

## UNITED STATES DEPARTMENT OF DEFENSE

+ + + + +

## JUDICIAL PROCEEDINGS PANEL

+ + + + +

## PUBLIC MEETING

+ + + + +

PREVENTION AND RESPONSE TO RETALIATION AGAINST  
VICTIMS OF SEXUAL ASSAULT CRIMES

+ + + + +

TUESDAY  
MAY 19, 2015

+ + + + +

The Panel met in the E. Barrett  
Prettyman Federal Courthouse, Ceremonial  
Courtroom 20, 6th Floor, 333 Constitution Avenue,  
N.W., Washington, D.C., at 8:30 a.m., Hon.  
Elizabeth Holtzman, Chair, presiding.

## PRESENT:

Hon. Elizabeth Holtzman  
Hon. Barbara Jones\*  
Victor Stone  
Tom Taylor  
VADM(R) Patricia Tracey

\*Participating telephonically

WITNESSES:

Human Rights Watch Report and Recommendations

Ms. Sara Darehshori, Senior Counsel, Human Rights Watch, U.S. Program

Ms. Meghan Rhoad, Researcher, Human Rights Watch, Women's Rights Division

Ms. V.P., Retired U.S. Army Captain

Master Sergeant T.S., U.S. Air Force

Petty Officer Third Class D.M., U.S. Coast Guard

Ms. C.B., Former U.S. Air Force Enlisted Member

Victim Perspectives on Retaliation and Workplace Hostility (Panel One)

1st Lieutenant C.B., U.S. Army

Ms. J.S., Retired U.S. Air Force Technical Sergeant

Ms. Susan L. Burke, Victim Counsel, Law Offices of Susan L. Burke

Victim Perspectives on Retaliation and Workplace Hostility (Panel Two)

Major K.V., U.S. Air Force

Staff Sergeant E.A., U.S. Army

Petty Officer First Class S.F., U.S. Coast Guard

Ms. A.N., Former U.S. Navy Petty Officer Second Class

Staff Sergeant N.L., U.S. Air Force

Ms. A.H., Spouse of U.S. Air Force Staff Sergeant

Lance Corporal J.J., U.S. Marine Corps

Fear of Retaliation and Impact on Reporting: SARC and VA Perspectives

Ms. Nancy Pike, U.S. Air Force SARC, Seymour-Johnson Air Force Base, North Carolina

Mr. Michael Starkey, U.S. Air Force SAPR Victim Advocate, Davis-Monthan Air Force Base, Arizona

Mr. Magnus Graham, U.S. Coast Guard SARC Coordinator, Portsmouth, Virginia

Ms. Marie A. Brodie, U.S. Marine Corps SARC, Marine Corps Base Camp Lejeune, North Carolina

Sergeant First Class Bridgett Joseph, U.S. Army  
SARC, Schofield Barracks, Hawaii  
Ms. Kim Agnew, U.S. Navy SARC, Naval Support  
Activity, Bethesda, Maryland

Preventing and Responding to Retaliation: NCO  
Perspectives

Command Chief Master Sergeant Craig A. Neri,  
U.S. Air Force, 45th Space Wing, Patrick  
Air Force Base, Florida  
Command Master Chief Kevin Goodrich, U.S. Navy,  
Naval Air Station Hampton Roads, Virginia  
Command Master Chief Jason D. Griffin, U.S.  
Coast Guard, 7th District  
Master Sergeant Michelle M. Johnson, U.S. Army,  
Pentagon, Virginia  
Staff Sergeant LeeAnn B. Nelson, U.S. Marine  
Corps Uniformed Victim Advocate, Marine  
Corps Base Quantico, Virginia

Roles and Responsibilities Regarding Retaliation:  
Perspectives from Installation-Level Commanders

Brigadier General David Harris, U.S. Air Force,  
Commander, 96th Test Wing, Eglin Air Force  
Base, Florida  
Captain Heidi Fleming, U.S. Navy, Commanding  
Officer, Naval Air Station Patuxent River,  
Maryland  
Captain Jeffrey C. Westling, U.S. Coast Guard,  
Commander, U.S. Coast Guard Base Kodiak,  
Alaska  
Colonel Allen Broughton, U.S. Marine Corps,  
Chief of Staff, Marine Corps Installations  
National Capital Region/Marine Corps Base  
Quantico, Virginia  
Colonel Brian Foley, U.S. Army, Garrison  
Commander, Fort Meade, Maryland

STAFF:

Lieutenant Colonel Kyle W. Green, U.S. Air  
Force - Staff Director

Maria Fried, Designated Federal Official

TABLE OF CONTENTS

I	Human Rights Watch Report and Recommendations. . . . .	.11
II	Victim Perspectives on Retaliation and Workplace Hostility. . . . .	105
III	Break. . . . .	148
IV	Victim Perspectives on Retaliation and Workplace Hostility. . . . .	149
V	Lunch. . . . .	231
VI	Fear of Retaliation & Impact on Reporting: SARC and VA Perspectives. . . . .	231
VII	Preventing and Responding to Retaliation: NCO Perspectives. . . . .	295
VIII	Break. . . . .	343
IX	Roles and Responsibilities Regarding Retaliation: Perspectives from Installation-Level Commanders. . . . .	343
X	Public Comment . . . . .	401

## P R O C E E D I N G S

8:52 a.m.

MS. FRIED: Good morning, everyone.

The meeting is now open. Welcome Panel members.

Thank you for being here today. Judge Jones,  
thank you for agreeing to participate by phone.

This is the tenth public meeting of  
the Judicial Proceedings since FY 2012 Amendments  
Panel, also known as the Judicial Proceedings  
Panel. My name is Maria Fried, and I'm the  
Designated Federal Official for the JPP.

The JPP is congressionally mandated by  
the NDAA for fiscal year 2013, Section 576(a)(2),  
as amended. The JPP is tasked with conducting an  
independent review and assessment of judicial  
proceedings conducted under the UCMJ involving  
sexual assault and related offenses since  
amendments were made to Uniform Code of Military  
Justice regarding those offenses by Section 541  
of the NDAA 2012.

The JPP issued its first report on  
February 4th, 2015, and that report is available

1 at the website [www.jpp.whs.mil](http://www.jpp.whs.mil). Additional  
2 information on the establishment of the Panel,  
3 Panel membership, and its charter is also  
4 available on the JPP website. Information such  
5 as presentations and resources used by the Panel  
6 members are also available at that website.

7 The distinguished members appointed to  
8 the JPP are as follows: the Honorable Elizabeth  
9 Holtzman, who is also Chair of the JPP; the  
10 Honorable Barbara S. Jones; Vice Admiral(R)  
11 Patricia A. Tracey; Professor Thomas W. Taylor;  
12 and Mr. Victor Stone.

13 We received three requests for public  
14 comment. The period for public comment is  
15 designated to begin at 4:45 with each speaker  
16 allotted five minutes to make their comments.  
17 Please note that all information provided to the  
18 JPP is available to the public upon request.  
19 Information provided to the Panel members is a  
20 matter of public record. As such, material  
21 provided to it, including reports, transcripts,  
22 minutes, agendas, and other documents are

1 accessible to the public unless any of the nine  
2 Freedom of Information Act exemptions apply.

3 I do also want to mention that the  
4 Secretary of Defense established the Judicial  
5 Proceedings Panel Subcommittee to assist this  
6 Panel with its work. The subcommittee is  
7 reviewing issues that this Panel referred to in  
8 its February report related to the definitions  
9 and elements of Article 120 of the UCMJ. Article  
10 120 is a punitive article for rape and other  
11 sexual assault-related offenses.

12 And with that, I'd like to turn the  
13 meeting over to the Chair, the Honorable Ms.  
14 Holtzman.

15 CHAIR HOLTZMAN: Thank you very much,  
16 Ms. Fried. And good morning, everyone. And good  
17 morning, members of the Panel. I'd like to  
18 welcome everyone to the May meeting of the  
19 Judicial Proceedings Panel. Four of the members  
20 of the Panel are here in person today, and our  
21 fifth Panel member, Judge Barbara Jones, is  
22 joining us by telephone.

1           Today's meeting is being transcribed,  
2           and the afternoon sessions will be video-recorded  
3           by Army Television. The meeting transcript and  
4           link to the video recording will be posted on the  
5           JPP website.

6           The Judicial Proceedings Panel was  
7           created by the National Defense Authorization Act  
8           of fiscal year 2013, as amended, by the National  
9           Defense Authorization Act for fiscal years 2014  
10          and 2015. Our mandate is to conduct an  
11          independent review and assessment of judicial  
12          proceedings conducted under the Uniform Code of  
13          Military Justice involving adult sexual assault  
14          and related offenses since the most recent  
15          amendments to Article 120 of the UCMJ in 2012.

16          Today's meeting continues our review  
17          of the prevention and response to retaliation and  
18          ostracism against victims of sexual assault  
19          crimes. In this morning's first session, we will  
20          hear from Ms. Sara Darehshori and Ms. Meghan  
21          Rhoad -- I hope I pronounced the names correctly  
22          -- of Human Rights Watch. Their report on

1 retaliation against sexual assault survivors in  
2 the military was provided to the Panel and  
3 published yesterday. They will be joined this  
4 morning by four current or former members of the  
5 military who are among the more than 150  
6 survivors interviewed by Human Rights Watch for  
7 its report.

8 Next, the Panel will hear from two  
9 survivors and their attorney in a complaint  
10 recently filed in the U.S. District Court, the  
11 Eastern District of Virginia. They will discuss  
12 their experiences and views about retaliation and  
13 workplace hostility.

14 In our last session of the morning, we  
15 will hear from sexual assault survivors from each  
16 of the military Services who will share their  
17 experiences and perspectives on retaliation  
18 issues.

19 We are extremely grateful that the  
20 survivors here with us today agreed to meet with  
21 us. To accommodate concerns that some expressed  
22 about their privacy, we will not video record any

1 of the morning's sessions, although the sessions  
2 will be transcribed. We will refer to survivors  
3 by their initials only in the transcript and in  
4 the session, and, in some cases, the initials do  
5 not correspond to their actual initials.

6 Following a lunch break, the Panel  
7 will hear from sexual assault response  
8 coordinators and victim advocates. They will  
9 discuss their work with sexual assault victims  
10 and how fear of retaliation affects sexual  
11 assault reporting.

12 Next, we will hear from non-  
13 commissioned officers about preventing and  
14 responding to retaliation within military units.  
15 In today's last session, we will hear from  
16 installation-level commanders about the roles and  
17 responsibilities regarding retaliation.

18 Each public meeting in the Judicial  
19 Proceedings Panel includes time to receive  
20 comments and input from the public. The Panel  
21 has received both written comments and requests  
22 from the public to appear at today's meeting. We

1 will hear from those who requested to appear at  
2 the end of the day. All written comments and  
3 materials received by the Panel members for  
4 today's meeting and previous meetings are  
5 available on the JPP website, which is  
6 jpp.whs.mil.

7 Thank you very much for your  
8 attention, and I believe we're ready to begin our  
9 first session. The first panel will deal with  
10 the Human Rights Watch report and  
11 recommendations. nd we'll start with Ms. Sara  
12 Darehshori. Is that correct, my pronunciation?

13 MS. DAREHSHORI: Yes, that's great.  
14 Thanks very much. Thank you for having us here  
15 today to discuss the findings of our report. We  
16 greatly appreciate the work that your Panel has  
17 been doing and are especially pleased you're  
18 looking at retaliation, and we're also especially  
19 grateful for the assistance your staff has given  
20 us with respect to finding research that was  
21 useful for our own report.

22 We began looking at this issue

1 actually almost two years ago. The project began  
2 because, after I finished my last project and I  
3 was looking for my next project, I circled back  
4 to some Service member groups that we had met  
5 with to discuss a project a few years ago on  
6 military sexual trauma. Honestly, we thought  
7 that this would not be an issue for Human Rights  
8 Watch because we look for issues that have not  
9 received any public attention, and this obviously  
10 is not one of those under-reported issues. There  
11 seemed to be some momentum on the issue, so we  
12 weren't sure that there would be something for us  
13 to add.

14 But when we spoke to the Service  
15 member groups, what we found very quickly was  
16 that, even though a lot of attention has been  
17 paid to this issue and a lot of reforms have been  
18 undertaken with respect to the criminal justice  
19 process, that most victims don't actually see  
20 justice for these crimes, that, as we know from  
21 working on sexual assaults, cases generally, that  
22 they're difficult cases and very few people see

1 justice for these crimes, even in the best of  
2 circumstances.

3 But in the military, most people  
4 experience retaliation when they report of some  
5 form or another. And often it's very severe.  
6 And in the military, unlike in the civilian  
7 world, if you experience retaliation, you can't  
8 quit and you don't have any legal recourse in  
9 civil courts. Basically, you're left with  
10 military administrative structures to protect  
11 you, and those have not been working.

12 So that is why we ended up looking at  
13 this issue, which seemed to be such a pervasive  
14 problem affecting so many people. We really  
15 started speaking with survivors about a year and  
16 a half ago. And over the past year and a half,  
17 we've spoken with about 150 survivors. When we  
18 decided to write this report, we focused only on  
19 54 survivors who we interviewed and another 21  
20 who we had written testimony or who contacted us  
21 in other ways to use in this report because we  
22 understand that, since so many reforms have taken

1 place since fiscal year 2012, but focusing on  
2 cases from fiscal year 2012 onward would be the  
3 most helpful in formulating recommendations for  
4 how to address this problem.

5 We also spoke with over a hundred  
6 other people who work on these issues or have  
7 been touched by these issues in different ways.  
8 So we were fortunate enough to speak to a number  
9 of victims legal counsel and Special Victims'  
10 Counsel. We spoke to military law practitioners.  
11 We spoke to whistleblower experts. We spoke to  
12 family members of Service members who had been  
13 assaulted. And we spoke to people who are still  
14 in Service and other experts and non-governmental  
15 organizations who work on these issues in order  
16 to best inform our recommendations and findings.

17 And for this report, we focused on  
18 retaliation as defined by the NDAA. We didn't  
19 look at it as a criminal, as defined in  
20 regulations that the military has passed to  
21 criminalize retaliation. We looked at it in its  
22 broadest form: negative repercussions that have

1 taken place after people have reported their  
2 sexual assaults.

3 One of the most striking things for  
4 us, I think, in doing this research, even working  
5 on human rights issues, generally having worked,  
6 I mean, personally, on the genocide in Rwanda and  
7 speaking with victims from, you know, different  
8 severe types of trauma, was how devastating the  
9 impact of retaliation was on the survivors that  
10 we spoke with. And we spoke with survivors who  
11 had experienced the retaliation many, many years  
12 ago and were still deeply traumatized by how the  
13 retaliation impacted them.

14 And it is, and I do mean the  
15 retaliation. I think, for many people, the  
16 sexual assault is something that they felt that  
17 they could understand that there was a bad actor  
18 and they could get over that. But when the  
19 support systems that they turn to turned away  
20 from them and made the situation worse, the  
21 betrayal felt by the victims that they were  
22 willing to give their lives for was devastating.

1 And studies do show that, in general, the impact  
2 of negative responses from support systems has  
3 the likelihood of increasing the chances of  
4 getting PTSD and really having a devastating  
5 impact on the victim's ability to recover.

6 So I think it's absolutely essential  
7 that this piece get handled correctly. There's  
8 no reason to add to a victim's trauma after a  
9 sexual assault, and I would like to see reforms  
10 to ensure that that doesn't happen.

11 The other major issue for us was  
12 really this piece on the lack of recourse. So  
13 for professional retaliation, as you heard in  
14 your last hearing, the exclusive remedy is the  
15 Military Whistleblower Protection Act. Our  
16 research found that, basically, no one has ever  
17 been protected, no sexual assault victim who  
18 reported a sexual assault and experienced  
19 professional retaliation has benefitted from that  
20 act, despite the fact that DoD surveys estimate  
21 that 32 percent of people who report a sexual  
22 assault experience some kind of retaliation.

1           So in looking at the figures, we would  
2 estimate that between 2004 and 2013 roughly 5700  
3 people who would have been eligible possibly for  
4 a complaint that could go to the whistleblower,  
5 that could go to the Department of Defense  
6 Inspector General. But during that time period,  
7 they had only 38 complaints, and they  
8 investigated five, and none of those led to  
9 relief for the victim.

10           We did a general search of all the  
11 Boards of Correction of Military Records  
12 decisions and we found zero cases in which any  
13 whistleblower case related to a sexual assault  
14 had been granted even partial relief. Overall,  
15 what we found were 51 cases in which someone who  
16 reported a sexual assault got relief from the  
17 Boards of Correction of Military Records, and one  
18 of the things that was striking about that,  
19 oftentimes, those were for discharges. They  
20 weren't brought under the Military Whistleblower  
21 Protection Act.

22           But we found also that four times as

1 many perpetrators go to the Boards of Correction  
2 to seek correction to their record than victims,  
3 which surprised us. And as a result, nearly  
4 twice as many perpetrators have gotten relief  
5 from the Boards of Correction, which, you know,  
6 again, is surprising in the context of the fact  
7 that victims are actually more likely to  
8 experience adverse administrative action after  
9 reporting a sexual assault.

10 And the other important piece of this  
11 to us was, in terms of setting an environment  
12 which is hospitable to these complaints, was that  
13 the lack of accountability for retaliation was  
14 definitely something that we heard time and time  
15 again from survivors, even if their cases were  
16 substantiated and who experienced severe  
17 retaliation, that those who retaliated against  
18 them, nothing ever happened to those people. And  
19 that sort of climate with that kind of behavior  
20 is acceptable and continues is maybe why this  
21 retaliation figure of 62 percent has stayed the  
22 same over the last two DoD surveys.

1           We were able to only, despite multiple  
2 requests from different sources for information  
3 about accountability for people who retaliated  
4 against victims, we only found three cases in  
5 which investigations had begun, and neither of  
6 those resulted in any adverse action taken  
7 against the person doing the, retaliating against  
8 the victim. And the other two cases in which  
9 people who harassed victims were given extra PT,  
10 physical training, and extra duty, which, at the  
11 time, one of those cases was from 2000, actually.  
12 So it's quite an old story. But in both of those  
13 cases, the survivors felt supported even by that  
14 display of actions to stop their peers from  
15 harassing them.

16           So I won't take up anymore of your  
17 time, but we look forward to your questions.

18           CHAIR HOLTZMAN: Ms. Rhoad, did you  
19 have a statement you wanted to make?

20           MS. RHOAD: We hoped that I might be  
21 able to make some concluding comments on our  
22 recommendations following the survivors'

1 discussion of their experience.

2 CHAIR HOLTZMAN: Okay. Ms. V.P.?

3 MS. V.P.: Thank you for inviting me  
4 to testify before you today. I have two  
5 perspectives to offer you: my own experience with  
6 retaliation and my experiences as commander in  
7 the Army.

8 My father was in the Army, and I knew  
9 that I also wanted to serve as a leader. I was  
10 in ROTC in college, and I joined the Army full-  
11 time in 2004. After four years, I was on track  
12 to reach the highest levels of command, and I had  
13 exceptional reviews. From the moment in the ROTC  
14 that I learned about the duties and  
15 responsibilities that a command position  
16 requires, earning that position became my goal.

17 In 2008, I took my first command  
18 position in Oklahoma and we later moved the unit  
19 to Korea. Throughout my military career,  
20 receiving and hearing inappropriate comments was  
21 commonplace, and they continued in this position,  
22 as well.

1                   One of my senior ranking officers  
2 began brushing against me and touching me  
3 inappropriately. I reported this to my  
4 commander, and he told me that I had two choices  
5 in this situation. He told me, "I can remove you  
6 for cause and end your career right now, or you  
7 can find a way to deal with it." The perpetrator  
8 was the officer that was responsible for the  
9 entire battalion's training and mission readiness  
10 evaluations.

11                   After reporting this situation, this  
12 officer began to push all of my unit's scheduled  
13 evaluations and training further and further into  
14 the future. For instance, during a field  
15 training exercise, my unit had to stay out in the  
16 field an extra five days to complete training.  
17 This affected me directly by making me miss the  
18 training and readiness goals that my commander  
19 had set for me. These are the metrics that are  
20 used as the bulk of an officer's evaluation  
21 review.

22                   But I'm not sure if the secondary

1 retaliatory effects were intentional, but they  
2 affected me much worse than knowing that my own  
3 evaluation was in jeopardy. These secondary  
4 retaliatory effects were that, because my unit  
5 missed these training and readiness goals, my  
6 Soldiers missed out on recognition for their  
7 accomplishments.

8           The lack of visual recognition and  
9 recognition of awards and certificates of  
10 achievement actually equated to my Soldiers  
11 missing out on promotion points. This  
12 retaliation didn't just affect me. It affected  
13 over 100 other people, their careers and their  
14 future earnings.

15           While in the same unit, over the  
16 course of one year, I was assaulted a total of  
17 three times and absolutely I do think that the  
18 climate facilitated these crimes. I chose not to  
19 report two of them because I knew if I reported  
20 my career was gone.

21           I had also witnessed what had happened  
22 to others in this unit who reported sexual

1 assaults. I saw several cases handled badly.  
2 Each victim was blamed. Information about cases  
3 was not kept confidential, and victims were  
4 branded as liars.

5 I took a chance and reported one of  
6 the three assaults that happened that year. One  
7 officer groped me, and I felt that I would be  
8 able to change the attitude towards sexual  
9 assault victims by reporting it. I thought  
10 reporting would stop the perpetrator from  
11 continuing to harass me or others. When I  
12 reported it to my commander, his response to me  
13 was the same as when my senior officer, when I  
14 reported it to my senior officer earlier: "Deal  
15 with it and do your job."

16 Army Criminal Investigations Division,  
17 CID, eventually substantiated my case and the  
18 perpetrator confessed to the conduct. A warrant  
19 officer was golfing buddies with my commander,  
20 and he only received a local letter of reprimand.  
21 So when he went to his next duty station, his  
22 slate was completely clean and not to mention

1 that he didn't even have to register as a sex  
2 offender.

3 From that point on, my commander made  
4 it clear that he wanted me out of his unit and he  
5 set me up to fail. An example of a retaliatory  
6 action that happened in this unit was my change  
7 of command ceremony as I was leaving two years of  
8 command time with my unit. The entire battalion  
9 and some members of the brigade typically attend  
10 this event. When my battalion commander gave me  
11 a date, I began to plan the event and send out  
12 invitations. A day or two later, the brigade  
13 commander set a brigade-wide mandatory training  
14 event on the same day. I asked if I should  
15 change my date, and my commander told me just to  
16 get it done.

17 My ceremony was bare bones. Only my  
18 own unit attended and just a few outside guests.  
19 Despite my outstanding evaluation reviews, I did  
20 not receive an award at all, which sent a  
21 negative signal to the promotion board. I knew  
22 that was the beginning of the end of my career.

1           I spent a total of five years as a  
2           commanding officer in the Army. The first two of  
3           them entailed what I just described. The next  
4           one-year command position went well. Although my  
5           new commander in that new position had been  
6           briefed that I reported an assault in my previous  
7           unit, he was very supportive and not at all  
8           retaliatory.

9           During my last command position, which  
10          was my last two years in the Army, a whole new  
11          set of problems arose. About six months into  
12          this duty position, I was assaulted for the  
13          fourth time in my career. I reported it to my  
14          commander, and my commander had a non-  
15          commissioned officer issue an apology. I was  
16          labeled a troublemaker from that day forward.  
17          While enduring this command, my first sergeant  
18          made an inappropriate sexual remark to me at a  
19          training conference in October 2012. I counseled  
20          him and referred him to the battalion commander  
21          for action. I couldn't bear the thought of him  
22          saying something like this to one of my Soldiers.

1           Both my first sergeant and I were  
2 counseled in writing. I was counseled for  
3 failure to maintain better control over my first  
4 sergeant. My battalion commander broke protocol  
5 and asked me to step out of the room so that he  
6 could issue my first sergeant a reprimand. Once  
7 I was out of the room and closed the door behind  
8 me, I heard a roaring laughter from the battalion  
9 commander, the battalion command sergeant major,  
10 and my first sergeant.

11           I immediately complained about the  
12 handling of this incident to the Inspector  
13 General, who referred me to the Equal Opportunity  
14 representative who then instructed me that I  
15 needed to go talk to my brigade commander. I met  
16 with my brigade commander, and he spent 30  
17 minutes intimidating me trying to get me to drop  
18 it.

19           At this point, I felt that my entire  
20 chain of command was on a mission to undermine my  
21 credibility and fire me. I then received  
22 negative counseling statements for things like

1 not returning a call or email immediately, and I  
2 was subject to several non-standard unannounced  
3 inspections that none of my peers received. I  
4 was given extra paperwork to complete that was  
5 not required for any of my peers.

6 After my chain of command and the IG  
7 both had failed to resolve the ongoing  
8 retaliation, I wrote to my senator. My brigade  
9 and battalion commanders who were the subject of  
10 my complaints led the congressional inquiry. As  
11 a result, my chain of command began an  
12 investigation that was supposed to be a look into  
13 my battalion commander's behavior toward me and  
14 the retaliation that I was receiving. During  
15 this investigation, my deputy brigade commander  
16 interrogated me for over two hours, asking me  
17 questions like, "Are there any unusual  
18 circumstances that we should know about your  
19 enlistment?"

20 My Soldiers and co-workers informed me  
21 that they were questioned about my mood. After  
22 issuing a Command Climate Survey, my battalion

1 command sergeant major met with my NCOs and said,  
2 "Tell me everything that she does wrong." After  
3 a meeting, one of my NCOs told me, "Ma'am, I  
4 don't know what you did, but he's gunning for  
5 you."

6 In 2013, my annual military medical  
7 exam triggered the initiation of a Medical  
8 Evaluation Board, and I became eligible for a  
9 medical retirement. The retaliation continued.  
10 My chain of command threatened to stop the MEB  
11 process and look further into my medical records  
12 themselves. My commander read through my medical  
13 records, including some records about my previous  
14 sexual assaults, and in training meetings he  
15 referenced specific issues in my medical records  
16 as examples of what medical issues Soldiers could  
17 have within the battalion and that we need to pay  
18 special attention to those Soldiers.

19 Two months before the end of my MEB  
20 process, I was told that I would be sent to a  
21 U.S. Army Reserve unit as an active duty Soldier.  
22 But I was also able to fight that. However, I

1 was once again penalized, and I was denied a  
2 retirement award.

3 In my experience, the EO and the IG  
4 were intertwined too closely with the chain of  
5 command and were unwilling to conduct a proper  
6 and meaningful investigation into my claims of  
7 retaliation. Any belated efforts made to remedy  
8 the situation were only made to stop me from my  
9 ongoing quest for an investigation into all of  
10 the retaliation and experiences that I had.

11 Despite however overwhelming these  
12 prolonged situations were for me, my multiple  
13 years as a commander and a survivor provided a  
14 knowledge base for me to anticipate what was  
15 coming and from whom, as well as navigate the  
16 field of questions, interrogations, and the bout  
17 of questions and threats that I knew that I  
18 should challenge. I can only imagine how  
19 difficult this has to be for the young enlisted  
20 personnel who don't know what they don't know.

21 During all of these events in my  
22 career, I did not ever have a military or

1 civilian advocate. None were provided. Training  
2 programs did not at all cover retaliation.

3 My military career that once had a  
4 bright future ended abruptly, and I now have to  
5 start a new career from the very beginning. As  
6 of today, May 19th, 2015, it has been 192 days  
7 since I submitted my congressional inquiry into  
8 the most recent case of whistleblower  
9 retaliation. It's still not resolved.

10 Whistleblower retaliation and reprisal has now  
11 outlasted my military career, and I wonder when I  
12 get to move on with my life.

13 Out of all the great leadership  
14 lessons that the Army has taught me, the ability  
15 to present and brief the bottom line up-front is  
16 helpful to me in offering you my point of view.  
17 The bottom line, as I have learned, becomes more  
18 impactful when dollar figures accompany the issue  
19 at hand.

20 So when I look back at my nine years  
21 of service, I considered all the money that the  
22 Army invested in me as a resource and an asset to

1 the organization. Between my multiple clearances  
2 at different levels, civilian schooling,  
3 undergraduate, graduate, specialized military  
4 training and schooling, ROTC and associated  
5 training, temporary duty in various locations,  
6 and my salary, the Army invested well over \$1  
7 million in me. Due to the conditions that I was  
8 subject to, I was medically retired from the  
9 Army. I cannot currently place a dollar amount  
10 on what the Department of Army will spend on  
11 paying for my retirement because that's a  
12 lifelong payment.

13 The impact of this issue now also begs  
14 the question how much will the VA system have to  
15 contribute to improving my quality of life  
16 because the current systems in the military  
17 cannot appropriately address whistleblower  
18 retaliation? This seems to be the very  
19 definition of fraud, waste, and abuse.

20 Going forward, I would suggest  
21 strengthening the whistleblower protections to  
22 allow independent investigations, to expand the

1 definition of prohibited personnel practices to  
2 include retaliatory actions and investigations,  
3 and all Service members should be trained on the  
4 whistleblower protections that are available to  
5 them. Thank you.

6 CHAIR HOLTZMAN: Thank you very much.  
7 I'm sorry. I can't see your initials. Master  
8 Sergeant T.S.

9 MSgt T.S.: Yes, ma'am. Good morning.  
10 I'm an active duty United States Air Force Master  
11 Sergeant, and I'm assigned and stationed in San  
12 Antonio, Texas. I've been in the Air Force for  
13 19 years. My career has spanned across various  
14 commands, including Air Education, United States  
15 Air Force in Europe, Air Force Special Operations  
16 Command, Air Mobility Command, Air Combat  
17 Command, Central Command, and a few expeditionary  
18 commands.

19 While stationed at Hurlburt Field,  
20 Florida, I felt on top of the world. I was newly  
21 married, had a baby boy, made master sergeant  
22 and, at that time, won the AFSOC Command Center

1 NCO of the Year Award. I felt like there was  
2 nothing I couldn't do.

3 After a few years there, I received  
4 orders to Ramstein Air Base, Germany. What would  
5 have been a wonderful experience for my career  
6 and for my family turned into a never-ending  
7 nightmare, one I wouldn't wish on anyone today.  
8 Today I'm here to tell you only a condensed  
9 portion of my story.

10 I arrived in Germany in March 2010.  
11 Soon after, as duty requires me, I reported a  
12 security incident to my chain of command. My  
13 chain of command cunningly announced to the staff  
14 that I was a culprit, which quickly turned my  
15 peers against me. I was doing my job, as  
16 required. Regardless, a captain in my section  
17 kept making comments, such as "snitches need  
18 stitches."

19 I was forced to work with them because  
20 I later found out that no other officer  
21 controller wanted to work with me because I had  
22 reported a security incident outside of my unit.

1 A few of the other enlisted members, including  
2 myself, were regularly sexually harassed by the  
3 same captain. He made comments, such as calling  
4 myself "Pringles," as in "you're hung like a  
5 Pringles can," and he called another individual  
6 "K-Y Jelly" because his initials were K.Y. He  
7 would also draw phallic images of male genitalia  
8 inside people's caps or on their paperwork.

9 His inappropriate behavior was ignored  
10 and tolerated by leadership, and I was warned not  
11 to shake the birdcage.

12 On September 13th, 2010, during a  
13 farewell function, this captain sexually  
14 assaulted me. He hit me in the head with a blunt  
15 object and, while I was unconscious, beat me. I  
16 went to the ER and was diagnosed with a fractured  
17 foot, a traumatic brain injury, and, later, PTSD.  
18 I reported the attack to the security forces, the  
19 sexual assault response coordinator, the Office  
20 of Special Investigation, and my chain of  
21 command.

22 An OSI investigation had not been

1       formally initiated, but, within moments of  
2       returning home from the ER, I was picked up and  
3       taken to the police station and arrested for  
4       assaulting the commissioned officer and driving  
5       under the influence by my own admission. My  
6       driving privileges were revoked, and my wife  
7       became my personal taxi driver, driving me to and  
8       from work, as well as to numerous medical and  
9       legal appointments. She was even forced to give  
10      up employment opportunities to become my full-  
11      time taxi driver.

12                 In the unit, I was regularly mocked,  
13      threatened, and was even tortured and tormented  
14      by the captain who was allowed to walk by my  
15      office and look in on me and make fun at me. I  
16      was ostracized from my work center, called a liar  
17      and a crybaby. I was assigned menial jobs under  
18      my pay grade and experience, such as working the  
19      base beautification detail, where for three  
20      months I was forced to wear a reflective vest and  
21      pick up trash.

22                 Once the OSI investigation was

1 complete, I was found to be truthful and not  
2 guilty. The charges against me were dropped. I  
3 was given my driving privileges back, and I was  
4 assigned to another unit. However, the sexual  
5 assault was ignored.

6 I filed an IG complaint because of the  
7 way I was treated during this period. When my  
8 former leadership found out, they attacked my  
9 career and my reputation. I was pulled back into  
10 their organization, issued a letter of reprimand,  
11 a referral EPR, and a command-directed mental  
12 health evaluation.

