on behalf of Navy to Military.com (Harkins) tri-service query on white supremacy in military. Response highlighted Navy's zero tolerance policy toward all discrimination, detailed training available to commanding officers, and cited CNO statement on AUG 2017 Charlottesville, Va. incidents. Expect story to post as soon as TODAY.

NAVY SOCIAL MEDIA POST/ NAVY TIMES -- Navy Times (Ziezulewicz) queried TODAY on posting of a "War on the Rocks" article to Navy's official Facebook and Twitter accounts. CHINFO coordinated response with CNO legal; expect story to post TODAY.

WOMEN'S HISTORY MONTH/WAVY-10 - Responded to WAVY-10 (Caso) query with number of women serving in the Navy for report on Women's History Month, to include a piece on CDR Stacy Uttecht (VFA-32). Broadcast scheduled for TONIGHT.

PERSONNEL DEATHS/ GULF DAILY NEWS -- CNP responded to Gulf Daily News (staff) query on military suicides in Bahrain. Response contextualized number of suicides with how suicide prevention program provides assistance; expect story to post as early as THIS WEEKEND.

NAVY WEEK - Reporting continues on Mobile Bay Navy Week, which began WEDNESDAY and ends 5 MAR. Article attached and at: <https://www.wkrg.com/news/mobile-county/sailors-visit-davidson-high-school-for-navy-week/1820436427/>

MEDIA ANALYSIS -- Traditional media and Twitter coverage focused on China tensions, including Taiwan Strait transit by USS Stethem (DDG 63) and USNS Cesar Chavez (T-AKE 14). Also prominent in both was coverage of Navy veterans running for public office; appointment of George H.W. Bush's former service dog, Sully, to the rank of Navy Hospital Corpsman 2nd Class; and coverage of India-Pakistan tensions with mention of 2011 Navy SEAL raid resulting in death of Osama bin Laden. Traditional media included reporting on 27 FEB HASC Personnel Subcommittee Personnel hearing on transgender ban; operations conducted in Black Sea, including USS Donald Cook (DDG 75) Ukrainian port visit; 2016 temporary detention of 10 Navy Sailors by Iran in framed in reports of Iranian Foreign Minister Mohammad Javad Zarif's resignation; Navy's return to the Union Jack; and U.S. District Judge Gray Miller's ruling of unconstitutional on a male-only draft. Twitter included reporting on Navy veteran's lawsuit filed to allow

"ISIS bride" and her 18-month-old son to return to U.S., and arrest of former U.S. Navy SEAL Chris Osman on weapons charges in Haiti.

MEDIA OUTREACH -- Highlights from the American Connections program:

-Amarillo Sailor Serves Aboard U.S. Navy Ship Honoring Women's History Icon; KVII-TV (ABC), Amarillo, Texas

<https://abc7amarillo.com/news/local/amarillo-sailor-serves-aboard-us-navy-ship-honoring-womens-history-icon>

-Enid native serving aboard Navy cruiser in Pearl Harbor; The Enid News & Eagle, Enid, Okla.

[https://www.enidnews.com/news/local\\_news/enid-native-serving-aboard-navy-cruiser-in-pearl-harbor/article\\_89d3742a-bc9d-5461-af7d-cd995dd46c97.html](https://www.enidnews.com/news/local_news/enid-native-serving-aboard-navy-cruiser-in-pearl-harbor/article_89d3742a-bc9d-5461-af7d-cd995dd46c97.html)

-El Pasoan serves aboard guided-missile destroyer USS Bainbridge (DDG 96); KTXS-TV (ABC), El Paso, Texas

<https://ktxs.com/news/texas/el-pasoan-serves-aboard-guided-missile-destroyer-uss-bainbridge>

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OSD WEEK AHEAD

Saturday, March 2

- CJCS OCONUS travel (through March 5)
- Navy commissioning ceremony for its newest Independence-variant littoral combat ship, the future USS Charleston (LCS 18), Columbus St. Terminal, Charleston, SC - 10 a.m.
- Army Center for Initial Military Training MG Frost speaks @ the Arnold Fitness Expo on holistic health/fitness and the Army Combat Readiness Test, Columbus, OH

Monday, March 4

- GTMO pre-trial hearing for Abd al Hadi al Iraqi (through March 8)
- Acting DCIO(IE) Kinney, DISA Dir. of Operations and CIO Bennett in panel discussion ("Roadmap: Adapting New Technologies for Tomorrow's Government") @ ServiceNow Federal Summit, Marriott Marquis, Washington, D.C. - 12:45 p.m.
- U/SECARMY McCarthy and Army Futures Cmd. Futures & Concepts Center LTG Wesley discuss multi-domain operations and the intersection of Army modernization and the FY2020 budget @ CNAS, 1152 15th St. NW, Washington, D.C. - 1:30 p.m.

Tuesday, March 5

- Army CIO LTG Crawford keynote remarks @ AUSA Institute of Land Warfare Breakfast, 2425 Wilson Blvd., Arlington, VA - 7 a.m.
- Navy RADM Goggins, program executive officer, submarines, provides keynote remarks @ Navy League Special Topic Breakfast, Ritz-Carlton Pentagon City, 1250 South Hayes St., Arlington, VA - 8 a.m.
- Defense Health Agency Dir. VADM Bono keynote remarks @ NDIA National Health Symposium, Johns Hopkins University Applied Physics Lab, Laurel, MD - 9:15 a.m.
- SACEUR Gen. Scaparrotti, TRANSCOM Gen. Lyons testify @ SASC hearing on EUCOM, TRANSCOM fiscal 2020 Defense Authorization Request and Future Years Defense Program - 9:30 a.m.

