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Privacy Office, Mail Stop 0655
Department of Homeland Security
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**Homeland
Security**

Privacy Office, Mail Stop 0655

February 4, 2022

SENT BY ELECTRONIC MAIL

Re: 2018-HQFO-01090

This is the electronic final response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), dated June 18, 2018, and received by this office on June 18, 2018. You are seeking an electronic copy of the first (earliest) BBIC Briefing Book prepared for the DHS Secretary and Deputy Secretary within the month of March 2018, the month of April 2018, the month of May 2018, and the month of June 2018.

A search of the Office of the Executive Secretariat (ESEC) for documents responsive to your request produced a total of 309 pages. Of those pages, I have determined that 183 pages of the records are releasable in their entirety, 69 pages are partially releasable, and 57 pages are withheld in their entirety pursuant to Title 5 U.S.C. § 552 (b)(5), (b)(6), (b)(7)(C) and (b)(7)(E), FOIA Exemptions 5, 6, b7(C), and b7(E).

Enclosed are 252 pages with certain information withheld as described below:

You have a right to appeal the above withholding determination. Should you wish to do so, you must send your appeal and a copy of this letter, within 90 days of the date of this letter, to: Privacy Office, Attn: FOIA Appeals, U.S. Department of Homeland Security, 2707 Martin Luther King Jr. Avenue, SE, Mail Stop 0655, Washington, D.C. 20528-0655, following the procedures outlined in the DHS FOIA regulations at 6 C.F.R. Part 5 § 5.5(e)(2). Your envelope and letter should be marked "FOIA Appeal." Copies of the FOIA and DHS FOIA regulations are available at www.dhs.gov/foia.

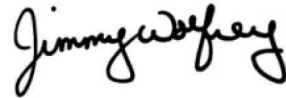
Provisions of FOIA allow DHS to charge for processing fees, up to \$25, unless you seek a waiver of fees. In this instance, because the cost is below the \$25 minimum, there is no charge.

You may contact the DHS FOIA Public Liaison at 202-343-1743 for any further assistance and to discuss any aspect of your request. You may also contact OGIS at the National Archives and

Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

If you need to contact our office again about this matter, please refer to 2018-HQFO-01090. This office can be reached at FOIA@HQ.DHS.GOV or call 202-343-1743 or toll free 1-866-431-0486.

Sincerely,

A handwritten signature in black ink that reads "Jimmy Wolfrey". The signature is written in a cursive, slightly slanted style.

Jimmy Wolfrey
Senior Director, FOIA Operations and Management

Enclosure: Responsive Documents, 252 pages

**ACTING DEPUTY
SECRETARY'S
BRIEFING BOOK**

Tuesday, May 1, 2018



1

**DHS OCFO Symposium: Keynote
Remarks**

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Blue Mass

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New Orleans Audit Resolution Meeting

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DHS OCFO SYMPOSIUM: KEYNOTE REMARKS

May 1, 2018

Objective:

- Provide keynote remarks on the opening day of the Chief Financial Officer (CFO) Annual Training Symposium.
 - The theme of the two-day symposium is “Building a Leadership Lifestyle,” and your remarks will provide insight, guidance, and updates regarding DHS Leadership Year.
 - Your keynote will kick off two days of break-out and plenary sessions for the DHS-wide CFO community.

Agenda:

- ^{(b)(6)} Beryle Randall, OCFO Workforce Development Division, will emcee the Symposium.
- Acting CFO Stacy Marcott will introduce you.
 - 10:30 – 10:40 Symposium begins: ACFO welcomes and introduces AS2 Grady
 - 10:40 – 11:00 AS2 Keynote
 - 11:00 – 11:10 AS2 departure/ACFO recognizes cohorts of CFO Leadership Programs
 - 11:10 – 12:00 ^{(b)(6)} Dave Weinberg (plenary speech: Taking Care of People... Too)
- The first breakout sessions run 12:00 p.m. – 1:00 p.m., and lunch time begins at 1:00 p.m.
- Complete, two-day agenda forwarded as Attachment B.
- Prior to your keynote, many in the audience will have just attended the CFO Awards for Excellence, which takes place 9:00 a.m. – 10:30 a.m. in the same location.

Key Messages

During this DHS Leadership Year, each of us has the opportunity to lead from where we are.

Working collaboratively with the other MGMT lines of business and our Components, the DHS CFO community is committed to providing “Financial excellence, always” (the CFO Vision Statement) to support the DHS mission.

Key Issues:

DHS Priorities for Meeting

- The CFO Awards for Excellence program and the CFO Annual Symposium are the premiere educational and recognition events for the DHS CFO community.
- This combined event provides an opportunity for the DHS CFO community to convene in one place to recognize excellence, hear leadership updates, collaborate with and learn from each other, and recognize excellence.
- This annual event supports the first goal of the CFO Strategic Plan and the CFO Human Capital Strategy, which is to “Be the workplace of choice for highly skilled and talented people delivering financial excellence.” The two programs which make up this event contribute to esprit, retention, and professional development across the Department’s CFO community.

History:

- This is the 14th annual CFO Training Symposium.
- This will be your first time supporting this event.

Logistics:

- Audience will consist of 500 members of the DHS CFO community.
- Three former DHS CFOs have been invited to attend, RSVPs pending at this time.
- Other attendees will include the Department's CXOs and Component CFOs.
- Official address: Walter E. Washington Convention Center, 801 Mount Vernon Pl NW, Washington, DC 20001. Map attached as Attachment C.
- Enter the middle building on L Street, NW between 7th and 9th Streets, NW.
- Contact Chief of Staff (b)(6) Phil Nowak at 202-253-0311 or email (b)(6) philip.nowak@hq.dhs.gov upon arrival. He will meet you at the L Street entrance.
- This event will be conducted in the large ballroom of the Middle Building; you will be on a stage and have choice of standing by a podium, walking with a microphone, or a lapel mic.
- Closed press. This is a DHS-only event.

Attachments:

- A. Talking Points
- B. Agenda
- C. Walter E. Washington Convention Center Map
- D. Participant List

Staff Responsible for Briefing Memo: (b)(6) Amelia Johnson, Senior Communications Advisor, OCFO, (b)(6) 202-447-5884; Jenny Walters, Communications Lead, (b)(6) 202-447-0584.

Reviewed and approved by: Stacy Marcott, Acting Chief Financial Officer, (b)(6) 202-447-5757

DHS OCFO ANNUAL SYMPOSIUM

Keynote Remarks

Introduction

- Good morning!
- Thank you Stacy and (b)(6) Beryle for inviting me today, and thank you all for such a warm introduction and making me feel so welcome.
- I am so pleased and honored to be here with the DHS financial community.
- I see many familiar faces from my time at Coast Guard where I served as director of acquisition and oversaw their contract activity.
- I also served previously in Management in the Chief Procurement Office. And during that time I was always impressed by our financial management community.
- As USM, I work with each line of business and as Acting Deputy Secretary, I work with every component—often about financial matters. As I know firsthand that your role is both critical and tough, and I know you each truly do bring financial excellence in everything you do.
- I know that your commitment is real and sincere, and I see it in Headquarters and each Component – up and down the chain of command.
- *((Can you recall a time when you had to work closely with the CFO of a component or the OCFO; or might you choose to tell of a time when you had to rely on an accountant or financial manager to help you get your job done? Chip likes to share how he asks accountants to speak to him like a fifth grader because they are so good at what they do, they could go on and on into the weeds.))*
- Since returning to the Department, I have made it a priority to familiarize myself with the people and processes of DHS, getting a better understanding of the work that's being done by the Management employees, and figuring out where I can build on the incredible work that's already underway.
- Too often, we end up working in our own spheres — talking to the same people, with the same perspectives — and missing out on opportunities to

coordinate and cooperate on some of our greatest homeland security challenges.

- That's why this event is such a great opportunity for you all to come together as a community, with one vision and a common set of values, but with many ways to get the job done.
- I know you probably hear it a lot – especially from Stacy and Chip – but I wanted to make sure I got to say it directly to you: Thank you for everything you do, every day, to secure and protect resources that keep our homeland safe and secure.
- Each of you are talented and leaders in your own right.

Leadership

- Especially during this DHS Leadership Year, events like the OCFO Awards for Excellence and the CFO Symposium are more important today than ever before.
- I know it sounds cliché to some of you – to focus on leadership. I am often asked, why the emphasis on leadership? If you are a supervisor or manager you should know how to lead. What more is there to know and learn?
- Well, that might be true. If you are in the federal service long enough, you will have had many opportunities to own a project, develop policy, lead a team or supervise an office.
- But that is not what I am talking about, and I can tell you – believe me – not a day goes by where I don't learn something new, even if it is a new way at looking at something I thought I knew inside out.
- What I expect as a result of Leadership Year is for each of you to think hard about how you can contribute to the overall success of the mission—for each of you to be able to look in the mirror and be proud that you really pushed yourself to do things that were new, or hard, or unpopular, or against the status quo.
- And not only you! What did you do today to motivate someone else to do or be their best?

- You don't have to be a cheerleader or a director to motivate someone. Sometimes all it takes is a kind word, or acknowledgement, that someone did something special and tried to make a difference.
- Leadership also means coming up with the best possible way to execute the mission and look for ways to achieve that.
- This past year, our nation experienced some of the most devastating storms in our history. Millions of people were affected, and some lost everything they had.
- For many – DHS represented something positive that can come from devastation. And that has to do with the human spirit – that people really do care.
- Whether it was getting a grant, or helping to survey an area that was hit hard, your colleagues from across the Department were there – on the ground – bringing hope and encouragement in the face of tragedy.
- And not just on the ground. Back at home base there was travel being coordinated, purchase cards being cut, training being conducted and budgets being evaluated to make sure we had the resources we needed to help our fellow citizens during their time of greatest need.
- If you don't think that is *leadership*, then we probably need to redefine what leadership means.
- As a matter of fact, I know that your support was so important to Hurricane Response that Stacy requested that a special awards category be put in place for all the outstanding work you all did last year.
- *((Can you provide an example of when you were especially impressed by OCFO financial support of the hurricanes?))*
 - *For example, when three major hurricanes ripped through parts of the US, Puerto Rico and the US Virgin Islands, no one was prepared for what was to come next. How could you? The devastation of these storms, happening near simultaneously were ones for the record books and required a level of instant coordination and ingenuity rarely seen in the history of this department.*

- *FEMA and Coast Guard assistance was en route, but they didn't have the cash in hand to be able to purchase the mission essential fuel, water, medical supplies and items needed to repair supplies.*
- *That's when Base Boston Cash Team came into play. In a matter of days, the team's (b)(6) Brian Jackson, Tom Ivester and Ryan Warnke worked 'round the clock, expertly processing 212 checks in the total amount of nearly \$300, 000 for Coast Guard active duty members, reservists and civilian employees, as well as Coast Guard non-appropriated fund employees to purchase the life-sustaining necessities that would provide the basic necessities – including fuel and medical care – to support the humanitarian mission.*
- (b)(6) Brian, Tom and Ryan did not do what they did because it was easy or because they knew they would be getting an award; they stepped up because it was the right thing to do.
- That is what *leadership* is all about.
- (b)(6) Brian, Tom and Ryan – if you are here could you please rise?
IF THEY ARE THERE, YOU APPLAUD THEM // THEY ARE SEATED
- And just because I am curious – whether you were on Surge Capacity Force or were burning the midnight oil to help those folks on the ground – can I get anyone who supported Hurricane Response to stand up?
THEY STAND // YOU SMILE
- Please join me in a round of applause for these great leaders. Because leadership often comes in the form of caring and selflessness. And that is what you do.

YOU APPLAUD THEM // THEY ARE SEATED

Shaping the Future

- I would like to take a moment to discuss a Management-integrated priority that really dovetails into Leadership Year.
- The *Integrated Priorities* focus on cross-cutting initiatives to drive a more unified approach to supporting the DHS mission.

- “Shape the Future” focuses on the Management Directorate’s efforts to foster innovation, encourage responsible risk-taking, and collaborate across sectors so the Department can be positioned to take advantage of the next generation of systems and technology.
- This *Integrated Priority* includes our financial innovation efforts and pilot programs, streamlined hiring processes and job fairs, leadership in key interagency programs, and communication with our stakeholders, which includes Congress and the American taxpayer.
- Each day your MGMT counterparts in procurement, IT, human capital, security, and readiness and support are working together across lines of business to support mission.
- You may not see it, but the work never stops, just like in your organizations, where it’s hard to find time to celebrate your successes because when you close the book on one challenge, another challenge presents itself.
- But that is just the nature of our work. And as LEADERS, none of us would have it any other way!
- So allow me to take a moment to just congratulate you on some of the great accomplishments you as a community ran up during FY 2017 and the first half of FY 2018. You:
 - Developed budgets for three different budget years in a 6 month window of time: a proposed budget amendment package for 2017, the FY 2018 budget, and an accelerated RAP cycle for FY 2019-2023.
 - Provided the analytical and resource support to the construction of the Border Wall, which is key to securing our homeland from the flow of people and contraband that transnational criminal organizations depend upon.
 - Earned a fifth consecutive, clean financial audit, and as a result also earning the Department to receive its fifth consecutive CEAR (*pronounced* “SEE-er”) award for excellence in financial reporting from the Association of Government Accountants (AGA). That’s incredible!

- Collectively and successfully implemented the reporting of financial data under the DATA Act.
- I could go on and on. But that is why this event is so great—not only does it provide you with an opportunity to share knowledge and celebrate achievement, it has provided me with this wonderful opportunity to thank you all for the work you do.
- So while I am here, I hope that you will indulge a short leadership moment. So listen up:
 - While you are here, together, I **dare** you to put your cell phones on silent and not check your emails for a day or two.
 - While you are here, I **challenge** you learn new things and share ideas with people you have just met.
 - While you are here, I **encourage** you introduce to yourself to someone you only have spoken to on the phone, or a leader or someone you admire.
 - Most importantly, while you are here, I **hope** you take a moment to appreciate everything you have done to contribute to the success of your Component and your Department.
- And while **I am here**, I want to thank each and every one of you from the bottom of my heart for leading from where you are to do the right thing, every day, being accountable even when you think it may not matter, and making a difference in everything you do.

Conclusion

- Stacy, (b)(6)
Beryle, honored guests, friends, and colleagues, thank you for inviting me here today, and thank you for all you do to help us protect the homeland.
- Have a great symposium!



Day One Agenda: DHS OCFO Training Symposium and Award Ceremony

“Building a Leadership Lifestyle”

May 1, 2018

Washington Convention Center

9:00-10:00	CFO Awards for Excellence Ceremony/Symposium Registration
10:00-10:30	Award Winner Photo Session/Symposium Registration
10:30-10:40	Symposium Introduction and Welcome (b)(6) <i>Beryle Randall, Director of Workforce Development</i> <i>Stacy Marcott, Acting CFO</i>
10:40-11:00	Keynote: Leadership in Transition <i>Acting Deputy Secretary Claire Grady</i>
11:00-11:10	Leadership Program Recognition <i>Stacy Marcott, Acting CFO</i>
11:10-12:00	Taking Care of People...Too <i>David Weinberg, Kearney and Company</i>
12:00-12:10	Break/Transition to Breakout
12:10-1:00	Breakout Session 1 (Choose from 6 options)
1:00-2:00	Networking/Lunch
2:00-2:50	Breakout Session 2 (Choose from 6 options)
2:50-3:00	Break/Transition to Breakout
3:00-3:50	Breakout Session 3 (Choose from 6 options)
3:50-4:00	Break/Transition to Plenary
4:00-4:50	Plenary Session 1: Leadership Experiences (Partnership with ASMC) <i>Honorable Ricardo Aguilera, CFO-Federal Reserve Board</i>

NOTE: CPE Credit Authorization is completed at the end of each session

NOTE: This year’s DHS Training Symposium will feature content from the American Society of Military Comptrollers (ASMC)

Day One: May 1, 2018 Topic Description

Keynote (10:40-11:00)

Keynote: Leadership at DHS - Acting Deputy Secretary Claire Grady (Room 144)

Claire M. Grady became the Under Secretary for Management (USM) on August 8, 2017 and is currently serving as the Acting Deputy Secretary. She has more than 20 years of experience in acquisition, previously serving as the Director of Defense Procurement and Acquisition Policy for the Department of Defense (DOD). Prior to joining DOD, she served in several positions within DHS.

Plenary (11:10-12:00)

Taking Care of People...Too – Dave Weinberg, Kearney and Company (Room 144)

Laugh and learn in this second installment of the most important thing you do everyday! Taking Care of People...Too, reminds you of things you already know and probably do...but don't think about! Thinking about it will help you do it deliberately and improve upon it each day...

Plenary (4:00-4:50)

Leadership Experiences (Partnership with ASMC) – Honorable Ricardo Aguilera, CFO-Federal Reserve Board (Room 144)

Honorable Ricardo Aguilera will share his career experience and knowledge as well as personal lessons regarding leadership. He will discuss his experience as a financial manager working in and around the Department of Defense in senior career and political positions. Mr. Aguilera is the director of the Division of Financial Management and Chief Financial Officer at the Federal Reserve Board and was the former assistant secretary of the Air Force for Financial Management and Comptroller.

Breakout Session #1 (12:10-1:00)

Day in the Life of an ICE Agent (General Topic) – (b)(6) Joseph DiMeglio (Room 144)

An overview of U.S. Immigration and Customs Enforcement's (ICE) Homeland Security Investigations (HSI); its mission, global footprint and investigative authorities.

Fraud Risk (Audit/Internal Controls) – (b)(6) Yssa Smiley and Traci Billings (Room 143-A)

DHS OCFO Risk Management and Assurance will walk through current activities and planned actions for monitoring and evaluating fraud risk. Discussion will highlight the DHS' Department wide focus on the monitoring and evaluation of fraud risks across Components that may be pervasive, and determine the appropriate control activities to mitigate or reduce high fraud risks. This initiative will enable the Department to identify opportunities to standardize controls, create synergies where data analytics can be most effectively used to monitor high risk areas. In addition, DHS will continue to evolve and integrate the Enterprise Risk Management framework to further implement actions to address and respond efficiently to identify fraud risks.

Operating within your Budget (Panel) (Budget) – (b)(6) Todd Soloweigh, Eric Littlepage, Dylan Presman, Otis

(b)(6) Prince (Room 143-B)

This panel session will focus on the best practices used by various DHS components to manage limited and/or restricted resources under the current fiscal climate. The panel will discuss creative financing solutions that support the agency's mission without requesting more money, share budget saving strategies that may be used to offset unforeseen costs, and consider how best to change spending practices in an organization. Additionally, the panel will discuss how Continuing Resolutions (CR) impact spending and mission accomplishment.

Travel Management Issues and Overview (Panel) (Finance) – Panel: (b)(6) Linda Bers, James Baldwin,

(b)(6) Michelle King, Kayla Milligan and Samuel Fitzgerald (Room 143-C)

The DHS Travel Policy office will provide symposium participants an overview of travel management policies including overall DHS Travel Spend, Common Travel Issues, & a High Level View of Travel Card Management Principles. There will also be component travel SMEs available to answer specific questions.

DHS OPO Grants and Financial Assistance Division's Financial Assistance Risk Assessment Model (Financial Assistance) – (b)(6) Janet Bailey, Sean Lilly and Shareef Prater (Room 140-A)

Join the DHS Office of Procurement Operations, Grants and Financial Assistance Division (GFAD) for an informative session on its model for assessing risk in financial assistance. Grants management specialists and program managers will learn about GFAD's process for reviewing and assessing risks posed by potential grant applicants, and establishing the appropriate oversight priorities. You may want to incorporate this "best practice" model in your business process.

Federal Data Analytics Programs (Data Analytics) – (b)(6) Frank Brizzi and Robert King (Room 140-B)

As the CFO prepares for the next generation of analytics, the old fleet of Spreadsheets is being left behind and automation will take its place. Descriptive and predictive analytics are within reach and the CFO has built the foundation with Data Management and Governance strategies. The benefits of these future analytics will be presented as well as solutions for areas of opportunity and the path forward.

Breakout Session #2 (2:00-2:50)

Approaches to Data Analytics (Data Analytics) (Partnership with ASMC) – (b)(6) Little- OUSD Comptroller- ASMC (Room 144)

Data analytics technologies and techniques are widely used in commercial industries to enable organizations to make more-informed business decisions and by scientists and researchers to verify or disprove scientific models, theories and hypotheses. This session is a discussion with Data Analytics guru (b)(6) Little (US Census Bureau). (b)(6) Little will share how Data Analytics are incorporated into government business.

Servant Leadership for the Next Generation (Leadership) – (b)(6) Soud Habbas, Chief Operating Officer, Pyxeral Global (Room 143-A)

Leaders in every organization wrestle with how to wield power. If we aren't careful, we may find that we are using power authoritatively for personal gain and to manipulate others. The alternative to authoritative power is to use power to serve others. Servant Leadership doesn't neglect the use of power but uses it to serve, develop others, and lead our organizations toward shared purpose. All of us have the ability to use our power effectively and realizing the benefits of healthy organizational culture requires leaders who are capable of serving.

Overview of the Internal DHS Review and Clearance Process for Congressional Deliverables (Budget) – (b)(6) Crosby (Room 143-B)

This session will provide an overview of the DHS review and clearance process for congressional appropriations reports and questions for the record. The session will include why it is important to submit quality information in a timely manner, and some of the dos and don'ts of report writing, responding to questions, and preparing for briefings.

DHS's Service Provider Monitoring Requirements (Finance Topic) – (b)(6) Alyssa Smiley and Traci Billings (Room 143-C)

During fiscal year 2018, the Department is aiming to enhance our Department-wide coverage and plan to identify, document, monitor and report on service providers. This Department-wide effort has clearly identified milestones and standardized control checklists, for each Component to consistently evaluate existing service provider monitoring processes, as well as, requirements to formally document their respective processes. A heightened focus from targeted Components to conduct verification & validation efforts for previously remediated control gaps or to continue fixing identified areas of concern in order to effectively design and implement standardized Department internal controls. Discussion to include Component difficulties and current concerns or limitations with enhancing service provider monitoring going forward.

When to Take Enforcement Action in Financial Assistance (Suspension & Debarment) (Financial Assistance) – (b)(6) Denise Roberson and Michael Buckingham (Room 140-A)

Do you know when and how to take administrative action when financial assistance recipients pose a risk to the government? Grants management specialists and program managers should attend this workshop to enhance their knowledge of the DHS Suspension and Debarment process; when to refer a matter for consideration; and how to refer a package to the Suspension and Debarment Official. This session will help you determine if suspension and

debarment are the appropriate actions to take when recipients have violated financial obligations and financial assistance award terms and conditions. Bring your questions and be ready for an informative session.

PPBE Overview (Budget) – (b)(6) Michael Stough (Room 140-B)

Overview of how the Department's Planning, Programming, Budgeting, and Execution (PPBE) system ensures that annual resource allocation decisions and budget execution are tied strategy. And how performance management initiatives monitor, manage, and report the delivery of results to stakeholders and Congress, including performance reviews, the strategic review, and annual performance reporting. Will also discuss how the Department's requirements, acquisition, and resource allocation processes work in concert to inform deliberative resourcing decisions through the PPBE system.

Breakout Session #3 (3:00-3:50)

Implementing Enterprise Risk Management (Partnership with ASMC) (Audit/Internal Controls) – Panel: (b)(6) Regette Garchek, Doug Clift, Bureau of the Census, and (b)(6) Runnels (ASMC), moderating (Room 144)

DHS has responded to the momentum to apply the concept of risk management to federal agencies through the implementation of Enterprise Risk Management (ERM). This session will discuss the foundational efforts that have occurred in the Department to date and current initiatives to implement ERM and integrate the effort and results within the PPBE system.

DHS CFO New Leadership Programs and Career Development (General Topic) – (b)(6) Beryle Randal and (b)(6) Shah Grand (Room 143-A)

Three new Leadership Programs were developed as part of the FY17 Human Capital Strategy and designed to grow our leaders of the future. This session will discuss the content of the programs and application process. It will also address the use of Career Path Guides, HQ Training Program, Certification Reimbursement, and other developmental programs available through HQ.

Data Act and other HQ Financial Data Collection Efforts (Finance) – (b)(6) Fleming and Frank Brizzi (Room 143-B)

On May 9, 2014, President Obama signed the Digital Accountability and Transparency Act of 2014 (DATA Act), which requires the Department to report obligations by: 1) appropriation, program activity, object class and 2) procurement and financial assistance award ID. Further, the act requires linking of financial, procurement, and financial assistance data by award ID. Since the passing of the act, DHS has successfully submitted Q2–Q4 2017 and Q1 2018 data to Treasury and received accolades from both Treasury and OMB for its implementation efforts. While the Department's current focus is on data quality improvement and internal controls, efforts are underway for further data collection and an enterprise-wide consolidated data repository.

User Fee Collections (Panel) (Budget) – (b)(6) hael Gambone and Anthony T. Tozzolo (Tony) (Room 143-C)

There are considerable differences in the operational management of fee programs across DHS. Most fee programs are decentralized at the component level. This session provides an overview of contrasting fee programs at three DHS components (CBP, TSA, and USCIS). It offers an overview of each component's fee review process with further insight into the underlying authorities and methodologies used to establish and manage user fees.

Impacts of Cost Analysis Updates added to FMPM (LCCE RB, ICAs APB, etc.) – (b)(6) Thomas (Tom) DuPre (Room 140-A)

Recent updates to the FMPM Chapter 9 now includes cost estimating as part of the policy. This update makes the DHS Cost Estimating Handbook part of the official policy for financial management. This presentation will discuss the impacts of the updates to the financial management acquisition community.

Professional Organizations for CFO Community (General Topic) (b)(6) Katy Silver AGA's Director of Professional Certification, (b)(6) Mark Tolbert & Susan Schwartz Project Management Institute (b)(6) Delie C. Kirsch, Association of Certified Fraud Examiners, (b)(6) a Thomas – (Room 140-B)

Do you know the value of professional organizations and their certifications on your career? Learn more from Association of Government Accountants (AGA), Project Management Institute (PMI), Association of Certified Fraud Examiners (ACFE) representatives as they explain the benefits professional organization has on the financial management community.



Day Two Agenda: DHS OCFO Training Symposium

“Building a Leadership Lifestyle”

May 2, 2018

Washington Convention Center

8:00-9:00	Registration
9:00-9:50	A Motivated Leader (b)(6) <i>Jim Writer, CMSgt (retired), United States Air Force</i>
9:50-10:00	Break/Transition to Breakout
10:00-10:50	Breakout Session 1 (Choose from 6 options)
10:50-11:00	Break/Transition to Breakout
11:00-11:50	Breakout Session 2 (Choose from 6 options)
11:50-12:50	Networking/Lunch
12:50-1:40	Breakout Session 3 (Choose from 6 options)
1:40-1:50	Break/Transition to Breakout
1:50-2:40	Breakout Session 4 (Choose from 6 options)
2:40-2:50	Break/Transition to Plenary
2:50-3:40	Taking Care of Customers <i>Dave Weinberg, Kearney and Company</i>
3:40-3:50	Symposium Closing Remarks (b)(6) <i>Stacy Marcott, Acting Chief Financial Officer</i>

NOTE: CPE Credit Registration is completed at the end of each session

Day Two: May 2, 2018 Topic Description

Plenary (9:00-9:50)

A Motivated Leader—(b)(6) Writer, CMSgt (retired), United States Air Force (Room 144)

Chief Master Sergeant (retired) (b)(6) Writer is the former Executive for Enlisted Matters for the Secretary of the Air Force for Financial Management. In this plenary session he will provide lessons learned from his experience as a leader in the United States Air Force.

Plenary (2:50-3:40)

Taking Care of Customers— Dave Weinberg, Kearney and Company (Room 144)

This presentation will walk you through a simple to use, simple to understand list of fun-filled anecdotes that you can use in everyday life. Mr. Weinberg is funny and spirited and will energize you. In fact, the lessons you'll take away will help shape your leadership style and how you deal with people both at work and at home. Taking care of people is important. Learn what it means so you can do it deliberately and improve upon it every day. Listen, learn and laugh with this high-energy presentation that will leave you wanting more!

Breakout Session #1 (10:00-10:50)

Leadership Challenge (Leadership) - (b)(6) Mary Peterman (Room 144)

“The Leadership Challenge” is a global campaign to liberate the leader in everyone. We believe that teams, businesses—and even the world—get better when ordinary people enable those around them to achieve extraordinary things. This session will provide a high level overview of the leadership challenge and the Leadership Practices Inventory, providing an exciting introduction to attendees to unleash the powerful leader in themselves.

DHS Agency Reform Plan (General Topic) – (b)(6) Bridgette Garchek (Room 143-A)

DHS delivered the DHS Agency Reform Plan (DARP) to OMB in September, 2017 in response to Executive Order 13781 which included a series of Component and interagency initiatives. This topic will introduce the future of reform and the potential to achieve results for DHS in order to improve the efficiency, effectiveness, and accountability of the federal government.

PPBE Overview (Budget) – (b)(6) Michael Stough (Room 143-B)

Overview of how the Department’s Planning, Programming, Budgeting, and Execution (PPBE) system ensures that annual resource allocation decisions and budget execution are tied strategy. And how performance management initiatives monitor, manage, and report the delivery of results to stakeholders and Congress, including performance reviews, the strategic review, and annual performance reporting. Will also discuss how the Department’s requirements, acquisition, and resource allocation processes work in concert to inform deliberative resourcing decisions through the PPBE system.

Get SMART About SmartPay 3 (Finance) – (b)(6) Robert Taylor (Room 143-C)

DHS transitions the charge card program (all 240,000 cards!) to a new bank this November. Learn how this impacts purchase, travel, and fleet card programs and you with the Who, What, When, Where, and Why of this billion dollar program transition.

Ask a Grants Attorney: Financial Assistance under a Continuing Resolution (Financial Assistance) – (b)(6) Jan Corle (Room 140-A)

This year’s installment of “Ask a Grants Attorney,” will give grants management specialists and program managers the opportunity to understand continuing resolutions and their legal impacts on the Department of Homeland Security’s (DHS) grant programs. Are you still mystified by continuing resolutions and the implications of a lapse in appropriations for DHS’ grant programs? Do you know how to address legal issues related to continuing resolutions, such as problems related to new starts and grant funding restrictions under a short term continuing resolution? Come ready to ask these and other questions of the Department’s grants attorney.

Cost Analysis Influence on Unified Views of Investment (Cost Estimating) – (b)(6)(c) Peralta (Room 140-B)

How does cost analysis help with the Unified Views of Investment and how can it help senior leaders understand the current progress of the program and how “healthy” it is in their financial performance.

Breakout Session #2 (11:00-11:50)

Financial Management in the 21st Century (Panel) (Finance) – (b)(6) Adam Goldberg, Treasury Bureau of Fiscal Service, Office of Financial Innovation and Transformation; (b)(6) Rea Sampanis and Dorsy Yoffy, GSA Unified Shared Services Management Office; (b)(6) Christine Rodriguez (Room 144)

We've been talking about shared services for financial management for years and DHS is definitely a part of the conversation. Hear from the experts from Treasury and the Unified Shared Services Management Office as well as our own DHS Financial Systems Modernization Joint Program Management Office on what the long term vision for financial management is and how we are getting there.

OCHCO Leadership Programs (Leadership) – (b)(6) Ash Ennis, DHS/Learning & Development Institute (Room 143-A)

OCHCO will share their development programs such as Emerging Leaders and Cornerstone and other leadership and development opportunities they offer.

Writing Defendable Congressional Justifications (Budget) – (b)(6) Andy Clayton and Erin Dorritie (Room 143-B)

This session discusses best practices for organizing and writing defensible Congressional Justifications; with a focus on budget data transparency through exhibits and justifying the request with compelling narrative. The session will include lessons learned during the Common Appropriation Structure transition and feedback from Congressional appropriations staff, Office of Management and Budget examiners, and Departmental Budget Division staff during the Congressional Justification build process.

Financial Implication During & Post Hurricane Seasons (General Topic) – (b)(6) Avery Olyer and David

(b)(6) Williams (Room 143-C)

Financial Operations and FEMA will share the financial implications of the hurricane relief efforts during the Surge and Post hurricane season impacts and how it affected the budget. They will discuss the Management Assignment process, training, personnel, and movement cost associated with Pre-hurricane planning. Then they will also share the reconciliation and reimbursement process that happens during post season.

Organizational Performance Management in the Department of Homeland Security (Financial Assistance) – (b)(6) Michael Stough (Room 140-A)

Are you a small fish as a grants management specialist and program manager in the big Department of Homeland Security's (DHS) performance management pond? Be prepared to learn how effective performance management helps the federal government improve outcomes in areas that affect nearly every aspect of Americans lives, including homeland security. The Government Performance and Results Act Modernization Act (GPRAMA) legislation passed by Congress is the “roadmap” for driving continued maturity of performance management efforts in the federal government. This session will provide an overview of the new initiatives that GPRAMA introduced to the federal performance framework, and also inform you on DHS implementation of these initiatives.

CAD Presents: A Retrospective on Agile Cost Estimating and the Elementary Function Point Methodology (Cost Estimating) – (b)(6) Reese (Ty) Johnson (Room 140-B)

DHS Office of the Chief Financial Officer / Cost Analysis Division investigated best practices specific to estimating IT / Software Development intensive acquisition programs. The objective of the study centered on agile cost estimating methodologies to predict software sizing parameters using acquisition documents. It will step through phases of the assignment shepherded, industry and government agency's approaches, acquisition documents analyzed and sampled tested, as well as, sample software sizing tutorial. Problem Statement: How should cost estimators predict the size of the effort to achieve the intended capability of an acquisition program?

Breakout Session #3 (12:50-1:40)

Surge Capacity Force Lessons Learned (General Topic) – (b)(6) Patrick L. Hernandez (Room 144)

This past year the SURGE Capacity Force team was very busy with a number of Hurricane Relief efforts throughout the United States. In this session, you will hear from the Federal Coordinating Officer from FEMA on how FEMA organized each event and the lessons learned. You will also hear about the experience from the volunteers who deployed.

Own Your Audit! Best Practices and Lessons Learned (Panel) (Audit/Internal Controls) – Panel: (b)(6) k (b)(6) Rose, Sarah Roberts, and Greg Teets (Room 143-A)

Hear from your peers on best practices and lessons learned in communicating with our external auditors to demonstrate progress and downgrade internal control weaknesses.

Congressional Budget Panel (Budget) – Chris Romig, House Appropriations Subcommittee on Homeland Security and Drenan Dudley, Senate Appropriations Subcommittee on Homeland Security (Room 143-B)

Congressional staffers will share insights on the budget review process.

Using Data Analytics Programs for Internal Control (Panel) (Data Analytics) – USCG - (b)(6) CDR Matt (b)(6) Manofsky, PWC - (b)(6) Harrison, PWC - (b)(6) Ford Donnelly, Treasury - (b)(6) Ryan Schaedig, and Treasury - (b)(6) Nathan (b)(6) (Room 143-C)

Panel will include members from the United States Coast Guard, PricewaterhouseCoopers, and the Department of Treasury to discuss service available as well as past experiences with implementing Data Analytics to assist in Internal Control. Data Analytics offers many new and exciting avenues for assisting with internal control, from designing alternate testing methodologies to implementing complete and automated monitoring controls to assist with complex business processes. The panel members will highlight how they have personally used data analytics in such manners while also offering insight and fielding questions regarding how data analytics could be implemented and utilized to greater assist the Department in the future.

OIG Financial Assistance Audit Tips: Lessons Learned from Auditing Federal Disasters and other DHS Programs and Operations (Financial Assistance) – (b)(6) Jill Wood (Room 140-A)

Discover valuable Department of Homeland Security's (DHS) Office of Inspector General (OIG) financial assistance audit tips that will help you manage your programs. You will learn how the DHS Office of Audits seeks out best practices to improve the effectiveness and efficiency of DHS components, and helps grants management specialists, and program managers achieve the desired results and operate in accordance with laws and regulations. OIG lessons learned from auditing federal disasters and other DHS Programs will enhance your knowledge of the most common audit findings, and encourage you to be proactive. The DHS OIG Office of Audits wants to hear from you so bring your questions.

Work-Life Balance-Worklife4You Program (General Topic) – (b)(6) Kier Maxwell (Room 140-B)

Work/Life balance is critical for the health and well-being of employees as they respond to the competing demands of home and work responsibilities. This fun, hilarious, and interactive session will rival the popular game show, Family Feud, as it teaches participants about research based strategies and resources to help balance one's personal and professional life. Watch and play along as two teams vie to name the most popular work/life responses. An ongoing workgroup to advise and inform the development of the FY 2018 budget exhibits will be sought.

Breakout Session #4 (1:50-2:40)

Day in the Life of an ICE Agent (General Topic) – (b)(6) Joseph DiMeglio (Room 144)

An overview of U.S. Immigration and Customs Enforcement's (ICE) Homeland Security Investigations (HSI); its mission, global footprint and investigative authorities.

CFO System Sustainment Testing/Requirement (Attachment R) and System Owner Responsibility and the Impact on A-123 Testing-Current (Audit/Internal Controls) – (b)(6) *Matu Abdullah and Rebecca Shoustal* (Room 143-A)

A spirited discussion regarding the compliance framework for CFO Designated Systems, which supports the annual assessment requirements of OMB Circulars A-123 and A-130. The responsibilities of the CFO (Internal Controls) and CIO (Information Security) offices will be addressed.

Automating the Monthly Execution Report and Review of Monthly Obligation Plan (Budget) – (b)(6) *Kevin and Margaret Mergen* (Room 143-B)

This session discusses the steps necessary to fully automate the Monthly Execution Report (MER) directly from the DHS Treasury Information Executive Repository (DHSTIER). Additionally, this session will discuss the updated Monthly Obligation Plan template and the benefits of the new automated process.

Looking Ahead: Treasury's Financial Management Roadmap (Panel) (Finance) – (b)(6) *John Hill*, Assistant Commissioner, Office of Financial Innovation and Transformation, (b)(6) *Matthew Miller*, Assistant Commissioner, Fiscal Accounting, (b)(6) *Rin Jackson*, Deputy Assistant Commissioner, Payment Management, (b)(6) *Welli McDaniel*, Assistant Commissioner, Revenue Collections Management, (b)(6) *Alyssa Riedl*, Acting Deputy Assistant Commissioner, Debt Management Services (Room 143-C)

Increasingly federal agencies across the nation are working in concert to lead, transform and deliver financial management innovations. Hear from experts at the U.S. Department of the Treasury's Bureau of the Fiscal Service to gain a strategic update on the government's federal financial management initiatives. Executive leaders will share their insights into central and shared services, electronic commerce, data integrity and transparency, and how the fiscal service engages the financial management community to lead into the future.

Best Practices for Recruiting and Sustaining a Successful Workforce (General Topic) – (b)(6) *Robert Parsons*, (b)(6) *Anton Brown*, *Lindley Maloy* (Room 140-A)

Getting the most valuable applicants to fill vacancies can dramatically increase retention among hired employees, especially when workforce trends have illustrated that new employees may not remain with the same agency for their entire careers. To increase the return on an organization's employment investment, an agency's strategies, processes and plans must provide for the continued growth and development of its employees. ICE will share its recruitment and retention efforts for a better and sustained workforce.

Best Practices in Data Visualization for Decision Support (Data Analytics) – (b)(6) *Mitsn Nelms* (Room 140-B)

This presentation explores the use of data visualization techniques to enhance management decision making. It will provide key data visualization tips and best practices – including when, why, and how to use a variety of graphical displays through Visio, Excel, and Tableau.

CFO Awards Ceremony/Training Symposium

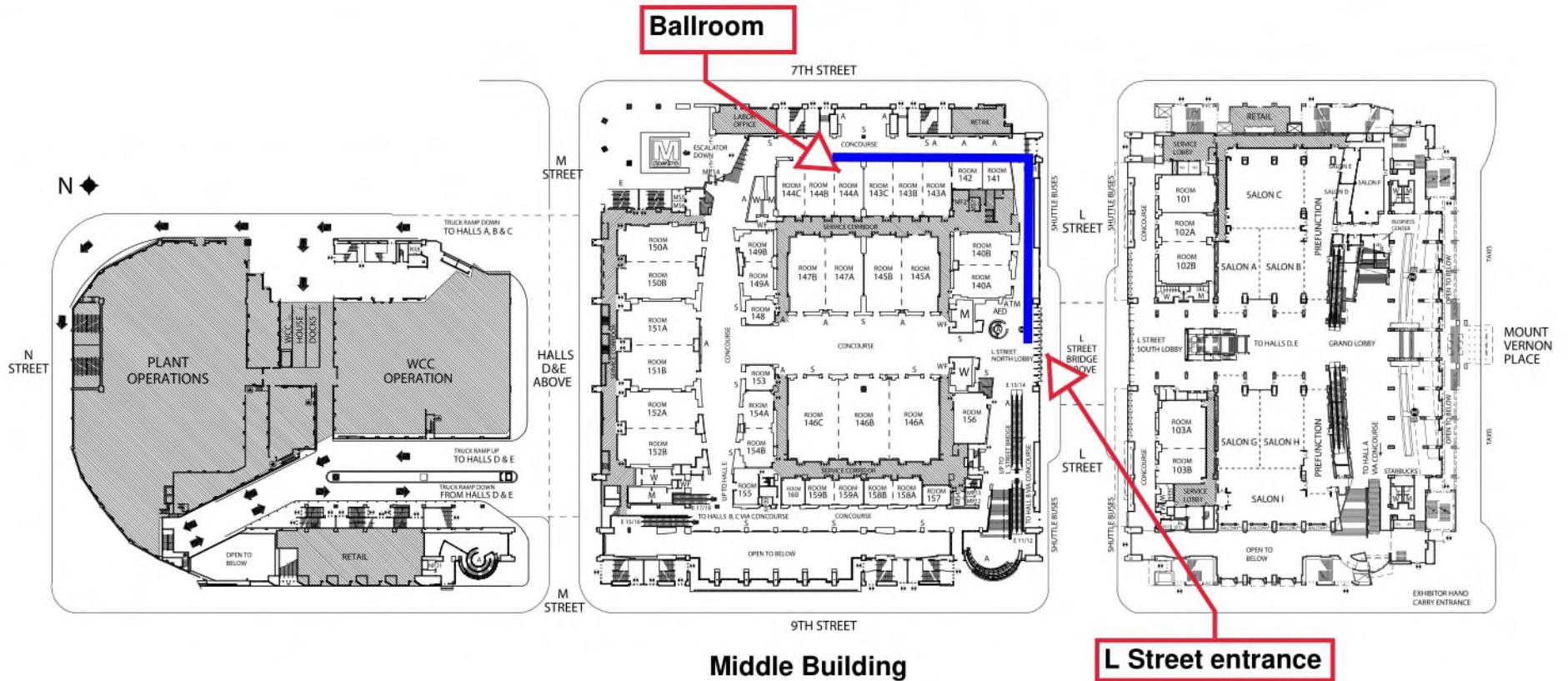
May 1-2, 2018

Walter E. Washington Convention Center
801 Mount Vernon Pl., NW, 20001

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BUILDING LEGEND

■ - COLUMNS	T - TELEPHONES	ELEVATOR LEGEND	LINETYPE LEGEND
W - WOMEN'S RESTROOM	S - STROBES	BUILDING TYPE	ROLL-UP DOORS
M - MEN'S RESTROOM	F - FIRE EXTINGUISHER CABINET	S - SOUTH	M - MIDDLE
E - ESCALATOR	A - ART	N - NORTH	N - NORTH
(M) - CONCESSIONS	WF - WATER FOUNTAIN	ELEVATOR TYPE	— AIRWALLS
ME - MECHANICAL AREAS	TH - THERMOSTAT	F - FREIGHT ELEVATOR	--- LOW CEILING
EXIT - EXIT	ATM - AUTOMATIC TELLER MACHINE	P - PASSENGER ELEVATOR	--- SKYFOLD AIRWALLS
WiFi - WIFI	AED - AUTOMATIC EXTERNAL DEFIBRILLATORS	S - SERVICE ELEVATOR	
		EXAMPLE: MP16=MIDDLE PASSENGER ELEVATOR #16	



DHS OCFO SYMPOSIUM: KEYNOTE REMARKS
Participant List (Invited)

Claire Grady, Acting Deputy Secretary
Chip Fulghum, Deputy Under Secretary for Management

From OCFO:

Stacy Marcott, Acting Chief Financial Officer, MGMT
(b)(6) Phil Nowak, Chief of Staff, MGMT/OCFO
(b)(6) Beryle Randall, Director, OCFO Workforce Development Division, MGMT/OCFO
(b)(6) Frae Watkins, Director, Financial Operations Division, MGMT/OCFO
(b)(6) Ben Blume, Director, Budget Division, MGMT/OCFO
(b)(6) Jeff Bobich, Director, Financial Management Division, MGMT/OCFO
(b)(6) Michael Stough, Director, Plans, Analysis & Evaluation Division, MGMT/OCFO
(b)(6) Crumacker, Director, GAO-OIG Division, MGMT/OCFO
(b)(6) Frank Brizzi, Director, Resource Management Transformation Division, MGMT/OCFO
(b)(6) Katie Geier-Noreiga, Director, Cost Analysis Division, MGMT/OCFO
(b)(6) Far Fahmy, (Acting) Director, Assistance Policy and Oversight Division, MGMT/OCFO
(b)(6) Kristine Rodriguez, Program Manager, JPMO, MGMT/OCFO

Component CFOs:

(b)(6) Samuel Grable, CBP CFO
(b)(6) Patrick Moore, CWMD CFO
(b)(6) Ivy Comans, FEMA CFO
(b)(6) Donald Lewis, FLETC CFO
(b)(6) Ruth Jones, I&A CFO
(b)(6) Steve Roncone, ICE CFO
(b)(6) Nathan Carver, NPPD CFO
(b)(6) Raul Castro, OPS CFO
(b)(6) Carol Cribbs, C&T CFO
(b)(6) Pat Rose, TSA CFO
(b)(6) Moore, USCIS CFO
(b)(6) ML Tiongson, USCG CFO
(b)(6) Wendolyn Sykes, USSS CFO

VIPs:

(b)(6) Andrew Maner, Former CFO, DHS
(b)(6) Dave Norquist, Former CFO, DHS
(b)(6) Peggy Sherry, Former CFO, DHS

BLUE MASS
May 1, 2018

Objective:

- Attend the 24th Annual Blue Mass to show your support for local, state, and federal law enforcement officers and to honor those who died in the line of duty.
 - Although you do not have a speaking role, your attendance will convey your and the Department's gratitude for law enforcement officers' service.
 - This Mass is the beginning of a series of engagements in which you will participate during National Police Week.

Agenda:

- This event consists of a procession into Saint Patrick's Catholic Church, followed by a Mass.
 - You will not directly participate in these events; however, you will be seated in a pre-designated section at the front of the church, next to other senior U.S. Government officials, including Secretary Nielsen.
 - Assistant Secretary for Partnership and Engagement John Hill also will attend; however, he will likely not be seated in your section of the church.

Key Messages

Demonstrate the Department's commitment to supporting local, state, and federal law enforcement officers.

Honor fallen law enforcement officers and thank current officers for their service.

Key Issues:

DHS Priorities for Meeting:

- Your attendance at the Blue Mass, a signature National Police Week event, communicates your and the Department's support for law enforcement.
 - If you do interact with guests, express your appreciation for the important role local, state, and federal law enforcement officers play in public safety and acknowledge the sacrifices they make to ensure our Nation's security.
 - Express condolences for the fallen officers, acknowledging they made the ultimate sacrifice to protect their communities.
 - If asked, you also will be attending DHS's Police Week memorial services, hosted by CBP, FPS, ICE, and USSS, as well as speaking at the National Candlelight Vigil.

History:

Annual Blue Mass:

- The Blue Mass tradition started in 1934 and was revitalized 21 years ago. The Mass brings people together to remember and pray for those in the law enforcement and public safety community who have fallen in the line of duty.
- Before the Mass, hundreds of law enforcement officers and public safety officials gather outside in the street for the solemn processional into St. Patrick's Church. Units from

Federal, state, and local jurisdictions gather in formation to pass under an American flag hung over the street by two fire ladder trucks.

- The Blue Mass has been attended by DHS senior leadership in the past, including former DHS Secretary Kelly, ICE Acting Director Homan, USSS Director Alles, and CBP Commissioner Kevin McAleenan.

National Police Week:

- National Police Week is a series of planned events held in Washington, DC and communities across the country to honor those who have lost their lives in the line of duty.
- Police Week draws approximately 25,000 to 40,000 people to Washington, DC. This year's National Police Week will take place from May 13-19, 2018; however, the Blue Mass will take place slightly earlier in the month.
- Additional signature Police Week events in Washington, DC include the 30th Annual National Law Enforcement Officers Memorial Fund (NLEOMF) Candlelight Vigil (May 13) and 37th National Peace Officers' Memorial Service (May 15). You also will attend a series of memorial events hosted by DHS Components to honor the Department's fallen officers.
 - You have accepted an invitation to provide keynote remarks at the Candlelight Vigil. An invitation to participate in the National Peace Officers' Memorial Service is pending.

Fallen Law Enforcement Officers:

- According to the NLEOMF, in 2017, 128 law enforcement officers were killed in the line of duty. The most common causes of death were gunfire (46) and automobile accidents (31).
 - Two of these officers were from DHS Components: CBP Patrol Agents Rogelio Martinez and Isaac Morales who died on November 19 and May 24, 2017, respectively (see **Attachment A**).

National Law Enforcement Officers Memorial:

- The National Law Enforcement Officers Memorial was dedicated on October 15, 1991, to honor federal, state, and local law enforcement officers who have made the ultimate sacrifice for the safety and protection of our Nation and its people.
- The Memorial Wall is engraved with the names of more than 21,000 officers who have been killed in the line of duty throughout U.S. history, dating back to the first known death in 1791. Unlike other memorials in Washington, DC, the National Law Enforcement Officers Memorial is ever-changing: new names of fallen officers are added to the monument each Spring, in conjunction with National Police Week.
- This year, 360 names will be added to the Memorial Wall, including three DHS fallen officers (see **Attachment B**).
 - Note that the number of names added to the Memorial Wall this year (360) exceeds the number of officers killed in the line of duty in 2017 (128). This discrepancy is due to NLEOMF's process for adding names to the Memorial. Every year, NLEOMF retroactively adds the names of officers determined to have died in the line of duty through historical research and testimony by families. For example, if NLEOMF discovers the name of an officer who died in the line of duty in 1881 but whose name is not included on the Memorial Wall, his or her name will be added the following year.

Logistics:

- This event will take place at Saint Patrick’s Catholic Church and will be **open press**.
- You will arrive at the church at 11:50 a.m., approximately 10 minutes before the Mass.
- You will have the opportunity to briefly view the honor guards and pipes bands in the street before proceeding into the church.
- Once inside, you will take your seat in the pre-designated location in the front rows of the church.
- The Processional will begin at noon, followed by the Mass that will begin at 12:10 p.m. and conclude at 1:15 p.m. Once the Mass ends, you will depart.

Attachments:

- A. DHS Fallen Officers to Be Honored During Police Week
- B. The 360 Officers to Be Honored During 2018 Police Week
- C. Flow of Show

Staff Responsible for Briefing Memo: (b)(6) David Hampton, Senior Policy Analyst, (b)(6) 868-0201.

Reviewed and approved by: John Hill, Assistant Secretary for Partnership and Engagement, (b)(6) 612-1618.

OGC Reviewer: (b)(6) John Cox, Deputy Chief of Staff, (b)(6) 447-5336.

BLUE MASS
DHS Fallen Officers To Be Honored During Police Week

Officer Dwight Bernard Blackman, Jr.

Office of Field Operations, U.S. Customs and Border Protection

Memorial Panel/Line: 43-E: 30

EOW: August 7, 2015

On August 7, 2015, Officer Blackman died in a motorcycle crash in Florida. While he was traveling from home to work, a nearby vehicle pulled in front of Officer Blackman's motorcycle. He died from injuries sustained during the crash.

Note: Although Officer Blackman died in 2015, his name will be added to the Memorial Wall this year because his death was retroactively determined to be in the line of duty.

Agent Isaac Morales

U.S. Border Patrol, U.S. Customs and Border Protection

Memorial Panel/Line: 44-E: 30

EOW: May 24, 2017

On May 20, 2017, while off-duty in El Paso, Texas, Border Patrol Agent Isaac Morales was confronted by an assailant with a knife. Agent Morales identified himself as a law enforcement officer, and while attempting to disarm the assailant, Agent Morales was stabbed multiple times. Agent Morales succumbed to his injuries four days later, passing away on May 24, 2017. The killer was arrested and charged with murder.

Border Patrol Agent Morales was 30 years old and assigned to the Ysleta Station in the El Paso Sector. He entered on duty with the U.S. Border Patrol on February 18, 2008, as a member of Academy Class 749. Agent Morales is survived by his parents, his brother, his sisters, and his girlfriend.

Agent Rogelio Martinez

U.S. Border Patrol, U.S. Customs and Border Protection

Memorial Panel/Line: 8-W: 31

EOW: November 19, 2017

On November 19, 2017, Border Patrol Agent Rogelio Martinez died as the result of critical injuries he suffered while on patrol near Van Horn, Texas.

Agent Martinez entered on duty with the U.S. Border Patrol on August 12, 2013, as a member of Academy Class 1018. Agent Martinez was 36 years old and assigned to the Van Horn Station in the Big Bend Sector. He is survived by his parents, brothers, son, fiancée, and her children.