13 The mental health evaluation would  
14 have automatically disqualified my top secret  
15 clearance and forced me to retrain out of my  
16 career. Because of the referral EPR, no other  
17 career would have accepted me, and I would have  
18 been administratively discharged from the Air  
19 Force.

20 The IG investigator confirmed this  
21 reprisal against me. The OSC of my old unit was  
22 fired, and the LOR referral EPR was revoked. At

1 that point, I thought it was over.

2 I went home on emergency leave to see  
3 my mother. I had just learned that she was  
4 diagnosed with cancer and was spending the needed  
5 time and quality with her. My military defense  
6 counsel called and advised me that when I  
7 returned to Germany I would be issued an Article  
8 15 for fraternization, drunk and disorderly  
9 behavior, driving under the influence, and lying  
10 with intent to deceive. And I was.

11 During the JAG investigation, it was  
12 uncovered that the captain was a former OSI  
13 agent, kicked out of OSI for lying during a  
14 previous investigation, had a DUI, had brought  
15 guns into Germany, and assaulted a Belgium  
16 college student while TDY. The captain was only  
17 given an Article 15 for drunk and disorderly  
18 behavior and for assaulting the Belgium student,  
19 but nothing for what he had done to me.

20 Again, the investigation for sexual  
21 assault was ignored. And despite my medical  
22 history and proof of the sexual assault, the

1 investigation against me continued and the  
2 charges against me were not dropped. I rejected  
3 the Article 15 and demanded a court-martial. My  
4 intent, of course, at that time was to prove my  
5 innocence and expose the retaliation of my  
6 command. To my disbelief, the convening  
7 authority, who was also my commander, gave the  
8 captain who assaulted me immunity to testify  
9 against me. He was even flown from Virginia, his  
10 new duty location, back to Germany to testify  
11 against me at my court-martial.

12 My wife wrote letters to Congress, the  
13 Department of Defense, even the President of the  
14 United States. All fell on deaf ears. And a  
15 congressional complaint that was filed was never  
16 resolved or heard about again, even after  
17 countless emails and requests of status. My wife  
18 and I spent an enormous amount of money on a  
19 civilian attorney to help me, and I eventually  
20 won my case.

21 Even though I won a court case, I lost  
22 much: my dignity, my reputation, promotion

1 ability, and I almost lost my family. I wasn't  
2 the same person. I was just a shell of the  
3 person I described earlier. I felt like  
4 everything I had was stripped from me, and I was  
5 just hanging onto life by a thread.

6 After countless hours of therapy, last  
7 year I had a breakthrough. I was in a fog, and  
8 it was lifted. I was in it for a long time. I  
9 was very angry and, as a positive way of  
10 channeling my anger, my therapist recommended  
11 that I get involved with fighting against  
12 military sexual assaults and against reprisals  
13 against those who report them.

14 I would ask that this behavior stops.  
15 Our military members should not be abused because  
16 they report a crime or military members who  
17 commit a crime shouldn't be rewarded or  
18 dismissed. Neither should the military members  
19 who help the guilty get away.

20 Our military members aren't the only  
21 people affected by this. Our families and our  
22 friends are also affected by what happens to us.

1 I think due to these causes, due to everything  
2 that a lot of people in my situation have  
3 committed suicide or contemplated it. I would  
4 ask for this to stop. Thank you.

5 CHAIR HOLTZMAN: Thank you very much,  
6 Master Sergeant. We know how difficult this  
7 testimony is, by the way, for all of the  
8 survivors, and we are very, very grateful that  
9 you have chosen to come and share your experience  
10 with us, despite how personally difficult it is  
11 for you.

12 Our next presenter is Petty Officer  
13 Third Class G.M.? Is that correct? I can't see  
14 from here. Sorry. My eyes aren't good. D.M.  
15 Thank you very much.

16 PO3 D.M.: Ladies and gentlemen of the  
17 Panel, I sit before you today as a survivor. I  
18 joined the U.S. Coast Guard in 2012 after being  
19 inspired by my husband's career. I wanted to be  
20 a good role model to my children and honorably  
21 serve my country. I was the first person in my  
22 family to join the military.

1           After basic training, I was assigned  
2           to a ship and I was the only female engineer, and  
3           I was proud of that. I worked very hard and  
4           never complained. I obtained qualifications in  
5           record time.

6           Shortly after getting underway on my  
7           very first patrol, I experienced the first of two  
8           sexual assaults by my immediate supervisor.

9           CHAIR HOLTZMAN: By the way, excuse  
10          me, could you give us a date for this? Roughly,  
11          if that's possible.

12          PO3 D.M.: Oh, for getting underway,  
13          ma'am?

14          CHAIR HOLTZMAN: Yes, for the  
15          assaults.

16          PO3 D.M.: The first assault happened  
17          in September 2012, ma'am.

18          CHAIR HOLTZMAN: Thank you.

19          PO3 D.M.: I tried to keep quiet about  
20          it because I did not want to make waves in my  
21          unit. I issued a report to a victim advocate on  
22          our ship at the time, a chief petty officer. In a

1 trial I said I was sexually harassed by my  
2 supervisor, but I insisted that I did not want to  
3 cause any trouble. Towards the end of the trial,  
4 my supervisor sexually assaulted me again, and  
5 this time an unobstructed report was made. The  
6 officer had the ship conduct its own  
7 investigation.

8           During the course of the ship's  
9 investigation, everyone on the ship learned the  
10 intimate details of the assault. I was  
11 immediately treated differently by everyone.  
12 Nobody ever wanted to sit with me or to talk with  
13 me. Rumors were being spread around the ship  
14 about me (Unintelligible due to sound system  
15 failure) I was assigned to night watches.

16           (Unintelligible due to sound system  
17 failure) and, at times, I was required to wake up  
18 this person for watches in the middle of the  
19 night. After about three weeks, correction, two  
20 weeks after my sexual assault was reported to my  
21 command, I was finally able to come around and  
22 get support. However, I was sent to somewhere

1 directly across the ship. (Unintelligible due to  
2 sound system failure) I was the only female  
3 assigned to this temporary unit. My shipmates of  
4 my old unit, I could not talk to because I would  
5 get them in trouble. I was told to be a good  
6 little girl and go to the ship I was stationed  
7 at. (Unintelligible due to sound system failure)  
8 assured me that this investigation would not hold  
9 me up to advance. A few months after giving my  
10 initial interview, I was brought back in again  
11 and interrogated and called a liar.

12 At that point, I was informed that my  
13 former supervisor who had sexually assaulted me  
14 alleged that I had sexually assaulted him, and I  
15 was put on hold from attending school. A few  
16 months later, I was charged with multiple  
17 accounts of sexual assault and drunk and  
18 disorderly conduct and I was being referred to a  
19 special court-martial. I was acquitted of all  
20 charges in October 2013 after it was found that  
21 the perpetrators said they made the allegations  
22 after I got their friend in trouble.

1           Just days after I was acquitted, my  
2           commanding officer presented me with an intent to  
3           discharge based upon a preponderance of evidence.  
4           He still believed that I was guilty of all the  
5           things I was acquitted of.

6           When I told my SARC what had happened,  
7           she only said that it was typical. I wrote a  
8           letter addressed to my commanding officer  
9           pursuant to an Article 138 complaint. My captain  
10          informed me that he would drop the intent to  
11          discharge, allow me to go to my business school,  
12          but I would still be receiving an alcohol-related  
13          incident when I was sexually assaulted over a  
14          year prior.

15          During this same time period, I was  
16          given a negative administration -- correction --  
17          negative administrative action, I was also  
18          awarded Sailor of the Quarter. I accepted the  
19          administrative paperwork because I wanted to move  
20          on with my career. I was afraid of pursuing any  
21          complaints due to fear of further retaliation.

22          I now (Unintelligible due to sound

1 system failure) of which they are very  
2 supportive, and I am very grateful. And I'm  
3 doing very well.

4 I would respectfully request the  
5 following changes be made: further protections  
6 for survivors of sexual assault regarding  
7 collateral misconduct; transparent administrative  
8 actions against those who retaliate against  
9 victims; and, lastly, more training to commands  
10 on how to better handle reports of sexual assault  
11 and how to treat victims that report sexual  
12 assault. Thank you.

13 CHAIR HOLTZMAN: Thank you very much.  
14 We'll now hear from Ms. C.B.

15 MS. C.B.: Good morning. My name is  
16 C.B. I joined the Air Force in May 2008, a year  
17 after I graduated from high school. I joined  
18 because my father had served 33 years in the Air  
19 Force and retired as a senior master sergeant.

20 I wanted to join the military to  
21 figure out who I was and what I wanted to be. I  
22 also wanted to eventually outrank my father.

1 All that changed in November 2009. I  
2 was transferred to Nellis Air Force Base, Nevada.  
3 Members of my squadron who I met at a Christmas  
4 party began to aggressively harass me. I had  
5 supervisors who would text me pictures of their  
6 privates late at night. They would text me at 11  
7 or 12:00 asking me if they could come over or if  
8 I could come over to their place. Sometimes, it  
9 would be physical. I would be at work on a crate  
10 or box and one of them would rub up against me,  
11 grab my breast or my butt. Occasionally, one  
12 would sniff my hair or whatever he felt like  
13 doing.

14 When they wouldn't let up, I decided  
15 to disclose to them that I was gay. This was  
16 even before Don't Ask Don't Tell was repealed.  
17 However, that only seemed to make it worse.

18 I went to my chain of command about  
19 the harassment, that they teach me sexual assault  
20 prevention -- they teach you in your sexual  
21 assault prevention training that your first line  
22 of defense is your supervisor. Since my

1 supervisors were involved, I went to my  
2 superintendent. My superintendent at first  
3 thought it was a joke. He thought it was  
4 amusing. He told me that I was an attractive  
5 female and that I should basically be used to  
6 this and see this as an acceptable practice. He  
7 told me, "There are going to be a lot of people  
8 that are going to be attracted to you and who are  
9 going to come on to you. That's just life."  
10 After that, the superintendent himself  
11 participated in the harassment.

12 The more I reached out for help and  
13 went up the chain of command, the more it caused  
14 problems for me. I would report the harassment  
15 one week, and a week later something would  
16 happen. Someone would grab my breast, someone  
17 would slap my butt. I would get a text message  
18 in the middle of the night. It escalated to the  
19 point where I felt they were purposely putting me  
20 on shifts with the individuals who were harassing  
21 and assaulting me.

22 The worst incident happened in August

1 2012 when I had to go over to the supervisor's  
2 work section to retrieve keys. I thought the  
3 supervisor was gone, but he wasn't. He came up  
4 behind me, forced me on top of his desk, and  
5 rubbed himself against me, masturbating until he  
6 was done.

7 After I started reporting the  
8 incidents, there was rumors going around my  
9 squadron that I was a troublemaker, I was the  
10 liar, and I was just making this all up. I  
11 became isolated from my squadron. The commander  
12 made a command email and told individuals  
13 throughout my squadron to not communicate with  
14 me.

15 There was also whispers whenever I  
16 would walk around. People would whisper, "Oh,  
17 yes, she said so-and-so touched her. I don't  
18 believe that. She's friendly with everybody."

19 When I would report on harassment, I  
20 began receiving counseling and disciplinary  
21 actions for minor mistakes that would not  
22 normally bear a formal punishment. Some were

1 altogether unjust. For example, I was given a  
2 letter of counseling for disobeying one non-  
3 commissioned officer who wanted me to report in  
4 at a certain time. The only reason I disobeyed  
5 because a senior non-commissioned officer gave me  
6 a direct order to report at another time. Even  
7 with the senior non-commissioned officer  
8 confirming that to the junior non-commissioned  
9 officer, I still received a letter of counseling.

10 The letters of counsel were an excuse  
11 not to deal with the real issue. They made it  
12 about me because I spoke out about what was going  
13 on. The issue was the predators that we had in  
14 the squadron. They used my incidents that were  
15 not substantiated against me. In 2013, on the  
16 basis of this accumulating paperwork, they gave  
17 me an Article 15. As a result, I lost out on my  
18 promotion to the rank of E5, and I soon found out  
19 that my command was about to separate me from the  
20 Air Force involuntarily and give me an other-  
21 than-honorable discharge.

22 I went to the Inspector General

1 several times in 2013 to seek advice on the  
2 disciplinary paperwork and why the fact I was  
3 getting out after reporting sexual harassment and  
4 assault. They said, "Go talk to your commander."

5 Fortunately, I had capable and  
6 committed legal representation. In addition to  
7 my Air Force area defense counsel, I was  
8 appointed a lawyer through the Special Victims  
9 Counsel program. My lawyers fought back against  
10 the administrative discharge and also with the  
11 congressional inquiry. At the same time, my  
12 parents, with the support of my defenders,  
13 brought my story to the media. The media  
14 coverage of the situation put my command on  
15 notice that their actions were being watched. I  
16 believe this made the difference in my case.

17 The result of this advocacy was that,  
18 rather than administrative discharge, I underwent  
19 a Medical Review Board to determine my fitness  
20 for duty. The board determined that I should be  
21 temporarily retired on the basis of my medical  
22 concerns, including mental health concerns that

1 were exacerbated by the sexual assault and years  
2 of sexual harassment. With that a periodic  
3 evaluation of my medical conditions. Unlike an  
4 administrative discharge, medical retirement  
5 preserves my access to important benefits.

6 I do not know exactly what happened to  
7 the people who sexually harassed and assaulted  
8 me, but they were disciplined following an  
9 investigation. However, to my knowledge, it was  
10 my career that suffered the most from my report.  
11 Now I have been relocated to Texas with my wife.  
12 I still battle with myself on a day-to-day basis  
13 about my decision to report. There are times  
14 when I wake up and I'm happy that I did report,  
15 and there are times when I think what if I  
16 didn't, would I still be in today?

17 CHAIR HOLTZMAN: Thank you very much.

18 MS. RHOAD: Excuse me. Just briefly,  
19 I wanted to note that the issues raised in these  
20 witnesses' testimonies came up frequently in the  
21 interviews that we conducted for this report. In  
22 interview after interview, Service members who

1 reported sexual assault told us for the brave  
2 fact of coming forward and reporting, for helping  
3 the military root out the betrayers in the ranks,  
4 for attempting to protect their fellow Soldiers,  
5 they faced retaliation and punishment.

6 I would like to highlight three of our  
7 report's recommendations that we believe are  
8 especially important for addressing retaliation  
9 the witnesses' have described here today. The  
10 first relates to avenues for redress. We believe  
11 that a part of the problem is with the Military  
12 Whistleblower Protection Act, which is outdated  
13 and does not offer Service members the same  
14 protection that is afforded to civilians.

15 Senator Boxer has proposed a bill, the Legal  
16 Justice for Servicemembers Act, that would go a  
17 long way to improving the legal protections for  
18 those retaliated against by broadening the  
19 definition of prohibited personnel action,  
20 altering the burden of proof, enhancing  
21 procedural protections for complainants, and  
22 requiring the IG and boards to recommend

1 disciplinary action. This is important because,  
2 as noted earlier, despite asking repeatedly for a  
3 variety of sources, we were able to uncover  
4 virtually no evidence of people retaliating held  
5 to account in anything.

6 In addition, we believe sexual assault  
7 victims should not be prosecuted for minor  
8 collateral misconduct that only comes to light as  
9 a result of reporting the assault in order to  
10 encourage survivors to come forward. Though this  
11 is not retaliation by the military, it is a  
12 significant deterrent to reporting and can have  
13 devastating consequences for survivors, as you  
14 heard from many of our panelists.

15 Finally, with regard to Special  
16 Victims Counsel, we found that the creation of  
17 the SVC and VLC programs is perhaps the single  
18 most important recent reform for victims when it  
19 comes to retaliation. We applaud the excellent  
20 work being done by these attorneys to protect  
21 their clients' rights.

22 While SVC representation is officially

1 linked to the criminal justice process, we heard  
2 of SVCs and VLCs assisting in many important ways  
3 outside of the courtroom, from negotiating with a  
4 landlord to get a victim out of a lease so she  
5 could transfer to a new duty station to working  
6 to provide suitable alternate working  
7 arrangements for survivors who need to change  
8 their workplaces or working to upgrade a general  
9 discharge to an honorable one after explaining to  
10 the command the reasons for the victim's self-  
11 destructive behavior from their assault.

12 Human Rights Watch recommends that the  
13 Department of Defense reinforce this important  
14 work by incorporating advocacy to address  
15 retaliation explicitly into the descriptions of  
16 the SVC representation. Much of the legal  
17 assistance that sexual assault victims need is  
18 not tied to the justice process. In fact,  
19 because many assaults are not prosecuted, victims  
20 often do not go through the entire justice  
21 process. Moreover, as we've documented, their  
22 problems may extend long after the investigation

1 is over.

2 CHAIR HOLTZMAN: Thank you very much.  
3 Again, thanks to the survivors who gave the  
4 benefit of their personal experience at  
5 tremendous personal cost of being here. Admiral  
6 Tracey?

7 VADM(R) TRACEY: I don't have very  
8 many questions. I thank the survivors, as well.  
9 I know this must have come at great personal cost  
10 to come here and do this today.

11 I do have a question for the Human  
12 Rights Watch folks. In your study, were you able  
13 to compare the effects of the Whistleblower Act  
14 on other types of retaliation reporting outside  
15 of the sexual assault? Is this typical of what's  
16 happening under the Whistleblower Act to military  
17 whistleblowers, or is there a particularly  
18 negative impact for people who are sexual assault  
19 survivors?

20 MS. DAREHSHORI: I think the  
21 Whistleblower Protection Act, on the whole, has  
22 not been serving whistleblowers well. It wasn't

1 -- actually we didn't even anticipate looking at  
2 this as a whistleblower issue when we started.  
3 But in looking at the GAO reports and the recent  
4 GAO report, I mean, it's clear that the  
5 Whistleblower Protection Act has not been  
6 particularly effective.

7 VADM(R) TRACEY: Thank you. And thank  
8 you for the perspectives on the SVC impacts. Are  
9 the SARCs, did you look at whether SARCs are of  
10 any assistance in this and has that changed over  
11 time since 2012?

12 MS. RHOAD: I think we found that  
13 SARCs are providing critical information and  
14 referrals for victims. We did interview many  
15 more SVCs than SARCs, partly to try and capture  
16 the impact of this new program, and I think what  
17 was striking to us is the sort of clout that the  
18 SVCs were able to exercise on behalf of their  
19 clients, that they were able to raise issues with  
20 commanders that victims themselves had found  
21 unable to bring or, for example, if they had  
22 requested a change in housing, it might have been

1 viewed as a frivolous request. When it came  
2 through their attorney, it was viewed as  
3 something that should be taken seriously.

4 So I'm afraid I don't have the exact  
5 comparison to how that would have happened if it  
6 had come from a SARC but just that it seemed to  
7 be especially meaningful coming from an attorney.

8 VADM(R) TRACEY: Thank you.

9 CHAIR HOLTZMAN: Mr. Stone?

10 MR. STONE: Thank you. I guess the  
11 question that I have sort of follows on the same  
12 question we just asked: whether or not you think  
13 that if the IG investigation and the subsequent  
14 decision-making apparatus, if that works for,  
15 say, complaints about financial irregularity  
16 going on in the military does work for or could  
17 work for sexual assault cases or whether you  
18 think or anybody here thinks there ought to be  
19 just a subdivision, a separate unit of the IG  
20 because these are different somehow? I mean, it  
21 seems to me that if you reported financial  
22 impropriety in your unit, you might get the same

1 kind of social retaliation and command  
2 retaliation that wrecked your career, as well.  
3 So I didn't know if you felt that, generally, the  
4 IG is just unable to buck the system because the  
5 decision-makers are the same decision-makers that  
6 they have to go to or whether there was something  
7 unique about the sexual assault area that we  
8 should focus on. And I would take comments from  
9 anybody.

10 MS. V.P.: I genuinely do not think  
11 that, you know, kind of partitioning off  
12 different areas of the IG or, you know, creating  
13 separate entities of the IG would be useful. I  
14 think it is with what you just said, you know,  
15 any kind of wrongdoing or crime that's reported  
16 through the IG system. In my experience or  
17 experiences, the issue that we run into with the  
18 IG is that they really are very closely  
19 intertwined with the, you know, the local command  
20 structure.

21 And so, you know, just a small for  
22 instance, when I had reported to the installation

1 IG, you know, my commanding general's sergeant  
2 major walked into that office as I was, you know,  
3 explaining my issue. And so it's very closely  
4 intertwined, and I think that's kind of the, you  
5 know, what's problematic.

6 MS. C.B.: I agree. The IG from my  
7 case, I went to them three times before they  
8 actually did an investigation. And the only  
9 reason why they actually did the investigation  
10 was because of the congressional inquiry from my  
11 senator. Other than that, they kept brushing my  
12 case back on to my commander, who had already  
13 initiated a dishonorable discharge with the  
14 Article 15. So I definitely did not find the IG  
15 helpful at all until it was, basically, they were  
16 forced to do something.

17 MSgt T.S.: In my case, sir, I felt  
18 like the information that I gave to the IG was  
19 actually used against me by my leadership. I  
20 reported to the MAJCOM IG. However, the member  
21 of the Air Force who I was facing reprisal from  
22 was allowed to review my IG complaint before it

1 was submitted to the MAJCOM level commander.

2 And so, basically, the reprisal that  
3 I was complaining against was reviewed by the  
4 people who was reprising against me. And  
5 everything that I told them, all the  
6 documentation that I had to prove my case was  
7 read by them. I believe that information  
8 infuriated them and made the reprisals against me  
9 even worse.

10 To answer your question about whether  
11 it's financial or security or sexual assault, in  
12 my opinion I think that people who report sexual  
13 assaults are further victimized because it's very  
14 easy to call someone a liar or to say that  
15 they're making up stories when it's regarding  
16 sexual assault, while something financial or  
17 something having to do with security can be  
18 easily proven or someone would, you know, vouch  
19 for that. In many cases, people who report  
20 sexual assaults are on their own. Nobody else  
21 saw the incident, other than the perpetrator.  
22 And so they can be abused and called a liar and

1 easily dismissed.

2 MR. STONE: I guess, continuing in  
3 that vein for a moment, it sounds like you're  
4 saying that the IGs aren't independent enough.  
5 In my experience, if you look on the website,  
6 you'll see I was at the Department of Justice for  
7 decades and the IG at the Department of Justice  
8 is a completely separate office that has  
9 virtually no communication with the normal chain  
10 of command so that they can do their  
11 investigation and make their recommendations  
12 completely separately and it only comes back  
13 after they have made a finding. And it sounds  
14 like that's not the case in all of your cases,  
15 that what was going on was being shared as it was  
16 going on. Was that your experience?

17 And I guess the second question is  
18 that I don't know how many of your cases got to  
19 trial. Did you feel like the representation of  
20 the accused in your cases, and they're entitled  
21 to representation, but did you feel like their  
22 representation was acting in a fair way or was

1 sometimes only encouraging them and resulting in  
2 some of these blows below-the-belt?

3 MSgt T.S.: Sir, in my case, my legal  
4 representation happened to be the, previously  
5 came from that command. So he was the  
6 commander's JAG or advisor and had just recently  
7 became an area defense counsel. He actually was  
8 on a first-name basis with the first sergeants of  
9 my unit that would belittle me and call me names,  
10 and so they knew each other by first name.

11 I learned of this, he called him right  
12 in front of me on the telephone and said, "Hey,  
13 Joe, how you doing?" type of thing. So I felt  
14 like I couldn't rely on the ADC. He actually  
15 ended up helping in the end, but I was forced or  
16 I thought I was forced to hire a civilian  
17 attorney. I didn't feel like I could trust  
18 anybody there at that time.

19 MS. C.B.: That's actually a concern  
20 that we were talking with the human rights  
21 campaign. It's that, at least with us here, we  
22 noticed that, throughout our cases, my SVC lawyer

1 and my ADC lawyer somehow knew each other through  
2 word of mouth pretty much. There's some type of  
3 communication when it comes to the lawyers. But  
4 also the prosecutor once was my ADC lawyer's boss  
5 or supervisor. And when it came to the IG, in my  
6 case I felt as if they just stayed on the fence.  
7 It seemed like that was the case with sexual  
8 assaults or sexual harassments because it was  
9 through my issues that people have filed IG  
10 complaints but the IG would leave it up to  
11 command decision. They wouldn't make, they  
12 wouldn't make a statement or they wouldn't make a  
13 stand for, no, this is what needs to be done. So  
14 that's just my perception on things.

15 MR. STONE: I guess the follow-up  
16 question that I would ask to the people from the  
17 Human Rights Watch is whether or not you think  
18 that perhaps, and I didn't see you calling for a  
19 civilian IG who's not a member of the military to  
20 be looking into these complaints on a regular  
21 basis. Did you consider that?

22 MS. DAREHSHORI: I don't think we dare

1 to dream, but I think that would be a good idea.  
2 I think, I mean, there are a number of problems  
3 with respect to the IG. I mean, for sure, we  
4 heard repeatedly many people would not go to the  
5 IG because they did not perceive them as  
6 independent. And as you've heard today, there's  
7 good reason. There are many cases in which they  
8 have visible evidence that it was not  
9 independent. In the IG report, the GAO did  
10 recently indicated that there are lack of  
11 mechanisms to ensure that the base IGs are  
12 independent. So most investigations are handed  
13 back to the base IGs, even though DoD IG  
14 supervises them. But the main mechanism they use  
15 to certify the independence of the investigators  
16 that they're not within the same chain of command  
17 as the person being accused of retaliation, and  
18 even that is not double-checked all the time.

19 There are a number of other ways in  
20 which important checks that should be made,  
21 oversight by DoD IG, is not being conducted of  
22 the branches. One of the recommended reforms in

1 the Boxer bill is to allow victims to choose  
2 whether or not DoD IG refers the cases back to  
3 branches.

4 So I think our thought was that if DoD  
5 IG had, if the people who are making the  
6 complaints have the ability to require DoD IG to  
7 do the investigation, that that might be  
8 sufficiently separate from the branch IGs to  
9 allow a more impartial investigation of their  
10 case.

11 The other issue, I mean, I think,  
12 overall, with retaliation is that people who  
13 report their sexual assaults and experience  
14 retaliation and then experience further  
15 retaliation, experience retaliation as a result  
16 are unlikely to be comfortable reporting more  
17 retaliation precisely because they fear that it  
18 would bring on additional retaliation. And so  
19 there has to be concerted efforts to follow up  
20 with survivors about their treatment to see  
21 whether or not they're experiencing the types of  
22 things that we've heard described because it is

1 hard to get people to come forward. And as we  
2 saw in our data collection, only 38 complaints  
3 over a nine-year period or a ten-year period. I  
4 mean, it's extremely low, and it speaks both to  
5 the feeling that there's a lack of independence  
6 at the IG and I think, in part, to the concern  
7 about people coming forward because of fear of  
8 facing more retaliation and also because of the  
9 poor track record of the IG.

10 The likelihood of success is so low  
11 that when I asked lawyers whether they had ever  
12 brought any whistleblower complaints to the IG,  
13 they literally laughed. I mean, it was not seen  
14 as a viable way to spend their time.

15 CHAIR HOLTZMAN: May I just ask a  
16 question? You said when you went to the lawyers  
17 and you told them that the SVCs --

18 MS. DAREHSHORI: No, military  
19 practitioners. I mean, we did talk to SVCs and  
20 VLCs about this, as well, and it depended on the  
21 branch. I mean, I think many of the SVCs also  
22 saw going to the IG as a useless exercise and so

1 did not think about it. In the Air Force, it was  
2 not part of their mandate when we spoke to them,  
3 so they were not actually allowed to bring people  
4 to the IG. But for the most part, people thought  
5 it was useless so . . .

6 MR. STONE: The last question I have  
7 is that I noticed at the very beginning of your  
8 remarks, you pointed out something that I think  
9 is clear and that is that, unlike in a non-  
10 military setting, when someone is harassed they  
11 can't just quit and start a new career somewhere  
12 else quickly where they can leave this behind  
13 them and they want to do that. But I didn't hear  
14 you or any of the victims who spoke suggest that  
15 there should be, in a case where there's been at  
16 least initially some finding that there has been  
17 sexual harassment like this, even just by the  
18 investigators, some kind of an out that allows  
19 them to quit, that they just think, long-term,  
20 the military is going to hold this against me,  
21 and the sooner I start a new career the better  
22 off I am.

1                   Did you consider that? And do you  
2                   have any recommendations, either as an  
3                   organization or individually, about whether that  
4                   would be a useful escape hatch because you're in  
5                   a bind there whether you report it or you don't  
6                   report it?

7                   MS. V.P.: I can see that being  
8                   problematic, you know, using that as an escape  
9                   hatch. From the perspective of, you know,  
10                  retaliation happens, right? And I can see that  
11                  being used in a retaliatory manner, as well. I  
12                  can see that being used as kind of bullying the  
13                  victim to make that decision if the systems are  
14                  not, you know, better equipped or working  
15                  properly. So I can see that being used as even  
16                  more retaliation. That's just my perspective.

17                  MSgt T.S.: Sir, I agree. In most  
18                  cases, if you're making a statement against  
19                  something that they don't want to hear, such as  
20                  sexual assault, something that would blemish  
21                  maybe someone's career or the Service, the idea  
22                  is to shut you up. And the fastest way to shut

1 you up is to get you out of the military.

2 Usually, they want to get you out of the military  
3 and kind of make you look like a liar and,  
4 therefore, what you're saying is not credible.

5 At least that was how I felt about it.

6 So I think something like that would,  
7 like she said, would be used to further  
8 retaliate. Sign this paper saying that you  
9 wouldn't speak about this and go ahead and get  
10 out, or sign this paper indicating that you are  
11 lying or that something of that sort and we'll  
12 let you get out.

13 So I agree with her that I think it  
14 would be used in a negative way to have people  
15 get out of the military.

16 MS. C.B.: Well, if I remember  
17 correctly, there is something called an expedited  
18 transfer when someone comes forward and says that  
19 they've been assaulted and an investigation goes  
20 through and it's proven. That's a great process,  
21 but it's also a process that's not being used.  
22 When my investigation was finalized and it did

1       come through that that's what I had experienced,  
2       my expedited transfer got denied.

3               So there are things out there, but  
4       it's still out of our control. What I noticed  
5       that the military tends to do is kind of, in my  
6       case, a Medical Evaluation Board where, after you  
7       go through this trauma, still a way to try to get  
8       you out of the military, they'll make you seem  
9       like you're crazy pretty much, like what you  
10      experienced makes you unfit to even continue on  
11      with your career. And that's what happened to  
12      me. I got diagnosed with major severe depression  
13      disorder and also PTSD, but it wasn't like I went  
14      out there on my own and invited this trauma into  
15      my life. I had reported the harassment before it  
16      became an assault. Then the assault happened,  
17      and now this is what I have because of the lack  
18      of them taking my situation serious. And now I'm  
19      technically retired until the VA or the Air Force  
20      decides whether or not I'm fit to stay  
21      permanently retired or whatever they decide to do  
22      with my case.

1 MR. STONE: I guess I'm asking  
2 whether, if there is an option at your option --

3 MS. C.B.: No, it was not my option.

4 MR. STONE: If you had the option to  
5 be able to say it's been documented there's been  
6 some sexual misconduct here, I want an  
7 administrative discharge, I want to end my career  
8 now, it's totally on my option, I don't have to  
9 give any reasons beyond that --

10 MS. C.B.: Well, if you did that,  
11 you'd lose all of your benefits. For me, I've  
12 only been in for five years and 11 months. I'm  
13 not entitled to much benefits because I haven't  
14 served like the master sergeant here who did 19  
15 years. He'll get more benefits than me.

16 So, basically, if I say, hey, yes,  
17 this happened to me, let me out, in order to get  
18 the actual help that I need to see a therapist on  
19 a weekly basis, to get the medication that I need  
20 to deal with my anxiety that I have and basically  
21 just readjusting to life, that would cost a lot  
22 out of pocket. So it's kind of like you're stuck

1 between the two evils. Which would you rather  
2 do: stay stuck with a system and go through it  
3 that's already taking advantage of that and  
4 seeing what you can get out of it or just leaving  
5 period and then you end up however you end up.  
6 So it's kind of a double-edged sword,  
7 unfortunately.

8 MS. V.P.: I understand kind of the  
9 direction that you're coming from with that, you  
10 know, making it a voluntary option on the behalf  
11 of the survivor, and I see that. But I do think  
12 that that could be still used as a retaliatory  
13 action. So I get where you're coming from, but I  
14 think that it can be problematic.

15 MS. RHOAD: Just to echo, I think we  
16 wanted to raise that as part of the overall  
17 environment in which survivors are experiencing  
18 retaliation, much like the fact that, especially  
19 for junior enlisted members, practically every  
20 minute of their time, every aspect of their lives  
21 is regimented.

22 Then you have the contract obligation

1 on top of that, that there is this feeling of not  
2 being able to escape the retaliation.