Wednesday, March 6

- Office of Force Resiliency Exec. Dir. Van Winkle, Army JAG LTG Pede, Navy JAG VADM Hannink, USAF JAG Lt. Gen. Rockwell, and USMC MajGen Lecce, Staff Judge Advocate to the CMC, testify @ SASC Personnel Subcommittee hearing on military services' prevention of and response to sexual assault - 2:30 p.m.

-- CYBERCOM/NSA Gen. Nakasone speaks (1:30 p.m. PST); NSA senior advisor on cybersecurity strategy Robert Joyce joins panel on "Weaponization of the Internet" (11:15 a.m. PST) @ the RSA Conference, San Francisco, CA

-- VCJCS Gen. Selva speaks @ the Tragedy Assistance Program for Survivors (TAPS) Honor Guard Gala, National Building Museum, 401 F St. NW, Washington, D.C. - 8:45 p.m.

-- Army Surgeon Gen. LTG West addresses the Center for Public Leadership at Harvard Kennedy School, Cambridge, MA

Thursday, March 7

-- Service secretaries, service chiefs testify @ SASC hearing on chain of command's accountability to provide safe military housing and other building infrastructure to servicemembers and their families - 9:30 a.m.

-- A/ASD(ISA) Wheelbarger, CENTCOM Gen. Votel, AFRICOM Gen. Waldhauser testify @ HASC hearing ("National Security Challenges and U.S. Military Activities in the Greater Middle East and Africa") - 10 a.m.

-- TRANSCOM Gen. Lyons testifies @ HASC joint subcommittee hearing on TRANSCOM and MARAD "State of the Mobility Enterprise" - 2 p.m.

Friday, March 8

-- NSTR

Mr. Secretary and CNO,

SOC GALLAGHER ARRAIGNMENT -- The arraignment for SOC Gallagher on war crimes charges is ongoing TODAY in San Diego. Media expected: NBC 7, Fox 5, ABC 10, Task & Purpose, San Diego Union Tribune.

FUTURE USS JEREMIAH DENTON -- Senator Wicker (R-Miss.), Chairman of the Senate Seapower Subcommittee, announced TODAY that SECNAV has named a future Arleigh Burke-class destroyer for the late U.S. Senator Jeremiah Denton: "The naming of a future destroyer for Jeremiah Denton is a fitting tribute to his distinguished military and civilian career of public service to the nation."

TWO-CARRIER BUY/FORD STATUS -- RD&A PA continued to respond to two-carrier buy queries. Additionally, responded TODAY to Breaking Defense (McLeary) on successful turnover of first Advanced Weapons Elevator to USS Gerald R. Ford (CVN 78) crew in December. Anticipate story TODAY.

IRANIAN COUNTER STATEMENT -- Received queries from TASS and VOA following Iranian statement that they are preparing to deploy warships to the Atlantic in March. Coordinated with OSD-PA on statement: "U.S. Navy assets operate all over the world in order to maintain a naval presence across the seas, deter aggression, and promote regional peace and stability. We do so in accordance with international law and customs and we expect all other maritime entities to conduct themselves safely, professionally and in accordance with those same international laws and customs."

F-35C IOC -- Provided statement TODAY to Military.com (Pawlyk) on F-35C IOC declaration. We confirmed Navy is continuing to progress and meet milestones as planned, and we anticipate declaring IOC early this year. Link to article (also attached):  
<https://www.military.com/defensetech/2019/01/04/navys-f-35c-track-be-combat-ready-next-month.html>

USNA FACILITIES -- CNIC responded TODAY to Capital Gazette Naval Audit on facilities, focusing on plans to improve USNA campus infrastructure. Response coordinated through CNIC/EI&E/USNA/NDW/NSAA.

MEDIA ANALYSIS -- Reporting in traditional media and on Twitter focused on China tensions mentioning recent U.S. Navy South China Sea FONOPs. Other prominent topics included several newly-elected, female Navy veteran members of Congress; memorable satellite photographs from 2018, which included a photo of USS Carl Vinson (CVN 70) conducting a Vietnam port visit; an investigation into the lack of prosecution against alleged juvenile abusers on military bases; an agreement between the Navy and Huntington Ingalls Industries to build the next two Ford-class aircraft carriers; Navy support of search efforts after a car carrier caught fire off the Hawaiian coast; Bahrain political developments; and

a later-deleted New Year's Eve USSTRATCOM tweet and subsequent apology. Other topics prominent on Twitter included President Trump's Christmas visit to troops in Iraq, a Sailor and his husband recreating the iconic WWII "Kissing Sailor" photo, the failure of a Senate bill to provide benefits to Blue Water Navy Vietnam War veterans suffering from Agent Orange effects, charges filed against Special Operations Chief Edward Gallagher for the alleged murder of Iraqi civilians, and the resignation of former U.S. Navy SEAL Ryan Zinke as Secretary of the Interior.

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OSD Week Ahead

Sunday , Jan. 6

-- CJCS OCONUS travel (through Jan. 9)

Monday, Jan. 7

-- GTMO pre-trial hearing for Abd al Hadi al Iraqi (through Jan. 14)

-- TRADOC Gen. Townsend speaks @ AUSA Institute for Land Warfare Strategic Issues Forum, 2425 Wilson Blvd, Arlington, VA - 6 p.m.

Tuesday, Jan. 8

-- SCO Dir. (b) (6) participates in Responsive Space panel session @ AIAA's SciTech Forum, San Diego, CA - 9:30 a.m. PST

Wednesday, Jan. 9

-- USD(A&S) Lord visits F-35 squadron, Hill AFB, UT

Thursday, Jan. 10

-- SMMC (b) (6), MCPON Russell L. Smith speak @ CSIS Maritime Security Dialogue: Maritime Priorities for the New Year from the Senior Enlisted Perspective, Washington, D.C. - 10 a.m.