HONORING 360 AMERICAN LAW ENFORCEMENT HEROES

Officer Name	Department	End of Watch
ALABAMA		
BENJAMIN LAWRENCE O'BRYANT	Calhoun County, Alabama, S.O.	10/06/1918
JAMES DURAND	Hobson City, Alabama, P.D.	01/22/1909
SEABORN J CROOK	Jacksonville, Alabama, P.D.	08/16/1881
JOHN S HARRINGTON	Monroe County, Alabama, S.O.	06/30/1902
ARIZONA		
ALFRED MOORE	Arizona Dept. of Liquor Control	11/28/1965
PAUL LAZINSKY	El Mirage, Arizona, P.D.	12/12/2017
RUPERT M HOPKINS	Pima County, Arizona, S.O.	12/18/1950
ARKANSAS		
TIMOTHY ALLEN BRADEN	Drew County, Arkansas, S.O.	08/24/2017
PATRICK NEAL WEATHERFORD	Newport, Arkansas, P.D.	06/12/2017
KEITH BERNARD BRADFORD SR	Turrell, Arkansas, P.D.	04/02/2014
KEVIN C MAINHART	Yell County, Arkansas, S.O.	05/11/2017
CALIFORNIA		
MICHAEL ROBERT FOLEY	Alameda County, California, S.O.	02/23/2017
LUCAS FORREST CHELLEW	California Highway Patrol	02/22/2017
ANDREW JOSEPH CAMILLERI SR	California Highway Patrol	12/24/2017
ROBERT PAUL RUMFELT	Lake County, California, S.O.	08/22/2017
MURRAY F OLSEN	Los Angeles County, California, Office of Public Safety	03/09/1975
LOUIS ALLINSON	Los Angeles County, California, S.O.	03/27/1915
ROBERT ALLAN FRENCH	Sacramento County, California, S.O.	08/30/2017
JASON ALLEN GARNER	Stanislaus County, California, S.O.	05/13/2017
MAURICE WILLIAM HALLORAN	Vernon, California, P.D.	11/15/1913
KEITH WAYNE BOYER	Whittier, California, P.D.	02/20/2017
COLORADO		
MOLLY TYLER	Colorado State Patrol	11/23/2012
ZACKARI SPURLOCK PARRISH III	Douglas County, Colorado, S.O.	12/31/2017
DELAWARE		
STEVEN ROMELL FLOYD SR	Delaware Department of Correction	02/02/2017
STEPHEN JAMELLE BALLARD	Delaware State Police	04/26/2017
THOMAS JOHN HANNON SR	Dover, Delaware, P.D.	09/01/2017

FLORIDA		
STEVE R BENNETT	Bradenton, Florida, P.D.	02/05/1934
JOE WILLIAM HEDDY JR	Escambia County, Florida, Corrections	06/17/2017
JOSHUA S MONTAAD	Florida Dept. of Agriculture	06/06/2017
WILLIAM TRAMPAS BISHOP	Florida Highway Patrol	06/17/2017
JULIE ANN ENGLAND BRIDGES	Hardee County, Florida, S.O.	09/10/2017
MATTHEW SCOTT BAXTER	Kissimmee, Florida, P.D.	08/18/2017
RICHARD SAMUEL HOWARD III	Kissimmee, Florida, P.D.	08/19/2017
NORMAN CECIL LEWIS	Orange County, Florida, S.O.	01/09/2017
DEBRA LUCINDA CLAYTON	Orlando, Florida, P.D.	01/09/2017
BENJAMIN J CARROLL	Wildwood, Florida, P.D.	12/29/1947
GEORGIA		
CHRISTOPHER JAMES MONICA	Georgia Department of Corrections	06/13/2017
CURTIS B BILLUE	Georgia Department of Corrections	06/13/2017
TOURE NKRUMAH HEYWOOD	Georgia State University, P.D.	05/28/2015
MICHAEL CHRISTOPHER BUTLER	Lowndes County, Georgia, S.O.	02/25/2017
JULIAN REED PALMER	Moultrie, Georgia, P.D.	08/23/1934
KRISTEN NICOLE HEARNE	Polk County, Georgia, P.D.	09/29/2017
W RICHARD DUNCAN	Richmond County, Georgia, C.O.	02/03/1913
GREGORY MICHAEL MEAGHER	Richmond County, Georgia, S.O.	02/05/2017
JAMES MARTIN WALLACE	Richmond County, Georgia, S.O.	11/02/2017
JOHN KIMMEY	Sumter County, Georgia, S.O.	12/11/1839
ILLINOIS		
RAYMOND ANTHONY MURRELL	Bloomington, Illinois, P.D.	01/19/2017
BERNARD W DOMAGALA	Chicago, Illinois, P.D.	09/05/2017
ANDRE VAN VEGTEN	Chicago, Illinois, P.D.	11/02/2017
PATRICK CROWLEY	Hodgkins, Illinois, P.D.	06/13/1909
RYAN MATTHEW ALBIN	Illinois State Police	06/28/2017
JAIMIE JOSEPH ALAN COX	Rockford, Illinois, P.D.	11/05/2017
KEVIN JOSEPH BREWER	Will County, Illinois, S.O.	10/14/2017
INDIANA		
ANDREW DILLON	Haughville, Indianapolis, M.O.	16/28/1890
JOHN WATTERSON	Indianapolis, Indiana, Merchant Police	12/23/1893
AARON WILLIAM ALLAN	Southport, Indiana, P.D.	07/27/2017
HARRISON B WELLS	Vincennes, Indiana, P.D.	08/08/1905
IOWA		
MARK JASON BURBRIDGE	Pottawattamie County, Iowa, S.O.	05/01/2017
KENTUCKY		
JAMES SIMPSON HARRISON	Jefferson County, Kentucky, C.O.	08/02/1881
DAVID RAY GIBBS	Kentucky State Police	08/07/2015
NICHOLAS ANICETO RODMAN	Louisville Metro, Kentucky, P.D.	03/29/2017

LOUISIANA		
ROBERT CLEVELAND JOHNSON	Rapides Parish, Louisiana, S.O.	05/31/2016
DONNA WEEMS LEBLANC	West Baton Rouge Parish, Louisiana, S.O.	09/27/2016
MICHAEL DAVID LOUVIERE	Westwego, Louisiana, P.D.	01/20/2017
SHAWN THOMAS ANDERSON	East Baton Rouge Parish, Louisiana, S.O.	03/18/2017
JUSTIN LEVI BEARD	Ouachita Parish, Louisiana, S.O.	04/30/2017
MICHAEL PAUL MIDDLEBROOK	Lafayette, Louisiana, P.D.	10/01/2017
MARCUS ANTHONY MCNEIL	New Orleans, Louisiana, P.D.	10/13/2017
MAINE		
NATHAN MICHAEL DESJARDINS	Fryeburg, Maine, P.D.	06/06/2017
CHRISTOPHER M GARDNER	University of Maine, P.D.	11/15/2016
MARYLAND		
SEAN MATTHEW SUITER	Baltimore City, Maryland, P.D.	11/16/2017
SANDER BENJAMIN COHEN	Office of the State Fire Marshal, Maryland	12/08/2017
MASSACHUSETTS		
SETH A NOYES	Boston, Massachusetts, P.D.	10/18/1870
RAYMOND P CIMINO	Chelsea, Massachusetts, P.D.	02/28/1985
JEREMIAH JOSEPH O'CONNOR	Lawrence, Massachusetts, P.D.	11/14/1950
FREDERICK ALOYSIUS BELL	Newton, Massachusetts, P.D.	09/05/1954
JOHN JOSEPH SHANAHAN	Revere, Massachusetts, P.D.	11/19/1928
MICHIGAN		
ALLEN SCRIBNER	Chippewa County, Michigan, S.O.	06/06/1913
JAMES SUTTON	Chippewa County, Michigan, S.O.	06/06/1913
DONALD OLSON KIMBROUGH	Detroit, Michigan, P.D.	12/07/2017
RYAN KEITH SETTLEMOIR	Madison Heights, Michigan, P.D.	06/12/2009
TIMOTHY JAMES O'NEILL	Michigan State Police	09/20/2017
JOSIAH COATES HAZELTINE	Muskegon County, Michigan, S.O.	11/15/1908
JONATHAN WILLIAM RAYMOND GINKA	Norton Shores, Michigan, P.D.	05/10/2017
ERIC BRIAN OVERALL	Oakland County, Michigan, S.O.	11/23/2017
THOMAS CLARENCE BUNKER	Otsego County, Michigan, S.O.	07/17/2017
DANNY JOHN KROMER	Taylor, Michigan, P.D.	09/07/2010
MINNESOTA		
WILLIAM ALLEN MATHEWS	Wayzata, Minnesota, P.D.	09/08/2017
MISSISSIPPI		
DONALD WILLIAM DURR	Lincoln County, Mississippi, S.O.	05/27/2017
JAMES EDWARD CLARK	Quitman County, Mississippi, S.O.	08/13/2017
BOBBY GENE SPENCER	Shannon, Mississippi, P.D.	01/18/1997
MISSOURI		
CARL THOMAS COSPER JR	Barry County, Missouri, S.O.	04/07/2017
GARY LEE MICHAEL JR	Clinton, Missouri, P.D.	08/06/2017
EDWARD H CULVER	Platte County, Missouri, S.O.	06/23/1917

MONTANA		
MASON PALMER MOORE	Broadwater County, Montana, S.O.	05/16/2017
NEVADA		
CHARLESTON VERNON HARTFIELD	Las Vegas Metropolitan, Nevada, P.D.	10/01/2017
CHAD WILLIAM PARQUE	North Las Vegas, Nevada, P.D.	01/07/2017
NEW JERSEY		
CHRISTOPHER A VIDRO	Montclair State University, New Jersey, P.D.	07/25/2007
MATTHEW LAWRENCE TARENTINO	Summit, New Jersey, P.D.	05/30/2017
NEW MEXICO		
ANDREW J DOMINGUEZ	Alamogordo, New Mexico, P.D.	01/04/2011
STEPHEN LAWRENCE ACKERMAN	Lea County, New Mexico, S.O.	01/17/2017
NEW YORK		
CRAIG E LEHNER	Buffalo, New York, P.D.	10/17/2017
FRANKLIN G DIX	Gates, New York, C.O.	11/15/1932
KEVIN MICHAEL HAVERLY	Greene County, New York, S.O.	02/28/2017
CHARLES DENNIS COLE JR	Nassau County, New York, P.D.	08/14/2011
JOHN BRANAGAN	New York City, New York, P.D.	08/10/1869
JOHN E HOEY	New York City, New York, P.D.	10/04/1901
DENNIS SHEA	New York City, New York, P.D.	11/04/1902
CHARLES J CAMERON	New York City, New York, P.D.	07/17/1904
GEORGE M YEAGER	New York City, New York, P.D.	07/03/1905
THOMAS F GALLAGHER	New York City, New York, P.D.	02/08/1907
CHARLES A BERBERICH	New York City, New York, P.D.	11/15/1908
JOHN W MCCORMICK	New York City, New York, P.D.	07/09/1910
WILLIAM H GALBRAITH	New York City, New York, P.D.	11/08/1911
GEORGE DAPPING	New York City, New York, P.D.	09/24/1915
BRYAN L O'DONNELL	New York City, New York, P.D.	06/11/1916
THOMAS F J O'GRADY	New York City, New York, P.D.	08/24/1916
MARTIN MALONEY	New York City, New York, P.D.	09/18/1921
GUSTAVE AUGUST BOETTGER JR	New York City, New York, P.D.	07/13/1922
DANIEL C O'CONNOR	New York City, New York, P.D.	03/14/1974
CHARLES J CLARK	New York City, New York, P.D.	11/07/2009
HAROLD JOHN SMITH	New York City, New York, P.D.	03/05/2011
WILLIAM T MARTIN	New York City, New York, P.D.	04/09/2011
ANNETTA G DANIELS	New York City, New York, P.D.	11/17/2011
JACQUELINE C SCHAEFER	New York City, New York, P.D.	12/02/2011
PETER O RODRIGUEZ	New York City, New York, P.D.	02/12/2012
DENIS REID MCLARNEY	New York City, New York, P.D.	03/01/2012
DENNIS MORALES	New York City, New York, P.D.	07/27/2012
TRACI L TACK-CZAJKOWSKI	New York City, New York, P.D.	01/15/2013
JOSEPH A CAVITOLLO	New York City, New York, P.D.	10/25/2013
JAMES M BURKE	New York City, New York, P.D.	11/06/2013
CHERYL D JOHNSON	New York City, New York, P.D.	12/22/2013

ASLYN A BECKLES	New York City, New York, P.D.	01/18/2014
ROBERT A MONTANEZ	New York City, New York, P.D.	03/16/2014
DONALD J O'LEARY JR	New York City, New York, P.D.	03/26/2014
JOHN A RUSSO	New York City, New York, P.D.	07/22/2014
PATRICK P MURPHY	New York City, New York, P.D.	08/20/2014
JAMES W MONAHAN	New York City, New York, P.D.	10/13/2014
CHARLES GILBERT GITTENS JR	New York City, New York, P.D.	11/28/2014
ROBERT W KAMINSKI	New York City, New York, P.D.	12/04/2014
SHAUN M MAHONEY	New York City, New York, P.D.	12/10/2014
SCOTT V STELMOK	New York City, New York, P.D.	12/29/2014
OTTO R ESPINOZA	New York City, New York, P.D.	01/03/2015
STEVEN JOSEPH BONANO	New York City, New York, P.D.	01/17/2015
PETER D CIACCIO	New York City, New York, P.D.	02/12/2015
DEMETRIAS HOPKINS	New York City, New York, P.D.	05/11/2015
CHARLES R GUNZELMAN	New York City, New York, P.D.	05/31/2015
MICHAEL KENNETH DAVIS	New York City, New York, P.D.	06/10/2015
LEROY DIXON	New York City, New York, P.D.	06/14/2015
JAMES A BETSO	New York City, New York, P.D.	06/17/2015
MATTHEW J GAY	New York City, New York, P.D.	06/25/2015
LUIS A LOPEZ	New York City, New York, P.D.	06/26/2015
ALEXANDER FIGUEROA	New York City, New York, P.D.	07/07/2015
EDMUND P MURRAY	New York City, New York, P.D.	07/28/2015
RONALD A RICHARDS	New York City, New York, P.D.	10/10/2015
LOUIS R PIOLI	New York City, New York, P.D.	10/29/2015
CHARLES M KAREN	New York City, New York, P.D.	11/04/2015
MARCI SIMMS	New York City, New York, P.D.	11/05/2015
WAYNE A JACKSON	New York City, New York, P.D.	11/13/2015
MICHAEL J GALVIN	New York City, New York, P.D.	11/27/2015
DONALD S CONNIFF	New York City, New York, P.D.	12/12/2015
ANDREW L SIROKA	New York City, New York, P.D.	01/25/2016
DEBORAH A GARBUTT-JEFF	New York City, New York, P.D.	04/03/2016
KENNETH W ROSELLO	New York City, New York, P.D.	05/02/2016
MICHAEL E GLAZER	New York City, New York, P.D.	05/26/2016
MICHAEL V QUINN	New York City, New York, P.D.	06/05/2016
STEPHEN T KUBINSKI	New York City, New York, P.D.	01/06/2017
STEVEN D MCDONALD	New York City, New York, P.D.	01/10/2017
TERRENCE SCOTT O'HARA	New York City, New York, P.D.	03/10/2017
MIOSOTIS P FAMILIA	New York City, New York, P.D.	07/05/2017
DARRYL J BURROUGHS SR	New York State Police	05/25/2016
BRIAN S FALB	New York State Police	03/13/2017
JOEL R DAVIS	New York State Police	07/09/2017
ROBERT J JOHNSON	Northville, New York, P.D.	07/04/2017
EDWARD PULLMAN	Sodus, New York, C.O.	03/23/1906

NORTH CAROLINA		
ZACK C RAMSEY	Cherokee County, North Carolina, S.O.	10/02/1942
JAY RUSSELL MEMMELAAR JR	Goldsboro, North Carolina, P.D.	02/16/2017
MEGGAN LEE CALLAHAN	North Carolina Dept. of Public Safety - Division of Prisons	04/26/2017
JUSTIN JAMES SMITH	North Carolina Dept. of Public Safety - Division of Prisons	10/12/2017
VERONICA SKINNER DARDEN	North Carolina Dept. of Public Safety - Division of Prisons	10/12/2017
WENDY LETITIA SHANNON	North Carolina Dept. of Public Safety - Division of Prisons	10/30/2017
NORTH DAKOTA		
COLT EUGENE ALLERY	Rolette County, North Dakota, S.O.	01/18/2017
OHIO		
FRANKLIN STONE	Oberlin, Ohio, P.D.	06/05/1881
FRANK M MORRISON	Hardin County, Ohio, S.O.	05/06/1899
DONALD ORVILLE MCLAUGHLIN	Beverly, Ohio, P.D.	08/16/1970
MARTIN ARNOLD STANTON	Cleveland, Ohio, P.D.	09/27/2010
DAVID J FAHEY JR	Cleveland, Ohio, P.D.	01/24/2017
BRADLEY THOMAS SCOTT	Elyria, Ohio, P.D.	08/27/2004
SAMUEL JOHN MAUTZ	Franklin County, Ohio, S.O.	07/11/1921
JUSTIN A LEO	Girard, Ohio, P.D.	10/21/2017
STEVEN ERIC DISARIO	Kirkersville, Ohio, P.D.	05/12/2017
MARVIN SCOTT MOYER	Lancaster, Ohio, P.D.	05/26/2017
OKLAHOMA		
WILLIAM H JOHNSTON	Bristow, Oklahoma, P.D.	09/20/1924
SEAN FREEDOM COOKSON	Craig County, Oklahoma, S.O.	02/27/2017
EDWARD JASON WRIGHT	Logan County, Oklahoma, S.O.	10/23/2016
DAVID JAMES WADE	Logan County, Oklahoma, S.O.	04/18/2017
STEPHEN ROSHAWN JENKINS SR	Oklahoma Department of Corrections	01/07/2017
D HEATH MEYER	Oklahoma Highway Patrol	07/24/2017
SHACK PALMER	Payne County, Oklahoma, S.O.	12/10/1911
HENRY LESTER COTTON	Perkins, Oklahoma, P.D.	04/29/1986
NATHAN BRADFORD GRAVES	Sac and Fox Nation, Oklahoma, P.D	01/24/2017
JUSTIN MICHAEL TERNEY	Tecumseh, Oklahoma, P.D.	03/27/2017
OREGON		
JOHN EDWARD LAWRENCE	Bend, Oregon, P.D.	12/04/2014
PENNSYLVANIA		
DANIEL O'BRIEN	Abington Twp, Pennsylvania, P.D.	08/08/1904
HENRY HESS	Allegheny County, Pennsylvania, C.O.	07/26/1874
WILLIAM SHIELDS	Allegheny County, Pennsylvania, C.O.	10/16/1903
THOMAS PUGH	Allegheny County, Pennsylvania, C.O.	06/15/1916
JOHN A RAU	Allentown, Pennsylvania, P.D.	01/10/1931
CHARLES ANDREW WYKE	Beaver County, Pennsylvania, C.O.	01/09/1931
GEORGE RALPH WATT	Butler County, Pennsylvania, C.O.	07/26/1957
JOHN BARNER	Centre County, Pennsylvania, C.O.	03/05/1896
WILLIAM MCKINLEY KING	Chester County, Pennsylvania, C.O.	10/24/1920

HOWARD A LAYTON	Connellsville, Pennsylvania, P.D.	10/28/1955
FRANCIS WARREN LEIB	Dauphin County, Pennsylvania, C.O.	01/02/1954
EDWARD FREDERICK STEVER	Elkland, Pennsylvania, P.D.	04/23/1922
RICHARD V MAHONEY	Erie, Pennsylvania, P.D.	10/31/1928
GEORGE FRENCH BROWN	Fayette County, Pennsylvania, C.O.	11/08/1908
HENRY UNGER	Franklin County, Pennsylvania, C.O.	10/13/1863
ROBERT R WALKER	Hopewell Twp, Pennsylvania, P.D.	12/23/1971
EDWARD HOLMES	Johnstown, Pennsylvania, P.D.	09/23/1865
SHAWN DELBERT RAGER	Johnstown, Pennsylvania, P.D.	10/13/2016
ABNER A HULL JR	Lancaster County, Pennsylvania, C.O.	07/16/1936
SCOTT A MOYER	Lehigh County, Pennsylvania, S.O.	09/23/2009
ADAM STRUNK	Monroe County, Pennsylvania, C.O.	09/24/1901
NICHOLAS CLEMENS THOME	Mount Oliver, Pennsylvania, P.D.	05/26/1938
WILLIAM PAUL ROTH	Mount Oliver, Pennsylvania, P.D.	01/26/1963
BRIAN DAVID SHAW	New Kensington, Pennsylvania, P.D.	11/17/2017
DAVID MICHAEL WEAVER	Pennsylvania Department of Corrections	09/26/2016
ROBERT EARL ZIMMERMAN	Pennsylvania Game Commission	05/13/1957
CARL POSTELLON	Pennsylvania Liquor Control Board	12/05/1954
CHARLES ROBERT OGLESBY	Pennsylvania Liquor Control Board	12/05/1954
CHESTER ARTHUR KUHN	Pennsylvania State Police	10/06/1918
JOSEPH B MALLOY	Pennsylvania State Police	10/09/1918
ZOE ANDREW REMALY	Pennsylvania State Police	10/15/1918
GEORGE EDWARD HIGGINS	Pennsylvania State Police	10/20/1918
JOSEPH ROLAND BROWN	Pennsylvania State Police	10/22/1918
EDWARD CLARENCE JACKSON	Pennsylvania State Police	10/23/1918
JOHN PATRICK MCLAUGHLIN	Pennsylvania State Police	10/24/1918
JAMES A WALSH	Pennsylvania State Police	12/15/1918
MICHAEL PAUL STEWART III	Pennsylvania State Police	07/14/2017
THOMAS MORRIS ULSH	Perry County, Pennsylvania, C.O.	09/02/1921
WILLIAM BAKER	Philadelphia, Pennsylvania, P.D.	12/27/1851
THOMAS H SNYDER	Philadelphia, Pennsylvania, P.D.	09/09/1858
JAMES YOUNG	Philadelphia, Pennsylvania, P.D.	10/14/1868
JACOB PENNINGTON BOYER	Philadelphia, Pennsylvania, P.D.	03/06/1877
HENRY LUCAS	Philadelphia, Pennsylvania, P.D.	03/07/1877
JAMES RICHARD TAYLOR	Philadelphia, Pennsylvania, P.D.	06/13/1890
JAMES H KELLY	Philadelphia, Pennsylvania, P.D.	05/15/1892
JOSEPH NUTTER	Philadelphia, Pennsylvania, P.D.	03/04/1896
FRANCIS QUINLAN	Philadelphia, Pennsylvania, P.D.	06/19/1898
NATHANIEL THOMAS HOLT JR	Philadelphia, Pennsylvania, P.D.	04/09/1900
JOHN N BLANFORD	Philadelphia, Pennsylvania, P.D.	07/05/1907
DANIEL B CLINTON	Philadelphia, Pennsylvania, P.D.	04/22/1909
WILLIAM J SAUNDERS	Philadelphia, Pennsylvania, P.D.	12/18/1914
JOHN J NOON	Philadelphia, Pennsylvania, P.D.	03/29/1921
JOHN DOUGHERTY	Philadelphia, Pennsylvania, P.D.	08/28/1928

ROBERT CLARENCE TAYLOR	Philadelphia, Pennsylvania, P.D.	02/07/1933
WILLIAM JOHN GORMLEY	Philadelphia, Pennsylvania, P.D.	12/18/1936
JOHN FRANCIS MALONEY	Philadelphia, Pennsylvania, P.D.	10/18/1947
EDWIN WILLDRIDGE	Philadelphia, Pennsylvania, P.D.	01/06/1951
FRANK VICTOR MARONI	Philadelphia, Pennsylvania, P.D.	11/24/1952
DONALD ALLEN OLDFIELD	Philadelphia, Pennsylvania, P.D.	05/27/1982
RAYMOND DIAZ JR	Philadelphia, Pennsylvania, P.D.	09/09/2016
SAMUEL LUCCHINO	Pittston, Pennsylvania, P.D.	07/21/1920
VALENTINE BOOS	Pittston, Pennsylvania, P.D.	06/13/1930
CHARLES W DIMOCK	Towanda, Pennsylvania, P.D.	07/20/1890
WILLIAM BROWNLEE MYERS	Washington, Pennsylvania, P.D.	08/29/1909
JOHN THOMAS CASLIN	Westmoreland County, Pennsylvania, C.O.	08/07/1948

SOUTH CAROLINA

WILLIAM H H RICHARDS	Cheraw, South Carolina, P.D.	02/29/1884
HENRY CORNELIUS HARDEE	Horry County, South Carolina, C.O.	06/23/1891
DEVIN PRESSLEY HODGES	Anderson County, South Carolina, S.O.	06/01/2017
JOHN KING	Bamberg, South Carolina, P.D.	02/04/1903
JAMES MAXIE KING	Chesterfield County, South Carolina, C.O.	09/28/1913
HENRY BUFORD GRAVES	Chesterfield County, South Carolina, P.D.	07/14/1924
JAMES PERRY BAGWELL	Greenville County, South Carolina, S.O.	08/02/1970
JAMES ERIC CHAPMAN	Johnston, South Carolina, P.D.	12/08/2017
WILLIAM HENRY TALLEY	Oconee County, South Carolina, P.D.	10/12/1928
DANIEL KEITH REBMAN JR	South Carolina Highway Patrol	10/24/2017
JASON GREGORY HARRIS	Spartanburg, South Carolina, P.D.	04/13/2017

TENNESSEE

ABNER DEMENT	Rutherford County, Tennessee, C.O.	09/07/1878
LEE S ELDRETH	Sullivan County, Tennessee, S.O.	12/25/1907
WILLIAM M HUNT	Alcoa, Tennessee, P.D.	07/07/1937
JOHN MANSFIELD RUSH	Maury County, Tennessee, S.O.	03/27/1949
GLEN ERNEST GILES	Alcoa, Tennessee, P.D.	07/03/1987
DAVID HAROLD RADER	Greene County, Tennessee, S.O.	03/17/2003
ROBERT BOWLIN SR	Sullivan County, Tennessee, S.O.	10/31/2016
ERIC WAYNE MUMAW	Metropolitan Nashville, Tennessee, P.D.	02/02/2017
JIMMY DWIGHT TENNYSON	Maury County, Tennessee, S.O.	05/06/2017

TEXAS

ELISE ANN YBARRA	Abilene, Texas, P.D.	08/06/2017
LOUIS L CASHAT	Dayton, Texas, M.O.	06/15/1950
TIPTON M SIMMONS	El Campo, Texas, P.D.	06/17/1936
CLINTON FRANCIS GREENWOOD	Harris County, Texas, C.O., Pct. 3	04/03/2017
SANTIAGO HINOJOSA	Hidalgo County, Texas, C.O., Pct. 1	03/30/1912
STEVE ALBERT PEREZ	Houston, Texas, P.D.	08/29/2017
JERRY RONALD WALKER	Little Elm, Texas, P.D.	01/17/2017
ELIAS MARTINEZ JR	Metropolitan Transit Authority, Texas, P.D.	09/17/2017
THOMAS DOYLE RAY JR	Orange County, Texas, S.O.	10/23/2016

WILLIAM CINCINNATI WHITE	Orange, Texas, P.D.	03/25/1930
MIGUEL MORENO III	San Antonio, Texas, P.D.	06/30/2017
JOSE T GARZA	San Juan, Texas, P.D.	03/02/1930
KENNETH MALCOLM COPELAND	San Marcos, Texas, P.D.	12/04/2017
JAMES JACKSON HUNT	San Patricio County, Texas, C.O., Pct. 1	05/18/1941
W A HAIL	Tarleton State University, Texas, P.D.	12/13/1978
MARK GREGORY DIEBOLD	Tarrant County, Texas, C.O., Pct. 5	09/07/2017
SHANA RENEE TEDDER	Texas Department of Criminal Justice	06/09/2017
THOMAS PATRICK NIPPER	Texas Dept. of Public Safety	11/04/2017
DAMON CHARLES ALLEN	Texas Dept. of Public Safety	11/23/2017
FLOYD EAST JR	Texas Tech University, Texas, P.D.	10/09/2017
MONTY DALE PLATT	West Texas A&M University, P.D.	08/08/2017
CHARLES EANES	Williamson County, Texas, C.O., Pct. 2	05/31/1889
SILAS A GAMBLE	Williamson County, Texas, C.O., Pct. 6	08/29/1898
OTTO HENNECH	Williamson County, Texas, C.O., Pct. 6	02/05/1912
JASON MATTHEW FANN	Yoakum County, Texas, S.O.	08/05/2017
VIRGINIA		
LEWIS WASHINGTON ROPER	Occoquan Workhouse Prison	04/03/1917
WALTER E SNOW	Virginia Department of Corrections	03/01/1921
CURTIS ALLEN BARTLETT	Carroll County, Virginia, S.O.	03/09/2017
MICHAEL TIMOTHY WALTER	Virginia State Police	05/27/2017
BERKE MORGAN MATTHEW BATES	Virginia State Police	08/12/2017
HENRY JOHN CULLEN III	Virginia State Police	08/12/2017
WASHINGTON		
RANDALL SCOTT GIBSON	Kalama, Washington, P.D.	01/10/2017
FRED HICKSON	Mason County, Washington, S.O.	06/29/1944
WEST VIRGINIA		
AARON LLOYD CROOK	Bluefield, West Virginia, P.D.	05/30/2017
WISCONSIN		
ERIC ALLEN LYONS	Cuba City, Wisconsin, P.D.	11/07/2015
JASON THOMAS WEILAND	Everest Metropolitan, Wisconsin, P.D.	03/22/2017
ANTHONY JOSEPH BOROSTOWSKI	Wisconsin State Patrol	04/11/2017
WYOMING		
CHARLES HENRY EDWARDS JR	Cheyenne, Wyoming, P.D.	01/23/1907
MARK LAMONTE MECHAM	Green River, Wyoming, P.D.	04/03/2017
FEDERAL AGENCIES		
NELSON B KLEIN JR	Federal Bureau of Investigation	05/29/1969
EDWARD JOHN KNARTZER	Federal Bureau of Investigation	12/01/1974
SHEILA JEAN REGAN	Federal Bureau of Investigation	12/01/1974
LAURIE J FOURNIER	Federal Bureau of Investigation	12/26/2009
GERARD D SENATORE	Federal Bureau of Investigation	01/19/2011
REX AARON STOCKHAM	Federal Bureau of Investigation	10/08/2016
RICKEY O'DONALD	Federal Bureau of Investigation	02/17/2017

DWIGHT BERNARD BLACKMAN JR	U.S. Customs and Border Protection	08/07/2015
ISAAC MORALES	U.S. Customs and Border Protection	05/24/2017
ROGELIO MARTINEZ	U.S. Customs and Border Protection	11/19/2017
EUGENE THOMAS COX	U.S. Department of the Army	06/30/1969
JAMES HERBERT WORKMAN	U.S. Department of the Army	06/30/1969
DAVID JOHN HOEFLER	U.S. Dept of Transportation, Office of Inspector General	02/15/2017
CLEMENT MCCAUSLAND	U.S. Marshals Service	03/27/1872
NOAH H H BURNS	U.S. Marshals Service	02/15/1874
RUSSELL WIREMAN	U.S. Marshals Service	03/26/1889
ANTHONY DUNLEVY GARDEN	U.S. Marshals Service	02/21/1896
ALEXANDER S WHITELEY	U.S. Marshals Service	03/21/1901
JOHN A BARROW	U.S. Marshals Service	08/29/1950
KENNETH J DOYLE	U.S. Marshals Service	07/26/2017
RAILROAD POLICE		
CHARLES CRILL	Chicago & North Western Railroad, P.D.	03/17/1917
HERBERT D COOK	Missouri Pacific Railroad, P.D.	02/14/1921
LEONARD M KENNEDY	Missouri, Kansas, Texas Railroad, P.D.	07/19/1922
JAMES RAYMOND NOLAN	St. Louis Southwestern Railway, P.D.	12/20/1921
WILLIAM KARY REYNOLDS	Texas and Pacific Railroad, P.D.	02/24/1921
CHARLES MONROE LONG	Western Maryland Railway, P.D.	01/08/1974
AMERICAN TERRITORIES		
DAVID TORRES-CHAPARRO	Puerto Rico Dept. of Corrections and Rehabilitation	08/17/2017
BENJAMIN ANTONIO DE LOS SANTOS-BARBOSA	Puerto Rico, P.D.	04/21/2017
ROBERTO MEDINA-MARIANI	Puerto Rico, P.D.	09/11/2017
ANGEL LUIS LORENZO-GONZALEZ	Puerto Rico, P.D.	09/21/2017
HECTOR LUIS MATIAS-TORRES	Puerto Rico, P.D.	09/21/2017
TRIBAL		
HOUSTON JAMES LARGO	Navajo Nation D.P.S.	03/12/2017
UGA'SHON CURTIS W BLACKBIRD	Omaha Nation Law Enforcement	03/26/2017

BLUE MASS
Flow of Show

Note: Prior to your arrival, the media and various law enforcement participants will be assembling in the street to prepare for a procession into Saint Patrick's Catholic Church.

- | | |
|-------------|---|
| 11:50-11:55 | Secretary Nielsen and Acting Deputy Secretary Grady arrive and are escorted to their seats in the church. |
| 12:00-12:09 | Procession of color guards, pipe bands, and law enforcement officers from the street into the church. |
| 12:10 | The Mass begins. |
| 1:15 | The Mass concludes, and Secretary Nielsen and Acting Deputy Secretary Grady exit the church. |
| 1:20 | Secretary Nielsen and Acting Deputy Secretary Grady depart. |

**SECRETARY'S
BRIEFING BOOK**

Thursday, March 1, 2018



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**Critical Infrastructure Summit
(CIPAC)**

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DHS 15th Anniversary Celebration

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Cabinet Opioid Summit

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Aviation Roundtable

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CRITICAL INFRASTRUCTURE SUMMIT

March 1, 2018

Objective:

- The 2018 Critical Infrastructure Summit – Critical Infrastructure Partnership Advisory Council (CIPAC) Plenary convenes the leadership of the Government Coordinating Councils (GCCs) and the Sector Coordinating Councils (SCCs) of the 16 critical infrastructure sectors, as defined in the 2013 National Infrastructure Protection Plan (NIPP), the Cross-Sector Councils, as well as the general public and media.
 - The 2018 Summit serves as the annual CIPAC Plenary to inform the public of advancements made in critical infrastructure security and resilience during the past year with an overview of key accomplishments.
 - Panelists and keynote speakers will discuss various topics, including soft targets-crowded places security, cybersecurity, and lessons learned from the 2017 hurricane season.

Key Messages

Speak to systemic risk, a functional approach to understanding risk, and how DHS works with sector specific agencies to drive risk management activities nationally.

Affirm the Department's commitment to public-private partnerships, specifically emphasizing the importance of collaboration in mitigating risks in this dynamic threat environment.

Discuss the Department's priorities, including soft targets-crowded places security and election infrastructure security, both of which can only be addressed through the strong partnership framework established through CIPAC.

Encourage partners to continue to work closely with the Department and identify innovative methods to reduce the impacts of evolving threats, like active shooters and vehicle ramming incidents.

Key Issues:

DHS Priorities for Meeting

- Highlight DHS's renewed emphasis on systemic risk and a functional approach to understanding risks.
- Discuss how DHS works with sector specific agencies to drive risk management activities nationally.
- Inform critical infrastructure partners of advancements and lessons learned to enhance the protection, security, and resilience of the Nation's critical infrastructure.

History:

- Recognizing the importance of private sector participation in the critical infrastructure mission as essential to strategic planning and effective information sharing, the Secretary of Homeland Security established CIPAC in 2006 as an advisory council exempt from the Federal Advisory Committee Act (FACA). This exemption provides private sector partners

with the ability to voluntarily collaborate with Federal Government agencies on critical infrastructure security and resilience efforts.

- Leveraging CIPAC, members collectively convene at least twice annually in closed to the public meetings. The Assistant Secretary of Office of Infrastructure Protection typically chairs these meetings.
- The CIPAC last conducted an open to the public Plenary Session in October 2016. At this 2016 session, you and Christopher Krebs, Senior Official Performing the Duties of the Under Secretary, in their private capacities, each participated on a panel: “Future Opportunities and Challenges in Critical Infrastructure Security and Resilience” and “Strengthen the Management of Cyber and Physical Risks to Critical Infrastructure,” respectively.
- Over the last year, the CIPAC partnership has established working groups and made progress on several homeland security priorities:
 - Building a framework for identifying insider threats to critical infrastructure;
 - Setting risk management priorities for countering unmanned aerial systems and their potential impact on infrastructure;
 - Advancing the *See Something, Say Something* campaign for use at critical infrastructure sites;
 - Establishing interoperable procedures for crisis retry after disasters; and
 - Better understanding cyber security risks to critical infrastructure and promoting real time information sharing.
- In addition, the CIPAC partnership was instrumental in supporting the federal hurricane response, including coordinating with FEMA to help identify and manage potential impacts to critical infrastructure from the 2017 hurricanes.

Logistics:

- The summit will take place at the Hilton Crystal City – Virginia Ballroom, 2399 Jefferson Davis Highway, Arlington, Virginia.
- The audience will include in-person and virtual participants — 350 in-person and over 300 virtual attendees — representing the members of the GCCs, SCCs, Cross-Sector Councils, critical infrastructure public and private sector stakeholders, and the general public.
- The summit will be streamed live for virtual participants.
- The attendees will be seated at round tables with speakers, moderators, and panelists seated in a reserved area near the riser and podium.
- You will have the option to use the microphone at the podium or use the hand-held microphone that will be placed on the podium.
- This event is **open press**.
- Media invited (*note: RSVPs will not be confirmed until closer to the event*)
 - TV/Radio:
 - ABC
 - NBC
 - CBS
 - Fox News
 - CNN
 - NPR
 - C-SPAN

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- WTOP (*note: JJ Green from WTOP is slated to moderate the panel on soft target security*)
- Print:
 - Washington Post
 - Wall Street Journal
 - New York Times
 - USA Today
 - Los Angeles Times
 - Politico (*note: Tim Starks is slated to moderate the panel on cybersecurity*)
 - The Hill
- Trade Publications
 - Federal Times
 - FCW
 - Federal News Radio
 - Inside Cybersecurity
 - CyberScoop

Attachments:

- A. Remarks
- B. Agenda
- C. Participant List
- D. Venue Floor Plan/Layout
- E. Biographies

Staff Responsible for Briefing Memo:

(b)(6) Brown, Chief, Partnership and Engagement Branch, (b)(6) brown@hq.dhs.gov, 703-603-5169.

Reviewed and approved by: Robert Kolasky, Acting Deputy Under Secretary, NPPD, (b)(6) 703-235-(b)(6) 2538.

OGC Reviewer: (b)(6) Cameron Brown, Deputy Assistant General Counsel for Infrastructure Protection and Regulatory Affairs, National Protection and Programs Law Division, (b)(6) 657-(b)(6).



Critical Infrastructure Partnership Advisory Council

Critical Infrastructure SUMMIT

MARCH 1, 2018

Arlington, VA

Hilton Crystal City at Reagan National Airport

Virginia Ballroom

2399 Jefferson Davis Highway

Arlington, VA 22202

Webinar: https://share.dhs.gov/cipac_summit_mar01/

Conference Line: (b)(6) 888-324-9240 / Pin #: 9455178

7:45 a.m.

Registration

8:30 a.m.

Call to Order

(b)(6) Linda Solheim

Director, Sector Outreach and Programs Division, Office of Infrastructure Protection, DHS

8:35 a.m.

Presentation of Colors / National Anthem

8:45 a.m.

Introduction of Secretary Kirstjen Nielsen

Christopher Krebs

Senior Official Performing the Duties of Under Secretary, National Protection and Programs Directorate, DHS

Keynote Speaker

Secretary Kirstjen Nielsen

Department of Homeland Security

9:00 a.m.

Welcoming Remarks

Christopher Krebs

Senior Official Performing the Duties of Under Secretary, National Protection and Programs Directorate, DHS

(b)(6) Farmer

Chair, Critical Infrastructure Cross-Sector Council

9:20 a.m.

Critical Infrastructure Partnership Advisory Council (CIPAC) Open

Designated Federal Officer, Office of Infrastructure Protection, DHS

9:30 a.m.

Council Highlights

(b)(6) Farmer, Chair, Critical Infrastructure Cross-Sector Council

(b)(6) Pemy Sroka, Chair, State, Local, Tribal, and Territorial Government Coordinating Council

(b)(6) Peter Ohtaki, Executive Committee, Regional Consortium Coordinating Council

(b)(6) Denise Anderson, Chair, National Council of Information Sharing and Analysis Centers

- 10:00 a.m. **Cybersecurity and The Way Forward**
(b)(6) Jeanette Manfra
Assistant Secretary, Office of Cybersecurity and Communications, National Protection and Programs Directorate, DHS
- 10:15 a.m. **Moderated Panel Discussion: Cybersecurity and Critical Infrastructure**
Moderator:
Tim Starks, *Cybersecurity Reporter, Politico*
- Panelists:**
- **(b)(6) Felker**, *Director, National Cybersecurity and Communications Integration Center, National Protection and Programs Directorate, DHS*
 - **(b)(6) Davis**, *Federal Chief Security Officer, Palo Alto Networks*
 - **(b)(6) Stephen Dennis**, *Director, Office of Science and Technology, DHS*
 - **(b)(6) Bryn Condello**, *Director National Security/ Emergency Preparedness, CenturyLink*
- 11:30 -1:00 **Lunch**
- 1:00 p.m. **Global Critical Infrastructure Trends 2035 and Beyond, A Paradox of Progress**
(b)(6) Anne Fry, PhD
Director, Strategic Futures Group, National Intelligence Council, Office of the Director of National Intelligence
- 1:45 p.m. **Critical Infrastructure and The Way Forward**
Bob Kolasky
Deputy Under Secretary (A), National Protection and Programs Directorate, DHS
- 2:00 p.m. **Moderated Panel Discussion: Soft Target - Crowded Places**
Moderator:
J.J. Green, *National Security Correspondent, WTOP*
- Panelists:**
- **(b)(6) and (b)(7)(C) Maan**, *Special Agent in Charge, New York, NY, FBI*
 - **Doug Reynolds**, *Vice President of Security Operations, Mall of America/American Dream*
 - **Head of United Kingdom's Centre for the Protection of National Infrastructure**
- 3:15 p.m. **Break**
- 3:30 p.m. **Moderated Panel Discussion: Hurricane Season 2017 Lessons Learned**
Moderator:
(b)(6) Glenn, *Director, Private Sector Division, Office of External Affairs, FEMA, DHS*
- Panelists:**
- **(b)(6) Alice Walker**, *Assistant Secretary, Office of Electricity Delivery and Energy Reliability, DOE*
 - **Paul Stockton**, *Managing Director, Sonecon LLC*
 - **TBD**
- 4:40 p.m. **Public Comment Period/CIPAC Close**
- 4:50 p.m. **Closing Remarks**
(b)(6) Farmer
Chair, Critical Infrastructure Cross-Sector Council
- (b)(6) Wulf**
Deputy Assistant Secretary (A), Office of Infrastructure Protection, National Protection and Programs Directorate, DHS
- 5:00 p.m. **Adjournment / No-Host Social**

~~(FOUO)~~ SSA/GCC, SCC and Cross Sector Council POC List

Meeting Role	Council / Sector Role	Sector	Role	Last Name	First Name	Title	Office	Organization
Speaker	FSLC		Chair	Krebs	Christopher (Chris)	Senior Official Performing the Duties of the Under Secretary	DHS/Office of Infrastructure Protection	DHS/Office of Infrastructure Protection
Speaker	FSLC			Kolasky	Robert	Deputy Under Secretary (Acting)	DHS/National Protection and Programs Directorate	DHS/National Protection and Programs Directorate
	FSLC		Vice-Chair	(b)(6) Wulf	Dave	Deputy Assistant Secretary (Acting)	DHS/Office of Infrastructure Protection	DHS/Office of Infrastructure Protection
Speaker	CI Cross-Sector Council / Chair		Chair	(b)(6) Farmer	Thomas (Tom)	Assistant Vice President-Security	Chair, Rail Sub-Sector SCC	Association of American Railroads
Speaker	RC3 / Chair		Chair	Terzich	Christopher (Chris)	Past-President /Executive Board Member		InfraGard Minnesota Members Alliance
Speaker	SLTTGCC / Chair		Chair	Sroka	Jeremy	Critical Infrastructure Protection Coordinator	Critical Infrastructure Protection Program	Iowa Department of Homeland Security & Emergency Management
Speaker	NCI / Chair		Chair	Anderson	Denise	President		National Health ISAC
Speaker				Golbeck	Jennifer	Director, Human-Computer Interaction Lab		University of Maryland
Speaker				Fry	Suzanne	Director, Strategic Futures Group		National Intelligence Council
Speaker / Moderator				Dennis	Stephen	Data Analytics Engine Director		DHS / Office of Cybersecurity and Communications
Moderator				Green	J.J.	National Security Correspondent		WTOP
Moderator / Panelists				(b)(6); (b)(7)(C) Paarmaan	Bryan	Special Agent in Charge, New York, NY		FBI
Moderator / Panelists				Davis III	Edward	Former, Boston Police Commissioner		Boston Police Department
Moderator / Panelists				(b)(6) Reynolds	Doug	Director of Security		Mall of America
Moderator (awaiting confirmation)				(b)(6) Glenn	Robert	Director, National Business Emergency Operations Center		FEMA

(FOUO) SSA/GCC, SCC and Cross Sector Council POC List

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Moderator / Panelists (awaiting confirmation)				(b)(6) Walker	Bruce	Assistant Secretary, Office of Electricity Delivery and Energy Reliability		Department of Energy
Moderator / Panelists (awaiting confirmation)				Kaniewski	Dan	Deputy Administrator		FEMA
Moderator / Panelists (awaiting confirmation)				(b)(6) Kadlec	Robert	Assistant Secretary, Office of Preparedness and Response		Health and Human Services
Moderator				Starks	Tim	Cybersecurity Reporter		Politico
Moderator / Panelists (awaiting confirmation)				(b)(6) Felker	John	Director,		National Cybersecurity and Communications Integration Center
Moderator / Panelists (awaiting confirmation)				(b)(6) Howard	Rick	Chief Security Officer		Palo Alto Networks
Moderator / Panelists (awaiting confirmation)				Roxey	Tim	Chief Security Officer		Electricity Information Sharing and Analysis Center
Speaker	FSLC	Chemical; Commercial Facilities; Critical Manufacturing; Dams; Emergency Services; Nuclear	SSA Deputy Principal	Solheim	Linda	Division Director	Office of Infrastructure Protection/ Sector Outreach and Programs Division	DHS/Office of Infrastructure Protection
	GCC	Chemical	GCC	Choy	Eric	Section Chief	Office of Infrastructure Protection/ Sector Outreach and Programs Division	U.S. Department of Homeland Security
	SCC	Chemical	Chair	Gore	Carla	Associate Global Director	Emergency Services & Security Global Expertise	Dow Chemical Company

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	GCC	Commercial Facilities	GCC	(b)(6) Brown	William (Shannon)	Section Chief	Office of Infrastructure Protection/ Sector Outreach and Programs Division	U.S. Department of Homeland Security
	SCC	Commercial Facilities	Chair	Murphy	Patrick (Pat)	Senior Director	Global Safety & Security Services Risk Management	Marriott International
Speaker (invited)	FSLC	Communications /Information Technology	SSA Principal	Manfra	Jeanette	Counselor to the Deputy Secretary	Office of Cybersecurity and Communications	U.S. Department of Homeland Security
	FSLC	Communications/ Information Technology	SSA Deputy Principal	Horne	Sabra	Director	Office of Cybersecurity and Communications/ Stakeholder Engagement and Cyber Infrastructure Resilience	U.S. Department of Homeland Security
	SCC	Communications	Chair	(b)(6) Robert	Robert	Vice President	Indsutry and State Affairs	U.S. Telecom Association
	GCC	Critical Manufacturing	GCC	Carnevale	Greg	Section Chief	Office of Infrastructure Protection / Sector Outreach and Programs Division	U.S. Department of Homeland Security
	SCC	Critical Manufacturing	Chair	Kimmins	David	Chief Security Officer	Security & Fire Protection	Global Investigations
	GCC	Dams	GCC	Yeziarski	Michelle	Section Chief	Office of Infrastructure Protection/ Sector Outreach and Programs Division	U.S. Department of Homeland Security
	SCC	Dams	Chair	White	Randy	Manager	Security Operations and Asset Protection	Southern California Edison
(Invited)	FSLC	Defense Industrial Base	SSA Principal	McManus	Jeff	Director	DoD Mission Assuarance Directorate	U.S. Department of Defense
	SCC	Defense Industrial Base	Chair	Gordon	Mike	Director	Intelligence and Operations	Lockheed Martin Corporation
	GCC	Emergency Services	GCC	Renteria	George	Section Chief (A)	Office of Infrastructure Protection/ Sector Outreach and Programs Division	U.S. Department of Homeland Security
	SCC	Emergency Services	Chair	(b)(6); (b)(7)(C) Paul	Paul	Sheriff		County of Story (IA)
(Invited)	FSLC	Energy	SSA Principal	(b)(6) Hoffman	Patricia (Pat)	Under Secretary of Science and Energy (A) and Assistant Secretary of the Office of Electricity Delivery and Energy Reliability (A)	Office of Electricity Delivery and Energy Reliability	U.S. Department of Energy

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	SCC	Energy / Electric	Chair	(b)(6) Fanning	Thomas (Tom)	Chairman, President, and CEO		Southern Company
	SCC	Energy / ONG	Chair	Harper	Matt	Director of Information Security	Security & Infrastructure	Devon Energy
	SCC	Energy	Vice Chair	Montgomery	Jay	Vice President of Security		KinderMorgan
(Invited)	FSLC	Financial Services	SSA Principal	Peretti	Brian	Senior Career Official	Office of Assistant Secretary for Financial Institutions	U.S. Department of the Treasury
	SCC	Financial Services	Chair	Baich	Rich	Chief Information Security Officer	Corporate Risk	Wells Fargo & Company
(Invited)	FSLC	Food & Agriculture	Co-SSA Principal	Jackson	LeeAnne	Health Science Policy Advisor	Office of Analytics and Outreach	U.S. Department of Health and Human Services/ Food and Drug Administration
(Invited)	FSLC	Food & Agriculture	Co-SSA Principal	Linsky	Scott	Chief, National Security Policy Staff	Office of Homeland Security and Emergency Coordination	U.S. Department of Agriculture
	SCC	Food & Agriculture	Co-Chair	Detlefsen	Clay	Senior Vice President	Environmental and Regulatory Affairs & Staff Counsel	National Milk Producers Federation
	SCC	Food & Agriculture	Co-Chair	Gordon	Randy	President	Communications and Government Relations	National Grain and Feed Association
	FSLC	Government Facilities	Co-SSA Principal	Patterson	Leonard (Eric)	Director	Federal Protective Services	U.S. Department of Homeland Security/ Federal Protective Services
	FSLC	Government Facilities	Co-SSA Deputy Principal	(b)(6) Armstrong	Brett	Deputy Associate Administrator	Office of Mission Assurance	General Services Administration
	FSLC	Government Facilities	Co-SSA Deputy Principal	Bryan	Michelle	Chief of Staff	Federal Protective Services	U.S. Department of Homeland Security/ Federal Protective Services
	GCC	Government Facilities	Sub-Sector	Esquith	David	Director (Acting)	Office of Safe and Healthy Schools	U.S. Department of Education
	GCC	Government Facilities	Sub-Sector Executive Committee	Lawson	Connie	Secretary of State		State of Indiana
	GCC	Government Facilities	Sub-Sector Executive Committee	Choate	Judd	Director of Elections		State of Colorado

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	GCC	Government Facilities	Sub-Sector Executive Committee	(b)(6) Praetz	Noah	Director of Elections		Cook County (IL)
	GCC	Government Facilities	Sub-Sector Executive Committee	Masterson	Matt	Commissioner		Elections Assistance Commission
	GCC	Government Facilities	Sub-Sector	Figueroa	Juan	Section Chief	Office of Infrastructure Protection/ Sector Outreach and Programs Division	DHS/U.S. Department of Homeland Security
	GCC	Government Facilities	Sub-Sector	Keating	John	Assistant Director of Security	Security and Emergency Management	U.S. Department of the Interior
	GCC	Government Facilities	Sector Liaison	Rue	Amy	Sector Liaison	Office of Infrastructure Protection/ Sector Outreach and Programs Division	DHS/U.S. Department of Homeland Security
(Invited)	FSLC	Healthcare & Public Health	SSA Principal	Boyce	Don	Deputy Assistant Secretary for Preparedness and Response	Office of Emergency Management	U.S. Department of Health and Human Services
	SCC	Healthcare & Public Health	Chair	Motzer	Earl	Chair		James B. Haggin Memorial Hospital
(Invited)	FSLC	Communications/ Information Technology	SSA Principal	Manfra	Jeanette	Assistant Secretary	Office of Cybersecurity and Communications	U.S. Department of Homeland Security
	SCC	Information Technology	Chair	Sage	Ola	Founder & CEO		e-Management
	GCC	Nuclear	GCC	Liang	Rachel	Section Chief	Office of Infrastructure Protection/ Sector Outreach and Programs Division	DHS/U.S. Department of Homeland Security
	SCC	Nuclear	Chair	Perkins-Grew	Susan	Senior Director	Emergency Preparedness and Risk Assessment	Nuclear Energy Institute
	FSLC	Transportation	Co-SSA Principal	Mayenschein	Eddie	Assistant Administrator	Office of Security Policy and Industry Engagement (OSPIE)	U.S. Department of Homeland Security/ Transportation Security Administration
	FSLC	Transportation	Co-SSA Principal	Lowder	Michael	Director	Office of Intelligence, Security, and Emergency Response	U.S. Department of Transportation

(FOUO) SSA/GCC, SCC and Cross Sector Council POC List

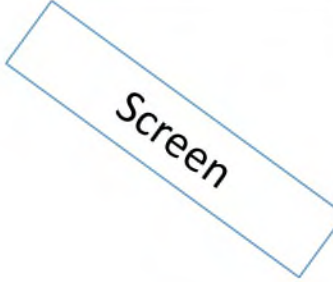
Meeting Role	Council / Sector Role	Sector	Role	Last Name	First Name	Title	Office	Organization
	FSLC	Transportation	Co-SSA Principal	(b)(6) Thomas	Paul	Rear Admiral, Assistant Commandant for Prevention Policy	Prevention and Policy	U.S. Department of Homeland Security/ Coast Guard
	FSLC	Transportation	Co-SSA Deputy Principal	Thompson	Don	Director, Cross-Modal Division	Office of Security Policy and Industry Engagement	U.S. Department of Homeland Security/ Transportation Security Administration
	FSLC	Transportation	Co-SSA Deputy Principal	O'Berry	Donna	Deputy Director	Office of Intelligence, Security, and Emergency Response	U.S. Department of Transportation
	FSLC	Transportation	Co-SSA Deputy Principal	Manning	Ryan	Captain	Office of Port & Facilities Compliance	U.S. Department of Homeland Security/Coast Guard
	SCC	Transportation	Chair (Effective Dec 31)	Thacker	Eric	Managing Director	Security Operations	Airlines for America
	SCC	Transportation/Rail	Co-Chair	Farmer	Thomas (Tom)	Assistant Vice President-Security		Association of American Railroads
	SCC	Transportation / Highway Motor Carrier	Chair	Licata	Michael (Mike)	President		CAT Eyes
	SCC	Transportation	Chair	Tarbert	John			Denver Regional Transportation District
	SCC	Transportation/Pipeline	Chair	Davies	Tom	Assistant General Manager	Security	National Fuel
(Invited)	FSLC	Water	SSA Principal	Shapiro	Mike	Deputy Assistant Administrator	Office of Water	U.S. Environmental Protection Agency
	SCC	Water	Chair	Reeves	Jonathan	Manager	Office of Emergency Management	District of Columbia Water and Sewer Authority

Admin Room

Sitting Room



Secretariat



Panel Discussion Area



Aisle with microphones and Stand

Seating for 250

Seating for 105;
Council members

ISAC

S&T

USEPA

HPH

Hall way

SOPD

Cross Sector

Trans

REGISTRATION

Screen

Tim Starks
Reporter, Politico



Tim Starks has written about cybersecurity since 2003, when he began at Congressional Quarterly as a homeland security reporter. While at CQ Roll Call, he mainly covered intelligence, but he also had stretches as a foreign policy reporter and defense reporter. In 2009, he won the National Press Club's Sandy Hume Memorial Award for Excellence in Political Journalism.

He left CQ Roll Call in March of 2015. Before coming to Politico he spent several months freelancing, writing for the Economist, the New Republic, Foreign Policy, Vice, Bloomberg and the Guardian.

He grew up in Evansville, Ind. and graduated from the University of Southern Indiana with a degree in print journalism. His first full-time reporting job was covering city hall for the Evansville Press, the former afternoon daily. He was a Pulliam Fellow at the Indianapolis Star, and participated in the Politics and Journalism Semester at the chain of newspapers anchored by the Las Vegas Review-Journal. He also was the Statehouse Bureau Chief at the Evansville Courier & Press and established the Washington bureau of the New York Sun. Some of his other freelance work has been for the Chicago Tribune, Glamour, Deutsche Welle, Ring and BookForum.

He is the founder of The Queensberry Rules, dubbed an "indispensable boxing blog" by the Wall Street Journal. He's also fond of fantasy basketball and real-life basketball — he is from Indiana, after all — and gets way too bent out of shape over people rooting against the home team or not walking on the right side of the sidewalk.

JJ Green
National Security Correspondent, WTOP



JJ Green is the National Security Correspondent at WTOP. He reports daily on international security, intelligence, foreign policy, terrorism and cyber developments. He also provides regular on-air analysis and guidance on global security matters.

He joined the WTOP family on March 11, 2004, the same day of the Madrid bombing by al-Qaida. In the years since then he has traveled extensively investigating, reporting and analyzing the U.S. war against terrorism and has interviewed the leadership of all the key national security components of the U.S. government and many security and foreign government officials around the world.

He hosts the weekly program “The Hunt,” which goes in-depth with experts on al-Qaida, the Taliban and emerging terror threats. He has traveled extensively throughout the Middle East, Central Asia, Europe and Africa covering national security matters.

He’s been embedded with the U.S. military in the war zone in Afghanistan three times and has reported from Kandahar, Zabul province and Kabul. He’s traveled to Israel, the Golan Heights, Israel’s borders with Syrian and Lebanon, and Gaza. As a part of his travels in the Middle East, he’s interviewed Israeli intelligence and military officials; and Palestinian political officials about the conflict there and the prospects for peace, and the roadblocks. He saw the weaponry Hamas and Hezbollah use, visited Israel’s military headquarters for briefings on their challenges and approaches to dealing with them.

He is the recipient of a National Edward R. Murrow Award (2009) for “Hidden Hunter,” his reporting aboard a nuclear powered, Los Angeles Class submarine in the Atlantic Ocean. He also won the prestigious Associated Press Douglas S. Freeman award for his investigative series, “Dignity Denied,” which explored decades of neglect at America’s hallowed Arlington National Cemetery.

He has also won more than a two dozen regional and local awards since he started working at WTOP. In 2012, he was honored by the University of Maryland, University College as their commencement speaker, in recognition of his broad body of national security reporting

accomplishments. He's also been recognized by top national security officials for his deep knowledge of international affairs and ability to succinctly analyze complex issues.

While embedded with the U.S. Air Force in 2006, during the height of the Iraq War, he traveled with the military 18,000 miles, to 10 countries in 31 days, covering the wars in Iraq, Africa and Afghanistan.

In addition to his work at WTOP, JJ lectures regularly at universities and colleges on national security issues and speaks often to U.S. government, military and national security organizations. He is also a contributor to Jane's Intelligence Review magazine

Before joining team WTOP, he traveled to and reported on the events, issues, people and places of Africa, Latin America and Europe for the six years on public and international television. He began his career in Washington 1989 at WMAL radio. In the mid-1990s he was trained as a TV correspondent at ABC News' "Nightline." Later he worked as a general assignment part-time correspondent at CNN. In the late 90s he was brought on at CSPAN as weekend host of the Washington Journal. In 1998, JJ began working as a correspondent for the Voice of America Television on Window on America and as host and correspondent of Africa Journal while traveling extensively until he joined WTOP in 2004.

JJ graduated magna cum laude from Hampton University. He's fluent in Spanish, speaks working level French and Korean and is studying Arabic. An avid athlete, he is an accomplished speed skater, a regular runner, swimmer, cross trainer and is an expert kickboxer.

Rob Glenn
Director, Private Sector Division at FEMA &
Director, National Business Emergency Operations Center (NBEOC)



Rob leads FEMA's private sector engagement and integration through the Private Sector Division and National Business Emergency Operations Center (NBEOC). He has more than 15 years of experience in emergency management and homeland security in the military, private sector, and at the state and federal level.

Since 2015, NBEOC membership has tripled to more than 750 members of national interest from business, industry, and non-profits including foundations to align FEMA's efforts with the market place during operational periods. He has focused on building a common operating process for information sharing with the private sector to enable expedited access, business resumption, and infrastructure restoration.

As Ohio Homeland Security Advisor and Executive Director of Ohio Homeland Security, he developed the state's first Cyber Security Working Group and Cyber-security Strategy; integrating infrastructure protection into the three fusion centers in the state, and developed a program for terrorism indicator training for all of Ohio's law enforcement agencies.

In key emergency management roles, Rob led Ohio's public affairs response to eight federally declared disasters; coordinated Ohio's first emergency operations pandemic response plan; established information sharing procedures between the state intelligence fusion and emergency operations centers. He also developed the state's first common operating picture and private sector coordination program in the State EOC, paving the way for Ohio's successful public private partnership program.

Formerly a preparedness and emergency management subject-matter expert at Booz Allen Hamilton, Rob advised clients in the Department of Defense, the Department of Homeland Security, and Federal Emergency Management Agency.

Rob founded Resilient Standard Ltd., which developed solutions for organizations allowing them to thrive through adversity, including: outlining a national emergency management program for a Latin American country, integrating unmanned aerial systems into

new markets, and building risk management and resilience cultures in emerging and mid-tier companies.

After 9/11, he left law school to attend Army Officer Candidate School and deployed to Iraq as an Infantry Officer where he led a unique counterinsurgency team that disrupted Al-Qaeda operations and defeated extremist propaganda in Baghdad and among detainee populations. He developed the theater blueprint for reintegration that contributed to the success of the Surge. He also led search and relief missions in Mississippi and New Orleans during Hurricane Katrina.

Rob earned a Bachelor of Arts in Political Science from Kent State University and a Masters of Business Administration from the University of Maryland. He is an Honor Graduate of the US Army Infantry Center's Officer Candidate School, trained as an Emergency Management Accreditation Program (EMAP) assessor, and a graduate of the Emergency Management Institute's Emergency Management Executive Academy.

DHS 15th ANNIVERSARY CELEBRATION
March 1, 2018

Objective:

- The DHS 15th Anniversary Celebration is an opportunity to reflect on the Department's evolution during its 15-year history, provide the current state of DHS, and acknowledge the outstanding accomplishments of DHS employees.
- The celebration provides an opportunity to engage with employees from across DHS, share your perspective on where the Department is, and call upon employees to continue to advance the mission for many years to come.

Agenda:

- 8:00am - Doors Open (time pending confirmation with the Secret Service).
 - Green Room is reserved as a holding room for you, your immediate leadership team, and your invited guests.
- 9:30am - USCG Brass Quintet (New London, CT) will provide music for 30 minutes prior to the opening.
- 9:50am - You will be provided with a 10-minute briefing to provide you with a final run through of your movements during the ceremony and answer any questions.
- 9:55am - Emcee announces ceremony start in five minutes.
- 9:58am – You and panel participants are seated on stage.
- 10:00am - Emcee asks audience to stand and announces the presentation of the Colors, National Anthem, and invocation.
- 10:08am – Emcee introduces you and discussion participants.
- 10:10am – Moderated discussion on the 15-year history of the Department.
 - Discussion moderator is (b)(6) Frank Cilluffo, The George Washington University.
 - You will be joined by former Secretaries Ridge, Chertoff, and Kelly.
- 10:45am – Moderated discussion ends and you introduce the Vice President to the stage.
- 10:50am – VPOTUS remarks (5-7 minutes)
- 10:57am – Brief video on the mission of DHS plays
- 11:00am – Emcee returns to stage and invites nine DHS employees, one from each Component and Headquarters, to provide a three-minute reflection on their time spent in DHS. These employees will have been with DHS since 2003, and in some cases will have come from a legacy agency. Employees will move to center stage and remain on stage standing behind the panel.
- 11:30am – You provide remarks
- 11:40am – USCG Culinary Team from DHS Executive Dining Facility will wheel an anniversary cake to center stage. You and Secretary Ridge (being the first Secretary) will each cut the cake using a USCG sword. The sword will be handed to Secretary Ridge first, and then to you, each of you making a cut through the cake.
- 11:50am – Emcee will close the ceremony and invite attendees to exit to the hallway in the rear of the amphitheater, to enjoy cupcakes provided by the USCG Culinary Team. The USCG Brass Quintet will play music as attendees and guests depart. At the same time, your Military Aide will escort you from the stage to the Green Room where cake will be served to VIP guests. Your leadership team and guests will be escorted to the Green Room to join you.