3 At the same time what we were hearing  
4 from the people that we interviewed was that more  
5 commonly the issue was them onto their career and  
6 really wanting a way to be able to deal with the  
7 retaliation while, again, continuing the career  
8 that they had planned.

9 MR. STONE: Thank you.

10 CHAIR HOLTZMAN: Mr. Taylor?

11 MR. TAYLOR: Yes, first of all, I'd  
12 like to thank all of the survivors for being  
13 here. It takes a lot of courage to tell this  
14 story although you've told it before, so thank  
15 you very much for being here. And thank you for  
16 Human Rights Watch's report. I'm sure we'll find  
17 the recommendations very helpful.

18 One of the issues that is, I think,  
19 very pressing for us, has to do with something  
20 each of you talked about a little bit, and that  
21 was the social ostracism that took place and how  
22 hard that was.

1                   And I wondered if each of you would  
2                   like to say something about coping mechanisms  
3                   that you found successful. What could the system  
4                   do as a matter of culture change to support  
5                   victims better who find themselves in the  
6                   situation that you find yourself in as survivors?

7                   So I think we could just start with  
8                   you, Ms. C.B., and just go by and let everyone  
9                   talk a little bit about what you did or how you  
10                  coped. Were there support systems out there that  
11                  you could tap into? What would you recommend for  
12                  others?

13                  MS. C.B.: Well, in my opinion, I  
14                  think that's very difficult when, at least when I  
15                  joined the Air Force, the first thing that I'm  
16                  taught in basic training that this is your  
17                  family, so that's kind of difficult to be  
18                  isolated from your family.

19                  These are individuals that you're  
20                  supposed to deploy with. These are individuals  
21                  that are supposed to have your back. Most of the  
22                  time I spent more time with these individuals

1 than I did my actual spouse.

2 So to hear and see that my commander  
3 has sent out an email, or at commander's call to  
4 tell people that I thought are supposed to be my  
5 family, tell them to not go over and talk to me.  
6 That's hard. I don't think there's a way to  
7 really cope with that.

8 While I was still active duty, they  
9 put me on the "high risk" list at mental health  
10 because going through all of this I did have a  
11 suicide attempt. I just couldn't take it. I  
12 couldn't take the harassment and I couldn't take  
13 the isolation, and I also started drinking  
14 heavily.

15 So for me, I didn't really find an  
16 adequate coping mechanism because of how I was  
17 trained and how it was drilled into me that these  
18 are the people that I'm supposed to, if I am  
19 having a tough time, I should be able to talk to  
20 either one of them and they're supposed to be  
21 there, and they weren't.

22 When my case came about and I came

1 forward about all of my allegations, everyone  
2 disappeared and turned their backs on me.

3 MR. TAYLOR: Thank you. Petty Officer  
4 D.M.?

5 PO3 D.M.: Sir, the only way I could  
6 cope at the time was talking with my spouse about  
7 the issues as he is still active duty. That was  
8 one of the main ways I could get through the day.

9 I would just submerge myself with  
10 work, just throw myself in work and just try to  
11 work as hard as I could because I figured maybe  
12 if I worked hard enough that - at my new unit, my  
13 temporary unit, they would be able to see that  
14 whatever they were hearing about me wasn't true.

15 And so, that's what I did is I worked  
16 very hard. I was very afraid to go to mental  
17 health. I did speak with one of the doctors  
18 about speaking with a psychologist and whatnot,  
19 and from my research, I found that those who went  
20 to mental health, that could be used against them  
21 in the future.

22 And so, and also I was concerned about

1 going to mental health with the security  
2 clearance that I was trying to obtain at the  
3 time, and I also didn't want that to affect me in  
4 the future, which I'm very happy that I didn't go  
5 to mental health. So in short, throwing myself  
6 into work and talking with my husband.

7 My SARC, everything that she told me,  
8 unfortunately, was not true. I do recommend that  
9 SARCs get further training on victims and how to  
10 - what exactly the process is. I think my SARC  
11 possibly meant well, but she hadn't been through  
12 the process, and I just, I think just maybe a  
13 better understanding for her, and yeah, that's  
14 all, sir.

15 MR. TAYLOR: Well, thank you very  
16 much. Master Sergeant?

17 MSgt T.S.: Yes, sir, in my case I  
18 would say that my family, my wife probably was  
19 the biggest avenue for helping me cope with the  
20 situation. I had traumatic brain injury. I was  
21 bashed in the head, so I could hardly speak for  
22 myself at the time.

1           So my wife was my biggest advocate, as  
2 well as I had a civilian mental health provider  
3 that was assigned to me who specialized in PTSD,  
4 and she was a huge help with everything.

5           And I have to say that she was never  
6 able to actually treat me for PTSD because every  
7 time I went to her, there was something going on,  
8 some kind of retaliation, or some kind of abuse  
9 happening that we would have to deal with at that  
10 point in time for me to go and continue on.

11           A lot of the people here, like I heard  
12 it said earlier, you know, would try to make it  
13 look like we're crazy. A lot of the time we're  
14 just automatically sent to mental health. We're  
15 automatically set to, like, ADAP, you know,  
16 alcohol and drug, you know, abuse programs, and  
17 you know, we're diagnosed with PTSD or some kind  
18 of depressive disorders.

19           I just want everyone to know that  
20 these things that happen, they don't happen for a  
21 day, or a week, or a month, they happen for  
22 years, two years of retaliation, two years of

1 going to work every day and doing like she said.  
2 If I just work my hardest, and do my best, and  
3 show everybody how great I am, they'll stop  
4 retaliating against me. They will know that I am  
5 telling the truth, but that doesn't work. It  
6 doesn't work at all.

7 They smile in your face. They shake  
8 your hand. They tell you, "Good job," and pat  
9 you on the back, but the next thing you know,  
10 you're getting an Article 15.

11 So it's that type of abuse, like she  
12 said, that you think these people are your  
13 family, and that if you just prove to them how  
14 much of a value you are that they will come  
15 around and help you, and advocate for you, and it  
16 doesn't happen.

17 It just doesn't happen and you suffer  
18 from that every day that these people betray you.  
19 The people that you think are there to protect  
20 you are actually betraying you in your face and  
21 that is very hard to deal with. So, thank you.

22 MR. TAYLOR: Thank you. Ms. V.P.?

1 MS. V.P.: I think largely how I coped  
2 with all of these situations was making, you  
3 know, I poured myself into my job. That was my  
4 dream job, becoming a commander, and being in the  
5 Army, and getting to do all these things, and so,  
6 continuing to pour myself into that job, you  
7 know, taking three separate command positions and  
8 being able to just continue to perform like that.

9 I will say though as far as, I guess,  
10 attempting coping mechanisms that did not work,  
11 provided, you know, by the military system, so  
12 after my first assault, to try to just, you know,  
13 make sense and triage kind of the situation, I  
14 went to an Army medical health, mental health  
15 provider.

16 And I sat down and I told this person  
17 what happened, and you know, her response was,  
18 "Yeah, it sucks when things happen out of our  
19 control. Let's do some breathing techniques,"  
20 and I was like, "I don't think you get it," and  
21 so I left there.

22 And then about a week later, I tried

1 with another provider. This person was an Air  
2 Force provider. And again, I sat down and told  
3 them what happened, and he looked me in the face  
4 and said, "Captain, you know better than to be in  
5 a room with all males and to hang out with all  
6 males." And so, I got up and walked out of that  
7 session as well.

8 And about probably a couple of months  
9 later I tried for a third time. I called the  
10 Military One Source. I'm not sure if you're  
11 familiar with that program, but basically it's  
12 supposed to be an anonymous system where, you  
13 know, Soldiers or Service members can call in and  
14 kind of talk through something with either a  
15 social worker, or a psychologist, something like  
16 that.

17 So I called in and I, you know,  
18 explained the situation to this person, and  
19 explained the retaliation at that point that I  
20 was now receiving. And her response to me was,  
21 you know, "You have some rank on your shoulder.  
22 Why don't you just go ahead and give it back to

1       them?"

2                   And so, all of the different systems  
3       that are in place as far as helping with coping  
4       mechanisms, for me they were all not very  
5       sufficient at all. And so, for me, my coping  
6       mechanism really was to pour myself into my job.  
7       And so, that's why even though I went through a  
8       lot of these things, my performance ratings  
9       didn't, I guess, suffer all that badly.

10                   MR. TAYLOR: Thank you both.

11                   CHAIR HOLTZMAN: Thank you very much.  
12       First of all, well, I have a lot of questions,  
13       but I'll try to restrict them. First, the SVC  
14       program, I'm assuming from what you've all said  
15       that - I'm talking to the survivors now - that  
16       only you, Ms. C.B., had the benefit of the SVC  
17       program. Did anyone else have it? No.

18                   And how would you say, how would you  
19       evaluate the SVC assistance? Because I also took  
20       it that you said that the SVC seemed to know the  
21       defense counsel, the prosecutor. Did you feel  
22       the SVC was on your side, and did you feel that

1 the SVC provided an important service to you?

2 MS. C.B.: Yes, of course. When she  
3 saw that even with the collaboration between  
4 herself and my ADC wasn't helping with my case,  
5 it was actually her and the ADC that helped reach  
6 out to Protect Our Defenders for my case.

7 Also, and with the help of my parents  
8 with the Air Force Times actually bringing my  
9 case out into the public light, and then that's  
10 when we also got in contact with the Human Rights  
11 campaign.

12 So my SVC was very knowledgeable about  
13 outside agencies that could help me when she saw  
14 that the inside military structure was working  
15 against us and there was no positive light coming  
16 from there. She could tell from - I would sit in  
17 on meetings, but her and my ADC would have it  
18 where I wasn't talking. They did the talking for  
19 me.

20 And from there, me and my SARC, we're  
21 thinking the meeting is going fine, and, "Oh,  
22 okay, finally they get it," after having

1 discussion after discussion, and then as soon as  
2 the meeting was over, the ADC and the SVC was  
3 like, "No, this is what they're going to do," and  
4 sure enough, a week later I'm getting hit with an  
5 Article 15 and I'm looking at administrative  
6 discharge.

7 So the SVC was very helpful. I came  
8 in - my case came to her around the time that the  
9 program had just started though, so I think  
10 that's why I'm the only fortunate one. The  
11 individuals here sitting with me, their cases are  
12 kind of a couple of years before mine.

13 CHAIR HOLTZMAN: For those of you who  
14 are still in the military, are you able to avail  
15 yourself of the SVC program at this point to deal  
16 with this retaliation or not?

17 MSgt T.S.: When it came out, ma'am,  
18 I thought about it, but I - for a long time I've  
19 just kept quiet out of fear of being in a new  
20 command under new leadership. I didn't want to  
21 bring up everything that happened to me again out  
22 of fear that I would be retaliated or looked at

1 negatively in the new location.

2 I also had a fear of - my experience  
3 with the military lawyers was just very negative.  
4 I was provided a victim's advocate who basically  
5 told me, "I'll be here for you to help you  
6 through all of this," and the minute they looked  
7 at me and thought that I was guilty of something,  
8 that person just abandoned me and stopped talking  
9 to me completely.

10 So I just, again, I mentioned this  
11 earlier, maybe in a different setting, but all of  
12 these - I feel like you got a prosecutor who goes  
13 to the ADC, who goes to the advisor of a  
14 commander, who goes to a victim's advocate. In  
15 my case the prosecutor, I thought, was a sick  
16 individual.

17 I felt that it was impossible for you  
18 not to know what happened to me, yet he still sat  
19 there and prosecuted me, and called me a liar and  
20 the most disgusting type of person. "Who would  
21 accuse someone of sexual assault just to get out  
22 of a crime?" That's what he said about me in the

1 trial.

2 They also had the person that  
3 assaulted me come and testify against me in front  
4 of my face, which was horrible. So I'm saying  
5 that that person, that prosecutor, that sick  
6 person has a possibility of going from a  
7 prosecutor to an area defense counsel, or from an  
8 area defense counsel to a victim's advocate or a  
9 special victim's advocate.

10 I don't think that just because of his  
11 role that he changed his perspective of sexual  
12 assaults. He has this ugly belief of who these  
13 people are. And I feel like even though he's now  
14 maybe received special training, what changes the  
15 way he believes about people who report sexual  
16 assaults?

17 CHAIR HOLTZMAN: I want to ask this  
18 question of the Human Rights Watch people. In a  
19 way, the SVC has a, I don't want to say dual  
20 role, but there are almost conflicting  
21 obligations for the SVC, and maybe you're not the  
22 right people to ask this of. Maybe it's the SVC

1 program itself.

2 But the SVC has the victims' interests  
3 at heart, and that's the sole obligation. You  
4 point to some case where the SVC basically  
5 indicated they were recommending to the victim  
6 not to go forward and report the retaliation.

7 In that circumstance though, the  
8 retaliation is unaddressed, and what  
9 responsibility should the SVC have with regard to  
10 that, and how do you deal with this conflict?  
11 What is your thought about that?

12 MS. DAREHSHORI: I think it was SVCs  
13 who might have been advising their clients not to  
14 report the sexual assault because of the damage  
15 it would do to their career if there was  
16 collateral misconduct involved, not so much the  
17 not reporting the retaliation.

18 CHAIR HOLTZMAN: I see. I was - okay.

19 MS. DAREHSHORI: That's okay. The -  
20 I mean, the SVC program we found to be really a  
21 terrific innovation. And for this report, you  
22 know, many of the victims that we interviewed had

1 sexual assault experiences before the  
2 implementation of the SVC program though they  
3 experienced retaliation afterward.

4 CHAIR HOLTZMAN: Are the SVCs  
5 available to them in the retaliation?

6 MS. DAREHSHORI: So for some people we  
7 found that after - so often after their criminal  
8 case ends, the SVC representation ends, and so  
9 some people were not able to access their SVC  
10 when they faced retaliation.

11 CHAIR HOLTZMAN: Was that only in the  
12 Air Force?

13 MS. DAREHSHORI: No, actually I'm  
14 thinking of an Army survivor who told me that.  
15 But I think that it's not entirely clear actually  
16 for the branches and for SVCs as to when their  
17 representation ends, and there's some  
18 flexibility.

19 CHAIR HOLTZMAN: So one of your  
20 recommendations would be to clarify the  
21 availability of SVC services to Service members.

22 MS. DAREHSHORI: Yes, absolutely.

1 CHAIR HOLTZMAN: So that service  
2 should be available to victims no matter when it  
3 happens.

4 MS. DAREHSHORI: Yes, and we'd like to  
5 see them able to access the SVCs when necessary  
6 for things that arise, you know, in relation to  
7 retaliation or following - difficulties they may  
8 have following the sexual assault, and including  
9 having SVCs consult with them if they're being  
10 administrative discharged. That's -

11 CHAIR HOLTZMAN: Right.

12 MS. DAREHSHORI: - an important area  
13 in which they may need assistance.

14 CHAIR HOLTZMAN: I know we've focused  
15 on the IG system, and to me that seems to be  
16 utterly broken and a travesty. Have you thought  
17 of, I don't believe it's in your report,  
18 recommending that these matters of retaliation be  
19 investigated through the criminal process in the  
20 military?

21 After all now, these are crimes.

22 Retaliation is a crime. Why isn't this being

1 handled through the IG process? I mean, the  
2 investigative process, as we understand, you have  
3 very trained people trained in the investigation  
4 of sexual assault cases.

5 We've received very little comment  
6 about any lack of professionalism. Why isn't -  
7 rather than trying to make a broken system work  
8 which could take forever, why not expand a  
9 professional effective system and cover these  
10 cases?

11 MS. DAREHSHORI: I think our view is  
12 that right now people aren't even getting a slap  
13 on the wrist for retaliation as far as we can  
14 tell, and that by requiring court-martial and  
15 investigation, that it's even less likely that  
16 people will be punished for this.

17 And I actually think that much of  
18 this, especially the peer retaliation and the  
19 types of -

20 CHAIR HOLTZMAN: I'm talking about  
21 professional, the professional retaliation.

22 MS. DAREHSHORI: Professional

1 retaliation?

2 CHAIR HOLTZMAN: Yes.

3 MS. DAREHSHORI: I mean, I think - I  
4 mean, I don't know whether the burden of proof in  
5 a - you know, criminally prosecuting people who  
6 professionally retaliate is necessarily the  
7 answer when there's not even disciplinary action  
8 taken against people even though there are  
9 mechanisms in place. It seems to me -

10 CHAIR HOLTZMAN: Well, don't you think  
11 that if you had these cases investigated by  
12 military criminal police that this would send an  
13 immediate message to people who are engaging in  
14 this, that this is serious, that this is a crime?

15 I mean, taking it out of the criminal  
16 process in a way says, "Oh, not too serious, not  
17 too important." So there's - I certainly urge  
18 you to think about doing that, making that - or  
19 examining that recommendation because it is  
20 criminal and it should be - on a professional  
21 basis. I'm not talking about the social -

22 MS. DAREHSHORI: Right, but I think -

1                   CHAIR HOLTZMAN: - kind of  
2 retaliation. But if commanders are retaliating,  
3 as we have heard here, that should be - that  
4 should, in my view, be criminally investigated.

5                   MS. DAREHSHORI: But then would that  
6 require the -

7                   CHAIR HOLTZMAN: My other question  
8 about that - I'm sorry?

9                   MS. DAREHSHORI: Would that require  
10 proving the intent to interfere with criminal  
11 justice processes? I mean, in order to make it a  
12 criminal offense, professional retaliation, that  
13 it would have occurred -

14                   CHAIR HOLTZMAN: Well, there's an  
15 order. Lt. Col. Green, could you respond to  
16 that?

17                   LT. COL. GREEN: I believe the  
18 Services have incorporated in Service documents  
19 definitions for retaliation, and the prohibition  
20 of that is punishable as an action under our  
21 Article 92. And so, that's a new development  
22 over the recent years from the Services in terms

1 of establishing an order that can be punishable  
2 under UCMJ.

3 MS. DAREHSHORI: The thing is that  
4 under the definitions as we understand it, it  
5 requires an intent by the perpetrator to  
6 interfere with the criminal justice process,  
7 which is why it can be criminalized under the  
8 UCMJ, whereas the retaliation that we uncovered  
9 often wasn't linked to a specific intent to stop  
10 the victim from reporting.

11 Often retaliation occurs after the  
12 victim's case is over, and especially if the  
13 victim's perpetrator was acquitted. Then the  
14 victim really is branded a liar, and there might  
15 be even more of an effort to drive them out  
16 professionally of the Service if their command  
17 views them as untruthful and someone who, you  
18 know -

19 CHAIR HOLTZMAN: Well, you know, the  
20 solution then if it's not a crime, and I could be  
21 wrong in that, then maybe it ought to be a crime,  
22 and that solves that problem.

1 MS. DAREHSHORI: But I think you still  
2 have the hurdle of the intent to interfere with  
3 the criminal justice process which may make it  
4 more difficult to -

5 CHAIR HOLTZMAN: We don't need to. If  
6 you're defining the crime, you can define the  
7 crime as you like if you're creating a crime.  
8 Let me ask one other question. There seems to  
9 have been punishment, unless I'm wrong, earlier  
10 in the case of Ms. C.B. with regard to the  
11 retaliators. But you indicated you didn't know  
12 what punishment was received, is that correct?

13 MS. C.B.: With the Congressional  
14 inquiry, they only gave me and Senator Cornyn a  
15 letter stating that due to the Privacy Act, they  
16 can't release that.

17 But the individuals that either knew  
18 about it, that's to include my immediate  
19 supervisors that did know about it who said,  
20 "Yes, we knew that she was being harassed. Yes,  
21 she told us," and then the perpetrators, they  
22 were only given disciplinary actions.

1           And what we found was a disciplinary  
2           action was not anything higher than a LOR. So it  
3           could have ranged from a LOC to a LOR, but no one  
4           received an Article 15.

5           And as far as my perpetrators, our  
6           understanding is the most that they probably got  
7           was a LOR for misconduct, which is kind of vague  
8           because misconduct could mean anything. It  
9           wasn't specifically stated for sexual harassment  
10          or assault.

11          CHAIR HOLTZMAN: Don't you think that  
12          if there is punishment, that the victim know  
13          about it? The victim is supposed to be told what  
14          happens to the perpetrator of a sexual assault  
15          and people who are interfering with that process  
16          or retaliating against that process.

17          MS. C.B.: That was that item that -

18          CHAIR HOLTZMAN: That needs to be, in  
19          our view, that needs to be something that the  
20          victims know about.

21          MS. C.B.: We asked for that. My SVC  
22          fought for that as much as she could, but that

1 was the only thing that they gave us in writing.  
2 They shot us down every time. That was her  
3 argument, me, as the victim, I should know what  
4 happens to my perpetrators. And they said no,  
5 due to the Privacy Act, unless the individuals  
6 wanted to release it to me, I was not eligible to  
7 know what happened.

8 CHAIR HOLTZMAN: Then something needs  
9 to be done about the Privacy Act if that's the  
10 case because I think that in this case, people  
11 who have been victimized, and if people are  
12 punished for victimizing a sexual assault victim  
13 who comes forward to report it, that needs to be  
14 made public. No one should have privacy for that  
15 kind of misconduct in my opinion.

16 MS. C.B.: I agree.

17 CHAIR HOLTZMAN: It's too destructive  
18 not only to the individual, but of the morale of  
19 the military itself. I'm going to go into health  
20 benefits because that's a very major factor for  
21 people who are in the military and have been  
22 sexually assaulted.

1           What you're saying is that if you're,  
2           if you're severed, your service with the military  
3           is severed at too earlier a stage that you're not  
4           going to be able to get medical treatment even  
5           through the VA system?

6           MS. C.B.: Correct, my - the reason -  
7           I'm at 100 percent VA disability, and they got  
8           those percentages based off my physical and  
9           mental issues. My physical side probably makes  
10          up 30 percent. The other 60 percent they're  
11          rating me based off of the mental side, which is  
12          the PTSD I suffer from, the anxiety, and the  
13          major depressive disorder.

14          From my understanding and with the  
15          research from my SVC, they said the reason why  
16          I'm temporarily retired is they want to see in  
17          the next year or so if I've gotten better, if my  
18          symptoms have come down, if I'm no longer  
19          depressed. Am I no longer dealing with my PTSD  
20          as my anxiety goes down?

21          That's the hope for - the outcome that  
22          they're looking for to see if I'm better, I

1 guess, and that I've gotten over this thing that  
2 has tormented me for the last three years.

3 CHAIR HOLTZMAN: Okay, I don't think  
4 I have any other further questions. Does  
5 anybody? Oh, I'm sorry, Judge Jones, do you have  
6 any questions? I'm sorry.

7 LT. COL. GREEN: Ma'am, I believe she  
8 may have left us.

9 CHAIR HOLTZMAN: Oh.

10 LT. COL. GREEN: She had to depart.

11 CHAIR HOLTZMAN: Okay.

12 LT. COL. GREEN: She left at 10:00.

13 CHAIR HOLTZMAN: Sorry, okay. Ms.  
14 V.P., you wanted to add something?

15 MS. V.P.: I have a question kind of  
16 going back to your question asking about whether  
17 the victim or the survivor should be aware or be  
18 made aware of, you know, what punishment was  
19 issued to the person committing the crime.

20 And I just would like to know what are  
21 your thoughts on knowing, you know, like, the  
22 survivors or the victim knowing what happens to -

1 you know, if they report retaliation? What are  
2 your thoughts in that case?

3 I mean, would that be something, you  
4 know, allowed to the victim or the survivor who  
5 would receive retaliation to, you know, kind of  
6 close that loop for them? What is -

7 CHAIR HOLTZMAN: Well, what do you  
8 think?

9 MS. V.P.: I think absolutely I would  
10 love to know, you know, what happened, you know,  
11 in my case with that entire chain of command all  
12 the way up to, you know, the two-star. That  
13 would be - I would love to know.

14 CHAIR HOLTZMAN: Well, I think that  
15 the focus - I think you raise a very important  
16 point and it goes sort of to the point I was  
17 making in terms of my questioning, which is I  
18 think the military has done a very important job  
19 in trying to encourage reporting, and the SVC  
20 program has been a part of that, and that's only  
21 been a recent development.

22 But it needs to turn its attention now

1 to this issue of retaliation. It has not yet  
2 developed the same kind of approach it did with  
3 regard to encouraging reporting.

4 And so, there may be a variety of  
5 approaches such as, for example, publicizing  
6 instances of punishment, such as criminalizing  
7 retaliation, such as advising a victim as to  
8 what's happened with regard to the complaints  
9 about retaliation.

10 I think that these, all of these  
11 things needs to be thought through and addressed  
12 in a systemic, aggressive, and fair manner.  
13 Obviously we have issues of due process and  
14 concern about that.

15 But I think that the military  
16 understands now that this is a big issue and is  
17 trying to address it, and I hope some of the  
18 testimony and recommendations we've heard will  
19 help the Panel in terms of its recommendations so  
20 that we can begin to address this problem, so I  
21 welcome that.

22 And if any of you have any further

1 suggestions to make to us about how to handle the  
2 retaliation - and I'm particularly concerned  
3 about not only going forward, but how do we help  
4 those people who were victimized in the past, had  
5 no recourse, had no SVC, had no - none of that  
6 assistance?

7 And in the past even victims'  
8 advocates were not properly certified, were not  
9 properly trained, so there have been all kinds of  
10 changes that have been made.

11 Present day members of the military  
12 have the benefit of that, but people who were  
13 victims before don't. So how do we correct that  
14 to something that I think needs to be addressed?  
15 Yes, Mr. Stone?

16 MR. STONE: I do have one other  
17 question, because I must say I'm a little  
18 surprised at the answers I got on whether or not  
19 victims would like to be able themselves to  
20 terminate earlier the process.

21 Because having been in civilian  
22 government for a long time, I know that people

1 who were very unhappy with their chain of command  
2 would say, you know, "I can't just bury myself in  
3 work when nobody is talking to me. There's no  
4 point in my continuing here."

5 So I was a little surprised that  
6 nobody really likes that option. And I guess the  
7 other option that occurred to me, and I'm curious  
8 to your reaction, is your ability or heightened  
9 ability to ask for an expedited transfer. Now, I  
10 know that disrupts your life too.

11 Now all of a sudden you're certainly  
12 going to go to a different city. If you have a  
13 spouse and they have a job, or you have a house,  
14 or a community you like, to, you know, to wind up  
15 1,000 miles away in a completely different  
16 command, a training command or a support command,  
17 is very disruptive of your life.

18 Is that as unpleasant a circumstance  
19 as leaving the military would be for most of you,  
20 or is that an option you would have liked to have  
21 a little more power to push to wind up in a  
22 completely new command?

1 MS. C.B.: Well, when it came to me,  
2 I had requested that since I was stationed in  
3 Nevada, I wanted my expedited transfer for me to  
4 come back home to Texas, which would have been  
5 either Lackland, Randolph, or any other bases  
6 that are there.

7 We had plenty of places that they  
8 could have placed me. So I would have liked to  
9 have used it, like I said, but I was denied that  
10 option. That came from the air base wing  
11 commander. He denied my expedited transfer.

12 And again, I wasn't given any  
13 explanation as to why that got denied besides the  
14 fact the SARC came back and said, "No, he didn't  
15 sign off." So I think when things like this  
16 happen, and it has been proven, that there should  
17 be no way for any commander to deny that from the  
18 victim.

19 If I'm saying that I still want to  
20 stay in and I still want to do this career, this  
21 is my life, then why should I be denied that?  
22 Which is why I felt that with this medical

1 retirement, it was another way for them to just  
2 basically still get me out. That's pretty much  
3 another form of retaliation.

4 CHAIR HOLTZMAN: Just a follow up, Mr.  
5 Stone, may I? Did the SVC - was the SVC involved  
6 in the issue of the expedited transfer?

7 MS. C.B.: Yes, she was the one that  
8 told the SARC about it. The SARC did the  
9 paperwork because my SVC at the time wasn't  
10 there. We were still trying to find a location  
11 on base for them.

12 So my SVC was stationed elsewhere so  
13 we communicated a lot via phone, and she was the  
14 one that told the SARC. The SARC did the actual  
15 paperwork, took the paperwork to the air base  
16 wing commander, and he denied it.

17 CHAIR HOLTZMAN: Okay, I have no  
18 further questions. I would again thank the  
19 members of the panel, particularly the survivors  
20 for their courage, and the value of your  
21 testimony, and we very much appreciate you being  
22 here, and thanks to Human Rights Watch for your

1 important work.

2 I guess we'll take a five-minute break  
3 now and then we'll hear from the next panel which  
4 is victims' perspectives.

5 (Whereupon, the above-entitled matter  
6 went off the record at 10:39 a.m. and resumed at  
7 10:46 a.m.)

8 CHAIR HOLTZMAN: Our next panel is  
9 Victim Perspectives on Retaliation and Workplace  
10 Hostility. We'll hear from 1st Lieutenant C.B.,  
11 U.S. Army.

12 By the way, people will be identified  
13 by initials, but the initials may not correspond  
14 to their actual name.

15 Thank you to the victims, survivors,  
16 for the courage in coming forward here and  
17 sharing your experience with us. First, we'll  
18 hear from 1st Lieutenant C.B. Welcome.

19 1st LT. C.B.: Good morning, ma'am.  
20 Good morning, ladies and gentlemen. My name is  
21 1st Lieutenant C.B. I'm currently in the 3rd  
22 Sustainment Brigade, currently deployed in

1 support of Operation Inherent Resolve and Freedom  
2 Sentinel. I apologize for being in this uniform,  
3 but it's the only one I packed on the deployment.

4 I want to start by saying I am beyond  
5 nervous to be here today, for multiple reasons,  
6 but because I do not want it to affect my  
7 professional career in the Army. So I feel it is  
8 important that I have to say that out loud. So,  
9 thank you for hearing what I have to say today.

10 I'm a graduate of the United States  
11 Military Academy at West Point with the Class of  
12 2013. On July 17, 2011, I was raped by a peer in  
13 the class above me. Throughout the following  
14 year, I was sexually assaulted and harassed  
15 multiple times by members of the United States  
16 Military Academy rugby team, which included  
17 unwanted touching and a series of perverted,  
18 sexually explicit emails that were eventually  
19 turned over to the authorities.

20 This sparked an investigation that was  
21 informal, specifically on the content of the  
22 email, where the team was still permitted to

1 graduate with little punishment.

2 I was not offered any series of help.  
3 In fact, I was told that it was a shame that the  
4 rugby team had to endure such punishment during  
5 their graduation week because this was a  
6 victimless crime.

7 This comment was made by Brigadier  
8 General Richard Clarke, who is now the commanding  
9 general of the 82nd Airborne Division, who at the  
10 time was the Commandant of Cadets.

11 In the summer of 2013, I was contacted  
12 by the Pentagon, someone from IG, who told me  
13 that they were further investigating the way the  
14 Commandant and the Superintendent of West Point  
15 handled the rugby emails case.

16 This was the first time I was asked if  
17 I was sexually assaulted. I disclosed the  
18 assault by two members of the rugby team, which  
19 sparked another sexual assault investigation, in  
20 which CID found emails that I had disclosed of a  
21 rape that occurred in 2011 that I previously  
22 mentioned. CID found probable cause that all

1 three sexual assaults occurred.

2 The rape case was turned over into an  
3 Article 32, in which I was re-victimized and my  
4 character, not his, was put on trial. Though my  
5 rapist not only failed a polygraph but also  
6 admitted that I was fading in and out of  
7 consciousness while he penetrated me, his brigade  
8 commander issued no punishment.

9 The two rugby players received GOMORs,  
10 which are general letters of reprimand, filed  
11 locally, and both members have PCS'd and changed  
12 duty stations. Therefore, there is nothing on  
13 any of their files that currently states that  
14 they were ever accused of sexual assault.

15 Just when I thought I would have to  
16 figure out a way to accept the lack of punishment  
17 and that the situation could not get any worse, I  
18 found out that my rapist was going to be  
19 stationed at the same post as me after he  
20 finished flight school.

21 When I reported this to my current  
22 chain of command and my SVC at the time, I was

1 told that there was not much we could do about  
2 it, except that I would relocate to a different  
3 duty station, but that I had no other options.

4 No one in the chain of command could  
5 offer any other solution, and the only person who  
6 could do something about this was Senator  
7 Gillibrand, who was able to get him moved to a  
8 location, somebody who is outside of my chain of  
9 command.

10 The most difficult part of the abuse  
11 I have endured over the past four years is not  
12 the constant victim blaming; the diagnosed PTSD,  
13 which includes the inability to even accept  
14 something as simple as a hug from my own mother  
15 without flashbacks; it is not peer retaliation;  
16 or even having to bear the same uniform as my  
17 assaultants, who will soon be commanders  
18 themselves and have the authority to oversee  
19 sexual assault cases within their units.

20 But the worst and most difficult part  
21 of these years is my disappointment in what it  
22 means to be a leader in the United States Army

1 and military. The chain of command does not  
2 protect their Soldiers in regards to sexual  
3 assaults. By reporting sexual assaults and  
4 harassment, you yourself become the enemy to your  
5 peers, coworker, and chain of command. You are  
6 known as a problem child.