-- LTG John Thomson, CG of NATO Allied Land command, speaks @ the Baltic Defense College, Tartu, Estonia

Friday, Jan. 11

-- MG Frost, commander, Army Center for Initial Military Training, speaks on Army fitness @ National Strength and Conditioning Association Coaches Conf., Indianapolis, IN - 7:30 a.m.



Mr. Secretary and CNO,

LEADERSHIP GUIDANCE/NAVY BLOG -- CNO, we released TODAY the updated leadership guidance: Navy Leader Development Framework 3.0 and Laying the Keel. Navylive blog:  
<https://navylive.dodlive.mil/2019/05/07/cno-and-mcpon-release-updates-to-leadership-guidance/>

HST CMC -- Following inappropriate comments made before the VPOTUS visit, USS Harry S. Truman (CVN 75) CO announced TODAY the CMC has resigned and asked to retire. The command posted a CO message to Facebook, which included a statement from the former CMC. CHINFO notified media with a standing query and referred them to the Facebook post: <https://www.facebook.com/CVN75/>

SAPR REPORT/WVEC-13 -- Mr. Rosen (OPNAV N17 Exec. Dir.) conducted an interview with WVEC-13 (Gooding) TODAY on Navy's response to FY18 Annual Report on Sexual Assault in the Military. Story expected TONIGHT.

100th ANNIVERSARY OF FIRST TRANSATLANTIC FLIGHT -- RDML Mustin (Deputy C2F) will speak TOMORROW at NYC Council Member Eric Ulrich's ceremony commemorating 100th anniversary of the first Trans- Atlantic flight. RDML Mustin's great grandfather was Naval Aviator #3 and a friend of those who participated in the first flight. Local media, including New York Times, expected.

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SAS/PANEL AARS: Full PA after action reports attached. Summaries below.

Sea Service Update (Rear Adm. Nowell, Jr., Vice Adm. Fagan, Brig. Gen. Wortman, (b) (6) ) -- Focused on readiness challenges for all services in an environment characterized by greater competition for resources and people, as well as in the maritime domain at-large. RADM Nowell emphasized the importance of stable, predictable funding and targeted recruitment/retention initiatives to maintain readiness in the future.

Future of Shipbuilding (Vice Adm. Merz, Rear Adm. Donovan, Rear Adm. (sel.) Schofield, (b) (6) ) -- Highlighted the challenges and opportunities in the future of shipbuilding with a focus on three key areas: the role of technological advancements, sustainability in the digital age, and partnerships with industry.

Senior Enlisted Panel (MCPON, Sgt. Maj. Fortner, Master Chief Petty Officer of the Coast Guard Vanderhaden) -- Focused on recruiting, training and retaining talented service members; the evolving and increased need for naval forces; and successful incorporation of new technology into trainings and operations.

Streamlining Acquisitions to Support Tomorrow's Warfighter (Vice Adm. Hine, Rear Adm. Johnston, (b) (6), Capt. Harrington) -- Discussed the challenges posed by the acquisitions process to the immediate and dynamic needs of the warfighter and what changes can be made to ensure acquisitions stay ahead of evolving threats.

\*Note: Livestream of Senior Enlisted Panel overlapped with presentation.

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Mr. Secretary and CNO,

ASN EI&E -- Posted release TODAY on resignation of ASN (EI&E), with all follow-on queries directed to that release. Article attached and at: [https://www.navy.mil/submit/display.asp?story\\_id=108853](https://www.navy.mil/submit/display.asp?story_id=108853)

SEN KAINE/ CNRMA VISIT -- Sen. Kaine (D-VA) and Rear Adm. Rock (NRMA) conducted media availability TODAY following planned site visits and meeting with PPV housing residents. WAVY-10 (NBC), WTKR-3 (CBS), 13 NEWS NOW (ABC), and Daily Press attended; stories expected to post THIS EVENING.

TUITION ASSISTANCE UPDATE -- CNP will conduct embargoed interview MONDAY with Navy Times (FARAM) on updated Tuition Assistance NAVADMIN in advance of release NEXT WEEK.

JCS/MEDIA EMBARK - John C. Stennis (CVN-74) will host media and DVs onboard TOMORROW in coordination with US Embassy Colombo, Sri Lanka. Expect stories to post THIS WEEKEND.

NBC/TODAY SHOW -- Naval aviators who conducted FEB historic all-female flyover were TODAY featured live on Today Show in NYC in honor of International Women's Day/Women's History Month. Link to interview: <https://www.today.com/video/meet-the-first-ever-all-female-flyover-team-1454374467930/>

MEDIA ANALYSIS -- Coverage of tensions with China prevalent in traditional media, focusing on comments by Hon. Pompeo (SECSTATE) on South China Sea and (separately) new reporting on Chinese hacking operations; continued reporting by ProPublica on the 2017 collisions most prevalent on Twitter. Other topics prominent in traditional media included Hamza bin Laden, the son of Osama bin Laden, coverage of which referenced USS Cole (DDG 67) bombing and Navy SEAL raid in which Osama bin Laden was killed; SASC hearing on military housing; legislative proposal to establish Space Force; death of U.S. Representative and Navy veteran Ralph Hall (R-TX); identification of the remains of a Sailor killed during Pearl Harbor attack; President Trump's attendance at the Army-Navy football game during the government shutdown; and a widely-distributed Associated Press "Today in History" article which cited events in U.S. Navy history. Additional topics prominent on Twitter included an online news

show appearance by former U.S. Navy SEAL Rep. Dan Crenshaw (R-TX); Navy Joint Strike Fighter (F-35C) IOC; former Navy SEAL Robert O'Neill comments on Venezuela hostage situation; appointment of former President George H.W. Bush's service dog, Sully, to rank of Hospital Corpsman 2nd Class; and the commissioning of USS Charleston (LCS-18).