Key Messages

This is the opportunity to celebrate the accomplishments of the Department over the past 15 years and provide your perspective for the current state of DHS.

Key Issues:

DHS Priorities for Meeting

- Acknowledge the many accomplishments during the past 15 years and the contributions made by employees to ensure mission execution.
- Thank the more than 52,000 employees of DHS who have been working at the Department since March 9, 2003.

Logistics:

- The audience size is estimated to be approximately 600 attendees comprised of Department senior leadership, employees, your invited guests – former Secretaries and Members of Congress.
- The venue for the awards ceremony is the Ronald Reagan Building Amphitheater. It is a theatre-style setting with a stage from which all elements of the celebration will take place.
- When providing prepared remarks, you will speak from a podium located on the stage.
- When seated for the moderated discussion, you will wear a lapel mic.
- The event will be streamed live via dhs.gov.
- The event is open press.
- The Advance Lead for this site is (b)(6) in Chang.

Attachments:

- A. Remarks
- B. Agenda
- C. Participant List

Staff Responsible for Briefing Memo: (b)(6) Janene Corrado, Deputy Chief of Staff, MGMT, (b)(6) 202-(b)(6)4298.

Reviewed and approved by: (b)(6) Laurie Boulden, Acting Chief Staff, MGMT, (b)(6) 202-344-3400.



**DHS 15th Anniversary Celebration
Ronald Reagan Building Amphitheater
Thursday, March 1, 2018
10:00am – 12:00pm
Agenda**

- 8:00 am Doors Open**

- 9:58 am Current and former Secretaries seated on stage**

- 10:00 am Emcee proceeds with presentation of colors, National Anthem, and invocation**

- 10:08 am Moderated discussion with former Secretaries**

- 10:45 am Secretary Nielsen introduces the Vice President**

- 10:50 am Vice President Remarks**

- 10:57 am DHS mission video plays**

- 11:00 am DHS employee testimonials**

- 11:30 am Remarks from the Secretary**

- 11:40 am Anniversary cake cutting**

- 11:50 am Conclusion**

AVIATION ROUNDTABLE
March 1, 2018

Objective:

- This joint DHS-UK Home Office roundtable discussion will foster a mutual industry-government understanding of aviation security, threat trends, and their global economic impact.
- The discussion will also serve to encourage industry participation, at an individual company level, in the development of sustainable aviation security solutions.
- DHS and the UK Home Office will ask companies to support, in principle, an ongoing engagement to commit to meeting with appropriate managers and directors in approximately one month to develop at least one transatlantic cross-collaborative aviation security initiative (e.g., integration of security message into airplane safety videos and into flight crew training) and to agree to a second principals meeting within six months.

Agenda:

- Welcome & Introductions (Led by you with Home Secretary Amber Rudd).
- Threat Briefing/Presentation and Roundtable (Led by Director General Tom Hurd, UK Office for Security and Counter Terrorism).
 - Briefing will be conducted by TSA Assistant Administrator Tom Bush and the UK's Joint Terrorism Analysis Centre (JTAC).
- Threat Briefing/Round Table Discussion (Led by DG Tom Hurd).
- Mitigation and Innovation/Presentation (Led by TSA Administrator David Pekoske).
 - Shared challenges (DG International Security & Environment Group Lucy Chadwick).
 - Current and emerging programs: Global Entry, Preclearance, Biometric Entry/Exit, and Immigration Advisory Program. (CBP Commissioner Kevin McAleenan).
 - Industry-Government collaboration: How innovation fits into international aviation ecosystem; challenges to delivering innovative solutions across the system; Collaboration between the US.' Innovation Task Force (ITF) and UK's Future Aviation Security Solution (FASS) programme (TSA Innovation Task Force Director ^{(b)(6)}Mara Winn).
 - Threat mitigation at airports (Heathrow CEO John Holland-Kaye).
- Mitigation and Innovation/Round Table Discussion (Led by TSA Administrator Pekoske).
- Path Forward Roundtable Discussion (Led by Parliamentary Under Secretary of State for Transport ^{(b)(6)}Business Sugg).
- Closing (Led by you with Home Secretary Rudd).

Key Messages

Terrorist groups continue to advance multiple efforts to target the aviation sector and are seeking ways to circumvent aviation security.

Government action alone is not sufficient in mitigating the threat: Companies are critical partners in identifying and developing sustainable aviation security measures.

U.S. and UK Government and aviation security companies can collectively assert considerable influence to raise the bar for global aviation security.

Key Issues:

DHS Priorities for Meeting

- Achieve common understanding across key aviation industry figures over threats to passengers and cargo aviation and over UK and U.S. strategic aviation security objectives;
- Demonstrate the benefits for government and industry of a more proactive industry stance over global aviation security leadership;
- Facilitate industry-to-industry collaboration and government-industry innovation partnerships;
- Identify areas for actionable security cooperation including expanding threat awareness and mitigation; and
- Exchange information over the way ahead and for future meetings, including industry commitment to continuing engagement through Transatlantic Aviation Security Roundtable

(b)(5)

Issues Likely to be Raised

Watch out for/if asked:

- Participants may feel the U.S. and UK Government are best positioned to disrupt terrorist attacks, making industry action less critical.
 - The U.S. and UK continue to prioritize—in concert with our allies worldwide—the disruption of potential terrorist attacks. We stress, however, that identification of plotters and interdiction are not enough in all cases; the aviation industry is uniquely positioned to help mitigate risks.
- Participants may complain that TSA Emergency Amendments and Security Directives are costly, disruptive, and issued without sufficient consultation.
 - TSA is committed to outreach and consultation. Today’s engagement is about fostering a common understanding of the threat, so we can work together to mitigate that threat.
- Participants may ask U.S./UK Governments to fund private sector innovation.
 - We should make no assumptions on funding. The first step is to identify the innovations.
- UPS and FedEx worldwide may inquire about CBP’s position on the World Customs Organization’s Cargo Targeting System (CTS). They strongly support CTS and may push for CTS use in addition to CBP’s ACAS program.
 - CBP supports the implementation of CTS to enable the identification of high risk air cargo shipments.

Logistics:

- The roundtable will take place in the CBP Commissioner’s Large Conference Room in the Ronald Reagan Building. There will be between five and seven principals from the U.S. Government, the UK Government, U.S. airlines, and UK airlines and airports. Most principals will bring a senior security expert as a plus one.
- No press.

Attachments:

- A. Annotated agenda (including talking points and flow of show).
- B. TSA Briefing Slides
- C. CBP Briefing Slides
- D. Participant List
- E. Biographies

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Staff Responsible for Briefing Memo: Ted Sobel, Deputy Assistant Secretary (A), Screening Coordination Office, (b)(6)282-9570, ted.sobel@hq.dhs.gov.

Reviewed and approved by: Briana Petyo, Acting Chief of Staff, (b)(6)202-447-4579.

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**AVIATION ROUNDTABLE
Participant List**

U.S. Government:

Secretary Nielsen

Deputy Secretary Duke

Chad Wolf, Chief of Staff

(b)(6) Elizabeth Neumann, Deputy Chief of Staff

Miles Taylor, Counselor to the Secretary

(b)(6) Briana Petyo, Acting Chief of Staff, PLCY

Matt Hayden, Acting Deputy Assistant Secretary, OPE

Dave Pecoske, Administrator, TSA

Kevin McAleenan, Acting Commissioner, CBP

Jonathan Hoffman, Assistant Secretary, OPA

Robin Taylor, Principal Under Secretary, I&A

(b)(6) Ted Sobel, Screening Coordination Office, PLCY

Matt Hayden, Deputy Assistant Secretary, OPE

(b)(6) Eddie Mayenschein, Assistant Administrator, Security Policy and Industry Engagement, TSA

(b)(6) Paul Fujimura, Assistant Administrator, Office of Global Strategies, TSA

John Wagner, Deputy Executive Assistance Commissioner, CBP

(b)(6) Kara Winn, Director, Innovation Task Force, TSA

(b)(6) Thomas Bush, Assistant Administrator, Office of Intelligence and Analysis, TSA

UK Government:

Home Secretary Amber Rudd

Tom Hurd, Director General, Office for Security and Counter Terrorism

Baroness Sugg, Parliamentary Under Secretary of State for Transport

Lucy Chadwick, Director General, International Security & Environment Group

Dan Micklethwaite, Director of Aviation, Department of Transport

Robert Jordan- Head of Aviation Security Team, Office for Security and Counter Terrorism (OSCT), Home Office

Gareth Alston, First Secretary Transportation Policy, British Embassy

Simon Staffell, Counsellor, Security Science and Technology, British Embassy

Mark Tomlinson, Counter Terrorism Policy, British Embassy

Amy Fisher, Special Advisor to the Home Secretary

George Bowman, Private Secretary to the Home Secretary

Holly Greig, Private Secretary to Minister of Aviation

Tom- Head of Transport Threat Assessments, JTAC

Kate Hamilton- Aviation Security Team, Office for Security and Counter Terrorism (OSCT), Home Office

U.S. Companies

Oscar Munoz, CEO, United

Rich Davis, Managing Director for Corporate Security, United Airlines

W. Douglas Parker, Chairman & CEO, American Airlines

Jose Freig, Chief Security Officer, American Airlines

Myron Gray, President, U.S. Operations, UPS

Wendie Hayler, President of International Security, UPS

David J. Bronczek, President & COO, FedEx

Terry Harris, Vice President, Security, FedEx

William J. Flynn, President & CEO, Atlas Air Worldwide

Gary Wade, Chief Security Officer, Atlas Air Worldwide

Nicholas E. Calio, President & CEO, Airlines for America

Sharon L. Pinkerton, SVP Legislative & Regulatory Policy, Airlines for America

Randall Harrison, Vice President for Corporate Security, Delta

UK Industry

John Holland-Kaye, CEO, Heathrow

Andrew Cowan, CEO, Manchester Airport Group

Chris Woodroffe, COO, Gatwick Airport

Craig Kreeger, CEO, Virgin Atlantic

Tim Steeds, Head Of Security, British Airways (No principal)

Ed Bastian
CEO, Delta Air Lines



Named Delta's CEO in May 2016, Ed Bastian's primary responsibility is to champion the company's employee-driven, customer-focused culture and inspire the spirit of innovation that is the foundation of Delta's success. An 18-year Delta veteran, Ed was a central part of the team that led the airline from bankruptcy to its current position as the industry's leader.

Ed joined Delta in 1998 as Vice President – Finance and Controller and was promoted to Senior Vice President in 2000. In 2007 Ed was appointed as Delta's President, from where he strengthened Delta's financial foundation through innovation, debt reduction, revenue growth and bolstering the airline's global network.

Ed graduated from St. Bonaventure University with a Bachelor's Degree in Business Administration. He lives in Atlanta, and is deeply involved in the community.

**Oscar Munoz
CEO, United**



Oscar Munoz was named president and chief executive officer (CEO) of United Airlines on September 8, 2015. At the time of this appointment, Munoz had been serving as a member of the board of directors of parent company United Continental Holdings since its formation with the 2010 merger between United and Continental. Munoz had been a member of Continental's board of directors since 2004.

Munoz was president of CSX Corporation during 2015 and its chief operating officer from 2012 to 2015. From 2001 to 2003, Munoz served as the chief financial officer and vice president of consumer services at AT&T. Munoz had worked for Coca-Cola Co. and PepsiCo Inc.

Munoz has twice been named among the "100 Most Influential Hispanics" by Hispanic Business magazine. In March 2017, he was named "Communicator of the Year for 2017" by PRWeek.

W. Douglas Parker
Chairman & CEO, American Airlines



Doug Parker was named Chairman and Chief Executive Officer of American Airlines in 2013. Previously, Parker was chairman and CEO of US Airways. Before the merger of US Airways and America West Airlines in 2005, he was chairman, president and chief executive officer of America West. Parker became the CEO at America West just 10 days before Sept. 11, 2001, and led the carrier through the crisis.

Under Parker's leadership, US Airways achieved record revenue growth, operational performance and profit margins that outpaced most industry peers. Parker's experience prior to joining America West in 1995 includes four years with Northwest Airlines as vice president, assistant treasurer and vice president of Financial Planning and Analysis. From 1986 to 1991, he held a number of financial management positions with American.

Parker received a Bachelor of Arts degree in economics from Albion College in 1984 and a Master of Business Administration degree from Vanderbilt University in 1986.

Myron Gray
President, U.S. Operations, UPS



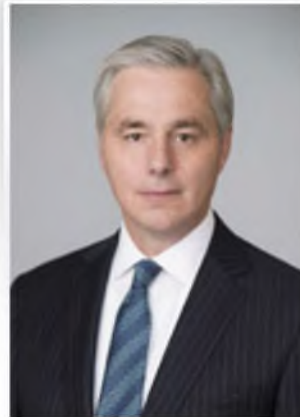
Myron Gray is president of U.S. operations for UPS with responsibility for all package delivery and logistics services for the world's largest economy. He also has presided over programs to expand the company's logistics services, upgrade the technology in UPS operations, and improve the delivery fleet's fuel efficiency.

Prior to his current role, Myron served as the president of the Americas Region. In this role, he led the expansion of UPS express delivery and logistics services into growing markets such as Mexico and Brazil.

Myron began his career with UPS in 1978 as a part-time package handler in the Tennessee District while attending college. He has completed advanced management programs at INSEAD in Fontainebleau, France and the Yale School of Business.

Myron serves on the National Board of Governors and as a Southeast Region Trustee for the Boys & Girls Clubs of America. He also sits on the boards of the Atlanta Police Foundation, the National Urban League, the Federal Reserve Bank of Atlanta and Airlines for America.

William J. Flynn
President and CEO, Atlas Air Worldwide



William J. Flynn is the President and Chief Executive Officer of Atlas Air Worldwide Holdings, Inc. (AAWW). He also sits on the Company's Board of Directors. Mr. Flynn is a seasoned executive who has held senior management positions with leading transportation companies.

Before joining AAWW, Mr. Flynn served as President and Chief Executive Officer of GeoLogistics Corporation, a leading global freight forwarding and logistics company. There, he led the company's turnaround to profitability and orchestrated its successful sale in 2005.

From 2000 to 2002, Mr. Flynn held several senior positions at CSX Corporation, including Senior Vice President of Strategic Planning and Senior Vice President at CSX Transportation, the company's railroad unit.

Previously, Mr. Flynn spent a number of years with Sea-Land Service, Inc., a subsidiary of CSX Corporation, where he held a variety of senior management positions in Asia, Latin America and the United States.

David J. Bronczek
President and COO, FedEx Corp



David J. Bronczek is president and chief operating officer of FedEx Corp. Bronczek is responsible for marketing, sales, and all FedEx operating companies. He is a member of the five-person Executive Committee, which plans and executes the corporation's strategic business activities.

Bronczek is also co-president and co-CEO of FedEx Services, which provides sales, marketing, information technology, communications, customer service, technical support, billing, and collections services for U.S. customers of major FedEx business units and certain back-office functions that support other FedEx companies. Previously, Bronczek was president and CEO of Memphis-based FedEx Express, the world's largest express transportation company.

Bronczek has represented FedEx in a wide variety of industry and community roles in the areas of disaster relief, aviation and public safety, global trade and access, technical and higher education, and advancement of next-generation transportation infrastructure.

His service to industry and community has included being named chairman of the FAA NextGen Advisory Committee, which fosters industry collaboration on air safety, air traffic management, and aviation environmental sustainability efforts; and serving as chairman of the International Air Transport Association (IATA) in 2010. He remains a current member of IATA's Board of Governors. Bronczek was appointed by the president of the United States to the National Infrastructure Advisory Council (NIAC) in 2009.

Nicholas E. Calio
President and CEO, Airlines for America



Nicholas E. Calio is president and chief executive officer of Airlines for America (A4A), the trade association for the country's leading airlines, whose members and affiliates transport more than 90 percent of all U.S. airline passenger and cargo traffic. Mr. Calio leads the organization, which advocates for America's airlines as models of safety, customer service and environmental responsibility, and as the indispensable network that drives nearly \$1.5 trillion in U.S. economic activity and more than 11 million U.S. jobs.

Prior to joining A4A in January 2011, Mr. Calio was Citigroup's Executive Vice President for Global Government Affairs and a member of its Senior Leadership Committee. He was responsible for the company's government affairs globally, including U.S. federal and state government relations, and international government relations. Before joining Citigroup, Mr. Calio served President George W. Bush as Assistant to the President for Legislative Affairs from January 2001 to January 2003. As the president's principal liaison to Congress, Mr. Calio worked closely with the leadership and members of the U.S. Senate and House of Representatives, and had the primary responsibility for formulating and implementing White House strategy on all legislative issues. He held the same position during the administration of President George H.W. Bush.

Prior to joining the Bush administration, Mr. Calio was a partner at O'Brien*Calio, a law and lobbying firm he co-founded in 1993. A 1998 Fortune Magazine survey of Members of Congress, congressional staff, administration staff and Washington lobbyists rated the firm as one of "the ten most powerful" in Washington. Mr. Calio started the firm after leaving the first Bush administration.

Amber Rudd
Home Secretary



Amber Rudd was appointed Home Secretary on 13 July 2016. She was elected Conservative MP for Hastings and Rye in 2010. From 2010 to 2012, she was a member of the Environment, Food and Rural Affairs Select Committee. She then served as Parliamentary Private Secretary to the Chancellor of the Exchequer from 2012 to 2013, and as Assistant Whip from October 2013. Amber was the Parliamentary Under Secretary of State at the Department of Energy and Climate Change from July 2014 until May 2015. She was then Secretary of State for Energy and Climate Change from May 2015 until July 2016.

Graduating from the University of Edinburgh with a degree in history, Amber worked in investment banking in the City of London and New York, before moving into venture capital. She then set up a freelance recruitment business and wrote for financial publications, before being elected to Parliament in May 2010.

Tom Hurd
Director General, Office for Security and Counter-Terrorism



Tom has extensive experience working in counter-terrorism and security. He is also an expert in Middle Eastern affairs, having worked as a senior diplomat with responsibility for the region. The Director General, Office for Security and Counter-Terrorism is responsible for the government's strategy, policy and legislative response to the threats of terrorism and organized crime.

After five years in the City with Credit Suisse First Boston, Tom joined the Foreign Office and has been on postings to Warsaw, Amman, Jerusalem and New York as well as holding a number of positions in London. As an Arabist, Tom's career within the Foreign Office focused on issues involving the Middle East, specializing predominantly on national security. Until his appointment as DG OSCT, where he is the senior government official responsible for the design, coordination and implementation of HMG's approach to Counter-Terrorism and Serious Organized Crime, he was a Director in the Foreign Office for the Middle East and Africa. Prior to this, he was Chief of Assessments Staff in the Cabinet Office, which included responsibility for coordinating the UK intelligence analytical community both on foreign and domestic security issues, providing the daily intelligence update to the Prime Minister and being a full member of the Joint Intelligence Committee.

**Elizabeth Grace Sugg “Baroness Sugg”
Parliamentary Under Secretary, State for Transport**



Baroness Sugg CBE was appointed Parliamentary Under Secretary of State for Transport on 27 October 2017, replacing Lord Callanan. She was a Government Whip (Baroness in Waiting) from 15 June 2017. Baroness Sugg became a Conservative life peer on 30 August 2016. Baroness Sugg previously served as Director of Operations and Campaigns at Downing Street under David Cameron.

Sugg was appointed a Commander of the Order of the British Empire (CBE) in the 2015 Dissolution Honours. She was nominated for a life peerage in the 2016 Prime Minister's Resignation Honours and was created Baroness Sugg, of Coldharbour in the London Borough of Lambeth, on 30 August 2016. The minister is responsible for the following; Aviation, transport security, international, EU and EU exit, Legislation in the Lords, Corporate, Civil Contingencies. She graduated from Newcastle University.

Lucy Chadwick
Director General, International Security and Environment Group



Lucy Chadwick was appointed Director General, International, Security and Environment Group in 2012. Lucy worked at Accenture before moving to the Prime Minister's Delivery Unit in 2002, where she led the Transport Unit. She joined DfT in 2004 and has held 2 director posts.

As Director of Roads and Local Transport, Lucy had responsibility for London, leading on DfT's relationship with the Mayor, cycling and sustainable travel and local transport plans. In 2005 she became Director of Rail and Road Projects, with responsibility for delivering major projects such as Cross rail, Thameslink, Network Rail's network upgrade program and the Highways Agency's roads program. The main responsibilities of the Director General for the International Security and Environment Group are as follows:

- Aviation policy and security regulation, consumer protection, safety and environmental matters
- Maritime policy and the Maritime and Coastguard Agency
- Leading the department's approach to transport security and safety
- Strengthening relations with other governments and international transport organizations to further UK interests
- Updating the department's overarching strategy to inform the future direction of transport policy
- Managing and minimizing transports impact on the environment

John Holland-Kaye
CEO, Heathrow



John Holland-Kaye was appointed CEO with effect from 1 July 2014. He joined the company as Commercial Director in May 2009. From November 2012, John was Development Director and was responsible for delivering the £1 billion annual investment in transforming Heathrow, including the new Terminal 2: The Queen's Terminal, which opened on 4 June 2014.

He was previously Divisional CEO with Taylor Wimpey PLC, having held a number of positions including Operations Director of Taylor Woodrow Developments and Commercial Director of Taylor Woodrow Inc. Prior to that, John was Managing Director, National Sales Division, of Bass Brewers, and has also worked as a strategy consultant with LEK Consulting for a number of high-profile businesses.

Andrew Cowan
CEO, Manchester Airport Group (MAG)



Andrew Cowan joined MAG in 2013 as Chief Operating Officer with overall responsibility for Manchester, East Midlands and Bournemouth Airports. In 2015 he spent a year as Chief Strategy Officer for the group including Chairing the newly established MAG USA business. In April 2016, Andrew was made Chief Executive of London Stansted Airport and in September 2017 moved to become Chief Executive of Manchester Airport.

Prior to his appointment at MAG, Andrew was Group Chief Executive of Robertson Group, an infrastructure, construction and services company based in Scotland and operating throughout the UK. Having served on numerous boards, he was previously a director of United Utilities International, United Utilities Electricity Plc and served as a Trustee on the Electricity Supply Pension Scheme.

Chris Woodroffe
COO, Gatwick Airport



Chris was appointed COO in November 2016, following a successful career spanning multiple roles at Gatwick. He joined the airport in 2006 to oversee baggage operations in the North Terminal and held a number of other senior engineering roles before becoming Head of Engineering in 2010. In 2012, Chris became Head of Security, leading a programme of work to create Gatwick's world-leading security operation. In 2015, his role was expanded to include operational accountability for stable operations, terminals and ensuring that the airport's transformational airline moves programme is successfully delivered.

Chris is a chartered chemical engineer who left Imperial College, London, with a first class masters degree to join Nestlé's UK graduate scheme. He also holds an MBA with distinction from the University of Warwick.

Craig Kreeger
CEO, Virgin Atlantic



Mr. Craig S. Kreeger has been the Chief Executive Officer of Virgin Atlantic Airways Limited and Virgin Atlantic Ltd. since February 1, 2013. Mr. Kreeger served as Senior Vice President of Customer Experience at American Airlines Inc. from July 2010 to January 2013 and was responsible for all sales and ground operations activities in Latin America, Europe and Asia. He spent part of his 27-year career at American working on the US carrier's transatlantic alliance with BA. He also gained valuable knowledge of Heathrow after spending six years in London, where he was responsible for all of American's operations and sales in Europe, the Middle East, Africa and the Pacific. Mr. Kreeger served as Senior Vice President of International at American Airlines Inc., a subsidiary of American Airlines Group Inc. since March 29, 2006.

He served as Vice President- Europe and Asia of American Airlines Inc. from December 2003 to March 29, 2006 and also served as its General Sales Manager. A veteran of American's Marketing department, Mr. Kreeger joined American in 1985. He held progressively responsible management roles in Finance, Banking, Corporate Development, Crew Resources and Yield Management. He was promoted to vice president of Revenue Management in 1995 and held that role until being selected to lead American's sales team and its worldwide sales programs. Mr. Kreeger holds a Bachelor of Arts in Economics from the University of California at San Diego and an MBA from the University of California at Los Angeles.

Dan Micklethwaite
Director of Civil Aviation, Department of Transport



Dan was appointed as UK Director General for Civil Aviation in summer 2016. He is responsible for overall UK policy on aviation. Dan previously held a number of senior positions at Her Majesty's Treasury (the UK's economics and finance ministry). During the last four years he was the principal adviser to the Chancellor of the Exchequer on UK transport policy, and oversaw the UK national transport budget. Prior to that Dan held the roles of Head of Strategy and Head of Economic Growth, also at the UK Treasury. He has also spent some time working as a consultant at Deloitte earlier in his career.

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Amy Fisher
Special Advisor to the Home Secretary



Amy covers the portfolios of National Security and Counter-Terrorism, as well as safeguarding and vulnerability. She has previously worked as a Special Adviser at the Ministry of Justice as well under Caroline Spelman at the Department for Environment, Food and Rural Affairs (DEFRA). She has also worked for Policy Exchange, the UK's leading think tank and has worked exhaustively in high-profile media roles.

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**SECRETARY'S
BRIEFING BOOK**

Monday, April 2, 2018



1

White House Easter Egg Roll

2

**Meeting on Interagency Efforts to
Combat TOC**

3

Prep: Meeting with POTUS

4

Phone Call to Minister Dutton

5

WHITE HOUSE EASTER EGG ROLL
April 2, 2018

Event:

- The First Lady is hosting the 140th annual Easter Egg Roll on the South Lawn of the White House on Monday, April 2, 2018.
- Last year, over 20,000 parents and children attended, most of whom won the public lottery held in February.
- The event includes:
 - The State Egg Display (located on the Ellipse);
 - Reading Nook;
 - Thank you cards for the Troops;
 - Egg roll/hunt;
 - Arts and crafts activities;
 - Costumed characters; and
 - Performances by the Marine Corps, Army, Air Force, and Navy bands.

Timeline:

- 0730: Guests begin arriving
- 0945: Arrive at the West Executive entrance at the White House
- 1145: Depart

Logistics

- The attire is Sunday Easter – dresses/skirts for ladies and Khakis/button downs or suits for gentlemen. You will likely be on grass for at least part of the event – please plan footwear accordingly.
- Chief of Staff Kelly and Mrs. Kelly will be attending in the same time slot as you and POTUS. Chief of Staff Wolf will also be attending with his two sons and wife, (b)(6).
- There will be thousands of attendees throughout the day, but most of the DHS political staff attendees will be in the 1215-1415 slot.
- You are not scheduled to read and have no participatory obligations. A list of Reading Nook participants can be found in **Attachment A**.
- The event will have a **press pool** during your timeslot. Hot Topics in the News can be found in **Attachment B**.

Attachments:

- A. List of Reading Nook Readers
- B. Hot Topics in the News Talking Points

Staff Responsible for Briefing Memo: (b)(6) Hannah Hummelberg, Special Assistant, (b)(6)-875-
(b)(6) 4698.

WHITE HOUSE EASTER EGG ROLL
List of Reading Nook Readers

First Lady Melania Trump
General Joseph Keith Kellogg, Jr.
Press Secretary Sarah Sanders
Director of National Intelligence Dan Coats and Marsha Coats
Mrs. Susan Pompeo
Administrator Linda McMahon
Counselor to the President Kellyanne Conway
Secretary Elaine Chao
Secretary Betsy DeVos
Administrator Seema Verma
Surgeon General Dr. Jerome Adams
Director of Legislative Affairs Marc Short
Secretary of the Air Force Heather Wilson

MEETING ON INTERAGENCY EFFORTS TO COMBAT TOC
April 2, 2018

Overview:

- This is the second Threat Mitigation Working Group (TMWG) principals meeting.
 - The last meeting was held in March 2017 hosted by DOJ. Former Secretary Kelly represented DHS.
- Attorney General Sessions requested this meeting to follow-up on the Principals Small Group (PSG) meeting hosted by NSC on March 14, 2018.
 - The classified PSG read ahead material pertaining to transnational organized crime (TOC) is attached for reference (**Attachment C**).
- DOJ is hosting this meeting and set the agenda (**Attachment B**, and pasted below) to focus primarily on management options for TOC mission across the U.S. Government—addressing options for both the structure as well as the leadership. There will also be a discussion on whether to add the Secretaries of Defense and Treasury to the TMWG.
 - We expect DOJ to advocate strongly that they should lead the TOC mission for USG.
 - We do not anticipate objections to adding Defense and Treasury to the TMWG.

Key Messages

DHS is postured to leverage its breadth of authorities against TOC priority threats to the homeland. Counter TOC efforts (CTOC) are an integral part of the DHS mission space.

DHS maintains a broad scope of authorities—as well as an extensive domestic and foreign operational footprint—to combat TOC from the most strategic to the most tactical of efforts: investigations, intelligence, interdiction, border and immigration security, cybersecurity, cyber crime, international engagement, etc.

As we operate in the CTOC mission space, DHS will continue to collaborate and engage the interagency. DHS recognizes we must leverage broader U.S. Government assets and authorities to succeed.

Agenda:

1. Welcome (AG)
2. TOC Mission Management Overview (USCTOC Steering Committee/DHS)
 - TOC Mission Management Definition
 - Mission Management Options
 - Existing Platform
 - Federated Model
 - New Stand-Alone Center
 - Considerations
 - Evaluation Criteria for Choosing Mission Management Option
 - Evaluation Criteria for Selecting TOC Mission Management
 - Resource Implications
 - Impact of the TOC Executive Agent Selection on Mission Management
 - Principals Discussion (All)

3. Enhancing the Threat Mitigation Working Group under E.O. 13773 (State)
 - Expanding the Co-Chairs to Include Secretaries of Defense and Treasury
4. Conclusion/Next Steps (Principals)

Background:

- The U.S. Government lacks a coordinated approach to holistically assess TOC threats, measure collective mitigation initiatives, evaluate overall efficacy, and shift resources to close the gap between the threat vector and effective mitigation.
- Last summer, NSC laid out three Courses of Action (COAs) to address the U.S. Government’s gap in TOC strategic intelligence and strategic planning:
 1. Leveraging an existing interagency platform;
 2. Establishing a federated solution; or
 3. Building a national center.
- When the COAs were developed, the existing platform options for COA 1 included:
 - DOJ’s Organized Crime Drug Enforcement Task Force (OCDETF);
 - NCTC’s Directorate of Strategic Operations; and
 - The Office of National Drug Control Policy (ONDCP).
- DHS was not included as having an existing platform.
 - ODNI and NCTC do not believe that NCTC should serve in the TOC capacity.
 - ONDCP was removed as a viable option. DOJ’s OCDETF remains as the only viable “existing platform.”
- Once a COA has been selected, resources, funding, and a mandate for interagency participation will be critical to the success of the designated lead agency or department.
- OMB has indicated that no new funds will be made available for this effort.
- DHS is uniquely positioned to take a leading role in TOC mission management—as we have demonstrated experience, capability, and capacity to lead the interagency in CTOC strategic planning and strategic intelligence efforts.
 - *Recent Success:*
 - DHS led interagency stakeholders in coordinating and drafting the 120-day report mandated in Executive Order (EO) 13773: *Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking*.
 - This intelligence assessment integrated reporting from 23 law enforcement and Intelligence Community agencies to provide the White House a comprehensive assessment of TOC and its impact to the homeland.
 - Collaboration with DOJ and the Office of Director for National Intelligence was critical to the success of the project.

Current TOC Capabilities and Activities within DHS:

TOC Strategic Intelligence

- I&A is in the planning phase of establishing a DHS-wide TOC Intelligence Mission Center that would create a single point-of-contact on TOC-related intelligence within the Department able to address the complex, cross-cutting, and sophisticated TOC threats facing the homeland.
 - If resourced properly, a DHS TOC Intelligence Mission Center could serve to lead interagency stakeholders as a federated solution (COA 2) for TOC strategic intelligence

across the U.S. Government (i.e., provide a TOC intelligence integration capability that fuses law enforcement and Intelligence Community information and capabilities).

TOC Strategic Planning

- Over the past two years, DHS has established a formalized, reproducible, and transparent strategic planning process that ensures resources can be prioritized based on agreed upon goals, objectives, and outcomes.
 - DHS has seasoned strategists and expert analysts that routinely develop risk-informed strategies for DHS and the U.S. Government to combat the Nation's priority threats.

TOC Executive Agent

- National Security Presidential Memorandum – 7 (NSPM-7) directs the creation of “knowledge bases” for “threat actors,” including those who are engaged in TOC.
 - NSPM-7 also calls for a department or agency to serve as an “Executive Agent” for the TOC knowledge base.
 - The general roles of the TOC Executive Agent are to provide information sharing governance and policy and to manage the TOC “knowledge base” within an interagency information technology architecture.
 - Linking the decision on the Executive Agent for the TOC knowledge base to the decisions on TOC strategic intelligence and TOC strategic planning would further define and strengthen the path forward on a U.S. Government-wide TOC mission management.

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Key Issues:

TOC Mission Management (Item #2 on Meeting Agenda)

COA 1 – Leveraging an existing interagency platform: Incorporate TOC mission management into an existing integration center such as the DOJ-led Organized Crime Drug Enforcement Task Force (OCDETF).

- DOJ will likely assert that it is currently postured to assume the TOC Mission Management role through a combination of OCDETF, the DEA's Special Operations Division, and the OCDETF Fusion Center.
- *Staff Recommendation:*
 - DHS is concerned with allowing DOJ to lead TOC mission management. PLCY believes DHS missions intersect broadly with TOC, while DOJ is more narrowly focused on investigations and prosecutions, sometimes to the detriment of DHS missions (e.g., screening and vetting).

COA 2 – Rely on a federated solution: Establish a TOC intelligence integration capability and develop a federated TOC strategic planning capability housed in a department, such as DHS, that has unique authorities to bridge law enforcement stakeholders with the Intelligence Community.

- *Staff Recommendation:*
 - With its broad scope of operational responsibilities, DHS has the depth of mission capabilities to lead a federated solution for TOC strategic intelligence and strategic planning.

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- For example, the DHS-led 120-day report offers a proof of concept that a strategic intelligence process with standard operation procedures could be implemented across departments and agencies.
- DHS could also leverage PLCY's strategic planning capabilities to network with other Departments and agencies to develop integrated strategies to combat TOC networks at home and abroad.

COA 3 – Building a new, national center: Establish a new CTOC Center that houses U.S. Government-wide policy, strategic planning, and strategic intelligence functions.

- This option was briefed by USCTOC Executive Secretariat Kevin Carroll to then Acting Secretary Duke, PLCY, I&A, OGC, ICE, and CBP in October 2017.
- At the time, then Acting Secretary Duke and others at the briefing believed it was premature to prescribe the “what” and should instead focus on the outcomes and goals.
- Informally, most interagency stakeholders do not believe this to be a feasible option due to significant funding constraints.
- *Staff Recommendation:*
 - PLCY does not recommend a new, national center be established at this time, primarily due to resource constraints. A federated solution, as proposed in COA 2, is more realistic in view of funding constraints.

DHS Perspectives

- DHS stakeholders generally support the concept of a federated solution (for both strategic intelligence and strategic planning), led by DHS in close coordination with interagency partners.
- CBP:
 - Supports a federated solution, but is concerned that CBP may end up serving (or being asked to serve) as the primary Component responsible for implementation.
 - CBP is willing to be a key stakeholder and contribute, but has bandwidth concerns with the NVC coming online.
- ICE:
 - Supports the concept that we should make best use of capabilities across DHS (such as JTF-I) as well as the interagency.
 - ICE would agree that there is benefit for some level of colocation for strategic intelligence and strategic planning, and that DHS should look to lead that entity.
 - ICE emphasizes that operations should not be directed from this entity.
- I&A:
 - Supports a federated solution, led by DHS and aligned with I&A's TOC Mission Center.
 - I&A believes that once the federated solution has demonstrated value and a return on investment, that the U.S. Government would be better served if the federated solution transitions to a National CTOC Center (e.g., a brick and mortar solution).
- USCG:
 - Supports a federated solution led by DHS.
 - USCG likewise agrees that once the federated solution has demonstrated value and return on investment, it should transition to a National CTOC Center. USCG also emphasizes that operations should not be directed from this entity.

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Interagency Perspectives

- DOJ:
 - Expected to advocate strongly for using an existing platform (i.e. DOJ would lead TOC Mission Management leveraging a combination of OCDETF, the DEA's Special Operations Division, and the OCDETF Fusion Center).
- DOS:
 - Has not formally committed to any COA, but is likely to support a federated solution.
 - It is not clear which Department/agency DOS prefers to see take the lead on TOC mission management.
- ODNI:
 - Has expressed strong reservations over a proposal to have NCTC assume the role for TOC Mission Management.
 - ODNI has been ambiguous in its support for using an existing platform or a federated solution, but may lean towards a federated solution that leverages all sources Intelligence Community and law enforcement inputs.
 - ODNI has not expressed a desire to lead TOC Mission Management, but clearly sees itself as a leading contributor to strategic intelligence.
- NSC:
 - Informally has expressed that DHS, with its broad mission, authorities, and capabilities, is well positioned to take the lead for TOC Mission Management across the U.S. Government.

Enhancing the Threat Mitigation Working Group (TMWG) (Item #3 on Meeting Agenda)

- EO 13773 leveraged the existing interagency TMWG and designated the Secretary of State, the Attorney General, the Secretary of Homeland Security, and the Director of National Intelligence to co-chair the TMWG and direct implementation of the EO.
 - At the first meeting of TMWG co-chairs in March 2017, former Secretary Kelly noted other Department's significant equities in combating TOC and advocated for including the Secretaries of Defense and Treasury as additional TMWG co-chairs.
 - There have been no objections to this proposal, though it does lack formal concurrence from the existing TMWG co-chairs.
 - *Staff Recommendation:* PLCY recommends formally concurring with the proposal to add the Secretaries of Defense and Treasury as TMWG co-chairs.

Attachments:

- A. Talking Points
- B. DOJ Draft Agenda
- C. NSC Principals Small Group Read Ahead – classified
- D. TOC Initiatives Primer
- E. ODNI Creating an Interagency Solution to Transnational Criminal Threats
- F. TOC Intelligence Assessment Executive Summary
- G. Proposed Framework for Enhancing the U.S. Council on Transnational Organized Crime
- H. DHS Efforts to Combat TOC
- I. Organized Crime Drug Enforcement Task Forces Overview
- J. Progress in Implementing E.O. 13773
- K. CTOC Center Intersections

L. E.O. 13773
M. Participant List

Staff Responsible for Briefing Memo: (b)(6) Matthes, Acting Deputy Assistant Secretary Law Enforcement Policy, (b)(6)282-8076, justin.matthes@hq.dhs.gov; Roxanna Rodriguez-Torres, Acting Principal Director Law Enforcement Policy (b)(6)612-1145, roxanna.rodriguez-(b)(6)s@hq.dhs.gov.

Reviewed and cleared by: Elizabeth Neumann, Assistant Secretary for Threat Prevention and Security Policy (b)(6)447-3945.

**MEETING ON INTERAGENCY EFFORTS TO COMBAT TOC
Talking Points**

- It is clear that we need to invest in TOC mission management across the U.S. Government, but what we need to accomplish is not limited to strategic intelligence and strategic planning.
- The components of government-wide TOC mission management must also include, and are certainly not limited to, policy, legal, information sharing, information technology, and international affairs.
- Working within the current budget environment, a brick-and-mortar “national CTOC center” solution is simply not feasible at this time.
- It makes sense to collocate certain aspects of TOC mission management, e.g., the policy, legal, and strategy components, but not all elements of TOC mission management need to be under the same roof in order for it to be effective.
- When we talk about options for using an existing platform or creating a federated solution, in reality, both options require us to take what we already have and to build upon it – to transition it into a cohesive and seamless interagency process.
- The U.S. Council on Transnational Organized Crime (USCTOC) was established to implement the lines of effort under E.O. 13773.
- We have all dedicated great resources to the USCTOC, and while they have made progress in some key areas, it is time to enhance the USCTOC and to make it a hub for TOC mission management.
- If we approach this as a federated solution, and each department, agency, and organization dedicates resources to its success, we will have a fully functioning, government-wide TOC mission management solution that covers all of our equities.
- The largest components of this federated solution are policy, strategic intelligence, strategic planning, and information sharing/information technology.
- As the co-chairs of the Threat Mitigation Working Group (TMWG), if we can agree to this broader TOC construct, I would like our respective staffs to work with the NSC to formulate options that address each of these key areas.
- I am not dismissing the work that has already been done in assessing options for strategic intelligence and strategic planning, but I want us to have a menu of options to choose from that represent a broader approach to federated TOC mission management, with an expectation that we will leverage some of our existing platforms.

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- The recommendations should be developed utilizing evaluation criteria that focus on neutrality, partnerships, budget considerations, existing authorities and capabilities, and how quickly we can achieve operating capability.
- I want our staffs to work expeditiously on this effort, and I propose that we reconvene within 6 weeks to make selections on the path forward.
- I also propose that as the TMWG co-chairs, we meet no less than quarterly to review progress and provide direction to the members of our respective teams who are leading TOC mission management.

**MEETING ON INTERAGENCY EFFORTS TO COMBAT TOC
Participant List**

DHS Participants

Secretary Nielsen

Chad Wolf, Chief of Staff

David Glawe, Under Secretary, I&A

External Participants

John Sullivan, Acting Secretary, DOS

(b)(6)fer Neidhart, Special Assistant, Office of the Deputy Secretary

Rich Glenn, Acting Deputy Assistant Secretary, INL

Dan Coats, Director, ODNI

Russ Travers, Acting Director, NCTC

(b)(6)le Wells, Director, Transnational Crime and Illicit Networks

**CALL WITH AUSTRALIAN MINISTER FOR HOME AFFAIRS PETER DUTTON
April 2, 2018**

Objectives:

- Congratulate Minister Dutton on his appointment as Australia's Minister for Home Affairs and on the creation of the Department of Home Affairs.
 - Minister Dutton requested this call to introduce himself as your direct Australian counterpart and to discuss priority issues between our Departments.
- Preview priority areas for engagement with Australian Home Affairs, such as capacity-building efforts in Southeast Asia.

Key Messages

Australia's creation of a Home Affairs portfolio is an important achievement. It will help to streamline our extensive engagements, both bilaterally through the DHS-Australia Bilateral Strategic Dialogue and multilaterally through Five Eyes partnerships.

DHS priorities with Australia include information sharing, secure trade and travel facilitation, and coordinated capacity building engagement in Southeast Asia.

Key Issues:

~~(b)(5)~~ DHS Priorities for Meeting

- Seek Minister Dutton's perspective on the successes and challenges he has seen in his first months as Minister for Home Affairs.
 - During his October 2018 visit to Washington, DC, Minister Dutton met with DHS leadership to discuss Australia's efforts to develop the Home Affairs portfolio and the Department of Home Affairs. Minister Dutton implemented many of the suggestions from DHS, such as establishing clear lines of communication and relationships between operational Components and headquarters leadership.
- Preview DHS areas for engagement with Australia. DHS engages with Australian counterparts bilaterally through the DHS-Australia Bilateral Strategic Dialogue (which will meet in June 2018) and multilaterally through Fives Eyes fora, such as the upcoming Five Country Ministerial scheduled for August 2018 in Australia.
- **Southeast Asia:**
 - DHS is working with the Department of Home Affairs to identify areas for security sector assistance in Southeast Asia.
 - You intend to travel to Southeast Asia in 2018 to meet with counterparts and reinforce opportunities for capacity building and information sharing with regional partners. Australia is a key partner in this effort.
 - While DHS is still developing our Southeast Asia strategy, potential areas for engagement with Australia's Department of Home Affairs in Southeast Asia include:
 - Law enforcement training and technical assistance in identifying fraudulent travel documents and utilizing biometric screening resources; and
 - Developing partner capacity to collect, share, and analyze advanced passenger information and passenger name records to identify returning foreign terrorist fighters.

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- **Cybersecurity:**
 - DHS works closely with the Department of Home Affairs and other Australian agencies on cybersecurity and network protection issues, both bilaterally and multilaterally through fora like the Ottawa 5, and we wish to continue enhancing our collaboration in these areas.
 - *Deterrence:* When discussing cybersecurity and other issues with Prime Minister Turnbull during the U.S.-Australia cyber roundtable in Washington, DC, you highlighted the importance of deterrence, an area we need to continue to work on together with Australia.
 - Both DHS and the Government of Australia have made public attribution statements in the case of WannaCry and NotPetya.
 - *Supply Chain:* DHS recently met with Australian counterparts to discuss shared concerns about telecommunications supply chain issues, particularly related to 5G. We expect to continue the conversation bilaterally and with other Five Eyes partners.
 - In September 2017, new telecommunications sector security reforms became law in Australia, and a 12-month implementation period commenced. At the end of the implementation period, carriers, carriage service providers, and carriage service intermediaries will have new legal obligations.
 - The purpose of the reforms is to create a regulatory framework for industry and government to collaboratively manage national security risks of espionage, sabotage, and foreign interference to Australia's telecommunications networks and facilities.
 - *Operational Engagement:* We have made a lot of progress on operational cooperation with Australia and would like to continue focusing on that as a key element of our relationship.
 - Representatives from NPPD's National Cybersecurity and Communications Integration Center (NCCIC) will travel to Australia for the annual Australian Cyber Security Centre Conference in April 2018 in Canberra.
 - While there, NPPD/NCCIC will also have a range of meetings with key counterparts, including from Home Affairs.
 - We would like to learn more about Australia's regional industry engagement.
- **Countering Foreign Influence:**
 - We are concerned with the increased use of social media networks and artificial intelligence that allows actors like China and Russia to quickly and inexpensively attempt to influence foreign populations.
 - The U.S. Government is working to determine whether and how to address these foreign influence operations that are intended to misleadingly shape public opinion in our country. Currently, we are organizing these efforts around four themes: threat intelligence and information sharing, engagement, capacity building, and national response.
 - We are also exploring how multilateral international fora, like the Five Eyes and the G7, can be leveraged to coordinate our efforts to reinforce democracy and counter foreign influence.
 - We should improve information and intelligence exchange to further our understanding of threats and incidents.
 - We should look at how we can jointly build the capacity and integrity of vulnerable or developing democracies, as well as support free and transparent media.

(b)(5)
Issues Likely to be Raised

- Minister Dutton may raise the issue of law enforcement access to encrypted data, as the Australia Prime Minister considers this a top national security priority. Australia has taken a much stronger line with the private sector to give law enforcement access to mobile data and is considering legislative options for requiring companies to allow access to such data.
 - At this time, neither DHS nor the U.S. Government have taken a position on the issue of encryption, as there are numerous perspectives to consider. DHS must consider both the law enforcement and national security needs and the importance of network and data security.
- Though not expected, Minister Dutton may raise the implementation status of the refugee resettlement arrangement between the U.S. and Australia.
 - Refugee issues remain a political priority and a sensitive issue for the Government of Australia, which continues to face criticism from human rights and aid organizations regarding living conditions at Australian offshore detention facilities in Nauru and Papua New Guinea.
 - USCIS has interviewed 501 individuals in Nauru and 232 individuals in Papua New Guinea for resettlement in the U.S. 86 individuals from Nauru and 84 individuals from Papua New Guinea have been approved and have arrived in the U.S. A team of 10 USCIS officers was in Nauru through March 16, 2018 interviewing 274 individuals and will be in Papua New Guinea from March 19 to April 14 to interview 254 individuals.
 - *Staff recommendation:* Thank Minister Dutton for the logistical support and extensive information sharing by Australian counterparts in support of this work.

History:

- This is your first engagement with Minister Dutton as Secretary.
- On February 22, 2018, you participated in the second Australian Strategic Policy Institute and Center for Strategic and International Studies Track 1.5 Cyber Dialogue and White House meetings with Australian Prime Minister Malcolm Turnbull.
 - Then Acting Secretary Duke met with Minister Dutton in Washington, DC in October 2017. Their meeting focused on lessons learned in the formation of DHS.
 - Former Secretary Kelly met with Minister Dutton in Washington, DC in April 2017. Their discussion focused on Australia's experience with skills-based migration programs, counternarcotics cooperation, and cooperation on refugees in Manus and Nauru.
- DHS has three personnel in Australia:
 - A TSA Representative in Sydney serving as the DHS Dual-Hat Attaché;
 - A CBP Law Enforcement Liaison Officer embedded with the Australian Border Force's Border Intelligence Fusion Center; and
 - An ICE Attaché in Canberra embedded with the Australia Federal Police.

Logistics:

- DHS will call Minister Dutton at (b)(6) 417 099 388.

Attachments:

- A. Talking Points
- B. Biography

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Staff Responsible for Briefing Memo: (b)(6)ie Chalkley, Deputy Director for Asia-Pacific Affairs, PLCY, (b)(6)282-8477.

Reviewed and approved by: Briana Petyo, Acting Chief of Staff, PLCY, (b)(6)447-4579.

OGC Reviewer: (b)(6)John Cox, Deputy Chief of Staff, OGC, (b)(6)447-5336.

Peter Dutton
Minister-designate, Home Affairs, Government of Australia



Former Australian Prime Minister Tony Abbot appointed Peter Dutton Minister for Immigration and Border Protection in December 2014. In July 2017, Prime Minister Turnbull appointed Minister Dutton Minister-designate for Home Affairs, on December 20 the Government of Australia formally established the new Home Affairs portfolio. Prior to this position, Minister Dutton served as Minister for Health and Minister for Sport following the 2013 election in Australia.

In November 2001 at the age of 30, Minister Dutton was elected as the Federal Member for Dickson in Queensland. In 2004, Minister Dutton became one of the youngest Ministers since Federation with his appointment as Minister for Workforce Participation, with responsibility for the Job Network, Disability Employment Services, Work for the Dole, and transition to work opportunities for all unemployed Australians.

In January 2006, Minister Dutton was promoted to Minister for Revenue and Assistant Treasurer. He worked closely with the then Treasurer, Peter Costello, in areas including Budget preparation, taxation, superannuation, prudential regulation, and competition and consumer policy. Following the change of government in November 2007, Minister Dutton was promoted to Shadow Cabinet as Minister for Finance, Competition Policy and Deregulation. In September 2008, he was promoted to Shadow Minister for Health and Ageing.

Prior to entering Parliament, Minister Dutton employed 40 staff in his small business following a successful career as a Queensland police officer, including service in the Drug Squad, Sex Offenders Squad, and the National Crime Authority.

Minister Dutton is married to (b)(6) and is the very proud father of (b)(6) Rebecca, Harry and (b)(6).

**SECRETARY'S
BRIEFING BOOK**

Tuesday, May 1, 2018



1	National Principals Level Exercise: Hurricane Preparedness
2	Cyber Briefing & DHS Cybersecurity Summit Discussion
3	Honduras TPS Meeting
4	Blue Mass
5	Meeting with POTUS
6	Phone Call to Sheriff Mark Dannels, Cochise County, AZ
7	
8	

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PRINCIPALS COMMITTEE TABLETOP EXERCISE ON HURRICANE PREPAREDNESS
May 1, 2018

Objective:

- As part of National Level Exercise (NLE) 2018, *Senior Officials Exercise 18-3: Hurricane Preparedness* provides an opportunity for Administration officials to examine and validate domestic incident management policies and practices for response to a major hurricane.

Agenda:

- The Principals-level *Senior Officials Exercise 18-3* will be held at 8:30 a.m. EDT on Tuesday, May 1, 2018. This will be a 60-minute tabletop exercise focused on pre-landfall activities and continuity challenges.
 - (b)(6) Mr. Robert Joyce will open the meeting, and upon his brief remarks, will turn to you to provide opening remarks and lead the discussion.
 - You will turn to Administrator Long for additional comment after your opening remarks.
 - Facilitator (b)(6) Kevin O'Prey will provide an exercise overview and objectives to begin the exercise discussion focusing on pre-landfall preparedness and readiness activities.
 - You will respond to questions posed by (b)(6) Mr. O'Prey and invite FEMA, USCG, and others to contribute to the discussion.
 - At the conclusion of the facilitated discussion, (b)(6) Mr. O'Prey will turn to you for closing remarks.
 - Following your remarks, you will invite (b)(6) Mr. Joyce to provide closing comments to end the meeting.

Key Messages

Your play in NLE 2018 includes *Senior Officials Exercise 18-3* and DHS Senior Leadership Group calls. *Senior Officials Exercise 18-3* will be a Principals-level tabletop exercise hosted by the White House and conducted as part of NLE play. This exercise will focus on pre-landfall activities and continuity challenges. At this point in the scenario, forecasts are starting to indicate that a hurricane could impact Washington, DC, but there is uncertainty in the storm's track.

Key Issues:

- Agenda and talking points are included in **Attachment 1**.

History:

- On April 26, 2018, FEMA Administrator Long, FEMA staff, DHS OPS Director Chavez, and the USCG Commandant briefed you about NLE 2018 and *Senior Officials Exercise 18-3*.
- NLE 2018 will examine the ability of all levels of government, private industry, and nongovernmental organizations to protect against, respond to, and recover from a major Mid-Atlantic hurricane. The functional and full-scale portions of NLE 2018 will occur April 30 to May 11, 2018, focused on themes identified from real-world continuous improvement efforts from Hurricanes Harvey, Irma, and Maria last fall. This provides a well-timed opportunity to apply lessons in advance of the 2018 Atlantic hurricane season, which begins on June 1, 2018.

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Attachments:

1. SOE 18-3 Agenda and Talking Points
2. Read-ahead

Staff Responsible for Briefing Memo: ^{(b)(6)} Chad Gorman, Director, National Exercise Division, FEMA, ^{(b)(6)} 202-646-4683 or Chad.Gorman@fema.dhs.gov

Reviewed and approved by ^{(b)(6)} Eric B. Heighberger, FEMA Chief of Staff, ^{(b)(6)} 202-646-3900.

OGC Reviewer: ^{(b)(6)} Thomas Balint, FEMA OCC, Associate Chief Counsel, ^{(b)(6)} 202-212-7714.

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SENIOR OFFICIALS EXERCISE 18-3: HURRICANE PREPAREDNESS
Agenda and Talking Points

Tuesday, May 1, 2018 – 8:30 AM ET
White House Situation Room
1600 Pennsylvania Avenue, NW, Washington, DC 20502

Purpose: *Senior Officials Exercise (SOE) 18-3: Hurricane Preparedness* provides an opportunity for Administration officials to examine and validate domestic incident management policies and practices for response to a major hurricane. In advance of the 2018 hurricane season, the exercise provides an opportunity to review statutory authorities, roles, responsibilities, and supporting plans, policies, and procedures to respond to a catastrophic incident. SOE 18-3 will be conducted at the Principals-level during National Level Exercise (NLE) 2018.

Exercise Overview: The SOE Program is composed of objectives-driven, discussion-based exercises that are reflective of senior leadership priorities and aligned to the National Exercise Program (NEP) 2017-2018 Cycle Principals' Objectives. As a key component of the National Preparedness System, the NEP is the principal mechanism for examining and validating core capabilities nationwide across all preparedness mission areas.

SOE 18-3 Principal-level tabletop exercise will address the following exercise-specific objective:

- Examine the readiness of the Federal Government to coordinate pre-landfall activities necessary to prepare for and respond to a major hurricane, consistent with domestic incident response doctrine, plans, and policies and in recognition of ongoing recovery from the 2017 hurricane season.

The exercise discussion questions align with select focus areas of NLE 2018 Objective 1: Pre-Landfall Protective Actions and Objective 3: Continuity in a Natural Disaster.

Agenda:

- The Principals-level *Senior Officials Exercise 18-3* will be held at 8:30 a.m. EDT on Tuesday, May 1, 2018. This will be a 60-minute tabletop exercise focused on pre-landfall activities and continuity challenges.
 - ^{(b)(6)} Mr. Robert Joyce will open the meeting, and upon his brief remarks, will turn to you to provide opening remarks and lead the discussion.
 - You will turn to Administrator Long for additional comment after your opening remarks.
 - Facilitator ^{(b)(6)} Kevin O'Prey will provide an exercise overview and objectives to begin the exercise discussion focusing on pre-landfall preparedness and readiness activities.
 - You will respond to questions posed by ^{(b)(6)} Mr. O'Prey and invite FEMA, USCG and others to contribute to the discussion.
 - At the conclusion of the facilitated discussion, ^{(b)(6)} Mr. O'Prey will turn to you for closing remarks.
 - Following your remarks, you will invite ^{(b)(6)} Mr. Joyce to provide closing comments to end the meeting.

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Run of Show

(b)(6) Mr. Robert Joyce will briefly open the meeting, and upon his opening remarks, will turn to you for your opening remarks.

[You Provide Opening Remarks]

Introduction

- Good morning and thank you, (b)(6) Mr. Joyce, for hosting us here today. Last hurricane season was unprecedented and DHS has made sure that we are taking all actions necessary to prepare the American people for the 2018 hurricane season.
- I'd like to provide a brief update on Hurricane Cora, and then invite Administrator Long to update us on FEMA's actions.

Hurricane Cora

- Over the past several days, we have been monitoring the track of Hurricane Cora, which is categorized as a major hurricane and currently located off the Eastern shore of Florida.
- Though Cora was previously expected to make landfall in northern Florida, the latest forecast models show that this storm poses a significant threat to the Mid-Atlantic States, including the National Capital Region (NCR).
- Led by Administrator Long and the men and women of FEMA, DHS is closely monitoring the situation, and adjusting plans as the storm track shifts north toward the Mid-Atlantic.
- We have been in constant communication with state and local officials, and are ready to support their requests for assistance.
- FEMA is conducting frequent calls with states in the potentially impacted areas to coordinate pre-landfall actions, and provide assistance where requested.
- We continue to work closely with our Federal, State, and private sector partners to prepare for the storm's impact to critical infrastructure, particularly telecommunications, power, healthcare, transportation, and emergency services sectors.
- We will continue to work closely with our partners to support the restoration of critical services following landfall.
- Because this storm could potentially impact the NCR, we will be prepared to operate from an alternative site to ensure operational continuity, if necessary.
- Right now, however, we are continuing to monitor the storm and are prepared to take action, no matter what path the storm takes.

Conclusion

- We learned a number of lessons from last year's historic hurricane season, and we are ready to put those in play as we respond to Hurricane Cora.
- I'd like to thank Administrator Long for his outstanding leadership. We will continue to work closely, coordinate thoroughly, and communicate frequently as this event unfolds.
- I look forward to our discussion today and will now ask Administrator Long to provide an update.

[Turn to FEMA Administrator Long and Facilitator (b)(6) Kevin O'Prey for the Exercise Overview and Objectives to begin the discussion.]