7 I refuse to resign from the Army and  
8 I will not quit. I joined this organization  
9 because I believe in the power of this uniform.  
10 I will continue to be a part of this organization  
11 until a change is made, because I know we can do  
12 more, because we are the strongest Army in the  
13 world. Thank you.

14 CHAIR HOLTZMAN: Thank you very much.

15 Ms. J.S.?

16 MS. J.S.: Good morning, my name is  
17 J.S. Thank you so much for your time today.

18 During my 18-year career in the Air  
19 Force, I had the opportunity to work in four  
20 different commands all over the world. I have  
21 deployed five times. I have supervised, trained,  
22 and managed hundreds of Airmen. I have sat

1 through non-judicial punishment training as a  
2 requirement for the rank I held.

3 My job placed me on the command staff  
4 at Group and Squadron levels. Because of my  
5 position within the staff and being a supervisor,  
6 I can say for certain: perceived retaliation does  
7 not exist, but blatant retaliation does.

8 I know because it happened to me.  
9 Supervisors have attempted to give me paperwork  
10 known as administrative disciplinary measures,  
11 such as LORs and LOAs. They've also attempted to  
12 downgrade performance reports, all because I  
13 wanted to have a safe working environment for my  
14 Airmen.

15 Administrative disciplinary measures  
16 are used for a wide range of infractions, from  
17 being late to work to assaulting another Service  
18 member. Needless to say, because of the wide  
19 range of use allowed for these measures, they are  
20 used and abused daily.

21 However, the measures are the only  
22 corrective action that is shown when something

1 occurs. When I was selected to deploy to Iraq, I  
2 took over supervisor of Airmen within my  
3 squadron. My commander gave me my in-brief and  
4 marching orders.

5 My first order of business was to get  
6 rid of an undesirable Airman. My commander said  
7 that she had confided in him that she was seeking  
8 mental health counseling from a molestation she  
9 had incurred as a child. In his words, we could  
10 not take this liability like her downrange. The  
11 process of discharging her was already in motion.  
12 All he wanted me to do was nitpick her rookie  
13 mistakes. The Article 15 he wrote completely  
14 made her sound like a total derelict.

15 From my perspective, she was doing the  
16 best she could. She had room for improvement,  
17 but I felt I couldn't fight against what had  
18 already been started. When I decided to file a  
19 formal complaint and blow the whistle about an  
20 environment I had reported on several times  
21 before, I knew without a doubt all of the guilty  
22 involved would walk away with full rank and pay.

1           A commander I had reported on in the  
2 report still was allowed to investigate by the  
3 Air Force IG. He investigated into my case. A  
4 commander I reported against was allowed to  
5 investigate my complaint.

6           I do agree that commanders need to  
7 have authority to use discipline to maintain  
8 readiness. I strongly believe this should only  
9 encompass infractions that are inherent to the  
10 military, such as absence without leave, or  
11 dereliction of duty, the aspects that affect the  
12 morale and welfare of the people under that  
13 command's charge.

14           Rape, sexual assault, or retaliation  
15 should be dealt with by an outside authority, an  
16 authority who does not have preference towards  
17 the alleged victim of the accused.

18           Commanders are under immense pressure  
19 to perform in all aspects of command duties. To  
20 have an assault of any type happen under their  
21 watch must be kept to the lowest possible  
22 reporting authority. In other words, keep it

1 quiet.

2 When I was in Iraq, around my 15th  
3 year of service, I was sexually assaulted. I  
4 knew that if I reported it, I would only cause  
5 problems within my squadron. I knew there would  
6 be no closure in reporting. My commander was  
7 already task-saturated. Plus, I had already  
8 seen, through the discharge of the previous  
9 Airman, how he viewed victims as liability. I  
10 boxed up my emotions and carried on. I put all  
11 of myself into my work.

12 Please explain to me why commanders  
13 need to have a hand in rape and assault and  
14 retaliation cases. There is no need for them to  
15 be involved in these situations. I pray that we  
16 do what's right: change with the times and have a  
17 more tailored, common-sense approach to what the  
18 commander's role is. Thank you for your time.

19 CHAIR HOLTZMAN: Thank you very much.

20 Susan Burke?

21 MS. BURKE: My name is Susan Burke,  
22 and I've been a practicing attorney since 1987.

1 I began my career at Covington & Burling as a  
2 defense attorney, and in that capacity served as  
3 employment counsel for many large corporations.  
4 I then did a stint at Department of Justice, went  
5 back to Covington, and eventually formed my own  
6 firm to do more plaintiff-side human rights work.

7 I grew up as a military child. My dad  
8 was career Army. But I have never practiced  
9 military law. I began to work in this field of  
10 military rape and sexual assault really by  
11 happenstance. A woman contacted me with a story  
12 about having been raped by someone she knew. The  
13 matter was set for court-martial. And about a  
14 week before the scheduled court-martial, she was  
15 alerted by the JAG that they had lost the  
16 physical evidence. They had lost her underwear.

17 I was appalled at that sort of  
18 miscarriage of justice, but told her I doubted I  
19 could do anything, but that I would look into it.  
20 This was in 2010.

21 So I began to look into it by reading  
22 all the congressional testimony, because Congress

1 has basically every three years taken a look at  
2 this issue and reviewed all the different  
3 promises that had been made and broken. And I  
4 began to simply put word out into the community  
5 that I was willing to bring civil impact suits,  
6 even though the outlook for any sort of justice  
7 was quite slim.

8 As a result of that, I have now  
9 interviewed hundreds of victims of rape and  
10 sexual assault. And what I think that this panel  
11 on retaliation needs to think about is that  
12 everyone they are hearing from, all of the  
13 survivors, are subjected to that initial  
14 injustice of not having the predator convicted.

15 The conviction rates are very low.  
16 They're dismal. And so what happens is, that  
17 over time, you have this power shift accumulate  
18 against these victims. Because when they step  
19 forward, they know their chances of actually  
20 getting a conviction are next to zero.

21 None of the victims that you've heard  
22 from, none of their predators were actually

1 convicted. And that, that lack of conviction at  
2 the very outset, has an impact on the  
3 acceptability of the retaliation going forward.  
4 So if you don't look at whether or not we in fact  
5 have a professional judicial system that is  
6 really working, you're kind of dodging the main  
7 question. So, from my perspective, I would  
8 encourage you to look very hard at why the  
9 military judicial system doesn't work.

10           You know, when I first started this  
11 and I heard all of these stories, I heard the  
12 stories of the retaliation. What made me angry  
13 was this notion that, in today's day, that  
14 someone has a Hobson's choice. They either have  
15 to suck it up and fail to report a crime in order  
16 to keep this career that they love, or they go  
17 forward, and on behalf of themselves and with  
18 concern for other human beings, they report an  
19 incident of predation. And yet they know almost  
20 inevitably they're going to be drummed out of the  
21 Service.

22           You see this time and time again. It

1 hasn't gotten any better in the five years I've  
2 been working on this. When I started, there was  
3 a lot of pushing people out under this thing of  
4 personality disorder. They now are using the  
5 phrase "adjustment disorder," but they're still  
6 pushing everybody out.

7           So, we have to get back to why aren't  
8 you getting the convictions? Why aren't you  
9 pushing out the rapists and predators? Why are  
10 we looking for easy outs for the victims? Why  
11 aren't we looking at easy outs for the sexual  
12 harassers? Why aren't we looking at terminating  
13 people that harass? Why aren't we looking at  
14 removing people from having any role in an  
15 adjudicatory process when they've been personally  
16 involved in harassing other people?

17           So, to my mind, it all leads  
18 inevitably back to, do we have an appropriate  
19 judicial system and is it functioning? I think  
20 the answer is clearly no.

21           I think the way to get the judicial  
22 system to function properly is to step forward

1 and say, "It is impossible to administer justice  
2 when you allow people who have power to have a  
3 career stake in it."

4 The commanders, their own career  
5 ladders turn on how well they do in keeping good  
6 order and discipline. They have an inherent bias  
7 against effectively prosecuting rape and sexual  
8 assault. It's far better for their own personal  
9 records to have it be acquittals, no convictions.

10 "The victim's a liar, the victim is a weak  
11 performer. Let's push the victim out of the  
12 Service."

13 Look at the conviction rates. Look at  
14 the military's own data on conviction rates.  
15 When I first began, it was easy to find those  
16 conviction rates. Less than 1 percent. Now,  
17 even though they continue to report the data,  
18 they are no longer reporting in a fashion where  
19 you can tell whether there are any over a year  
20 long convictions for rape and sexual assault.

21 Until we get to that core problem of  
22 making sure we are effectively prosecuting rape

1 and sexual assault, you're going to always have  
2 this spillover into this extreme retaliation.

3 All of the people being retaliated  
4 against would be in a far greater position to  
5 fend off this retaliation if they could come  
6 forward and say, "My rapist was convicted." You  
7 know? "I'm not a liar. My rapist was  
8 convicted."

9 So I strongly encourage you to think  
10 about what the flaws in this system are. We know  
11 that the best justice is blind justice, and yet  
12 we know the chain of command controls the  
13 prosecutions. They control the judicial process  
14 and it is not being administered fairly.

15 I am saddened that this has had to  
16 become, essentially, something I continue doing.  
17 I have no -- I do it simply, more or less, as a  
18 hobby. There's no chance for -- there's no power  
19 structures. There's no places of accountability  
20 for the victims that come to me. All I can do is  
21 say, "I'm going to keep working to try to change  
22 the law, keep working to change the outcomes."

1           But when people come to me and ask for  
2 my advice as a counsel before they have reported  
3 any rape or sexual assault, I ask them, "Do you  
4 want to stay in the Army, Air Force, Navy as a  
5 career?" And if they say, yes, that that's their  
6 main goal, I advise them truthfully. If you want  
7 to stay in and your career means that much to  
8 you, you should not report.

9           It saddens me to have to do that, but  
10 to this day that remains my advice, because I  
11 have never been able to get justice for any of  
12 the victims of retaliation. I have not seen a  
13 court-martial handled properly. I have sat, now,  
14 through Article 32s with a midshipman victim. I  
15 have seen firsthand the way that the power is  
16 abused in these processes.

17           So, I'm very dismayed and disheartened  
18 that as a country we can't do better by our  
19 Servicemen. I appreciate the opportunity to  
20 speak. Thank you.

21           CHAIR HOLTZMAN: Thank you very much.  
22 Admiral Tracey?

1           VADM(R) TRACEY: C.B., you are  
2 assigned a Special Victim's Counsel?

3           1st LT. C.B.: I was, ma'am. I'm no  
4 longer.

5           VADM(R) TRACEY: Could you help me  
6 with the timeline here. You were assigned the  
7 SVC about when?

8           1st LT. C.B.: I was assigned the SVC  
9 right after I found out the results of the  
10 Article 32. So, it was 2014. Probably around  
11 March or April.

12          VADM(R) TRACEY: Okay. And that  
13 assignment ended when the court cases ended? Is  
14 that right?

15          1st LT. C.B.: No. Actually, at that  
16 time, I was told the court cases were completely  
17 finished and I didn't really have a need for an  
18 SVC. I just didn't know where else to turn at  
19 the time. And that, I guess, client-SVC  
20 relationship was severed when the SVC was PCS'd  
21 to another location and I deployed.

22          VADM(R) TRACEY: Okay, so, you don't

1 have access to someone now to deal with issues  
2 around retaliation? No one who is assisting you  
3 around those issues?

4 1st LT. C.B.: No.

5 VADM(R) TRACEY: Okay, thank you.

6 Were you assigned an SVC?

7 MS. J.S.: Initially, I was. The  
8 program was brand new. So, he informed me he was  
9 -- he really couldn't do anything for me, other  
10 than he knew I had Susan Burke. I was working  
11 with her. So he felt as though he really  
12 couldn't do anything to help me out beyond that.

13 VADM(R) TRACEY: Okay, thank you.

14 CHAIR HOLTZMAN: Mr. Stone?

15 MR. STONE: Thank you. Ms. Burke, I  
16 hear what you're saying, "Why can't the military  
17 do better?" But at least, generally, my sense  
18 has been that universities and private  
19 corporations have the same problem, which is once  
20 somebody reports sexual misconduct and that  
21 they're the victim, the students wind up  
22 typically transferring to different universities,

1 but not staying with that university, and  
2 employees tend not to stay with the same  
3 organization, and that the conviction rates,  
4 because these are typically crimes where the only  
5 two witnesses are the two people involved, at  
6 least for the sexual assaults, not necessarily  
7 the harassment, so the conviction rates are very  
8 low.

9 I don't know. Number one, you may  
10 disagree with those suggestions, but I think they  
11 all face a Hobson's choice, as you put it. So, I  
12 guess what I'm looking to hear is how you think  
13 we can get away from that Hobson's choice, since  
14 I don't think it is unique to the military. I  
15 think it is a problem in all these circumstances.

16 MS. BURKE: Well, I think that,  
17 obviously, rape and sexual assault is a problem  
18 elsewhere, but there's a unique difference, and  
19 that's that we as a nation teach respect for the  
20 uniform. And when we put the uniform on people,  
21 we are saying to others, "You can trust them and  
22 you can hold them to a higher standard of

1 leadership."

2           So, I think for that reason, it is  
3 urgent that we address it. And when you look at  
4 the conviction rates in other judicial systems --  
5 I mean, obviously in this nation, we have  
6 multiple. We have 52, right? Every state has  
7 its own. We have a federal system.

8           This is the only system that has  
9 enshrined in its structure a lack of due process  
10 that the State Department criticizes in other  
11 nations. We have assigned, as convening  
12 authorities who have adjudicatory power, people  
13 with a direct bias.

14           So, there's nothing -- you know,  
15 administration of justice, I mean, we can look  
16 around the country. We can look at other models.  
17 And so what we know, as a people, is that justice  
18 is better when there are not pre-existing  
19 relationships, when there are not professional  
20 entanglements.

21           And we know that. We know. All of  
22 us. Even if you sit on a jury, you are asked,

1 "Do you know the lawyers?" And if you do, you're  
2 excused. We know the best justice says let's get  
3 as far away from these entanglements as we can.

4 What we're dealing with, in the way it  
5 is structured now, is an anachronism. When my  
6 dad was a military attache in Denmark, one of his  
7 jobs was to look at what the Danish Army was  
8 doing efficiently. They were guarding 24/7 a  
9 space about the length of this table. Full-time,  
10 24/7, always a Soldier there. As he  
11 investigated, he found out it was just a historic  
12 anomaly. There used to be a hitching post, and  
13 that needed to be guarded when there are horses.

14 Back 200 years ago, it made sense to  
15 have the commanders have this adjudicatory power,  
16 because when they were sent overseas, there were  
17 no lines of communication. There were no lawyers  
18 with them. They needed to be able to, on the  
19 spot, say, "You're a criminal, you're in trouble.  
20 We're going to lock you up."

21 That made sense then. It doesn't make  
22 sense now. It's an anachronism. It needs to be

1 changed. We need to join the rest of the modern  
2 world, and say, "Listen, let's not treat  
3 Servicemembers to a different type of judicial  
4 system."

5 It's an easy fix. Just take the  
6 commanding authority, take the operational side  
7 and take them out of the judicial side. DoD has  
8 plenty of lawyers. There's a legal machinery.  
9 Just leave it over there.

10 If you look at that, it'll stop the  
11 level of retaliation because you won't have that  
12 -- the way it is so intertwined right now is that  
13 a commander's decision as a convening authority  
14 not to proceed with a court-martial, what message  
15 does that send? It sends a very clear message:  
16 "I don't believe the victim. I believe the  
17 predator. We're not going to go with this story.  
18 We're going to go with this story."

19 That's an open invitation to  
20 retaliation. And do you think when the victim is  
21 retaliated against, and then you go and report to  
22 that commander? You're setting it up in a way

1 that just is not consistent with what we know  
2 about human nature.

3 So, I strongly encourage that it be  
4 fixed.

5 MR. STONE: Well, just to draw that  
6 out a little bit, you're recommending not only  
7 that the sexual assault case be handled  
8 elsewhere, but also retaliation allegations, I  
9 gather? Which is even broader. Don't you think  
10 that, in these cases, even where there is an  
11 acquittal, all of those people on that base do  
12 not all think, "Oh, she's a liar and it didn't  
13 happen."

14 A huge number think, as you just said,  
15 "It happened but they're going to -- oh, the  
16 military looked the other way again." Frankly,  
17 when you said before the victim wants to say,  
18 "See, I wasn't a liar. He was convicted." I  
19 don't think that stops the retaliation. If  
20 anything, amongst some of those individuals, it  
21 encourages it.

22 So, in addition to the technical fix

1 that you'd move the trials away, or the  
2 decisionmakers, how do we change people's  
3 attitudes who have to work together as a team?  
4 That's the difficult issue that leads even just  
5 to the ostracism that is not prosecutable.

6 MS. BURKE: That's because there are  
7 no system of accountability that has  
8 independence. You've heard the IG does not work;  
9 the commanders don't have independence. So, what  
10 you have is, you have a system where you have a  
11 dysfunctional judicial system. And then on the  
12 employment side, you know, the Feres doctrine  
13 does not allow people to bring civil suits. So,  
14 there's no outside judicial oversight of the  
15 process. The IG is not working because, again,  
16 it is part of the structure.

17 So, I think we all know from the  
18 lessons of looking for the past 50 years in the  
19 way America has changed in corporations -- I  
20 mean, when I began this work, I felt I had walked  
21 back in time to at least 30 years ago when I  
22 started as a young lawyer with corporations.

1           What you need is you need that ability  
2 to get rid of people, to fire people who are  
3 engaged in sexual harassment. Rather than focus  
4 on an easy out for the victim, I think we should  
5 be focusing on, let's create an easy out so that  
6 if someone has been alleged to have been a sexual  
7 harasser at several different places, let's have  
8 an easy out for the perpetrators, for the  
9 harassers.

10           So, I think there has to be a shift in  
11 the power dynamic, because right now there's a  
12 lot of protection and there's a lot of protecting  
13 of people who engage in sexual harassment. As a  
14 result, it is blatant.

15           For example, in the case with my  
16 client here, when you look at what these fighter  
17 pilots were circulating. Spiral bound, plastic-  
18 covered, laminated songbooks that had the most  
19 egregious and misogynistic terminology, talking  
20 about using a chainsaw to cut women in two and  
21 having intercourse with both sides.  
22 Reprehensible. Nobody's disciplined. No one's

1 fired. And then these are the same men that are  
2 then put in charge of adjudicating rape and  
3 sexual assault.

4 As a result, there's no trust in the  
5 system because there is no accountability in the  
6 system.

7 MS. J.S.: Can I just add, too, that  
8 I was contacted by General Welsh, and he was a  
9 former F-16 pilot. Going through this process,  
10 the one thing that I noticed was it was like a  
11 brotherhood. I could not have gotten a fair  
12 shake.

13 All the people who were found guilty  
14 or punished within my case, the only thing they  
15 received was an LOC. And that can be shredded as  
16 soon as you leave base. None of them had any  
17 type of forfeiture of pay. They are still going  
18 to receive their retirement.

19 In fact, my children go to school with  
20 the same pilots that were in the complaint, and  
21 they are working for major corporations. And the  
22 corporations do not know the type of behavior

1 they engaged in because there's no record of it.

2 MR. STONE: I understand those  
3 technical requests, and I think I agree with many  
4 of them. But what I'm trying to get to is how do  
5 we address a slightly different problem that  
6 sounds to be more overriding?

7 Again, to use a civil analogy, when  
8 you look at divorce cases or domestic violence  
9 cases, even after they're adjudicated, the  
10 parties aren't friendly. I mean, they may even  
11 have a common child and they can't look each  
12 other in the eye after that.

13 So the problem is here, even if you  
14 adjudicate some of these people as guilty, like  
15 you were just saying, they're like a brotherhood.  
16 People who have been their friends are still  
17 going to have resentment afterwards. And you're  
18 stuck working with them. Do you have any  
19 suggestions for us about -- that's why, with our  
20 earlier panel, I was asking is it transfers to a  
21 different kind of unit? What can make your  
22 career pleasant as opposed to something you have

1 to just tolerate until you finally finish the  
2 career?

3 MS. BURKE: Well, from my perspective,  
4 the question needs to be, what do we need to do  
5 to ensure that it is easier to get rid of people  
6 that engage in this behavior? Rather than  
7 focusing on how we help victims live with  
8 egregious misconduct, we need to say, "Why are we  
9 not reducing the number of people in uniform that  
10 are engaging in this misconduct?"

11 And so, obviously, on the criminal  
12 conduct, we're talking about the judicial system.  
13 But on the retaliation conduct, if you think  
14 about the parallel to civilian society and to  
15 corporate society, what you're dealing with here  
16 is a very high tolerance for illegal retaliation  
17 and illegal sexism, with no consequences for the  
18 wrongdoers.

19 Yet, time after time, the question is  
20 how can we better support the victims? How can  
21 we make it easier for you to cope with  
22 retaliation? Why aren't we asking how do we

1 eliminate the people and get them out of uniform,  
2 both on the retaliation as well as on the crimes  
3 of the rape and sexual assault?

4 To my mind, I mean, you know, we're  
5 talking about -- you know, retaliation in  
6 workplaces is a far different cry than animosity  
7 between divorced parties. We're talking about  
8 people's ability to perform professionally, in  
9 uniform, the job that they are hired to do. They  
10 are entitled, as any American, to a workplace  
11 that is free of overt misogyny and retaliation  
12 for the reporting of a crime.

13 So, to go back to your original  
14 reference to colleges and universities, what  
15 happens in a college or university if a professor  
16 is engaged in sexual misconduct? They get fired.  
17 It's not a criminal proceeding. It's not a  
18 matter of the judicial system. They get  
19 terminated.

20 We need to think about why we're not  
21 having structures of accountability in the  
22 military that lead to the termination of people

1 engaged in wrongdoing.

2 MR. STONE: Again, I have to go to the  
3 areas of where I have some expertise. In the  
4 civilian world, for a while, people thought we  
5 would make a real dent in the drug problem by  
6 having mandatory minimum penalties because they  
7 felt that too many decisionmakers were just  
8 slapping violators on the wrist.

9 And we did that for a while, and now  
10 people are deciding that those mandatory minimum  
11 penalties overdid it in way too many cases, even  
12 if they were appropriate in a very small  
13 percentage.

14 Are you in favor, in effect, of  
15 mandatory minimum penalties in these sexual  
16 assault cases? The minimum penalty being, get  
17 the perpetrator out of there, that he can't just  
18 get a letter of reprimand? I hear everybody is  
19 complaining that they're only getting a letter of  
20 reprimands. So, that makes me think about  
21 whether what you're asking for is some mandatory  
22 minimum penalty. And if so, what would it be?

1 MS. BURKE: Well, I think on rape and  
2 sexual assault, they need to be treated in a  
3 judicial system that has due process, and it  
4 needs to follow a regular judicial process. That  
5 is, after the reporting of the crime, it should  
6 happen in the judicial system.

7 Completely and wholly separately from  
8 that going on, you have a separate question,  
9 which is how are people conducting themselves in  
10 the workplace? And what are the consequences for  
11 that?

12 So, you could have a rapist who in  
13 fact never engages in sexual harassment of others  
14 and doesn't engage in retaliation. So, there,  
15 you would wait and see what happens on the  
16 judicial side.

17 But the more common course is that  
18 what you have is someone who is a predator, then  
19 in fact gets together with his buddies, and they  
20 began an overt campaign of retaliation and  
21 intimidation. I would note, very few pretrial  
22 detentions. So, most of the time, these folks

1 are immediately back in their units in close  
2 proximity.

3 In those instances, when you are in a  
4 sense in an employment relationship, and you have  
5 identified someone engaging in conduct that is  
6 inconsistent with the values of the employer, the  
7 military, then you push them out.

8 You do not have to say whether or not  
9 they're going to get convicted over here on the  
10 judicial side. That doesn't have to control.  
11 You should treat it the same way you would treat  
12 sexual harassment in your workplace. If you had  
13 a subordinate who you observed harassing someone,  
14 you let them go.

15 MR. STONE: Do I take that as a yes?  
16 You're in favor of mandatory minimum penalties,  
17 meaning that they're kicked out of that job?

18 MS. BURKE: I think that it is a -- as  
19 with any employment matter, it is a matter of  
20 degree. I can certainly say that having read  
21 these songbooks, in my view, it would be very  
22 appropriate that anyone that participated in

1 publically singing these songs in settings in  
2 which there were other people around; yes, they  
3 should be terminated.

4 MS. J.S.: And I also feel, too -- I'm  
5 sorry to interrupt -- this is a community that is  
6 not like the civilian world. If they would've  
7 done something to punish these individuals, maybe  
8 take a rank away, nothing more than the LOC, I  
9 would've been more than willing to stick it out.  
10 Because something had been done. You know, I  
11 loved serving in the military. I was in for 15  
12 years when I was assaulted, and I was willing to  
13 keep my mouth shut. This is a totally different  
14 dynamic than anything outside in the civilian  
15 sector.

16 I think there are a lot of people who,  
17 behind the scenes, will say that they support the  
18 victims and that they're backing them, but really  
19 you never see anything come of it. That's why  
20 it's kind of, "Well, she's probably going to get  
21 kicked out or something like that will happen."  
22 But if there was some type of real action that

1 happened, I think I would've been more inclined  
2 to want to stay.

3 MR. STONE: Something that you could  
4 see?

5 MS. J.S.: I don't even know what  
6 happened to the people who were found guilty.

7 MR. STONE: So, the mandatory minimum  
8 punishment should be something public, instead of  
9 something that is just in their file?

10 MS. J.S.: Absolutely. I mean, I had  
11 to put my name out in the media in order to get  
12 any type of real reaction from the Air Force.  
13 And that's sad.

14 CHAIR HOLTZMAN: Mr. Stone, we're  
15 going to go to Mr. Taylor now because time is  
16 getting short.

17 MR. TAYLOR: First, I'd like to thank  
18 both of you for your service, and thanks for  
19 having the courage to come tell us your stories  
20 today.

21 Ms. J.S., you mentioned that you  
22 experienced a wide range of retaliation. Could

1 you just highlight three or four, five or six,  
2 most annoying forms of retaliation when you think  
3 about it?

4 MS. J.S.: I think one that sticks out  
5 -- I had reported some of the songbooks probably  
6 about five to ten years before. I mean, I was a  
7 younger Airman. And it got back to the person  
8 who was in charge of the songbooks, who was  
9 supposed to be maintaining their security to be  
10 sure we didn't find them.

11 And one day, I asked him for his  
12 training information. He was a pilot. And he  
13 pretty much threw it back in my face and called  
14 me a bitch and walked away. It was in a crowded  
15 area, and they were, "Oh, maybe he's just having  
16 a bad day."

17 I've been touched. My butt has been  
18 grabbed. I have been asked and called at  
19 numerous locations when we were TDY, "Do you want  
20 to hook up?" You know, I was a married woman at  
21 that time.

22 And then you have to find a way to

1 kind of laugh it off or pretend it doesn't bother  
2 you, just so you can maintain your professional  
3 bearing and they still take you seriously, too.

4 MR. TAYLOR: So, did you find much of  
5 a support structure for continuing to keep on?

6 MS. J.S.: I'm sorry, sir?

7 MR. TAYLOR: Did you find much of a  
8 social support structure for continuing to serve  
9 once you had filed a complaint? Or was that the  
10 point at which ostracism really set in?

11 MS. J.S.: Well, when I filed the  
12 formal complaint, they had -- I guess they had a  
13 briefing and told people that I worked with not  
14 to talk to me anymore. So, and then I did not  
15 come on base for a year. As soon as I filed the  
16 complaint, I did not come back on base only to  
17 retire a year later.

18 MR. TAYLOR: I see. Lieutenant C.B.,  
19 are you still experiencing forms of retaliation  
20 based on the complaints that you filed?

21 1st LT. C.B.: I actually -- the  
22 majority of my retaliation, at first, after the

1 reports were made, were peer retaliation. As I  
2 said before, all of the rugby team graduated.  
3 They're all lieutenants in the Army now, or if  
4 not captains. The same thing with my rapist.

5 So, my whole life I wanted to go to  
6 West Point. I wanted to be a part of this  
7 organization that was bigger than myself and I  
8 fell for all the commercials, the "Be All You Can  
9 Be" commercials. I was going to go be in the  
10 Army and save the world.

11 So when I got to West Point, the next  
12 goal was to get to graduation. Like, whatever it  
13 takes, get there. The biggest thing you look  
14 forward to is, on graduation day, when the 1st  
15 Captain, who is the head of the Corps of Cadets  
16 and is a graduating member of that class, he  
17 stands up at the end of the ceremony and he is  
18 handed the authority by the Superintendent to  
19 dismiss the class. Then everybody throws their  
20 hats up in the air, and it's finally over.

21 So, as I was applying to West Point,  
22 I would YouTube videos of the hat toss. The

1 famous hat toss. And listen to all the 1st  
2 Captains at the time say, you know, "Class of  
3 1998, class dismissed," and then see everyone  
4 jump up with joy and embrace each other. They  
5 had finally completed their West Point journey  
6 and now they were 2nd lieutenants in the Army.

7 The retaliation that I received from  
8 my peers, not only the rugby team, but I felt  
9 like the majority of the school, to include some  
10 faculty members, I was told that, on graduation  
11 day, to throw it in my face, that everybody,  
12 instead of throwing their hats in the air,  
13 would throw their hats at me.

14 And they have the crest on the front  
15 of the hat, and we were kind of briefed  
16 beforehand, you know, "It's fun, throw your hat  
17 up in the air, but be careful you don't get hit  
18 by -- you know, you don't want to spend  
19 graduation day in the hospital because you got  
20 hit by a crest when the hats come back down."

21 But I was told that the hats would be  
22 thrown at me. So, graduation day, I remember not

1 being able to listen to Secretary Hagel, I think  
2 it was, who spoke at our gradation. I couldn't  
3 listen to his speech. The Commandant of Cadets,  
4 who shook everyone's hand, I mentioned earlier,  
5 Brigadier General Clarke shook everyone's hand as  
6 they walked across the stage. He didn't shake  
7 mine.

8           And when -- you know, that moment I  
9 had waited for was the, "Class of 2013, class  
10 dismissed." And I remember I was so scared of  
11 being hit by all these hats and having a horrible  
12 experience that I didn't even hear him say,  
13 "Class dismissed." As soon as the Superintendent  
14 saluted the 1st Captain and gave him the  
15 authority to dismiss the class, I immediately  
16 ducked. I did kind of a duck and cover to  
17 protect myself, and I didn't even throw my hat up  
18 in the air. I just took it off and ducked.

19           I guess this was the start of knowing  
20 that, you know, I would probably be harassed by  
21 my peers for the remainder of my career. I've  
22 had beer thrown on me in my own home town where I

1 live, to which I was told I can't do anything  
2 about it except to get a no contact order against  
3 the individual who threw the beer at me. In  
4 which case, I was also told that if I was within  
5 100 feet, I needed to remove myself from the  
6 situation.

7 I was told that I didn't have a right,  
8 as the other victims or survivors have mentioned,  
9 that I didn't have a right to know, in any of the  
10 three cases, what the outcome was. Whether they  
11 were given general letters of reprimand or  
12 whether they were not given anything at all.

13 When I asked my chain of command,  
14 there was nothing they could do about it, and in  
15 their eyes, they had no obligation to even help  
16 me out because they were not found guilty of  
17 anything.

18 MR. TAYLOR: Thank you very much.

19 1st LT. C.B.: Sorry.

20 MR. TAYLOR: No. Would you like to  
21 finish?

22 1st LT. C.B.: I guess the last thing

1 I'll say is that the only way I was ever -- the  
2 most helpful thing in this entire process, and  
3 the only way that I have ever been able to get  
4 any answers, let along closure, is through Susan  
5 Burke and Senator Gillibrand.

6 So, obviously, you all are aware that  
7 they are outside of my chain of command. They  
8 are the only ones who have ever been able to  
9 provide me with an answer on what happened, what  
10 the results of each of the cases were. They were  
11 the only ones who were able to help me get my  
12 assailant removed from the post that I was going  
13 to. Really, the only hope that I've seen  
14 throughout this entire process, I guess.

15 MR. TAYLOR: Thank you very much.

16 Madam Chair?

17 CHAIR HOLTZMAN: I just want to say  
18 thank you again to the survivors who are here.  
19 1st Lt. C.B., despite all of what you've gone  
20 through, getting accepted to West Point and  
21 graduating from it, is an amazing accomplishment.  
22 You should be very proud of that.

1 1LT C.B.: Thank you.

2 CHAIR HOLTZMAN: Ms. Burke, I just  
3 want to make a suggestion in terms of your view.  
4 I think that your approach is kind of putting all  
5 of one's eggs in one basket. Whether you and how  
6 you change or improve the judicial part of the  
7 system, we also have to deal with helping the  
8 victims all the way through, and there are very  
9 constructive things that could be done,  
10 including, for example, getting information to  
11 victims as to what happened to the people who  
12 retaliated against them.