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MEDIA OUTREACH -- Highlights from the American Connections program:

-Amarillo native serving aboard Pearl Harbor warship

<https://www.amarillo.com/news/20190225/amarillo-native-serving-aboard-pearl-harbor-warship#>

-South Boston sailor participates in live-fire exercise aboard USS Chung-Hoon

[http://www.yourgv.com/news/local\\_news/south-boston-sailor-participates-in-live-fire-exercise-aboard-uss/image\\_e1291ca6-3ba2-11e9-bf5d-c76fc9a350cb.html#](http://www.yourgv.com/news/local_news/south-boston-sailor-participates-in-live-fire-exercise-aboard-uss/image_e1291ca6-3ba2-11e9-bf5d-c76fc9a350cb.html#)

-Lt. "Rose Bowl" Miller Graduates from Gridiron Glory to WWII Legend

<https://www.usveteransmagazine.com/2019/02/gridiron-glory-wwii-legend/>

-Morganfield native selected as Navy's first to serve in top military post

<https://www.tristatehomepage.com/news/local-news/morganfield-native-selected-as-navys-first-to-serve-in-top-military-post/1818605654#>

-U.S. Navy Sailors celebrate Black History Month in South China Sea

<http://www.westsidestorynewspaper.com/u-s-navy-sailors-celebrate-black-history-month-in-south-china-sea/#>

-African-American sailor first to race with NASCAR while serving in U.S. Navy

[https://www.insightnews.com/lifestyle/african-american-sailor-first-to-race-with-nascar-while-serving/article\\_4a7194c6-3acd-11e9-904f-bb57b67291f9.html#](https://www.insightnews.com/lifestyle/african-american-sailor-first-to-race-with-nascar-while-serving/article_4a7194c6-3acd-11e9-904f-bb57b67291f9.html#)

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Monday, March 11

-- Joint Staff J5 nuclear policy advisor (b) (6) joins panel discussion ("China's Hypersonic Missile Advances and U.S. Defense Responses") @ Hudson Institute, Washington, D.C. - 10:45 a.m.

-- Army Futures Command Gen. Murray fireside chat @ SXSW Festival on "Reimagining Public and Private Partnerships," Austin, TX

Tuesday, March 12

-- VCSA Gen. McConville keynote remarks (9 a.m.), other senior officials @ 2019 AFCEA Army Signal Conference, Springfield, VA

-- Arlington National Cemetery Exec. Dir. Karen Durham-Aguilera testifies @ HAC subcommittee budget hearing - 10:30 a.m.

-- PTDO DSD Norquist, DUSD(C) McCusker, Joint Staff J8 LTG Ierardi

press briefing on budget, PBR - 12 p.m.

-- Army (12:50 p.m.), Navy-USMC (1:40 p.m.), USAF (2:30 p.m.), MDA (3:20 p.m.) budget officials brief press, PBR

-- DARPA Dep. Dir. (b) (6), DIU Dir. (b) (6), JAIC Dir. USAF Lt. Gen. Shanahan testify @ SASC ETC Subcommittee hearing on DoD artificial intelligence initiatives - 2:30 p.m.

-- Army Surgeon General LTG West speaks @ PayPal Veterans Support event, San Jose, CA

Wednesday, March 13

-- CNO Adm. Richardson (10:40 a.m.), CMC Gen. Neller (12:30 p.m.), DUSD(A&S) Shaffer (8:15 a.m.), USECARMY McCarthy (9:30 a.m.), DARPA Dir. (b) (6) (4:35 p.m.), other senior officials speak @ McAleese/Credit Suisse 10th Annual FY2020 "Defense Programs" Conference, The Sphinx Club, 1315 K St. NW, Washington, D.C.

-- Joint Staff (J6) Air Force Lt. Gen. Shwedo opening keynote (8:15 a.m.), Army Cyber Command LTG Fogarty closing keynote (4:15 p.m.), other senior officials @ 2019 AFCEA Army Signal Conference, Springfield, VA

-- A/ASD(ISA) Wheelbarger, SACEUR Gen. Scaparrotti testify @ HASC hearing on national security challenges and U.S. military activities in Europe - 10 a.m.

-- SECAF Wilson, CSAF Gen. Goldfein testify @ SAC-D hearing on USAF budget - 10 a.m.

-- ASD for Homeland Defense and Global Security Rapuano, NSA/CYBERCOM Gen. Nakasone testify @ HASC subcommittee hearing on CYBERCOM, operations in cyberspace - 2 p.m.

Thursday, March 14



-- A/SD, CJCS, DUSD(C) McCusker testify @ SASC hearing on DoD budget posture - 9:30 a.m.

-- Air Force Dir. Of Strategic Plans Maj. Gen. Krumm speaks @ AFA Mitchell Hour, 1501 Lee Highway, Arlington, VA - 9:30 a.m.

-- Asst SECAF (AT&L) Roper and Deputy CSAF Lt. Gen. Fay testify @ HASC Seapower and Projection Forces Subcommittee hearing on USAF FY20 budget request - 10 a.m.

-- Asst SECARMY (AL&T) Jette keynote (11:30 a.m.), Army CIO LTG Crawford (4:15 p.m.), other senior officials @ 2019 AFCEA Army Signal Conference, Springfield, VA

-- U/SECARMY McCarthy speaks @ Brookings Institution event ("The future of the Army in an era of great power competition"), 1775 Mass. Ave. NW, Washington, D.C. - 2 p.m.

-- Army Materiel Command Gen. Perna speaks @ AUSA Institute of Land Warfare Rogers Strategic Issues Forum, 2425 Wilson Blvd., Arlington, VA - 6 p.m.