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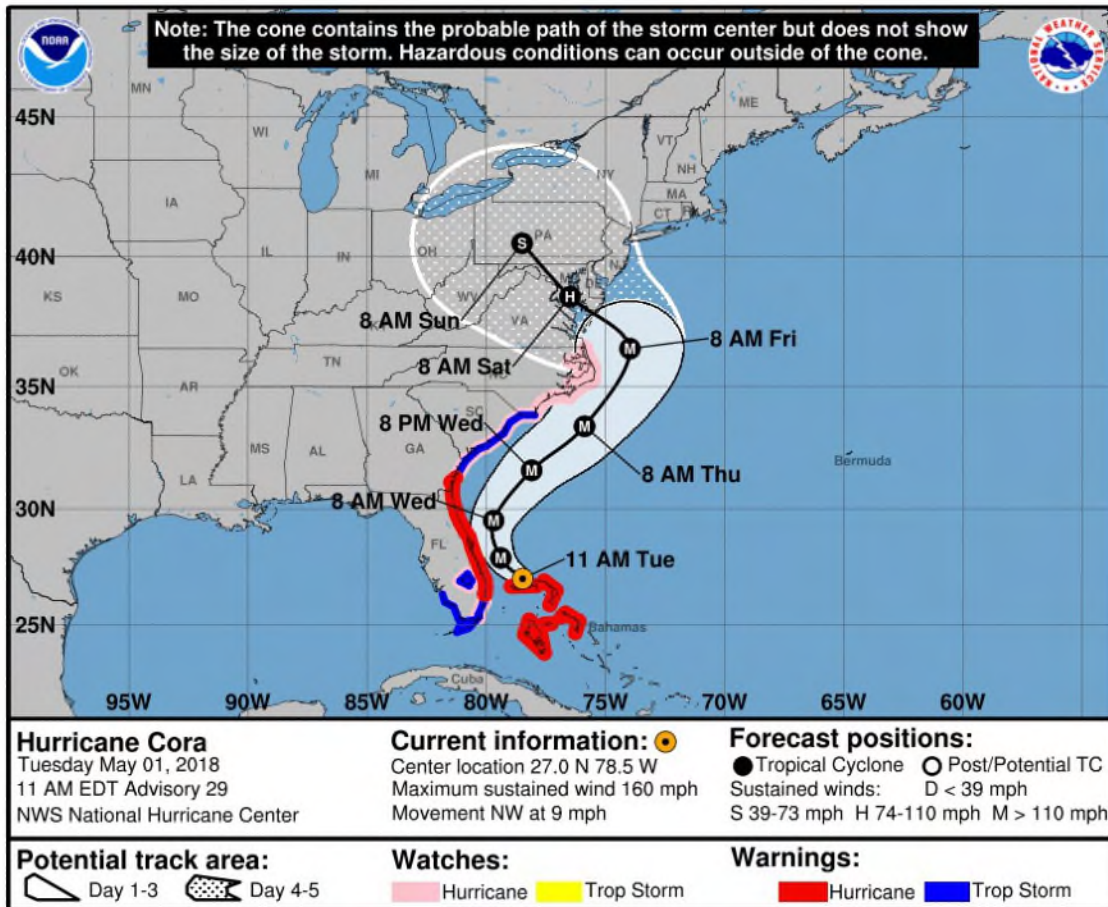
Exercise Overview and Objectives

(b)(6) Kevin O'Prey will provide an overview of the exercise and scenario.
For your reference, the scenario details are below.]

Scenario: This tabletop exercise uses the NLE 2018 scenario, specifically a major hurricane projected to impact the Mid-Atlantic region of the United States. The simulated storm track as of May 1, 2018, at 11:00 a.m. EDT is depicted in the graphic that follows.

The projected path and forecast of the hurricane is expected to cause significant storm surge, inland flooding, and strong winds that result in widespread power outages and cascading impacts to other critical infrastructure sectors such as communications, transportation, energy, water/wastewater, agriculture, healthcare, and public health. The hurricane is also expected to cause severe damage to residences and businesses. Jurisdictions in the projected path of the hurricane are considering issuing evacuation orders ahead of potential landfall.

The exercise is not intended to focus on recovery from the notional hurricane. Issues not covered in this exercise may be considered for future events in the SOE Program.



(b)(6) Kevin O'Prey will facilitate the discussion on
Pre-Landfall Preparedness and Readiness Activities.]

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Pre-Landfall Preparedness and Readiness Activities Discussion Questions:

Note: Questions are **BOLDED** with [bracketed text] highlighting where you can provide remarks or invite others to provide input. Responses are provided for each question.

In a pre-landfall environment, what key plans, policies, and procedures guide federal activities?

[Provide initial response to guide the discussion and then invite FEMA, USCG, and others to provide additional context]

- Several Presidential Policies provide DHS with specific authority in situations where we are responding to and recovering from terrorist attacks, major disasters, and other emergencies.
 - Homeland Security Presidential Directive (HSPD) 5 designates the Secretary of Homeland Security as the principal federal official for domestic incident management, which includes coordinating the Federal government’s resources used in response to or recovery from major disasters or other emergencies.
 - Based upon existing legal and policy authorities, I am responsible for coordinating continuity activities among executive departments and agencies, and through the FEMA Administrator, coordinating the continuity plans for the Executive Branch and supporting state, local, tribal and territorial government and critical infrastructure sector preparedness efforts.
 - Given the current track of this storm, the authorities established in PPD-40 (National Continuity Policy) will also be important to consider.
 - PPD-40 directs me, working through the FEMA Administrator, to coordinate the implementation, execution, and assessment of continuity operations and activities among executive departments and agencies.
 - In addition, PPD-40 designates the Assistant to the President for Homeland Security and Counterterrorism (APHS/CT) as the National Continuity Coordinator (NCC), thereby codifying continuity as a key element of the National Security Council (NSC) portfolio.
- I’d next like to turn to the FEMA Administrator to highlight some of the additional national policies around domestic incident response.

WATCH OUT FOR:

- Exercise participants may identify PPD-44 as a key policy relevant to this scenario. Since the scenario would likely result in an emergency declaration and potentially a major disaster declaration through the Robert T. Stafford Act, the lead-agency designation in PPD-44 is not germane to the discussion.
 - PPD-44: Outlines the way that the Federal government coordinates internally when responding to complex and non-traditional incidents where a lead federal agency is not identified in statute or policy. Provides for the identification of a lead agency and senior response official to lead coordination of the Federal Government’s incident response.

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FEMA may assist the lead agency in coordinating the federal incident response. Does not change the way state, local, tribal, or territorial officials respond to incidents.

[Turn to FEMA to highlight national doctrine and plans.]

- The National Response Framework (NRF), National Disaster Recovery Framework (NDRF), and associated Federal Interagency Operations Plans (FIOPs) are the source operational constructs and procedures.
 - National: The FIOPs for Response and Recovery provide the general concept of operations for all hazards. The supporting Power Outage Incident Annex (POIA) sets forth guidance and tasks for supporting power restoration and integrating operations among the 16 infrastructure sectors. As part of the NRCC, the National Business Emergency Operations Center (NBEOC) would be dialoguing with more 750 national companies on their pre-landfall activities.
 - Regional: The Region III All Hazards Plan and Hurricane Incident Annex provide the most operational detail applicable for this scenario. Region III is in the process of developing its own Power Outage Incident Annex in concert with Regions I and II.
 - Agency-Level: Each Emergency Support Function and Recovery Support Functions and their supporting Departments and Agencies maintain their own plans and procedures for executing the NRF and NDRF.
- The National Incident Management System (NIMS) provides the foundational doctrine and guidance for incident management.
 - Response is always managed at the lowest level feasible. Local and state agencies lead the response with the Federal Government poised to provide supplemental support and deliver its programs to survivors upon request.
 - Unity of effort toward mutual goals is essential for success among federal interagency partners in support of state and local priorities.
- Federal Continuity Directive 2: Provides direction and guidance to all Departments and Agencies of the Federal Executive Branch to validate Essential Functions and conduct an agency-wide risk analysis in support of organizational resilience and continuity programs.
- Tools like the HURREVAC Decision Tool, Hurricane Evacuation Studies, GIS hazard analysis, and future operational planning performed in concert with the FEMA Region and states will guide the execution of pre-landfall population protection support actions (i.e. sheltering and evacuations) and stage life-saving and life-sustaining assets for the Response.

[Call upon DoD to highlight authorities guiding military support to civilian authorities]

[Call upon HHS to highlight authorities guiding the pre-landfall public health and medical preparedness activities]

[Call upon EPA and USCG to highlight authorities guiding their support at this stage in the scenario]

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[Invite others who have not spoken
to highlight their authorities]

How will Federal Departments and Agencies ensure shared situational awareness to inform pre-landfall decisions on preparedness and readiness activities? What level of preparedness is needed and what information is needed to inform related decisions?

[Call on FEMA Administrator Long to highlight actions taken at the Regional level, and coordination with the National Hurricane Center]

- FEMA Regional Offices maintain constant liaison with their states, tribes, and territories and will deploy liaison personnel and Incident Management Assistance Teams (IMAT) to State Emergency Operations Centers (EOCs) to establish a common operating picture and unity of effort, while working to ready additional federal support.
- The FEMA Hurricane Liaison Team (HLT) located at the NOAA National Hurricane Center will conduct frequent advisory calls with threatened states and local jurisdictions to help them understand the forecast, potential impacts, and the timing requirements of evacuating population zones based on the storm speed and surge.
- Upon notice of a credible threat of a tropical storm impacting a state, FEMA will increase its situational awareness and coordination posture at the Region and at Headquarters and conduct daily coordination logistics, situational awareness, planning, and other calls with its federal and state partners to align our readiness posture and identify pre-staging and support requirements.
- Federal, state, and local emergency managers work together during the steady-state to conduct Hurricane Evacuation Studies and develop evacuation zones for vulnerable populations; we all use the same HURREVAC decision tool to inform the timing and execution of evacuations.
- New FEMA Integration Teams (FITs) are being designed and implemented, including the first FIT in North Carolina, to embed federal operators, planners, mitigation, and preparedness personnel within the state to help identify gaps in capability that may require federal support, support preparedness efforts to build capability, and jointly plan for our joint response and recovery to the threats they face.
- The DHS NOC serves as the primary national-level hub for providing situational awareness, a common operating picture, information fusion, and information sharing, communications, and operations coordination.

[Call on DoD, DOE and HHS to highlight information
needed to inform their decisions]

What protective actions can Federal Departments and Agencies take to mitigate effects of the major hurricane? What specific actions are encouraged across the Federal Government?

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[Call on Administrator Long to highlight actions FEMA will take to minimize the impacts of the storm and enable a rapid response and recovery effort.]

- FEMA will choose its logistics facilities (i.e., staging areas with teams, meals, water) based on where they may provide the most comprehensive support to the impacted population while also in a location where they can operate outside the impacts of the storm.
- All Departments/Agencies shall take into account the storm track and secondary impacts like inland flooding and the loss of power, fuel, and transportation infrastructure to consider whether they should operate from an alternate site or continuity facility.

[Call on Sector Specific Agencies (DOE, DOT, HHS and NRC) to highlight their actions to minimize the impacts of the storm to their infrastructure sector.]

- Departments and Agencies with lead roles in coordinating the security and protection of infrastructure (i.e., Sector -Specific Agencies) should disseminate protective action guidance to their partners and convene coordination calls to ascertain potential impacts and opportunities to enable a prompt restoration following the storm. For example:
 - Electricity and Fuels – DOE
 - Transportation and pipelines – DOT
 - Telecommunications, Dams, Levees – DHS
 - Public health and medical facilities – HHS
 - Nuclear Power Plants – Nuclear Regulatory Commission and FEMA

How would approval of a pre-landfall emergency declaration under the Stafford Act affect Department and Agency activities?

[Call upon Administrator Long to highlight the actions FEMA and others can take in the absence of an emergency declaration.]

- FEMA is conducting all necessary preparatory coordination for situational awareness, logistics staging, and operational coordination prior to landfall with, or without, a pre-landfall declaration, including potentially activating the National or Regional Response Coordination Centers.
- A governor may request an emergency declaration in advance or anticipation of the imminent impact of an incident that threatens such destruction as could result in a major disaster. Requests must demonstrate that the existence of critical emergency protective measure needs prior to impact are beyond the capability of the state/tribe/territory and affected local governments and identify specific unmet emergency needs that can be met through direct Federal assistance.
- Upon an Emergency Declaration, FEMA would do the following:
 - Designate a Federal Coordinating Officer (FCO) to coordinate federal efforts in the state.
 - Deliver and/or support the funding for emergency protective measures directly with the state/tribe/territory such as clearing transportation routes, emergency pumping, flood

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fight efforts (e.g., sandbagging), emergency medical, search and rescue, evacuation support, and public security measures.

- Issue Mission Assignments to other Departments and Agencies to conduct direct federal assistance to the impacted state/tribe/territory and support federal operational coordination.

[Call on HHS, DOD, DOT, and OMB to highlight actions they can take in the absence of an emergency declaration.]

Are there any regulations or restrictions in place that would impede federal pre-landfall preparations? If so, how would you overcome these issues?

[Provide initial response to reinforce the fact that departments and agencies may conduct operations under their own statutory authorities.]

- As we have discussed today, various Federal departments or agencies play primary, coordinating, or support roles in delivering response core capabilities.
- In some circumstances, other Federal agencies may have a lead or support role in coordinating operations, or elements of operations, consistent with applicable legal authorities.

All Federal departments and agencies may conduct federal operations under their own statutory authorities, or as designated by the President, and may activate response structures applicable to those authorities.

[Call upon Administrator Long to highlight local authority with regard to evacuations and population protections.]

- All should remember that the order to issue population protections, such as evacuation, rest with either the state/tribe/territory, county, parish, or local jurisdiction depending on each state's constitution – because the Constitution reserves police powers, including the power to order evacuations or similar population protections, to the states, this is not a federal authority. FEMA and NOAA actively support these decisions and operations through our constant liaison with the state on timing and shaping evacuations based on the forecast.

How will your organization ensure continued operations should the hurricane significantly impact the National Capital Region (NCR)? How would potential evacuations in the NCR affect your ability to plan and coordinate actions within your organization and with other interagency partners?

[Call upon Administrator Long to highlight FEMA's coordination with Virginia, Maryland, and the District.]

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- FEMA's Office of National Capital Region Coordination maintains a constant coordinated presence with all of the state/district/local jurisdictions in the NRC, including all Federal, international, and other non-governmental entities. Key activities include, among others:
 - Emergency protective measures (e.g., evacuations)
 - Response and recovery planning
 - Operational coordination and situational awareness
 - Private sector liaison and integration
 - Special event planning
- FEMA and its interagency coordination procedures are established, tested, and at its alternate facility at the Mount Weather Emergency Operations Center (Mt. Weather). Mt. Weather has the capacity to execute all of the functions expected from the NRCC, including space and system support for its Emergency Support Function and other Department liaison personnel.
- In the event of evacuations in the NCR, FEMA would coordinate with the impacted states to ensure it is positioned at Mt. Weather with sufficient timing to result in no impact to its ability to support field operations. Redundancy is in place with operational support being delivered and backed-up by the FEMA Regional Offices.
- The Department's Continuity Plan provides a comprehensive framework that aligns with the Executive Branch's national continuity policies and details Department-level programmatic guidance to Components. The DHS Continuity Plan facilitates Component refinement of current plans, enables integration, and delivers mechanisms to obtain both operational and technical assistance during all threat / all hazard events.
- The DHS Continuity Plan enables Components sustainment of essential functions regardless of the size and scope of an incident. Under certain conditions, Components may activate their Devolution Plan to identify and transfer responsibility for the performance of essential functions to personnel at predesignated locations not affected by the event. Simultaneously, the Department will begin to focus on Reconstitution activities to transition functions back to the designated primary operating facility or a temporary replacement operating facility at the conclusion of a continuity event.

[Ask others how they will ensure the continuity of the response effort.]

[At the end of the discussion, (b)(6)
Kevin O'Prey will turn to you for closing remarks.]

Closing Remarks

- Thank you for your participation in this discussion, as it is an important step in our preparation before hurricane season begins on June 1.
- National Level Exercise 2018 presents an important opportunity for each of our organizations to test our capabilities in a safe, exercise environment. Please continue to push your organizations to ensure that we are collectively prepared for the upcoming disaster season.
- In addition, I encourage each of you to push your staffs to be prepared.
- Last week, I sent an email to all DHS employees highlighting key preparedness activities – items like how to receive alerts and warnings, creating family communications plans, and

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strengthening financial preparedness – so that each can proactively take actions to enhance their preparedness.

- Helping your staffs prepare for emergencies – and encouraging them to share this information with their friends, families, and community organizations – is important to increasing our nation’s preparedness and resilience.
- I appreciate your time, and for final remarks, I’ll turn to ^{(b)(6)}Mr. Joyce.

[Turn to ^{(b)(6)}Mr. Joyce for closing comments.]

CYBER BRIEFING & DHS CYBERSECURITY SUMMIT DISCUSSION
May 1, 2018

Objective:

- The objective of this informational briefing is to update you on pressing cybersecurity initiatives.

Agenda:

- Proposed Binding Operational Directive (BOD) 18-02: Securing High Value Assets – Mike Duffy, NPPD
- DHS National Cybersecurity Summit – Chris Krebs, NPPD
- National Cybersecurity Strategy (SECRET) – John Costello, NPPD
- Hunt Update – Chris Butera, NPPD

Key Issues:

DHS Priorities for Meeting

- During this meeting, NPPD will:
 - Walk you through the proposed binding operational directive to secure high value assets, describe the desired outcome, and answer any questions in preparation for your review and signoff.
 - Discuss the draft overview and desired outcomes associated with the DHS National Cybersecurity Summit and seek your feedback.
 - Walk you through the DHS-developed outline, the NSC-developed framework, and areas of potential conflict.
 - Provide you with an update regarding a recently performed NCCIC hunt, on which you were previously briefed.

Logistics:

- This meeting will take place in the RRB's 7th-floor SCIF, Rm 7.3C.

Attachments:

- A. BOD 18-02 – Securing High Value Assets
- B. DHS National Cyber Summit Planning
- C. DHS National Cyber Strategy Outline
- D. NSC National Cyber Strategy Framework (SECRET)
- E. Participant List

Staff Responsible for Briefing Memo: Matt Hartman, Counselor, (b)(6) 412-1083.

DHS National Cybersecurity Summit

Overview: DHS will hold a ‘National Cybersecurity Summit’ in the summer to bring together the security community, critical infrastructure, and government agencies to focus on our ‘Collective Defense’ mission. The overall goal is to cement DHS as the lead for national cybersecurity risk management and to ‘operationalize’ collective defense.

- **Timing:** Two-day event in late August/Early September
- **Location:** New York City, D.C. or centrally-located city that can easily attract diverse pool of CEOs (Dallas, Minneapolis, or Denver)
- **Partnership:** Partnership with major university to assist with logistics and secure venue
- **Attendance:** 30 DHS personnel, 30 government personnel, 200-250 industry personnel
- **Themes:** Workforce, supply-chain, systemic risk, creating a resilient cyberspace, and ‘making collective defense work’

2015 Cybersecurity Summit as a Model: While the 2015 summit was well-attended by industry and government alike, the lack of well-defined outcomes left room for improvement. The summit shouldn’t be an event simply for the sake of having an event. Specifically, we aim to have keynotes, panels, and breakouts that engage CEOs, CISOs, and General Counsels about DHS’ value add to their risk management postures.

Objectives

- Establish DHS as the lead agency in national risk management for cybersecurity and infrastructure protection.
- Understand value of DHS’s services and products and identify future areas of growth that can address customer gaps and challenges.
- Define ways forward on ‘making collective defense work’ across major areas: workforce, supply-chain, systemic risk, creating a resilient cyberspace.

Industry and Government Participation:

- **Critical Infrastructure:** 20-25 CEOs from critical infrastructure sectors. 150 representatives from CISO-level. Sectors: Technology, communications, financial services, electric, oil and natural gas, etc.
- **Security Community:** 50 representatives from cybersecurity industry, threat intelligence companies, and ISACs. This is not a vendor or sales event.
- **Government and International Participation:** Sector Specific Agencies (SSA), NIST, FBI, and OMB. U.K. National Cybersecurity Center (NCSC) and Canadian, New Zealand, and Australian counterparts.

Major Outcomes of Summit:

- **Joint Industry Supply Chain Task Force:** Creation of an industry-driven supply chain task force in leadership with DHS. This will be a natural extension of the ongoing interagency effort.
- **Critical Infrastructure ‘Road Show’:** Announce a year-long nation-wide tour, holding seminars with regional SLTT leadership and critical sector industry led by Secretary and/or Undersecretary.

- **Global Workforce Campaign:** Announce a global campaign with industry partners and U.K. NCSC to strengthen cybersecurity education pipelines. This is a natural extension of efforts already underway.
- **(Possible) Announce National Cyber Strategy:** Announce National Cyber Strategy with Vice President and/or SSA heads at the conclusion of the summit. Subject to timing of interagency process.
- **(Possible) Announce CISA Stand-up:** Announce the creation of Cybersecurity and Infrastructure Security Agency at the summit. Subject to Congressional process.

Election Security Note: While the event is industry-centric, election security cannot be entirely ignored. How prominent of a role it plays will depend on the national temperature of this issue leading into the summit.

U.S. NATIONAL CYBER STRATEGY

Desired Outcome: Preservation of the long-term stability of an open, interoperable, secure, and resilient cyberspace that supports U.S. core interests, democracy, and international order.

Premise: As a primary stakeholder and key beneficiary of cyberspace as an engine of growth, communication, and efficiency, the United States benefits overwhelmingly from its continued security and stability.

- The actions of strategic competitors and chaotic elements that undermine the security and resilience of cyberspace or challenge the foundations of open and interoperable internet are contrary to core U.S. interests and play directly into efforts by Russia and China to reshape global order more conducive to their own interests, negatively impacting global prosperity and world-wide development.
- The U.S. must take action to counter and shape dynamics that contribute to this continued instability, preserve the internet as open, interoperable, secure, and resilient, and promote its responsible and secure development domestically and internationally.

Strategic Context

- **Defining Long-term Cyber Stability**
 - Preservation of the internet, and its underlying technological ecosystem, as open, interoperable, secure, and resilient.
 - Preservation of cyberspace as a free and fair engine of economic growth, efficiency, innovation, and expression.
 - Preventing actions in cyberspace that introduce chaos, uncertainty, or undermine higher forms of strategic stability, international order, and strategic competition.
 - The stability of cyberspace directly supports U.S. interest and runs counter to those of its strategic competitors.
- **Threats to Long-term Cyber Stability**
 - Pervasive Technological Insecurity;
 - Rise of an “Authoritarian Internet”;
 - “Gray Zone” Operations by Strategic Adversaries;
 - “Chaotic Elements” in cyberspace; and
 - Lack of coordination between western allies, across U.S. department and agencies, and between U.S. Government and private sector.
- **Core Principles of U.S. Strategy**
 - As cyberspace is inherently global, major pillars of U.S. cyber strategy must necessarily have both domestic and international components.
 - Technological innovation and cybersecurity are inherently linked; U.S. cyber strategy must ensure that both are considered equally – never allowing one to stifle or outpace the other.

- U.S. technological and economic leadership in cyberspace are directly related to U.S. ability to influence and guide its development, security, and defense.
- The U.S. must seek to holistically reshape dynamics of cost for cybersecurity, defense, and offense to shift the advantage from the attacker to the defender.
- The U.S. must maintain the “multi-stakeholder” model of internet and cybersecurity governance, preserving the dynamic environment that has enabled U.S. technological leadership and the creation of the modern technological ecosystem.

Development of Cyberspace

Desired Outcome: Preserve U.S. influence in cyberspace, its technological ecosystem, and its development as a free and fair engine of economic growth, innovation, and efficiency.

- **Promote and Protect U.S. Digital Economy**
 - Protect the ability of information to flow freely across borders and counter growing trend of data localization and access, advocate for flexibility under rules like the GDPR, and counter efforts to use security as a cover for protectionism.
- **Invest in Next-Generation Infrastructure**
 - Accelerate development and rollout of next-generation telecommunications and internet backbone infrastructure and promote development and cybersecurity of technology, such as IoT, that harnesses mobile broadband.
- **Developing a Cyber Workforce**
 - U.S. will work to develop talent necessary to ensure U.S. leadership in technology and cybersecurity, to include:
 - Increase funding for and consolidate cyber scholarships;
 - Promulgate an “America’s Cybersecurity Workforce” EO;
 - Leverage merit-based immigration reforms as a means of enhancing U.S. strategic cybersecurity competitiveness; and
 - Enhance educational pipelines for cyber talent.
- **Promote and Protect U.S. Strategic Cyber Resource and Innovation Base**
 - The U.S. will work to develop and preserve the integrity of its human capital, technological, intellectual, and innovation resource base, countering predatory mergers and acquisitions, reducing intellectual property theft, and promoting institutions and programs that drive U.S. technological competitiveness and innovation.
- **Maintain U.S. Leadership in Emerging Technologies**
 - As U.S. influence in cyberspace is directly tied to U.S. leadership in technology, the U.S. will work to ensure its leadership, in the next generation of emerging technologies, promote government capacity to identify and support these technologies, and, when and where possible, support R&D efforts and reduce barriers to market entry.

- **Counter Authoritarian Models of Internet and Cybersecurity Governance**
 - The U.S. will continue to work with allies and partners to reaffirm U.S. and western commitment to the multi-stakeholder model and opposition to the rise of and spread of authoritarian models of internet and cybersecurity governance. When and where possible, the U.S. will work to build capacity with developing nations to combat the spread of this model, which promotes and enables authoritarian-style governments hostile to democracy and U.S. interests.

Security of Cyberspace

Desired Outcome: Ensure the comprehensive security and resilience of cyberspace and its technological ecosystem, both domestically and globally.

- **Secure Federal Networks and Sensitive Information**
 - More centralize management and oversight of federal information security, IT modernization, and workforce development.
- **Protect Private and Non-federal Critical Infrastructure**
 - Empower DHS efforts to proactively protect critical infrastructure, promoting higher standards of accountability for certain Sector 9 entities, greater information sharing, expanding incident response, and building cybersecurity capacity in certain sectors.
- **Advancing Cybersecurity**
 - Promote advancement of cybersecurity through “integrated and automated defense,” centralize cybersecurity R&D efforts, explore revising CFAA for researchers and certain certified businesses, and support and guide private sector “moonshot” efforts.
- **Combat Fraud and Cybercrime**
 - Work to bridge the gap between U.S. Government, state governments, and international partners on law enforcement cooperation and exchange, reducing the cost and influence of transnational criminal groups.
- **Protect Personal and Sensitive Information**
 - Work to harmonize data breach laws across the United States and provide for more secure, interoperable standards for personal records and sensitive records.
- **Address Systemic Risk and Pervasive Insecurity**
 - Work with industry on “supply-side security” to raise the baseline standards of security for connected devices domestically and internationally, address supply-chain risks in critical sectors, and elevate and expand federal risk assessment efforts.
- **Ensure Comprehensive National Incident Response**
 - Identify and bridge gaps in responsibilities and coordination between federal and non-federal incident response efforts, codify responsibilities, and promote more routine training, exercise, and coordination mechanisms.

Defense of Cyberspace

Desired Outcome: Identifying, countering, disrupting, degrading, and deterring behavior in cyberspace that is unsustainable, destabilizing, and contrary to U.S. core interests, while preserving U.S. military advantage in conventional arms and in the cyber domain.

- **Counter and Deterring Unacceptable Behavior**
 - Define “gray lines” of unacceptable behavior and adapt interagency institutions to be more agile, adaptable, and decisive in degrading, disrupting, countering, and imposing cost on these types of operations using a “whole of government” toolset.
- **Reduce Influence of “Chaotic Elements” in Cyberspace**
 - Work to reduce cost and influence of transnational criminal groups, terrorist organizations, lone hackers, and proxy groups to narrow the threat environment so that focus can be applied to strategic competitors.
- **Counter Foreign Influence and Information Operations**
 - While protecting freedom of speech, work to comprehensively counter malign foreign influence campaigns, publicly identify foreign influence content, and reaffirm U.S. narratives and values.
- **Promote U.S. Military Freedom of Action in Cyberspace**
 - Seek to redefine operational parameters of U.S. military in cyberspace, ensuring freedom of action while preserving long-term cyber stability.
- **Preserve U.S. Power Projection and Advantage in Cyberspace**
 - Protect U.S. military information support networks, which underpin power projection, and U.S. military ability to rapidly achieve dominance in the cyber domain in conflict.
- **Lead International Cooperation and Norms**
 - Promote a “bridge-building” approach to norms and cooperation focused on bilateral agreement and allies, building consensus around collective deterring, and responding to unacceptable behavior – wherever it occurs.

CYBER BRIEFING & DHS CYBERSECURITY SUMMIT DISCUSSION
May 1, 2018

Secretary Nielsen
Chad Wolf, Chief of Staff
Miles Taylor, Deputy Chief of Staff
Evelyn Lim, Deputy Chief of Staff
Matt Hartman, Counselor to the Secretary
Chris Krebs, Senior Official Performing the Duties of the Under Secretary, NPPD
Chris Butera, NCCIC Deputy Director, CTDA, NPPD
(b)(6) Duffy, Supervisory IT Specialist, NPPD
John Costello, CS&C, NPPD
Brian Murphy, Deputy Under Secretary, I&A
(b)(6) Durham, Senior Intelligence Officer, I&A
Jonathan Hoffman, Assistant Secretary, OPA

**PHONE CALL TO SHERIFF MARK DANNELS, COCHISE COUNTY, ARIZONA
May 1, 2018**

Objective:

- Discuss DHS's relationship with the Cochise County Sheriff's Office and other border sheriffs.
 - Assure Sheriff Dannels that DHS appreciates the role border sheriffs play in border security and immigration enforcement.
 - Emphasize DHS will consider border sheriffs' input during the development and implementation of agency-wide policies related to critical homeland security issues.
 - Ask Sheriff Dannels for his thoughts on border sheriffs' role as they partner with DHS.

Key Messages

Consistent communication between local law enforcement and the Department is critical to achieving our respective missions each day.

DHS will consider border sheriffs' input when developing and implementing agency-wide policies related to critical homeland security issues, including but not limited to border security, grant funding, and immigration enforcement.

Key Issues:

(b)(5)HS Priorities for Meeting

- Convey your appreciation for the role local law enforcement plays in preserving the security of the Nation.
 - *Staff Recommendation:*
 - Commend Sheriff Dannels for his dedication to protect Cochise County from threats emanating from the unsecure border.
 - Acknowledge that Cochise County Sheriff's Office is responsible for securing over 80 miles of the Southwest Border and maintaining a jail with a staff of only 85 sworn officers.
- Inform Sheriff Dannels that the Department will continue considering sheriffs' input when developing and implementing agency-wide policies.
 - *Staff Recommendation:*
 - Stress that border sheriffs have a unique perspective on border security, and that you value their recommendations.
 - Commend Sheriff Dannels for his role as Chairman of the National Sheriffs' Association Immigration Committee, as well as his active participation in the Southwestern Border Sheriffs' Coalition.
 - Inform him that DHS will continue collaborating with these associations to ensure stakeholders' concerns are considered and addressed when formulating Departmental strategies and policies.

Issues Likely to be Raised

- Sheriff Dannels may express his frustrations about the lack of collaboration between DHS and border sheriffs, especially in-person meetings between you and the sheriffs.

- (b)(5)
- He will likely mention your decision to cancel the April 12, 2018 law enforcement roundtable in New Mexico as an example of the Department deprioritizing relationships between DHS and local law enforcement.
 - Sheriff Dannels has frequently recommended you visit border sheriffs at their offices, rather than them meeting you at a DHS facility. He believes this will ensure you develop a better understanding of their environment.
 - *Staff Recommendation:*
 - Assure Sheriff Dannels that you were looking forward to the engagement; however, you had to meet with the White House to discuss recent national security events.
 - Emphasize the importance of relationships between DHS and border sheriffs and that you hope to attend the National Sheriffs' Association 2018 Annual Conference as evidence of your commitment to engage with local law enforcement.
 - Inform him that you will discuss the possibility of meeting sheriffs at their offices, rather than DHS facility, with your Advance team.

History:

- On April 26, 2018, during a discussion with Senator Heidi Heitkamp (D-ND), Sheriff Dannels expressed concerns about the relationship between DHS and border sheriffs. One of Sheriff Dannel's concerns was the lack of dialogue between the Department and sheriffs. Sheriff Dannels mentioned the Secretary's decision to cancel an April 12 roundtable with border sheriffs as an example of this lack of collaboration.
- You were originally scheduled to participate in a roundtable with Southwestern Border sheriffs on April 12, 2018 in Santa Teresa, New Mexico. However, you were forced to cancel your trip the day before the roundtable due to recent national security events.
 - The roundtable agenda would have included an opening statement by Sheriff Dannels, followed by a mediated discussion between you, twelve sheriffs, and executive directors from the National Sheriffs' Association and Western States Sheriffs' Association. The 12 sheriffs would have represented counties in Arizona, New Mexico, and Texas.
 - During the question and answer period, the sheriffs were planning to propose three questions (for further details, please see **Attachment B**):
 - How do you foresee partnerships between DHS and local law enforcement in the future, especially with regard to border security and immigration enforcement?
 - What resources can DHS provide to sheriffs to help continue supporting you?
 - What is the status of DHS's policy on ICE detainees? Specifically, how can DHS support sheriffs who honor ICE detainees?

Attachments:

- A. Talking Points
- B. Sheriffs' Proposed Questions for April 12, 2018 Border Sheriffs Roundtable
- C. Biography

Staff Responsible for Briefing Memo: (b)(6) Hampton, Senior Policy Analyst, (b)(6) 68-0201.

Reviewed and approved by: Karinda L. Washington, Chief of Staff, (b)(6) 612-1602.

**PHONE CALL TO SHERIFF MARK DANNELS, COCHISE COUNTY, ARIZONA
Sheriffs' Proposed Questions for April 12, 2018, Border Sheriffs Roundtable**

QUESTION: How do you foresee partnerships between DHS and local law enforcement in the future, especially with regard to border security and immigration enforcement?

- The sheriffs would like you to communicate your plans for future partnership between DHS and local law enforcement, including both sheriffs, police chiefs, and other law enforcement executives.

- *Recommended Response:*

- Highlight the value DHS places on its partnerships with local law enforcement.
- Emphasize the Department cannot accomplish its mission without the support of local law enforcement, and it will continue to solicit their input and support (on both operational and strategic levels) as it carries out its border security and immigration duties.

QUESTION: How can DHS give sheriffs more resources, consequently empowering them to support the Department's mission?

- The sheriffs will argue they are using their own resources to help DHS carry out its mission, especially with regard to immigration enforcement and border security.
 - For example, sheriffs are responsible for the majority of costs for housing detainees, providing medical services to inmates, and helping ICE conduct enforcement activities.

- *Recommended Response:*

- Acknowledge that sheriffs have expended resources while assisting with border security and immigration enforcement.
- Tell them DHS will continue to identify new mechanisms for supporting its local law enforcement partners.
- Highlight your support of Operation Stonegarden^{(b)(5)} and 287(g) programs. DHS provides 287(g) partners with free training so they can better assist ICE with immigration enforcement operations. Operation Stonegarden reimburses local law enforcement for conducting operations related to border security.

QUESTION: What is the status of DHS's policy on ICE detainees?

- Many sheriffs support the use of ICE detainees. However, they are concerned that enforcing them will leave their department civilly liable for unlawful detention. Sheriffs feel like they must reconcile supporting DHS with Fourth Amendment concerns.
 - For example, on February 28, 2018, Sheriff Bill Elder (El Paso County, CO), whose department honors ICE detainees, was sued by the American Civil Liberties Union for unlawfully detaining immigrants after their criminal charges were resolved or they posted bond.

- *Recommended Response:*

- Acknowledge that sheriffs have raised concerns regarding honoring ICE detainees in the past.
- Tell them the Department is dedicated to finding a solution that will empower sheriffs to partner with ICE, without leaving them vulnerable to lawsuits.
- Highlight that ICE and the National Sheriffs' Association have been engaged in an ongoing dialogue to try to identify solutions.

- You may reference the recently established Blanket Ordering Agreement (BOA) between 17 Florida Sheriffs' Offices and ICE as an example of this collaboration. However, it is important to note that border sheriffs do not^{(b)(5)} consider the BOA to be a complete solution.
- Tell them DHS will continue to work with sheriffs to address these issues.

Mark Dannels
Sheriff, Cochise County, Arizona



On November 6, 2012, Mark J. Dannels was elected by the citizens of Cochise County to serve as their 26th Sheriff.

Sheriff Mark J. Dannels is a 30 year veteran of law enforcement. He holds a Master's Degree in Criminal Justice Management from Aspen University and is a Certified Public Manager from Arizona State University. He has over 3,000 hours of law enforcement training in his portfolio. He attended Disney's Leadership and Executive Training programs and is a graduate of the Rural Executive Management Institute. He began his law enforcement career in 1984 after serving a successful tour in the United States Army. He progressed through the ranks with the Cochise County Sheriff's Office to the position of Deputy Commander after working numerous specialty assignments and leadership roles to include an appointment by the Governor for his efforts directed toward highway and community safety.

Sheriff Dannels is a long time member of the Fraternal Order of Police and a current member of the National Sheriffs' Association, Southwestern Border Sheriffs' Coalition, Western States Sheriffs' Association, Arizona Sheriffs' Association, Arizona Homeland Security-Regional Advisory Council, Alliance to Combat Transnational Threats, Border Security Advisory Council, and High Intensity Drug Trafficking Area. Sheriff Dannels has three primary objectives: organizational development, border security and community outreach.

**DEPUTY SECRETARY'S
BRIEFING BOOK**

Thursday, March 1, 2018



1

DHS 15th Anniversary Celebration

2

Capstone 18-2 Fellows Address

3

Aviation Roundtable

4

5

DHS 15th ANNIVERSARY CELEBRATION
March 1, 2018

Objective:

- The DHS 15th Anniversary Celebration is an opportunity to reflect on the Department's evolution during its 15-year history, provide the current state of DHS, and acknowledge the outstanding accomplishments of DHS employees.
- The celebration provides an opportunity to engage with employees from across DHS, share your perspective on where the Department is, and call upon employees to continue to advance the mission for many years to come.

Agenda:

- 8:00am - Doors Open (time pending confirmation with the Secret Service).
 - Green Room is reserved as a holding room for you, your immediate leadership team, and your invited guests.
- 9:30am - USCG Brass Quintet (New London, CT) will provide music for 30 minutes prior to the opening.
- 9:50am - You will be provided with a 10-minute briefing to provide you with a final run through of your movements during the ceremony and answer any questions.
- 9:55am - Emcee announces ceremony start in five minutes.
- 9:58am – You and panel participants are seated on stage.
- 10:00am - Emcee asks audience to stand and announces the presentation of the Colors, National Anthem, and invocation.
- 10:08am – Emcee introduces you and discussion participants.
- 10:10am – Moderated discussion on the 15-year history of the Department.
 - Discussion moderator is VP Frank Cilluffo, The George Washington University.
 - You will be joined by former Secretaries Ridge, Chertoff, and Kelly.
- 10:45am – Moderated discussion ends and you introduce the Vice President to the stage.
- 10:50am – VPOTUS remarks (5-7 minutes)
- 10:57am – Brief video on the mission of DHS plays
- 11:00am – Emcee returns to stage and invites nine DHS employees, one from each Component and Headquarters, to provide a three-minute reflection on their time spent in DHS. These employees will have been with DHS since 2003, and in some cases will have come from a legacy agency. Employees will move to center stage and remain on stage standing behind the panel.
- 11:30am – You provide remarks
- 11:40am – USCG Culinary Team from DHS Executive Dining Facility will wheel an anniversary cake to center stage. You and Secretary Ridge (being the first Secretary) will each cut the cake using a USCG sword. The sword will be handed to Secretary Ridge first, and then to you, each of you making a cut through the cake.
- 11:50am – Emcee will close the ceremony and invite attendees to exit to the hallway in the rear of the amphitheater, to enjoy cupcakes provided by the USCG Culinary Team. The USCG Brass Quintet will play music as attendees and guests depart. At the same time, your Military Aide will escort you from the stage to the Green Room where cake will be served to VIP guests. Your leadership team and guests will be escorted to the Green Room to join you.

Key Messages

This is the opportunity to celebrate the accomplishments of the Department over the past 15 years and provide your perspective for the current state of DHS.

Key Issues:

DHS Priorities for Meeting

- Acknowledge the many accomplishments during the past 15 years and the contributions made by employees to ensure mission execution.
- Thank the more than 52,000 employees of DHS who have been working at the Department since March 9, 2003.

Logistics:

- The audience size is estimated to be approximately 600 attendees comprised of Department senior leadership, employees, your invited guests – former Secretaries and Members of Congress.
- The venue for the awards ceremony is the Ronald Reagan Building Amphitheater. It is a theatre-style setting with a stage from which all elements of the celebration will take place.
- When providing prepared remarks, you will speak from a podium located on the stage.
- When seated for the moderated discussion, you will wear a lapel mic.
- The event will be streamed live via dhs.gov.
- The event is open press.
- The Advance Lead for this site is Aaron Chang.

Attachments:

- A. Remarks
- B. Agenda
- C. Participant List

Staff Responsible for Briefing Memo: (b)(6) Corrado, Deputy Chief of Staff, MGMT, (b)(6) (b)(6) 4298.

Reviewed and approved by: (b)(6) e Boulden, Acting Chief Staff, MGMT, (b)(6) 44-3400.

CAPSTONE COHORT 18-2 FELLOWS ADDRESS
March 1, 2018

Objective:

- You will meet with students and staff of Capstone cohort 18-2 onboard the National Defense University at Fort McNair, Washington, D.C. This is your first time speaking to a Capstone cohort in your capacity as Deputy Secretary.
 - The group you are addressing will be the future operational and strategic leaders of the U.S. military and our federal interagency partners. This is a unique opportunity to emphasize what you believe their role should be in contributing to continued DHS mission success.

Agenda:

- You will be introduced by (b)(6) Damon Penn, FEMA's Assistant Administrator for Response, to deliver 15 minutes of remarks. The remainder of your time will be open for Q&A in a non-attributional environment.

Key Messages

Provide your best advice on the importance of continued personal development and the challenges of leading large, complex organizations at the operational and strategic level.

Emphasize the importance of the DHS-DOD relationship in support of DHS mission success.

Background:

- Capstone is an experiential-learning, executive-level education course mandated by the Goldwater-Nichols Department of Defense Reorganization Act of 1986.
- It provides recently selected general and flag officers, as well as federal government senior executives an understanding of the fundamentals of joint doctrine and joint operational art; integrating, instruments of national power to accomplish national security and national military strategies; and joint, interagency, and multinational operations to support strategic objectives.
 - The curriculum examines major issues affecting national security decision-making, military strategy, joint and combined doctrine, interoperability, and key allied and partner nation security affairs. Themes include how to integrate all elements of national power to accomplish national security and national military strategies and how joint, interagency, and multinational operations support national strategic goals and objectives.
- Capstone convenes four times annually. Each course is 5-weeks long, which includes a 10-day trip to each US-based Combatant Command Headquarters (HQ) and other joint HQs followed by a 12-day overseas field study.
 - Cohort 18-2 is in the final week of instruction and will complete the program tomorrow, March 2, 2018.
 - DHS Participants include Associate Administrator (b)(6) Damon Penn (FEMA) and Rear Admiral (select) James Kelly (USCG).

Logistics:

- The audience will be composed of approximately 60 students, instructors, and staff members.
- You will be speaking from a podium in a space cleared for TS-level discussions.
- This event will be **closed press**.

Attachments:

- A. Remarks
- B. Capstone Cohort 18-2 Biographies

Staff Responsible for Briefing Memo: (b)(6), (b)(7)(C) on, Special Assistant, (b)(6), (b)(7)(C)
Reviewed and approved by: (b)(6), (b)(7)(C) nes, Military Advisor, (b)(6), (b)(7)(C)

CAPSTONE COHORT 18-2 FELLOWS ADDRESS

Remarks

- Good afternoon.
- First, I'd like to congratulate you all for this important step in your career.
- I understand it's been a long five weeks, and a bit like trying to get a drink of water from a firehose, so I'll keep my remarks short.
- It's an honor to be invited to share my leadership experiences with all of you. This is something I'm passionate about, but it's something that can be hard to define.
- "Leadership" is a great buzzword, and if you go on Amazon, there are literally hundreds of thousands of titles on how to be a great leader.
- But what we too often see is a gap between leadership as a concept and leadership in action.
- We also see a gap in leadership skills as people rise through the ranks.
- Or, as one of the titles of those leadership book titles says, "What Got You Here Won't Get You There."
- That's why, last October, DHS kicked off Leadership Year to reinforce a culture of leadership excellence through the Department.
- Leadership Year intends to showcase our leaders of today, while preparing the leaders of tomorrow, and offering opportunities for employees at all levels to enhance their leadership capacity.
- We started the Leadership Year initiative after I travelled across the country, meeting with DHS employees and hearing firsthand how I could most effectively support our workforce.
- I talked with employees about their suggestions, concerns, and frustrations.
- I saw how excited they were to tell me about their jobs, and how proud they are of the work they do to secure the nation.

- It made me remember why I came back to DHS: to serve those who are doing important work, and to help lead our Department forward.
- However, too often we confuse the role of “leader” for the role of “top expert” or “supervisor.”
- There are a lot of smart people in the world. But it’s not enough to be smart.
- You have to find the right answer, and then you have to make it happen.
- And as you move up in your career, the stakes get higher, and the decisions get harder.
- Technical expertise is *not* what your people need most from you.
- Although it *is* important to assess performance, and manage the day-to-day functions of our work, what your people need are leaders who can motivate and inspire.
- They need leaders who create space for them to do their jobs, and build coalitions so they can do those jobs even better.
- This is the beginning of your time to become a more strategic, more inspiring leader.
- You’ve worked hard to get here—and you’ll have to work a little bit harder, and in a different way, as you progress in your career.
- I’ve served in the federal government for nearly three decades. Before joining the Department of Homeland Security, I worked for the Department of Defense—but always in a civilian capacity.
- And so while I could go on for hours about budgets and procurements and acquisitions—don’t worry, I’ll spare you—even at this point in my career, I’m still learning things about intelligence and operations.
- So I guess that’s the very first leadership lesson I want to impart: No matter how high you rise in your career, there will always be something you don’t know.

- There will always be something for you to learn. And if you want to grow as a leader and as a person, it's important to always be learning.
- My second leadership lesson is that taking the time to always be learning is easier said than done.
- What *is* easy is for your day to become a non-stop series of meetings.
- It's easy to rush from one thing to the next, not really absorbing what's being presented or reflecting on decisions you're being asked to make.
- And so when you walk in those meetings, it's important to have a purpose. It's important to ask yourself, "Why am I here?" as existential as that sounds.
- Are you there to make a decision? Are you there to gain knowledge? Are you there to represent something bigger than yourself?
- If you can help it, avoid rushing from meeting to meeting. Go into each one with a clear objective. And, if you can, bring subordinates with you.
- I feel very strongly about this point—we need to build the leaders of tomorrow, *today*.
- Bringing them to meetings with you is a great opportunity to do that.
- As Deputy Secretary, one of my favorite things is finding talented people who are early in their careers and giving them the chance to fly.
- So bring them to meetings and give them the chance to brief. Show them how leaders make decisions, and how they bring those decisions to life.
- Ask them questions about their work—and never miss an opportunity to say "thank you."
- Demonstrate that you're on the same team.
- That brings me to my third leadership lesson: In my experience, there is nothing more important than building coalitions.
- The vast majority of you in the room today have spent your careers in the Department of Defense—so joint operations are familiar to you.

- Today, I want to challenge you to stretch your definition of *joint* just a bit, and encourage you to learn about the things that tie DHS and DOD together.
- For example, we work together to combat terrorism and emerging threats.
- Throughout your careers, and especially over the past five weeks, you have been made keenly aware of the threats we face as a nation.
- Interagency operations against these threats begin far away from our domestic maritime and land borders. DOD forces, in conjunction with ICE Homeland Security Investigations, the FBI and our other intelligence community partners, identify terror networks and foreign fighters so that DOD entities can conduct the “away game” to counter these threats.
- Slightly closer to the homeland, DHS components and our joint task forces collaborate with SOUTHCOM and NORTHCOM to support capacity building for, and information sharing with, our partner nations in Central America and Mexico.
- This allows us to be aware of these threats before they are on our borders, with particular emphasis on the Southwest Border and the Southern Approaches to the United States.
- Once the threat has reached our land and maritime borders, we then shift to the “home game.”
- Here the National Guard Bureau (NGB) and active DOD components work with Customs and Border Protection (CBP) and the Border Patrol (USBP), along with the United States Coast Guard (USCG), to detect and monitor threats along the border.
- It is worth noting that on any given day there are roughly 30,000 members of the National Guard conducting domestic operations to support this “home game.” As we speak, we have state National Guard members providing supplemental law enforcement in West Virginia to confront the opioid scourge, among many other domestic operations.
- But I think the most stunning example of where DHS and DOD work together is in times of disaster.

- As many of you know, I was the Acting Secretary during the unprecedented 2017 hurricane season.
- As I traveled to Texas, Louisiana, Florida, and Puerto Rico—visiting with survivors, assessing the devastation, and getting a firsthand look at our response and recovery efforts—I saw how necessary it was to leverage all aspects of the relationships between DHS and DOD components.
- These storms tested our resolve as a nation. They tested the endurance of our first responders and public safety professionals. They tested faith of survivors who lost everything, and they tested the capacity of government—at all levels—to respond.
- I challenge each of you to capitalize on your learning experience and the relationships you have developed during your time as a Capstone fellow to further develop your understanding of your role in the DHS-DOD relationship.
- It is critical that you all understand your role in disaster response and recovery, or as DOD calls it, Defense Support to Civil Authorities (DSCA).
- Take the time to understand DSCA and the role that a Dual Status Commander plays during a national catastrophe.
- Understand how DHS and the Federal Emergency Management Association (FEMA) coordinate with the Office of the Secretary of Defense, the Combatant Commands, and the interagency so that our state and local partners have the capacity and capability to respond to natural disasters.
- Familiarize yourself with the authorities and responsibilities delegated under key foundational documents such as Homeland Security Presidential Directive 5 and Presidential Policy Directive 8.
- Understand the national frameworks for response, preparedness, and resilience.
- Use the tools afforded to you so you are prepared to answer the call when it comes.

- Or, as Ralph Waldo Emerson would say, “What lies behind you and what lies in front of you pales in comparison to what lies inside of you.”
- On one of my travels to the hurricane disaster sites, a Coast Guard rescue swimmer gave me the patch off of his uniform. I have it back at my office.
- He told me that he gave me the patch to say thank you for being there, and thank you for supporting the folks on the ground.
- I was floored. In Hurricane Harvey alone, the Coast Guard rescued 11,000 people and 1,400 pets.
- Here’s a guy who’s saving lives—someone’s father, someone’s child, someone’s sister, someone’s friend—and he’s thanking *me*. For being there for *him*.
- But that’s our job at leaders—to be there for our people, so they can be there for others.
- It has been a pleasure to speak with you today. Congratulations on this magnificent accomplishment.
- I wish you the very best for your future.
- Now, I’d be happy to take your questions.

BIOGRAPHICAL DATA BOOK



Class 2018-2

29 Jan - 2 Mar 2018

National Defense University



NDU PRESIDENT

Vice Admiral Fritz Roegge, USN

16th President

Vice Admiral Fritz Roegge is an honors graduate of the University of Minnesota with a Bachelor of Science in Mechanical Engineering and was commissioned through the Reserve Officers' Training Corps program. He earned a Master of Science in Engineering Management from the Catholic University of America and a Master of Arts with highest distinction in National Security and Strategic Studies from the Naval War College. He was a fellow of the Massachusetts Institute of Technology Seminar XXI program.



VADM Fritz Roegge, NDU President (Photo by NDU AV)

His sea tours include USS Whale (SSN 638), USS Florida (SSBN 728) (Blue), USS Key West (SSN 722) and command of USS Connecticut (SSN 22).

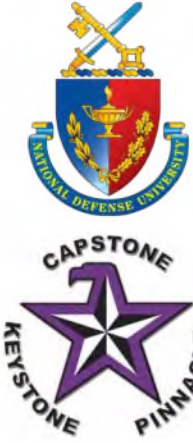
His major command tour was as commodore of Submarine Squadron 22 with additional duty as commanding officer, Naval Support Activity La Maddalena, Italy.

Ashore, he has served on the staffs of both the Atlantic and the Pacific Submarine Force commanders, on the staff of the director of Naval Nuclear Propulsion, on the Navy staff in the Assessments Division (N81) and the Military Personnel Plans and Policy Division (N13), in the Secretary of the Navy's Office of Legislative Affairs at the U. S. House of Representatives, as the head of the Submarine and Nuclear Power Distribution Division (PERS 42) at the Navy Personnel Command, and as an assistant deputy director on the Joint Staff in both the Strategy and Policy (J5) and the Regional Operations (J33) Directorates.

Roegge completed his first flag officer assignment as the deputy commander, Joint Functional Component Command for Global Strike at U.S. Strategic Command. He then served concurrently as commander, Submarine Group 8; commander submarines, Allied Naval Forces South; deputy commander, U.S. 6th Fleet; and director of operations and intelligence (N3), U.S. Naval Forces Europe-Africa. As a Rear Admiral (Upper Half) he served as director, Military Personnel Plans and Policy Division (N13) with a concurrent period as director, Total Force Manpower Division (N12) on the Navy Staff and then as Commander, Submarine Force, U.S. Pacific Fleet.

VADM Roegge assumed duties as the 16th President of the National Defense University on 25 Sep 2017.

SENIOR FELLOWS



**Philip “Phil” Breedlove
General
United States Air Force
(Retired)**

**Former Supreme Allied Commander Europe
and
Commander, U.S. European Command**



Phil Breedlove is employed as a Senior Fellow for the National Defense University in support of the Pinnacle, Capstone, and Keystone programs.

General Breedlove culminated 39 years of active-duty military service as *Supreme Allied Commander Europe (SACEUR)* and *Commander, U.S. European Command*, where he answered directly to NATO’s highest governing body, the North Atlantic Council, to the President of the United States, and to the Secretary of Defense. He led the most comprehensive and strategic structural and policy security changes in the Alliance’s 70-year history. His diplomatic skills reassured Allies, deterred potential aggressors, and maintained Alliance unity during the most dynamic and challenging period since its inception. He led the forces of 28 nations and multiple partners in ensuring the security of an alliance that accounts for more than half the world’s GDP.

As *Commander, U.S. Air Forces Europe and Air Forces Africa*, General Breedlove was responsible for organizing, training, equipping and maintaining combat-ready forces while ensuring theater air defense forces were ready to meet the challenges of peacetime air sovereignty and wartime defense. This diverse portfolio included both theater and operational air and ballistic missile defense, areas where his operational designs remain in place today.

As *Vice Chief of Staff of the Air Force*, he presided over the Air Staff and served as a member of the Joint Chiefs of Staff Requirements Oversight Council and Deputy Advisory Working Group during a period of intense challenge, including devising measures to meet the requirements of the the Budget Control Act’s required \$480 billion reduction of the Department of Defense budget. Accordingly, he led the organization, training and equipping of more than 690,000 people serving in the U.S. Air Force and provided oversight of its \$120 billion annual budget.

As *Assistant Chief of Staff for Air Operations, Plans and Requirements*, General Breedlove directed all Air Force operations across the globe, oversaw strategic and operational planning, and set the requirements for all Air Force procurement. Additionally, he was one of two original authors of the Defense Department’s Air-Sea Battle Concept.

General Breedlove served in a variety of assignments leading up to those leadership positions, including commanding a squadron, a group, three fighter wings, and a Numbered Air Force in service across three different continents. His extensive command and control experience in wartime, contingency planning, and humanitarian relief actions include operations in Africa, Asia and the Middle East.

He earned his Bachelor of Civil Engineering degree from the Georgia Institute of Technology and a Master of Science in Aerospace Technology from Arizona State University. Additionally, he completed a Masters of International Security Affairs from the National War College, a Fellowship in International Security Affairs, Seminar XXI from the Massachusetts Institute of Technology, and completed Leadership at the Peak at the Center for Creative Leadership Colorado Springs.

Breedlove currently serves on the Georgia Tech Advisory Board, as a Distinguished Professor in the Sam Nunn School of International Affairs at Georgia Tech, as a Senior Advisor to Culpeper National Security Solutions, and on the Board of Directors of the Atlantic Council.



GREGORY G. JOHNSON
ADMIRAL
UNITED STATES NAVY
(RETIRED)



Former Commander, U.S. Naval Forces, Europe and Commander Joint Force Command Naples

Greg Johnson is employed as a Senior Fellow for the National Defense University in support of the Pinnacle, Capstone and Keystone programs.

Admiral Johnson is a native of Westmanland, Maine. He graduated from the University of Maine with a Bachelor of Arts Degree in Political Science. He was commissioned in 1969 following Aviation Officer Candidate School, and was designated a Naval Aviator in 1970.

His initial sea duty assignment was in VA-66 flying the A-7E CORSAIR II and deploying in USS INDEPENDENCE. Subsequent squadron and sea duty assignments included VA-86 (USS NIMITZ); VA-174; Executive Officer and Commanding Officer of VA-105 (Marine Air Group TWELVE and USS FORRESTAL); and Commander, Carrier Air Wing THREE (USS EISENHOWER).

Shore duty assignments included: Command and Staff Course, Naval War College (graduating with highest distinction); Systems Analysis Division (OP-96) of the Office of the Chief of Naval Operations; F/A-18/A-7 Readiness Officer on the staff Commander Naval Air Force, U.S. Atlantic Fleet; Joint Chiefs of Staff as Head of the European Command/Central Command Branch of the Joint Operations Division (JOD), Operations Directorate (J-3); and Office of the Chairman of the Joint Chiefs of Staff as the Executive Assistant to the Chairman.

Admiral Johnson was selected for flag rank in February 1995. His initial flag assignment was as the Director of Operations, Plans, and Policy (N3/N5) on the Commander in Chief, U.S. Atlantic Fleet staff. In February 1996, he reported as Commander, Carrier Group EIGHT/USS THEODORE ROOSEVELT Battle Group where he served until August 1997. In September 1997 he reported as the Senior Military Assistant to the Deputy Secretary of Defense and was subsequently assigned as the Senior Military Assistant to the Secretary of Defense in May 1999. Admiral Johnson next served two years as Commander, U.S. SIXTH Fleet and Naval Striking and Support Forces Southern Europe, then capped his career in the European operational area as Commander, U.S. Naval Forces, Europe and Commander Joint Force Command Naples until October of 2004.

Admiral Johnson's decorations and awards include the Defense Distinguished Service Medal (with three Bronze Oak Leafs), Defense Superior Service Medal, Legion of Merit (with two Gold Stars), Defense Meritorious Service Medal, Meritorious Service Medal (with two Gold Stars), Air Medal, Navy Commendation Medal, Navy Achievements Medal, and various service and campaign awards.



GREGORY S. MARTIN
GENERAL
UNITED STATES AIR FORCE
(RETIRED)

Former Commander
Air Force Materiel Command



Gregory “Speedy” Martin is employed as a Senior Fellow for the National Defense University in support of the Pinnacle, Capstone, and Keystone programs.

General Gregory S. Martin retired from the United States Air Force on 1 September 2005 after thirty-five years of active commissioned service. His final duty was as the Commander of the Air Force Materiel Command where he commanded nearly 80,000 personnel who are charged with the responsibility for the Air Force Science and Technology, Acquisition Support, Test and Evaluation and Weapons Systems Sustainment and Logistics missions. During his tenure in this duty, General Martin initiated the most significant organizational and process transformation in the history of the Air Force Materiel Command. Centered around the “Lean Engineering Model”, AFMC achieved unprecedented “on time” maintenance and logistics performance improvements while at the same time reducing costs to the operational commands by 20%.

In his previous assignment, he was the Commander of the United States Air Forces Europe, Air Component Commander US European Command and the Commander for NATO’s Allied Air Forces North. In those capacities, he commanded the United States, Alliance and Coalition Air Forces during Operations Northern Watch (Northern Iraq No-Fly Zone) Joint Forge, Joint Guardian (Bosnia and Kosovo), and Atlas Response (Mozambique Flood Relief). Additionally, he commanded the joint and allied air forces in the European theater of operations as they conducted long range combat employment missions, humanitarian relief, special operations sustainment, and the largest post-WW II combat airdrops as a part of Operations Enduring Freedom and Iraqi Freedom.