13 I just have some factual questions  
14 about what happened here, but I don't want to  
15 take the time of the Panel. I think we can ask  
16 you that later, or ask Ms. Burke later. And I  
17 just want to thank you so much for your  
18 contribution today and to the contribution you've  
19 made through your service to the country. Thank  
20 you very much.

21 Okay, we'll take a five-minute break  
22 and come back for our last panel of the morning.

1                   (Whereupon, the above-entitled matter  
2 went off the record at 11:31 a.m. and resumed at  
3 11:41 p.m.)

4                   CHAIR HOLTZMAN: First, let me thank  
5 all the members of the panel for coming forward  
6 to present to the members of the JPP about their  
7 own experiences. And I want to thank you for the  
8 courage and personal courage that it's taken for  
9 you to do this.

10                   I'd like to also make a public  
11 statement to the effect that the JPP has tried to  
12 recruit a larger number of victims to come  
13 forward, survivors to come forward, and share  
14 their experiences with us. We have had the  
15 experience that a number have refused because of  
16 a concern of personal retaliation.

17                   We think it's extremely serious that  
18 a federal panel that's been created by Congress  
19 is unable to get testimony from victims in the  
20 military because they are afraid of personal  
21 retaliation.

22                   With that said, we will start with

1 Major K.V., U.S. Air Force. And, by the way, we  
2 are going to identify people by their initials,  
3 but I want to point out that the initials may  
4 bear no relationship to their actual names.

5 Major, please begin.

6 Maj K.V.: Good morning. Thank you  
7 for listening to me today. My name is Major K.V.  
8 I'm a B1 weapon systems officer stationed at  
9 Ellsworth Air Force Base, South Dakota, and  
10 assigned as the 28th Bomb Wing Chief of Flight  
11 Safety. I have over 3,300 total flying hours,  
12 more than 2,000 in combat.

13 In April of 2013, I was sexually  
14 assaulted by my squadron mate and wingman. I  
15 filed an unrestricted report of sexual assault,  
16 which resulted in a court-martial conviction in  
17 April of 2014 and led to a subsequent Board of  
18 Inquiry in August of 2014.

19 Finally, that ended with his  
20 separation in April of 2015, which was about a  
21 year after his conviction and almost two years  
22 after the initial assault.

1           As a result of a New York Times  
2 Magazine article in which I was interviewed, the  
3 12th Air Force Commander ordered a commander-  
4 directed investigation, which concluded with the  
5 recommendation that emphasis be placed on  
6 providing good, meaningful sexual assault  
7 training, which is something I thought we were  
8 already doing.

9           My goal is to speak with you today so  
10 that others do not share my experiences. Despite  
11 a guilty verdict, this was not a success for us.  
12 We strive to find areas for improvement in  
13 everything else we do, not because we are forced  
14 or mandated to do so, but because excellence is  
15 what we do.

16           The root cause for my negative  
17 experience is the beliefs and attitudes of  
18 leadership and the command climate within a  
19 squadron in which one assaults another.

20           A few examples are when I first  
21 reported the incident and crime, my commander  
22 told me that his primary job in this case would

1 be to remain objective because both of us were in  
2 the same unit. He assured me that he did not  
3 have information to act on, and that if this had  
4 occurred at IBM, for example, he would not be  
5 allowed to move the perpetrator out of the office  
6 during the investigation stage.

7 My attacker remained in the unit  
8 during the investigation up to preferral of  
9 charges and continued to work and communicate  
10 with members of the squadron after being charged.  
11 My commander told me that it would be illogical  
12 for me to think that there would not be negative  
13 consequences as a result of reporting this,  
14 meaning that there would be whispers or glares  
15 that he could not control.

16 I was issued a no contact order  
17 requiring me to remain at all times 300 feet from  
18 my attacker, except for performing official  
19 duties. The arrangement sometimes prevented me  
20 from attending briefings and trainings that are  
21 required for effective members of a flying unit.

22 My mobility folder, the only one out

1 of 70 containing my personal identifiable  
2 information, as well as personal information of  
3 my family members, went missing after the subject  
4 was interviewed by OSI. It was approximately  
5 eight hours after the interview. At that time,  
6 the folder was his primary responsibility. It  
7 still hasn't been found.

8 On my 2012 OPR, I was ranked number  
9 two of 13 WSOs in the squadron and number three  
10 of 32 Ops Group WSOs. But my OPR following the  
11 unrestricted report of sexual assault, I was no  
12 longer ranked at all. In fact, they --

13 CHAIR HOLTZMAN: What is an OPR? I'm  
14 sorry. I'm not a --

15 Maj K.V.: Officer Performance Report.

16 CHAIR HOLTZMAN: Thank you.

17 Maj K.V.: I was no longer ranked at  
18 all and was actually categorized or described as  
19 "talented." That decrease is clear in a person's  
20 record. It's clear in an officer's record. It  
21 implies that there is a decline or some  
22 unsatisfactory performance, and I was never given

1 any type of critique to say that my performance  
2 declined. In fact, I was told that they were  
3 surprised that I was performing as well as I was  
4 under the circumstances.

5 Coworkers made inappropriate jokes  
6 regarding sexual assault and rape. When I  
7 brought this to my commander, his response was to  
8 ask if those same jokes would have offended me a  
9 year before the assault.

10 After the conviction, which was lucky  
11 that -- I'm lucky that I was one that actually  
12 got to see the perpetrator and my attacker be  
13 convicted. But after that happened, leadership  
14 at the Ops Group level and Squadron level  
15 communicated the verdict. However, they also  
16 commented that there were two sides of the story.  
17 The message implied in that was that there was  
18 doubt which contradicted the truth of the case,  
19 and it did not encourage or require support to me  
20 as a person who had been victimized by a fellow  
21 in my squadron.

22 One of the worst things besides the

1 assault itself was hearing my commander provide a  
2 real-world leadership example to the rest of the  
3 squadron regarding sexual assault during a time  
4 which he said that he experienced, when he was  
5 the DO of another squadron, an individual coming  
6 forth with a report of sexual assault, but it was  
7 a false accusation so that individual could get a  
8 choice assignment.

9 That example was provided in lieu of  
10 discussing our approved, and what was supposed to  
11 be, SAPR Day training scenarios. Now my peers --  
12 though I am the Chief of Flight Safety, and I  
13 work at the Bomb Wing, I'm part of the Bomb Wing  
14 staff, I still fly with the squadron -- my peers  
15 are the ones that determine the schedule.

16 Though no qualifications have been  
17 taken from me, I'm still an instructor WSO, they  
18 no longer schedule me to perform in those duties.  
19 So it implies that I am no longer capable of  
20 doing that. And I'm not sure if they just do it  
21 on their own because they made an assumption that  
22 I'm no longer capable or qualified to perform in

1 the role that I was performing in before this had  
2 all happened.

3 Even now, the threat of being  
4 retaliated is pretty strong. There is the threat  
5 that I will be labeled as a complainer and suffer  
6 repercussions as a part of coming forth and  
7 participating in this process.

8 During the process of being invited to  
9 come and speak here, there was a miscommunication  
10 and the JA informed my leadership that I was  
11 actually filing a complaint of reprisal. I  
12 happened to be lucky and was walking by and heard  
13 my supervisor on the phone, and he spoke with me.  
14 My immediate supervisor right now is actually  
15 very supportive. He said, "What's going on? Are  
16 you really filing a retaliation complaint?" I  
17 was like, "No, sir. I'm not."

18 He said, "It's okay if you are." He's  
19 like, "But I'm getting this communication from  
20 the JA saying that you have just filed a  
21 complaint." I was like, "No, sir, I have not. I  
22 just was waiting for an invitation to speak to

1 the JPP. And I was told that I could do that,  
2 and I would like to do that in order to help  
3 people in the future."

4 But it came at a time when they were  
5 discussing my OPR and my rankings. And there was  
6 a lot of discussion, and it seemed to be very  
7 adversarial to me, that they were not comfortable  
8 or potentially thought that I was filing a  
9 complaint because I was invited to speak here.

10 The CDI, it may have concluded that  
11 the actions of my leadership and peers didn't  
12 meet the definition of retaliation. However,  
13 that wasn't my chief concern. My intention all  
14 along has been to improve the process and help  
15 future victims, because it's important to me and  
16 it's important to the Air Force, and those who  
17 follow me deserve better.

18 So, my recommendation would be that  
19 commanders should be held accountable for  
20 eliminating social and professional retaliation  
21 regarding sexual assault immediately. They  
22 should be required, with victim permission, to

1 communicate the truth regarding allegations,  
2 investigations, prosecutions of sexual assault,  
3 and victims should have the option and be present  
4 for those announcements, because secrecy is not a  
5 success.

6 And, finally, victims should have an  
7 avenue to communicate feedback or some potential  
8 of wrongdoings earlier in the process other than  
9 the IG process, which, as we have seen, just does  
10 not work. And resulting CDIs, the definition  
11 itself being commander-directed, is an issue if  
12 the people that you are having problems with are  
13 the commanders. There is just not a way to get  
14 past or get through to them sometimes.

15 So, thank you very much for listening  
16 to me today.

17 CHAIR HOLTZMAN: Thank you very much.

18 Our next presenter will be Petty  
19 Officer First Class S.F., U.S. Coast Guard.

20 PO1 S.F.: Good morning, ladies and  
21 gentlemen.

22 CHAIR HOLTZMAN: I'm sorry not to be

1 going in some sort of order. I have a different  
2 order on my sheet, so -- that's all right. No,  
3 you can -- I called on you, so, please go  
4 forward. Thank you.

5 PO1 S.F.: Well, good morning, ladies  
6 and gentlemen. Thank you for allowing me this  
7 opportunity to speak on behalf of all of us in  
8 the military.

9 I am S.F. I have been in the Coast  
10 Guard for 19.5 years. In the beginning of my  
11 career, I went to a motor lifeboat station in the  
12 Northwest. After waiting and training for four  
13 years, I was finally given orders to ASTA school.  
14 And if I ever say "AST," or if I say "aviation  
15 survival technician," I'm talking about  
16 helicopter rescue swimmers for the Coast Guard.  
17 That's just our abbreviated name.

18 So, I finally got orders, and upon  
19 completion I was the first female to graduate  
20 from the Coast Guard's Helicopter Rescue Swimmers  
21 School. Alright. I think I brought the wrong  
22 paperwork.

1 CHAIR HOLTZMAN: Do you need more  
2 time?

3 PO1 S.F.: I grabbed the wrong form.  
4 But, I mean, I can go off the --

5 CHAIR HOLTZMAN: We'll wait for a  
6 moment.

7 (Pause.)

8 PO1 S.F.: Okay. So, the following is  
9 a brief synopsis of the sexual harassment and  
10 assault and reprisal while serving as an AST in  
11 the U.S. Coast Guard.

12 While I first encountered sexual  
13 harassment and assault in 2000, I have endured  
14 and sustained compounded maltreatment for the  
15 last 15 years. I will not mention every time I  
16 have had to defend my civil rights against these  
17 perpetrators or the commands that protected them,  
18 because for the purposes of this testimony it  
19 would be too lengthy.

20 However, I will state that there have  
21 been many, and it was always because of the  
22 discriminatory behavior towards me inside the

1 Aviation Survival Technician shop at every air  
2 station I have worked in.

3 My first assault/harassment situation  
4 occurred immediately after reporting to Air  
5 Station Los Angeles. I was a brand-new rescue  
6 swimmer. My direct supervisor was an E6, and he  
7 ran the rescue swimmer shop. He constantly made  
8 sexual remarks about my body or how he could do  
9 whatever he wanted with me if he desired.

10 He would suggest I had my hair up in  
11 a fashion that I had done purposely to give him  
12 oral sex. He stated that he had placed cameras  
13 in my locker room shower. He would sniff me and  
14 constantly slap me on the rear extremely hard.

15 The list of these behaviors goes on  
16 and on. I feel his most egregious offense was  
17 coming up behind me while I was washing my hands  
18 in our shop. He grabbed my head with both of his  
19 hands, one around my chin, the other one grasped  
20 me at the base of my skull, and licked me from  
21 collar bone all the way up the side of my face,  
22 then walked away and laughed.

1           I had gone to our Chief, an E7,  
2 numerous times, but he was of no help to me. He  
3 would say things like, "Yeah, I know. He's going  
4 to get us all in trouble." When a year of this  
5 had endured, I finally couldn't tolerate anymore,  
6 I informed this Petty Officer and the Chief that  
7 I needed all of the harassment to stop  
8 immediately.

9           Since the harassment had started, I  
10 absolutely dreaded coming to work every day. It  
11 was affecting my physical wellbeing at my job.  
12 This meeting resulted in the AST-1 attacking me  
13 verbally and delivering a slew of threats if I  
14 dare go forward to the command. His exact words  
15 were, "I will go toe-to-toe with you and I will  
16 come at you with both barrels." And that is  
17 exactly what he did.

18           Feeling that I could not get any help  
19 from within the shop, I reported all of this to  
20 the XO. She took my report very seriously. He  
21 was booked on assault and harassment. Yet the  
22 tables turned for me very shortly. This initial

1 complaint turned into a massive reprisal campaign  
2 where recrimination was used as a tool against my  
3 claims. I had to file informal and formal civil  
4 rights complaints, an Inspector General  
5 whistleblower complaint, and my mother opened a  
6 congressional inquiry.

7 In my opinion, the worst thing that  
8 Command Air Station Los Angeles did with regard  
9 to retaliation was to defy the Boxer law by  
10 illegally grounding me, then sending me to an  
11 involuntary mental evaluation to have me  
12 discharged for a personality disorder for having  
13 a propensity for lying. This was an attempt to  
14 cover up the actual sexual assault that had  
15 happened to me under their authority.

16 The Naval doctors I was sent to saw  
17 through this tactic and advised me to contact a  
18 JAG attorney as soon as possible. Nonetheless,  
19 my command was not successful with this maneuver.  
20 Eventually, after a year of extreme in-fighting  
21 between myself and the command, I was finally  
22 transferred out of this hostile work environment.

1           Then I arrived to Air Station Mobile  
2           in Mobile, Alabama. Severe damage to my  
3           reputation had been spread out throughout the  
4           Coast Guard. My fellow rescue swimmers were told  
5           by supervisors that I was a troublemaker who was  
6           not to be trusted. I was not starting anew, as I  
7           had been promised. I was held to a higher  
8           standard, a higher and unreasonable standard. I  
9           was in constant conflict with my supervisors to  
10          not be marginalized or discriminated against.

11           Fortunately, the leading chief and  
12          command supported me here and continually  
13          reprimanded the chiefs for their behaviors  
14          towards me. In fact, my senior chief was forced  
15          to retire or go to a captain's mast.

16           After four years of continuous  
17          harassment by my AST supervisors, I was ready to  
18          end my rescue swimmer career. It had been too  
19          much hostility for too long. But the leading  
20          chief talked me out of it and found me a job at  
21          the recruiting office in San Diego.

22           I excelled in recruiting, in an

1 environment free from persecution. When I  
2 returned to rate in 2010, I expected all traces  
3 of past mistreatment to be over with.

4 Unfortunately, this was not the case. The  
5 attitude towards me had not changed.

6 They used their position over me to  
7 relentlessly aggravate my workplace environment  
8 to the point of extreme hostility. In 2002,  
9 while stationed at Air Station Clearwater, where  
10 the operational tempo is extremely demanding, I  
11 experienced two more years of persistent  
12 aggression towards me for no other reason than  
13 being a female rescue swimmer.

14 I finally suffered a breakdown. I  
15 will not go into all the details of what happened  
16 next, but I will state that instead of helping a  
17 member under their command who was under extreme  
18 duress due to a hostile work environment, my  
19 command made it worse by initiating a med board  
20 and planned to have me -- a med board that  
21 painted me out to be a paranoid, overly emotional  
22 female who could not handle the stresses of

1 rescue swimming, something that could not be  
2 further from the truth.

3 I was almost separated, with 17-and-a-  
4 half years of service, for anxiety. I fully  
5 believe had it not been for my civilian attorney  
6 I would not be in the Coast Guard today. After I  
7 won my case against my med board, I had to fight  
8 until recently to leave Air Station Clearwater  
9 and to secure my retirement. Again, without the  
10 assistance of my civilian attorney and the Coast  
11 Guard's Office of Special Victims' Counsel, I  
12 believe I would still be there languishing along  
13 the people who ultimately ruined my rescue  
14 swimmer career.

15 My closing remarks are these: I am the  
16 first female to graduate the Coast Guard's  
17 Helicopter Rescue Swimmers School. I was the  
18 only female rescue swimmer to participate in the  
19 rescue efforts of Hurricane Katrina. I have a  
20 nomination from the International Maritime  
21 Organization's Exceptional Bravery at Sea Award  
22 for a rescue I did in 20-foot seas. I am a

1 Glamour Magazine Woman of the Year. I am  
2 featured in an upcoming documentary, Semper  
3 Paratus 14:50.

4 Yet the public does not know, while I  
5 have been serving my country faithfully for all  
6 these years, enduring all these years of abuse  
7 from the Coast Guard, and encountered strong  
8 resistance and retaliation every time I asked for  
9 the support of the senior leadership from my  
10 commands to stop this mistreatment that I was  
11 experiencing within the AST shop, my pleas would  
12 go unanswered, which allowed these men to  
13 continue on with their careers with impunity,  
14 while my extraordinary career was stunted and I  
15 am permanently injured with PTSD from the  
16 nightmare I experienced for years just standing  
17 up for what I knew was wrong.

18 That's it.

19 CHAIR HOLTZMAN: Thank you very much  
20 for that presentation.

21 Staff Sergeant E.A., U.S. Army. Thank  
22 you very much.

1           SSG E.A.: Good morning, and thank you  
2 very much for giving me the opportunity to speak  
3 to you today about my experience. I would like  
4 to start by telling you a little bit about  
5 myself, and then tell you about the difficulties  
6 I had reporting a sexual assault and the  
7 retaliation I was faced with after reporting. I  
8 would like for you to know that, had it not been  
9 for my Special Victims' Counsel and senior  
10 leadership, I would not have received the help  
11 and support that I needed.

12           I grew up in a conservative family in  
13 a small town in Michigan where it was frowned  
14 upon in our religion for a female to have a  
15 higher education or career. I wanted to do  
16 something with my life, though, that would be of  
17 benefit to others while also getting the  
18 opportunity to continue on with my education and  
19 to see the world.

20           This is why I joined the Army in 2005.  
21 I loved Army life from day one. I was proud to  
22 tell everyone that I was a Soldier. I felt for

1 the first time in my life that I had a purpose  
2 and knew that being a Soldier wasn't just what I  
3 did, but who I was, and I couldn't imagine doing  
4 anything else.

5 In July of 2012, while stationed at  
6 Fort Detrick, I was assaulted by my supervisor.  
7 I felt embarrassed and ashamed that I had been in  
8 the position for that to happen, and believed  
9 that it must have been my fault. I didn't tell  
10 anyone and acted as if it hadn't happened.

11 A few months later, though, I started  
12 to distance myself from him at work as much as  
13 possible because he was making me extremely  
14 uncomfortable. At one point, he confronted me  
15 about why I was avoiding him, and he stated that  
16 he wanted to be in a relationship, which would be  
17 okay as long as no one found out.

18 I told him no, and that I just wanted  
19 to be his Soldier. Shortly after that  
20 conversation, I started to receive negative  
21 counselings, both written and verbal, almost on a  
22 daily basis. I finally reached the point where I

1       couldn't take anymore. I was terrified to go to  
2       work every day and could hardly function when I  
3       was there and had to see him.

4               I also started to see indications that  
5       the other female Soldiers were at risk for him to  
6       do to them what he did to me. I didn't know what  
7       to do or who to go to, but I decided to take a  
8       chance and speak with my First Sergeant and get a  
9       feel for how he would handle the situation and if  
10      he would be able to give me help.

11             I told him that I couldn't work with  
12      my supervisor anymore and that I needed his help.  
13      He didn't ask what happened, but just said that I  
14      needed to try harder to get along with him, my  
15      supervisor, so I wouldn't get anymore  
16      counselings.

17             The First Sergeant told my supervisor  
18      what I had said to him. I was verbally  
19      reprimanded for violating the open door policy by  
20      speaking to the First Sergeant without getting my  
21      supervisor's permission first. He also laughed  
22      at me, saying that first sergeants always side

1 with their senior NCOs.

2 After my failed attempt to talk to the  
3 First Sergeant, one of the officers that I worked  
4 with asked if there was something I needed to  
5 talk about and if I was okay. She kept asking  
6 what was bothering me, and eventually I worked up  
7 the courage to tell her about the assault. After  
8 telling her, she told me what needed to happen  
9 and to trust her.

10 My supervisor found out that I was  
11 talking to someone else. He said that I wasn't  
12 learning my lesson and that he was going to ask  
13 the commander to give me a letter of reprimand.  
14 He also let me know that he was thinking about  
15 taking my rank.

16 The officer that I had confided in  
17 found out what he was doing and told the company  
18 commander what I had told her. Because of this,  
19 they didn't have a choice but to initiate an  
20 investigation. And at this point my supervisor  
21 was removed from his leadership position and also  
22 removed from the position of the installation

1 SARC that he was serving in.

2           During the investigation, people  
3 started to talk about how someone was going to  
4 get in trouble and that I was ruining my  
5 supervisor's career over a misunderstanding. I  
6 was one of the last to be questioned but was  
7 afraid to tell the investigating officer what had  
8 happened. I felt like I was already being looked  
9 at in a negative way by my peers and leadership  
10 and just wanted everything to go away.

11           During the whole process, I had  
12 minimal support. The First Sergeant made it  
13 obvious that he didn't think this was his problem  
14 and that I wasn't his problem. I was eventually  
15 given the opportunity to have a Special Victims'  
16 Counsel. This helped tremendously as I felt I  
17 finally had someone who was on my side, who  
18 wasn't going to judge me for what happened or  
19 blame me for what happened, and who could help me  
20 with any issues that I was having at work.

21           My supervisor was eventually charged  
22 at a court-martial. Around the time of the

1 Article 32 hearing, though, one of my  
2 subordinates started giving me a hard time, and I  
3 had to counsel him on his behavior. His response  
4 was to tell me that I was becoming just like my  
5 supervisor who had assaulted me, and that I just  
6 had it out for Hispanic males, as if the only  
7 reason I had reported the assault was because I  
8 hated Hispanics.

9 He started making these comments to  
10 other NCOs in the unit and was responsible for  
11 spreading other rumors about me that made it look  
12 like I was just making everything up.

13 Over the course of several months, I  
14 brought these issues up to the attention of the  
15 First Sergeant, the Sergeant Major, and also the  
16 company commander. Several senior NCOs were also  
17 aware of the situation and made several comments  
18 to me about their opinions.

19 The responses and comments that I  
20 heard was that I needed to toughen up and deal  
21 with it. I needed to stop being so emotional at  
22 work, that I was being oversensitive, and even

1 that I needed to try to turn all of this into a  
2 positive and use it to make me a stronger leader  
3 and it really wasn't as bad as I was making it  
4 out to be.

5 It was also suggested that if I kept  
6 bringing up concerns with how I felt I was being  
7 treated that I would just get moved or even  
8 relieved from my leadership position.

9 I felt so much stress and anxiety from  
10 having to go to work every day that it was hard  
11 to focus on preparing for the court-martial. I  
12 felt judged by my peers and leaders and was made  
13 to feel like everything was my fault and the unit  
14 would be better off if I left, so they could  
15 continue on as if nothing had happened.

16 I started to regret reporting in the  
17 first place. Living with a horrible secret  
18 seemed a better option than dealing with two  
19 years of negativity from my unit. I became  
20 withdrawn, and it took all my energy just to get  
21 out of bed every morning. I felt terrified to  
22 walk the halls at work on my way to my office

1 every morning. I couldn't stand the dirty looks  
2 I would get or the comments I would hear, knowing  
3 that the people I should have been able to trust  
4 were essentially blaming me for the situation I  
5 was in.

6 After telling my Special Victims'  
7 Counsel what I had been dealing with in my unit,  
8 he took immediate action and addressed the  
9 problems. He went to the senior commander of my  
10 unit, who also took immediate action. After the  
11 court-martial had concluded, my senior commander  
12 ordered a 15-6 investigation to look into all of  
13 the retaliation and lack of support I had been  
14 reporting.

15 The investigation lasted for four  
16 months and it was very thorough. At the  
17 conclusion, all individuals that were either  
18 involved in misconduct or who didn't address the  
19 misconduct when they were made aware of it were  
20 held accountable. This made me feel relieved,  
21 that they had been held accountable, but also  
22 frustrated that it had taken so long and we had

1 to go so high in the chain of command to get  
2 someone to do something about it.

3 I was truly disappointed and ashamed  
4 of how some of the leaders in my unit responded  
5 to reports of a sexual assault and the  
6 retaliation that followed. My end goal was that  
7 my assailant would never be in a position to harm  
8 another Soldier. This was ultimately achieved  
9 and he was given a bad conduct discharge and was  
10 reduced from sergeant first class to the rank of  
11 private.

12 It is not surprising to me now why  
13 some victims are hesitant to report. I was  
14 hopeful that what I endured would be a wake-up  
15 call for my unit, but at the end of it I still  
16 see that they have a long way to go with knowing  
17 how to respond to reports of sexual assault and  
18 harassment and also reports and indicators of  
19 retaliation against victims.

20 I would like to see that leaders, at  
21 all levels, would have additional training that  
22 would teach them how to identify when retaliation

1 is occurring and how to resolve the issues.

2 Thank you.

3 CHAIR HOLTZMAN: Thank you very much.

4 We will next hear from Ms. A.N.,  
5 former U.S. Navy Petty Officer Second Class.

6 Thank you very much.

7 MS. A.N.: Good afternoon. Thank you  
8 all for having me here. My name is A.N. I was  
9 in the Navy from 2009 to recently, 2014.

10 My attack happened when I got  
11 transferred to the Bahamas in 2012. The incident  
12 happened about four months after I got there. I  
13 was assaulted at a 4th of July party. I didn't  
14 say anything because I was the new person there  
15 and I didn't figure anybody would listen to me  
16 anyways. But I confided in somebody I thought  
17 was a friend. And about two months after the  
18 incident happened he got in a fight with the guy  
19 that assaulted me, and it was brought out what  
20 had happened.

21 As soon as it was brought out, I was  
22 woke up at about 5:00 in the morning, brought in,

1 and interrogated by somebody who was just another  
2 chief on the base. Nothing to do with SAPR or  
3 anything. I refused to speak and was escorted  
4 back to my room.

5 Later that day, I was brought to speak  
6 with the SAPR, who's like a lower level SARC-type  
7 person, and he kind of "wink, wink, don't really  
8 talk to me, because the Chief is going to ask me  
9 later what you said." So I didn't talk to him.  
10 I didn't talk to anybody.

11 And the next day I was sent off-island  
12 to speak with NCIS in West Palm Beach. When I  
13 spoke with NCIS, I signed a document stating I  
14 didn't want to be interrogated or speak on the  
15 matter or an investigation, because I knew that  
16 they were going to bring charges against me.  
17 When I got back to the island, she told me that  
18 nobody would be allowed to interrogate me.

19 When I got back, I was interrogated by  
20 my chief for about an hour. I said nothing to  
21 him and reported this back to NCIS. From that  
22 point on, nobody on the island spoke to me.

1 Everyone that did speak to me got interrogated  
2 and asked what I said to them.

3 After all this, I just started working  
4 out and not eating and I didn't care if I lived  
5 or died because nobody cared what had happened to  
6 me. And I was forced to go to sexual assault  
7 training with my perpetrator. They tried to make  
8 us sit together. I wouldn't sit with him. I  
9 ended up leaving, crying, because I couldn't sit  
10 through that with the guy that assaulted me.

11 When I left crying, my chief came to  
12 me and said, "You missed mandatory training.  
13 You're going to DRB." DRB is Disciplinary Review  
14 Board, where you sit in front of all the chiefs  
15 at the command and they yell at you and tell you  
16 how horrible of a person you are. And that's  
17 what I sat through because I couldn't sit through  
18 sexual assault training and relive my experience.

19 I didn't say anything to them. I just  
20 cried. After this, they seemed to find any sort  
21 of way they could to send me to mast. They  
22 couldn't find anything until one night they had

1 me working nightshifts. I was sitting at my  
2 post. And we weren't supposed to be watching a  
3 movie, but we were watching a movie, and they  
4 said that a car ran our gate. A car did not run  
5 our gate. It was a guy on a bike. But they had  
6 found their grounds to send me to mast.

7 They sent me to mast and --

8 CHAIR HOLTZMAN: What is mast?

9 MS. A.N.: Mast? It's --

10 CHAIR HOLTZMAN: Oh, okay. Sorry. I  
11 got it.

12 MS. A.N.: You got it? I couldn't  
13 take it anymore. I reached out to our parent  
14 command, which was in Florida, in Jacksonville,  
15 and I called around trying to find somebody that  
16 I could talk to that would help me. And I ended  
17 up finding the SARC in Jacksonville. And she  
18 called my commander in the Bahamas and she told  
19 him, you know, "What's going on? You need to  
20 help this person." And he said he had helped me,  
21 he had sent me to see NCIS, and that was his form  
22 of counseling. That's how he had helped me.

1           She kindly reprimanded him and said  
2           that I needed to go to more counseling and not  
3           just go see an NCIS agent, who is not a qualified  
4           counselor. So I went to Jacksonville for about a  
5           week and got to see some counselors at the Fleet  
6           & Family Center, who are all civilian and all  
7           very sweet and kind.

8           And I ended up going back to the  
9           island. And I went to DRB again, and then I went  
10          to XOI. And after XOI, I had a breakdown. And I  
11          spoke to the physician at the base and said, "I'm  
12          going to kill myself. I can't do this. I cannot  
13          go through with captain's mast for something I  
14          didn't do and for something that they want me to  
15          shut up about what happened to me."

16          And he gave me a number to call of a  
17          nurse that was -- I don't know where this nurse  
18          was, but he gave me her number to call. And I  
19          spoke with her, told her that I was going to kill  
20          myself if they went through with it. And she got  
21          them to let me off the base, which by the way I  
22          had put in for an expedited transfer that my

1 commander refused.

2 And they finally had to medivac me off  
3 the island the next day. And I went to  
4 Jacksonville, where I was seen in the ER by a  
5 counselor, the on-call counselor. And she tried  
6 to send me back to the island. She said I was  
7 fine and that I was just trying to skip out on  
8 the NJP.

9 I was not trying to skip out on the  
10 NJP. I was trying not to die. And I broke down  
11 then. I couldn't take it anymore. And they  
12 finally agreed to let me stay there for at least  
13 a week. And while I was there, I got up the  
14 courage to go see a lawyer, a legal counsel on-  
15 base, and this was before the VLC came about. So  
16 I went to see a defense attorney on base who was  
17 outraged by my case and did all he could to help  
18 me, but there was really nothing he could do  
19 legally.

20 So I ended up getting charged with  
21 three different Articles and busted down one rank  
22 to E4 instead of E5. And I ended up getting to

1 stay on Jacksonville, though, which I didn't even  
2 care that I had lost my rank, as long as I was  
3 away from all of that retaliation.

4 And there is a lot more that happened,  
5 but I was happy to be there. And I started to do  
6 better again, and I got put in a K-9 unit, which  
7 was my dream from the beginning. And there was  
8 another incident of sexual assault with my  
9 supervisor in the K-9 unit. And I said, "You  
10 know what? I'm not letting this happen again.  
11 I'm going to report it immediately."

12 And I reported that, and that was  
13 pretty much the end of my career. I was  
14 retaliated against because he was Sailor of the  
15 Year, and they said I just didn't like him and  
16 that's why I was making these false allegations  
17 and I had adjustment disorder. So from that  
18 point on, it was me being processed out.

19 And what I would like to see come  
20 about is a lot of times, those of us who get out,  
21 we have no follow-up afterwards. We are just,  
22 "bye, there you go, have a nice day." And I know

1 of a few people who aren't strong enough to seek  
2 out counseling on their own. It would be so  
3 incredibly helpful if there was follow-up  
4 afterwards to help them find counseling wherever  
5 they choose to move to.

6 Also, a lot of the people in the  
7 military preach prevention. A lot of these acts  
8 can't be prevented. Mine couldn't have been  
9 prevented. But what needs to be taught is  
10 awareness: awareness of what is going on. Because  
11 if you preach prevention then it makes people  
12 feel like, oh, this could have been prevented.  
13 The victim is at fault because they could have  
14 prevented it.

15 So when you say "prevention," it puts  
16 out a whole other message that these incidents  
17 could have been prevented, the victim could have  
18 prevented this.

19 I had a bad experience with reporting  
20 it to security. Security Forces need better  
21 training, throughout the Services, on how to deal  
22 with receiving these victim complaints and how to

1 handle these issues better.