-- SOCOM Gen. Thomas speaks @ 100 day out event for June's DoD Warrior Games 2019, Tampa, FL

Friday, March 15

-- Asst SECAF (AT&L) Roper speaks @ CSIS Implementing Innovation Series, 1616 Rhode Island Ave. NW, Washington, D.C. - 9 a.m.

-- AFSC Vice Commander Lt. Gen. Thompson speaks @ NDIA Space Division Luncheon, Boeing, 929 Long Bridge Dr., Arlington, VA - 10:30 a.m.



Mr. Secretary and CNO,

LOC REBUTTAL LETTER -- SECNAV, we provided a statement TODAY to Task & Purpose (Britzky) regarding your receipt of a rebuttal letter from retired Rear Adm. Montgomery following his letter of censure LAST YEAR. We responded the letter was received and his request for the LOC to be removed from his record was declined.

MCPON USNI -- MCPON was a guest today on a USNI podcast, which also streamed on Facebook Live. MCPON discussed Laying the Keel and the Leader Development Framework, emphasizing the importance of "connections." Additionally, he was asked about and discussed Navy recruiting efforts; character in the CPO Mess, to include the recent USS Harry S. Truman (CVN 75) CMC's resignation; and the importance of consistent funding for the Navy.

N96 INTERVIEW -- Rear Adm. Boxall (N96) will interview with Fortune Magazine (Pressman) TOMORROW on medium and large unmanned surface vessels. Article will run as part of the Fortune 500 edition the end of MAY.

ABE/SUEZ CANAL -- We posted a press release and imagery following USS Abraham Lincoln's (CVN 72) Suez Canal transit TODAY on navy.mil. Link to article (also attached):  
[https://www.navy.mil/submit/display.asp?story\\_id=109537](https://www.navy.mil/submit/display.asp?story_id=109537)

MISSILE TEST LAUNCH -- Posted a press release following the successful missile test flight of an unarmed Trident II (D5) missile from USS Rhode Island (SSBN 740) TODAY. Link to article (also attached):  
[https://www.navy.mil/submit/display.asp?story\\_id=109540](https://www.navy.mil/submit/display.asp?story_id=109540)

ALTERNATIVE FUELS/ENERGY -- We responded to Reveal News (Shogren) query TODAY on Navy's use of alternative fuels and energy on installations and ships. Response focused on the Navy's use of renewable resources (wind and solar) on bases worldwide and the use of alternative fuel vehicles. Article expected NEXT WEEK.

USS FLORIDA GOLD CREW CO RELIEF/FOIA -- SUBFOR submitted TODAY the redacted command investigation related to JUL18 relief of CO to Military.com (Harkins) in response to a FOIA request. Article expected as early as THIS WEEK.

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Mr. Secretary and CNO,

C3F/NORTHERN EDGE -- Exercise Northern Edge 2019 occurs MONDAY-24 MAY in Alaska. Vice Adm. Alexander (C3F) is scheduled to embark USS Theodore Roosevelt (CVN 71) 20 MAY to conduct a media availability.

DEFENSE NEWS/N96 -- Rear Adm. Boxall (N96) will interview with Defense News (Larter) MONDAY to discuss his accomplishments while serving as the Director, Surface Warfare. Article expected NEXT WEEK.

UNIVERSAL TRAINING PRECAUTIONS NAVADMIN -- CNP released Universal Training Precautions to Reduce the Risk of Exercise-Related Collapse and Death NAVADMIN TODAY and a corresponding release to navy.mil. Link to article (also attached): [https://www.navy.mil/submit/display.asp?story\\_id=109555](https://www.navy.mil/submit/display.asp?story_id=109555)

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MEDIA ANALYSIS -- Topics present in both traditional media and on Twitter included tensions with China, which mentioned operations by USS Preble (DDG 88) and USS Chung-Hoon (DDG 93) in the South China Sea as well as multilateral drills between U.S., Japanese and Philippine forces; Abraham Lincoln Carrier Strike Group's deployment to the Persian Gulf in response to Iranian threats against U.S. interests; and developments regarding the crisis in Venezuela, including a meeting between Adm. Fallor and senior administration officials and the planned departure of USNS Comfort (T-AH 20) to the region. Other topics prominent in traditional media included a Boeing 737 crash that was en route to Naval Air Station Jacksonville, imagery of the USS Cole (DDG 67) bombing featured on Al-Qaeda in the Arabian Peninsula's (AQAP) Facebook page, and POTUS's announcement he may consider granting waivers to allow service academy athletes to play in professional sports leagues immediately upon graduation. Additional Twitter coverage included mentions of the resignation of USS Harry S. Truman's (CVN 75) command master chief after suggesting that Sailors should "clap like we're at a strip club" during a visit from VPOTUS, the reversal of the decision to cancel USS Truman's planned RCOH, and new Navy guidelines for reporting unexplained aerial phenomena. Full analysis attached.

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MEDIA OUTREACH -- Highlights from the American Connections program:

Anaheim native supports critical Navy mission in the Middle East

The Orange County Breeze, Los Alamitos, Calif.

[https://www.oc-breeze.com/2019/05/01/138266\\_anaheim-native-supports-critical-navy-mission-in-the-middle-east/](https://www.oc-breeze.com/2019/05/01/138266_anaheim-native-supports-critical-navy-mission-in-the-middle-east/)

Newnan Native supports Navy's Eyes and Ears in the Sky

The City Menus, Carrollton, Ga.

<http://thecitymenus.com/2019/05/06/newnan-native-supports-navys-eyes-and-ears-in-the-sky/#>

Gas Turbine Systems Technician (Electrical) 3rd Class Samantha Ren, from Puyallup, performs maintenance on a hydraulic oil power module (HOPM)

The Voice of The Valley, Maple Valley, Wash.