A career fighter pilot with more than 4600 flying hours, mostly in the F-4 and the F-15, General Martin flew as a combat ready pilot, flight leader, instructor pilot, operations officer and squadron commander in various assignments throughout the world to include a combat tour in Southeast Asia where he flew 161 combat missions. He also commanded three fighter wings: The 479th Tactical Training Wing and the 33rd and 1st Fighter Wings.

General Martin also had a rich variety of staff assignments which included operations and training, programming and budgeting, joint operations and force planning, joint and Air Force operational requirements and Air Force Acquisition. His senior level positions included being the Vice Director, and acting Director, of the Joint Staff’s J-8 Directorate, Director of Air Force Operational Requirements and Principal Deputy to the Assistant Secretary of the Air Force for Acquisition.

Since retiring, General Martin has performed Senior Mentor duties with the Joint Forces Command. He has served on two Defense Science Board Studies, has been selected as the Chairman of the National Academies Air Force Studies Board, Board of Directors and the MITRE Air Force Advisory Board. He is also a consultant to many defense sector firms (see page 2).

Gen Martin (cont)

Professional History Highlights

Former Commander United States Air Force Materiel Command; Former Commander United States Air Forces Europe; Former Commander NATO's Allied Air Forces North; Chairman, National Academies, Air Force Studies Board, Board of Directors; Chairman, MITRE Air Force Board of Advisors; Senior Mentor, Joint Forces Command; Consultant for several defense and aerospace sector firms

Education

B.S. Geography , U.S. Air Force Academy; M.A., Business Management, Central Michigan University; National War College, Fort Lesley J McNair; Seminar XXI Massachusetts Institute, Of Technology; Advanced Management Program, Duke University

CERTIFICATION OF DIRECTORSHIPS, EMPLOYMENT AND CLIENTS

The following is a complete list of directorships, employment and consulting clients:

I. DIRECTORSHIP AND EMPLOYMENT

Name of Company: Responsibilities/Duties

Alenia NA: Board of Directors—Jun '10-Present

ATAC, LLC: Board of Advisors—Nov '07-Present

CDO Technologies: Strategic Advisory Board—Feb '06-Present

CSC: Transformation Advisory Board—Apr'07-Present

MITRE,: Chairman, AF Advisory Board—May'07-Present

OADS, LLC: Board of Advisors—Sept '07-Present

UNISYS: Defense Advisory Board—Oct '09-Present

PRO BONO

ACE-EXCEL (501c.3): Vice Chair, Board of Trustees—Aug '05-Present

Falcon Foundation (501.c.3): Chairman, Board of Trustees—Oct '09-Present

Air Force Studies Board, National Academies: Chairman, AFSB BoD

NDU NWC Alumni Association: Vice Chairman, BoT—May'09-Present

II. CLIENTS

Name of Company: Services/Duties

Burdshaw Associates: Consultant—Jan '07-Present

Capitol Aerospace Group: Consultant—Feb '10-Present

Council for Logistics Research: Panel and Committee Facilitator—Jan '07-Present

Cyberspace Operations Consulting, LLC: Consultant and Facilitator—May'10-Present

Durango Group Inc., LLC: Consultant—Mar '06-Present

EADS NA: Consultant—May '06-Present

Four Star Group: Consultant, Associate—May '07-Present

GE Aviation, Military Engines: Consultant—Jul '06—Present

Northrop-Grumman Aerospace Systems: Consultant—Nov'05--Present

Northrop-Grumman Technical Systems: Consultant—Oct'10-Present

RWB (Aerospace) Consultants: Consultant—May'06-Present

University of Tennessee: Adjunct Professor—Aug '07-Present

University of Virginia, Darden School of Business: Course Facilitator—Aug '09-Present

JFCOM HQE: Mentor Combatant Command Battle Staffs

NDU Senior Fellow: Facilitate Joint Senior Level Education Programs



AFRICA FIELD STUDY

BIO

John M. Paxton, Jr.

General, United States Marine Corps, Retired



General Paxton retired from active duty on 30 Sep 2016 after 42 years of continuous active service. He was promoted to General and assumed duties as the 33d Assistant Commandant of the Marine Corps on December 15, 2012. A native of Pennsylvania, he graduated from Cornell University with a Bachelor and Master of Science in Civil Engineering and was commissioned through Officer Candidate School in 1974.

General Paxton's assignments in the operating forces included Rifle and Weapons Platoon Commander and Company Executive Officer, Co. B, 1st Battalion, 3d Marines; Training Officer, 4th Marine Regiment; Executive Officer, Co. G, 2d Battalion, 4th Marines; Company Commander, Co. L and Operations Officer, 3d Battalion, 5th Marines; GCE Operations Officer, II MEF, and Assistant Chief of Staff, G-3, 1st Marine Division. He commanded the 1st Battalion, 8th Marines in support of operations in Bosnia and Somalia with 22nd Marine Expeditionary Unit and later the 1st Marine Regiment.

Other assignments include Company Commander, Co. B, Marine Barracks Washington and Commanding Officer of Marine Corps Recruiting Station, New York. He served as a Plans Division Officer, Plans, Policies and Operations, HQMC; as Executive Assistant to the Undersecretary of the Navy; and as Amphibious Operations Officer/Crisis Action Team Executive Officer, Combined Forces Command, Republic of Korea.

As a general officer, he served as the Director, Programs Division, Programs and Resources, HQMC; the Commanding General of Marine Corps Recruit Depot San Diego/Western Recruiting Region; Commanding General, 1st Marine Division; Chief of Staff, Multi-National Forces – Iraq; Director for Operations, J-3, The Joint Staff; and Commanding General, II Marine Expeditionary Force and Commander Marine Forces Africa. He also served as Commander, Marine Corps Forces Command; Commanding General, Fleet Marine Force Atlantic; and Commander, Marine Forces Europe.

General Paxton is a graduate of the U.S. Army Infantry Officer Advanced Course and Marine Corps Command and Staff College. He has also served as a Commandant's Fellow at the Brookings Institute as well as at the Council on Foreign Relations.



PATRICK Z. ALSTON
COMMAND SERGEANT MAJOR
UNITED STATES ARMY
(RETIRED)



Former Command Senior Enlisted Leader
United States Strategic Command

Command Sergeant Major Patrick Z. Alston is employed as a Senior Fellow for the National Defense University's Keystone program.

CSM Pat Alston is a native of Columbus, Georgia. He is a graduate of Columbus High School. After graduation, he subsequently enlisted into the United States Army where he completed Basic Training at Fort Dix, New Jersey.

His initial assignment was at Fort Belvoir, Virginia, as a Medical Specialist. Subsequent assignments include Medical Specialist with 3rd Battalion, 325th Infantry Regiment, and 82nd Airborne Division. In 1984 he reclassified to the Chemical Corps and was assigned as a squad leader with 4th Chemical Company, 2nd Infantry Division; NBC NCO and Squad Leader with Alpha Company, 3rd Battalion, 73rd Armor, 82nd Airborne Division; Battalion NBC NCO with 3rd Battalion, 73rd Armor, 82nd Airborne Division; Senior NBC Operations and Staff NCO with Division Chemical, 82nd Airborne Division; NBC Operations, Staff NCO and Platoon Sergeant with 34th Support Group, Korea; Senior Drill Sergeant with Alpha Company, 82nd Chemical Battalion; Detachment Sergeant for the Contingency Support Detachment (WHITE HOUSE TEAM), 84th Chemical Battalion, U.S. Army Chemical School; Career Advisor/Branch Manager Career Management Field 74D, Total Army Personnel Command (PERSCOM); First Sergeant for Headquarters and Headquarters Company, Soldier Biological Chemical Command and Technical Escort Unit; Battalion CSM of the U.S. Army Technical Escort Battalion in Edgewood, Maryland; Division Chemical Sergeant Major for the 2nd Infantry Division, Korea; Battalion CSM of the 23rd Chemical Battalion, 19th TSC, Korea; CSM of the 23rd Area Support Group, 19th TSC, Korea; 10th Regimental CSM of the Chemical Corps, Command Senior Enlisted Leader, Defense Threat Reduction Agency/STRATCOM Center for Combating WMD and finished his Army career as the Command Senior Enlisted Leader of United States Strategic Command. CSM Alston retired in May of 2016 starting work as the Keystone Senior Enlisted Senior Fellow.

His military schools include Command Sergeant Major Course; Sergeant Major Academy (class # 51); First Sergeant Course (CDMT List); Advanced Noncommissioned Officers Course (Honor Grad); Basic Noncommissioned Officers Course (CDMT List); Primary Leadership development Course (CMDT List); Drill Sergeant School (Honor Grad); Airborne School; Air Assault School (Honor Grad); Technical Escort Course (J5) (Honor Grad); Drill Corporal Course; Customs Course; White House Executive Support Course; Executive Operations Course; Hazardous Material Course (Level 1-5); Chemical Weapons Orientation Course Joint Military Intelligence Course on Chemical Affairs; Assignment Manager/PDNCO Course; Administrative Procedures Course (DA Level), Joint Forces Staff College, United States Army Force Management Course and Keystone Course. He is currently a few classes away from receiving his Bachelors of Science Degree in Leadership with a concentration in Management from Trident University.

His awards and decorations include the Defense Superior Service Medal; Legion of Merit (second oak leaf cluster); Defense Meritorious Service Medal; Meritorious Service Medal (first oak leaf cluster); Army Commendation Medal (third oak leaf cluster); the Army Achievement Medal (silver oak leaf cluster); Army Service Ribbons; the National Defense Medal; Combat Medical Badge; Space Badge; Airborne Badge; Air Assault Badge; Drivers Badge; Drill Sergeant Badge; Good Conduct Medal (Silver Clasp, third loop); Overseas Ribbon (Third Oak Leaf Cluster); Armed Forces Expeditionary Medal; Global War on Terrorism Service Medal; and the noncommissioned Officers Professional Development Ribbon (fourth award). CSM Alston is also awarded the CHEMICAL CORPS HIGHEST AWARD "THE ORDER OF THE DRAGON" as well the TRANSPORTATION CORPS "HONORABLE ORDER OF SAINT CHRISTOPHER."

CAPSTONE Staff

Gerard “Gerry“ M. Mauer, Jr.
Director
Capstone, Keystone, Pinnacle

Rear Admiral Mauer retired from the Navy in March 2008 after over 31 years of service, which included extensive experience in fleet operations, resource management, technical innovation, Joint Professional Military Education (JPME), interagency coordination, and leading organizational change in NATO and joint commands.



From 2008 to 2011, RADM Mauer was a Group Vice President for Sabre Systems Inc. He was responsible for developing then implementing the corporate strategic plan and managing the Southeast Region's profit and loss operations, its contracts, corporate business development, human resources programs, and Capability Maturity Model Integration (CMMI) level III attainment. After leaving Sabre Systems, RADM Mauer had positions as an Associate with Burdeshaw Associates, as a Senior Analyst for Wikistrat, as a Board member and Board Treasurer for the Navy Safe Harbor Foundation, and as a representative and the national Co-Chair for the US Global Leadership Coalition's Veterans for Smart Power.

Admiral Mauer's last position in the Navy was from 2006 to 2008, when he served as the Commandant, Industrial College of the Armed Forces (ICAF). He was responsible for executing the congressionally mandated and accredited master's degree senior Professional Military Education curriculum. As a university leader, he directly supported the direction of the National Defense University and was a key member in the development of the University's strategic plan.

From 2003 to 2006, he served as the NATO Allied Command Transformation's Director, Joint Experimentation, Exercises, and Assessment, where he developed and implemented NATO's largest Concept Development and Experimentation program. The scope included creating NATO's transformation strategic vision and aligning the vision with its concepts and requirements. As a result of his initiatives, NATO rapidly implemented new processes, policies, and systems in support of its forces in Afghanistan and Iraq as well new capabilities to support its political and military infrastructure in NATO headquarters.

From 2001 to 2003, he was the Deputy, Directorate for Information Operations (J39/DDIO), Joint Staff Director of Operations (J-3) where he was responsible for direct coordination with the Office of the Secretary of Defense staff, Combatant Commands, and interagency organizations in their global information operations. In this capacity, his responsibilities also included supervision and operational coordination of the Joint Staff's Special Technical Operations information system and its programs.

Admiral Mauer graduated from Villanova University and the Naval Postgraduate School. He was a Naval Aviator who commanded Helicopter Antisubmarine Squadrons SEVEN (HS-7) and TEN (HS-10) in addition to assignment as the Commanding Officer of USS NASSAU (LHA 4). He has vast experience at sea with deployments to the Atlantic Ocean, Mediterranean Sea, and Arabian Gulf. Ashore assignments included: Naval Postgraduate School student, Assistant Program Manager for the Naval Air Systems Command SH-60F/H helicopter program (PMA 266), and Training Officer and Instructor Pilot in Helicopter Antisubmarine Squadron ONE (HS-1). He started with Capstone in August of 2016.

Bonnie Swanson
Deputy Director
Capstone / Keystone / Pinnacle



Bonnie Swanson is a native of Ellington, CT and a graduate of Ellington High School. After her freshman year at the University of Connecticut, she enlisted in the USMCR. Upon completing recruit training at Parris Island, SC, Bonnie returned to UCONN to continue her studies and reserve service with 6th Motor Transport Battalion, Providence, RI. In 1988 she graduated from UCONN with a Liberal Arts degree (Sociological and Educational Behavior Development) and accepted her commission in the USMC. After completion of The Basic School in 1989 and her assignment as a Military Police

Officer, Bonnie reported to MCAS Cherry Point, NC for duty as a Platoon Commander and Services Officer.

In 1992, Bonnie was assigned as the Operations Officer for Recruiting Station, Baltimore, MD. Serving as an OpsO for 3 years, Bonnie was selected as the 4th Marine Corps District Contact Team Officer, Harrisburg, PA. Leading a team of three Master Gunnery Sergeants, the Contact Team trained over 350 recruiters and command group members within a 7 state area.

In 1997 Bonnie received orders to MCB, Camp Lejeune, NC as the Operations Officer, Provost Marshal's Office. She simultaneously served as the Commanding Officer, Military Police Company (330+ Marines) during this tour.

In May of 2000 after 11 years of service, Bonnie resigned her commission to accompany her husband, CWO4 Bret Swanson, USMC on his orders to Washington, DC. Bret retired from the military in 2002 and now serves as the Assistant Sergeant at Arms for Operations, US Senate.

In January of 2001, Bonnie was hired by the National Defense University as the Executive Officer of Capstone. Over the years her position has evolved into the Deputy Director of Pinnacle (3 star course), Capstone, and Keystone (Command Senior Enlisted course).

Bonnie has numerous military decorations and has attended many military schools, including the Basic Law Enforcement Academy at Lackland AFB, TX and the Advanced Military Police Academy at Fort McClellan, AL. She is still a record holder at UCONN for many soccer goalkeeping statistics, including the most shutouts in a career (41.5).

In 2005 Bonnie completed a Masters Degree in Organizational Management from the University of Phoenix. In 2008, she and Bret built their retirement home in Capon Bridge, WV – where you can find them EVERY weekend.



United States Army

Colonel DONNIE L. THOMAS
Deputy Director
International Planning
Capstone



Colonel Thomas graduated from Campbell University in Buies Creek, North Carolina as a Distinguished Military Graduate with a Bachelor of Science Degree in Business Administration. Subsequently he received a Regular Army Commission as a Second Lieutenant in the Military Police Corps. He holds a Masters Degree in Public Administration from Troy State University, and a Masters of Strategic Studies from the United States Army War College. Additionally, he attended the FBI National Academy in Quantico, Virginia. His military education includes the Military Police Basic and Advanced Courses, and the Army Command and General Staff College.

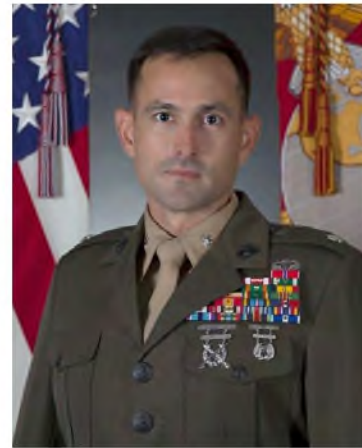
Colonel Thomas military assignments include a wide variety of command and staff positions. He began his career as a Platoon Leader in the 523rd Military Police Company, Aberdeen Proving Ground, Maryland. He was then assigned to the 142nd Military Police Company, Yongsan, Korea, as a Platoon Leader. Upon completion of the Military Police Officer Advanced Course, Colonel Thomas was assigned to Fort Bragg, North Carolina in the 16th Military Police Brigade (Airborne) as the Brigade Operations Officer, followed by company command of the 21st Military Police Company (Airborne). Subsequently, he received an assignment as the Battalion Operations Officer of the 503rd Military Police Battalion (Airborne). After completing his tour at Fort Bragg, Colonel Thomas assumed the positions of Chief, Training Branch, Aide-De-Camp to the Commanding General and Secretary of the General Staff for the Criminal Investigation Command, Fort Belvoir, Virginia. Subsequently, he received an assignment as the Group S3, 701st Military Police Group (CID). Following his attendance at the United States Army Command and General Staff College, he assumed positions of Battalion S3 and Executive Officer, 728th Military Police Battalion, Daegu, Korea. Following his tour in South Korea Colonel Thomas assumed the position of Chief of Military Police Operations, 3rd Army Provost Marshal Office Fort McPherson, Georgia. After serving in 3rd Army, Colonel Thomas returned to South Korea where he commanded the 94th Military Police Battalion, Yongsan Korea. After battalion command, Colonel Thomas deployed ISO Operation Iraqi Freedom where he was assigned as the Deputy Brigade Commander, 8th Military Police Brigade, Schofield Barracks, Hawaii. After Iraq Colonel Thomas commanded the Joint Detention Group, JTF GTMO, Guantanamo Bay, Cuba. After a tour as the Deputy Director of the Joint Security Office and Provost Marshal for United States Central Command, he started with Capstone in 2016.

Colonel Thomas awards and decorations include the Defense Superior Service Medal, Bronze Star Medal with two oak leaf clusters, Defense Meritorious Service Medal, Meritorious Service Medal with five oak leaf clusters, Army Commendation Medal with three oak leaf clusters, Army Achievement Medal with two oak leaf clusters, National Defense Service Medal, Humanitarian Service Medal, Army Service Ribbon, Overseas Service Medal, Armed Forces Expeditionary Medal, Global War on Terrorism Medal, Korean National Defense Medal, Iraqi Campaign Medal the Master Parachutist Badge, Air Assault Badge, and the British Parachutist Badge.

Colonel Thomas is married and has four children.

Lt Col George Nunez, USMC

Upon graduating from The Citadel in 1995, George Nunez received a commission in the United States Marine Corps and then completed the Basic Officer and Infantry Officer courses. Within the operating forces, he served with: 3d Battalion, 7th Marine Regiment; 2d Battalion, 2d Marine Regiment; Headquarters Battalion, 2d Marine Division; Marine Corps Security Force Company Guantanamo Bay; 3d Reconnaissance Battalion; Combat Assault Battalion; 1st Battalion, 3d Marine Regiment; 3d Battalion, 3d Marine Regiment; and Headquarters Battalion, 3d Marine Division. His supporting establishment assignments include Infantry Training Battalion, School of Infantry and Headquarters, United States Marine Corps, where he served in the Strategy and Plans Division before his reassignment to the National Defense University's Capstone Program.



George has been conferred a BA in history and Spanish from The Citadel, an MA in management from National University, and an MS in international relations, specializing in national security affairs, from Troy University. He is currently enrolled in Missouri State University's Department of Defense and Strategic Studies and is progressing toward an MS specializing in countering weapons of mass destruction. He is a Fellow of the Center for International Studies, Massachusetts Institute of Technology and a Fellow of the Center for the Study of Weapons of Mass Destruction, National Defense University.

During his military assignments, George attained the following additional designations: Foreign Area Officer, specializing in Latin America, Foreign Security Force Advisor, Fire Support Coordinator, Joint Terminal Attack Controller, and Special Technical Operations Planner. He has participated in exercises and operations in the Western Hemisphere, Europe, Africa, and in West, South, and East Asia.

Lieutenant Colonel Bradley Stebbins, USAF

Lieutenant Colonel Bradley Stebbins is a Deputy Director for CAPSTONE, National Defense University, Fort McNair, Washington, D.C. The CAPSTONE program prepares general and flag officers to effectively operate in joint and interagency settings.

After commissioning through the United States Air Force Academy, Brad completed several operational tours overseas in United States Pacific Command, United States European Command, and United States Central Command, in addition to a staff assignment with the North Atlantic Treaty Organization. In 2007 he deployed to the United States Air Forces Central Command Combined Air Operations Center in support of Operations IRAQI FREEDOM and ENDURING FREEDOM.

Brad later served two rotations in the Air Coordination Element of the Headquarters, International Security Assistance Force, Kabul, Afghanistan. As part of an Air Force political advisor fellowship in 2012, he was posted to United States Embassy Phnom Penh where he worked as a political officer with the Department of State. In his most recent operational tour as a squadron commander, Lieutenant Colonel Stebbins led Airmen dispersed at seven locations around the globe in executing multiple Department of Defense-unique missions.

Lieutenant Colonel Stebbins holds a Master of Arts from the University of Oklahoma, a Master of Science from the Air Command and Staff College, and a Master of Philosophy from the School of Advanced Air & Space Studies. He most recently earned a Master of Science in National Security Strategy from the National War College in Washington, D.C.

Lieutenant Colonel Stebbins graduated from the Joint Forces Staff College in 2011 and later certified as a Joint Qualified Officer upon completing his first joint duty assignment. He has also earned Air Force designations as a Political-Military Affairs Strategist and a tier-one space professional.



(Current as of June 2016)

Alena Ho

CAPSTONE/KEYSTONE/PINNACLE



Alena is the Office Manager for the CAPSTONE, KEYSTONE, and PINNACLE courses at the National Defense University. In this capacity, she provides daily administrative office support, performs office research, manages student administrative duties, manages all office schedules, and many other functions.

Alena graduated from Florida State University with a Bachelor degree in International Affairs. While there, she participated in a summer study abroad in Tokyo, Japan at Nihon University. Additionally, Alena was awarded the David L. Boren Scholarship to study abroad for a year in Istanbul, Turkey at Koç University. She also spent a summer in Cape Town, South Africa volunteering for Konek Ottery Community Center and as a TA for a fourth grade class at Grassy Park E.C. Primary School. Following graduation from FSU, Alena worked in Belgium as a legal researcher, later returning to the United States to work for the National Language Service Corps as a Member and Mission Support Liaison. Her education and experiences have uniquely prepared her to plan and navigate the dynamic logistical details associated with CAPSTONE travels, within both the US and internationally.

Of Alena's many passions, she most enjoys travelling and learning new languages. In her free time she enjoys yoga, making and viewing art, and practicing her ukulele.

Michael Patykula Keystone / Pinnacle Program Manager

Michael Patykula is the Program Manager for the KEYSTONE and PINNACLE courses at the National Defense University, and he provides daily support to the CAPSTONE Program.

Prior to joining the National Defense University, Mr. Patykula served as the Project Coordinator for the Army Office of Small Business Programs where he provided support to companies seeking contracts with the United States Army. From 2009-2014, Mr. Patykula was an Operations Coordinator for the William J. Perry Center for Hemispheric Defense Studies. In this role, he provided administrative and logistical support for academic programs designed for senior government officials from the Americas.



Mr. Patykula holds a Master of Arts in Strategic Security Studies from the National Defense University, and a Bachelor of Arts in Sports Management from West Virginia University.

ALLIED PARTNERS

29 Jan - 9 Feb 2018

BRIGADIER-GENERAL D. FORTIN, OMM, CD

DEPUTY COMMANDING GENERAL (US) I CORPS



Brigadier General Dany Fortin is from Montmagny, Quebec. He was admitted to the Royal Military College (RMC) Saint Jean in 1985. After commissioning, he was posted to 5e Régiment d'artillerie légère du Canada (5 RALC) in Valcartier, Quebec, where he commanded at all levels, becoming its 20th Commanding Officer in 2007.

BGen Fortin commanded the 5th Canadian Mechanized Brigade Group in Valcartier from 2013-2015 and led the Brigade through the road to high readiness. BGen Fortin was promoted to his current rank and assumed the position of Deputy Commanding General-Operations at I Corps (US) in July 2015.

His staff assignments include instructor at the Royal Regiment of Canadian Artillery School in Gagetown, NB, G3-Operations of the 5th CMBG, and G7 (Training) of Land Force Quebec Area in Montreal, now 2nd Canadian Division. In 2010, he successively held the positions of Executive Assistant and Special Advisor to the Chief of the Defence Staff and in 2011, he was appointed Director of Army Force Readiness (G3) at Army Headquarters in Ottawa.

In operations, he commanded a mortar platoon with CANBAT2 of the United Nations Protection Force in Bosnia (1993-1994), he was a forward observer and forward air controller with the Implementation Force (IFOR) in Bosnia (1996), and G3-Operations and Brigade G3 of the Kabul Multinational Brigade (KMNB) of the International Security Assistance Force (ISAF) in Afghanistan (2004). In 2009-2010, he was the Chief of Staff of the Canadian Joint Task Force-Afghanistan and Task Force Kandahar.

BGen Fortin holds a science degree from RMC Saint-Jean and Master's degree in military arts and science from the United States Army Command and General Staff College, Fort Leavenworth, Kansas. He is a graduate of the Field Instructor-in-Gunnery course, the Land Force Command and Staff Course, the Combat Team Commander Course, and of the United States Army Command and General Staff Course. In June 2013, he completed the National Security Program at the Canadian Forces College in Toronto, Ontario. In 2014, he was nominated as an Officer of the Order of Military Merit.

He is married and they have one daughter.



AIRCDRE Vincent 'Vinny' Iervasi, AM
Commander
Air Warfare Centre, and
Senior Australian Defence Force
Officer - Edinburgh Defence Precinct

Air Commodore Vincent Iervasi was born in Sydney. He joined the RAAF in 1985 and completed flying training in 1989. He has been flying the F/A-18 Hornet since 1991.

Air Commodore Iervasi served at No 3 Squadron as a junior pilot before proceeding on exchange to No 5 Squadron RAF flying the Tornado F3. During this tour he deployed on Operation Deny Flight enforcing the no-fly zone over Bosnia-Herzegovina (1995). Upon return to Australia he served as a flight commander at both 77 Squadron and 75 Squadron.

In 2001 Air Commodore Iervasi completed the inaugural Australian Command and Staff College at Weston Creek and was subsequently posted to Capability Systems in Russell Offices. During this period he was responsible for the development and sponsorship of F/A-18, F-111 and Hawk major capital equipment projects, with the most notable being the Hornet Upgrade Project. In 2005 he returned to Williamtown as the Senior Operations Officer at 81 Wing and subsequently assumed command of No 3 Squadron in Dec 2005. He was promoted to Group Captain on 12 Jan 2009 and served as Chief of Staff Air Combat Group.

In 2010 Air Commodore Iervasi completed the Defence and Strategic Studies Course and was appointed as Officer Commanding No 81 Wing (F/A-18) in December of that year. In January 2013 Air Commodore Iervasi was posted as Chief of Staff to the Vice Chief of the Defence Force.

Following this posting Air Commodore Iervasi was promoted to his current rank of Air Commodore and deployed to the Middle East as the Director, US Central Command 609th

Combined Air Operations Centre at Al Udeid Air Base in Qatar. He returned to Australia and was appointed Director General Air Command Operations (Headquarters Air Command) and Director General Air (Headquarters Joint Operations Command) where he commanded global air operations including Operation OKRA. In December 2016 AIRCDRE Iervasi was appointed Commander Air Warfare Centre.

Air Commodore Iervasi has over 3000 hours flying fast jets and is an A Category Fighter Pilot. He holds a Bachelor of Science Degree, a Masters of Management in Defence Studies and a Graduate Diploma in Strategic Studies. He has been awarded the Medal in the Order of Australia (2009), Australian Active Service Medal (Balkans and ICAT Clasps), Afghanistan Medal, Defence Long Service Medal with Third Clasp, and the Australian Defence Medal. He was appointed as a Member in the Order of Australia in 2016.

Air Commodore Iervasi is married to Donna Allen. They have twin daughters, Rosie and Lily. He enjoys travel, cricket, reading, and entertaining.

Air Commodore J E Linter OBE MA RAF

Air Attaché British Embassy Washington



Air Commodore James Linter joined the Royal Air Force as a navigator and spent his early career on the Tornado in the Ground Attack and Reconnaissance roles. His flying tours, as a Qualified Weapons Instructor, flight commander and squadron commander, included Op DESERT FOX in 1998 and Op TELIC in 2003. He commanded 12(B) Squadron on operations in Iraq in 2008 and as the first Tornado GR4 Detachment to Afghanistan in 2009. He has over 3000 flying hours.

Non-flying tours included the NATO CAOC at Finderup in Denmark and the deployable Joint Force Headquarters based at PJHQ Northwood. During this tour he was deployed for the elections in the Democratic Republic of the Congo and for the evacuation of the Lebanon in 2006.

He served as the Assistant Head Counter-Terrorism and Global Commitments in the Operations Directorate of the Ministry of Defence for two years from 2010 before commanding RAF Akrotiri in Cyprus.

On promotion to Air Commodore he served as Director USAFCENT CAOC, Al Udeid from July 2014 to January 2015. This tour included both the end of combat operations in Afghanistan and the start of Coalition operations in Iraq and Syria. Prior to being appointed as Air Attaché Washington in Sep 2017, he served as Head of Defence Engagement Strategy in the Ministry of Defence in London.

Air Commodore Linter has masters degrees from University College, Oxford and King's College, London; is a member of the Royal College of Defence Studies and a graduate of the Higher Command and Staff Course. He was made an Officer of the Order of the British Empire in 2010 and has twice been Mentioned in Despatches for gallantry.

He is married to Ann and they have 2 university-age children, Charlotte and Matt. In his spare time, Air Commodore Linter enjoys walking and running. He is a trustee of the Union Jack Club, a club for non-commissioned ranks, in London. Enjoyment of life is balanced by a long-standing support of Blackburn Rovers Football Club; he hopes his new team, DC United, will fare better.

US FELLOWS

Brigadier General George (Ned) Appenzeller

Brigadier General George (Ned) Appenzeller was raised in Columbia, South Carolina. He attended Tulane University with a Reserve Officer Training Corps Scholarship. Upon graduating, with a Bachelors Degree in biology, he was commissioned a 2LT in the Medical Service Corps. He then attended the Medical University of South Carolina under the Health Professions Scholarship Program and after completing an Internal Medicine Internship at the Medical University of South Carolina spent two years at Fort Sill, OK as the Chief of the David B. Bleak TMC serving the US Field Artillery Training Center.

BG Appenzeller then completed a three-year residency in Emergency Medicine at the San Antonio Uniformed Services Health Education Consortium in 1999. Subsequently, he was assigned as the Chief, Department of Emergency Medicine, USA MEDDAC, Heidelberg, GE. In 2002, he was assigned to the Army Medical Department Center and School, Fort Sam Houston, TX as the Chief, 91W IET.



Upon completion of the Command and General Staff Officer's Course at Fort Leavenworth, KS in 2004, he was assigned as the assistant chief of Emergency Medicine at Winn Army Community Hospital, Fort Stewart, Georgia. In January, 2006 he assumed duties as the Division Surgeon, Third Infantry Division and then Multi-National Division-Center during a 15 month deployment to Baghdad, Iraq. In June, 2008 he was assigned as the Deputy Commander for Clinical Services at Winn Army Community Hospital, Fort Stewart, Georgia. He commanded US Army Medical Activity-Alaska from June, 2010 to June, 2012; prior to attending a US Army War College Fellowship at the US Department of Veterans Affairs in July, 2012. He assumed command of US Army Medical Activity-Ft. Campbell, KY and Blanchfield Army Community Hospital in July, 2013, followed by an assignment as the Command Surgeon, USAFRICOM in June, 2015 through August 2017. He currently serves as the Deputy Commanding General, Regional Health Command-Pacific, JBLM, WA and the Director, Puget Sound Multi-Service Market.

In addition to Operation Iraqi Freedom, his operational experience includes service as a medical team leader providing humanitarian care to Cuban and Haitian migrants with the 61st Area Support Medical Company, JTF160, Guantanamo Bay, Cuba, and Chief of Emergency Services with both the 62nd Combat Support Hospital and the 212th Mobile Army Surgical Hospital in support of TF-Falcon, Camp Bondsteel, Kosovo.

BG Appenzeller is board certified in Emergency Medicine. He has made multiple national and international presentations, published numerous peer-reviewed journal articles and has chapters in two textbooks. His military schooling includes the AMEDD Officer Basic and Advanced Courses, CGSOC, the AMEDD Executive Skills Course, US Army War College Fellowship Program and the Medical Strategic Leadership Program. Colonel Appenzeller is a member of the Order of Military Medical Merit, and holds the 'A' Proficiency designator.

BG Appenzeller's awards and decorations include the 2007 Surgeon General's Physician Recognition Award, the Defense Superior Service Medal, the Legion of Merit (2 awards), the Bronze Star, the Meritorious Service Medal (6 awards), the Army Commendation Medal (4 awards), the Army Achievement Medal (4 awards), the Expert Field Medical Badge, and Air Force Flight Surgeon Wings.

BG Appenzeller is married to the former Amanda Elizabeth Luten. They are proud parents of Lauren (23), Forrest (19) and Katie (14).



BIOGRAPHY



UNITED STATES AIR FORCE

BRIGADIER GENERAL MARK A. BAIRD

Brig. Gen. Mark A. Baird is the Director, Space Programs, Office of the Assistant Secretary for Acquisition, Washington, D.C. He directs development and purchasing on space programs to Air Force major commands, product centers and laboratories dealing with acquisition programs. His responsibilities include crafting program strategies and options for representing Air Force positions to Headquarters U.S. Air Force, the office of the Secretary of Defense, Congress and the White House.

He entered active duty in 1989 as a distinguished graduate of the Air Force Reserve Officer Training Corps program at the Florida State University. During his career, he has served in a variety of acquisition positions including Contingency Contracting Officer, Procuring Contracting Officer, Program Manager, HQ Staff Officer, Squadron Commander, and Senior Materiel Leader. He spent a year in industry, studying space propulsion under Pratt & Whitney. He was also selected for the prestigious Air Force Legislative Fellowship and the Secretary of Defense Corporate Fellowship. Prior to his current assignment, he was the Vice Commander, Space and Missile Systems Center, Los Angeles Air Force Base, California.



EDUCATION

- 1989 Bachelor of Science, Business Management and Finance, Florida State University, Tallahassee
- 1990 Master of Science, Operations Management, University of Arkansas, Fayetteville
- 1995 Squadron Officer School, Maxwell Air Force Base, Ala.
- 2001 Air Command and Staff College, Maxwell AFB, Ala., by correspondence
- 2001 Legislative Fellowship, Washington D.C.
- 2002 Graduate Certificate in Legislative Studies, Georgetown University, Washington D.C.
- 2005 Air War College, Maxwell AFB, Ala., by correspondence
- 2007 Executive Seminar, Darden School of Business, University of Virginia, Charlottesville
- 2007 Secretary of Defense Corporate Fellowship, London, England
- 2012 Leadership Development Program, Center for Creative Leadership, Greensboro, N.C.

ASSIGNMENTS

1. December 1991 – October 1992, Contract Management Officer/Contingency Contracting Officer (CCO), 314 Contracting Squadron, 314th Tactical Airlift Wing, Little Rock Air Force Base, Ark.
2. October 1992 – May 1994, Chief, Construction Flight, 39th Contracting Squadron, 39th Airlift Wing, Incirlik Air Base, Turkey
3. May 1994 – August 1994, Director, Business Programs, 39th Contracting Squadron, 39th Airlift Wing, Incirlik AB, Turkey
4. August 1994 – July 1995, Student, Education with Industry, Pratt & Whitney, Government Engines & Space Propulsion, Air Force Institute of Technology, West Palm Beach, Fla.
5. July 1995 – July 1996, Evolved Expendable Launch Vehicle Business Strategy Manager, Space & Missile Systems Center, Los Angeles AFB, Calif.
6. July 1996 – July 1997, Chief, Evolved Expendable Launch Vehicle Contract Execution, Space & Missiles Systems Center, SMC/MV, Los Angeles AFB, Calif.

7. July 1997 – December 1998, Space Based Laser Business Manager, Advanced Systems Directorate, Space & Missiles Systems Center, SMC/AD, Los Angeles AFB, Calif.
8. December 1998 – July 1999, Chief, Space Based Laser Business/Contracts, Advanced Systems Directorate, Space & Missiles Systems Center, SMC/AD, Los Angeles AFB, Calif.
9. July 1999 – August 2000, Business Director, Space, Deputy Asst Sec (Contracting), Asst Sec of the Air Force (Acquisition), SAF/AQC, Pentagon, Washington D. C.
10. August 2000 – October 2001, Executive Officer, Deputy Asst Sec (Contracting), Asst Sec of the Air Force (Acquisition), SAF/AQC, Pentagon, Washington D. C.
11. October 2001 – October 2002, Air Force Legislative Fellowship, Office of US Senator Bob Smith, U.S. Senate, Washington D. C.
12. October 2002 – October 2004, Commander, 16th Contracting Squadron, 16th Special Operations Wing, Hurlburt Field, Fla.
13. October 2004 – August 2006, Deputy Chief, Space Force Enhancement Division, Directorate of Space Acquisition, Office of the Under Secretary of the AF, SAF/USA, Pentagon, Washington D. C.
14. August 2006 – May 2007, Secretary of Defense Corporate Fellow, Deutsche Bank AG, London, England
15. May 2007 – August 2009, Director, Strategic Business Effects, Task Force for Business and Stability Operations in Iraq, OUSD(AT&L), Pentagon, Washington D. C.
16. August 2009 – June 2010, Director, Enabling Systems, Space and Intelligence Capabilities Office, Office of the Under Secretary of Defense (Acquisition, Technology, & Logistics), (OUSD AT&L), Pentagon, Washington D. C.
17. June 2010 – July 2011, Senior Materiel Leader, Low Earth Orbit Spacecraft Acquisition Group, National Reconnaissance Office, Chantilly, Va.
18. July 2011 – July 2012, Chief, Evolved Expendable Launch Vehicle Acquisition Division, Space and Missile Systems Center, Los Angeles AFB, Calif.
19. July 2012 – September 2014, Director, Space Superiority Systems Directorate, Space and Missile Systems Center, Los Angeles AFB, Calif.
20. September 2014 – August 2015, Commander Air Force Installation Contracting Agency, Air Force Materiel Command, Wright Patterson AFB, Ohio
21. August 2015 – April 2016, Special Assistant to the Commander for Ground Based Strategic Deterrent, Air Force Materiel Command, Wright Patterson AFB, Ohio
22. April 2016 – June 2017, Vice Commander, Space and Missile Systems Center, Los Angeles AFB, Calif.
23. June 2017 – present, Director, Space Programs, Office of the Assistant Secretary for Acquisition, Washington, D.C..

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
Legion of Merit
Defense Meritorious Service Medal
Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal with four oak leaf clusters
Air Force Achievement Medal with four oak leaf clusters

PROFESSIONAL CERTIFICATIONS

1997 Contracting Level III, Acquisition Professional Development Program
2006 Program Management, Level III, APDP

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 31, 1989
First Lieutenant May 31, 1991
Captain May 31, 1993
Major Aug. 1 2000
Lieutenant Colonel April 1, 2004
Colonel Aug. 1, 2009
Brigadier General Nov. 7, 2014

**BRIGADIER GENERAL WILLIAM J. BOWERS, USMC
COMMANDING GENERAL, EDUCATION COMMAND
PRESIDENT, MARINE CORPS UNIVERISTY**



Brigadier General Bowers was commissioned in 1990 after graduating with distinction from Virginia Military Institute with a B.A. in History. After completing The Basic School and Marine Corps Engineer School, he served in a variety of assignments in the 1st Marine Expeditionary Brigade on Kaneohe Bay, Hawaii from 1991-1994, deploying to Southwest Asia and locations in the Pacific. In June 1994, he reported to Marine Corps Recruit Depot, San Diego and served as a Series Commander, Company Commander, and Regimental S-3A. After graduation from the U.S. Army's Engineer Officer Advanced Course in May 1997, he reported to 7th Engineer Support Battalion at Camp Pendleton, California and served as S-3A, Charlie Company Commander, Operations Officer, and Executive Officer.

In June 2000, he reported to Recruiting Station Lansing, Michigan and served as Commanding Officer until July 2003. In August 2003, he reported to the Naval Command and Staff College at Newport, Rhode Island, then attended the School of Advanced War-fighting at Quantico, Virginia. He checked into III Marine Expeditionary Force on Okinawa, Japan in 2005 and served as the Operational Planning Team Branch Head for G-3, Future Operations. From Okinawa, He deployed to Iraq and served as a Plans Team Leader for Multi-National Force Iraq.

He assumed command of Marine Wing Support Squadron 273 in Beaufort, South Carolina in May 2007. He relinquished command in May 2009 and reported as a student to the National War College in Washington, D.C. In June 2010 he reported to the Joint Staff, J-5 Directorate as the Strategy Concepts Branch Chief.

From 2012-2015, he commanded the 6th Marine Corps District at Marine Corps Recruit Depot Parris Island, South Carolina. From 2015-2017, he served as the Military Assistant to the 33rd and 34th Assistant Commandants of the Marine Corps.

Brigadier General Bowers' personal decorations include the Legion of Merit, the Bronze Star, the Defense Meritorious Service Medal (with oak leaf cluster), the Meritorious Service Medal, the Navy and Marine Corps Commendation Medal (with two gold stars), the Navy and Marine Corps Achievement Medal, and the Humanitarian Service Medal. He was named "Combat Engineer Officer of the Year" in 1998 and has received several writing awards. He and his wife, Heather, have three daughters: Ashley, Emily, and Caroline.

 **United States Navy**
Biography →

REAR ADMIRAL WILLIAM D. BYRNE, JR.
Commander, Carrier Strike Group 15

Rear Adm. Bill Byrne, a native of Pacifica, California, attended the United States Naval Academy and graduated with a Bachelor of Science in Political Science in 1987. In 2004 he received a Master of Science in National Resource Strategy from the Industrial College of the Armed Forces.

He is a surface warfare officer who served aboard USS Cook (FF 1083), USS Lake Champlain (CG 57), USS Vincennes (CG 49), USS Leyte Gulf (CG 55), and commanded USS Halyburton (FFG 40) and USS Cape St. George (CG 71).

His assignments ashore include aide/flag lieutenant to Commander, Naval Forces Marianas, in Guam and several Pentagon tours including resource sponsor for the Director, Surface Warfare (OPNAV N86); warfare analyst for the Director, Warfare Integration (OPNAV N70); division chief for antiterrorism/force protection programs in the Operations Directorate of the Joint Staff (J-3); chief of staff for the Commander, U.S. 3rd Fleet; and commandant of midshipmen at the U.S. Naval Academy.

His Flag assignments include Commander, U.S. Naval Forces Korea and Commander Carrier Strike Group 11 embarked on USS NIMITZ (CVN 68). He assumed command of Carrier Strike Group 15 in October 2017.

His decorations include the Defense Superior Service Medal, the Legion of Merit, and the Cheon-Su National Security Medal from the Republic of Korea. In 2015, the National Football Foundation honored Byrne with their Distinguished American Award.





BIOGRAPHY

UNITED STATES AIR FORCE

BRIGADIER GENERAL RICHARD M. CASTO

Brig. Gen. Richard M. Casto is the Special Assistant to the Chief Air Force Reserve and Military Deputy to the Total Force Continuum, Deputy Chief of Staff for Strategic Plans and Requirements U.S. Air Force, Washington, D.C. On behalf of the Secretary of the Air Force and the Chief of Staff of the Air Force, the Total Force Continuum Office works to identify the appropriate balance of active and reserve components across missions and platforms and to reduce legal, organizational, policy, and cultural barriers to a more fully integrated Air Force.

General Casto is a high honors graduate from the University of Florida and a distinguished graduate of their AFROTC commissioning program. He served nearly 12 years in the regular Air Force as both an architect and pilot. He joined the Air Force Reserve in 1998 and has served in a variety of staff and flying assignments, including Air Reserve Technician, Squadron, and Deputy Operations Group Commander, and Vice Commander of the 932d Airlift Wing active association. He also served as the Air Force Reserve Secretary of Defense Corporate Fellow. Prior to his current assignment he served as Mobilization Assistant to the Director of Current Operations, Deputy Chief of Staff for Operations, Headquarters U.S. Air Force, Washington, D.C.

General Casto has served in the joint environment as Operations Officer for United States Pacific Command J3, Joint Operations Center, Camp H.M. Smith, Hawaii. General Casto served in support of Operations DESERT SHIELD, DESERT STORM, SOUTHERN WATCH, IRAQI FREEDOM, and ENDURING FREEDOM. As a civilian, General Casto is a First Officer with a major airline.



EDUCATION

- 1986 Bachelor of Design in Architecture, University of Florida, Gainesville, Fla.
- 1989 Undergraduate Pilot Training, Reese Air Force Base, Texas
- 1993 Squadron Officer School, In-Residence Program Maxwell Air Force Base, Ala.
- 1996 Master of Aeronautical Science, Embry-Riddle Aeronautical University, Daytona Beach, Fla.
- 2004 Air Command and Staff College, Non-Resident Program, Maxwell Air Force Base, Ala.
- 2008 Air War College, Non-Resident Program, Maxwell Air Force Base, Ala.
- 2011 Reserve Component National Security Course, National Defense University, Ft. McNair, D.C.
- 2013 Secretary of Defense Corporate Fellowship, In-Residence Program New York, N.Y.
- 2016 Continuous Process Improvement Senior Executive Course, San Antonio, Texas

ASSIGNMENTS

1. October 1986 – April 1989, Wing/Base Architect Engineer, 56th Civil Engineering Squadron, MacDill AFB, Fla.
2. April 1989 – April 1990, Student, Undergraduate Pilot Training, Reese AFB, Texas
3. September 1990 – November 1994, C-141B Pilot/Instructor/Evaluator, 17th, 14th Airlift Squadron, Charleston AFB, S.C.
4. December 1994 – October 1996, KC-10A Aircraft Commander, 9th Air Refueling Squadron, Chief of Special Missions, 60th Air Mobility Wing, Travis AFB, Calif.
5. October 1996 – May 1998, KC-10 Combat Crew Training School (CCTS) Instructor, 60th Operational Support Squadron, Travis AFB, Calif.
6. June 1998 – October 2009, Squadron Scheduler (Air Reserve Technician), 70th Air Refueling Squadron, Travis AFB, Calif. (April 2003 – March 2004, Instructor/Evaluator Pilot, 908th Expeditionary Refueling Squadron, Al Dhafra Air Base, United Arab Emirates)
9. November 2009 – June 2011, Commander, 79th Air Refueling Squadron, Travis AFB, Calif.
10. June 2011 – February 2012, Deputy Group Commander/Interim Group Commander, 349th Operations Group, Travis AFB, Calif.

11. February 2012 – August 2012, Vice Commander, 932d Airlift Wing, Scott AFB, Ill.
12. August 2012 – July 2013, Secretary of Defense Corporate Fellow, JPMorgan Chase & Co, New York, N.Y.
13. August 2013 – February 2015, Chief, Total Force Enterprise Management Division, Chief of Staff, Total Force Continuum, Directorate of Strategic Plans and Requirements, Headquarters United States Air Force, The Pentagon, Washington, D.C.
14. March 2015 – November 2016, Mobilization Assistant to the Director of Current Operations, Deputy Chief of Staff for Operations, Headquarters United States Air Force, The Pentagon, Washington, D.C.
15. December 2016 – Present, Special Assistant to the Chief Air Force Reserve and Military Deputy to the Total Force Continuum, Headquarters United States Air Force, The Pentagon, Washington, D.C.

SUMMARY OF JOINT ASSIGNMENTS

1. June 2011 – May 2012, US Pacific Command J3, Joint Operations Center Director of Operations, Camp H.M. Smith, Hawaii

FLIGHT INFORMATION

Rating: Command Pilot

Flight hours: More than 7,500

Aircraft flown: T-37, T-38, C-141B, KC-10A, C-40C, MD-80

MAJOR AWARDS AND DECORATIONS

Legion of Merit

Meritorious Service Medal with six oak leaf clusters

Air Medal

Aerial Achievement Medal with two oak leaf clusters

Air Force Commendation Medal with one oak leaf cluster

Joint Meritorious Unit Award

Meritorious Unit Award

AF Outstanding Unit Award Valor Device with 12 oak leaf clusters

Combat Readiness Medal with five oak leaf clusters

National Defense Service Medal with one oak leaf cluster

Armed Forces Expeditionary Medal with one device

Southwest Asia Service Medal with two devices

Global War on Terrorism Expeditionary Medal

Global War on Terrorism Service Medal

Air Force Expeditionary Service Ribbon

AF Longevity Service

Armed Forces Reserve Medal with one "M" Device

Small Arms Expert Marksmanship Ribbon

AF Training Ribbon

Kuwait Liberation Medal Kingdom of Saudi Arabia

Kuwait Liberation Medal Government of Kuwait

EFFECTIVE DATES OF PROMOTION

Second Lieutenant 17 Jul 1986

First Lieutenant 17 Jul 1988

Captain 17 Jul 1990

Major 01 Oct 1999

Lieutenant Colonel 01 Oct 2006

Colonel 17 Feb 2012

Brigadier General 24 Aug 2016

(Current as of Jan 2017)



Brigadier General Brian W. Cavanaugh **Deputy Commander, U. S. Marine Corps Forces, Pacific**



Brigadier General Cavanaugh is a native of Baltimore, Maryland. He earned his commission in the Marine Corps in 1990 and was designated a Naval Aviator in 1992.

From 1993-1997, Brigadier General Cavanaugh was assigned duties with HMH-462 in Tustin, California. He served in the Maintenance Department and later as the Logistics Officer, Intelligence Officer and the Operations Officer. During his time in the squadron, Brigadier General Cavanaugh completed two tours to Okinawa, Japan, as part of the Unit Deployment Program (UDP) and served twice with the 31st MEU (SOC) conducting shipboard operations in South Korea and other areas throughout the Pacific.

From 1998-2001, Brigadier General Cavanaugh was assigned to HMH-362 in Kaneohe Bay, Hawaii where he served as the Aircraft Maintenance Officer and as the Director for Safety and Standardization. After his tour with the Ugly Angels, Brigadier General Cavanaugh was assigned to HMX-1 in Quantico, Virginia, where he served as the Quality Assurance Officer and as the Aircraft Maintenance Officer for the Greenside Maintenance Department.

After completing his tour at HMX-1 in 2004, Brigadier General Cavanaugh was selected as the Aide-de-Camp to the 27th Chief of Naval Operations (CNO). Brigadier General Cavanaugh served as the Aide-de-Camp for both Admiral Vern Clark and then as Aide-de-Camp for the 28th CNO, Admiral Mike Mullen.

In 2006, Brigadier General Cavanaugh assumed command of the Ugly Angels and deployed the squadron to Iraq in support of Operation Iraqi Freedom. During this deployment, his squadron was recognized as the Squadron of the Year and three Marines under his command were recognized as the Marine Corps Aviator of the Year, Crew Chief of the Year and Ordnance Marine of the Year.

From 2013-2015, Brigadier General Cavanaugh served as the MAG-36 Commander stationed in Okinawa, Japan. As the 3d MEB ACE, MAG-36 deployed in direct support of Operation Damayan, typhoon relief in the Philippines. In 2015, elements from the MAG deployed in direct support of Operation Sahayogi Haat, earthquake relief in Nepal. Under his command, MAG-36 conducted a myriad of bilateral exercises throughout the U.S. Pacific Command area of operations.

Brigadier General Cavanaugh assumed responsibilities as the Deputy Commander, U.S. Marine Corp Forces, Pacific in 2016.

During the periods between his operational tours, Brigadier General Cavanaugh's staff tours include service as an instructor at the Officer Candidates School, as the Joint Doctrine Branch Chief on the Joint Staff and as the Executive Assistant to the Vice Director of the Joint Staff. He later served as the Director of the Commandant of the Marine Corps' Safety Division and as the Marine Military Assistant to the 75th Secretary of the Navy.

Brigadier General Cavanaugh's education includes a BS in Mechanical Engineering from the United States Naval Academy, an MBA from Webster University and a Master of Science in National Resource Strategy from the National Defense University's Industrial College of the Armed Forces. He is also an MIT Seminar XXI Fellow.

Brigadier General Cavanaugh's personal decorations include the Defense Superior Service Medal, the Legion of Merit with two Gold Stars, the Bronze Star Medal, the Meritorious Service Medal with two Gold Stars, the Air Medal with Strike/Flight numeral 5, the Navy and Marine Corps Commendation Medal, the Joint Service Achievement Award, the Navy and Marine Corps Achievement Medal, the Military Outstanding Volunteer Service Medal, and the Presidential Service and Joint Staff Badges.

Brigadier General Cavanaugh has accumulated over 3,000 flight hours in various aircraft but primarily in the CH-53D/E.

BRIGADIER GENERAL MILES A. DAVIS
Commanding General, 98th Training Division (IET)



BG Davis was commissioned as a second lieutenant of Infantry through the Army ROTC Program at Eastern Michigan University in May 1988. BG Davis has a Bachelor's and Master's Degree in Business Administration from Eastern Michigan University, and a Master's Degree in Strategic Studies from the United States Army War College.

BG Davis is a 3L Joint Qualified Officer and a graduate of the Infantry Officer Basic Course, Infantry Officer Advance Course, Military Police Captains Career Course, Master Fitness Course, Basic Airborne Course, Combined Arms and Service Staff School, Command and General Staff College, Resident Army War College and Senior Leader Seminar.

His assignments include Commander, C Company, 1st Battalion, 330 Infantry Regiment, Commander, D Company, 2nd Battalion, 330 Infantry Regiment; Assistant Operations Officer, 1st Brigade, 84th Division; Operations Officer, 2nd Battalion, 330 Infantry Regiment; Executive Officer, 2nd Battalion, 330 Infantry Regiment; Operations Officer, National Police Headquarters Transition Team, 1st Infantry Division (Forward); Commander, 2nd Battalion, 330th Infantry Regiment; Operations Officer, 4th Brigade, 95th Division; Deputy Commanding Officer, 4th Brigade, 95th Division; Commander, 2nd Brigade, 98th Division; Assistant Division Commander - Operations, 98th Division, and Chief of Staff, 412th Theater Engineer Command.

BG Davis' awards include the Bronze Star Medal, Meritorious Service Medal with 4 Oak Leaf Clusters, Army Commendation Medal with 2 Oak Leaf Clusters, Army Achievement Medal with 2 Oak Leaf Clusters, Iraq Campaign Medal with 2 Campaign Stars, Global War On Terrorism Service Medal, Combat Action Badge, Expert Infantryman Badge, Parachutist Badge, and the German Armed Forces Badge for Military Proficiency–Gold.

Brigadier General Davis and his wife Karen have been married for more than 32 years and have three children.



BIOGRAPHY

UNITED STATES AIR FORCE

Wilford Hall Ambulatory Surgical Center
Office of Public Affairs
1100 Wilford Hall Loop, Bldg. 4554
JBSA Lackland, Texas 78236-9908

(210) 292-7253
FAX: (210) 292-7296

BRIG. GEN. JOHN J. DEGOES

Brig. Gen. John J. DeGoes is the Vice Commander of the 59th Medical Wing, Joint Base San Antonio-Lackland, Texas, whose mission is to provide deployed and home station health care, graduate medical education, and clinical research to enhance Air Force mission readiness. This is the Air Force's largest medical wing composed of six groups across the \$1.2 billion San Antonio Military Health System (SAMHS), Joint Base San Antonio supporting more than 240,000 beneficiaries with more than 6,000 military and civilian personnel, residents, and students.

Brig. Gen. DeGoes Brigadier General DeGoes was born in Providence, Rhode Island. He graduated magna cum laude, Phi Beta Kappa from Boston College in 1985. He received a direct commission in 1985 to attend medical school at the Uniformed Services University of the Health Sciences in Bethesda, Maryland where he graduated alpha omega alpha in 1989. He is a chief physician and flight surgeon. He is board certified in Internal Medicine, a fellow of the American College of Physicians, and a Certified Physician Executive.



Brig. Gen. DeGoes has served as Commander of the 99th Medical Group, Nellis Air Force Base, Nevada, and Chief Executive Officer (CEO) of the Mike O'Callaghan Federal Medical Center (MOFMC) where he was responsible for the operation of a 104-bed hospital as an Air Force and Department of Veterans Affairs (VA) joint venture with a combined eligible user population of over 320,000. He has served as Command Surgeon, USAF Central Command, commanded the 1st Medical Group at Langley AFB and the 31st Medical Operations Squadron at Aviano AB, Italy and served as Chief, Clinical Medicine Branch, HQ AETC.

EDUCATION

1985 Bachelor of Science in Biology, Boston College, Boston Massachusetts
1989 Doctor of Medicine, F. Edward Herbert School of Medicine, Uniformed Services University of the Health Services (USUHS), Bethesda, Maryland
1992 Diplomat, American Board of Internal Medicine (Recertification 2002, 2012)
1999 Air Command and Staff College, Distance Learning
2001 Air War College, Distance Learning
2011 Medical CAPSTONE
2012 Federal Interagency Healthcare Executives Course
2012 Certified Physician Executive, Certifying Commission in Medical Management
2013 Fellow, American College of Physicians
2014 Joint Domestic Operations Course

ASSIGNMENTS

1. August 1985 – June 1989, Medical Student, Uniformed Services University of Health Science (USUHS), Bethesda, Maryland.
2. June 1989 - July 1992, Resident, Internal Medicine, Wilford Hall Medical Center (WHMC), Lackland AFB, Texas.
3. July 1992 - July 1993, Chief, Medical Residents, WHMC, Lackland AFB, Texas.
4. July 1993 - June 1996, USUHS Medical Student Coordinator, Wilford Hall Medical Center, Lackland AFB, Texas
5. June 1996 - September 1996, Staff, Internal Medicine, 81st Medical Operations Squadron, Keesler AFB, Miss.
6. September 1996 - May 2000, AMB Care Clinic Element Chief 81st Medical Operations Squadron, Keesler AFB, Miss.
7. May 2000 – September 2002, Chief, Clinical Medical Branch, AETC, Randolph AFB, Texas
8. September 2002 - June 2005, Chief, Medical Staff, 99th Medical Group, Mike O'Callaghan Federal Hospital, Nellis AFB, Nevada.
9. June 2005 – June 2007, Commander, 31st Medical Operations Squadron, Aviano AB, Italy
10. August 2007 - February 2009, Commander, 1st Medical Group, Langley AFB, Virginia
11. February 2009 - June 2010, Command Surgeon, USAF Central Command, United States Central Command/9AF, Shaw AFB, South Carolina
12. June 2010 - May 2013, Commander, 99th Medical Group, CEO Mike O'Callaghan Federal Medical Center, Nellis AFB, Nevada.
13. May 2013 - August 2016, Command Surgeon, NORAD-USNORTHCOM, Peterson AFB, Colorado.
14. August 2016 - present, Vice Commander, 59th Medical Wing, Joint Base San Antonio-Lackland, Texas

FLIGHT INFORMATION

Rating: Flight Surgeon - C130E/H, CH047D, UH072A, F15D, C21A

Flight hours: more than 240

Aircraft flown: C130E/H CH047D, UH072A, F15D, C21A

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Defense Meritorious Service Medal

Air Force Meritorious Service Medal with four oak leaf clusters

Air Medal

Air Force Commendation Medal

Joint Service Achievement Medal

Iraq Campaign Medal with Bronze Star

Global War on Terrorism Expeditionary Medal

EFFECTIVE DATES OF PROMOTION

Captain May 20, 1989

Major May 20, 1995

Lieutenant Colonel May 20, 2001

Colonel May 20, 2007

Brigadier General June 21, 2016

(Current as of October 2017)

UNITED STATES AIR FORCE

BRIGADIER GENERAL JAMES H. DIENST

Brigadier General James H. Dienst is the Director, J7 (Education and Training), Defense Health Agency, Defense Health Headquarters, Falls Church, Virginia. He directs the joint development and sustainment of Department of Defense (DoD) medical training initiatives and academic policy, leading 509 staff across two regions with an annual operating budget of \$61.5 million. He is directly responsible for three medical institutes that graduate over 28,000 enlisted medical personnel annually, provide combat trauma and joint medical operations training to over 260K DoD personnel, and provide leadership training opportunities for approximately 10,000 current leaders of military healthcare organizations.