2           Somebody said earlier that you get  
3 over it. You don't get over it. You learn to  
4 cope. And this meeting has helped me cope, and  
5 I appreciate you inviting me here to speak. I  
6 feel like I can actually help somebody,  
7 hopefully, with this, and I want to thank you  
8 all.

9           CHAIR HOLTZMAN: Thank you very much.

10           Our next presenter is Staff Sergeant  
11 N.L., U.S. Air Force.

12           SSgt N.L.: Good morning. My name is  
13 Staff Sergeant N.L.

14           CHAIR HOLTZMAN: It's not morning  
15 anymore. We are way over time.

16           SSgt N.L.: Good afternoon, ma'am. My  
17 name is Staff Sergeant N.L. I'm a cryptologic  
18 airborne linguist in the U.S. Air Force.

19           I reported sexual assault about three-  
20 and-a-half years ago while stationed at Hurlburt  
21 Field. I was sexually assaulted during a  
22 training sortie on board an AC-130 gunship. It

1 was one of my first flights as a qualified  
2 linguist, and the navigator, a crude and very  
3 unprofessional captain, thought that he would  
4 entertain the rest of the crew by trying to hit  
5 me in the face with his genitals.

6 This wasn't uncommon behavior for AC-  
7 130 crews, and they actually consider it to be  
8 part of their culture. As a linguist, I wasn't a  
9 member of the flying unit. I was in an  
10 intelligence unit that was attached to a special  
11 operations flying unit during training and combat  
12 sorties only. When I reported the sexual  
13 assault, it was the view of my peers that I had  
14 ruined the relations between the two units.

15 A few weeks after reporting the sexual  
16 assault, which I reported in October of 2011, the  
17 retaliation began. One day a seasoned NCO  
18 approached me and said, "Do you know who I hate?  
19 I hate snitches. They are the bottom of the  
20 barrel, the scum of the earth, and they don't  
21 deserve to even exist."

22 He said this in front of about 10

1 other Airmen or so, some of whom I considered to  
2 be my friends, but none of whom came to my  
3 defense. Most of them stared at the ground  
4 awkwardly until the sergeant left the room.

5 This was the beginning of the  
6 retaliation that would soon become an integral  
7 part of my career. I have had my manhood  
8 questioned for not defending myself during the  
9 sexual assault. I have had my intelligence  
10 insulted. I have been sent home early from  
11 contingency operations where other members were  
12 awarded medals, which would give them points for  
13 promotion, and I was not. I have also had  
14 training that is vital to the professional  
15 development of my career cancelled. And also I  
16 have been considered a deployment dodger amongst  
17 my peers for having refused to fly on AC-130  
18 gunships further.

19 Because of the harsh treatment that I  
20 started receiving after reporting, my wife and I  
21 decided that it was best to separate from the Air  
22 Force. But before my date of separation came

1 along, I received orders to a small unit from  
2 Hurlburt Field to Royal Air Force Mildenhall,  
3 where I am now stationed.

4 We were happy to stay in the Air Force  
5 in hope of a better situation, but we were  
6 mistaken. My story and the story of me reporting  
7 a sexual assault reached the unit before I had.  
8 And the treatment I received when I arrived was  
9 unbearable. I was isolated. I was treated with  
10 differential treatment and considered a snitch  
11 who ruined the linguists' reputation among the  
12 flying units, and I was treated as such.

13 I made these complaints known to the  
14 local SARC, even though it was well after, you  
15 know, a year after having reported the sexual  
16 assault, at Mildenhall, but there was really  
17 little we could do. The expedited transfer was  
18 an option that was made known to me. It wasn't  
19 available when I initially reported. But, in  
20 essence, I had received an expedited transfer  
21 when I transferred, PCSed to Mildenhall. Also,  
22 my career field is so small and specialized that

1 I was afraid that an expedited transfer wouldn't  
2 rid me of my snitch status, but magnify it.

3 In my view, my only options for better  
4 treatment were to enter a new career field or to  
5 separate from the Air Force. The chances of  
6 either of these happening seemed impossible, but  
7 I worked with the local SARC during my frequent  
8 visits each time I had a new complaint, whether  
9 somebody called me a snitch or accused me of  
10 playing the victim.

11 His hands were tied, and I decided it  
12 would just be best to wait my time of -- I would  
13 just have to wait my time out until my date of  
14 separation arrived in 2017.

15 But in September of 2013, we got a new  
16 angle of attack. The SVC had been implemented,  
17 and the SARC called me to set up a meeting with  
18 the local SVC at Lakenheath, Captain Micah Smith,  
19 who is here with me today. Captain Smith knew of  
20 my concerns and knew that an expedited transfer  
21 wouldn't work for my situation. He also  
22 dedicated his time to finding a way that I could

1 retrain.

2           There was a bit of red tape. I had  
3 received a reenlistment bonus. And I was also in  
4 a critically manned career field, which means  
5 that you don't ever get out. You don't retrain.  
6 You don't do special duties. They wouldn't allow  
7 me to be a recruiter.

8           But because of these obstacles, the  
9 expedited process became a process that took well  
10 over a year. And I am here. In the coming  
11 months, I am excited to announce that I will be  
12 retraining into the Air Force's Medical Corps.

13           I don't know what went on behind the  
14 scenes. I don't know how many phone calls or how  
15 many emails went out regarding my situation. But  
16 I will always be extremely grateful to the SVC,  
17 Captain Smith, and the U.S. Air Force for  
18 implementing that program and their dedication in  
19 resolving this issue for me.

20           I am now a volunteer as a victim  
21 advocate as an additional duty, and I am  
22 passionate about making change to improve the

1 treatment of victims of sexual assault and  
2 prevent sexual assault.

3 I have often been asked during these  
4 training sessions how we can guarantee the better  
5 treatment of victims who report sexual assault.  
6 And I honestly don't know the answer to that  
7 question. I do believe that accountability is  
8 part of that answer, but I do know that until we  
9 can guarantee the better treatment, we need to  
10 make policies less restrictive so victims who are  
11 in similar situations can leave their harmful  
12 environments expeditiously.

13 We need to expand the expedited  
14 transfer to include immediate retraining and/or  
15 immediate separation as options for the victims,  
16 whichever would suit them best. Their safety and  
17 wellbeing are of utmost importance in maintaining  
18 a healthy Air Force and healthy military.

19 I am grateful and proud that I'm a  
20 member of the U.S. military, an organization that  
21 is dedicated to preventing and responding to  
22 sexual assault in the best manner possible. And

1 I thank you for hearing me today.

2 CHAIR HOLTZMAN: Thank you very much.

3 We will next hear from Ms. A.H.,  
4 spouse of a U.S. Air Force Staff Sergeant. Ms.  
5 A.H., thank you very much for appearing.

6 MS. A.H.: My name is A.H. I am the  
7 dependent spouse of an active duty Servicemember  
8 of the Air Force. I was raped and beaten by  
9 another active duty Servicemember in August of  
10 2013. He broke into our on-base home while my  
11 husband was deployed.

12 My husband was a Senior Airman at the  
13 time of the rape. My rapist was also a Senior  
14 Airman. He pled guilty to five different  
15 charges, was sentenced to 34 years, and is  
16 currently serving 20 years of that 34-year  
17 sentence due to a pretrial agreement that was in  
18 place before trial.

19 In order to understand the retaliation  
20 that we faced, I think it's important that  
21 everyone also understands that my rapist was a  
22 coworker of my husband's. They had the same

1 position within the squadron and the same chain  
2 of command, including the direct supervision.

3 When I first reported the rape, the  
4 squadron chain of command was very supportive. I  
5 felt as though they cared and would be there for  
6 me as a victim, and for my husband who was their  
7 troop. Everything changed once OSI arrested one  
8 of their own. I did not know who my assailant --  
9 or who my rapist was. I didn't identify him. OSI  
10 identified him and arrested him.

11 And when that happened, the chain  
12 became distant and the support was no longer  
13 there. We felt completely alone and abandoned.  
14 They treated us as though it was my word against  
15 his, or his word against mine, that I had to be  
16 lying if he was telling the truth, and vice  
17 versa.

18 At this point in time, the squadron  
19 commander held a commander's call and placed a  
20 gag order throughout the squadron. No one was  
21 allowed or able to speak about the rape or the  
22 case in general. And if they were found talking

1 about any of it, they would be held accountable.

2 The gossip within the squadron wasn't  
3 prevented at all. Instead, the commander's  
4 influence impacted our friendships within the  
5 squadron. Our friends were terrified to contact  
6 or communicate with us. We felt as though the  
7 wing commander cared about us more than my  
8 husband's direct chain of command.

9 When my husband went back to work, his  
10 supervision ordered him to take responsibility  
11 for all of my rapist's duties, due to the fact  
12 that he was in pretrial confinement. My husband  
13 told his supervision in private how uncomfortable  
14 it made him. He was told to separate his  
15 personal life from his work priorities. He was  
16 also told that if he discussed any of this again,  
17 he would be brought before leadership and given  
18 paperwork for violating the commander's gag  
19 order.

20 It was only because of the support  
21 from the SAPR office, the prosecution team, and  
22 one individual inside his chain of command that

1 he was able to be moved to another shop. While  
2 all of this was happening, there was a  
3 significant amount of gossiping throughout the  
4 base itself. Specifically, rumors were being  
5 spread by members of security forces who had been  
6 at my house when they had come to investigate and  
7 then brought the ambulance to take me to the  
8 hospital.

9 Various spouses, they had posted on  
10 Facebook the street that I lived on, and just  
11 things about how they knew who I was and how they  
12 needed to know what was going on, how they had  
13 every right to know, and the gossiping was -- I  
14 mean, the gossiping wasn't as bad on Facebook,  
15 but those same spouses and their active duty --  
16 the active duty Service members then proceeded to  
17 gossip outside of the, you know, social media,  
18 and I found out that they were saying things  
19 about how I was just like every other dependent  
20 spouse, I was cheating on my husband and trying  
21 to get away with it.

22 I heard one rumor, actually from my

1 rapist's wife later on, we had a meeting after  
2 everything was said and done, and she told me  
3 that everybody was saying that she had cheated  
4 with my husband, apparently they were deployed  
5 together -- they were not even in the same  
6 location, but apparently they were -- and had had  
7 sex, and so myself and my rapist, apparently we  
8 had revenge sex, and that I was just trying to  
9 get away with it and not get caught.

10 In the middle of all of this, we  
11 actually found out that one of my husband's  
12 supervisors, a previously trusted mentor, was  
13 gossiping to the other coworkers in my husband's  
14 original shop.

15 And so these are all the same co-  
16 workers that worked with not only my husband but  
17 my rapist as well. He was saying that we didn't  
18 have the whole story and there were two sides to  
19 everything. Again, as though it was my word  
20 against his, even though I hadn't accused my  
21 rapist. I didn't even know who he was at the  
22 time of the assault, I didn't -- I couldn't see

1 him, I couldn't -- he was in my bedroom. I  
2 couldn't even see who it was. But they treated  
3 us as though it was my fault there -- that one of  
4 their own was being put away unjustly and that I  
5 was trying to tear everyone apart.

6 This was the most hurtful information  
7 that our family had to deal with. When we went  
8 to the squadron commander about the supervisor,  
9 we were told that nothing could be done and we  
10 needed to ignore it and just move on with our  
11 lives.

12 All of this gossip continued, even  
13 after the trial and the rapist admitted his  
14 guilt. Even after all of the evidence was  
15 presented, the same supervisor still kept saying  
16 things.

17 This retaliation was the main reason  
18 we couldn't stay at that base and we requested an  
19 expedited transfer. My husband's squadron chain  
20 of command -- so, multiple people -- pulled him  
21 into the commander's office and questioned him  
22 about the request for the transfer. He was

1 uncomfortable and he felt that he was being  
2 reprimanded for doing this.

3 They said that -- they said, you know,  
4 "We gave you another house on base. Why are you  
5 trying to take this expedited transfer?"

6 CHAIR HOLTZMAN: Excuse me. What is  
7 the date, roughly, of this? What year? Month?

8 MS. A.H.: This was in January -- the  
9 spring of 2014. The trial was in January of  
10 2014, and this was in the month or two after the  
11 trial, before we accepted an expedited transfer.

12 CHAIR HOLTZMAN: Thank you.

13 MS. A.H.: They were -- they basically  
14 said, you know, "We gave you a house on base.  
15 Why are you trying to move again? We told you  
16 before, you know, basically, that if you accept  
17 this other house on base, that you can't have an  
18 expedited transfer." And they were very hostile.  
19 And my husband was alone. They cornered him. He  
20 didn't have any sort of -- like, he didn't have  
21 his advocate with him. He had no representation,  
22 and he really wished he had had a third party

1 present for support, or as a witness to these  
2 things that they were saying.

3 Now, as the victim of the rape, and as  
4 a dependent, I felt as though all of the problems  
5 my husband faced were my fault. If I had just  
6 kept my mouth shut, he wouldn't have received any  
7 punishment. If I hadn't said anything, then  
8 people wouldn't have said those horrible things,  
9 that I had cheated on my husband, or that I was  
10 just trying to get away with it.

11 Every time my husband received any  
12 type of retaliation or punishment I felt  
13 revictimized. It was so stressful that during  
14 the trial I almost gave up and walked away. I  
15 didn't want to testify. I didn't want to be a  
16 part of any of it because I didn't have any  
17 friends anymore except for people who were in  
18 different squadrons.

19 I had a friend who was so afraid to be  
20 in our house for Thanksgiving that she begged me  
21 not to tell anyone because she -- she's like,  
22 "Don't let anybody know that I'm here and that

1 I'm talking to you, because I don't want to get  
2 in trouble." And it just made me feel like  
3 everybody thought that I was just horrible,  
4 terrible person.

5 I felt completely powerless,  
6 especially as a dependent. I was not a sponsor.  
7 My opinions and thoughts did not matter, so there  
8 was nothing I could do to help my husband or to  
9 help myself. Dependents don't -- commanders say  
10 all the time to dependents, "Oh, you know, my  
11 door is open. You can come in anytime you want."  
12 But that's not the case. That has never been the  
13 reality. I have never, ever felt as though a  
14 commander really wanted to hear anything I had to  
15 say as a dependent, especially now that I'm in  
16 this position. I never felt like they were  
17 welcome.

18 There was one time my husband was  
19 graduating from ALS, because during this time he  
20 pinned on staff, and the commander was sitting at  
21 the table with us and the entire time he didn't  
22 say a word to us. The chief didn't say a word to

1 us. Nobody wanted to talk to us, except for my  
2 commander's wife, and that was it. It was just  
3 silence, and my husband was the only one from our  
4 squadron graduating from ALS, so it was  
5 incredibly awkward.

6 And I just felt that it was entirely  
7 my fault, that if I had just kept my mouth shut,  
8 my husband's career would be fine.

9 More than anything, I truly believe  
10 that if I had kept silent, if I hadn't reported  
11 it, then we would still have our friends. We  
12 would still have our lives, and we wouldn't be  
13 going through any of it, and that we would still  
14 have our Air Force family, because they were a  
15 family for us. We were hundreds of miles away,  
16 and my husband got to go to work every day and be  
17 busy and do a job, but I was staying at home  
18 alone with our two-and-a-half year old daughter  
19 and going to school, and it was the first time I  
20 had moved away from home, and I was young and I  
21 missed my family. And so I made a family out of  
22 my Air Force family.

1           And we lost them that day because of  
2           the actions of his lower level of the squadron  
3           chain of command. And there were individuals in  
4           there that didn't act this way, but the majority  
5           of it was "We just -- we don't want to get  
6           involved, we don't want to be seen as showing you  
7           any favoritism," because one of their own had  
8           been arrested.

9           Like everyone else here, I want to  
10          thank you guys for this opportunity. I don't  
11          have a lot of suggestions. I think the only  
12          thing that I would say is that I feel like  
13          dependents need to have more of a voice, and  
14          there is no recourse for us. We have only just  
15          now recently even been allowed to have any sort  
16          of options on base. And I was told at the time  
17          of my rape that they had only just recently even  
18          started allowing victims of assault that were  
19          dependents to have some of the resources that I  
20          was getting, and I just think that that is an  
21          absolute crime.

22                 Dependents are a huge part of the

1 military family. Our active duty Servicemembers  
2 couldn't perform their jobs if we weren't there  
3 supporting them. You know, and our job isn't --  
4 I don't know that our job is as hard as theirs.  
5 They're the ones leaving, they're the ones doing  
6 the work, but I still feel like we're important  
7 enough that if we're being assaulted and being  
8 victimized and retaliated against that we should  
9 be heard.

10 So thank you.

11 CHAIR HOLTZMAN: Thank you very much.

12 Our next presenter is Lance Corporal  
13 J.J., U.S. Marine Corps. Welcome, Corporal.

14 LCpl J.J.: Good afternoon, ladies and  
15 gentlemen. My name is Lance Corporal J.J. I am  
16 from the state of South Carolina. I graduated  
17 from high school and joined the Marine Corps  
18 because I wanted a challenge.

19 I went to boot camp, Marine Corps  
20 Recruit Depot, Parris Island, and graduated  
21 9 March 2012. I felt really proud and  
22 accomplished, like I had made something of

1 myself. My family attended my ceremony and they  
2 were so proud and supportive of me.

3 I then went to Marine combat training,  
4 and then my specialty school. My specialty is  
5 aviation supply, so I had to go to Meridian,  
6 Mississippi for training. When I finally  
7 finished all of my training, I was ranked first  
8 in my class, and, therefore, was able to pick my  
9 duty station. I picked Iwakuni, Japan.

10 On 4 August 2012, I transferred to my  
11 first duty station, Marine Aircraft Logistics  
12 Squadron 12th, Iwakuni, Japan. I was excited  
13 about getting to leave the country and explore my  
14 new life as a Marine. I had no disciplinary  
15 actions.

16 In the beginning, I was enjoying my  
17 tour at Iwakuni. Everything was going really  
18 good, and I reached the rank of corporal in a  
19 very short period of time. However, everything  
20 changed after I was sexually assaulted on  
21 October 12, 2013.

22 Initially, I feared that no one would

1 believe me, doubting that a male Marine could  
2 really have been sexually assaulted. I was also  
3 extremely intoxicated the night it happened.  
4 However, I found the courage to report when I  
5 thought about the potential victims that might  
6 also have been taken advantage of if I were to  
7 remain silent.

8 I knew I wouldn't have been able to  
9 live with myself. I thought that reporting the  
10 crime would make me feel safe and relieved, but  
11 it didn't. Reporting the crime against me  
12 actually turned my world upside down. I suddenly  
13 felt like an outsider. I became withdrawn,  
14 depressed, and eventually had to seek medical  
15 assistance.

16 My offender remained in the same unit  
17 despite my request for him to be reassigned, in  
18 order that I remain with my unit for the support  
19 I needed. Whenever we had unit training events,  
20 I would see him. I often stayed in my room  
21 because I was not comfortable going out, for fear  
22 that I would see him -- see the Marine that

1 sexually assaulted me.

2 I didn't feel my command supported me  
3 on that issue. I went to them on several  
4 occasions with complaints regarding his staying  
5 in the unit after my request. I later turned to  
6 alcohol to deal with my anxiety and depression.  
7 Within two months, I started self-destructive  
8 behavior, such as cutting and binge drinking.

9 I reached out to my community  
10 counselor, as referred by my victim advocate, and  
11 became a self-referral to San Diego, the Point  
12 Loma Substance Abuse Center, in December 2013,  
13 where I spent 35 days in residential treatment.

14 In January 2014, I returned to Iwakuni  
15 after successfully completing treatment. I was  
16 again motivated. I thought my problems were  
17 mostly behind me. I had been promoted to  
18 Corporal, E4, while I was at treatment. I  
19 learned a lot of coping skills in my treatment,  
20 and I felt motivated to get a fresh start.  
21 However, it was very difficult once I got back to  
22 my unit and saw the Marine that sexually

1 assaulted me still walking around the base  
2 freely.

3 After about five months, my offender  
4 was placed in pretrial confinement for committing  
5 another sex-related offense. That made me feel  
6 safer, also anxious knowing that I was going to  
7 later participate in the judicial process. It  
8 caused me great stress. I still struggled with  
9 sobriety as the sexual assault trial was slowly  
10 approaching.

11 In June 2014, a new commanding officer  
12 and sergeant major arrived. The new command did  
13 not appear near as supportive as my old command.  
14 I had orders to transfer to Miramar, California,  
15 on the 2nd of August 2014. However, my new  
16 sergeant major took a personal interest in my  
17 case and immediately targeted me for disciplinary  
18 actions I did not believe were warranted.

19 The first action taken was an intent  
20 to separate me from the Marine Corps for alcohol  
21 treatment failure. My orders to California were  
22 suddenly cancelled. However, that plan failed

1 when I could not be separated based on alcohol  
2 treatment failure because the substance abuse  
3 counseling center did not find that I had failed  
4 treatment.

5 Next, the command opened an  
6 investigation against me to determine whether  
7 other misconduct occurred. Within a two-week  
8 period in October 2014, I was subject to three  
9 Article 15 non-judicial punishment proceedings in  
10 a row. I went from a Corporal E4 to a Private E1  
11 within two weeks.

12 I have a document that provides a  
13 chronology of events in more detail, to include  
14 charges against me at the NJP proceedings and the  
15 specific punishments that I can provide to you,  
16 if you wish.

17 I received the first NJP based on an  
18 underage Marine taking alcoholic drinks from my  
19 room without my knowledge. He was caught  
20 intoxicated. And although he admitted that he  
21 grabbed the drinks from my room when I was off-  
22 post, I was punished.

1           The next two NJPs were for checking in  
2           late to duty as part of my restriction. The fact  
3           is that I had trouble waking up due to extreme  
4           drowsiness because of the prescription medication  
5           for anxiety and depression.

6           During the third NJP, I was found  
7           guilty of a second offense because someone found  
8           cigarette butts in the warehouse and blamed me  
9           for smoking when I had not.

10           As a result of the NJPs, I had a  
11           significant amount of pay forfeited and was  
12           placed on restriction and extra punishment duty.  
13           When I wasn't working, I was confined to the  
14           barracks. For about the past six months, I have  
15           been getting paid as a private E1, receiving \$200  
16           to \$400 every two weeks. Last period, I received  
17           a pay of \$0. My pay issues have yet to be  
18           resolved. Over the past week, my SVC has been  
19           helping me with this issue.

20           During, before, and after the NJ  
21           proceedings, I was constantly harassed by the  
22           sergeant major of my unit. The sergeant major

1 bragged that he broke the record for number of  
2 NJPs on me. He threatened to put me in the brig  
3 with my offender. He discussed my sexual  
4 orientation in front of others. I was publicly  
5 taunted many times. He threatened to call my  
6 mother and tell her everything I've done. He  
7 asked me what my personal relationship with other  
8 Service members were in Iwakuni, and that he  
9 would take down my circle.

10 My self-referral treatment was used  
11 against me, and I was always accused of drinking  
12 alcohol. I was ordered to move out of my  
13 barracks room and assigned to a room with an E2  
14 PFC when I was a corporal. I was asked on  
15 multiple occasions by the sergeant major if I was  
16 fraternizing with him or giving him alcohol.

17 There was an ongoing investigation on  
18 me for two months. I felt alienated and  
19 inadequate as a Marine. I was told I didn't  
20 deserve to wear the uniform. I was referred to  
21 as a virus and a negative influence to other  
22 Marines. I was made a public example, and I felt

1 blacklisted.

2 I remember one Marine telling me how  
3 famous I was around the unit. Every day was  
4 unpredictable, and my anxiety problems were made  
5 fun of. The sergeant major described me as a  
6 stripper shaking in church on a Sunday. I was  
7 told on two occasions that I was in trouble with  
8 the sergeant major by others, just so they can  
9 get a reaction out of me and they would laugh.

10 The sergeant major told me directly  
11 that no one was going to believe me at trial,  
12 because I was a private, and told me that he  
13 remembered going to Okinawa and seeing my name on  
14 the board in red as the subject of his  
15 investigation.

16 I went from being a respectable NCO to  
17 this monster they attempted to portray me to be.  
18 Not being able to talk to my close friends  
19 because of the military protective orders that  
20 were put in place without justification, the  
21 pending admin separation and the assault trial  
22 were, together, more than I could handle. I

1 thought no one cared and I felt trapped. I felt  
2 helpless and contemplated suicide several times.

3 Thankfully, the VLC legal counsel  
4 program gave me a voice to be heard. If this  
5 program was not implemented, I don't know where I  
6 would be right now. After my VLC learned that I  
7 was the subject of three NJP proceedings as a  
8 victim of sexual assault, and while the trial was  
9 pending, my VLC filed a retaliation complaint to  
10 the next level commander.

11 Based on this documentation she  
12 submitted, the Superior Commander set aside two  
13 of the NJPs, which reinstated me back to at least  
14 the rank of lance corporal, pulled the  
15 administrative separation packet, and helped me  
16 get my transfer to Miramar.

17 In February of 2015, the Marine that  
18 sexually assaulted me was found guilty at a  
19 general court-martial for sexually assaulting me  
20 as well as another young Marine. He was  
21 sentenced to 14 years' confinement.

22 Reporting the crime against me was the

1 hardest thing I have ever had to do. The  
2 difficulties I faced afterwards made things even  
3 worse. It should not have been that way.  
4 Thankfully, I had the assistance of my VLC.  
5 Today, I look forward to continuing my military  
6 service with honor.

7 Thank you.

8 CHAIR HOLTZMAN: Thank you very much.  
9 We'll start this side of the Panel first. Mr.  
10 Taylor?

11 MR. TAYLOR: I'd like to start by  
12 thanking all of you for your service, and also  
13 for being willing to share your stories with us  
14 today.

15 I really appreciate, Ms. A.H., your  
16 participation in today's panel because, indeed,  
17 family members are the glue that holds the  
18 organization together. And I think people know  
19 that. So thank you very much especially.

20 Major K.V., as I guess the senior  
21 person on this panel, and one who talked about  
22 the root cause of some of these issues, you

1 mentioned the attitudes of leadership. And I  
2 wonder if you would expand on that a little bit,  
3 to talk a little bit about how leadership  
4 attitudes need to change in order to have a  
5 system that builds in more trust, so that people  
6 will continue to feel free to come forward with  
7 complaints without fear of some of the tragedies  
8 that you've described here today as a group.

9           Maj K.V.: Yes, sir. So, that is  
10 right, the attack, the assault, the rape itself  
11 is a violation of trust. And in the process that  
12 we have now there is not a point at which we  
13 could establish that. At least in my experience,  
14 there wasn't a point at which the immediate  
15 recovery for myself and establishing that trust  
16 with my leadership, it wasn't there.

17           So, in the initial meetings, being  
18 told, "It's going to seem like we don't believe  
19 you, but, trust me, there are people out there  
20 who are supporting you." I found out who those  
21 people were, but I didn't know them. They  
22 weren't in my unit. They didn't wear the

1 uniform. They weren't my family.

2 I always get emotional whenever I say  
3 this, but those guys were my brothers. I needed  
4 them and they were not there. And it started  
5 with the commander and his belief that his  
6 primary job was to preserve the innocence, or  
7 presumed innocence, of a guy who was my coworker,  
8 our coworker. And that was the root cause,  
9 because the system itself, the judicial process,  
10 it doesn't focus on recovery. It's not geared  
11 towards helping you be a decent person and help  
12 an individual get through something like this.

13 So, the attitude that, okay, well,  
14 this would be easier -- I was even told that --  
15 this would be easier if he were in a different  
16 unit. Well, I didn't choose to -- I didn't make  
17 the decision. The guy did. He made the decision  
18 to commit a crime and put us all in that  
19 situation. I asked that he be moved. That  
20 didn't happen. Decisions like that made from the  
21 beginning were based on ideas that my commander  
22 at that moment had.

1           There were certain situations, like I  
2 mentioned, bringing up stuff, like, okay, this is  
3 uncomfortable for me. My coworkers are making  
4 jokes about sexual assault and rape about a week  
5 before I have to leave the deployed environment  
6 to go and testify. It's not a secret. They know  
7 where I'm going. I don't like this behavior.  
8 And nothing is done.

9           I never asked for someone to get in  
10 trouble. I just wanted us to get together and  
11 work on it as a team and say we no longer  
12 tolerate this, and this is not going to be  
13 tolerated in our unit, in our Air Force, in the  
14 Department of Defense.

15           A lot of the beliefs that they have  
16 stem from probably just not -- some biases are  
17 not really understanding what it means. And I  
18 went through that with my commander. You know,  
19 after about a year he's like, "Oh, it turns out  
20 that sexual assault and rape is not really about  
21 attraction." No, it's not. It's known it's not.  
22 It has nothing to do with it, and had nothing to

1 do with it in the case of what happened to me.

2 We always say, "Let's do additional  
3 training." We've done lots of training. And  
4 personally, from experience in the unit and being  
5 in there, people blow that stuff off and they  
6 don't take it seriously. Even during the time  
7 that this was an ongoing, known, happening in our  
8 squadron, still was blown off.

9 So, it started there for me, and I've  
10 seen some progression. But when I would bring  
11 these complaints, if you'd see them as  
12 complaints, critiques, some suggestions on how  
13 this could be better -- and, really, just a  
14 request to not do this to anyone else, because  
15 everyone else in the unit, everyone else, a lot  
16 of people at the base, they are seeing what's  
17 happening. When I'd ask that, I was met with,  
18 yeah, it was adversarial. It was like, "You're  
19 making a complaint," instead of them taking my  
20 input as a person on the team.

21 And I would often ask, "At what point  
22 am I no longer on the team? I'm on the side."

1       When they talk about two sides of the story, I've  
2       said this, there are two sides.  It's the United  
3       States and the accused.  And I'm on the side of  
4       the United States, and I want to stay there.  I  
5       want to still be on the team.  So do all of these  
6       people.

7                   And whenever we bring these critiques  
8       forward in our chain of command, they should be  
9       taking them seriously and not either blowing them  
10      off or seeing this as a problem for them.  So, in  
11      my case, that's where it started.  And I think  
12      that's where most of the problems stem from, and  
13      that's where we need to make some changes.

14                   MR. TAYLOR:  So, just a question for  
15      the panel in general, if anyone would like to  
16      respond to this.  Did any of you experience  
17      bystander intervention to help you as you were  
18      working through some of these issues of  
19      retaliation and ostracism in your units?  Did you  
20      have friends or others who felt free to speak up  
21      for you?  Or was it pretty much uniform that no  
22      one wanted to say anything?

1 MS. A.N.: The bystander, if you will,  
2 in my case, ended up getting in a fight with the  
3 guy. So it was very detrimental to my wellbeing  
4 that the bystander intervened.

5 MR. TAYLOR: Okay. Anyone else have  
6 a comment about that? Yes, please.

7 PO1 S.F.: I had a pilot who -- when  
8 they grounded me, I had nothing better to do, so  
9 I stood in the Ops, and she ran Ops. And she saw  
10 what was going on, and she recognized it as  
11 definitely not okay.

12 So, anytime I had to go up to the XO  
13 to go get yelled at for something, get another --  
14 sign some paper that, you know, almost all of  
15 them I signed under duress, she was there. She  
16 was the only person at the Air Station that got  
17 me through it. And she took, like, some major,  
18 major heat for that.

19 MR. TAYLOR: Thank you. Ms. A.H.?

20 MS. A.H.: For a lot of the gossiping  
21 that was happening, I had one or two friends on  
22 base. One of them was within the squadron. She

1 was another dependent spouse. Her husband was in  
2 a similar career field as my husband. She  
3 actually ran a mobile massage clinic, so she got  
4 to hear the worst of it because everybody would  
5 talk when she would do their massages and stuff.

6 And she frequently told me, you know,  
7 "Hey, I heard that rumor, too, but you know what?  
8 I told them -- I told them where to put it." She  
9 didn't say it in such nice words, but she stood  
10 up for me on a regular basis. It was pretty  
11 wonderful.

12 The other -- I had another friend who  
13 repeatedly went on Facebook and blocked a lot of  
14 that stuff I was telling you about, because she  
15 was an administrator on one of the pages.

16 And then, finally, we actually -- I  
17 mentioned it while I was speaking, but the SAPR  
18 office, and actually the prosecution team, got  
19 very involved when I told them about what my  
20 husband's supervisor had told him when he said  
21 that he was uncomfortable, how they had  
22 threatened him with paperwork. It took a whole

1 bunch of them and the base commander finding out  
2 for them to move my husband to another shop.

3 I will add, though, that my husband's  
4 chain of command, his supervision, tried to play  
5 it off like it was just his time to move, like it  
6 was just his turn to move, that it had nothing to  
7 do with what had gone on. And they didn't even  
8 tell my husband he was moving. He found out from  
9 somebody in ALS. And they really tried to keep  
10 it hush-hush, but I later found out from the  
11 prosecution team and the SAPR office that they  
12 had stepped in and said something.

13 LCpl J.J.: My entire chain of command  
14 were bystanders. None of them raised red flags  
15 when I was receiving Article 15 charges back-to-  
16 back. Yes, it was a couple that was like, "Ah,  
17 yeah, you know" -- fellow peers at the time, you  
18 know, corporals and lance corporals, "ah, that  
19 sucks." But none of them really cared. They  
20 didn't want to go against an E9 sergeant major.