<https://voiceofthevalley.com/2019/04/25/gas-turbine-systems-technician-electrical-3rd-class-samantha-ren-from-puyallup-wash-performs-maintenance-on-a-hydraulic-oil-power-module-hopm/#>

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OSD WEEK AHEAD

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Saturday, May 11

-- SD travel

Monday, May 13

-- SECAF Wilson, SECARMY Esper speak at an "Insights@ Meridian" fireside chat @ Meridian International Center, 1630 Crescent Place NW, Washington, D.C. - 1:30 p.m. (press gaggle to follow)

-- Air Force Lt. Gen. Van Ovost, director, USAF Staff, speaks @ exhibit opening ("Day: Freedom From Above"), National Museum of the USAF, Wright Patterson AFB, OH

#### Tuesday, May 14

-- PTDO DSD Norquist travel (TRANSCOM)

-- DOT&E Behler keynote @ NDIA 34th annual Test & Evaluation Conference, Fort Walton Beach, FL - 8:15 a.m.

-- Pentagon Force Protection Agency celebrates Police Week in Pentagon Center Courtyard ceremony - 9:30 a.m.

-- OIR briefing w/UK Maj. Gen. Chris Ghika, CJTF-OIR, from Baghdad via DVIDS, PBR - 11 a.m.

-- USUHS Chair of Tropical Medicine Dr. David Brett-Major moderates Ebola panel, offers remarks @ Texas A&M Preparedness and Biosecurity Forum, National Press Club, Washington, D.C. - 12 p.m.

-- DISA Dir. VADM Norton (12 p.m.), DOD CIO Deasy and CYBERCOM/NSA Gen. Nakasone (3:45 p.m.) speak @ AFCEA TechNet Cyber, Baltimore Convention Center

-- Army Corps of Engineers LTG Semonite press conference w/NYC Mayor de Blasio re: Rockaway Beach restoration

#### Wednesday, May 15

-- Joint Staff Strategy/Plans/Policy Dir. Lt. Gen. David Allvin speaks ("Global Integration and 21st Century Conflict: From Strategy to Action") @ AFA Mitchell Hour, 1501 Lee Highway, Arlington, VA - 9:30 a.m.

-- USMC LtGen Berger and DCNO for Warfare Systems VADM Merz speak @ CSIS Maritime Security Dialogue, 1616 Rhode Island Ave. NW, Washington, D.C. - 10 a.m.

-- DUSD (Policy) Trachtenberg testifies @ SFRC hearing on future of arms control Post-INF Treaty - 10:15 a.m.

-- Army CIO LTG Crawford speaks @ AFCEA TechNet Cyber, Baltimore Convention Center - 12 p.m.

-- Defense Digital Service Dir. (b) (6) off-the-record meet-and-greet in Pentagon Press Corps spaces - 12 p.m.

#### Thursday, May 16

-- DUSD(A&S) Shaffer (8:20 a.m.), DDR&E Principal Deputy Mary Miller (4:15 p.m.) speak @ NDIA U.S.-Sweden Defense Industry Conference, Swedish Embassy, Washington, D.C.

-- USD(P) Rood discusses NPR, MDR @ AFA Mitchell Nuclear Deterrence Breakfast Series, Capitol Hill Club, 300 First St. SE, Washington, D.C. - 8:30 a.m.

-- JFHQ-DODIN Deputy Commander RADM Kathleen Creighton moderates panel on DODIN cyber forces (9:30 a.m.), other senior officials participate @ AFCEA TechNet Cyber, Baltimore Convention Center

-- SECNAV Spencer @ CSBA to discuss its new report "Sustaining the Fight: Resilient Maritime Logistics for a New Era," 1667 K St. NW, Washington, D.C. - 11:30 a.m.

-- PTDO DUSD(P&R) Kurta joins panel ("Increasing Awareness Among Young Americans and Lessening the Civil-Military Divide") @ National Commission on Military, National, and Public Service hearing, 1100 New York Ave. NW, Washington, D.C. - 1 p.m.

-- PTDO USD(P&R) Stewart and service personnel chiefs testify @ HASC Military Personnel Subcommittee hearing on U.S. military recruitment, retention - 2:30 p.m.

-- U/SECNAV Modly remarks @ Sailor of the Year ceremony, Navy Memorial, Washington, D.C.

#### Friday, May 17

-- Deputy Asst SECARMY for Strategy and Acquisition Reform Dr. Alexis Ross discusses Army's latest policy directive related to intellectual property @ NDIA, 2101 Wilson Blvd. Arlington, VA - 10 a.m.

-- SECARMY Esper speaks ("The Future of the Army in Great-Power Competition") @ the Atlantic Council, 1030 15th St. NW, Washington, D.C. - 11 a.m.



Mr. Secretary and CNO - My apologies for the misfire. Update to TA is that the interview is postponed pending further discussions on way ahead with the program. Actual release of any new policy change is TBD.

Again my apologies.