General Dienst also serves as the Chief, Biomedical Sciences Corps, United States Air Force, overseeing the professional force development and world-wide utilization for more than 2,400 officers in 17 healthcare specialties supporting 75 medical treatment facilities and various Headquarter and Major Command organizations. General Dienst is originally from Wichita, KS. He was commissioned into the Biomedical Sciences Corps in 1995 and has served in a broad range of assignments within base, Major Command, Headquarters Air Force (HAF), and DoD levels. In addition, he has served as a commander at the squadron and group levels, attended Air War College in-residence within the USAF Center for Strategy and Technology Blue Horizon's Program, and served as a DoD Joint Task Force and HAF medical operations division chief. Prior to this assignment, General Dienst served as the Command Surgeon, Headquarters, Air Force Reserve Command.

EDUCATION

1985 Bachelor's degree in biology, Emporia State University, Emporia, Ks.

1989 Doctor of Optometry degree, University of Houston, Houston, Tx.

1997 Squadron Officer School (Correspondence)

1999 Residency in Hospital-based Optometry, Pennsylvania State University, Philadelphia, Pa.

2001 Air Command and Staff (Correspondence)

2004 Air War College (Correspondence)

2008 Interagency Institute for Federal Healthcare Executives, George Washington Univ., Washington, D.C.

2009 Air War College (In-residence), Masters of Strategic Studies, Air University, Maxwell AFB, Ala.

2013 Military Health System Capstone, Defense Health Agency, Falls Church, Va.

2015 U.S. Military Strategic Leadership Program, Ft. Sam Houston, Tx.

2017 Air Force Senior Officer Security Seminar, Dahlgren, Va.

ASSIGNMENTS

1. May 1995 – August 1996, USAFR Individual Mobilization Augmentee Staff Optometrist, 22d Medical Group, McConnell AFB, Ks.

2. March 1996 – July 1998, Deputy Chief, Optometry Services, 12th Medical Group, Randolph AFB, Tx.

3. July 1998 – July 1999, resident in hospital-based optometry, Wilford Hall Medical Center and Pennsylvania State University College of Optometry, Lackland AFB, Tx.

4. July 1999 – July 2002, Chief, Optometry Services Flight and AFSOC Vision Consultant, Hurlburt Field AFB, Fort Walton Beach, Fla.

5. July 2002 – July 2003, Fellow, Medical Readiness Plans and Operations, HQ Air Education and Training Command, Randolph AFB, Tx.
6. July 2003 – June 2004, Chief, Readiness Plans and Operations, HQ Air Education and Training Command, Randolph AFB, Tx.
7. July 2004 – July 2005, Chief, Expeditionary Medical Operations Policy, HQ Air Force Surgeon General-Bolling AFB, Washington, D.C.
8. July 2005 – June 2006, Chief, Current Medical Operations Division, HQ Air Force Surgeon General-Pentagon, Washington, D.C.
9. June 2006 – July 2008, Commander, 43d Medical Operations Squadron, Pope AFB, N.C.
10. July 2007 – July 2008, Deputy Commander, 43d Medical Group, Pope AFB, N.C.
11. July 2008 – June 2009, Student, Air War College, Air University, Maxwell AFB, Ala.
12. July 2009 – July 2010, Chief, J3 Operations, Readiness, Training, Exercise, and Civil-Military Division, HQ Joint Task Force National Capital Region-Medical, Washington, D.C.
13. July 2010 – July 2011, Director, BSC Operations, Air Force Medical Operations Agency, Lackland AFB, Tx.
14. July 2011 – July 2014, Commander, 78th Medical Group, Robins AFB, Ga.
15. July 2014 – May 2016, Command Surgeon, Air Force Reserve Command, Robins AFB, Ga.
16. May 2016 – Present, Director, J7 (Education and Training), Defense Health Agency, Falls Church, Va.; and August 2016 – Present, Chief, Air Force Biomedical Sciences Corps

JOINT ASSIGNMENTS

1. July 2009 – July 2010, Chief, J3 Operations, Readiness, Training, Exercises, and Civil-Military Division, Headquarters Joint Task Force National Capital Region-Medical, Washington, D.C.
2. May 2016 – Present, Director, J7 (Education and Training), Defense Health Agency, Falls Church, Va.

MAJOR AWARDS AND DECORATIONS

Legion of Merit with one oak leaf cluster
Defense Meritorious Service Medal
Meritorious Service Medal with four oak leaf clusters
Air Force Commendation Medal
Air Force Achievement Medal
Joint Meritorious Unit Award
Air Force Recognition (2001 Air Force Optometrist of the Year)

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS

Fellow, American Academy of Optometry
Armed Forces Optometry Society

PROFESSIONAL LICENSURE

Texas State Therapeutic Optometry License

EFFECTIVE DATES OF PROMOTION

First Lieutenant May 18, 1995
Captain March 14, 1996
Major April 1, 2000
Lieutenant Colonel March 1, 2005
Colonel January 1, 2011
Brigadier General October 2, 2016

(Current as of August 2017)

BRIGADIER GENERAL MICHAEL F. FAHEY
Commanding General, Force Headquarters Group



Brigadier General Michael F. Fahey III was commissioned in 1987 after graduating from the University of San Diego, California. His initial assignment, after graduation from The Basic School and Infantry Officer Course, was to Third Battalion, Ninth Marines Camp Pendleton, California where he served as a Rifle Platoon Commander, Weapons Platoon Commander, and Company Executive Officer. He deployed with his unit in support of Operation Desert Shield/Storm.

After completing his tour of active duty, Captain Fahey joined the Marine Corps Reserve in 1995 and served as a Logistics/S-4 Officer, 4th Medical Battalion, San Diego, California.

In May 1997, he transitioned to the Intelligence Field where he served as an Intelligence Analyst with the Joint Detachment San Diego, California and the Joint Intelligence Center Pacific (JICPAC), Honolulu, Hawaii until May 2000.

In August 2000, he joined 4th Force Reconnaissance Company, Reno, Nevada where he served as the Intelligence Officer through November 2003. While assigned to 4th Force Reconnaissance Company, he was mobilized and deployed to serve with 1st Force Reconnaissance Company for Operation Iraqi Freedom as an Intelligence Officer and P-3 Orion Aerial Observer.

From January 2004 to April 2005, he served as Deputy Director, Joint Detachment San Diego, California, Joint Intelligence Center Pacific (JICPAC), Honolulu, Hawaii.

After his second tour with JICPAC, he was selected to serve with Alpha Company from April 2005 - August 2006 as the first Commanding Officer, Intelligence Support Battalion San Diego, California.

From August 2006 to September 2008, he was selected and served as the Commanding Officer, 4th Force Reconnaissance Company in Alameda, California.

After his second tour of duty with 4th Force Reconnaissance Company, he served as Deputy Director from November 2008 to

August 2010 at Joint Detachment Denver, Colorado, Joint Intelligence Operations Center (JIOC), Honolulu, Hawaii.

From August 2010 to September 2013, he served as Officer in Charge (OIC) and Faculty Member at the National Intelligence University, Defense Intelligence Agency, Washington D.C.

Following his duty at the Defense Intelligence Agency, Colonel Fahey was selected to serve with Intelligence Support Battalion, New Orleans, Louisiana from September 2013 - June 2015 as the Commanding Officer.

From August 2015 to August 2016, he was mobilized as the Deputy for Operations in support of Operation Freedom Sentinel to the Office of the Defense Representative, Pakistan (ODRP).

On 13 August 2016, Brigadier General Fahey was assigned as the Commanding General, Force Headquarters Group, Marine Forces Reserves in New Orleans, Louisiana.

Brigadier General Fahey service education includes completion of U.S. Marine Corps Command & Staff College, U.S. Naval War College, U.S. Air War College, and the U.S. Army War College. He is a graduate of the Canadian Armed Forces Command & Staff College, Advanced Joint Professional Military Education, and the Defense Intelligence Agency, Post-Graduate Intelligence Program, and the Harvard Kennedy School Senior Executives in National and International Security Program. He is a May 2016 graduate of Harvard University Extension School with a Masters in Liberal Arts. He is a graduate of U.S. Army Airborne and Ranger School.

Brigadier General Fahey's awards and decorations include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with Gold Star, Joint Service Commendation Medal, Navy and Marine Corps Commendation Medal, Joint Service Achievement Medal, Navy and Marine Corps Achievement Medal, and Combat Action Ribbon with Gold Star.

Rear Admiral Donald. D. Gabrielson
Commander
Logistics Group Western Pacific | Task Force 73 | Singapore Area Coordinator

Rear Admiral Don Gabrielson serves in Singapore as Commander, Logistics Group Western Pacific, Commander Task Force 73, and Singapore Area Coordinator, including duties as the executive agent for more than 20 bilateral and multilateral security cooperation exercises with 14 nations in South and Southeast Asia, commanding operational naval logistics forces in the Western Pacific and Indian Oceans, forward deployed Littoral Combat Ships, and a Navy region ashore. He is a northern Minnesota native and a 1989 graduate of the U.S. Naval Academy.



A surface warfare officer, Gabrielson has served aboard frigates, destroyers, cruisers and LCS, deploying five times to the Middle East, plus other deployments including the Western Pacific, Atlantic, Mediterranean, Arctic and Baltic regions. He commanded USS Freedom (LCS 1) through construction and commissioning, sailing all the Great Lakes, and USS Cape St. George (CG 71), circumnavigating the globe.

Ashore, Gabrielson served as executive assistant to the Commander, U.S. Pacific Command, as aide to the Vice Chief of Naval Operations and as an operations research analyst in the Office of the Chief of Naval Operations (OPNAV) N81 division. He also served as liaison to the U.S. Congress in both the secretary of the Navy's Office of Legislative Affairs and the Joint Staff.

Gabrielson holds Masters Degrees from the Naval Postgraduate School and the National War College. He was a 2010 fellow in the Massachusetts Institute of Technology's Seminar XXI program and a Chief of Naval Operations (CNO) Fellow in the Chief of Naval Operations Strategic Studies Group XXXIII.

Gabrielson's awards include the Defense Superior Service Medal, Defense Meritorious Service Medal, the Meritorious Service Medal (four awards), the Joint Service Commendation Medal (two awards), Navy Commendation and Achievement medals and numerous unit and service citations recognizing the outstanding crews he has been fortunate to have deployed within.

 **United States Navy**
Biography →

REAR ADMIRAL PETER A. GARVIN
COMMANDER, NAVY RECRUITING COMMAND

Rear Adm. Pete Garvin graduated with merit from the United States Naval Academy in 1989 having earned a Bachelor of Science in Aerospace Engineering (Astronautics). He is a 2005 graduate of the National War College, earning a Master of Science in National Security Strategy and a 2015 alumnus of the Massachusetts Institute of Technology Seminar XXI.



His operational assignments include service with the “Pelicans” of Patrol Squadron (VP) 45, where he was the 1995 Association of Naval Aviation Pilot of the Year; department head with the “Mad Foxes” of VP-5; navigator aboard USS Kearsarge (LHD 3), where he served as flag navigator for the embarked Amphibious Squadron (PHIBRON) 6; executive and 59th commanding officer of the “Fighting Tigers” of VP-8; and commander of Patrol and Reconnaissance Wing (CPRW) 10.

His shore assignments include flag lieutenant to Commander, Patrol Wings Atlantic (CPWL), Commander, Task Force (CTF) 84; instructor pilot at the P-3 fleet replacement squadron, VP-30; Washington placement officer at the Bureau of Naval Personnel (PERS 441); executive officer for the director, Operational Plans and Joint Force Development Directorate (J-7), Joint Staff; federal executive fellow at the Council on Foreign Relations (CFR); undersea warfare branch head in the assessments division (N81) and deputy director, unmanned warfare systems (N99) on the Office of the Chief of Naval Operations staff; and executive assistant to the vice chairman, Joint Chiefs of Staff.

Garvin began serving as the 22nd commander of Navy Recruiting Command July 7, 2017.

His decorations include the Defense Superior Service Medal, the Legion of Merit (two awards), Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal (two strike/flight) and various personal, unit and campaign decorations.

BRIGADIER GENERAL KARL H. GINGRICH

Director, Capability and Resource Integration J8,
United States Cyber Command



BG Karl H. Gingrich is the Director, Capability and Resource Integration, J-8, United States Cyber Command.

BG Gingrich is a 1989 graduate of Temple University with a Bachelor of Science degree in Civil Engineering. He holds a Master of Science degree in Industrial Engineering from the University of Louisville and a Master of Science from the Eisenhower School (then ICAF). His military education includes the Armor Officer Basic and Advanced Courses, United States Air Force Command and Staff College and the Industrial College of the Armed Forces.

Prior to becoming the J8 Director, BG Gingrich served as the Assistant Program Executive Officer for Operations, Readiness, and Fielding, Office of the Program Executive Officer, Command, Control and Communication (Tactical). Other previous assignments include Director of Resource Management, G8, for Installation Management Command (IMCOM); Army Staff Division Chief; Senior Fellow at the Brookings Institute; Deputy CJ-5 NATO Training Mission Afghanistan; Operations Research Analyst, Army G8; Chief, Iraqi Army Force Management, Multi-National Security Transition Command—Iraq (MNSTC-I); Operations Research Analyst, Joint Staff, J-8; and Small Group Instructor, Armor Officer Advanced Course (AOAC). He also served as Company Commander in 4-64 Armor, 3d Infantry Division at Fort Stewart and Platoon Leader/Company Executive Officer in 1st Squadron, 11th Armored Cavalry Regiment in Germany.

BG Gingrich's deployments include participation in Operation Iraqi Freedom, Iraq, during 2007 and Operation Enduring Freedom, Afghanistan during 2010-2011.

BG Gingrich's awards include the Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Army Commendation Medal, Joint Achievement Medal and Army Achievement Medal. He has also earned the Parachutist Badge, Ranger Tab, Army Staff Identification Badge, and Joint Chiefs of Staff Identification Badge.

BG Gingrich is married to the former Lori Buckles of Rineyville, Kentucky. They have two children, Connor and Aubrey.

Brig. Gen. Michael A. "Mike" Guetlein

Brig. Gen. Michael A. "Mike" Guetlein is the Program Executive for Programs and Integration for the Missile Defense Agency (MDA). Programs in General Guetlein's portfolio include Ground-based Midcourse Defense (GMD), Global Deployment, Targets and Countermeasures, Terminal High Altitude Area Defense System (THAAD), four Joint U.S. and Israeli Programs, and several classified programs collectively valued at over \$2.5 Billion annually. His portfolio includes more than 2,000 civilian, military and contractor personnel at locations worldwide. General Guetlein is also responsible for agency worldwide military construction, Ballistic Missile Defense deployments, and logistics and transportation support within MDA.



General Guetlein recently served as the Director of the Remote Sensing Systems Directorate at the Space and Missile Systems Center, Los Angeles AFB, California. As the Director of the Remote Sensing Systems Directorate, General Guetlein managed a \$48 billion space systems portfolio. He led the development, deployment and sustainment of the nation's space-based missile warning and environmental monitoring systems. Prior to being the Director, he served as the Commander of the Rapid Reaction Squadron at Peterson AFB, Colorado in 2010, and was the Military Assistant to the Assistant Secretary of the Air Force for Acquisition at the Pentagon, Washington D.C., in 2008. General Guetlein has also served various assignments in aircraft development, space systems acquisition and aircraft maintenance to include assignments at Headquarters Air Force and at Air Force Special Operations Command with two deployments in support of Operation Allied Force in Kosovo and Operation Joint Endeavor in Bosnia. His experience includes the AC-130 Gunship, B-2 Stealth Bomber, next-generation aerial refueling tanker, space based missile detection systems and counterspace systems.

General Guetlein graduated from Oklahoma State University with a Bachelor of Science degree in Mechanical Aerospace Engineering and was commissioned in 1991 through the ROTC. General Guetlein also holds master's degrees from Wright-State University, George Washington University and the Naval War College.

EDUCATION

- 1991 Bachelor of Science, Mechanical Aerospace Engineering, Oklahoma State University, Stillwater, OK
- 1995 Master of Business Administration, Wright State University, Dayton, OH
- 1999 Master's Degree in Organizational Management from George Washington University, Washington D.C.
- 2005 Master's Degree in National Security and Policy Making, Naval War College, Newport, RI

ASSIGNMENTS

1. September 1991 - September 1993, AC-130U Gunship Support Manager, Special Operations Program Office, Wright-Patterson AFB, OH
2. October 1993 - August 1994, Chief, B-2 Bomber Propulsion, B-2 Program Office, Wright-Patterson AFB, OH
3. August 1994 - January 1996, Executive Officer, Engineering Directorate, Wright-Patterson AFB, OH
4. January 1996 - July 1996, AC-130U Gunship Sortie Gen Flight Commander, 4th Aircraft Maintenance Unit, Hurlburt Field, FL
5. July 1996 - July 1997, AC-130H Gunship Flight Commander, 16th Aircraft Maintenance Unit, Hurlburt Field, FL
6. July 1997 - June 1999, Air Force Intern, the Pentagon, Washington, D.C.
7. June 1999 - March 2002, Deputy Program Manager, SBIRS Ground Segment, Los Angeles AFB, CA
8. March 2002 - March 2003, Director, Missile Warning Systems, Los Angeles AFB, CA
9. March 2003 - June 2004, Executive Officer, Los Angeles AFB, CA
10. June 2004 - June 2005, Student, Naval War College, Newport Naval Station, RI

11. June 2005 - December 2006, Counterspace Program Element Monitor, the Pentagon, Washington, D.C.
12. December 2006 - June 2008, Military Assistant to the Assistant Secretary of the Air Force for Acquisition, the Pentagon, Washington, D.C.
13. June 2008 - July 2010, Commander, Rapid Reaction Squadron, Peterson AFB, CO
14. July 2010 - June 2011, Secretary of Defense Corporate Fellow, Space Exploration Enterprises, Los Angeles, CA
15. June 2011 - August 2014, Senior Materiel Leader, SBIRS Production Division, Los Angeles AFB, CA
16. September 2014 - April 2017, Program Director, Remote Sensing Systems Directorate, Los Angeles AFB, CA
17. April 2017 - Present, Program Executive for Programs and Integration, Missile Defense Agency, Redstone Arsenal, AL

SUMMARY OF JOINT ASSIGNMENTS

1. April 2017 - Present, Program Executive for Programs and Integration, Missile Defense Agency, Redstone Arsenal, AL, as a brigadier general

MAJOR AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster
Meritorious Service Medal with silver oak leaf cluster
Air Force Commendation Medal with three oak leaf clusters
Air Force Achievement Medal with oak leaf cluster

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 11, 1991
First Lieutenant July 20, 1993
Captain July 20, 1995
Major June 1, 2002
Lieutenant Colonel March 2006
Colonel Oct. 1, 2010
Brigadier General July 22, 2016

Current as of Sept 2017

Brigadier General Stephen J. Hager
Deputy Commander of Operations, Cyber National Mission Force
U.S. Cyber Command



Brigadier General Stephen J. Hager was commissioned in 1987 as a Signal Corps Officer. As an active duty officer, he served as Platoon Leader and Executive Officer for Alpha Company, 742nd Military Intelligence Battalion, 704th Military Intelligence Brigade at Fort Meade, Maryland. During Operation Desert Storm he served as the System Control Officer, S-3, 13th Signal Battalion, 1st Cavalry Division. Upon return, he was assigned to the National Security Agency as a Senior Electrical Engineer in the microelectronics advanced research group. Deployed in Operation Restore Hope, he was assigned as the Communications Officer, CENTCOM J-2 Forward in Mogadishu, Somalia.

BG Hager left active duty, and joined the Army Reserves in 1995, serving in various positions. While in the 91st Division, his assignments included Battle Command Staff Simulation Officer, Company Commander, Observer Controller, G-2 Security Officer, and G-3 Plans Officer. He commanded the 319th Expeditionary Signal Battalion and the 2nd/100th Signal Training Brigade.

Mobilized in 2013, he deployed to Afghanistan as the Deputy Commander for the 335th Signal Command (Theater) (Provisional). He continued his deployment as the Chief of Staff for the 335th Signal Command (Theater)(Provisional) in support of Operation Inherent Resolve and Operation Freedom's Sentinel. In March 2015, Brigadier General Hager was selected as the Deputy Commanding General for the 335th Signal Command (Theater) in East Point, Georgia. In 2016, he deployed and was dual hatted as the Army Central Command G-6 and the 335th Signal Command (Theater)(Provisional) Commanding General, where he ran the Army's portion of the DODIN in South West Asia.

Brigadier General Hager's awards and decorations include the Defense Service Medal, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal (sixth award), the Army Commendation Medal (second award), the Army Achievement Medal (third award) and various other campaign and service ribbons. He received a Bachelor of Science Degree in Mathematics and a Master's of Science Degree in Engineering Computer Science from Santa Clara University. He also received a Master's of Strategic Studies from the United States Army War College.



United States Navy Biography

Rear Admiral R. Duke Heinz **Supply Corps, United States Navy** **Commander, NAVSUP Weapon Systems Support**

Rear Adm. R. Duke Heinz earned a Bachelor of Science degree in Business Administration from James Madison University and received his commission in 1989 through Officer Candidate School. He holds a Master of Science degree in Business Administration from Embry-Riddle Aeronautical University and a Master of Science degree in National Resource Strategy from the Eisenhower School, National Defense University. He is also a graduate of the University of North Carolina's Executive Development Institute.

Heinz's operational assignments include tours on USS Bergall (SSN 667), USS Enterprise (CVN 65) and USS Nimitz (CVN 68). During those tours he participated in Operation Desert Fox, Iraqi Freedom and Enduring Freedom.



His shore assignments include Commanding Officer, Naval Supply Systems Command (NAVSUP) Fleet Logistics Center, Jacksonville; director, Aviation Operations at NAVSUP Weapon Systems Support (WSS), Philadelphia; head POM Development Section, OPNAV N80, Washington, D.C; S-3 Integrated Weapons System Team (IWST) lead, NAVSUP WSS; Lt Shore detailer, NAVSUP Office of Personnel (OP), Millington; Supply Officer for Navy Flight Demonstration Team (NFDS) Blue Angels and aviation support division officer, Naval Air Station (NAS) Lemoore.

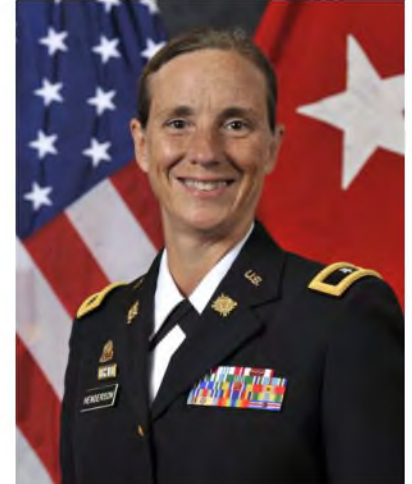
Rear Admiral Heinz assumed command of NAVSUP Weapon Systems Support on August 15, 2016 after serving as Strategy and Readiness Division Chief for the Joint Chiefs of Staff J4.

As Commander, he oversees an organization of 2,300 personnel across three sites that provide program and supply support for naval aircraft, ships and submarines worldwide. In 2016, NAVSUP Weapon Systems Support sales exceeded \$5.6 billion.

Heinz is entitled to wear the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, along with various other personal, unit and service awards. He is also a qualified Naval Aviation Supply Officer, Submarine Warfare Supply Corps officer and member of the Defense Acquisition Professional Community.

Brigadier General SUSAN E. HENDERSON (USAR)

**Deputy Commanding General (TPU)
79th Theater Sustainment Command
Los Alamitos, California 90720-5002
since August 2016**



SOURCE OF COMMISSIONED SERVICE ROTC

CURRENT OCCUPATION

Lead Systems Engineer, MITRE Corporation, Shiloh, Illinois

EDUCATIONAL DEGREES

University of Tampa - BA - Psychology
University of Massachusetts - M.Ed. - Counseling
United States Army War College - MSS - Strategic Studies

MILITARY SCHOOLS ATTENDED

Transportation Officer Basic and Advanced Courses
Combined Arms and Services Staff School
United States Army Command and General Staff College
Advanced Joint Professional Military Education
National Defense University
United States Army War College

FOREIGN LANGUAGE(S) None recorded

<u>PROMOTIONS</u>	<u>COMPONENT</u>	<u>DATE OF APPOINTMENT</u>
2LT	USAR	09 May 89
1LT	ARNG	04 May 92
CPT	ARNG	22 Jun 95
MAJ	USAR	15 Jul 02
LTC	USAR	15 Dec 08
COL	USAR	16 Dec 13
BG	USAR	27 Aug 16

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
<u>USAR - Not on Active Duty</u> Aug 16	Present	Deputy Commanding General, 79th Theater Sustainment Command, Los Alamitos, California
Sep 15	Aug 16	Deputy Commander, 451st Sustainment Command (Expeditionary), Wichita, Kansas
Dec 13	Sep 15	Commander, Army Sustainment Command Army Reserve Element, Rock Island Arsenal, Illinois
Aug 11	Dec 13	Commander, 2-399th Training Support Battalion, 104th Training Division, Fort Knox, Kentucky

<u>USAR - On Active Duty</u> Feb 11	Aug 11	Joint Mobility Officer, United States Transportation Command, Scott Air Force Base, Illinois
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BG SUSAN E. HENDERSON (USAR)

Aug 10 Feb 11 Chief, Surface and Sustainment Branch, United States Central Command
Deployment and Distribution Operations Center, Camp Arifjan, Kuwait
Nov 09 Jul 10 Joint Mobility Officer, United States Transportation Command, Joint
Training and Readiness Unit Army Reserve Element, Scott Air Force
Base, Illinois

USAR - Not on Active Duty

Feb 07 Nov 09 Joint Mobility Operations Officer, United States Transportation
Command Joint Training and Readiness Unit Army Reserve Element,
Scott Air Force Base, Illinois
Sep 04 Feb 07 Transportation Officer, 599th Transportation Brigade, Schofield
Barracks, Hawaii

USAR - On Active Duty

Feb 04 Aug 04 Joint Mobility Operations Officer, 719th Transportation Battalion,
Scott Air Force Base, Illinois
Mar 03 Feb 04 Operations Officer, 719th Transportation Battalion, Scott Air Force
Base, Illinois
Aug 02 Mar 03 Movement Control Officer, 719th Transportation Battalion, Fort Eustis,
Virginia

USAR - Not on Active Duty

Jan 02 Aug 02 Commander/Movement Control Officer, 888th Movement Control
Detachment, Boston, Massachusetts
Aug 00 Jan 02 Commander/Movement Control Officer, 822d Movement Control
Detachment, Providence, Rhode Island

ARNG - Not on Active Duty

Sep 99 Aug 00 Assistant S3, 79th Troop Command, Wellesley, Massachusetts
Sep 97 Sep 99 S4, 126th Aviation Battalion, Camp Edwards, Massachusetts
Aug 93 Sep 97 Housing Manager, Camp Edwards, Massachusetts
Aug 91 Jul 93 Platoon Leader, 1058th Medium Truck Company, Hingham,
Massachusetts
Aug 90 Aug 91 Assistant S3, Detachment 1 State Area Command, Lexington,
Massachusetts
Apr 90 Aug 90 Light Truck Platoon Leader, 1058th Transportation Company, Hingham,
Massachusetts
Jan 90 Apr 90 Control Group

USAR - On Active Duty

Aug 89 Jan 90 Student, Transportation Officer Basic, Fort Eustis, Virginia

SUMMARY OF JOINT ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Joint Mobility Officer, United States Transportation Command J5/4, Global Plans Division, Scott Air Force Base, Illinois	Feb 11-Aug 11	Lieutenant Colonel
Joint Mobility Officer, United States Transportation Command J5/4, Scott Air Force Base, Illinois	Jan 10-Jul 10	Lieutenant Colonel

BG SUSAN E. HENDERSON (USAR)

SUMMARY OF OPERATIONAL ASSIGNMENTS

Deputy Commander, 451st Sustainment Command
(Expeditionary), Camp Arifjan
Chief, Surface and Sustainment Branch, United States
Central Command Deployment and Distribution Operations
Center, Camp Arifjan, Kuwait

DATE GRADE

Feb-Aug 16 Colonel

Aug 10–Feb 11 Lieutenant Colonel

US DECORATIONS AND BADGES

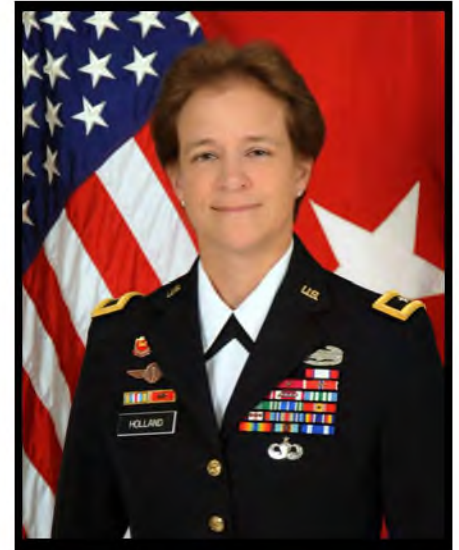
Defense Meritorious Service Medal
Meritorious Service Medal (with 2 Oak Leaf Clusters)
Joint Service Commendation Medal
Army Commendation Medal
Joint Service Achievement Medal
Army Achievement Medal
Joint Chiefs of Staff Identification Badge



**US Army Corps
of Engineers®**

Brigadier General Diana M. Holland Commander, South Atlantic Division

Brigadier General Diana M. Holland became commander of the U.S. Army Corps of Engineers, South Atlantic Division on July 18, 2017. The South Atlantic Division is one of eight U.S. Army Corps of Engineers' regions providing engineering and construction services to the Nation. It is the regional business center in the southeast, the Caribbean, and Central and South America, with district offices in Wilmington, North Carolina; Charleston, South Carolina; Savannah, Georgia; Jacksonville, Florida; and Mobile, Alabama. Since late September BG Holland has been deployed to Puerto Rico to lead the South Atlantic Division's response to Hurricanes Irma and Maria.



Brigadier General Holland graduated from the United States Military Academy and was commissioned a Second Lieutenant in the Corps of Engineers in 1990.

Her military service began in Germany where she served as a vertical construction platoon leader in the 79th Engineer Combat Battalion (Heavy), and as a company executive officer and battalion assistant operations officer in the 94th Engineer Combat Battalion (Heavy). Upon returning to the United States, BG Holland was assigned to the 30th Engineer Battalion (Topographic), 20th Engineer Brigade, at Fort Bragg, North Carolina and served as the battalion logistics officer and then as the commander of Headquarters and Headquarters Company.

Following company command, BG Holland earned a Master of Arts degree at Duke University en route to a teaching assignment at the United States Military Academy. She then attended the Army Command and General Staff College and the School of Advanced Military Studies (SAMS) where she earned a Master of Military Arts and Sciences degree.

She was assigned to the 3rd Infantry Division in July 2004, and deployed to Operation Iraqi Freedom 3 serving as a division plans officer and then as the operations officer in the 92nd Engineer Combat Battalion (Heavy). Upon return from Iraq, BG Holland served as a plans officer in the Operations Directorate, United States Central Command at MacDill Air Force Base in Tampa, Florida.

Brigadier General Holland commanded the 92nd Engineer Battalion (Black Diamonds) from July 2008 to June 2011. She deployed with Task Force Diamond to eastern Afghanistan from May 2010 to April 2011. After relinquishing command, BG Holland was a United States Army War College Fellow at Georgetown University.

In 2012, BG Holland assumed command of the 130th Engineer Brigade at Schofield Barracks, Hawaii. The following year, she deployed with the Brigade Headquarters to Bagram Airfield, Afghanistan where the unit served as the Theater Engineer Brigade, Joint Task Force Sapper. The Brigade redeployed to Schofield Barracks in June 2014 and Brigadier General Holland relinquished command in July. During 2015, BG Holland served as executive officer to the Director of the Army Staff at the Pentagon and then Deputy Commanding General for Support, 10th Mountain Division (LI) at Fort Drum, New York, and deployed to Afghanistan in support of Operation Freedom's Sentinel. From January 2016 to July 2017, she was assigned as the Commandant of Cadets at the United States Military Academy, West Point.

Brigadier General Holland's awards and decorations include the Distinguished Service Medal, Legion of Merit (w/ OLC), Bronze Star (w/2 OLC), the Defense Meritorious Service Medal, the Meritorious Service Medal (w/4 OLC), the Combat Action Badge, the Senior Parachutist Badge, the German Parachutist Badge and the Silver Order of the de Fleury Medal.



BG JEFFREY J. JOHNSON

COMMANDING GENERAL, BROOKE ARMY MEDICAL CENTER

BG Jeffrey J. Johnson began his formal education at Evangel College in Springfield, Missouri. He graduated in 1987, a Distinguished Military Graduate with a BS in Biology. BG Johnson then graduated in 1991 from medical school at the University of Colorado Health Sciences Center in Denver, Colorado. Subsequently, he completed his residency training in Family Medicine at Madigan Army Medical Center in Tacoma, Washington. BG Johnson furthered his professional training by completing a fellowship in Faculty Development at the University of North Carolina-Chapel Hill, Chapel Hill, North Carolina. He is a Board Certified Fellow in Family Medicine.

BG Johnson continuously aspires to be a student and teacher. He graduated from the Industrial College of the Armed Forces in 2011 earning a Master's Degree in National and Strategic Studies. He completed additional military training including Command and General Staff College, Interagency Institute of Federal Healthcare Executives, Medical Strategic Leadership Course, Joint Medical Planners Course, Tactical Combat Medicine Course, Medical Management of Chemical Casualties, Medical Management of Biological Casualties, Army Primary Flight Surgeon Course, NASA Primary Trans-Atlantic Abort Landing Site Course, Hyperbaric Medicine Course, and Basic Airborne training.

BG Johnson's assignments include Commander, Wiesbaden Health Clinic, Wiesbaden, Germany from 1994-1997; Battalion and Group Surgeon, 7th Special Forces Group, Fort Bragg, North Carolina from 1997-1999; Director of Resident Training, Family Medicine, Womack Army Medical Center, Fort Bragg, North Carolina from 2000-2005; Division Surgeon, 82nd Airborne Division, Fort Bragg, North Carolina from 2005-2007; Combined Joint Task Force-82 Command Surgeon, Bagram, Afghanistan from 2007-2008; Commander, Irwin Army Community Hospital, Fort Riley, Kansas from 2008-2010; Assistant Program Manager Health Affairs, Office of the Program Manager, Saudi Arabian National Guard, Riyadh, Saudi Arabia from 2011-2012; Commander, 44th Medical Brigade, Fort Bragg, North Carolina from 2012-2014; Director, Health and Wellness, G3/5/7, U.S. Army Medical Command, Falls Church, Virginia from 2014-2015; Command Surgeon, Combined Forces Command and United States Forces Korea, Yongsan, Korea. He has deployed in support of Operation Provide Hope (Georgia, Kyrgyzstan, Moldova), Operation Sharp Point (Kenya), Counter Drug Operations (Bolivia, Honduras), and Operation Enduring Freedom (Afghanistan) twice. He currently serves as the Commanding General of Brooke Army Medical Center, Deputy Commanding General, Regional Health Command - Central, JBSA Fort Sam Houston, Texas, and the Deputy Market Manager for the San Antonio Military Health System.

BG Johnson's decorations include the Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, and Meritorious Service Medal. He is a Senior Flight Surgeon and has earned the Parachutist and Expert Field Medical Badge. He is a member of the Order of Military Medical Merit.

BROOKE ARMY MEDICAL CENTER
3551 ROGER BROOKE DRIVE
JBSA FORT SAM HOUSTON, TEXAS 78234-4504

PHONE: (210)916-4100
DSN: 429-4100
FACSIMILE: (210)916-2100

Mr. Marv Johnson, SES

CURRENT POSITION: Mr. Johnson is currently the Deputy Chief, Mission Engagement, Requirements, & Assessments within the Department of Defense. He has been in the position since August 2016.

PAST POSITIONS: Mr. Johnson has served in the Department of Defense (DoD) for the past 26 years in a variety of technical and managerial positions, to include assignments abroad. Mr. Johnson was a multi-mode collector and analyst supporting U.S. and foreign partners while assigned to DoD mission operations across England, UK. He was a technical leader on a computer network exploitation team teaching digital network intelligence (DNI) methodologies to new and experienced intelligence analysts. He also was a Special Assistant to the USCYBERCOM Plans and Policy Directorate (J5), and Executive Assistant (EA) to a DoD Agency Deputy Director. Mr. Johnson is a 2011 graduate of the National Defense University, National War College. Prior to August 2016, he served as the Associate Deputy Director (Acting) for Information Assurance (Cybersecurity) Engagement.

PERSONAL: Mr. Johnson is a native of Long Island, New York and currently lives in Severn, Maryland. He enjoys hobbies including golf, running, racquetball, weight training, live theater, and Latin dancing. He has two married sons living in Newark, Delaware and Philadelphia, Pennsylvania.

EDUCATION:

- Bachelor of Science Degree, Industrial Technology, Southern Illinois University
- Masters of Science Degree, International Relations, Troy State University
- Masters of Science Degree, National Strategic Studies, National War College

MAJOR AWARDS AND DECORATIONS:

- National Intelligence Merit Unit Citation (2 awards)
- Joint Meritorious Unit Award (3 awards)
- Joint Duty Program certified November 2013

Case number (RES-2017-07842)

REAR ADMIRAL SCOTT D. JONES, DEPUTY COMMANDER, NAVAL AIR FORCE ATLANTIC

Rear Admiral Scott Jones was born and raised in Sacramento, California. At 17 years old, Jones dropped out of high school and enlisted in the Navy where he served 6 years as an Electronic Warfare Technician. He completed Western Pacific cruises aboard the USS O'Callahan (FF-1051) and the USS David R. Ray (DD-971). In 1987, Jones graduated Cum Laude from National University with a Bachelor of Arts in Business Administration. He completed Aviation Officer Candidate School in 1988 as a Distinguished Naval Graduate and was designated a Naval Aviator in October 1989.

Rear Admiral Jones completed operational assignments flying the P-3C Orion with VP-44 and the VP-8 Tigers based in Brunswick, ME., as well as with the Fighting Totems of VP-69 based in Whidbey Island, WA.

His command tours include: Patrol Squadron 69, Commander Task Force 74- Theater Anti-submarine Warfare Detachment, Chief of Naval Air Training Reserve Component, and Commander Third Fleet Joint Forces Maritime Component Command Reserve Component.

His shore assignments include instructor pilot duty with VT-27 and CNATRA. Jones served as N3 with Commander THIRD Fleet Maritime Air Operations Detachment in Tucson, AZ. Additionally, Jones served on active duty as Naval Air Training Chief of Staff. Rear Admiral Jones last assignment prior to becoming a Flag Officer was at Navy Region Southwest Reserve Component Command as the Deputy Commander.

Rear Admiral Jones' first Flag Officer assignment is Deputy Commander, Naval Air Force Atlantic.

CAPT Jones is a 2009 graduate of the National War College at Ft McNair in Washington, D.C, where he earned an M.S. in National Security Strategy.

CAPT Jones has accumulated over 4,500 flight hours in numerous naval aircraft. His military decorations include the Legion of Merit, Meritorious Service Medal, Navy Commendation Medal, Navy Achievement Medal, Southwest Asia Service Medal and various other personal and unit awards.



Rear Admiral (select) James M. Kelly, USCGR



Rear Admiral (select) James M. Kelly is the Commanding Officer of U. S. Coast Guard Reserve Unit – U. S. Southern Command in Doral, Fla. Before reporting to the U. S. Southern Command in 2016, Rear Admiral (sel) Kelly was called to active status and led the Coast Guard’s 18-month National Capital Region Consolidation Project.

Rear Admiral (sel) Kelly was earlier recalled to active duty to lead the Maritime Enforcement Specialist Development and Implementation Team, and later served as the Chief of the Maritime Border Security Division in the Office of Maritime Law Enforcement. In his Reserve capacity, Rear Admiral (sel) Kelly responded to Hurricane Maria, and earlier to Port-au-Prince following the Haiti Earthquake, to the Deepwater Horizon-Gulf of Mexico oil spill, and to New Orleans following Hurricane Katrina.

Enlisting in the Coast Guard Reserve in 1977, Rear Admiral (sel) Kelly began his career as a mechanic on a 44’ motor lifeboat and served at search and rescue stations on the East Coast. Upon receiving his commission, he served as a Marine Safety Office Officer of the Day and Command Duty Officer, an Investigation Officer, and later as a boat operations chief, passenger-vessel inspector, and a Liaison Officer. Before assuming command of the Coast Guard Reserve Unit in Doral, his recent Reserve assignments include the Senior Reserve Officer of Coast Guard District Nine, based in Cleveland, Ohio, and which encompasses the Great Lakes, and as the Senior Reserve Officer of Sector Houston-Galveston.

In addition to the U. S. Coast Guard Reserve, Mr. Kelly served in his civilian capacity as the Special Assistant to the President of the United States for Intergovernmental Affairs, Deputy Assistant Secretary for Legislative Affairs with the U. S. Department of Veterans Affairs, and as a Member of the Maryland General Assembly. Additionally, he has commercial banking experience and served earlier as a State Trooper with the Maryland State Police.

Rear Admiral (sel) Kelly earned a Master of Arts in National Security and Strategic Studies from the U. S. Naval War College, and is a graduate of the U. S. Joint Forces Staff College – Joint and Combined Warfighting School-Hybrid. He holds a Bachelor of Science in Business and Management as a graduate of the University of Maryland – University College, having completed his studies through night school while serving in the Maryland State Police.



BIOGRAPHY
DEFENSE INTELLIGENCE AGENCY
DEFENSE INTELLIGENCE SENIOR EXECUTIVE SERVICE

Kimberly Marshall King
Chief, Defense Counterproliferation Office
Directorate for Analysis



Ms. Kimberly Marshall King was appointed to the Defense Intelligence Senior Executive Service as Chief of the Defense Counterproliferation Office (DCP) in March 2017. In this position, she leads an analytic office covering counterproliferation and weapons of mass destruction (WMD) issues, with an emphasis on global proliferation threats, foreign nuclear, biological, and chemical warfare programs, WMD-related arms and technology transfer, and technical exploitation and assessment of foreign weapon systems. Ms. King also serves as the Defense Intelligence Integration Officer (DIIO) for Counterproliferation.

Prior to this assignment, Ms. King served as Deputy/Acting Chief of DCP from November 2012 to March 2017. Before joining DCP, she served as a division chief with DIA's Military Forces Analysis Office, where she was responsible for the production of all-source intelligence on Russian/Eurasian, African, and Latin American forces.

From 2003-2008, Ms. King held multiple positions in the Underground Facility Analysis Center (UFAC), including branch chief, division Senior Intelligence Officer (SIO), and Office SIO. Prior to her UFAC assignment, Ms. King was a Middle East analyst with DIA's Foreign Denial and Deception Division and deployed as a member of the Iraq Survey Group from May to November 2003. Before joining DIA in 2001, she served as an intelligence analyst with the Department of Air Force, 497th Intelligence Group, facilitating the production of System Threat Assessment Reports and Threat Environment Descriptions for key space and missile programs.

Ms. King holds a Master of Arts in Arab Studies degree from Georgetown University; a Master of Science in Strategic Intelligence degree from the National Defense Intelligence College; a Master of Arts in National Security and Strategic Studies degree from U.S. Naval War College (USNWC), where she was a distinguished graduate; and a Bachelor of Arts degree from Colby College. Her awards and honors include the National Intelligence Certificate of Distinction, multiple DNI Exceptional Performance Awards, and the James D. Forrestal Award for Excellence in Strategy and Force Planning from USNWC.

Ms. King resides in Earlysville, VA with her husband, Christopher, and their four children.

April 2017



BIOGRAPHY



UNITED STATES AIR FORCE

BRIGADIER GENERAL DOUGLAS K. LAMBERTH

Brig. Gen. Douglas K. Lamberth is the Inspector General, Headquarters Air Mobility Command, Scott Air Force Base, Illinois. He leads a selectively manned unit inspecting the command's readiness by validating and verifying commanders' inspection programs. He oversees unit effectiveness inspections, nuclear surety inspections and nuclear operational readiness inspections for 67 active duty, Air National Guard and Air Force Reserve units worldwide, totaling more than 124,000 personnel. He ensures a command-wide environment of continuous improvement, efficiency, safety and responsiveness to the needs of the command's people and organizations.



General Lamberth earned his commission through Air Force ROTC at the University of Texas at Arlington. He has served as the Vice Superintendent at the U.S. Air Force Academy, as Deputy Director of Mobility Forces for the U.S. Central Command area of responsibility and on the Headquarters Air Mobility Command staff. General Lamberth has commanded an air mobility operations wing, an air mobility command air refueling squadron and an Air Force expeditionary air refueling squadron. He completed a joint tour as U. S. Transportation Command's Liaison Officer to the United Nations Command, Combined Forces Command and U.S. Forces-Korea at Yongsan U.S. Army Garrison in Seoul, South Korea. Before entering Air Force ROTC, General Lamberth attained the rank of staff sergeant when he served the Air Force on both active duty and Reserve as an enlisted Airman.

EDUCATION

1990 Bachelor of Business Administration, University of Texas at Arlington, Arlington
 1995 Master of Arts, Management, Webster University, St. Louis
 1997 Squadron Officer School, distinguished graduate, Maxwell AFB, Ala.
 2004 Master of Military Operational Art and Science, Air Command and Staff College, Maxwell AFB, Ala.
 2008 Master of Strategic Studies, Air War College, Maxwell AFB, Ala.
 2011 US Air Force Leadership Enhancement Program, Center for Creative Leadership, Greensboro, N.C.
 2014 National and International Securities Leadership Seminar, Washington, D.C.

ASSIGNMENTS

1. February 1984 – April 1984, Basic Military Training School, Lackland AFB, Texas

2. April 1984 – July 1984, Student Technical Training School, Lowry AFB, Colo.
3. July 1984 – September 1988, Target Intelligence Specialist, 7th Bomb Wing and 301st Tactical Fighter Wing (AFRES), Carswell AFB, Texas
4. September 1988 – May 1990, AFROTC, University of Texas at Arlington
5. March 1991 – February 1992, Student Air Traffic Control Officer, Seymour Johnson AFB, N.C.
6. February 1992 – March 1993, Student Undergraduate Pilot Training, Laughlin AFB, Texas
7. March 1993 – July 1993, Student C-141B Combat Crew Training School, Altus AFB, Okla.
8. July 1993 – January 1997, Instructor Pilot C-141B, Pilot Scheduler and Executive Officer, 20th and 15th Airlift squadrons, Charleston AFB, S.C.
9. January 1997 – August 1999, Combat Crew Training School Evaluator Pilot, C-141B Pilot/Navigator Training Manager and Special Assistant to the Operations Group Commander, 97th Air Mobility Wing, Altus AFB, Okla.
10. August 1999 – August 2001, MAJCOM Regional Operations Dir, Tanker Airlift Control Center, and Chief of Airlift Operations Policy, Directorate of Operations, Headquarters Air Mobility Command, Scott AFB, Ill.
11. August 2001 – August 2003, Assistant Director of Operations and KC-10A Instructor Pilot, 32nd Air Refueling Squadron, McGuire AFB, N.J.
12. August 2003 – June 2004, Student, Air Command and Staff College, Maxwell AFB, Ala.
13. June 2004 – July 2007, 305th Air Mobility Wing Chief of Safety and Commander, 2nd Air Refueling Squadron, McGuire AFB, N.J. (September 2006 – January 2007, Commander 908th Expeditionary Air Refueling Squadron, Southwest Asia)
14. July 2007 – May 2008, Student, Air War College, Maxwell AFB, Ala.
15. May 2008 – July 2010, USTRANSCOM LNO to UNC/CFC/USFK, Yongsan USAG, South Korea
16. July 2010 – May 2012, Vice Commander, 22nd Air Refueling Wing, McConnell AFB, Kan. (September 2011 – January 2012, AFCENT Deputy Director of Mobility Forces, Southwest Asia)
17. May 2012 – July 2014, Commander, 515th Air Mobility Operations Wing, Joint Base Pearl Harbor-Hickam Hawaii
18. July 2014 – December 2016, Vice Superintendent, U.S. Air Force Academy, Colorado Springs, Colo.
19. December 2016 - present, Inspector General, Headquarters Air Mobility Command, Scott AFB, Ill. (January 2017 – May 2017, AFCENT Director of Mobility Forces, Southwest Asia)

SUMMARY OF JOINT ASSIGNMENTS

1. May 2008 – July 2010, USTRANSCOM LNO to UNC/CFC/USFK, Yongsan, South Korea, as a colonel and brigadier general

FLIGHT INFORMATION

Rating: Command pilot

Flight hours: More than 3,500

Aircraft flown: T-37B, T-38A, C-141B, KC-10A and KC-135R/T

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal

Legion of Merit with two oak leaf clusters

Bronze Star

Meritorious Service Medal with three oak leaf clusters

Air Medal

Aerial Achievement Medal with four oak leaf clusters

Air Force Commendation Medal with oak leaf cluster

Armed Forces Expeditionary Medal with one device

Southwest Asia Service Medal with one device

Korean Defense Service Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Oct. 19, 1990

First Lieutenant Oct. 19, 1992

Captain Oct. 19, 1994
Major Dec. 1, 2001
Lieutenant Colonel May 1, 2005
Colonel Oct. 1, 2008
Brigadier General Jan. 1, 2016

(Current as of September 2017)



Commanding General, U.S. Army Regional Health Command Europe and Command Surgeon, U.S. Army Europe



Brigadier General Dennis P. LeMaster assumed command of Regional Health Command Europe, including duties as Command Surgeon, U.S. Army Europe, on June 24, 2016 in Sembach, Germany. BG LeMaster received his commission in 1987 from Washington State University ROTC. After graduation from Basic Course in September 1987, his first assignment was as medical platoon leader for the 2-35 Armor Battalion, 3d Brigade, 4th Infantry Division, at Fort Carson, Colorado. Following that assignment, he served as the company executive officer for the 517th Medical Company. In 1990, he was assigned to Korea as the operations officer for the Division Medical Operations Center, 2d Infantry Division.

BG LeMaster attended the Army Medical Department (AMEDD) Advanced Course in 1991 and then served as a forward support medical company commander, 203d Forward Support Battalion, 3d Infantry Division, Erlangen, Germany. Following company command, he served 27 months as the forward support medical company and forward support battalion S-3 Observer/Controller at the Combat Maneuver Training Center, Hohenfels, Germany. BG LeMaster returned to the United States in March 1996 and was the operations officer for the AMEDD Battle Lab at Fort Sam Houston. In 1998, BG LeMaster returned to Germany, where he was the S-3 and then executive officer for the 67th Combat Support Hospital in Wuerzburg. In June 2000 he was assigned to the Headquarters, 30th Medical Brigade, Heidelberg, Germany and served as the Chief of Training & Exercises followed by the Chief of Current Operations for the brigade G-3. Following his return from Germany, BG LeMaster ran the AMEDD Officer Basic Course as Chief of the Leader Development Branch, from August 2003 to June 2005. BG LeMaster served as installation commander, Camp Bullis, Texas, from June 2005 until June 2007. Following command, he served as executive officer to the Commanding General, AMEDDC&S, and then departed to Carlisle Barracks to attend the Army War College, graduating in the Class of 2009. He served as the Western Regional Medical Command Chief of Staff from 2009 to 2012 at Joint Base Lewis-McChord, Wash. From June 2012 to December 2013, BG LeMaster commanded USAMEDDAC-Alaska at Fort Wainwright. Most recently, BG LeMaster commanded Evans Army Community Hospital at Fort Carson from January 2014 until May 2016.

BG LeMaster's operational deployment assignments are Task Force S-3 for Task Force 67 in Hungary-Croatia, Task Force S-3 for Task Force MEDEAGLE in Bosnia, and finally as OIC/Operations Officer for the 30th Medical Brigade assault command post in Operation Iraqi Freedom.

BG LeMaster received his Bachelor of Science degrees in Range Management and Forest Management from Washington State University in 1985 and 1987. He received his Masters of Arts degree in Procurement and Acquisition Management from Webster University in 1998, and his Masters in Strategic Studies from the Army War College in 2009. He is a graduate of the US Army Command and General Staff Course, the U.S. Army Airborne School, the U.S. Army Armor School Maintenance Course, and the AMEDD Combat Casualty Care Course.

BG LeMaster's badges and awards include the Combat Action Badge, the Expert Field Medical Badge, the Basic Parachutist's Badge, the Legion of Merit (3 OLC), the Bronze Star, the Meritorious Service Medal (4 OLC), the Army Commendation Medal (7 OLC), and the Army Achievement Medal (2 OLC). National Defense Service Medal (Bronze Service Star), the Armed Forces Expeditionary Medal, the Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal, the Iraq Campaign Medal, the Korean Defense Service Medal, the Armed Forces Service Medal, and the NATO Medal.



BIOGRAPHY



BRIGADIER GENERAL BROOK J. LEONARD

Brigadier General Brook J. Leonard is the Commander, 56th Fighter Wing, Luke Air Force Base, Arizona. The wing's mission is to build the future of airpower and is leading the Air Force in developing Airmen and training fighter pilots. As part of Air Education and Training Command, and home to 30 squadrons with both F-16 and F-35A Lightning II aircraft, the 56th is the largest fighter wing in the U.S. Air Force and graduates more than 90 F-35 pilots, 300 F-16 pilots, and 300 air control professionals annually. The wing is also responsible for the squadrons under the 54th Fighter Group located at Holloman AFB, New Mexico, where F-16 training will move as Luke AFB transitions to become the sole pilot training center for the F-35, the Air Force's newest multi-role aircraft. Additionally, the 56th Fighter Wing oversees the Gila Bend Air Force Auxiliary Field and is steward of the Barry M. Goldwater Range, a military training range spanning more than 1.7 million acres of Sonoran desert.



General Leonard entered the Air Force in May 1992 as a graduate of the U.S. Air Force Academy. He earned his pilot wings from Euro-NATO Joint Jet Pilot Training at Sheppard AFB, Texas, and completed the F-16 Initial Qualification Course at Luke AFB in 1995 as a distinguished graduate. He has held a variety of flying assignments and leadership positions to include weapons officer, flight commander, and operations officer. He previously commanded the 16th Weapons Squadron, USAF Weapons School, Nellis AFB, Nev.; 451st Expeditionary Operations Group, Kandahar Airfield, Afghanistan; and 51st Fighter Wing, Osan Air Base, South Korea. The general served on the Joint Staff as Division Chief, Iran and Levant Division, Deputy Directorate Political-Military Affairs Middle East, and was most recently assigned as Senior Military Assistant to the Secretary of the Air Force.

He is a command pilot with more than 2,900 flight hours, to include 576 combat hours.

EDUCATION

1992 Bachelor of Science degree in aeronautical engineering, U.S. Air Force Academy, Colorado Springs, Colo.

1998 USAF Weapons School, F-16 Weapons Instructor Course, Nellis AFB, Nev.

1999 Squadron Officer School, Maxwell AFB, Ala.

2005 Master of Military Operational Art and Science degree, Air Command and Staff College, Maxwell AFB, Ala.

2006 Master of Airpower Art and Science degree, School of Advanced Air and Space Studies, Maxwell AFB, Ala.

2010 Master of Strategic Studies degree, U.S. Army War College, Carlisle Barracks, Pa.

2016 Enterprise Leadership Seminar, Kenan-Flagler Business School, University of North Carolina, Chapel Hill

2017 Joint Force Air Component Commander Course, Maxwell AFB, Ala.

2017 Joint Flag Officer Warfighting Course, Maxwell AFB, Ala.

ASSIGNMENTS

1. May 1992 – December 1993, Student, Euro-NATO Joint Jet Pilot Training, Sheppard AFB, Texas
2. January 1994 – February 1995, Student, F-16 Initial Qualification Course, Luke AFB, Ariz.
3. February 1995 – July 1996, Air-to-Ground Weapons Officer and F-16 Flight Lead, 74th Fighter Squadron, Pope AFB, N.C.
4. July 1996 – July 1998, Flight Commander, 36th Fighter Squadron, Osan Air Base, South Korea
5. July 1998 – December 1998, Student, USAF Weapons School Instructor Course, Nellis AFB, Nev.
6. January 1999 – July 1999, Chief of Weapons, 36th Fighter Squadron, Osan AB, South Korea
7. August 1999 – January 2002, Wing Weapons Officer, 35th Fighter Wing, Misawa AB, Japan
8. January 2002 – July 2004, Assistant Director of Operations and F-16 Weapons Instructor Pilot, USAF Weapons School, F-16 Division, Nellis AFB, Nev.
9. July 2004 – July 2005, Student, Air Command and Staff College, Maxwell AFB, Ala.
10. July 2005 – July 2006, Student, School of Advanced Air and Space Studies, Maxwell AFB, Ala.
11. September 2006 – June 2007, Director of Operations, 18th Fighter Squadron, Eielson AFB, Alaska
12. June 2007 – June 2009, Commander, 16th Weapons Squadron, Nellis AFB, Nev.
13. June 2009 – June 2010, Student, U.S. Army War College, Carlisle Barracks, Pa.
14. June 2010 – July 2012, Division Chief, Iran and Levant Division, Joint Staff (J5), Deputy Directorate Political-Military Affairs Middle East, the Pentagon, Washington, D.C.
15. July 2012 – July 2013, Commander, 451st Expeditionary Operations Group, Kandahar Airfield, Afghanistan
16. July 2013 – June 2015, Commander, 51st Fighter Wing, Osan AB, South Korea
17. June 2015 – July 2016, Senior Military Assistant to the Secretary of the Air Force, Washington, D.C.
18. July 2016 – present, Commander, 56th Fighter Wing, Luke AFB, Ariz.

SUMMARY OF JOINT ASSIGNMENTS

June 2010 – July 2012, Division Chief, Iran and Levant Division, Joint Staff (J5), Deputy Directorate Political-Military Affairs Middle East, the Pentagon, Washington, D.C., as a Colonel

FLIGHT INFORMATION

Rating: Command pilot

Flight hours: More than 2,900, including 576 combat hours

Aircraft flown: F-35, F-16, T-38, T-37, and C-130

MAJOR AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster

Bronze Star
Defense Meritorious Service Medal
Meritorious Service Medal with two oak leaf clusters
Air Medal with silver oak leaf cluster
Aerial Achievement Medal with oak leaf cluster
Joint Service Commendation Medal
Air Force Commendation Medal
Air Force Achievement Medal with oak leaf cluster

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 27, 1992
First Lieutenant May 2, 1994
Captain May 27, 1996
Major Nov. 1, 2002
Lieutenant Colonel Dec. 1, 2006
Colonel Sept. 1, 2011
Brigadier General May 5, 2017



BIOGRAPHY



UNITED STATES AIR FORCE

BRIGADIER GENERAL WILLIAM J. LIQUORI JR.