21 MR. TAYLOR: I see. Thank you all  
22 very much. Madam Chair?

1 CHAIR HOLTZMAN: Yes. Mr. Stone?

2 MR. STONE: I just wanted to thank all  
3 the people who came forward. It is really  
4 helpful to us. I didn't have any questions  
5 beyond what Mr. Taylor asked.

6 CHAIR HOLTZMAN: Admiral Tracey?

7 VADM(R) TRACEY: Let me echo my thanks  
8 as well, and thank you for persevering in the  
9 face of the things that you have experienced.

10 And I just have a question for Ms.  
11 A.H. You had a Special Victims Counsel assigned?

12 MS. A.H.: Yeah. I did have an SVC.  
13 I didn't bring this up, but I will say there was  
14 a huge problem with that. He was amazing, but he  
15 was so busy that he didn't have time. The only  
16 times that I got to talk to him were, like, in  
17 between court. And half the time when I would  
18 call him he would be in court.

19 And he was located on a different  
20 base. He would have to travel to come see me. I  
21 saw him twice in the whole legal process, and the  
22 rest of the time it was communication over the

1 phone. And for me, and with the level that my  
2 case was at, it wasn't enough. And I did have a  
3 lot of support from my victim advocate, but he  
4 was unable to advise me on a lot of the things  
5 that I needed -- you know, that I needed help on.

6 For instance, when I first reported  
7 the assault, OSI actually came to my house that  
8 morning, that night. I mean, I called the cops  
9 right away. I didn't really have a choice. I  
10 was alone at home with my two year old.

11 And they asked me questions, they  
12 asked me if it was unrestricted or restricted. I  
13 didn't know what they were talking about. I had  
14 to sign paperwork. And I didn't even have an SVC  
15 yet. And, now, OSI, I think they did a wonderful  
16 job. They were just trying to get on top of it.  
17 But I personally felt as though I was making very  
18 uninformed decisions, and the whole way through I  
19 was just confused and I didn't know what I was  
20 doing.

21 And it is only now, you know, down the  
22 road looking back and working with the SARC at

1 our current base that I am seeing all of these  
2 problems that were happening along the way.

3 VADM(R) TRACEY: And for the things  
4 that began to happen to your husband, did he have  
5 an opportunity to seek advice from the Special  
6 Victims' Counsel and the SARC?

7 MS. A.H.: He did not have a Special  
8 Victims' Counsel. He did have a victim advocate,  
9 but he was -- most of the time when this stuff  
10 would happen, they would pull my husband aside  
11 and not give him a chance to pull anybody in.  
12 They would do it really quick like, "You're going  
13 to come to my office right now," and have all  
14 these people -- like, twice they pulled him into  
15 the office with -- like, the chief was there, the  
16 1st sergeant.

17 I mean, there was a whole bunch of  
18 them, high ranking, with my Senior Airman  
19 husband, and he -- you know, my husband has told  
20 me, and he actually read the letter that I  
21 believe was provided to you guys, that he felt as  
22 though -- you know, he felt that he could not --

1 that if he came forward, you know, if he tried to  
2 do anything else, that it was just going to get  
3 worse.

4 You know, he told me that he had  
5 thought about going to the IG about some of it,  
6 but my husband is a lot like the other active  
7 duty Servicemembers that I have spoken with. He  
8 just didn't trust his chain of command. He just  
9 didn't trust that it would be taken care of, that  
10 he would have the resources available.

11 And, you know, I'm not entirely sure  
12 what the SAPR office did for him or how they  
13 helped him. I know that I pitched a fit to the  
14 people that I could and then somehow it got  
15 around, but most of the time we were just kind of  
16 told, you know, pick your battles, you know, do  
17 you really want to make a big fuss about this?

18 VADM(R) TRACEY: So is it your sense  
19 -- you may not be able to answer this -- but is  
20 it your sense that those positions, in a case  
21 like yours, where there is both the dependent and  
22 the member who are potentially being victimized,

1 that they have the responsibility to advise both  
2 of you? Or do you think that they are advising  
3 only you?

4 MS. A.H.: You know, in my case, it  
5 was a little bit more complicated because my  
6 husband was also a witness. And so I wasn't  
7 allowed to talk to him about anything because he  
8 worked with my assailant and he knew him. And my  
9 rapist actually had written him. My husband was  
10 in the Middle East somewhere, and he had spoken  
11 to him on that chat thing that they have, you  
12 know, or something, some sort of form of  
13 communication that they are allowed to have, like  
14 three days before he broke into my home. And so  
15 my husband, being a witness, it just -- it really  
16 complicated things. It really isolated me a lot  
17 more.

18 And so my SVC, everything was so  
19 confidential between me and him, and I was  
20 talking to him about details I wasn't even  
21 allowed to tell my husband, that it wouldn't have  
22 worked. But I think that if we had a bigger SVC

1 program -- I don't want to say "better," because  
2 I think it's excellent. But if it was bigger, if  
3 there were more resources available, if there  
4 were more of them, then my husband could have had  
5 his own, and -- because he couldn't go to the  
6 ADC. The ADC was representing my rapist. I  
7 mean, he didn't have any legal counsel to turn  
8 to, or at least he didn't feel like he did.

9 And, of course, you know, I am not the  
10 sponsor, so I can't go to the commander and say,  
11 "My husband is facing this. You have to fix it."  
12 It's like, "Well, it's not happening to you.  
13 It's none of your business. This is between me  
14 and the troop." You know, that's basically -- I  
15 mean, that's how it would have been received.

16 VADM(R) TRACEY: Thank you.

17 CHAIR HOLTZMAN: Thanks very much.

18 So, just to ask about the Special Victims'  
19 Counsel. Your husband felt that the SVC program  
20 wasn't going to be helpful for him?

21 MS. A.H.: No. He said that he didn't  
22 feel like going to the IG or doing that would

1 have been helpful because he didn't trust that  
2 they would actually take care of it. The SVC  
3 program -- I think he would have probably loved  
4 to have had an SVC, but he couldn't utilize mine  
5 because -- or at least he didn't feel like he  
6 could because of the nature of him being a  
7 witness. And it wasn't even an option for him,  
8 so --

9 CHAIR HOLTZMAN: But did anyone ask  
10 the -- I mean, rather than assuming, did anyone  
11 ask the SVC program whether he could have his  
12 own?

13 MS. A.H.: I don't believe so. I  
14 don't think it was ever even brought up. I don't  
15 think anybody even thought of it.

16 CHAIR HOLTZMAN: Okay. Thanks. And,  
17 Major, did you have an SVC?

18 Maj K.V.: Yes, ma'am. I did.

19 CHAIR HOLTZMAN: Was that helpful?

20 Maj K.V.: Yes. I could not have gone  
21 through this. I couldn't have done what I had to  
22 do. I have actually had three, because one, she

1 got out recently. And I could not have done  
2 this. And every meeting, I have regretted --  
3 like the meetings that I've gone to that I didn't  
4 have my SVC on the phone, obviously, they could  
5 not be there, were only there for Article 32,  
6 courts-martial, and such -- you know, stuff like  
7 this.

8 But I said it all along, this is a  
9 great program. It's the best thing that the Air  
10 Force did. And it's good to see the other  
11 Services following suit, because you just can't  
12 do it. There's too much going on, and it's still  
13 not over. It's not over.

14 I think my leadership is wondering,  
15 why do you still have an SVC? And I'm grateful  
16 that I still do, because I'm wondering what is  
17 going to happen. There are things still -- it's  
18 not over for me, I don't believe.

19 So, yes, if I could say that, I agree  
20 there should be more. And a program that we  
21 couldn't go away with. Not at all.

22 CHAIR HOLTZMAN: Anybody else have a

1 comment about that? Okay. Just one second.

2 What's happened on the retaliation  
3 side, Corporal? What happened to the people who  
4 were bystanders or who participated in the  
5 retaliation against you? Do you know, if  
6 anything?

7 LCpl J.J.: As far as I know, nothing.  
8 I just was able to leave, and I was happy that my  
9 orders were reinstated so I can leave the island.  
10 And as far as my knowledge, I don't think  
11 anything happened to them.

12 CHAIR HOLTZMAN: Is the military aware  
13 of your complaints about this?

14 LCpl J.J.: Yes, ma'am.

15 CHAIR HOLTZMAN: Did you ever discuss  
16 this with your Special Victims' Counsel?

17 LCpl J.J.: I did. And she actually  
18 helped me by writing the retaliation letter and  
19 helping me get off the island. That was the  
20 first thing, just getting me out of that place.

21 CHAIR HOLTZMAN: Okay. Well, I don't  
22 have any further questions. I just want to say

1 thank you to all of you for your service to the  
2 country and for your service further in coming  
3 forward telling us your experiences and helping  
4 us understand more the problem that you face and  
5 what we can do about victim retaliation.

6 You should feel free to contact the  
7 staff or any member of this Panel if you think  
8 you have anything else to share with us. We  
9 really appreciate your time and what you have  
10 done. Thank you.

11 And I think we'll stand in recess  
12 until -- well, we were supposed to start at 1:00.  
13 I guess we'll start at 1:30. Thank you.

14 (Whereupon, the above-entitled matter  
15 went off the record at 1:04 p.m. and resumed at  
16 1:41 p.m.)

17 CHAIR HOLTZMAN: Good afternoon. The  
18 Panel will recommence. We are only ten minutes -  
19 - well, I would say more than ten minutes late.

20 Okay, we are now going to hear a panel  
21 on the subject of fear of retaliation and impact  
22 on reporting, SARC and VA perspective. So, let

1 me welcome all of you here and thank you so much  
2 for coming and sharing your expertise and  
3 perspectives with us.

4 We will start first with Ms. Nancy  
5 Pike, U.S. Air Force SARC, Seymour-Johnson Air  
6 Force Base, North Carolina.

7 MS. PIKE: Thank you, ma'am. I would  
8 like to thank Madam Chair and the Panel for  
9 allowing me an opportunity to speak about working  
10 with victims that have reported experiencing  
11 retaliation as a result of making an unrestricted  
12 report of sexual assault.

13 During my time of working as a SARC,  
14 I have only had a few victims voice that they  
15 have suffered retaliation that has been in a  
16 professional capacity. We take each case  
17 seriously. And as a result, the Air Force has  
18 implemented procedures for reporting and tracking  
19 victim retaliation in sexual assault cases.

20 During our initial intake and at least  
21 on a monthly basis we ask the victims if they  
22 have suffered retaliation since making a report

1 of sexual assault. The victims choose whether  
2 they want to make a retaliation report. If they  
3 choose to make a report, their responses are  
4 annotated on a victim experience interview form  
5 and discussed at the monthly case management  
6 group meetings. This information is being  
7 submitted on a monthly basis to Air Force CVS.

8 There has been some training in  
9 regards to the different avenues victims can  
10 utilize to report retaliation.

11 CHAIR HOLTZMAN: Excuse me, could you  
12 just tell me what CVS is again?

13 MS. PIKE: That is up at the  
14 Headquarters Air Force SAPR Office.

15 CHAIR HOLTZMAN: Okay, thank you.  
16 Sorry.

17 MS. PIKE: There has been some  
18 training in regards to the different avenues  
19 victims may utilize to report retaliation,  
20 whether it be through the IG, their commander, or  
21 OSI. Also, I have a good working relationship  
22 with our Staff Judge Advocate and I can always

1 call them when I have a question about where best  
2 to refer the victim.

3 While this has been a good start, I  
4 believe more training would be beneficial to  
5 ensure we are serving our victims to the best of  
6 our ability.

7 I think our commanders have a good  
8 understanding about what constitutes retaliation.  
9 I think our Airmen have a basic understanding  
10 about what constitutes retaliation and more  
11 education would be beneficial.

12 I have access to my installation  
13 commander at all times to discuss any concerns I  
14 have regarding the SAPR program and I believe I  
15 have his full support. I can honestly say that  
16 the leadership at Seymour-Johnson is always  
17 willing to listen to my recommendations and they  
18 want to do what is in the best interest of the  
19 victim.

20 Having retaliation be tracked through  
21 the case management group meeting seems to be  
22 working well. By this being a standard practice,

1 we will ensure we continue to monitor  
2 retaliation.

3           Currently, we only have one  
4 unrestricted case that is being discussed and a  
5 retaliation report has been completed by the  
6 victim. This case involves both social and  
7 professional retaliation.

8           Having been a SARC since 2006, there  
9 have been less than one percent of the  
10 unrestricted cases involving retaliation at  
11 Seymour-Johnson that I am aware of. We have had  
12 no cases of an IG whistle blower complaint and  
13 the commander of the victim of the current case  
14 that is under review has ordered a commander-  
15 directed investigation, which is undergoing now.

16           The cases continue to be discussed  
17 until the conclusion of the investigation and  
18 disposition of the case and when the victim no  
19 longer feels that their case needs to be  
20 discussed.

21           As stated earlier, the Air Force has  
22 implemented a victim experience interview form

1 which tracks the retaliation report from the  
2 beginning until the complaint is resolved. I  
3 have never experienced retaliation as a result of  
4 being a SARC.

5 I would recommend that a standardized  
6 form be used so that all of the SARCs are  
7 collecting the same data. I believe we need to  
8 better educate our Airmen about what constitutes  
9 retaliation.

10 Thank you for your time.

11 CHAIR HOLTZMAN: Thank you very much  
12 for your presentation.

13 Our next presenter will be Mr. Michael  
14 Starkey, U.S. Air Force SAPR Victim Advocate at  
15 the Davis-Monthan Air Force Base, Arizona.

16 MR. STARKEY: Good afternoon and thank  
17 you for the opportunity today.

18 I have been working for the SAPR  
19 Office approximately two years now as a full-time  
20 victim advocate. I am retired Air Force, it's  
21 been 20 years. My wife works for the VA  
22 Hospital.

1           Both my wife and I can look back at a  
2           time that we have been retaliated against in my  
3           military career and my wife's career with the VA.  
4           We know the effects of it. We don't like it and  
5           I don't want it to happen to anybody else in the  
6           military.

7           We make a very comfortable, open,  
8           comfortable setting for our victims that come in  
9           and make reports of sexual assault, to where they  
10          know that they can tell us anything and that it  
11          is not going to leave the room if they do not  
12          want it to leave the room. So, when we talk  
13          about retaliation with our victims, I feel like  
14          if somebody has been retaliated against, they are  
15          going to share it with us. There is nothing that  
16          they are going to withhold in that avenue because  
17          they know if they don't want to take it any  
18          further, then we are not going to.

19          Therefore, even when we had the call  
20          out to bring victims to this here presentation,  
21          if we had victims that had been sexually  
22          assaulted and retaliated against, I really feel

1 that they still would have come or not have  
2 decided not to come because they were afraid of  
3 more retaliation. The reason I say this is  
4 because fortunately, I haven't had much  
5 experience with victims that have been retaliated  
6 against.

7 We have had an occasion that a victim  
8 that had a little bit of social ostracization  
9 within the unit and that is because of the victim  
10 and the perpetrator were in the same unit and we,  
11 as humans, at times, pick sides. So, that one  
12 was very difficult.

13 But you know when we find out that  
14 there is retaliation and that is really my only  
15 one given time, out of about 35 victims that I  
16 have dealt with, we bring that into our CMG  
17 meetings and we discuss it. At that given time,  
18 if the victim wants it shared with the commander,  
19 we are going to share it with the commander. In  
20 that particular scenario, we shared it with the  
21 commander. We didn't get into details of what  
22 happened but we did ask the victim later and the

1 victim did tell us yes, the commander made an  
2 open statement to the unit and things are a  
3 little bit better. The issue with that, though,  
4 is it is hard to stop ostracization in other  
5 areas when the unit doesn't know that they have a  
6 victim in their unit.

7 And so there could be a perception, I  
8 believe, of retaliation in some units at times  
9 that may not be there if they realized they had a  
10 victim in that unit.

11 Other than that, I think that is all  
12 I've got. So, thank you for the opportunity. I  
13 hope I can help a little bit further, as we get  
14 into questioning.

15 CHAIR HOLTZMAN: Thank you. Thank you  
16 very much.

17 Our next presenter is Mr. Magnus  
18 Graham, U.S. Coast Guard SARC Coordinator,  
19 Portsmouth, Virginia. Welcome, Mr. Graham.

20 MR. GRAHAM: Thank you. Good  
21 afternoon and thank you for the time I have this  
22 afternoon.

1 I am the Sexual Assault Prevention and  
2 Response Program Coordinator in Hampton Roads.

3 And my position there, I have been in that  
4 position for approximately ten months. In the  
5 position there, I work directly with our field  
6 SARCs in the field. I am kind of a liaison with  
7 headquarters here in Washington, D.C., Coast  
8 Guard Headquarters. So, I work extensively with  
9 them as well, making sure that the policy is  
10 followed and being able to consult with them on  
11 any issues that they may have, including any  
12 retaliation type of issues that were to come up.

13 Prior to that, I have actually been  
14 with the Coast Guard since 2005, as an EAPC,  
15 Employee Assistance Program Coordinator, as well  
16 as a SARC. So, I have been with the program for  
17 quite a long time.

18 During that time period, we have seen  
19 a lot of changes within the Coast Guard, as the  
20 other military Services had as well. I believe  
21 that a lot of the changes have been for the  
22 positive. I think we are still making good

1 strides within that.

2 As far as retaliation, I, personally,  
3 in all the years I worked, I haven't had to deal  
4 with that many cases of substantiated  
5 retaliation. I will say, along the lines as  
6 Michael stated that a lot of times that there is  
7 a lot of perception out there and often times the  
8 victim will feel that they have been persecuted  
9 against, and for good reason.

10 I have had many victims over the years  
11 that have come up and said to me that they feel  
12 they are just being treated differently from  
13 other people in the unit, not necessarily just  
14 from a command but just through other coworkers  
15 and the subordinates that they may have.

16 So, over the years, I haven't directly  
17 related to that or worked directly with folks who  
18 have been retaliated against but I believe it  
19 doesn't mean that it is not happening.

20 If we do get a case of retaliation, I  
21 would work directly with our program headquarters  
22 folks to make sure that it is addressed

1 appropriately in a timely manner and then the  
2 proper procedure would take place.

3 The SVC program has been a good  
4 program for our victims and they can help address  
5 through that program, if they feel that they are  
6 being retaliated against their unit as well.

7 So, I believe over the course of my  
8 career with the Coast Guard being a SARC, I  
9 believe we are moving in the right direction.  
10 But certainly, I think we still have a long way  
11 to go in regards to helping victims, especially  
12 if there is a fear that they are being retaliated  
13 against. I believe it is real, however, the fear  
14 and the perception that they have.

15 Thank you very much.

16 CHAIR HOLTZMAN: Thank you.

17 Our next presenter is Ms. Marie A.  
18 Brodie, U.S. Marine Corps SARC, Marine Corps Base  
19 Camp Lejeune, North Carolina. Welcome, Mr.  
20 Brodie.

21 MS. BRODIE: Thank you, Madam Chair.  
22 Thank you, panelists for having me here today.

1                   CHAIR HOLTZMAN: Take the mike and put  
2 it in front of you. Yes, thank you.

3                   MS. BRODIE: I have been the  
4 Installation SARC at Marine Corps Base Camp  
5 Lejeune for the past five and a half years. And  
6 at each Marine Corps Installation, the base  
7 commander and the installation SARC co-facilitate  
8 a case management group meeting, where we review  
9 every open unrestricted report of sexual assault  
10 and it is reviewed until the case has been  
11 adjudicated and the victim is no longer utilizing  
12 services of a victim advocate.

13                   At Marine Corps Base Camp Lejeune,  
14 last fiscal year we reviewed an average of 65  
15 cases each month, with an average of eight new  
16 reports each month. When we review each case at  
17 the CMG, the SARC is asked to report on any  
18 safety concerns to include retaliation, coercion,  
19 or reprisal that is impacting the victim of  
20 sexual assault. The first wound that a victim  
21 experiences is being sexually assaulted. And in  
22 a perfect world, there would be no second wound

1 but too frequently, though, that second wound is  
2 how victims are treated by other Marines in their  
3 unit, by service providers, or family and  
4 friends.

5           Currently, Came Lejeune has one case  
6 where the retaliation report of a Marine is under  
7 an official investigation. The more common  
8 experience is for a Marine or Sailor to tell  
9 their victim advocate they are experiencing  
10 interference with their healing from sexual  
11 assault but the information is shared in a  
12 confidential manner and the Marine does not ask  
13 the victim advocate to disclose that information  
14 or to act upon it.

15           Healing from sexual assault is an  
16 individual journey. The survivors who are most  
17 successful in healing have some common  
18 experiences. They engage an advocate and a  
19 support system soon after the sexual assault and  
20 the advocate is both competent and qualified to  
21 assist them. The survivor feels that they will  
22 be supported if they report the crime. This is

1 why it so important that commanding officers  
2 frequently tell their Marines that they will  
3 provide full support and assistance to any victim  
4 of sexual assault and that the Marines have seen  
5 evidence of that from other reports, from other  
6 Marines and Sailors.

7           Retaliation creates an unsafe  
8 environment for healing from sexual assault.  
9 When a Marine's healing is impeded, it interferes  
10 with the unit's readiness and the unit cohesion.  
11 Some Marines see the victim as the problem. They  
12 believe the Marine should move on and get over  
13 it. This is a basic lack of understanding that  
14 the real problem is the sex offender. The  
15 problem is the crime of sexual assault, not the  
16 victim and their path to healing, and the other  
17 problem is how people treat a victim of sexual  
18 assault.

19           To the extent that a Marine's  
20 experience meets the definition of retaliation,  
21 does not change the impact of their experience  
22 and what it has on that Marine and their ability

1 to heal and those long-term consequences of  
2 sexual assault.

3 We need formal procedures for  
4 reporting retaliation and we also need to address  
5 how to prevent retaliation and the behaviors that  
6 don't rise to the definition of retaliation  
7 because both have the same impact on a victim's  
8 ability to heal and they both have a negative  
9 impact on any potential future reports of sexual  
10 assault from other Marines.

11 The types of interference that our  
12 Marines experience that may or may not meet the  
13 definition of retaliation include some of these  
14 examples. And these are all real examples from  
15 my installation.

16 A Marine with a restricted report  
17 stopped going to counseling because it was easier  
18 to not attend than to deal with constant  
19 questioning about why she was going to counseling  
20 and missing training.

21 Marines on the victim's unit picked  
22 sides. And those on the side of the alleged

1 offender would frequently make negative comments  
2 to her.

3 After a Marine made a restricted  
4 report of sexual assault -- excuse me. After she  
5 made a sexual assault report, she was called  
6 derogatory sexual names by other Marines in the  
7 barracks and from the catwalk she walked by.

8 A Marine was told that he had to see  
9 a uniformed victim advocate by his leadership,  
10 even though he asked to see a civilian victim  
11 advocate.

12 A Marine received an NJP for sleeping  
13 in her car while she was on restriction to the  
14 barracks, even though she explained that she felt  
15 unsafe in the barracks, due to the sexual assault  
16 and felt safer sleeping in her car.

17 After making a sexual assault report,  
18 a Marine was asked to report to three male  
19 Marines in her chain of command. She was asked  
20 to explain how she was sexually assaulted. Then,  
21 she was told that she was a Marine; she needed to  
22 accept what happened; how she contributed to the

1 assault; and to move on. She was then dismissed  
2 to carry on the mission of the day.

3 These are only a few examples of the  
4 types of second wounds that our Marines  
5 experience after reporting sexual assault.

6 Regardless of whether or not these examples meet  
7 the definition of retaliation or not, the impact  
8 on the Marine and the unit and the mission of the  
9 Marine Corps is the same.

10 One potential impact of retaliation  
11 that I have seen at Camp Lejeune is that we have  
12 Marines who choose not to participate in  
13 investigations and legal proceedings. In fiscal  
14 year 2014, we had a total of 95 sexual assault  
15 reports which reached final legal adjudication.  
16 Of those 95 cases, 21 percent of victims chose  
17 not to participate either in the investigation or  
18 the legal proceeding. Thus far in fiscal year  
19 2015, 27 percent of our victims have chosen not  
20 to participate. Their reasons may not always be  
21 related to retaliation but it is worth exploring  
22 these external factors that may be influencing

1 their decision to not participate in the process.

2           Eliminating or reducing retaliation  
3 will most likely prove to be as difficult as  
4 eliminating sexual violence, because the root  
5 problems are the same and they are not unique to  
6 the military. Victims of sexual assault, all too  
7 often, are not believed, which can be seen as a  
8 form of retaliation.

9           On more than one occasion, I have  
10 heard sexual assaults referred to as horseplay,  
11 jackassery, regret sex, or as in the case of a  
12 drunk Marine, making poor decisions but not as  
13 criminal behavior. We need to create a climate  
14 of healing for our Marines who have been sexually  
15 assaulted. Our Marines are immersed in the  
16 Marine family and often the person who assaulted  
17 them is a member of their Marine family. That  
18 means that the rest of the family must embrace  
19 the mindset of both and Marines need to both find  
20 a way to treat anyone accused of a crime fairly  
21 and treat victims of sexual assault with dignity  
22 and respect, the dignity and respect that we

1 promise them in Marine Corps Order 1752.5B.

2 No less than four times Marine Corps  
3 Order 1752.5B states victims of sexual assault  
4 will be treated with dignity and respect. In  
5 order to create a climate of healing where all  
6 Marines are treated with this dignity and  
7 respect, it is imperative that we address  
8 retaliation.

9 CHAIR HOLTZMAN: Thank you very much.

10 We will next hear from Sergeant First  
11 Class Bridgett Joseph, U.S. Army SARC, Schofield  
12 Barracks, Hawaii.

13 SFC JOSEPH: Good afternoon, Panel.

14 My name is Sergeant First Class Bridgett Joseph  
15 and I entered the SAPR program back in 2005, when  
16 it wasn't as vigorous. I came back in again in  
17 2013 and I have been the SARC at my brigade ever  
18 since, which is 25th CAB located out at Willard  
19 Airfield, which is a part of Schofield Barracks.

20 In my almost two-year tenure sitting  
21 as the SARC in my brigade, I can tell you that I  
22 have not experienced any form of retaliation. Of

1 the 54 cases that we did deal with for my SARB,  
2 four of the cases of retaliation were from my  
3 brigade. Of that four, one was through a  
4 Presidential, one was through IG, and the other  
5 two were handled during leadership, through  
6 leadership.

7 My take on retaliation will be a  
8 little bit different than some of the other panel  
9 members because I am a sitting, serving Soldier  
10 and I not only talk to just the victims, I talk  
11 to leadership and my training is a whole lot  
12 different.

13 And I would like to think that my  
14 program isn't unique but, at the same time, there  
15 are different things that we do in our training  
16 that makes for more increased reporting. We have  
17 more bystanders that are becoming more  
18 intervenors, some to the detriment of some of the  
19 victims, who doesn't want their cases reported;  
20 someone would go and report it. We have  
21 engagement not just from the senior levels but  
22 from the junior levels.

1           Some of the stuff that we stress is a  
2 little bit different. And as I look over some of  
3 the questions, some of the things that I would  
4 ask about when we talk about retaliation are not  
5 addressed here.

6           As far as the case management, our  
7 cases are reviewed until the victim terminates  
8 from the program and then they are not reviewed.  
9 But we also have something where we do a "sync"  
10 prior the SARB. And that "sync" we talk about  
11 trends. We talk about obstacles. We talk about  
12 best practices. And then we share those things  
13 with, especially if we are noticing more trends,  
14 with the SARB.

15           Some other things that we do with our  
16 program, where we bring in the new company  
17 commanders and first sergeants. They are given  
18 training by our JAG, our IGs and all those guys  
19 when they first arrive. And then we also do an  
20 additional Deskside Brief. And it is not to say  
21 that retaliation retribution does not exist but  
22 it is not to the large scale where some of the

1 stuff that I heard from some of the victims is  
2 appalling to me and is actually scary. And just  
3 hearing it makes me wonder how the training  
4 programs are at those other bases. It doesn't  
5 matter what branch. It is just terrifying to  
6 hear and I know from being a leader, as well as  
7 being a SARC, I can tell you that the SVC program  
8 is invaluable and I wish we had more.

9 Some of the recommendations that were  
10 listed which also affect career choices would be  
11 the Op tempo of some of the units. That is not  
12 addressed here. Some of the training is not  
13 addressed here.

14 CHAIR HOLTZMAN: I'm sorry. I didn't  
15 hear what you said, the off tempo?

16 SFC JOSEPH: The Op, the operational  
17 tempo of the unit. The pace at which the units  
18 are training.

19 Sometimes the victims are caught up in  
20 the system to where they have to make a decision  
21 whether or not to participate or force themselves  
22 to participate, as you say, suck it up, or come

1 offline and say I really don't want to go where I  
2 can't go because of whatever fears that I am  
3 having or whatever I am dealing with and worry  
4 about whether or not they are going to be  
5 penalized for not doing that or even the  
6 perception.

7 I think that we need clear guidance  
8 from DoD in some respects because we have more  
9 than enough policies that need to be enforced. I  
10 think accountability should be held at the  
11 command levels. And when I say that, if we are  
12 saying that the IG is going to investigate  
13 things, then let IG do just that. I have been  
14 fortunate enough to where the leadership from my  
15 senior to my lower level company commanders, they  
16 take an interest in it. I don't know if it is  
17 because we put the fear of God in them or what  
18 but it works.

19 We have co-located resources. I would  
20 recommend that you put IG in the resource center.  
21 If not, then the way that we are going to gather  
22 this data for retaliation that you have got to

1       come up with some type of restructure.

2                   And in closing, for the most part,  
3       when I talked to some of my victims about  
4       retaliation, most of them will tell me about  
5       ostracism, that it is not so much as command  
6       driven as it is their peers.

7                   And I think that once we deal with the  
8       Op tempo, where you are actually having mentor  
9       leadership going on at those lower levels where  
10      these immediate supervisors are able to handle  
11      some of these issues, you will start seeing  
12      change. Because what you are asking us to do is  
13      affect behavior and that is the culture. And  
14      until you get at that, everything else is going  
15      to be superficial. Thank you.

16                   CHAIR HOLTZMAN: Thank you very much.

17                   Our next presenter is Ms. Kim Agnew,  
18      U.S. Navy SARC, Naval Support Activity, Bethesda,  
19      Maryland. Thank you, Ms. Agnew.

20                   MS. AGNEW: Thank you. Thank you for  
21      allowing me to speak to you this afternoon. My  
22      name is Kimberly Agnew. I have worked for the

1 Department of the Navy since October 2012 as the  
2 Installation Sexual Assault Response Coordinator  
3 at NSAB, Bethesda.

4 I have served as a unit victim  
5 advocate for five years before retiring from the  
6 United States Air Force in 2011. So, I have over  
7 eight years of experience working with victims of  
8 sexual assault and I should say military victims  
9 of sexual assault.

10 The views here are my own and do not  
11 necessarily represent the views of the United  
12 States Navy. Serving in my current position has  
13 afforded numerous opportunities to assist Service  
14 members and their families from the Army, the  
15 Navy, and the Air Force, individuals who have or  
16 have felt that they have been retaliated against  
17 at the reporting of sexual assault.

18 At our installation, retaliation is  
19 tracked by using a data Excel spreadsheet which  
20 has been provided to us by the Department of  
21 Defense SAPRO office. Our reports of retaliation  
22 are reported directly to commanding officers and

1 regional SARCs for their actions and require  
2 reporting procedures. Upon notification from a  
3 victim that they feel that they have been  
4 retaliated against, commanding officers should  
5 open an independent investigation. Updates of  
6 these cases are provided during monthly case  
7 management group meetings. All unrestricted  
8 cases remain open and are reviewed as long as the  
9 sexual assault victim requires support and  
10 services. When a victim reports to my office or  
11 to a victim advocate that they feel that they  
12 have been retaliated against, we immediately  
13 advise them to seek SVC services or in the Navy  
14 we call them Victims' Legal Counsel Services.

15           Currently, we have 14 open  
16 unrestricted cases being reviewed at our monthly  
17 case management group meeting, with two of the 14  
18 of the unrestricted cases, they have reported  
19 that they feel that they have been retaliated  
20 against. They feel like they have been  
21 ostracized. Really, a lot of it is being  
22 ostracized socially and there are questionable

1 professional retaliation as well.

2 So, the recommendation that I have is  
3 for command leadership, that they would  
4 understand and develop a standardized process for  
5 assisting and responding to victims who report  
6 experiences of retaliation; command leadership up  
7 and down the chain of command understand the  
8 difference between social and professional  
9 retaliation, ensuring to separate collateral  
10 issues, and thoroughly communicate with sexual  
11 assault victims so that the victim understands  
12 why things are changing or what will change, such  
13 as the activation of a high-risk response team or  
14 what is the purpose of the high-risk response  
15 team.

16 I believe that open communication  
17 could alleviate a lot of uncertainty and  
18 misunderstandings associated with when the  
19 command response to a reported sexual assault and  
20 the report of victims feeling retaliated against.