VR/ (b) (6)

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

From: (b) (6) CAPT USN CHINFO WASHINGTON DC (US)

Sent: Friday, March 08, 2019 4:43 PM

To: Spencer, Richard V HON SECNAV <(b) (6)>; Richardson, John M ADM USN CNO (USA) (b) (6) >

Cc: Modly, Thomas HON Under Secretary of the Navy (b) (6) >; Moran, William F ADM USN VCNO (US) (b) (6) >; Smith, Russell L MCPON USN DCNO N1 (USA) <(b) (6)>

Subject: PA END OF DAY 8 MAR 2019

Mr. Secretary and CNO,

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-African-American sailor first to race with NASCAR while serving in U.S. Navy

[https://www.insightnews.com/lifestyle/african-american-sailor-first-to-race-with-nascar-while-serving/article\\_4a7194c6-3acd-11e9-904f-bb57b67291f9.html#](https://www.insightnews.com/lifestyle/african-american-sailor-first-to-race-with-nascar-while-serving/article_4a7194c6-3acd-11e9-904f-bb57b67291f9.html#)

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-- CNO Adm. Richardson (10:40 a.m.), CMC Gen. Neller (12:30 p.m.), DUSD(A&S) Shaffer (8:15 a.m.), USECARMY McCarthy (9:30 a.m.), DARPA Dir. (b) (6) (4:35 p.m.), other senior officials speak @

McAleese/Credit Suisse 10th Annual FY2020 "Defense Programs" Conference, The Sphinx Club, 1315 K St. NW, Washington, D.C.

-- Joint Staff (J6) Air Force Lt. Gen. Shwedo opening keynote (8:15 a.m.), Army Cyber Command LTG Fogarty closing keynote (4:15 p.m.), other senior officials @ 2019 AFCEA Army Signal Conference, Springfield, VA

-- A/ASD(ISA) Wheelbarger, SACEUR Gen. Scaparrotti testify @ HASC hearing on national security challenges and U.S. military activities in Europe - 10 a.m.

-- SECAF Wilson, CSAF Gen. Goldfein testify @ SAC-D hearing on USAF budget - 10 a.m.

-- ASD for Homeland Defense and Global Security Rapuano, NSA/CYBERCOM Gen. Nakasone testify @ HASC subcommittee hearing on CYBERCOM, operations in cyberspace - 2 p.m.

Thursday, March 14

-- A/SD, CJCS, DUSD(C) McCusker testify @ SASC hearing on DoD budget posture - 9:30 a.m.

-- Air Force Dir. Of Strategic Plans Maj. Gen. Krumm speaks @ AFA Mitchell Hour, 1501 Lee Highway, Arlington, VA - 9:30 a.m.

-- Asst SECAF (AT&L) Roper and Deputy CSAF Lt. Gen. Fay testify @ HASC Seapower and Projection Forces Subcommittee hearing on USAF FY20 budget request - 10 a.m.

-- Asst SECARMY (AL&T) Jette keynote (11:30 a.m.), Army CIO LTG Crawford (4:15 p.m.), other senior officials @ 2019 AFCEA Army Signal Conference, Springfield, VA

-- U/SECARMY McCarthy speaks @ Brookings Institution event ("The future of the Army in an era of great power competition"), 1775 Mass. Ave. NW, Washington, D.C. - 2 p.m.

-- Army Materiel Command Gen. Perna speaks @ AUSA Institute of Land Warfare Rogers Strategic Issues Forum, 2425 Wilson Blvd., Arlington, VA - 6 p.m.

-- SOCOM Gen. Thomas speaks @ 100 day out event for June's DoD Warrior Games 2019, Tampa, FL

Friday, March 15

-- Asst SECAF (AT&L) Roper speaks @ CSIS Implementing Innovation Series, 1616 Rhode Island Ave. NW, Washington, D.C. - 9 a.m.

-- AFSC Vice Commander Lt. Gen. Thompson speaks @ NDIA Space Division Luncheon, Boeing, 929 Long Bridge Dr., Arlington, VA - 10:30 a.m.



Mr. Secretary, CNO, and CMC;

We have received preliminary details on the funeral arrangements for Retired Senator Thad Cochran.

Visitation is scheduled from 5 to 7 p.m. Sunday at the University of Mississippi Robert C. Khayat Law Center in Oxford, MS. A funeral service will be held on Monday at 11 a.m. at the Mississippi State Capitol in Jackson. A second funeral service will be held on Tuesday at 11 a.m. at Northminster Baptist Church in Jackson, MS. No Washington DC memorial services are currently planned.

Senator Shelby and Senator Leahy have requested MILAIR support to attend the Tuesday funeral service and FMBE is coordinating the necessary arrangements in support of their request. It is expected that additional members and staff will join the CODEL pending OSD aircraft availability.

Retired Senator Cochran is survived by his wife, the former (b) (6)

(b) (6)

His family requests that memorial contributions be made to the Thad Cochran Law Scholarship at UM, The Nourishing Place in Gulfport or Northminster Baptist Church instead of customary remembrances.

I will share (b) (6) contact info with your staff to facilitate personal condolences as desired.

Very Respectfully,

(b) (6)

CAPT (b) (6) USN

Director, Appropriations Matters Office (FMBE)

Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

Wk: (b) (6)

Cell: (b) (6)

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

From: (b) (6) CAPT USN (USA)

Sent: Thursday, May 30, 2019 5:45 PM

To: Spencer, Richard V HON SECNAV (b) (6); Richardson, John M ADM USN CNO (USA) <(b) (6)>; Neller, Robert B Gen CMC, CMC (b) (6)

Subject: Passing of Retired Sen. Thad Cochran (R-MS) - 30May

Mr. Secretary, CNO, and CMC;

Retired Sen. Thad Cochran (R-MS) passed away today at the age of 81. Sen. Cochran stepped down as Senate Appropriations Committee Chairman in April 2018 due to health concerns after serving in Congress for 45 years, including almost 40 years as a Senator. Sen. Cochran served as an Ensign in the Navy from 1959-1961 aboard the USS MACON. He served as the Chairman of the Senate Appropriations Committee for five years (2005-2007 and 2015-2018) and was a strong advocate of the shipbuilding industrial base.

Press article regarding the passing of Sen. Cochran is included below and available here:

<https://www.rollcall.com/news/congress/thad-cochran-former-senate-appropriations-chairman-died-age-81>

Details on the funeral arrangements have not yet been provided but FMBE is coordinating with the Senate Appropriations Committee staff and will share details once received.