Brig. Gen. William J. Liquori, Jr. is the Director, Space Policy, National Security Council, Executive Office of the President, Washington, D.C. He is responsible for the formulation, coordination and implementation of national space policies. He leads the interagency policy process bringing together executive branch departments and agencies to coordinate national level, space-related policies, strategies and topics of interest.

General Liquori entered the Air Force in 1991 as a distinguished graduate of the Air Force ROTC program at Boston University. His career has included numerous operations and staff positions in Air Force Space Command, the National Reconnaissance Office, the Air Force Secretariat, U.S. European Command and the Office of the Secretary of Defense. General Liquori has commanded a space operations squadron and a space wing. He is a graduate and former instructor of the U.S. Air Force Weapons School. His operational experiences include operations Southern Watch and Enduring Freedom.



Prior to his current assignment, he served as the senior military assistant to the Under Secretary of the Air Force.

EDUCATION

1991 Bachelor of Arts, Computer Science, Boston University, Boston
 1996 Master of Arts, Computer Resources and Information Management, Webster University, Colorado Springs, Colo.
 1998 Squadron Officer School, Maxwell Air Force Base, Ala.
 2000 Distinguished Graduate, USAF Weapons Instructor Course, Space, Nellis AFB, Nev.
 2004 Distinguished Graduate, Air Command & Staff College, Maxwell AFB, Ala.
 2005 School of Advanced Air and Space Studies, Maxwell AFB, Ala.
 2009 Distinguished Graduate, USMC War College, Quantico, Va.
 2012 Leadership Enhancement Program, Center for Creative Leadership, Greensboro, N.C.
 2013 Seminar XXI, Massachusetts Institute of Technology
 2017 Enterprise Leadership Seminar, Kenan-Flagler Business School, University of North Carolina, Chapel

Hill

ASSIGNMENTS

1. May 1992 – July 1992, student, undergraduate space training, Lowry AFB, Colo.
2. August 1992 – March 1996, Chief, UHF F/O Procedures Section, senior satellite operations crew commander, satellite engineering officer, satellite operations crew commander, student, 3rd Space Operations Squadron, Falcon AFB, Colo.
3. March 1996 – June 2000, Executive officer, chief, Launch Readiness Division, operations support flight commander, senior flight commander, flight commander, Office of Space Operations, Assistant Secretary of the Air Force (Space) with duty at the National Reconnaissance Office, Onizuka Air Station, Calif.
4. June 2000 – December 2000, student, U.S. Air Force Weapons School, Nellis AFB, Nev.
5. January 2001 – June 2003, Assistant operations officer, Missions, missions flight commander, instructor, 328th Weapons Squadron (U.S. Air Force Weapons School), Nellis AFB, Nev.
6. July 2003 – June 2004, student, Air Command and Staff College, Maxwell AFB, Ala.
7. July 2004 – June 2005, student, School of Advanced Air and Space Studies, Maxwell AFB, Ala.
8. July 2005 – June 2006, Chief, Space Control and Force Application Branch, National Security Space Office, Office of the Under Secretary of the Air Force, Washington, D.C.
9. June 2006 – June 2008, Commander, Space Operations Squadron, Buckley AFB, Colo.
10. July 2008 – June 2009, student, U.S. Marine Corps War College, Quantico, Va.
11. July 2009 – June 2011, Chief, Missile Defense Division, Strategy, Policy, Partnering, and Capabilities Directorate, U.S. European Command, Stuttgart-Vaihingen, Germany.
12. June 2011 – July 2013, Chief Staff of the Air Force Fellow, with duty as director, Space Policy Implementation, Office of the Deputy Assistant Secretary of Defense (Space), Office of the Under Secretary of Defense for Policy, the Pentagon, Arlington, Va.
13. July 2013 – May 2015, Commander, 50th Space Wing, Schriever AFB, Colo.
14. June 2015 – February 2016, Senior Military Assistant to the Under Secretary of the Air Force, the Pentagon, Arlington, Va.
15. February 2016 – present, Director, Space Policy, National Security Council, Executive Office of the President, Arlington, Va.

SUMMARY OF JOINT ASSIGNMENTS

1. July 2009 – June 2011, Chief, Missile Defense Division, Strategy, Policy, Partnering, and Capabilities Directorate, U.S. European Command, Stuttgart-Vaihingen, Germany, as a colonel
2. February 2016 – present, Director, Space Policy, National Security Council, Executive Office of the President, Arlington, Va., as a colonel and brigadier general

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal with oak leaf cluster
 Legion of Merit with oak leaf cluster
 Defense Meritorious Service Medal with two oak leaf clusters
 Meritorious Service Medal
 Air Force Commendation Medal with oak leaf cluster
 Joint Service Achievement Medal
 Joint Meritorious Unit Award
 Air Force Outstanding Unit Award
 National Defense Service Medal
 Global War on Terrorism Expeditionary Medal
 Global War on Terrorism Service Medal

OTHER ACHIEVEMENTS

2015 U.S. Air Force General and Mrs. Jerome F. O'Malley Award

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 11, 1991
 First Lieutenant Nov. 3, 1993

Captain Nov. 3, 1995
Major Aug. 1, 2002
Lieutenant Colonel March 1, 2006
Colonel Oct. 1, 2009
Brigadier General July 3, 2016

(Current as of November 2017)



Biography

National Guard Bureau

General Officer Management Office, Arlington, VA

Major General Paul C. Maas Jr

Maj. Gen. Paul C. Maas, Jr is Assistant to the Commander, Air Force Space Command. He serves as the principal assistant on matters affecting Air National Guard forces and assigned personnel supporting operations in the space and cyberspace domains. This includes over 5,000 Air National Guard personnel in over 50 Air Force Space Command gained units conducting Space Operations, Command and Control, Engineering and Installation, Combat Communications and Cyberspace Warfare/Information Operations. General Maas keeps the Director, Air National Guard abreast of critical Air Force Space Command issues.



General Maas was commissioned in 1986 at the Air National Guard Academy of Military Science, McGhee-Tyson Air National Guard Base, Tennessee and holds a Master of Business Administration from the University of Baltimore. Prior to his commissioning, he enlisted in the Maryland Air National Guard in January 1978 where he held numerous positions before obtaining the rank of Technical Sergeant. As a member of the Maryland Air National Guard Headquarters staff, General Maas was assigned as the lead to establish the first Information Warfare Squadron in the Air National Guard. He has commanded at the flight, squadron and group levels.

EDUCATION

1990 Bachelor of Science in Information Systems Technology, University of Maryland , Baltimore, Maryland

1994 Squadron Officer School (SOS), by correspondence

1995 Air Command and Staff College (ACSC), by correspondence

1997 Master of Business Administration in Business Administration, University of Baltimore, Baltimore, Maryland
2005 Air War College (AWC), by correspondence
2012 Joint Task Force Commanders Course (NORTHCOM), by in residence
2012 Senior Leadership Officer Course (SLOC), by in residence
2014 AFSO21, by in residence
2016 Advanced Senior Leader Development Program (ASLDP), by in residence

ASSIGNMENTS

1. February 1986 - July 1993, Social Actions Officer, 135th Combat Support Squadron, Warfield Air National Guard Base, Maryland
2. August 1993 - July 1994, Executive Officer, 135th Airlift Group, Warfield Air National Guard Base, Maryland
3. August 1994 - July 1995, Flight Commander, 135th Communications Squadron, Warfield Air National Guard Base, Maryland
4. August 1995 - December 1998, Flight Commander, 175th Communications Squadron, Warfield Air National Guard Base, Maryland
5. January 1999 - September 2001, Information Warfare Officer, Headquarters, Maryland Air National Guard, Warfield Air National Guard Base, Maryland
6. October 2001 - September 2003, Operations Officer, Detachment 1, Headquarters, Maryland Air National Guard, National Security Agency, Fort George Meade, Maryland
7. October 2003 - June 2004, Deputy Commander, Detachment 1, Headquarters, Maryland Air National Guard, National Security Agency, Fort George Meade, Maryland
8. July 2004 - April 2008, Deputy Commander, 175th Mission Support Group, Warfield Air National Guard Base, Maryland
9. May 2008 - June 2012, Commander, 175th Mission Support Group, Warfield Air National Guard Base, Maryland
10. July 2012 - May 2014, Chief of Staff; dual-hatted, December 2012 - May 2014, (A-6), Assistant to the Director, Air National Guard
11. May 2014 - Present, Air National Guard Assistant to the Commander, Air Force Space Command, Peterson AFB, Colorado

AWARDS AND DECORATIONS

Meritorious Service Medal with two bronze oak leaf clusters
Air Force Commendation Medal with bronze oak leaf cluster
Air Force Achievement Medal
Joint Meritorious Unit Award with gold border
Air Force Outstanding Unit Award with silver oak leaf cluster and bronze oak leaf cluster
Air Force Organizational Excellence Award with bronze oak leaf cluster
Air Reserve Forces Meritorious Service Medal with two bronze oak leaf clusters
National Defense Service Medal with bronze service star
Global War on Terrorism Service Medal
Air Force Longevity Service with silver oak leaf cluster and bronze oak leaf cluster
Armed Forces Reserve Medal with Silver Hourglass
Basic Military Training Honor Graduate
Small Arms Expert Marksmanship Ribbon with bronze service star
Air Force Training Ribbon with bronze oak leaf cluster
Maryland Commendation Medal
Maryland Outstanding Unit Ribbon with three bronze oak leaf clusters

Maryland Military Department Emergency Service Medal with bronze oak leaf cluster
Maryland National Guard Overseas Service Ribbon with three bronze oak leaf clusters
Maryland National Guard State Service Ribbon with silver bottony cross

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Feb. 13, 1986

First Lieutenant Mar. 12, 1988

Captain Mar. 13, 1990

Major Jun. 24, 1994

Lieutenant Colonel Mar. 10, 1999

Colonel Jul. 24, 2008

Brigadier General Jul. 1, 2012

Major General Apr. 30, 2015

(Current as of March 2017)

The date of publication indicated on this biography reflects the most recent update. It does not necessarily reflect the date of printing.

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BIOGRAPHY

UNITED STATES AIR FORCE

Attaché

**Secretary of the Air Force
Office of Public Affairs
Washington, D.C. 20330-1000**

BRIGADIER GENERAL COREY J. MARTIN

Brigadier General Corey J. Martin assumed the duties of Senior Defense Official and Defense Attaché to Israel in 2017.

Brigadier General Martin was commissioned from the United States Air Force Academy in 1991 with a Bachelor of Science degree in aeronautical engineering. He has served as a C-141 and C-17 examiner airdrop aircraft commander, chief of wing safety, squadron commander and in various staff assignments at the major command, sub-unified command and combatant command level. He has operational flying and command experience gained during Operations Enduring Freedom and Iraqi Freedom.



EDUCATION:

- 1991 Bachelor of Science in Aeronautical Engineering, United States Air Force Academy, Colorado Springs, Colorado
- 1997 Squadron Officers School, Distinguished Graduate, Maxwell Air Force Base, Alabama
- 1999 Master of Art in Management and Human Resource Development, Webster University, Scott Air Force Base, Illinois
- 2004 Master of Applied Science in Military Operational Art and Science, Distinguished Graduate, Air Command and Staff College Air University, Maxwell Air Force Base, Alabama
- 2005 Master of Applied Science in Airpower Art and Science, School of Advanced Air and Space Studies Air University, Maxwell Air Force Base, Alabama
- 2006 Air War College, by correspondence
- 2009 Master of Science in National Security Strategy, National War College, Fort Lesley J. McNair, Washington, District of Columbia
- 2012 Enterprise Leadership Seminar, Darden School, University of Virginia, Charlottesville

ASSIGNMENTS:

1. August 1991 - August 1992, Student, undergraduate pilot training, Williams Air Force Base, Arizona
2. December 1992 - August 1997, C-141 Examiner Aircraft Commander, McChord Air Force Base, Washington
3. August 1997 – August 1999, Phoenix Hawk Intern Program, Air Mobility Command, Scott Air Force Base, Illinois
4. December 1999 - July 2003, C-17 Examiner Airdrop Aircraft Commander, Charleston Air Force Base, South Carolina
5. August 2003 - June 2004, Student, Air Command and Staff College, Maxwell Air Force Base, Alabama
6. July 2004 - June 2005, Student, School of Advanced Air and Space Studies, Maxwell Air Force Base, Alabama
7. January 2006 – May 2008, Chief of Safety, 437th Air Wing, then Commander, 437th Operations Support Squadron Charleston Air Force Base, South Carolina (September 2007 - January 2008, Commander, 447th Operations Support Squadron, Sather Air Base, Baghdad)

8. July 2008 - June 2009, Student, National War College, Fort Lesley J. McNair, Washington District of Columbia
9. July 2009 - May 2011, Chief of Strategy, United States European Command, Stuttgart, Germany
10. May 2011 - May 2012, Vice Commander, 18th Wing, Kadena Air Base, Japan
11. June 2012 - June 2013, Commander, 376th Air Expeditionary Wing, Transit Center at Manas, Kyrgyz Republic
12. July 2013 - February 2015, Commander, 60th Air Mobility Wing, Travis Air Force Base, California
13. February 2015 – July 2016, Special Assistant to Commander United Nations Command and Combined Forces Command, United States Forces Korea, Yongsan Garrison, South Korea
14. June 2017 - present, Senior Defense Official and Defense Attaché, United States Embassy, Tel Aviv, Israel

SUMMARY OF JOINT ASSIGNMENTS

1. September 2007 - January 2008, Commander, 447th Operations Support Squadron, Baghdad, as a Lieutenant Colonel
2. July 2009 – May 2011, Deputy Chief and Chief of Strategy, United States European Command, Stuttgart, Germany, as a Colonel
3. February 2015 – August 2016, Special Assistant to Commander United Nations Command and Combined Forces Command, United States Forces Korea, Yongsan Garrison, South Korea, as a Colonel and Brigadier General
4. June 2017 – present, Senior Defense Official and Defense Attaché, United States Embassy, Tel Aviv, Israel

FLIGHT INFORMATION

Rating: Command Pilot

Flight Hours: 4,223

Aircraft Flown: C-17, C-141B, KC-135, T-38, T-37, E-3, HH-60, F-15D, C-5M and KC-10

MAJOR AWARDS AND DECORATIONS

Defense Distinguished Service Medal

Legion of Merit

Distinguished Flying Cross

Bronze Star Medal

Meritorious Service Medal with two oak leaf clusters

Air Medal with oak leaf cluster

Aerial Achievement Medal

Air Force Commendation Medal with oak leaf cluster

Joint Service Achievement Medal

Iraq Campaign Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 1991

First Lieutenant May 1993

Captain May 1995

Major March 2002

Lieutenant Colonel March 2006

Colonel October 2009

Brigadier General June 2016

(Current as of December 2017)

Brigadier General Joseph (JP) McGee
Deputy Commanding General (Operations), U.S. Army Cyber
Command

Brigadier General JP McGee currently serves as the Deputy Commanding General (Operations) for Army Cyber Command, Fort Belvoir, Virginia.

A native of Atherton, California, BG McGee attended and received his commission from the United States Military Academy at West Point.

BG McGee began his career at Fort Lewis, Washington, where he served in 2d Battalion, 60th Infantry Regiment as a Rifle Platoon Leader and Scout Platoon Leader then transitioned to 2d Battalion, 75th Ranger Regiment, as a Rifle Platoon Leader and Company Executive Officer. Throughout his career, he has served in the following units and positions: 3rd Battalion, 505th Parachute Infantry Regiment, 82nd Airborne Division at Fort Bragg, North Carolina as the Battalion Assistant S3 and Bravo Company Commander; 1st Battalion, 75th Ranger Regiment as the Battalion Assistant S3 and Charlie Company Commander; 2d Battalion, 75th Ranger Regiment as a Liaison Officer, Operations Officer and Executive Officer. During his time with 2d Ranger Battalion he deployed to Afghanistan and Iraq in support of Operation Enduring Freedom and Operation Iraqi Freedom.



In 2004, BG McGee served as the JIATF Director for Joint Special Operations Command. Following this assignment, he was assigned to the 101st Airborne Division (Air Assault), Fort Campbell, Tennessee where he commanded the 2d Battalion, 327th Infantry Regiment, 1st BCT (Bastogne), from December 2006-2009. During this time, Task Force No Slack conducted combat operations in Samarra, Iraq. Following Battalion Command, BG McGee served as the Deputy Executive Assistant to the 17th Chairman of the Joint Chiefs of Staff, Admiral Michael Mullen. He returned to the Bastogne Brigade at Fort Campbell and served as its Brigade Commander through October 2013. During his time as the Bastogne Brigade Commander, the unit served as one of the first Advise and Assist Brigades in Afghanistan that facilitated the transition of Security Forces in Nangarhar, Kunar and Nuristan provinces from 2012-2013. Upon completion of brigade command, BG McGee returned to Washington, D.C and served as the Executive Officer to the 38th Chief of Staff of the Army, General Raymond Odierno. Most recently, he served as the Deputy Commander of Sustainment for 1st Cavalry Division at Fort Hood, Texas.

BG McGee is a graduate of the Command and General Staff College, Infantry Officer Basic and Advanced Courses, Ranger School, and Pathfinder School. He holds a Master's Degree in Administration from Central Michigan University, and served as a National Security Affairs Fellow at the Hoover Institution at Stanford University. His work has been published in academic publications, including Stanford's Hoover Digest.

BG McGee's awards and decorations include the Defense Superior Service Medal, the Legion of Merit, Bronze Star Medal (6 OLC), the Defense Meritorious Service Medal, the Meritorious Service Medal (4 OLC), the Joint Service Commendation Medal, the Army Commendation Medal (4 OLC), the Joint Service Achievement Medal, the Army Achievement Medal (4 OLC), the Combat Infantryman's Badge, Expert Infantryman's Badge, Master Parachutist Badge, Pathfinder Badge, and the Ranger Tab.

BG McGee is the proud father of three children.



Army Reserve Aviation Command Commanding General

Brig. Gen. Scott R. Morcomb

Brigadier General (Brig. Gen.) Scott R. Morcomb graduated as the distinguished military graduate from Winona State University and was commissioned as a Second Lieutenant, through the Reserve Officers' Training Corps at Winona State University in 1986.

Immediately following his commissioning, he entered active duty at Fort Rucker, Alabama and graduated from flight school in February 1988 as the Distinguished Graduate. His first assignment was with the 224th Military Intelligence Battalion in Savannah, Georgia. While with the 224th Military Intelligence Battalion, from March 1988 to December 1991, he served as the Battalion S-2, the Headquarters and Headquarters Company (HHC) Executive Officer, the Bravo Company Operations Officer and as the Maintenance Officer while deployed to Honduras.

In 1990, Brig. Gen. Morcomb deployed to Iraq with the 15th Military Intelligence Battalion in Support of Operation Desert Storm. During his deployment, he served as the Executive Officer for Alpha Company 15th Military Intelligence Battalion. Following the Gulf War, Brig. Gen. Morcomb was released from active duty and joined the Army Reserve.

Upon joining the Army Reserve, Brig. Gen. Morcomb served in a variety of assignments. They include HHC Commander 6-52nd Aviation Regiment, Battalion S-4 6-52nd Aviation Regiment, Commander Bravo Company 6-52nd Aviation Regiment, Battalion S-3 6-52nd Aviation Regiment, Commander Charlie Company 6-52nd Aviation Regiment in support of Operation Iraqi Freedom, S-3 Task Force Hawk in support of Iraqi Freedom, S-3 244th Aviation Brigade, Team Chief 75th Training Command, Commander 3rd Brigade Great Lakes Division, 75th Training Command and Chief of Staff for the 11th Theater Aviation Command. Prior to accepting command, Colonel Morcomb served as the Aviation Director, U.S. Army Reserve Command G-3/5/7 Aviation.

Brig. Gen. Morcomb is a Master Army Aviator. He is qualified in the UH-1, RU-21, OV-1, and the C-12. He has flown over 3,500 hours in U.S. Army Aircrafts. His military education includes Combined Arms and Staff College (CAS3), Command General Staff College (CGSC) and the US Army War College.

In his civilian career, Brig. Gen. Morcomb works as a pilot for American Airlines. He is currently an International First Officer on the Boeing 787 (Dreamliner). With American Airlines, he has flown the Boeing 777, Boeing 727, Fokker 100, McDonnell Douglas S80, Boeing 757 and 767. He has amassed over 15,000 hours as a Pilot with American Airlines.

Brig. Gen. Morcomb received his Bachelor of Science degree in Physical Science from Winona State University in Winona, Minnesota.

His awards include the Bronze Star, Meritorious Service Medal with four Oak Leaf Clusters, the Army Commendation Medal with two Oak Leaf Clusters and the Air Medal.

Brig. Gen. Morcomb has been married to his wife, Janna, for 29 years and currently lives in Winona, Minnesota. Brig. Gen. Morcomb and Janna have two children; Ciara and Bryant and one grandchild.

The logo features the United States Navy seal on the left, which includes an eagle with wings spread, holding an anchor, surrounded by the words "DEPARTMENT OF THE NAVY" and "UNITED STATES OF AMERICA". To the right of the seal, the words "United States Navy" are written in a blue serif font, and "Biography" is written in a larger, bold blue serif font. A blue horizontal line with an arrowhead pointing to the right is positioned below the word "Biography".

United States Navy Biography

REAR ADMIRAL SAMUEL J. PAPARO **Commander, Carrier Strike Group 10**

Rear Adm. Sam Paparo, a native of Morton, Pennsylvania graduated from Villanova University and was commissioned in July 1987. He holds a Master of Arts in International Studies from Old Dominion University and a Master of Science in Systems Analysis from the Naval Postgraduate School. He is also a graduate of the Air Command and Staff College, the Air War College, the Naval War College and the Joint and Combined Warfighting School. He is a Top Gun graduate and has flown over 6,000 hours in the F-14, F-15 and F/A-18 and 1,100 carrier landings.



Operational command tours include Strike Fighter Squadron (VFA) 195 in the Forward Deployed Naval Forces, Yokosuka, Japan, deploying in Kitty Hawk Strike Group; and Commander, Carrier Air Wing 7, embarked in Dwight D. Eisenhower Carrier Strike Group for combat operations supporting Operation Enduring Freedom. He also commanded Provincial Reconstruction Team, Nuristan Province, Afghanistan, executing counter-insurgency operations in eastern Afghanistan with the 3rd Brigade, 10th Mountain Division and the 173rd Airborne Brigade. Other operational assignments include Fighter Squadron 14, flying the F-14 Tomcat during deployed operations in the Middle East and Balkans with John F. Kennedy and Dwight D. Eisenhower Strike Groups and VFA-15, flying the F/A-18 Hornet during deployed operations in Afghanistan with Theodore Roosevelt and Enterprise Strike Groups, and joint service with the U.S. Air Force flying the F-15C Eagle with the 71st Fighter Squadron.

His shore assignments include the staff of Commander, Naval Air Forces, as F/A-18 training, readiness and requirements officer; commanding officer of VFA-106; Programming Division (OPNAV N80) Branch head, Strategy and Resource and Requirements Review Board Branch; Navy corporate fellow in corporate strategy at Lockheed Martin; and battle director at the Combined Air and Space Operations Center, Al Udeid, Qatar. Executive staff tours include service as executive assistant to Commander, U.S. Fleet Forces Command and executive assistant to the Chief of Naval Operations.

Paparo assumed command of Carrier Strike Group 10 in July 2017.



FEMA

Damon C. Penn

Assistant Administrator,
Response

Mr. Damon Penn currently serves as the Assistant Administrator of the Response Directorate. In this role, Mr. Penn leads an organization that provides the core, coordinated Federal operational response capability needed to save and sustain lives, minimize suffering, and protect property in a timely and effective manner in communities that become overwhelmed by natural disasters, acts of terrorism, or other emergencies. Response program activities encompass the coordination of Federal emergency management response operations and planning.

Prior to Mr. Penn's role in Response, he served as the Assistant Administrator of National Continuity Programs (NCP), from September 2009 to August 2015, where he was responsible for ensuring the Executive Branch of government could function under all conditions. He was also responsible for refining continuity at all levels of government. Mr. Penn also deployed to Haiti as the DHS task force leader for assistance to the survivors of the 2010 Earthquake and served as FEMA's Deputy Director of Disaster Operations for Hurricane Sandy in 2011. He joined NCP after retiring from the U.S. Army as a Colonel. His military career included senior staff positions, leadership of an advisory team in Iraq, and brigade and battalion commands.

Mr. Penn's association with FEMA began in 2004 when he served as the Defense Coordinating Officer (DCO) for Florida. There he was part of the FEMA emergency response team, responsible for all Department of Defense assets, providing millions of pounds of relief supplies and other forms of support to assist the Florida emergency management effort. He also served as the DCO the following year in support of Mississippi's efforts during Hurricane Katrina.

Prior to joining NCP, Mr. Penn spent more than two years as the Director of Operations for the Joint Force Headquarters (JFHQ), National Capital Region and the United States. While leading the JFHQ, Mr. Penn oversaw intelligence, operations, force protection/anti-terrorism, planning, operations center, training, ceremonies, and security for the largest and most influential directorate in the command. Mr. Penn worked directly with local, state, and federal partners to reinforce the DoD's role as a supporter of the lead federal agency during a crisis. During his time at the JFHQ, Mr. Penn directed numerous national security events, including the 2009 Presidential Inauguration, two State of the Union addresses, and official visits from Queen Elizabeth and Pope Benedict XVI.

Additionally, during his 30-plus years with the U.S. Army, Mr. Penn held numerous other leadership positions, including U.S. Army Advisor to the Iraqi National Police; Commander of the Training Support Brigade in Fort Knox, KY; Armor Branch Chief at U.S. Army Human Resources Command in Alexandria, VA; Inspector General with the 4th Infantry Division in Fort Hood, TX; as well as Battalion Commander of the 1st Battalion, 67th Armor, 4th Infantry Division, also at Fort Hood, TX.

Mr. Penn has received several top honors during his distinguished career with the military; including, two Legion of Merit Awards, the Bronze Star Medal, two Defense Meritorious Service Medals, five Meritorious Service Medals, four Army Commendation Medals, and the Combat Action Badge, among many other honors and awards.

Mr. Penn studied at the U.S. Navy War College, earning a Master of Arts in National Security and Strategic Studies in 2003. He also earned a Master of Science in Administration from Central Michigan University in 1993 and a Bachelor of Science degree in Criminal Justice from the University of North Carolina, Charlotte in 1981.



North American Aerospace Defense Command

Biography

Directorate of Public Affairs, Headquarters, North American Aerospace Defense Command
250 Vandenberg, Suite B016, Peterson AFB, CO 80914-3808
Phone: (719) 554-6889 DSN: 692-6889

BRIGADIER GENERAL KIRK S. PIERCE, USAF

Brigadier General Kirk S. Pierce is the Deputy Director of Operations, Headquarters North American Aerospace Defense Command, Peterson Air Force Base, Colorado. As the Deputy Director, he is responsible for supporting the execution of aerospace warning, aerospace control, and maritime warning for North America to include the Canadian, Alaskan, and continental United States NORAD Regions within the bi-national command.

General Pierce was commissioned in May 1988 through the Reserve Officer Training Corps program at the University of Notre Dame. He has commanded at the Squadron, Group, and Wing level. He has served and commanded in various operational assignments in support of Operations Southern Watch, Noble Eagle, Iraqi Freedom, New Dawn, Enduring Freedom and Unified Protector. Additionally, he has experience in a variety of staff assignments at the HQ Air Staff and the Office of the Secretary of Defense. General Pierce is a command pilot with more than 4,700 hours, primarily in the F-16, and has flown combat operations in Iraq.



Prior to his current assignment, General Pierce served as the Air National Guard Director of Operations, Senior Intelligence Officer, and Chief Information Officer, NGB/A2/3/6/10, at the National Guard Bureau, Washington, D.C.

EDUCATION

1988 Bachelor of Science in Aerospace Engineering, University of Notre Dame, Notre Dame, Ind.
1995 Squadron Officer School (SOS), Maxwell Air Force Base, Ala.
2003 Air Command and Staff College (ACSC), Maxwell Air Force Base, Ala., by correspondence
2007 Master of Science, National Security Strategy, National War College, Ft. McNair, Washington D.C.
2007 National War College, National Defense University (NDU) Ft McNair, Washington D.C.
2012 Syracuse NSLC, Syracuse University, Syracuse, N.Y.
2014 Massachusetts Institute of Technology Center for International Studies, Seminar XXI, Washington D.C.
2016 Senior Executives in National and International Security, Harvard University, Harvard, Mass.

ASSIGNMENTS

1. April 1988 - May 1989, Student, Undergraduate Pilot Training, Williams Air Force Base, Ariz.
2. May 1989 - August 1989, Student, Pilot Instructor Training, Randolph Air Force Base, Texas.
3. September 1989 - December 1992, T-38 Instructor Pilot and assistant Flight Commander, 99th Flying Training Squadron, Williams Air Force Base, Ariz.
4. December 1992 - March 1995, Flight Commander and T-38 Instructor Pilot, 50th Flying Training Squadron, Columbus Air Force Base, Miss.

5. March 1995 - January 1996, Student, F-16 Initial Qualification Training, 309th Fighter Squadron, Luke Air Force Base, Ariz.
6. January 1996 - April 1998, Chief of Scheduling, Chief of Training, F-16 Instructor Pilot and Mission Commander, 79th Fighter Squadron, Shaw Air Force Base, S.C.
7. May 1998 - May 1999, Flight Commander, F-16 Instructor Pilot, Mission Commander, and Standardization and Evaluation Flight Examiner, 80th Fighter Squadron, Kunsan Air Base, Korea
8. May 1999 - June 2001, Flight Commander, F-16 Instructor Pilot, Mission Commander, and Standardization and Evaluation Flight Examiner, 138th Fighter Squadron, Hancock Field, N.Y.
9. June 2001 - August 2006, – Director of Operations, Chief of Current Operations, Operations Group Chief of Standardization and Evaluation, Flight Commander, F-16 Instructor Pilot, Mission Commander, and Standardization and Evaluation Flight Examiner, 121st Fighter Squadron, Andrews Air Force Base, Md.
10. August 2006 - June 2007, Student, National War College, NDU Ft McNair, Washington, D.C.
11. June 2007 - June 2010, Commander, F-16 Instructor Pilot, Mission Commander, and Standardization and Evaluation Flight Examiner, 121st Fighter Squadron, Andrews Air Force Base, Md.
12. June 2010 - October 2011, Commander, 113th Operations Group, Joint Base Andrews, Md.; deployment, January 2011 - May 2011, Battle Director, Combined Air and Space Operations
13. October 2011 - March 2012, Chief, Strategy and Analysis Division, NGB/A8XA9, Joint Base Andrews, Md.
14. March 2012 - June 2013, Director of Air, Space, and Cyber Operations, NGB/A3, Joint Base Andrews, Md.
15. June 2013 - June 2014, Senior Military Advisor to the Deputy Assistant Secretary of Defense for Policy – Strategy and Force Development, OSD(P)/SPF, Pentagon, Washington, D.C.
16. June 2014 - January 2015, Director of Plans and Programs, NGB/A8A9, Joint Base Andrews, Md.
17. January 2015 - April 2016, Commander, 173d Fighter Wing, Kingsley Field, Ore.
18. April 2016 – April 2017, Director, NGB/A2/3/6/10, National Guard Bureau, Joint Base Andrews, Md.
19. April 2017- Present, Deputy Director of Operations, NORAD Headquarters, Peterson Air Force Base, Colo.

SUMMARY OF JOINT ASSIGNMENTS

1. June 2010 – October 2011, Commander, 113th Operations Group, Joint Base Andrews, Md.; deployment, January 2011 – May 2011, Battle Director, Combined Air and Space Operations as a Colonel
2. June 2013 – June 2014, Senior Military Advisor to the Deputy Assistant Secretary of Defense for Policy - Strategy and Force Development, OSD(P)/SPF, Pentagon, Washington, D.C as a Colonel
3. April 2017 – Present, Deputy Director of Operations, NORAD Headquarters, Peterson Air Force Base, Colo as a Brigadier General

FLIGHT INFORMATION

Rating: Command Pilot

Flight Hours: 4,700+

Aircraft Flown: F-15C/D, F-16C+/D/CJ, AT-38, and T-38

MAJOR AWARDS AND DECORATIONS

Legion of Merit with two oak leaf clusters

Purple Heart

Defense Meritorious Service Medal

Meritorious Service Medal with five oak leaf clusters

Air Medal with three oak leaf clusters

Aerial Achievement medal with two oak leaf clusters

AF Commendation Medal with Valor device and three oak leaf clusters

AF Combat Action Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 1, 1988

First Lieutenant Oct. 1, 1990

Captain Oct. 1, 1992

Major Nov. 1, 1999

Lieutenant Colonel Jan. 1, 2005

Colonel Jun. 1, 2010

Brigadier General Apr. 3, 2016

(Current as of November 2017)

BRIGADIER GENERAL HEATHER L. PRINGLE

Brigadier General Heather L. Pringle, Commander, 502nd Air Base Wing and Joint Base San Antonio, Texas, which unifies 11 geographically distinct locations including JBSA-Randolph, JBSA-Fort Sam Houston, JBSA-Lackland, and JBSA-Camp Bullis. The 8,000-person 502 ABW executes 49 installation support functions to enable the largest Joint Base in DoD consisting of 266 Mission Partners, 80,000 full-time personnel and a local community of more than 250,000 retirees. The 502 ABW also manages and provides oversight for major projects, facilities and infrastructure worth \$37 billion.

Prior to assuming her current position, General Pringle served as the Executive Officer to the Chief of Staff of the Air Force, directly supporting him in all official duties and engagements with Congress, Allies, the Joint Staff, Combatant Commands and other government agencies. She assessed competing demands across a full spectrum of Air Force and joint service issues and integrated strategic priorities to support his leadership of the 660,000 personnel serving in the United States Air Force.



General Pringle received her commission from the U.S. Air Force Academy in 1991. She has experience in science and technology development, acquisition program management and program and budget analysis. In addition, she promoted international relationships, interoperable capabilities and sustained engagement with partners in the Middle East and Asia during her tenure as commander of the 555th International Materiel Squadron and while serving in Afghanistan as the Political Advisor's Staff Director for the International Security Assistance Forces. As Vice Commander of 377th Air Base Wing, she assisted in commanding 2,500 personnel serving the Air Force nuclear enterprise and providing mission support to 23,000 military and civilian employees at Kirtland Air Force Base, New Mexico.

EDUCATION

1991 Bachelor of Science, Human Factors, U.S. Air Force Academy, Colorado Springs, Colo.

1992 Master of Arts, Engineering Psychology, University of Illinois Urbana-Champaign, Urbana, Ill.

1997 Squadron Officer School, Maxwell Air Force Base, Ala.

2000 Doctorate of Philosophy, Engineering Psychology, University of Illinois Urbana-Champaign, Urbana, Ill.

2005 Distinguished Graduate, Master of Science, Military Operational Art and Science, Air Command and Staff College, Maxwell Air Force Base, Ala.

2011 Distinguished Graduate, Master of Science, National Security Strategy, National War College, Fort McNair, Washington, D.C.

ASSIGNMENTS

1. August 1991 - August 1992, Student, Department of Psychology, University of Illinois Urbana-Champaign, Ill.

2. September 1992 - July 1994, Operations and Control Integration Manager, Joint Surveillance Target Attack Radar System Program, Electronic Systems Command, Hanscom AFB, Mass.

3. August 1994 - June 1995, Executive Officer, 66th Air Base Wing, Electronic Systems Command, Hanscom AFB, Mass.

4. June 1995 - July 1997, Instructor/Personnel Officer, Behavioral Sciences and Leadership Department, U.S. Air Force Academy, Colo.

BRIGADIER GENERAL HEATHER L. PRINGLE

5. August 1997 - May 2000, Student, Department of Psychology, University of Illinois Urbana-Champaign, Ill.
6. June 2000 - July 2003, Assistant Professor/Executive Officer, then Assoc. Prof/Human Factors Track Chief, Behavioral Sciences and Leadership Department, U.S. Air Force Academy, Colo.
7. July 2003 - July 2005, Deputy, later, Chief, Warfighter Training Research Branch, Air Force Research Laboratory, Mesa, Ariz.
8. July 2005 - June 2006, Student, Air Command and Staff College, Maxwell AFB, Ala.
9. June 2006 - July 2007, Israel Country Director/European Command Branch Chief, Mideast/Africa Division, Secretary of the Air Force International Affairs, Rosslyn, Va.
10. August 2007 - February 2008, Staff Director, Political Advisor's Office, Headquarters, International Security Assistance Force, Afghanistan
11. March 2008 - August 2008, Iraq Country Director/Assistant Division Chief, Mideast/Africa Division, Secretary of the Air Force International Affairs, Rosslyn, Va.
12. August 2008 - July 2010, Commander, 555th International Materiel Squadron, Air Force Security Assistance Center, Wright-Patterson AFB, Ohio
13. August 2010 - June 2011, Student, National War College, Fort McNair, Md.
14. July 2011 - May 2013, Analysis Branch Chief, later, Deputy Chief, Program and Budget Analysis Division, Joint Staff J-8, Washington D.C.
15. May 2013 - May 2014, Vice Commander, 377th Air Base Wing, Kirtland AFB, N.M.
16. May 2014 – August 2016, Executive Officer to the Chief of Staff of the Air Force, Washington D.C.
17. August 2016 – present, Commander, 502d Air Base Wing and Joint Base San Antonio, Texas

SUMMARY OF JOINT ASSIGNMENTS

1. July 2011 - May 2013, Analysis Branch Chief, later, Deputy Chief, Program and Budget Analysis Division, Joint Staff J-8, Washington D.C., as a Colonel

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
Legion of Merit
Defense Meritorious Service Medal
Meritorious Service Medal with four oak leaf clusters
Air Force Commendation Medal with one oak leaf cluster
Air Force Achievement Medal with one oak leaf cluster
Joint Meritorious Unit Award
Air Force Organizational Excellence Award with two oak leaf clusters

PROMOTIONS

Second Lieutenant May 29, 1991
First Lieutenant May 29, 1993
Captain May 29, 1995
Major March 1, 2002
Lieutenant Colonel December 1, 2006
Colonel September 1, 2011
Brigadier General August 5, 2016

(Current as of September 2016)



BIOGRAPHY

UNITED STATES AIR FORCE



BRIGADIER GENERAL BRYAN P. RADLIFF

Brig. Gen. Bryan P. Radliff is the Mobilization Assistant to the Commander, 12th Air Force, Air Combat Command, and Commander, Air Forces Southern, U.S. Southern Command, Davis-Monthan Air Force Base, Arizona. Twelfth Air Force ensures the readiness of seven active duty wings and one direct reporting unit for contingency operations, and oversees 15 gained Air Reserve Component units totaling more than 360 aircraft and 20,300 Airmen. As the air and space component to U.S. Southern Command, Air Forces Southern conducts security cooperation and provides air, space and cyberspace capabilities throughout the 31 nations of Latin America and the Caribbean.



General Radliff entered the Air Force in 1989 as a Distinguished Graduate of the Reserve Officer Training Corps. He has served as a T-38 and F-15C instructor pilot and flight examiner and as a mission ready pilot in the F-22 and F-16. He has commanded a detachment, fighter group, and a fighter wing, and is a Joint Qualified Officer. He served in the regular Air Force and in the Air National Guard before joining the Air Force Reserve in 2003.

Prior to his current assignment, General Radliff was the Vice Commander, 10th Air Force, Naval Air Station, Joint Reserve Base Fort Worth, Texas. He was responsible to assist the 10th Air Force Commander in leading a staff of 64 personnel and ensuring combat mission readiness for 22 units consisting of over 150 aircraft, 13 different major weapon systems and 17,000 Citizen Airmen. In his civilian job, he is an airline pilot with a major U.S. carrier.

EDUCATION

1989 Bachelor of Science, Justice Administration, Southern Illinois University, Carbondale
 1995 Squadron Officer School, Maxwell AFB, Ala.
 2005 Air Command and Staff College, by correspondence
 2007 Air War College, by correspondence
 2008 Joint and Combined Warfighter School, Joint Forces Staff College, Norfolk Naval Station, Va.
 2009 Master of Aeronautical Science, Aerospace and Aviation Management, Embry-Riddle Aeronautical University, Daytona Beach, Fla.
 2014 Air Force Enterprise Leadership Seminar, Kenan-Flagler Business School, University of North Carolina, Chapel Hill

ASSIGNMENTS

1. March 1990 - March 1991, Student, Undergraduate Pilot Training, Reese AFB, Texas.
2. March 1991 - July 1996, T-38 Evaluator and Instructor Pilot, 54th Flying Training Squadron, Reese AFB, Texas.
3. July 1996 - March 1997, Student, F-15C Formal Training Unit, Tyndall AFB, Fla.
4. March 1997 - January 2000, Flight Commander, 58th Fighter Squadron, Eglin AFB, Fla.
5. January - July 2000, Assistant Director of Operations, 60th Fighter Squadron, Eglin AFB, Fla.
6. July 2000 - October 2003, F-15C Instructor Pilot, Florida Air National Guard, Tyndall AFB, Fla.
7. October 2003 - April 2008, Commander, Detachment 4, 307th Fighter Squadron, Eglin AFB, Fla.
8. April 2008 - October 2010, Strategic Planner and Reserve Advisor, Office of the Assistants to the Chairman, Joint Chiefs of Staff for National Guard and Reserve Matters, the Pentagon, Washington, D.C.
9. October 2010 - April 2011, Commander, 44th Fighter Group, Holloman AFB, N.M.
10. April 2011 - November 2012, Commander, 477th Fighter Group, Joint Base Elmendorf-Richardson, Alaska
11. November 2012 - November 2015, Commander, 419th Fighter Wing, Hill AFB, Utah
12. November 2015 – November 2016, Vice Commander, 10th Air Force, NAS Fort Worth JRB, Texas
13. November 2016 – present, Mobilization Assistant to the Commander, 12th Air Force, Air Combat Command, and Commander, Air Forces Southern, U.S. Southern Command, Davis-Monthan AFB, Ariz.

SUMMARY OF JOINT ASSIGNMENTS

1. April 2008–October 2010, Strategic Planner and Reserve Advisor, Office of the Assistants to the Chairman, Joint Chiefs of Staff for National Guard and Reserve Matters, Joint Staff, the Pentagon, Washington, D.C., as a lieutenant colonel.
2. November 2016 - present, Mobilization Assistant to the Commander, Air Forces Southern, U.S. Southern Command, Davis-Monthan AFB, Ariz., as a brigadier general

FLIGHT INFORMATION

Rating: command pilot

Flight hours: more than 3,500

Aircraft flown: T-38, F-15C, F-16, F-22

MAJOR AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster

Defense Meritorious Service Medal

Meritorious Service Medal with oak leaf cluster

Air Medal

Air Force Commendation Medal with oak leaf cluster

Air Force Achievement Medal

Air Force Outstanding Unit Award with four oak leaf clusters

Combat Readiness Medal with silver oak leaf cluster

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Oct. 8, 1989

First Lieutenant Oct. 8, 1991

Captain Oct. 8, 1993

Major Nov. 20, 2000

Lieutenant Colonel Aug. 18, 2005

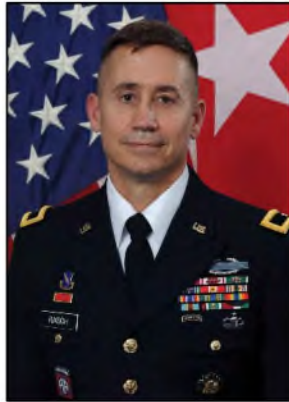
Colonel Oct. 1, 2010

Brigadier General March 1, 2017

(Current as of March 2017)



BRIGADIER GENERAL ROBERT A. RASCH, JR.
DEPUTY PROGRAM EXECUTIVE OFFICER
PROGRAM EXECUTIVE OFFICE, MISSILES AND SPACE



Brigadier General Robert (Rob) Rasch is the Deputy Program Executive Officer for Missiles and Space, Program Executive Office (PEO) Missiles and Space, Redstone Arsenal, AL. He is responsible for the development, production, fielding, and life cycle management of the Army's missile and space related systems. BG Rasch assumed his current duties in September 2016.

Prior to this position, BG Rasch served as the Military Deputy to the Commanding General of the U.S. Army Aviation and Missile Command (AMCOM), Redstone Arsenal. Prior to that he was Chief of Staff to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)), Washington D.C., where he served under Honorable Heidi Shyu within the Army Secretariat.

BG Rasch has served in a variety of Infantry, Systems Automation and Acquisition assignments including 3/504th Parachute Infantry Regiment in the 82nd Airborne Division (Rifle Platoon Leader, Mortar Platoon Leader and Company Executive Officer) and later commanding D Co/1-15 Infantry (Mechanized) in the 3rd Infantry Division. After graduate school, he served as a Senior Projects Officer at the Battle Command Battle Lab – Fort Leavenworth, and then in the 19th Theater Support Command, Republic of Korea as the Combat Service Support Automation Management Officer.

His previous Acquisition assignments include: Chief, Knowledge Base Engineer and later Assistant Program Manager for the DARPA Future Combat Systems Command and Control (FCS C2) program; Product Manager for the Army's One Semi-Automated Forces (OneSAF) constructive simulation program at the Program Executive Office for Simulation, Training and Instrumentation (PEO STRI); and Project Manager for the Army Integrated Air and Missile Defense (AIAMD) Program, part of the Program Executive Office for Missiles and Space prior to moving to Washington DC to assume duties as the Chief of Staff for ASA(ALT).

BG Rasch entered the Army through the University of Georgia ROTC Program in 1989 where he was commissioned as an Infantry Second Lieutenant. He graduated Georgia with a Bachelors of Business Administration (BBA) in Management Information Systems. He later received a Masters of Science in Computer Science from Northwestern University and a Masters of Strategic Studies from the United States Army War College.

His military awards and decorations include the Legion of Merit with 1 oak leaf cluster, Meritorious Service Medal with 4 oak leaf clusters, Army Commendation Medal with 3 oak leaf clusters, Army Achievement Medal with 3 oak leaf clusters, National Defense Service Medal, Southwest Asia Service Medal with 2 Battle Stars, Global War on Terrorism Service Medal, Kuwaiti Kuwait Liberation Medal, Saudi Arabian Kuwait Liberation Medal, Army Service Ribbon, Overseas Service Ribbon, Combat Infantryman Badge, Expert Infantryman Badge, Ranger Tab and Senior Parachutist Badge.

Brigadier General Rasch is married to the former Shawndell Mann from Sebring, Florida. They have two children -- a daughter, Darby, and a son, Michael.



BG Rohling graduated with a degree in Engineering from the University of South Florida, Tampa and commissioned a 2nd Lieutenant of Infantry in 1989. His first assignment was as a Platoon Leader in the 7th Infantry Division, Ft Ord, California where he participated in OPERATION JUST CAUSE, Panama.

BG Rohling subsequently served in the 1st Ranger Battalion, 75th Ranger Regiment in Savanna, Georgia, 1st and 3rd Infantry Divisions in Germany, 6th Ranger Training Battalion in Florida and as a Vietnam MIA/POW Team Commander, Joint Task Force Full Accounting in Hawaii.

Upon completion of the Command and General Staff College BG Rohling served in Italy with the Southern European Task Force, Airborne (SETAF) and deployed for two tours in Iraq and Afghanistan with the 173rd Airborne Brigade during OPERATION IRAQI FREEDOM and OPERATION ENDURING FREEDOM. He subsequently commanded the 3rd Battalion 187th Infantry (Rakkasan) at Fort Campbell and in OPERATION IRAQI FREEDOM before becoming the Infantry Branch Chief and attending the National War College at FT McNair, VA.

BG Rohling returned to Italy to command the 173rd Airborne Brigade in Vicenza and in OPERATION ENDURING FREEDOM, Afghanistan. His post command assignment was as Coordination Group Director and Executive Officer for General Odierno, Army Chief of Staff. Upon promotion, BG Rohling served as the Deputy Commanding General, 10th Mountain Division and Commander, Advise and Assist Command Helmand, Afghanistan in OPERATION FREEDOM'S SENTINEL prior to his current assignment to NATO as the Deputy Chief of Staff-Operations, Allied Rapid Reaction Corps, United Kingdom.

BG Rohling has been married to an amazing woman for the last 25 years and has two wonderful children.



BIOGRAPHY

UNITED STATES AIR FORCE

BRIGADIER GENERAL B. CHANCE SALTZMAN

Brigadier General B. Chance "Salty" Saltzman serves as the Director of Current Operations, Deputy Chief of Staff for Operations, Headquarters U.S Air Force, Washington, D.C. The directorate, encompassing five divisions, the Air Force Operations Group and the Air Force Flight Standards Agency, is responsible for policy, guidance, and oversight of Air Force current operations in air, space and cyberspace. The Directorate provides time-sensitive situational awareness and analysis to Air Force senior leaders and links worldwide operations with core Air Force processes to enable global vigilance, reach and power.

General Saltzman is a graduate of Boston University and was commissioned in 1991. He has operational experience with missile and space systems, as a Minuteman III launch officer, and as a satellite operator for the National Reconnaissance Office. A graduate of the U.S. Air Force Weapons School, General Saltzman has also served as an instructor at the school at Nellis AFB, Nev. After graduating from the School of Advanced Air and Space Studies, General Saltzman was assigned to the Joint Space Operations Center where he was Chief of Combat Plans and later Chief of Combat Operations. Following his National Security Fellowship at Harvard, he served as the Chief of Strategic Plans and Policy Division in the USAF Headquarters.



General Saltzman has commanded at the squadron, group and wing levels including the 614th Space Operations Squadron and the 1st Space Control Squadron at Vandenberg AFB, Calif., the 460th Operations Group at Buckley AFB, Colo. and the Commander, Aerospace Data Facility Colorado (ADF-C), Aurora, Colo.

EDUCATION

- 1991 Bachelor of Arts, History, Boston University, Boston, MA
- 1992 *Distinguished Graduate*, Undergraduate Missile Training, Vandenberg AFB, CA
- 1994 Master of Public Administration, University of Montana
- 1997 Air Assault School, Fort Belvoir, VA
- 1998 Master of Strategic Management, George Washington University, Washington DC
- 1998 *Distinguished Graduate*, Squadron Officer School, Maxwell AFB, AL
- 2001 *Distinguished Graduate*, U.S. Air Force Weapons School, Nellis AFB, NV
- 2004 *Distinguished Graduate*, Air Command and Staff College, Maxwell AFB, AL
- 2005 School of Advanced Air and Space Studies, Maxwell AFB, AL
- 2006 Air War College (Non-residence), Vandenberg AFB, CA
- 2009 SDE National Security Fellowship, JFK School of Government, Harvard University, Cambridge, MA
- 2010 Director of Space Forces Course, National Security Space Institute, Colorado Springs, CO
- 2011 Leadership Enhancement Program, Center for Creative Leadership, Greensboro, NC
- 2014 Joint and Combined Warfighting School, Joint Professional Military Education II, Norfolk, VA
- 2017 Continuous Process Improvement for Executives, Institute for Defense Business, Durham NC
- 2017 Enterprise Leadership Seminar, University of North Carolina, Chapel Hill, NC

ASSIGNMENTS

1. March 1992 – July 1992, Undergraduate Missile Training, Vandenberg AFB CA
2. July 1992 – June 1996, Missile Combat Crew, 10th Strategic Missile Squadron and Wing Missile Combat Crew Instructor and Evaluator, 341st Strategic Missile Wing, Malmstrom AFB MT

3. July 1996 – May 1998, Air Force Intern, Pentagon, Washington DC
4. June 1998 – June 2001, Flight/CC, OD-Four, National Reconnaissance Office, Onizuka Air Station, CA
5. July 2001 – June 2003, Instructor, U.S. Air Force Weapons School, Nellis AFB NV
6. July 2003 – June 2004, Student, Air Command and Staff College, Maxwell AFB AL
7. July 2004 – June 2005, Student, School of Advanced Air and Space Studies, Maxwell AFB AL
8. July 2005 – June 2006, Chief, Combat Plans Division, Joint Space Operations Center, Vandenberg AFB CA
9. July 2006 – June 2007, Commander, 614th Space Operations Squadron, Vandenberg AFB CA
10. July 2007 – June 2008, Commander, 1st Space Control Squadron, Vandenberg AFB CA
11. July 2008 – June 2009, National Security Fellow, JFK School of Government, Harvard University, Cambridge, MA
12. July 2009 – May 2010, Chief, Strategic Plans and Policy Division, Directorate of Operational Planning, Policy and Strategy, HQ USAF, Pentagon, Washington, DC
13. June 2010 – June 2012, Commander, 460th Operations Group, Buckley AFB CO
14. July 2012 – June 2014, Commander, Aerospace Data Facility – Colorado, Buckley AFB CO
15. June 2014 – Feb 2015, Deputy Director Plans and Programs, HQ Air Force Space Command, Peterson AFB, Colo.
16. Mar 2015 – May 2016, Executive Officer to the Commander, Air Force Space Command, Peterson AFB CO
17. Jun 2016 – May 2017, Director of Future Operations, Deputy Chief of Staff for Operations, HQ USAF, Pentagon, DC
18. Jun 2017 – Present, Director of Current Operations, Deputy Chief of Staff for Operations, HQ USAF, Pentagon, DC

SUMMARY OF JOINT ASSIGNMENTS

1. July 2005 – June 2006, Chief, Combat Plans Div, Joint Space Operations Center, Vandenberg AFB CA as a Major
2. July 2006 – June 2008, Chief, Combat Ops Div, Joint Space Operations Center, Vandenberg AFB CA as a Lt Col

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
 Legion of Merit
 Defense Meritorious Service Medal
 Meritorious Service Medal with Oak Leaf Cluster
 Air Force Commendation Medal with Oak Leaf Cluster
 Joint Service Achievement Medal
 Air Force Achievement Medal
 Joint Meritorious Unit Award
 Air Force Outstanding Unit Award with four Oak Leaf Clusters
 Air Force Organizational Excellence Award
 Combat Readiness Medal
 National Defense Service Medal with Bronze Star device
 Global War on Terrorism Service Medal
 Air & Space Campaign Medal
 NRO Gold Medal

PUBLICATONS

"Minimum Deterrence and Its Critics," with James Wood Forsyth Jr., Strategic Studies Quarterly, Winter 2010.
"Remembrance of Things Past: The Enduring Value of Nuclear Weapons," with James Wood Forsyth Jr. and Gary Schaub Jr., Strategic Studies Quarterly, Spring 2010.
"Stay Out: Why Intervention Should Not Be America's Policy," Strategic Studies Quarterly, Summer 2009.
Introduction to the United States Air Force, with Tom Searle, AFROTC Text (AS200), Airpower Research Institute, 2001.

BADGES AND WEAPON SYSTEMS

Command Space Badge
 Missile Operations Badge
 Air Assault Badge
 Weapon Systems: Minuteman III, Defense Support Program, Space Based Infrared System

EFFECTIVE DATES OF PROMOTION

Second Lieutenant	May 1991
First Lieutenant	October 1993
Captain	October 1995
Major	August 2002
Lieutenant Colonel	March 2006
Colonel	October 2009
Brigadier General	July 2016

(Current as of Nov 2017)



United States Army

Brigadier General DOUGLAS A. SIMS II

**Director, Operations, Readiness and Mobilization
Office of the Deputy Chief of Staff, G-3/5/7
United States Army
3200 Army Pentagon MD685
Washington, DC 20310-3200
Since: June 2017**



SOURCE OF COMMISSIONED SERVICE USMA

EDUCATIONAL DEGREES

United States Military Academy – BS – Political Science
Webster University – MA – Management

MILITARY SCHOOLS ATTENDED

Infantry Officer Basic and Advanced Courses
United States Army Command and General Staff College
Senior Service College Fellowship - Massachusetts Institute of Technology
Joint and Combined Warfighting School

FOREIGN LANGUAGE(S) None recorded

<u>PROMOTIONS</u>	<u>DATE OF APPOINTMENT</u>
2LT	1 Jun 91
1LT	1 Jun 93
CPT	1 Jun 95
MAJ	1 May 02
LTC	1 Jun 07
COL	1 Oct 12
BG	2 Aug 17

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
Jun 17	Present	Director, Operations, Readiness and Mobilization, Office of the Deputy Chief of Staff, G-3/5/7, United States Army, Washington, DC
Jun 16	May 17	Deputy Commanding General (Support), 1st Cavalry Division, Fort Hood, Texas and OPERATION FREEDOM'S SENTINEL, Afghanistan
Aug 14	Jul 16	Chief of Staff, 4th Infantry Division, Fort Carson, Colorado
Jan 13	Jul 14	Commander, 2d Cavalry Regiment, United States Army Europe, Germany and OPERATION ENDURING FREEDOM, Afghanistan
Aug 11	Jun 12	Senior Service College Fellow, Security Studies, Massachusetts Institute of Technology, Cambridge, Massachusetts
Jan 09	Jul 11	Commander, 1st Squadron, 2d Cavalry Regiment, V Corps, United States Army Europe, Germany and OPERATION ENDURING FREEDOM, Afghanistan
Jul 08	Jan 09	Deputy Regimental Commander, 2d Cavalry Regiment, United States Army Europe, Germany and OPERATION IRAQI FREEDOM, Iraq
Sep 05	May 08	Branch Chief, Concepts Development, later Executive Officer to the Director, Center for Knowledge and Futures (J-7/J-9), United States Special Operations Command, MacDill Air Force Base, Florida
May 04	Sep 05	Operations Officer, 1st Stryker Brigade Combat Team, 25th Infantry Division (Light), Fort Lewis, Washington and OPERATION IRAQI FREEDOM, Iraq
Jun 03	Jun 04	Executive Officer, 1st Battalion, 5th Infantry Regiment, 1st Stryker Brigade, 25th Infantry Division (Light), Fort Lewis, Washington
Aug 02	Jun 03	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
May 01	Jul 02	Aide-de-Camp to the Commanding General, United States Army Military District of Washington, Fort McNair, Washington, DC
Mar 00	May 01	Commander, C Company, later Assistant Operations Officer, 3d United States Infantry (The Old Guard), Fort Myer, Virginia
May 98	Feb 00	Commander, Headquarters and Headquarters Company, 1st Battalion, 501st Parachute Infantry Regiment, 172d Infantry Brigade (Separate), Fort Richardson, Alaska

Apr 96 May 98 Assistant Professor of Military Science, University of Pittsburgh, Pittsburgh, Pennsylvania
 Nov 95 Apr 96 Student, United States Army Infantry School, Fort Benning, Georgia
 Apr 94 Aug 95 Platoon Leader, C Company, 2d Battalion, 75th Ranger Regiment, Fort Lewis, Washington
 Nov 91 Apr 94 Platoon Leader, B Company, later Scout Platoon Leader, Headquarters and Headquarters Company,
 3d Battalion, 505th Parachute Infantry Regiment, 82d Airborne Division, Fort Bragg, North Carolina

SUMMARY OF JOINT ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Branch Chief, Concepts Development, later Executive Officer to the Director, Center for Knowledge and Futures (J-7/J-9), United States Special Operations Command, MacDill Air Force Base, Florida	Sep 05 - May 08	Major/Lieutenant Colonel

SUMMARY OF OPERATIONAL ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Commander, Task Force Forge, Resolute Support Mission, OPERATION FREEDOM'S SENTINEL, Afghanistan	Sep 16 - May 17	Colonel/ Brigadier General
Commander, 2d Cavalry Regiment, United States Army Europe, OPERATION ENDURING FREEDOM, Afghanistan	Jul 13 - Apr 14	Colonel
Commander, 1st Squadron, 2d Cavalry Regiment, V Corps, United States Army Europe, OPERATION ENDURING FREEDOM, Afghanistan	Jun 10 - May 11	Lieutenant Colonel
Deputy Regimental Commander, 2d Cavalry Regiment, 1st Armored Division, United States Army Europe, OPERATION IRAQI FREEDOM, Iraq	Jul 08 - Nov 08	Lieutenant Colonel
Operations Officer, 1st Stryker Brigade Combat Team, 25th Infantry Division (Light), OPERATION IRAQI FREEDOM, Iraq	Sep 04 - Jul 05	Major

US DECORATIONS AND BADGES

Legion of Merit (with 1 Bronze Oak Leaf Cluster)
 Bronze Star Medal (with 2 Bronze Oak Leaf Clusters)
 Defense Meritorious Service Medal
 Meritorious Service Medal (with 4 Bronze Oak Leaf Clusters)
 Army Commendation Medal (with 3 Bronze Oak Leaf Clusters)
 Army Achievement Medal (with Silver Oak Leaf Cluster)
 Combat Infantryman Badge
 Expert Infantryman Badge
 Master Parachutist Badge
 Air Assault Badge
 Ranger Tab
 Pathfinder Badge



BIOGRAPHY



UNITED STATES AIR FORCE

BRIGADIER GENERAL WILLIAM A. SPANGENTHAL

Brig. Gen. William A. Spangenthal is the Director of Plans, Programs, Requirements and Assessments, Headquarters Air Education and Training Command (AETC), Joint Base-San Antonio, Texas. He assists the AETC Commander in planning and programming \$6.5 billion annually supporting 60,000 personnel across 22 bases charged with recruiting, training, and educating for the United States Air Force and our international partners. He develops the Education and Training Core Function Support Plan and AETC's inputs to the Program Objective Memorandum, leads AETC Strategic Planning, manages flying training and technical training operational capability requirements and oversees the Air Force's only studies and analysis squadron.