Very Respectfully,

(b) (6)

CAPT (b) (6) USN

Director, Appropriations Matters Office (FMBE)



Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

Wk: (b) (6)

Cell: (b) (6)

Thad Cochran, former Senate Appropriations chairman, has died at age 81; Mississippi Republican known for old-school civility served in Congress for 45 years

Posted May 30, 2019 11:09 AM

(b) (6)

Thad Cochran of Mississippi, the mannerly former chairman of the Senate Appropriations Committee, where he was a dependable provider for his home state during more than four decades in Congress, has died at the age of 81. Cochran, who retired from the Senate on April 1, 2018, after dealing with health issues, died Thursday morning in Oxford, Mississippi, according to a statement circulated by (b) (6), his longtime communications director.

Cochran was one of the longest-serving senators, with nearly 39 years in office. Before that, he spent six years in the House.

Unlike some of his colleagues from the Deep South, Cochran was always a member of the GOP. By winning his first Senate race in 1978, he became the first Republican to be elected statewide in Mississippi in a century, dating back to Reconstruction in the 1870s.

During his long Senate tenure, Cochran also led Republicans on the Agriculture, Nutrition and Forestry Committee, where he was a fierce defender of the interests of his home state's farmers.

Cochran was first elected to the House in 1972, the year of Richard Nixon's overwhelming re-election - he carried 49 states - and before the Watergate scandal. He was elected to the Senate in 1978 during the Carter administration, succeeding James O. Eastland, who resigned the day after Christmas so Cochran could be sworn in early and gain a seniority advantage over other freshmen.

Cochran was a defender of Senate procedure and worked politely with fellow lawmakers regardless of their political beliefs. It's a style of politics that has gone out of vogue in recent years.

Former Sen. Barbara A. Mikulski of Maryland, the former top Democrat on Appropriations, once described Cochran as "very much a Southern gentleman, old school on civility, a very firm fiscal conservative."

Republican Sen. Richard C. Shelby of Alabama, the current Appropriations chairman, said in a statement that Cochran was a close personal friend and "a true hero to the people of Mississippi" who "served our nation with the utmost dignity and respect."

Democratic Sen. Patrick J. Leahy of Vermont said he and Cochran were close partners on agriculture issues and could find agreement despite being partisan counterparts on the Appropriations panel.

"We visited farms together in Vermont - where [Cochran] expressed amazement at the cold seasonal temperatures - and in Mississippi, and we led Senate delegations to the Middle East, former Eastern Bloc nations, and other regions," Leahy said in a statement. "He was an American patriot, and a model of what we can be as a Senate and as a country."

Senate Majority Leader Mitch McConnell said Cochran "wielded great influence with abundant grace" and built a legacy that included ensuring veterans access to health care, improving educational opportunities, helping farmers share expertise, and strengthening national security, especially missile defense.

"He hired the first African-American congressional staffer to work in a Mississippi office since Reconstruction and steadily advocated for

Historically Black Colleges and Universities," the Kentucky Republican said in a statement.

President Donald Trump said on Twitter he was "very sad" to hear the death of "my friend" Cochran, calling him a "real senator with incredible values." Cochran's health had been an issue in recent years, with people on and off Capitol Hill speculating in hushed tones about why he had lost a step. He came closer than expected to losing bid for a seventh term in 2014, when state Sen. Chris McDaniel got the most votes in a Republican primary. But Cochran was able to prevail in a runoff election, drawing Democratic support because of his long record of bringing home federal spending to Mississippi, which has the nation's poorest population.

Those efforts had become more difficult in the years before his retirement, with the old-school ways of the Appropriations Committee falling out of favor. Individual spending bills have rarely moved through the Senate, despite proclamations from Republican and Democratic leaders alike about their importance.

Appropriators have also faced a moratorium on earmarking, the practice of prescribing funding for particular projects in lawmakers' home states. Cochran accepted the ban, but he would undoubtedly have rather continued the practice, holding the view that he and his staff would know more about Mississippi than Washington bureaucrats ever could.

Cochran was succeeded in the Senate by Republican Cindy Hyde-Smith, who went on to win a special election last fall for the remaining two years of his term.

Cochran's first wife, Rose, died in December 2014 after a long battle with dementia, shortly after the senator won his last re-election. They had two children.

The following year, he married (b) (6), a member of his staff since 1981, who was also a longtime companion.

Cochran and his most recent Senate colleague, Roger Wicker, have the same hometown - they were born 14 years apart in Pontotoc, a town of 5,000 in the northern Mississippi. Cochran and his family later settled near Jackson, the state capital.

Cochran's father was a school principal, and his mother was a math teacher. He was a standout in high school: valedictorian of his class, a Boy Scout leader, a member of the 4-H Club, and an athlete lettering in football, basketball, baseball and tennis.

At the University of Mississippi, Cochran was a fraternity president and cheerleader who was four years ahead of Trent Lott, who would later be a congressional colleague and political rival.

In law school, Cochran got a Rotary fellowship to study international law at Trinity College in Dublin. He joined a Jackson law firm after finishing up his law degree at Ole Miss and was made partner in less than three years. He won election to the Senate a decade before Lott, but by 1995, Lott had rushed ahead of Cochran to become the Republican whip.

When Majority Leader Bob Dole of Kansas resigned to focus on his 1996 presidential campaign, the two Mississippians battled each other for the leadership job. Lott won easily, 44-8, but over the long run, it would be Cochran who would have the staying power.

"All our citizens have the right to be heard and to have a voice in their government," Cochran said in his farewell to the Senate. "I believe our job as their servants is not to tell others what to think or tell others what to do. Our job is to represent