General Spangenthal graduated from the U.S. Air Force Academy in 1992. He has commanded at the squadron, expeditionary group, and wing levels. Additionally, he has held a variety of joint, major-command and headquarters staff positions. General Spangenthal is a command pilot with more than 3,300 flying hours in the T-37, T-38, C-12, KC-135 and C-17.



Prior to his current assignment, he served as the Director, Secretary of the Air Force and Chief of Staff of the Air Force Executive Action Group, Headquarters U.S. Air Force, Washington, DC.

EDUCATION

- 1992 Bachelor of Science, Operations Research, United States Air Force Academy, Colo.
- 1998 Squadron Officer School, Maxwell AFB, Ala.
- 2000 Master of Arts, Organizational Management, The George Washington University, Washington, D.C.
- 2003 Air Command and Staff College, Maxwell AFB, Ala.
- 2004 School of Advanced Air and Space Studies, Maxwell AFB, Ala.
- 2006 Air War College, by correspondence
- 2009 Secretary of Defense Fortune 500 Fellow, Apple Inc., Cupertino, Calif.

ASSIGNMENTS

1. October 1992 - October 1993, Undergraduate Pilot Training, Vance AFB, Okla.
2. February 1994 - May 1998, Instructor Pilot KC-135R, Executive Officer, Grand Forks AFB, N.D.
3. July 1998 - July 2000, Air Force Intern, Pentagon, Washington D.C.
4. February 2000 - May 2003, Evaluator Pilot C-17A, Wing Executive Officer, Charleston AFB, S.C.
5. May 2003 - June 2004, IDE Student, Air Command and Staff College, Maxwell AFB, Ala.
6. June 2004 - June 2005, Student, School of Advanced Air and Space Studies, Maxwell AFB, Ala.
7. July 2005 - June 2007, Chief, Future Concepts Section, Scott AFB, Ill.
8. June 2007 - June 2009, Commander, 21st Airlift Squadron, Travis AFB, Calif.
9. June 2009 - June 2010, Secretary of Defense Fortune 500 Fellow, Apple Inc., Cupertino, Calif.
10. June 2010 - June 2012, U.S. Transportation Command liaison to U.S. Central Command/U.S. Southern Command, MacDill AFB, Fla.

11. June 2012 - June 2013, Commander, 376th Expeditionary Operations Group, Transit Center at Manas, Kyrgyz Republic
12. June 2013 – June 2015 Commander, 97th Air Mobility Wing, Altus AFB, Okla.
13. July 2015 – April 2017, Director, Secretary of the Air Force and Chief of Staff of the Air Force Executive Action Group, the Pentagon, Washington D.C.
14. May 2017 – present, Director of Plans, Programs, Requirements and Assessments, Joint Base San Antonio-Randolph, Texas

SUMMARY OF JOINT ASSIGNMENTS

1. June 2010 - June 2012, U.S. Transportation Command liaison to U.S. Central Command/U.S. Southern Command, MacDill AFB, Fla. as a colonel

FLIGHT INFORMATION

Rating: Command Pilot

Flight Hours: More than 3,500

Aircraft Flown: T-37, T-38, C-12, KC-135 and C-17

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Distinguished Flying Cross Bronze Star

Meritorious Service Medal with two oak leaf clusters

Air Medal with two oak leaf clusters

Aerial Achievement Medal with oak leaf cluster

Air Force Commendation Medal

Air Force Achievement Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 27, 1992

First Lieutenant May 27, 1994

Captain May 27, 1996

Major Nov. 1, 2002

Lieutenant Colonel Dec. 1, 2006

Colonel Oct. 1, 2010

Brigadier General, Aug. 12, 2016

(Current as of June 2017)



BIOGRAPHY



UNITED STATES AIR FORCE

BRIGADIER GENERAL EDWARD W. THOMAS JR.

Brig. Gen. Edward W. Thomas Jr. is the Director of Public Affairs, Office of the Secretary of the Air Force, the Pentagon, Washington, D.C. In addition to advising the Secretary and Chief of Staff of the Air Force on public affairs matters, he is responsible for developing and executing global communication processes to build understanding and support for the Air Force. He provides guidance and support for nearly 4,500 active duty, Guard and Reserve Airmen and civilians in their mission to broadcast internal Air Force information, conduct community and media relations, manage integrated marketing, and execute security review programs.



General Thomas was commissioned in 1990 following his graduation from Texas A&M University. His staff assignments include serving as the Special Assistant for Public Affairs to the Chairman of the Joint Chiefs of Staff, Director of Public Affairs for U.S. European Command, Director of Public Affairs for Pacific Air Forces, and Director of Current Operations for the Secretary of the Air Force Office of Public Affairs. General Thomas also led the Air Force's flagship publication, *Airman* Magazine and directed the NATO public affairs effort at Aviano Air Base, Italy, during the 1999 Kosovo air campaign. He holds a membership at the Royal College of Defence Studies in London, England, where he studied foreign relations in 2010 with senior and general officers from more than 40 nations. His commands have included the 341st Mission Support Squadron at Malmstrom AFB, Mont., the 673rd Mission Support Group at Joint Base Elmendorf-Richardson, Alaska, and Air University's Thomas N. Barnes Center for Enlisted Education at Maxwell AFB, Ala.

EDUCATION

1990 Bachelor of Science, Journalism, Texas A&M University, College Station, Texas
 1992 Defense Information School, Fort Benjamin Harrison, Ind.
 1995 Squadron Officer School, Maxwell AFB, Ala.
 1998 Master of Arts, Organizational Management, George Washington University, Washington D.C.
 2004 Master of Military Operational Art and Science, Air Command and Staff College, Maxwell AFB, Ala.
 2004 Information Warfare Applications Course, Maxwell AFB, Ala.
 2006 Air War College, Maxwell AFB, Ala., by correspondence
 2010 Royal College of Defence Studies, London, England
 2012 Leadership Enhancement Program, Center for Creative Leadership, Greensboro, N.C.
 2012 Joint and Combined Warfighting School, Armed Forces Staff College, Norfolk, Virginia.

ASSIGNMENTS

1. March 1991 – September 1991, Student, Primary Jet Training, 35th Fighter Training Squadron, Reese AFB, Texas
2. September 1991 – January 1992, Student, Advanced Jet Training, 52nd Fighter Training Squadron, Reese AFB, Texas
3. January 1992 – May 1994, Deputy Chief, Public Affairs, 438th Airlift Wing, McGuire AFB, N.J.
4. May 1994 – July 1995, Executive Officer, Air Force News Agency, Kelly AFB, Texas
5. July 1995 – July 1996, Managing Editor, Airman Magazine, Air Force News Agency, Kelly AFB, Texas
6. July 1996 – May 1998, Air Force Intern, Headquarters U.S. Air Force, the Pentagon, Washington, D.C.
7. May 1998 – May 2001, Chief of Public Affairs, 31st Fighter Wing, Aviano AB, Italy
8. July 2001 – September 2002, Chief, National Affairs, Directorate of Public Affairs, Headquarters North American Aerospace Defense Command and U.S. Space Command, Peterson AFB, Colo.
9. October 2002 – July 2003, Chief, National Affairs, Directorate of Public Affairs, Headquarters North American Aerospace Defense Command and U.S. Northern Command, Peterson AFB, Colo.
10. August 2003 – June 2004, Student, Air Command and Staff College, Maxwell AFB, Ala.
11. July 2004 – June 2006, Commander, 341st Mission Support Squadron, Malmstrom AFB, Mont.
12. June 2006 – June 2007, Chief, Media Engagement Branch, Current Operations Division, Secretary of the Air Force Office of Public Affairs, the Pentagon, Washington, D.C.
13. June 2007 – March 2008, Chief, Current Operations Division, Secretary of the Air Force Office of Public Affairs, the Pentagon, Washington, D.C.
14. March 2008 – November 2009, Director of Public Affairs, Headquarters Pacific Air Forces, Hickam AFB, Hawaii
15. December 2009 – July 2010, Student, Royal College of Defence Studies, London, England
16. August 2010 – July 2012, Commander, 673rd Mission Support Group, Joint Base Elmendorf-Richardson, Alaska
17. July 2012 – June 2013, Director, Public Affairs, U.S. European Command, Stuttgart, Germany
18. June 2013 – July 2015, Special Assistant for Public Affairs to the Chairman of the Joint Chiefs of Staff, the Pentagon, Washington, D.C.
19. August 2015 – June 2016, Commander, Thomas N. Barnes Center for Enlisted Education, Maxwell AFB, Gunter Annex, Ala.
20. June 2016 – present, Director of Public Affairs, Office of the Secretary of the Air Force, the Pentagon, Washington, D.C.

SUMMARY OF JOINT ASSIGNMENTS

1. July 2001 – September 2002, Chief, National Affairs, Directorate of Public Affairs, Headquarters North American Aerospace Defense Command and U.S. Space Command, Peterson Air Force Base, Colo., as a major
2. October 2002 – July 2003, Chief, National Affairs, Directorate of Public Affairs, Headquarters, North American Aerospace Defense Command and U.S. Northern Command, Peterson Air Force Base, Colo., as a major
3. July 2012–June 2013, Director, Public Affairs, U.S. European Command, Stuttgart, Germany, as a colonel
4. June 2013–July 2015, Special Assistant for Public Affairs to the Chairman of the Joint Chiefs of Staff, the Pentagon, Washington, D.C., as a colonel

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
 Legion of Merit with oak leaf cluster
 Defense Meritorious Service Medal
 Meritorious Service Medal with four oak leaf clusters
 Air Force Commendation Medal
 Joint Service Achievement Medal
 Air Force Achievement Medal with oak leaf cluster
 Armed Forces Expeditionary Medal
 Kosovo Campaign Medal
 Global War on Terrorism Service Medal

Armed Forces Service medal
Nuclear Deterrence Operations Service Medal with two oak leaf clusters
NATO Medal
National Defense Service Medal with bronze star
Air Force Recognition Ribbon

OTHER ACHIEVEMENTS

1995 Silver Anvil Award for Excellence in Crisis Communication, Public Relations Society of America
1999 Outstanding Air Force Public Affairs Company Grade Officer
2008 Outstanding Air Force Public Affairs Program

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 10, 1990
First Lieutenant Oct. 6, 1992
Captain Oct. 6, 1994
Major Nov. 1, 2001
Lieutenant Colonel March 1, 2006
Colonel Oct. 1, 2009
Brigadier General May 2, 2016

(Current as of May 2016)



United States Navy Biography

Rear Admiral Karl O. Thomas **Director, 21st Century Sailor Office** **(OPNAV N17)**

Rear Admiral Karl O. Thomas was born and raised in Northern Virginia. He received his commission through NROTC at Rensselaer Polytechnic Institute in 1986 after graduating with a degree in Management Systems. He earned a Master of Science degree in Information Technology from Naval Postgraduate School in Monterey, California.

Following initial training in the E-2C Hawkeye, Thomas served in VAW-114 where he made two deployments on USS Carl Vinson (CVN 70), as well as two counter-narcotic detachments to Panama. Thomas also served as Navigator on USS New Orleans (LPH 11) and USS Essex (LHD 2). He served his aviation Department Head tour with VAW-117, and once again deployed on Carl Vinson in 1999 participating in Operation Desert Fox.



Thomas was Executive Officer and Commanding Officer for VAW-117 during Operation Iraqi Freedom where his squadron earned the Battle E in 2003 and 2005. After graduating from Nuclear Power School with honors, Thomas served as Executive Officer of both USS Dwight D. Eisenhower (CVN 69) and USS George Washington (CVN 73), delivering the first permanently forward deployed nuclear aircraft carrier to Japan. In 2009, he commanded the Sixth Fleet Command Ship, USS Mount Whitney (LCC 17), and completed numerous joint exercises in the Mediterranean, North Atlantic and Baltic Sea. He assumed command of USS Abraham Lincoln from September of 2012 to August 2014 for refueling complex overhaul (RCOH). He reported to USS Carl Vinson (CVN 70) as the Commanding Officer in September 2014 where he completed his fourth deployment on Vinson in support of Operation Inherent Resolve and his crew earned the 2015 Battle E. He most recently served as Executive Assistant to the Director, Air Warfare (N98).

Shore duty assignments include VAW-110 as a Fleet Replacement Instructor; Flag Aide for both Commander, Fighter Airborne Early Warning Wing Pacific and the Director of Naval Reactors. He served in OUSD AT&L (Unmanned Warfare) and coordinated the OUSD AT&L Unmanned Air Systems Task Force.

Thomas assumed the duties of Director, 21st Century Sailor Office March 31, 2017.

Thomas has earned various personal, campaign, unit and service awards.

Updated: 29 June 2017



Biography

National Guard Bureau

General Officer Management Office, Arlington, VA

Brigadier General Dean A. Tremps

Brigadier General Dean A. Tremps is the Air National Guard Assistant to the Commander, U.S. Air Forces Central Command, Shaw Air Force Base, South Carolina. In this position, he assists with the development of contingency plans and the execution of air operations for the 20-nation U.S. Central Command area of responsibility covering Central and Southwest Asia.

Brigadier General Tremps was commissioned in 1988 after graduating from Miami University, Oxford, Ohio. He is a command pilot with more than 3400 hours. He has flown the T-38, F-15C, and F-16C aircraft. He has deployed and has combat time in the F-15C, F-16C, and the MQ-1B aircraft in support of Operation Provide Comfort, Operation Southern Watch, Operation Enduring Freedom and Operation New Dawn. He has also flown several Operation Noble Eagle and POTUS defense missions. Brigadier General Tremps has been a Guardsman since 1998, serving in both traditional and active-duty statuses. Prior to his current assignment, Brigadier General Tremps served as Air Component Commander and Chief of Staff for the Virginia Air National Guard based in Sandston, Virginia.



EDUCATION

1988 Bachelor of Science in System Analysis, Miami University, Oxford, Ohio
1994 Master of Science in Aviation Management, Embry-Riddle Aeronautical University - Daytona Beach, Daytona Beach, Florida
1994 Squadron Officer School (SOS), in residence
2001 Air Command and Staff College (ACSC), by correspondence

2006 Air War College (AWC), by correspondence
2012 Advanced Joint Professional Military Education (AJPME), in residence
2014 National Security Studies Program, The George Washington University,
Washington, District of Columbia
2016 Senior Leadership Officer Course (SLOC), in residence
2017 Continuous Process Improvement for Executives (CPIE) Course, Institute for
Defense and Business, Chapel Hill, North Carolina

ASSIGNMENTS

1. November 1988 - November 1989, student, Undergraduate Pilot Training, Laughlin Air Force Base, Texas
2. May 1990 - August 1994, T-38 Instructor Pilot/Check Pilot, Asst. Flight Commander, Wing Executive Officer, 47th Flying Training Wing, Laughlin Air Force Base, Texas
3. September 1994 - March 1995, student, F-15C Formal Training Unit, Tyndall Air Force Base, Florida
4. April 1995 - February 1998, F-15C pilot and Flight Commander, 493rd Fighter Squadron, Lakenheath Air Force Base, United Kingdom
5. September 1998 - February 1999, student, F-16C Formal Training Unit, Tucson IAP, Arizona
6. February 1999 - January 2001, F-16C pilot and Flight Commander, 163rd Fighter Squadron, Indiana Air National Guard, Fort Wayne, Indiana
7. January 2001 - September 2004, F-16C pilot and Operations Officer, 163rd Fighter Squadron, Indiana Air National Guard, Fort Wayne, Indiana
8. September 2004 - March 2005, F-16C pilot and Squadron Commander, 163rd Fighter Squadron, Indiana Air National Guard, Fort Wayne, Indiana
9. March 2005 - December 2006, Air National Guard Advisor for Flying Training, Air Education Training Command, T-38C Pilot Instructor Training Instructor Pilot, Randolph Air Force Base, Texas
10. January 2007 - June 2010, Air National Guard Advisor to the Director of Intelligence, Operations, and Nuclear Integration, Headquarters Air Education and Training Command, Randolph Air Force Base, Texas
11. June 2010 - March 2011, Air Combat Command Air National Guard Advisor to the Director of Operations, Joint Base Langley-Eustis, Virginia
12. March 2011 - August 2013, Air Combat Command Director of Air National Guard Forces, Joint Base Langley-Eustis, Virginia
13. August 2013 - January 2015, Air National Guard Director of Air, Space, and Cyber Operations, Joint Base Andrews, Maryland
14. April 2015 – December 2017, Chief of Staff, JFHQ-VA, Sandston, Virginia; dual-hatted, December 2016 – December 2017, Air National Guard Assistant to the Commander, U.S. Air Forces Central Command (AFCENT), Shaw AFB, South Carolina
15. December 2017 – Present, Air National Guard Assistant to the Commander, U.S. Air Forces Central Command (AFCENT), Shaw AFB, South Carolina

FLIGHT INFORMATION

Rating: Command Pilot

Flight Hours: more than 3,400

Aircraft Flown: A319/320, B-737, B-777, F-15C, F-16C, MQ-1B, T-37, T-38C

AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster

Meritorious Service Medal with oak leaf cluster

Air Medal

Air Force Commendation Medal with oak leaf cluster

Air Force Outstanding Unit Award with Valor Device

Air Force Organizational Excellence Award with two oak leaf cluster

National Defense Service Medal with oak leaf cluster

Armed Forces Expeditionary Medal

Global War on Terrorism Service Medal

Air Force Overseas Ribbon Long

Armed Forces Reserve Medal with 2 "M" Devices

Small Arms Expert Marksmanship Ribbon (Pistol)

Air Force Training Ribbon

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Aug. 10, 1988

First Lieutenant Aug. 10, 1990

Captain Aug. 10, 1992

Major Oct. 1, 1999

Lieutenant Colonel Nov. 2, 2003

Colonel Sep. 28, 2007

Brigadier General Jul. 27, 2015

(Current as of November 2017)



Brigadier General Rick A. Uribe

Deputy Commanding General, I MEF
Commanding General, 1st MEB

Brigadier General Uribe assumed his current duties during August 2017. He is from Hacienda Heights, CA and entered the Marine Corps in 1989 through the PLC program at Cal Poly Pomona earning a BS in Civil Engineering. He completed The Basic School in 1990 as his company's "Iron Mike" and was selected to participate on the U.S. military pentathlon team. In August 1992, he graduated from flight school on the Commodore's List for flight and academic distinction earning his Gold Aviator Wings. Upon designation as a Naval Aviator, he was assigned to MCAS Cherry Point, NC for conversion training to the KC-130 Hercules.



In 1993, BGen Uribe was assigned to VMGR- 352 at MCAS El Toro, CA as the Logistics and Airframes Officer and Assistant Aircraft Maintenance Officer; and deployed to Kenya participating in Operations RESTORE HOPE, CONTINUE HOPE and DISTANT RUNNER.

During 1996, he was assigned to 1st ANGLICO in MCB Camp Pendleton and served as the ANGLICO Detachment Commander with the 13th MEU (SOC). He deployed to WESTPAC aboard the USS Peleliu and served as the LNO to COMCARGRU 7 aboard the USS Nimitz. BGen Uribe participated in Operations SILENT ASSURANCE and SOUTHERN WATCH and supported numerous exercises in support of joint and coalition forces.

In 1999, he returned to VMGR-352 in MCAS Miramar, CA, graduated as a WTI from MAWTS-1 and served as the Director of Safety and Standardization; Squadron WTI; OpsO; and Group NATOPS Evaluator. He also deployed to Incirlik, Turkey as the KC-130 Detachment Commander for Operation NORTHERN WATCH.

During 2001, BGen Uribe was directed to head the operational evaluation of the KC-130J in NAS Patuxent River, MD where he served as Director for KC-130 projects with VX-1. He deployed to Afghanistan in support of Operation ENDURING FREEDOM, and Iraq supporting IRAQI FREEDOM, completed the operational evaluation, and was selected as the 2003 COMOPTEVFOR Tester of the Year.

In September 2004 BGen Uribe was assigned to HQMC Aviation Plans & Policies in Washington DC. He deployed as an IA to Al Anbar Province in Iraq as a FAC in support of Operation IRAQI FREEDOM with the 1st MarDiv and served with numerous Marine, Coalition, Joint, Iraqi, and Special Operations units. Upon completing an 8 month deployment he returned to the Pentagon at HQMC Aviation during May 2005 and served in the Aviation Requirement's Branch.

BGen Uribe commanded the Raiders of VMGR-352 in MCAS Miramar, CA from October 2006 to

June 2008 supporting global operations. The Raiders were selected as the Marine Aerial Refueler Transport Squadron of the Year. He attended the USAWC in Carlisle, PA from 2008-2009 and earned a Master's in Strategic Studies. In 2009 he was assigned to the Joint Staff in the Pentagon and assumed duties as the EA in the J-5 Directorate and was a Battle Captain in the NMCC. From July 2011 through June 2013 he served as the Deputy Director for MSTP at MCB Quantico, VA. BGen Uribe returned to Miramar, CA and commanded Marine Aircraft Group-11 from June 2013 to July 2015.

He was selected to his present rank and assumed the duties as the Inspector General of the Marine Corps in August 2015. During May 2016, BGen Uribe deployed to Iraq and served until June 2017 as the DCG Ops, Dir CJOC-Baghdad and Target Engagement Authority for the CJFLCC, CJTF-OIR.

He has flown over 4000 mishap free flight hours; been awarded a number of personal, unit, and campaign decorations; and is authorized to wear the Navy and Marine Corps Parachutist Insignia.

BGen Uribe has been happily married for 25 years and he and his wife are blessed with five sons.



Brigadier General Daniel R. Walrath, originally from Pensacola, FL, was commissioned a lieutenant of Infantry following graduation from the United States Military Academy at West Point in May of 1988.

In March of 1989, 2LT Walrath was assigned to the 1st Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, Fort Bragg, NC. There he served as a Rifle Platoon Leader and Anti-Armor Company Executive Officer and participated in Operation JUST CAUSE in Panama and Operations DESERT SHIELD/STORM in Saudi Arabia and Iraq. He was then assigned to 3d Battalion, 75th Ranger Regiment at Fort Benning, GA where he served as a Ranger Rifle Platoon Leader.

Following graduation from the Infantry Officer Advanced Course and Bradley Leader Course in 1993, CPT Walrath was then assigned to 1st Battalion, 5th Infantry (Mechanized) in the Republic of Korea where he commanded Delta Company. In 1994 he then moved to 1st Battalion, 75th Ranger Regiment at Hunter Army Airfield, GA where he served as a battalion staff officer, commanded Bravo Company, and participated in Operation UPHOLD DEMOCRACY in Haiti.

Following completion of Command and General Staff College at Fort Leavenworth, KS in 1999, MAJ Walrath was then assigned to the 101st Airborne (Air Assault) Division at Fort Campbell, KY. There he served as the 3d Brigade S4 and the operations officer for 1st Battalion, 187th Infantry (RAKKASANS) and participated in Operation JOINT GAURDIAN in Kosovo. In 2001 he then returned to 1st Battalion, 75th Ranger Regiment where he served as the battalion's executive officer and participated in Operations ENDURING FREEDOM and IRAQI FREEDOM. In 2003, MAJ Walrath was then assigned to U. S. Special Operations Command at MacDill Air Force Base, FL where he served in the operations directorate.

From June 2005 to June 2007, LTC Walrath commanded 1st Battalion, 6th Infantry

Regiment (Mechanized) of the 1st Armored Division in Baumholder, Germany to include participation in Operation IRAQI FREEDOM 05-07. From June 2007 to April 2008, LTC Walrath served as a task force senior observer controller at the Joint Multinational Readiness Center in Hohenfels, Germany. COL Walrath then commanded 3rd Battalion, 75th Ranger Regiment from May 2008 to July 2010 to include three deployments in support of Operations ENDURING FREEDOM and IRAQI FREEDOM. Following completion of the Naval War College in Newport, RI., COL Walrath commanded the 2nd Brigade Combat Team – STRIKE – of the 101st Airborne Division (Air Assault) from July 2011 to July 2013 to include a deployment to Afghanistan in support of OEF XIII. He then served as the Chief of Staff for the 7th Infantry Division at Joint Base Lewis-McChord, WA from July 2013 to Jun 2015.

Brigadier General Walrath was then assigned as the Deputy Commanding General for the 1st Armored Division at Fort Bliss, TX, with duty as the Commander of the Combined Joint Operations Center-Jordan from Aug 2015 to Aug 2016. Since Sep 2016 BG Walrath has served on the Joint Staff in the J3 Directorate, first as a Deputy Director for Operations, and currently as the Vice Director J33 for Current Operations.

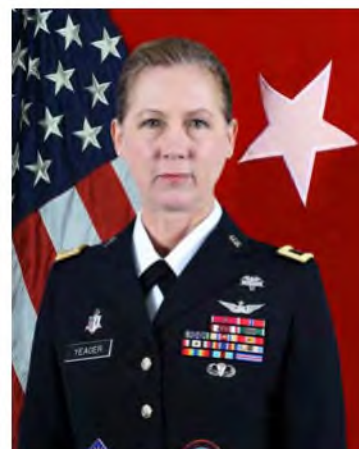
BG Walrath wears the Ranger tab, Master Parachutist badge with bronze star, Combat Infantryman's badge with star, Expert Infantryman's badge, Pathfinder badge, and Air Assault badge. He is married to the former Christine Nicdao of Pensacola, FL. They have three children: Jacob (16), Isabella (14), and Gabrielle (11).



National Guard

Brigadier General Laura L. Yeager

**Commander, Joint Task Force North, USNORTHCOM
Fort Bliss, TX
Since: September 2017**



SOURCE OF COMMISSIONED SERVICE ROTC

EDUCATIONAL DEGREES

University of California - Irvine - BA - Psychology
Chapman University - MA - Psychology

MILITARY SCHOOLS ATTENDED

Army War College (AWC)
United States Army Command and General Staff College, Brigade Pre-Command Course
Dual Status Commanders Course (NORTHCOM)
ASLDP-Basic

FOREIGN LANGUAGE(S) None Recorded

<u>PROMOTIONS</u>	<u>DATE OF APPOINTMENT</u>
2LT	30 May 86
1LT	21 Oct 87
CPT	1 Dec 89
MAJ	1 Dec 98
LTC	23 Mar 04
COL	1 May 11
BG	8 Mar 16

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
Sep 17	Present	Commander, Joint Task Force North, USNORTHCOM, Fort Bliss, Texas
Feb 16	Sep 17	Director, Joint Staff - California Joint Force Headquarters, Sacramento, CA; dual-hatted, April 2017 - August 2017, Army National Guard Assistant to the Commander, United States Army Alaska, Joint Base Elmendorf-Richardson, AK
Aug 13	Feb 16	Chief of Joint Staff, Joint Forces Headquarters-California, Sacramento, California
Mar 12	Jul 13	Commander, 40th Combat Aviation Brigade, Fresno, California
Sep 10	Mar 12	Deputy Commander, 40th Combat Aviation Brigade, Fresno, California and Taji, Iraq
Sep 08	Sep 10	Chief, Operations, Training and Standardization, Joint Forces Headquarters-California, Sacramento, California
Mar 06	Sep 08	Commander, 3-140th Aviation Regiment, Stockton, California
Apr 04	Feb 06	Brigade Executive Officer, 40th Combat Aviation Brigade, Fresno, California
Jun 02	Apr 04	

Aviation Maintenance Officer, Headquarters California National Guard, Sacramento, California

Mar 01 Jun 02 Brigade S-1, Aviation Brigade, 49th Armored Division, Austin, Texas

Oct 99 Feb 01 Brigade Equal Opportunity Advisor, Aviation Brigade, 49th Armored Division, Austin, Texas

May 97 Oct 99 Battalion S-3, 3-140th Aviation Regiment, Stockton, California

Aug 96 May 97 Assistant S-3, 3-140th Aviation Regiment, Stockton, California

Mar 95 Aug 96 Flight Platoon Leader, 1-126th Medical Company, Mather, California

Feb 94 Feb 95 Military Subjects Instructor, Department of Healthcare Operations, Army Medical Department Center and School, Fort Sam Houston, Texas

Dec 91 May 92 Student and Commandant's List graduate, Army Medical Department Officer Advanced Course, Fort Sam Houston, Texas

Nov 91 Feb 94 Air Ambulance Platoon Leader, 507th Medical Company (AA), Fort Hood, Texas

Aug 90 Dec 91 Company Commander, Medical Center Brigade, Walter Reed Army Medical Center, Washington D.C.

Aug 89 Aug 90 Assistant Administrator, Walter Reed Army Medical Center, Washington D.C.

Jan 89 Aug 89 Aeromedical Evacuation Officer, Fort Rucker, Alabama

Feb 88 Jan 89 Student and Commandant's List graduate, Initial Entry Rotary Wing course, Fort Rucker, Alabama

Sep 86 Dec 87 Platoon Leader, 423rd Medical Company, Fort Lewis, Washington

Jun 86 Sep 86 Student and Commandant's List graduate, Army Medical Department Officer Basic Course, Fort Sam Houston, Texas

SUMMARY OF OPERATIONAL ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Deputy Commander, 40th Combat Aviation Brigade, Fresno, California and Taji, Iraq	Sep 10 - Mar 12	Colonel

US DECORATIONS AND BADGES

Legion of Merit (with 2 Oak Leaf Cluster)

Bronze Star

Meritorious Service Medal (with 3 Bronze Oak Leaf Clusters)

Army Commendation Medal (with 3 Bronze Oak Leaf Clusters)

Army Achievement Medal (with 4 Bronze Oak Leaf Clusters)

Army Reserve Component Achievement Medal (with 1 Silver Oak Leaf Cluster)

National Defense Service Medal (with Bronze Service Star)

Iraq Campaign Medal (with 1 Campaign Star)

Global War on Terrorism Service Medal

Armed Forces Reserve Medal (with 1 Bronze Hourglass and "M" device)

Army Service Ribbon

Overseas Service Ribbon

Army Reserve Component Overseas Training Ribbon

Expert Field Medical Badge

Senior Army Aviator Badge

Parachutist Badge

FLIGHT INFORMATION

Rating: Pilot, Command Pilot, Instructor Pilot

Flight Hours: More than 1500

Aircraft Flown: TH-55, UH-1, UH-60

Pilot Wings: Fort Rucker, Alabama

PROFESSIONAL MEMBERSHIPS AND ACHIEVEMENTS

Toastmaster's International, President, Club Number 04391254
AUSA

OTHER ACHIEVEMENTS

1986 Army Reserve Officers Training Corps, Distinguished Military Graduate.

As of: 21 Apr 17

The date of publication indicated on this biography reflects the most recent update. It does not necessarily reflect the date of printing.

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**DEPUTY SECRETARY'S
BRIEFING BOOK**

Monday, April 2, 2018



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Budget Hearing Prep: ICE

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U.S. Immigration and Customs Enforcement

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IMMIGRATION AND CUSTOMS ENFORCEMENT (ICE)

	FY 2017 Enacted	FY 2018 Enacted	FY 2019 President's Budget
Funding	\$6,435,240	\$7,075,874	\$8,290,986
Positions	19,431	19,576	24,311
Breakout of Mission Critical Occupations¹:			
<i>ERO Law Enforcement Personnel</i>	<i>6,135</i>	<i>6,135</i>	<i>8,601</i>
<i>HSI Law Enforcement Personnel</i>	<i>6,336</i>	<i>6,401</i>	<i>6,524</i>
<i>OPLA Attorneys</i>	<i>1,145</i>	<i>1,215</i>	<i>1,652</i>

STRATEGIC FUNDING PRIORITIES AND MESSAGE / JUSTIFICATION:

1. Staffing Increases Under the Executive Order – The FY 2018 Omnibus funded 135 of the requested 1,606 EO positions. The FY 2019 Budget, which assumed full funding for the 1,606 EO hires in FY 2018, requests critical resources needed to support the hiring of an additional 3,312 personnel, including 2,000 law enforcement officers (LEOs) and 1,312 support staff. This results in an aggregate EO staffing increase of 2,935 LEOs and 1,848 support staff between FY 2018 Enacted and the FY 2019 Budget.

2. These LEOs are needed to carry out the critical work of securing our borders, enforcing our immigration laws, and ensuring that individuals who pose a threat to national security or public safety cannot enter or remain in the United States. This hiring is one of the President's top priorities, as demonstrated in executive orders he signed shortly after taking office that call for hiring 10,000 new LEOs for ICE.
 - a. S1 Talking Point, if asked: This hiring is critical to enforcing existing immigration laws, ensuring the safety of our citizens; it also will help us protect businesses against predatory trade practices and increase our intellectual property enforcement, which is good for our economy

3. The FY 2018 Omnibus provides 40,520 total beds, 10,859 lower than requested. The FY 2019 President's budget requests 47,000 detention beds (44,500 adult and 2,500 family) in support of the implementation of the President's executive orders. In addition, the recent budget "caps deal" added 5,000 adult beds in FY 2019 for a total of 52,000 beds. The requested level is a priority, as it ensures ICE is able to apprehend, detain, and remove aliens. The request reflected in the President's budget aligns with ICE's statistical model used to estimate its ADP and accounts for external factors that may cause an increase in detainments over the current ADP-to-date of approximately 40,700.

¹ FY 2017 reflects EOY actuals. FY 2018 and FY 2019 build on the FY 2017 levels and may not reflect what is actually presented in the CBJs.

- a. S1 Talking Point, if asked: This level reflects our best assessment of what ICE will require two years out to allow the agency sufficient time and flexibility to gain custody of immigration law violators, ensure compliance with court procedures, and efficiently utilize transportation networks to remove priority individuals. This level is based on ICE's assessment that interior enforcement will continue to increase; high levels of USCIS credible fear cases being approved; a more aggressive posture on probation and parole; and an increase in the number of alien records re-enrolled in the National Crime Information Center database.

ADDS / CUTS / POLICIES WITHIN THE BUDGET THAT THE SECRETARY MAY BE ASKED ABOUT:

1. The recently signed FY 2018 Omnibus provides funding for 40,520 total beds, 10,859 beds lower than requested and 632 adult beds lower than current detention requirements.
 - a. While ICE anticipates a greater need for beds in FY 2019, Congressional willingness to fund additional beds will remain a challenge and is likely to fall short of the FY 2019 requested level of 52,000.
 - b. ICE will continue to provide periodic Detention Bed Model updates along with operational factors to justify the increase in detention requirements.
2. The FY 2018 Omnibus only funded 135 requested hires (65 agents for Homeland Security Investigations (HSI) and 70 attorneys and support staff for the HSI law division) to support ICE's EO hiring initiatives and provided \$15.7 million to support this hiring.
 - a. The FY 2019 Request was built using FY 2018 personnel levels as a baseline, which served as the first-year foundation for the EO directed 10,000 law enforcement growth. Additional hiring capacity and background investigators weren't funded and will remain a key component underpinning ICE's ability to execute the FY 2019 EO personnel surge.
 - b. ICE is positioned to augment its hiring capacity in FY 2018, within base resources, using a multi-prong strategy including a 3rd party HR solution to respond to a significant hiring surge in FY 2019.
3. The FY 2018 Omnibus did not support ICE's \$68.2M request for the Employer Compliance Inspection Mega Center first year costs supporting the consolidation of an improved worksite enforcement effort.
 - a. The FY 2019 Request does not justify additional Mega Center follow-on costs.
 - b. Additional justification will need to be provided to Congress outlining this requirement.
4. For the first time, the FY 2019 President's Budget reflects a shift of \$207.6 million in USCIS fees to ICE to support ongoing Homeland Security Investigation (HSI) work and to support HSI EO staffing hires requested in FY 2019 (totaling 300 LEOs). The budget reflects a commensurate decrease in the HSI Operations and Support (O&S) budget; it is critical that Congress understands HSI is being 'made whole' by the proposed shift of fees from USCIS, otherwise it could lead to a funding shortfall in the HSI budget, specifically with regard to salaries for existing personnel.

MEMBER INTEL FOR YOUR COMPONENT'S ISSUES:

1. Interior Immigration enforcement levels continue to be a divisive issue including ICE arrests in sanctuary cities, perceived sensitive locations, targeted operations, and cases of family separations.
2. While immigration enforcement remains challenging, ICE continues to justify our mission requirements, and provide factual data on illegal alien criminality of the detained population.
3. Congressional interest remains high in combatting the opioid crisis, human trafficking/child exploitation, and dismantling transnational criminal organizations. ICE received additional appropriations in these areas in the FY 2018 Omnibus.

U.S. Immigration and Customs Enforcement (ICE): Executive Order Implementation

OVERVIEW

- The FY 2018 Omnibus funded 135 of the requested 1,606 EO positions. The FY 2019 Budget, which assumed full funding for the 1,606 EO hires in FY 2018, requests critical resources needed to support the hiring of an additional 3,312 personnel, including 2,000 law enforcement officers (LEOs) and 1,312 support staff. This results in an aggregate EO staffing increase of 2,935 LEOs and 1,848 support staff between FY 2018 Enacted and the FY 2019 Budget.
- The FY 2019 Budget includes an increase of \$676 million to support law enforcement hiring and workload growth consistent with Executive Order (EO) 13768, *Enhancing Public Safety in the Interior of the United States*, including:
 - \$571 million to expand ICE’s enforcement operations by hiring 2,000 new LEOs and 1,312 essential support staff.
 - \$105 million for critical training, IT, facility support infrastructure, and wiretaps associated with the increased staffing and workload.
- Pursuant to the President’s Executive Orders, ICE conducts enforcement actions in accordance with applicable law, and no longer exempts classes or categories of removable aliens from potential enforcement. The additional funding will allow ICE to continue identifying, arresting, detaining and removing illegal aliens, and enforcing U.S. immigration laws.

Program Change (\$ in millions)	FY 2017 Enacted	FY 2018 Enacted	FY 2019 President’s Budget	FY 2018 – FY 2019 Changes
EO Staffing	\$0	\$15.7	\$570.9	\$555.2
EO Training	\$0	\$0	\$44.2	\$44.2
EO Information Technology	\$0	\$0	\$29.4	\$29.4
EO Mission Capacity Expansion	\$0	\$0	\$24.9	\$24.9
EO Wiretaps	\$0	\$0	\$6.5	\$6.5
Total Program Funding	\$0	\$15.7	\$675.9	\$660.2

DETAILED DISCUSSION

EO Staffing

- The FY 2018 Omnibus only funded 135 of the 1,606 requested EO hires (65 agents for Homeland Security Investigations (HSI) and 70 attorneys and support staff for the HSI law division).
 - The FY 2019 Request was built using FY 2018 personnel levels as a baseline, which served as the first-year foundation for the EO directed 10,000 law enforcement growth. Additional hiring capacity and background investigators were not funded and will remain a key component underpinning ICE’s ability to execute the FY 2019 EO personnel surge.
- The FY 2019 Budget was built assuming full enactment of the FY 2018 request and includes an additional increase of \$571 million for 3,312 new positions (2,000 LEOs and 1,312 support staff) above the FY 2018 budget.

- LEOs will be allocated across HSI (300 positions) and Enforcement and Removal Operations (ERO) (1,700 positions) to provide the operational capabilities necessary to handle the increased workload from the EO.
 - The remaining 1,312 operational support positions are critical to support the hiring of new LEOs as well as provide administrative support and additional attorney resources to uphold the integrity of the immigrations system during a period of increased enforcement.
- Since the release of EO 13768, ICE activities have grown significantly, driving the need for ICE to request additional positions and funds to support these activities. Notable increased include: ICE arrests, 44%; ERO charging documents issuance, 51%; and ICE detainees growth, 81%.
- ICE plans to accomplish EO hiring through a three pronged approach – 1) utilizing existing Human Resources (HR) staff, 2) staff augmentation from the Office of Personnel Management (OPM), and 3) the services of an outside vendor.
 - ICE plans to use current HR staff and OPM support to fill existing vacancies and keep pace with attrition, while dedicating third party support to accomplish all recruitment, hiring, and onboarding for new EO positions.

EO Training

- The FY 2019 Budget includes an increase of \$44 million and 7 positions to accommodate additional personnel, contract support, and equipment to provide necessary training for newly hired officers and mission support personnel. ICE will use this funding to improve instructional system design (ISD) to ensure effectiveness of law enforcement training programs, prepare instructors and provide tactical training equipment at ICE academies, and support increased firearms and tactical trainings at the firearms and tactics offices.

EO Information Technology

- The FY 2019 Budget includes an increase of \$29 million for the increased IT infrastructure and cybersecurity capacity required to support additional hiring pursuant to EO 13786. The increase in new employees will require ICE to obtain additional licenses to expand system and software access, provide additional help desk and field support, and increase system capacity and security.

EO Mission Capacity Expansion

- The FY 2019 Budget provides \$25 million to expand the capacity of its facilities to house the EO mandated hires. ICE will have to acquire new facilities or renovate existing leased facilities in order to accommodate the new hires and provide them with the appropriate amount of workspace based on DHS and union guidelines.

(b)(7)(E)

EO Wiretaps

- The FY 2019 Budget includes an increase of \$7 million for additional Title III wiretaps used to target criminal activities, gather evidence for ongoing investigations, and disrupt and dismantle transnational criminal organizations (TCOs). The funding will support a portion of the anticipated investigative workload associated with additional hiring pursuant to EO 13786.

U.S. Immigrations and Customs Enforcement (ICE) Detention Beds

OVERVIEW

- ICE Enforcement and Removal Operations (ERO) is responsible for the management and oversight of ICE’s immigration detention system.
- The FY 2019 Budget includes \$2.8 billion to support 52,000 beds, of which 49,500 are adult beds and 2,500 are family beds.

ADP	FY 2017 Actuals	FY 2018 Enacted	FY 2019 President's Budget
Adult Beds	36,630	38,020	49,500
Family Beds	1,476	2,500	2,500
Total ADP	38,106	40,520	52,000

- EO 13768 and the DHS guidance underpin the Average Daily Population (ADP) level expected in FY 2018 and FY 2019. ICE’s ADP modeling tool coupled with additional operational factors forecast the FY 2019 ADP will be within the 95 percent confidence level, resulting in 52,000 total ADP.
- Significant operational factors impacting the ADP in FY 2019 are as follows:
 - Increased enforcement effectiveness and increased interior enforcement. Since implementation of EO guidance, ICE arrests have increased by 43 percent; charging document issuances have increased by 48 percent; and ICE detainees have increased by 82 percent.
 - Transfers of CBP apprehensions into ICE detention have more than doubled in recent months to 18,000 book-ins in November 2017 and are expected to continue to rise.
 - EO 13768 has led to unprecedented expansion of the 287(g) program, doubling the number of MOAs between FY 2016 and FY 2017. As of March 28, 2018, the 287(g) Program has expanded by an additional 25 percent and anticipates more MOAs to be signed by FY 2018 year-end.
 - ICE assesses that interior enforcement will continue to increase; high levels of USCIS credible fear cases being approved; a more aggressive posture on probation and parole; and an increase in the number of alien records re-enrolled in the National Crime Information Center database.
 - CBP received funding in FY 2018 to hire 351 new Law Enforcement Officers (LEOs)
- Of the requested beds, 49,346 are funded from \$2.6 billion in discretionary appropriations and 2,654 are funded by \$120 million in mandatory fees.

Detention Beds (\$ in millions)	FY 2017 Enacted	FY 2018 Enacted	FY 2019 President's Budget	FY 2018 – FY 2019 Changes
Total Program Funding	\$1,979.0	\$2,195.2	\$2,755.8	\$560.6
Appropriated*	\$1,832.6	\$2,073.2	\$2,635.8	\$562.6
Fees	\$146.4	\$122.0	\$120.0	(\$2.0)

* FY 2017 does not reflect additional \$80.7 million transfer approved by Congress in late FY 2017.

DETAILED DISCUSSION

- **Bed Rate:** The FY 2019 request is comprised of 49,500 adult beds at an average fully burdened daily rate of \$136.14 and 2,500 family beds at an effective rate of \$318.79.
 - The cost of detention varies for each individual based on criminal status, facility type, length of detention stay, and geographic region. ICE projects average daily cost for adult beds based on direct costs, including bed and guard costs, detainee healthcare costs, and other direct costs. Funding requirements are calculated by multiplying projected ADP by the average daily bed rate and the number of days in the year.
 - Family beds are funded through fixed price contracts and are thus not dependent on the ADP level.
 - The following table shows the historical and projected adult bed rate from FY 2015 through FY 2019.

Historic and Projected Adult Bed Costs	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Enacted	FY 2019 Projected
Bed/Guard Costs	\$93.94	\$90.84	\$95.60	\$99.36	\$100.54
Health Care Costs	\$12.95	\$16.70	\$16.35	\$16.85	\$17.10
Other Direct Costs	\$4.13	\$3.88	\$7.06	\$7.52	\$6.22
Total Direct Bed Rate	\$111.02	\$111.42	\$119.01	\$123.73	\$123.86
Indirect Costs	\$16.06	\$17.46	\$13.89	\$13.46	[\$12.28] ¹
Total Fully Burdened Bed Rate	\$127.08	\$128.88	\$132.90	\$137.19	\$136.14

Notes: (1) The FY 2019 indirect cost of \$12.28 is shown as a non-add for comparative purposes only; and (2) Beginning in FY 2019, indirect costs will be shifted to EWC as a result of the FY 2019 Servicewide Cost realignment.

- **Detention Standards:** Historically, ICE has imposed requirements at its detention facilities, known as Performance Based National Detention Standards (PBNDS), which required vendors to meet additional performance factors to those imposed by other Federal and state agencies. Many state and local partners are unable or unwilling to meet ICE's detention standards, leaving some ICE field offices with fewer options for detention space.
 - To remedy this issue and ensure availability of required detention space of the EO, ICE will benchmark and streamline its facility performance requirements to the detention standards and inspections consistent with the U.S. Marshall's Service (USMS) and Bureau of Prisons (BOP).

Executive Order Staffing (ICE)

Potential Questions:

- **Given the current state of ICE hiring, will ICE be able to on-board the requested Executive Order personnel in FY19?**
 - ICE plans to pursue a three-pronged approach to hiring:
 - ICE/Office of Human Capital (OHC) will focus on keeping pace with attrition and addressing non-EO positions.
 - ICE/OHC will coordinate closely with OPM to augment federal HR staff to hire against attrition and fill vacancies quickly.
 - ICE will consider contracting with a vendor to focus on comprehensive recruitment and hiring services for all EO positions.
- **What's the timeline for the award of a 3rd party hiring contract to support EO staffing?**
 - ICE is currently discussing the proposal with the Department. ICE released the formal RFP for Comprehensive Hiring and Recruitment Services on February 14 and received proposals from industry on March 8. The Technical Evaluation Panel was convened to review proposals during the week of March 12 and award is currently projected for the first of May. In addition, ICE received a Statement of Capabilities for the same requirement from the Office of Personnel Management on March 1.

Enforcement Removal Operations (ICE-ERO)

Republicans

John Carter - Chairman (R-TX)

Has criticized ICE' inability to accurately estimate the cost of detention beds, or to apply a consistent methodology to determine costs. Has cited rate for overhead costs in the past have exceeded what is considered acceptable by GAO.

Opposed Roybal-Allard's amendment to cut ICE funding for hiring and beds.

Democrats

Lucille Roybal-Allard – Ranking Member (D-CA)

One of 70 Congressmen that wrote a letter to Elaine Duke on 10/31/2017 expressing concern about increased detention rates of pregnant immigrant women and recent miscarriages in detention centers across the United States.

Proposed amendment to increase funding to USCG Polar Icebreaker program by \$850 million offset by funding to ICE interior enforcement. Stated that increase to ICE hiring and detention beds are not well justified and do not have security focus. Cited a report by National Academies of Sciences that said US has insufficient assets and icebreaking capabilities to protect US interests, implement policies, execute its laws, and meet its obligations in Arctic and Antarctic.

David Price (D-NC)

Has stated opposition to anticipated excessive ICE hiring and unneeded detention beds.

Potential Questions:

- (b)(5)
- **What is the methodology to determine costs of detention beds? (Carter)**
 - The cost of detention varies for each individual based on criminal status, facility type, length of detention stay, and geographic region. ICE projects average daily cost for adult beds based on direct costs, including bed and guard costs, detainee healthcare costs, and other direct costs. Funding requirements are calculated by multiplying projected ADP by the average daily bed rate and the number of days in the year.
 - Consistent with OMB circular A-87, ICE defines direct costs as those costs, which are directly utilized by an alien while they are in ICE custody. Direct costs include detention bed/guard contracts, healthcare, and other costs directly tied to implementing the detention program. Examples of other direct costs include alien welfare (clothing and other materials); provisions (food, beverages, and cooking materials); detainee pay; telecommunications services; utilities; operation and maintenance of facilities; supplies; equipment; postage; and miscellaneous contractual services such as inspection contracts.
 - **What is being done to keep rates for overhead costs within GAO acceptable levels? (Carter)**
 - Per OMB Circular A-76, the reasonable levels of overhead is 12 percent. ICE strives to keep general expenses (GE) overhead costs within this recommended level. In FY 2017 overhead costs represented 11.6% of the costs of adult detention beds. ICE conducts Efficiency Audits and makes use of consolidation wherever possible to reduce and control overhead costs. Wherever and whenever possible, contracting prices and forward-pricing rate agreements are used.
 - **In light of the amount of funding requested to enable increased apprehension and detention, one contributing factor is the number of countries that refuse or limit the return of illegal aliens. How are you addressing this problem?**
 - Most countries adhere to international obligations to accept the timely return of their citizens. Countries that systematically refuse or delay the repatriation of their citizens are considered to be uncooperative. Under authorities held by the Secretaries of Homeland Security and State, countries that are uncooperative with the removal of their nationals may become subject to visa sanctions or may be denied participation in certain visa programs.
 - In FY 2017, ICE fully implemented its Removal Cooperation Initiative (RCI) Tool. Under the RCI, ICE assesses the level of cooperation it receives from each country in the removal process. The RCI Tool assigns every country an explanatory cooperation label, falling to one of five categories: Cooperative, At Risk of Non-Compliance, Uncooperative, Neutral, or No Data. ICE then uses this information to engage appropriate U.S. Government and foreign government interlocutors to improve countries' cooperation with removal efforts.

- In August 2017, the Department of Homeland Security (DHS) and the Department of State (DOS) signed a memorandum of understanding (MOU) concerning the removal of aliens. This MOU was drafted in accordance with the January 25, 2017 Executive Order Enhancing Public Safety in the Interior of the United States and superseded the April 2011 ICE and DOS MOU concerning repatriation. The MOU lists potential mechanisms to address countries that deny or unreasonably delay repatriation with consequences up to and including visa sanctions under section 243(d) of the Immigration and Nationality Act and deferral of all diplomatic efforts or negotiations contingent upon the foreign government's acceptance of their nationals for removal.
- While there is no silver bullet to addressing this issue, there has been progress made by engaging uncooperative countries through protocols listed in the legacy ICE-DOS MOU and the current DHS-DOS MOU. When moving through the steps in the MOU, DOS evaluates each action in light of the potential impact on U.S. foreign policy interests. The most effective steps have been joint DOS-ICE engagements with foreign representatives in Washington, DC, and in country, the issuance of demarches and visa sanctions. To date, visa sanctions have been leveraged against Cambodia, Eritrea, Guinea and Sierra Leone. Since the inception of the RCI Tool and the utilization of visa sanctions, ICE has garnered significant cooperation from some countries and territories.
- Most recent results:
 - December 2016 – 20 Uncooperative countries and 55 ARON
 - May 2017 – 12 Uncooperative countries and 47 ARON
 - December 2017 – 9 Uncooperative countries and 36 ARON
- **What is your policy for deciding whether an alien may be released from custody? (Culberson)**
 - In January 2013, ICE completed implementation of a new detainee intake process, the Risk Classification Assessment tool, which uses a scoring methodology to generate standardized recommendations for ICE custody and release decisions.
 - ICE law enforcement officers and attorneys exercise all appropriate discretion on a case-by-case basis when making detention and enforcement decisions. This is consistent with the February 20, 2017 EO implementation memorandum, "Enforcement of the Immigration Laws to Serve the National Interest," which specifically discusses this issue which can be found at <https://www.dhs.gov/publication/enforcement-immigration-laws-serve-national-interest>.
- **What initiatives are DHS undertaking to address the issue of visa overstays?**
 - ICE Homeland Security Investigations (HSI), through its Counterterrorism and Criminal Exploitation Unit (CTCEU), proactively scrutinizes known or suspected terrorists and their associates, identifies terrorist criminal enterprises, prevents

(b)(5); (b)(7)(E)

terrorists and other criminals from exploiting the nation's immigration system, and expands the HSI resource equities within various law enforcement agencies and the intelligence community (IC). CTCEU accomplishes its mission through research and analysis, targeted operations and special initiatives, and by leveraging HSI's expertise with partnering agencies in identifying national security threats. The CTCEU vetting process requires both batch vetting, and in-depth manual research on various databases and open source sites to create validated overstay leads, investigative information, and support for enforcement operations.

Below are some of the initiatives to address the issue of visa overstays include:

- Partnership with National Counterterrorism Center (NCTC): In January 2012, CTCEU initiated the use of the NCTC resources in support of the Overstay Program to screen overstays to identify potential matches to derogatory intelligence community holdings. CTCEU's capabilities further enhanced the Overstay Mission by adding the Recurrent Student Vetting Program (RSVP), a program designed to screen foreign students who are lawfully in the United States without scrutiny against known derogatory information.
- The Visa Lifecycle Initiative: The Visa Lifecycle Initiative tracks nonimmigrant visitors from the time they file a visa application to the time they depart from the United States, or until such time as they become an overstay or otherwise fail to comply with their terms of admission (i.e., become "out-of-status"). This initiative aims to allow ICE to continuously monitor, vet, and identify any derogatory information on foreign visitors that may arise during their period of admission into the United States, or until such person violates his/her visa status. In instances that any violators are identified, appropriate enforcement actions will be initiated.
- Social Media Vetting Initiative: In August 2014, CTCEU established the Open Source Team (OST) within the Social Media Vetting Initiative to conduct open source/social media analysis to resolve unable to locate cases. Additionally, OST extracts pertinent information regarding targets, including criminals, fugitives, nonimmigrant violators, and targeted national security threats and their location by focusing their exploitation analysis on media, blogs, public hearings, conferences, academic websites, and social media websites such as Twitter, Facebook, and LinkedIn. The OST applies in-depth knowledge of a broad range of publicly available information to locate specific targeted individuals, identify trends and patterns, and identify subtle relationships regarding CTCEU's comprehensive targeting and prioritization criteria.
- Visa Revocation Program: The Visa Revocation Program is run by the Department of State (DoS) Visa Office. The DoS revokes the visa of the subject, who is already in possession of a United States visa, and who no longer meets the criteria for admission to the United States. CTCEU is tasked with leading HSI's investigative efforts of visa revocation cases and has implemented standard operating procedures to ensure the timely and comprehensive investigation of all national security-related revocation cases in coordination with the DoS.

(b)(5); (b)(7)(E)

- INTERPOL Program: The INTERPOL Program investigates IDENT biometrically matched INTERPOL fugitives. Upon biometric match, CTCEU vets the Subject, and in coordination with INTERPOL, determines whether action to take action against Subject. If action is required, CTCEU will open a collateral investigation for appropriate action. CTCEU performs weekly vetting processes on subjects identified in INTERPOL databases to ensure that there is no nexus to the United States.
- Operation Clipped Wings (OCW): OCW was developed as an ongoing enforcement initiative to combat the vulnerabilities identified in the Transportation Security Administration (TSA) Alien Flight Student Program (AFSP) and the critical infrastructure areas associated with aircraft. CTCEU works closely with TSA's Law Enforcement Investigative Unit (LEIU) in identifying concerns relating to TSA's vetting of alien flight candidates and individuals working in national security designated locations (airports and seaports).
- Foreign Flight Schools: Foreign flight students who train at one of the FAA-certified flight schools outside the United States must be approved by TSA's AFSP. TSA does not inspect these facilities and approves these student applications without vetting because they are located outside the United States. There are 152 FAA-certified flight schools abroad that have trained over 5,000 students. CTCEU vets these students for derogatory information and identifies applicants with possible national security issues for referral to HSI Attaché offices for overseas awareness and coordination with location law enforcement if necessary.
- Domestic Mantis Initiative: The Domestic Mantis Initiative aims to identify nonimmigrant students who enter the United States to study in a non-sensitive academic field and subsequently transfer to a sensitive academic field, or attempt to work in areas posing a national security, public safety threat. Currently, CTCEU manually extracts back end SEVIS data to identify active students who have transferred from non-sensitive to sensitive fields of study listed on the Technology Alert List from countries of citizenship that involve special interest or counterintelligence concerns. This data is then exported to the NCTC and vetted against intelligence community holdings at for additional derogatory information and subsequent de-confliction with ongoing law enforcement investigations is conducted. These checks are performed bi-annually to identify new students who enroll each semester.
- **Formerly and currently detained pregnant women and their attorneys report that pregnant women receive only the bare minimum of services and accommodations, and are routinely denied extra blankets, additional food, and adequate prenatal care. What is DHS doing to address this? (Roybal-Allard)**
 - ICE detention standards ensure that all detainees receive appropriate food, medical care, services, and legal access. ICE's most recent detention standards, the Performance Based National Detention Standards (PBNDS) 2011, which cover a majority of ICE detainees, include specific requirements related to the care of pregnant detainees.

- ^{(b)(5)} **How does DHS justify the need for additional ICE hiring and detention beds? (Roybal-Allard)**
 - ICE is enforcing immigration laws as enacted by Congress. The FY 2019 Budget provides the resources necessary for ICE to fulfill its statutory requirements.