21 Thank you.

22 CHAIR HOLTZMAN: Thank you. We will

1 start with Mr. Stone.

2 MR. STONE: Thank you. Except for the  
3 last speaker, who said that she advises in the  
4 Navy the victims to seek Victims' Legal Counsel  
5 or Special Victims' Counsel, as the case as may  
6 be, I guess I was looking to hear, and I didn't  
7 hear, from any of the other speakers what  
8 procedure there is that involves a Victims'  
9 Counsel.

10 And I hear them saying that they are  
11 advising their regional SARC, they are advising  
12 their commanding officer, it may lead to an  
13 investigation. But by that time, the victim may  
14 be questioned during the investigation but they  
15 don't have the advantage of a legal counsel who  
16 may talk them into cooperating after talking it  
17 over with them, so that there isn't roughly 25  
18 percent of them who don't want to cooperate.

19 So, I guess what I am asking is, do  
20 the Services have a procedure whereby a copy of  
21 the report goes to the victim counsel office, so  
22 that they at least know there has been a report?

1 That was sort of the first question. And the  
2 second is, do they, to some extent, advise -- how  
3 do they advise these victims that it may be in  
4 their interest quickly to at least talk  
5 confidentially with a victim legal advisor before  
6 they make a decision not to cooperate or before  
7 the investigation gets underway, so that they  
8 have some sense that they know what they are  
9 doing. Otherwise, I can see them being fearful  
10 without having had a discussion with somebody who  
11 is their lawyer.

12 So, maybe for the different Services,  
13 people will give me some idea of what -- how they  
14 are involving the legal counsel's offices.

15 MS. BRODIE: Our victim advocates  
16 always offer the Victims' Legal Counsel in all  
17 referrals from the moment of first point of  
18 contact and it is their option if they want to  
19 utilize that service. So, they explain who the  
20 Victims' Legal Counsel is, what they do, how they  
21 can assist them. And because so often victims  
22 are so overwhelmed when they first make that

1 report, they don't always hear all the  
2 information that is passed to them. So, every  
3 time that victim advocate makes contact, they are  
4 trained to always remind them of all their  
5 referrals and support systems.

6 So, quite a few of our victims do  
7 utilize the Victims' Legal Counsel to support  
8 them and they do accompany them to NCIS meetings,  
9 investigations. They do accompany them to any  
10 types of hearings that they need to attend.

11 MR. STONE: Just to focus it a drop  
12 more, I'm sure that happens when they report the  
13 sexual assault and, like you say, they are  
14 overwhelmed. But for the purposes today, what  
15 about when they are just reporting retaliation a  
16 year after the investigation is closed and they  
17 tell you it has all been over with? Maybe the  
18 perpetrator was even found not guilty but they  
19 were just told, ha-ha, everybody is going to  
20 training except you; something that they feel  
21 like is a result of this long after they are done  
22 with the original sexual assault report.

1 MS. BRODIE: We would still offer them  
2 the Victims' Legal Counsel. And it doesn't  
3 matter whether the case has been adjudicated. If  
4 that person comes forward and says I am still  
5 having X, Y, or Z, as a problem, even if it is  
6 not retaliation, we are going to still assist  
7 them and still offer them all of the support  
8 systems and referrals that we have at our  
9 fingertips.

10 SFC JOSEPH: That would also mean you  
11 would need to be familiar with the intake  
12 process. The intake process is where you offer  
13 the victim all services up-front, even if you  
14 have to repeat those services.

15 So, when you are first encountering  
16 your victim, there is also an option that they  
17 can have whether or not they want their battalion  
18 commander, which starts at the O-5 level, to  
19 brief them monthly on their cases. And this  
20 occurs within 72 hours after the SARB. So that  
21 meant if I wanted my O-5 commander to brief me on  
22 my updates, at that point, I can also bring up

1       whatever cases, issues, whatever it is that I may  
2       have an issue with.

3               So, say for instance, it is not  
4       retaliation but say I opted to do an expedited  
5       transfer and I wanted to make sure my award or my  
6       evaluation was done properly, you bring it up at  
7       that point. That is only if the victim opts into  
8       that or opts out because it is automatic. But if  
9       you are not familiar with the process of the  
10      intake, then you are not going to know that.

11              For retaliation, specifically, I have  
12      had victims who were retaliated against by their  
13      peers and opted to get the expedited transfer,  
14      even after their case closed. So, they are not  
15      out of the program until they say they want out  
16      of the program, even though their cases may be  
17      closed, you can still -- I do -- still keep in  
18      contact with my victims. Even when I do a warm  
19      hand-over I still, every so often contact my  
20      victims just to make sure how they are doing and  
21      pretty much hopefully that it worked. So far, I  
22      haven't had any issues of any of my victims --

1 I'm not saying they aren't having any but they  
2 haven't expressed that.

3 But you would have to be familiar with  
4 the intake process in order to know what the  
5 standard is. And that is standard that you offer  
6 those services.

7 MR. STONE: And those are only in the  
8 unrestricted cases?

9 SFC JOSEPH: For SVC, that is for  
10 restricted or unrestricted. Everything minus the  
11 expedited transfer and the military protective  
12 orders, things that will bring law enforcement or  
13 some type of investigative body onboard, that was  
14 minus for restricted cases.

15 But otherwise, even if I am  
16 restricted, I can still talk to my SVC and you  
17 can talk to SVC prior to even talking to CID.  
18 And then your lawyer will coordinate your meeting  
19 with CID and will accompany you there. But if  
20 you are not familiar with that process, then you  
21 wouldn't know that. But we make sure, at least  
22 for us, we make sure all of our victims are aware

1 of that. And these services are tracked. So,  
2 every appointment is tracked. Every time is  
3 tracked. So, we have to account for those. And  
4 if the victims, say at first, ask for SVC and  
5 later rescinds that, they have that option but we  
6 still have that.

7 MR. GRAHAM: One of the things -- and  
8 the Coast Guard does the same thing up-front, as  
9 far as offering the services, especially to the  
10 SVC.

11 One of the things, as the Coast Guard,  
12 we instituted last year in 2014 was what we call  
13 a SAPR CIT, which is a Crisis Intervention Team.  
14 And that is established within the first 24 hours  
15 of report of sexual assault, unrestricted report.  
16 Obviously, restricted, it is different for that.

17 But for an unrestricted report and  
18 that brings together the team, including the  
19 SARC. We have legal on that team. We also have  
20 the commands on that team. CGIS meets, initially  
21 on that team as well. And so it comes together  
22 to discuss really the options of moving forward

1 with the victim, including things such as,  
2 obviously, the SVC, as well as even expedited  
3 transfer for the victim as well.

4 And that team will meet on a monthly  
5 basis or more, as needed, until determined that  
6 either to resolution or there is no updates with  
7 the case moving forward.

8 But we will not close -- the SARC will  
9 not close a case in the Coast Guard until the  
10 victim requests that it be closed. So, all  
11 services will still be available all through the  
12 process, even after adjudicated.

13 MR. STONE: But if they walk in --  
14 again, that is from the outset. But if they walk  
15 in after the case has been closed, a year later,  
16 and it is just retaliation, it isn't a new sexual  
17 assault, it is retaliation, do they qualify? Do  
18 they get the same advice? You are not going to  
19 have your Crisis Intervention Team probably come  
20 together because it is retaliation, it is not a  
21 sexual assault.

22 MR. GRAHAM: Correct. We wouldn't

1 bring the CIT team together but they still would  
2 be offered -- they would still receive the  
3 services, including the legal services of the  
4 SVC.

5 MS. PIKE: The same thing for the Air  
6 Force. When I was talking about the victim  
7 experience interview form, that does include when  
8 we talk to them about an SVC. I have had  
9 personal experience where a case has been closed  
10 out and then the victim experienced a situation  
11 where she thought it would be beneficial to get  
12 an expedited transfer. Even though the case was  
13 closed, we still were able to do that. And we  
14 still were able to get her to talk to her SVC.  
15 She did have an SVC that advised her and it was  
16 her decision to do an expedited transfer.

17 So, we have the SVC for them  
18 throughout the process and it has been, having  
19 been doing this since 2006, I have to say the SVC  
20 has been the most invaluable thing that I have  
21 seen coming across for the SAPR program.

22 MR. STONE: And did that victim get

1 the expedited transfer?

2 MS. PIKE: Yes, she did.

3 MS. BRODIE: Sir, I think your  
4 question speaks to how important it is to have a  
5 competent and qualified victim advocate. Because  
6 that victim a year later is probably not going to  
7 go seek out the SVC. They are going to seek out  
8 their victim advocate that they were close to and  
9 worked with during the process. And it is  
10 imperative that that victim advocate knows not to  
11 say some things that we heard earlier this  
12 morning of, "Oh, gosh, that's too bad." "Oh, let  
13 me get you a counselor to help you deal with  
14 that." But to actually deal with something to  
15 stop the retaliation. And it is really important  
16 that our victim advocates get that training and,  
17 as SARCs, that is something we work to do to make  
18 sure they understand. Never turn somebody away  
19 with the problem they present to you. Help them  
20 find solutions. If you don't know, go to your  
21 SARC. If I don't know, I am going to go to my  
22 SJA, my IG, my Victims' Legal Counsel to find the

1       answers for them.

2                   MR. STONE: I thought earlier this  
3 morning part of the problem that was surfacing is  
4 that some of those members of the SARCs had come  
5 from different positions previously and,  
6 therefore, they almost had conflicting internal  
7 emotions about the team versus helping the  
8 victim. Does your suggestion, now that they have  
9 got to say the words, make you think that SARCs  
10 shouldn't have certain earlier assignments; as  
11 part of the team should be separately tracked;  
12 where does it lead you about who should be a SARC  
13 and what experience they should have first?

14                   MS. AGNEW: I would like to speak to  
15 your question. I think what I find important  
16 about the SAPR program as a whole, being that I  
17 was on active duty when it began in mid-2000s, is  
18 that one of the things that I think the DoD has  
19 done to really help the program is a lot of the  
20 SARCs are now civilians. They are DoD civilians  
21 or contractors.

22                   And at one point, the SARCs were

1 mostly active duty. So, there was a conflict of  
2 interest that you would find when someone would  
3 go to report because, one, do I know the SARC?  
4 Am I willing to talk to this person and share  
5 this information with them?

6 I can tell you when I was on active  
7 duty I probably would have never reported that I  
8 had been sexually assaulted, if I had, because of  
9 the position or the person who was in the  
10 position.

11 I find that me being a civilian, that  
12 people are more open to come in and speak with us  
13 about sexual assaults. We don't have a conflict  
14 of interest with command because we work in our  
15 positions. And I, personally, find that command  
16 respects the work that -- I can speak for myself,  
17 the work that I do. And when I approach them  
18 about a particular case, if there is retaliation,  
19 I am not looked at as being a troublemaker or  
20 causing harm amongst the command. I am not  
21 concerned about my career at all because I don't  
22 have a career in the military that I have to be

1 concerned of how leadership is going to feel  
2 about me approaching them with it.

3 So, what I will say is I believe that  
4 bringing civilians into the positions have really  
5 allowed for the program to move in the direction  
6 that we see it in today.

7 MR. STONE: Are most of the Navy SARCs  
8 contract people?

9 MS. AGNEW: Sir?

10 MR. STONE: Are most of the Navy  
11 SARCs, like you, contract people at SAPRO?

12 MS. AGNEW: We are DoD civilians and  
13 NAF, Nonappropriated Fund civilians. So, there  
14 is no contractors working as SARCs in the  
15 Department of the Navy.

16 MR. STONE: But you are not regular  
17 Navy.

18 MS. AGNEW: No, I am not Navy. I am  
19 a civilian.

20 MR. STONE: Right. And is that true  
21 among the other Services, too, or are they not in  
22 that same arrangement?

1 MR. GRAHAM: All the SARCs, the full-  
2 time SARCs in the Coast Guard are all GS  
3 employees.

4 MS. BRODIE: The Marine Corps has a  
5 mixture of collateral duty SARCs who are  
6 uniformed and civilian employees who are SARCs.

7 MS. PIKE: We have a mixture.  
8 Stateside, almost all of them are GS employees.  
9 There are some military SARCs at deployed  
10 locations.

11 SFC JOSEPH: I'm going to take an  
12 exception to that and here is why. That would  
13 entail or state that those of us who are in  
14 uniform can't be objective and that we are  
15 unprofessional.

16 I heard some of the statements earlier  
17 today as well and that kind of made me feel some  
18 kind of way about it.

19 So, I am going to tell you as a SARC,  
20 as a Soldier, that I can be professional and  
21 objective. For my victims, whether you are  
22 civilian or military, what matters most to these

1 people are that you are going to get them what  
2 they need. And if you avail yourself to them,  
3 then that is what is going to happen.

4 Some of my -- I have a civilian  
5 counterpart. She was prior Service. There are  
6 times where victims may not want a female. They  
7 may not want a male. They may not want military.  
8 They may not want civilian. There is a variety.  
9 The main thing that they want are services. They  
10 want professionalism. They want someone to  
11 listen to them.

12 And if the -- there are things that I  
13 am pretty sure Ms. Agnew can tell you about a  
14 Soldier whereas, if you had someone who was  
15 strictly civilian, never served in the military,  
16 he or she is going to have to learn acronyms.  
17 You are going to have to learn where things are.  
18 You are going to have to do certain things. I  
19 don't have to worry about that because I can go  
20 into your training. I can go into your  
21 commander. I have the ear and eyes of my command  
22 teams, whether it is at the company level or it

1 is at my division level.

2 So, there is a unique perspective.

3 So, I don't want you to get caught up on whether  
4 or not someone is civilian or military. You need  
5 to have the right person in that position. It  
6 doesn't matter if they are military or civilian.

7 MR. STONE: I totally agree with you.

8 The right person is what is important. I think  
9 that the point that was being made before is not  
10 a lack of professionalism by the SARC. It is the  
11 perception of the person who was just sexually  
12 assaulted to discuss that. They may be, rightly  
13 or wrongly, a little more reticent to discuss it  
14 with anybody in uniform versus anybody not in  
15 uniform. I think that is maybe the issue we are  
16 talking about.

17 I think that there are plenty of  
18 qualified people and you are looking at a damaged  
19 person who is having to discuss, again, how they  
20 were violated. And if they find it easier to do  
21 it in front of uniformed or a non-uniformed  
22 person, I can't really tell you but it is

1 possible that that is a fact.

2 CHAIR HOLTZMAN: Mr. Taylor.

3 MR. TAYLOR: First of all, thank you.  
4 For some of you, this is a return appearance. I  
5 recognize some familiar faces. So, thanks for  
6 coming back.

7 I was a little surprised by the lack  
8 of -- I wouldn't say it is numbers but some of  
9 you seemed to think that it was relatively rare  
10 to have people raise retaliation with you. Now,  
11 that is the impression I got from the numbers you  
12 cited or didn't cite and yet, in this most recent  
13 report that was issued the first of this month,  
14 62 percent of sexual assault victims said that  
15 they were retaliated against.

16 So, I am trying to reconcile the  
17 report, the 62 percent figure with the relatively  
18 low to no numbers that some of you are sharing  
19 with us. So, anyone who might want to explain  
20 that or tell me why you think that is the case?

21 Yes.

22 MR. GRAHAM: Yes, I think some of that

1 goes back to retaliation when we talk about even  
2 substantiation of that. I think for a lot of our  
3 victims, at least the ones that I have worked  
4 with over the years, it is hard for them to  
5 substantiate that.

6 In other words, it is along the same  
7 lines as why a lot of times why our victims don't  
8 come forward to begin with because they are  
9 afraid that no one is going to believe them  
10 anyway.

11 So, a lot of times, people don't  
12 report that, whether they fear that the command  
13 won't do anything about it, or no one is going to  
14 do anything about it, or believe that they are  
15 being -- to a point where they are being, you  
16 know, whether it is harassed, or whether it is  
17 being victimized again, because some of it is  
18 very subtle and some of it is very hard to prove  
19 as well. And I think that sometimes they  
20 recognize that.

21 Just as an example, I had one young  
22 lady, a couple years ago come in and her case was

1 completely finished after the court-martial. You  
2 know it went to trial. And she came in and she  
3 sat and we talked for a while. And she just sat  
4 and said, "You know what, people just don't  
5 understand. They don't understand what I went  
6 through. They don't understand the emotional  
7 toll that it took on me. They don't understand  
8 the stress that it took out of me. My coworkers  
9 don't understand."

10 And she went to explain she doesn't  
11 expect them to understand. But she said, "You  
12 know, I was treated differently." She said, "It  
13 is hard to explain, but it was just different."  
14 She said, "I wasn't invited to the parties  
15 anymore. I wasn't invited socially. My best  
16 friend who I used to go to the movies all the  
17 time all of a sudden didn't want to go to the  
18 movies with me."

19 But it wasn't anything that you could  
20 say you are substantiating retaliation against  
21 you but it is a feeling that they had and they  
22 knew it but it was hard to explain.

1           And she went on to explain the 18-  
2 month period of time from the beginning to the  
3 end that she went through, she said, "They don't  
4 understand that when I tested that both times  
5 when I had to go test for a promotion, the first  
6 time was right before the Article 32 and I was a  
7 wreck. The second time was right before I went  
8 ahead to the court-martial." And she said again,  
9 "That impacts me but nobody really understands  
10 from that."

11           So, I think from my perspective, I  
12 think that we recognize that yes, there are  
13 issues out there with this, especially from  
14 retaliation in that regard, but sometimes it is  
15 hard to put that finger on the pulse that this is  
16 really what it is. And sometimes for the  
17 victims, they know it, they feel it, they know  
18 what it is, but for them, it is hard for them to  
19 get it substantiated, in some cases not even  
20 reported because they feel like what is the point  
21 of going through that.

22           MR. TAYLOR: Now, would anybody else

1 like to address that issue? Ms. Brodie?

2 SFC JOSEPH: I know some of the young  
3 men and young ladies that I have spoken with,  
4 most of it is they don't want to feel like the  
5 troublemaker. A lot of them won't tell you --  
6 like some of my guys initially started saying  
7 they, they, they. And you would ask give me a  
8 name. Give me someone to go approach. Give me  
9 something that I can take back to leadership.  
10 Wherever they are in their shops, wherever they  
11 are working, the issue becomes I just don't want  
12 to be looked at this kind of way. I don't want  
13 you to say -- or if it stated off as a group of  
14 friends, they don't want to be further ostracized  
15 from their friends. So, they will either suck it  
16 up and deal with it or when it becomes to the  
17 point where it is unbearable, that is when they -  
18 - someone will come online.

19 One victim, I specifically intervened,  
20 even though she asked me not to and this is  
21 because as a leader, as someone in the SHARP  
22 program, I saw that she was becoming more and

1 more mentally challenged, just by trying to be a  
2 part of the group. And I mentioned that young  
3 lady in my numbers, even though the leadership  
4 wasn't tracking it initially because she didn't  
5 want to say anything. She didn't want to feel  
6 like a failure again, which is what she said.  
7 And I told her, you are not a failure; these are  
8 things we need to address.

9           Some of the other things that I think  
10 lead to retaliation is over-abuse of training  
11 because I have seen it. I read an open letter  
12 from an Air Force young lady. We have this form,  
13 it is a professional form called Lead from the  
14 Front. And this young lady went on to pretty  
15 much state the same thing that I have been seeing  
16 across formations, which is they are training to  
17 the point that they are overly SHARPed out. And  
18 their response isn't to the subjects but to the  
19 victims instead.

20           And if I don't want to be ostracized  
21 from my friends who are possibly my support  
22 group, the people that I have grown to know, I am

1 not going to say anything. Or I don't want to  
2 get them in trouble and maybe I will just give  
3 you half of the situation, rather than the entire  
4 situation.

5 So, that is why some of these people  
6 won't come online or they will only give you half  
7 of the story and they won't tell everybody.

8 MR. TAYLOR: Ms. Brodie, did you want  
9 to add to that?

10 MS. BRODIE: Yes. I think that it is  
11 close to 100 percent that report some type of  
12 retaliation that they feel. And I don't even  
13 want to use the word perceive. Because if they  
14 perceive that it is happening, it is happening  
15 for them. And if they tell us, though, as a  
16 victim advocate or a SARC, I don't want you to  
17 act on this, I am sharing this confidentially,  
18 then we have to honor their confidentiality.

19 I do want to make a second point. You  
20 asked some good questions earlier about bystander  
21 intervention. The bystander intervention  
22 training focuses solely on intervening. If you

1 see something that looks like it might lead to a  
2 sexual assault, it is a good forum to add to that  
3 bystander intervention training to talk about  
4 intervening on the gossip and the unit  
5 troublemaker who is spreading rumors about  
6 someone and calling someone filthy names.

7 Because if we give our Marines and Sailors the  
8 tools and help them recognize this is what  
9 retaliation is like, what it looks like, this is  
10 what ostracism is, then they will act on that and  
11 do something, but we have to give them the tools  
12 and provide the training. And we also have to  
13 provide the punishment, if people don't abide by  
14 that.

15 MR. TAYLOR: And that was exactly my  
16 point. The fact is, someone should feel free and  
17 should feel obligated, in fact, to speak up when  
18 they see that sort of harassment or that sort of  
19 cat calling or whatever the behavior might be in  
20 their units.

21 Did you want to add to that, sir?

22 MR. STARKEY: Well, I was just going

1 to add for the victims to answer a survey, they  
2 can do that at the house. And it takes, in their  
3 minds, it takes no time away from the mission.

4 For them to come over to actually do  
5 a formal report or informal for retaliation, they  
6 are going to have to leave the workplace to do  
7 this and it is going to take time away from the  
8 mission. And we do hear from many victims that  
9 they are concerned that different appointments  
10 that they have to get the support they need to  
11 get through this takes time away from the  
12 mission. And they are afraid -- they have a  
13 perception that others are looking down on them  
14 for not being there to help out with the mission  
15 and taking up their part of the workload. Even  
16 though that may not be, a lot of them do perceive  
17 that because they share that with us.

18 CHAIR HOLTZMAN: Okay, thanks very  
19 much. Oh.

20 MR. STONE: Just on that point, don't  
21 you have after hours, SARC hours, and weekends,  
22 so that they don't have to talk off from their

1 mission?

2 MR. STARKEY: We do. I just think in  
3 today's convenience society, I think they can  
4 answer that survey during lunchtime on their cell  
5 phone. So, I think it is more of a convenience  
6 issue for them as well, a combination.

7 CHAIR HOLTZMAN: Okay, just a few  
8 questions on what came up, some of the points in  
9 here. First of all, the IG program. From my  
10 impressions of prior testimony, particularly the  
11 Human Rights Watch testimony and some of the  
12 other survivors and victims that we heard from,  
13 it sounds as though the IG program is broken,  
14 that it is just not effective as a tool for  
15 responding to -- investigating and responding to  
16 retaliation. So, I am seeing some facial  
17 expressions on this part of the panel.

18 Would you comment on that? Do you  
19 think the IG program is effective? If it is not  
20 effective, which is my impression, and that is  
21 your view, do you have any suggestions for what  
22 should be done to change it?

1           And I guess the third part of that  
2 question -- sorry to make this so long -- is in  
3 fact retaliation is a crime. And I don't know  
4 the extent to which the criminal services,  
5 investigative or otherwise, have been drawn into  
6 this process. Do you have a comment on whether  
7 that is desirable or not desirable?

8           So, anybody who wants to respond. But  
9 Ms. Pike, you didn't have your hand up but  
10 figuratively speaking, you had your hand up.

11           MS. PIKE: I think the IG is always an  
12 option we give to them. I strongly encourage  
13 them, however, to do the SVC. I think the IG --  
14 everything that was said here this morning, I  
15 cannot disagree with what I have heard for that.

16           As far as what you were asking about  
17 as far as if there being punishment, I think  
18 there needs to be when there is retaliation. I  
19 do know of one case that we did have, we were  
20 able to substantiate the retaliation. You know  
21 Facebook leaves lots of proof. And we had an  
22 individual that was really retaliating against

1 somebody and there was the proof that was in  
2 there. And he did receive some nonjudicial  
3 punishment. That is a start.

4 But I think most of -- as they have  
5 already said, most of our victims really come to  
6 us and express these things but they really want  
7 to just -- it is hard to prove. They are talking  
8 to us in confidence, as has been said. I feel  
9 like people aren't including me in things like  
10 they used to. A lot of it is the social  
11 retaliation, I feel like a lot of times.

12 CHAIR HOLTZMAN: Does anybody else  
13 have a comment? Yes, Ms. Agnew.

14 MS. AGNEW: For my office, typically,  
15 I would also advise the victim to seek counsel  
16 with the Special Victim Counsel or the Victims'  
17 Legal Counsel mainly because, one, I have a  
18 relationship with that individual and I am able  
19 to reach them on the phone almost immediately.  
20 They don't have to call a 1-800 number. They  
21 don't have to leave messages but we are able to  
22 reach someone that we can talk to to connect that

1 person with, so that they can give assistance  
2 with dealing with their experience of  
3 retaliation.

4 I also find that being able to connect  
5 them with that subject matter expert is probably  
6 the most important part because being that I am  
7 not military, sometimes I can't -- I may not  
8 understand what the military process is for what  
9 the individual is feeling.

10 So, say they are being put on a high-  
11 risk team. They had a high-risk team that was  
12 established and the individual may not completely  
13 understand why they have to check in twice a day  
14 now, where they only had to just show up once for  
15 the morning rally. Now, they have to check in  
16 two or three times a day or there is a  
17 requirement for them to start calling their LPO  
18 or their sergeant first class, however it may be.

19 And so with them connecting with that  
20 SVC or the VLC, that is a military individual who  
21 can explain those things and maybe be able to  
22 reach the command and get direct answers to

1 things that I may not be able to do.

2 CHAIR HOLTZMAN: Okay. Is there  
3 anybody at the panel -- since, some people want  
4 to be very diplomatic about this, is there  
5 anybody on the panel who is going to volunteer  
6 that the IG program is effective?

7 MS. BRODIE: I have seen it work and  
8 I have seen where it works in tandem with the  
9 Victims' Legal Counsel. And where I have seen it  
10 work -- I won't say I have hundreds of examples  
11 but where I have seen it work is where, when the  
12 IG gets the complaint and starts making phone  
13 calls, it lets that command know another set of  
14 eyes is watching how you are handling this sexual  
15 assault report. And I have seen it make a  
16 difference.

17 CHAIR HOLTZMAN: You have seen it make  
18 a difference in the sense that all of a sudden  
19 the command is approaching the problem  
20 differently or that the IG has actually  
21 investigated and identified the culprit and  
22 brought a proceeding, or is it both?

1 MS. BRODIE: It is really more the  
2 first.

3 CHAIR HOLTZMAN: Okay. So, in other  
4 words, when the command sees that someone is  
5 paying attention, there is some response.

6 MS. BRODIE: There is some  
7 improvement.

8 SFC JOSEPH: I've seen it where there  
9 was an investigation from a complaint that went  
10 to IG. I have used IG myself and it didn't have  
11 anything to do with SHARP and it worked for me  
12 because that is typically where we would go for  
13 whether it is retaliation or you just want to see  
14 something different because no one is listening.

15 For the case that actually went before  
16 IG, the victim received information from someone  
17 else who said something happened, regardless the  
18 incident was, it was investigated. And the IG  
19 investigated everybody that was present. They  
20 took all the slides. They took the sign-in  
21 rosters and everything else.

22 The person that told that victim this

1 erroneous information caused more harm to her  
2 than that because they were trying to get a rise  
3 out of her but it still resulted in an  
4 investigation and that is what it turned out.

5 CHAIR HOLTZMAN: One other point about  
6 the social ostracism and it kind of goes back to  
7 what you said, Ms. Brodie. Some of the social  
8 ostracism can be corrected or minimized, reduced,  
9 if commanders take charge and make it clear that  
10 the conduct is unacceptable. Is that correct?

11 And so what recommendations do you  
12 have for getting commanders to take more charge  
13 with regard to the social ostracism issue?  
14 Anybody?

15 MS. PIKE: I would say where the  
16 victims, and that is always we have to have the  
17 victim's consent, and there have been instances  
18 where comments were being made, things were being  
19 said, and all it did take was for me to make a  
20 call to say you have got an issue. Let's address  
21 this and talk about it. And she said everything  
22 stopped. Everything was fine. And that was all

1 she was wanting was for it to stop. She wasn't  
2 looking for anybody to be strung up.

3 So, yes, there can be but a lot of  
4 times you have to do what -- we have to do what  
5 the victim is wanting. In those cases, I have  
6 been able to step in as the SARC and just make a  
7 call and you see a difference.

8 SFC JOSEPH: From my vantage point,  
9 also looking at the command climate surveys,  
10 where you have, that is where Soldiers can  
11 anonymously report whatever it is they are going  
12 to report but there is a specific section that  
13 deals with SHARP. Whether they are watching it  
14 happen or they are reporting someone who does  
15 something, there is also that for the actual  
16 victims themselves.

17 It would depend on the victim. I know  
18 it would be easy to say hey, if the commanders  
19 were more engaged, that this problem would go  
20 away. It is not that easy. I know it seems like  
21 that but it is not. Because my commanders, one  
22 thing that we brief to these guys, the first

1 thing you have got to control is the rumor mill.  
2 That is the part of the intake that we give for  
3 the commanders. You have got to get in front.  
4 You have got to separate the two parties. We  
5 know that you have to be objective until whatever  
6 the end result is going to be. So, we have  
7 commanders that have set in front of their  
8 formations and give direct orders.

9 But if you have those little outliers  
10 or whatever you want to call them, troublemakers,  
11 still go out and do whatever, at that point, if  
12 we are not present, the commanders aren't  
13 present, the victim, unfortunately, has the onus  
14 of bringing that action back forward. And if he  
15 or she does not, then command is not going to  
16 know, but we have to make sure that environment  
17 exists to where the victim feels free enough to  
18 where he or she will come and say hey, this is  
19 what is going on. I know you told this person  
20 this, this, and this but here is what they are  
21 still doing.

22 CHAIR HOLTZMAN: Okay, I just had one

1 other question. Is this you, Ms. Brodie?

2 Twenty-one percent of victims refuse to  
3 participate. Are you the one who gave that?

4 MS. BRODIE: Chose not to, yes.

5 CHAIR HOLTZMAN: Yes. Sorry. And 27  
6 percent didn't participate. I don't know what  
7 the --

8 MS. BRODIE: From one fiscal year to  
9 the next fiscal year.

10 CHAIR HOLTZMAN: Okay. Why did they  
11 choose -- I mean I am assuming that they started  
12 the process, that they reported and then dropped  
13 out. I mean this is not something that just  
14 exists in the military. I was a civilian  
15 prosecutor, so I understand that this can happen.  
16 But can you attribute the reasons for this? Can  
17 you identify the reasons for this?

18 MS. BRODIE: I think when you --

19 CHAIR HOLTZMAN: And how do we  
20 respond? Is this the retaliation issue that we  
21 are talking about or is it something else?

22 MS. BRODIE: I think it is multiple

1 reasons. One of them is that we have third-party  
2 reports and so the victim doesn't have control  
3 when it is a third-party report. So, it wouldn't  
4 be a surprise when someone chooses not to  
5 participate when it is a third-party report.

6 Another reason that they may choose  
7 not to participate is because it takes so long,  
8 and sometimes they get exhausted by the process  
9 taking so long but sometimes they have moved on.  
10 They have engaged counseling. They have engaged  
11 a support system and they have moved on with  
12 their life. And so when they get that call, hey,  
13 we need you now for a trial, they are thinking I  
14 don't care what you do with that offender, I have  
15 moved on. Do what you want with them but I have  
16 moved on with my life.

17 And so I think there are multiple  
18 reasons. I think that retaliation absolutely can  
19 be part of the reason as well. I had a case with  
20 a civilian employee victim who her civilian boss  
21 on the base told her, you don't want to  
22 participate in this, do you? Because you are

1 going to ruin this Service member's life and you  
2 are going to ruin this Service member's marriage  
3 if you move forward.

4 Now, I was really proud of her because  
5 she did engage in the process and she did testify  
6 in the trial. And the person was found guilty  
7 and separated from the Marine Corps.

8 CHAIR HOLTZMAN: And what happened to  
9 the employer?

10 MS. BRODIE: Nothing.

11 CHAIR HOLTZMAN: Was a complaint made?

12 MS. BRODIE: No.

13 CHAIR HOLTZMAN: Does anybody else  
14 have a comment about that? Well, I just want to  
15 say thank you. Any other members of the Panel?

16 Thank you very much, the presenters,  
17 we really appreciate your help, and your  
18 guidance, and your advice. And thank you for  
19 your service.

20 We will take a five-minute break  
21 before our next panel.

22 (Whereupon, the above-entitled matter

1 went off the record at 2:42 p.m. and resumed at  
2 2:47 p.m.)

3 CHAIR HOLTZMAN: Members of the  
4 audience, please take your seats so we can  
5 proceed. Thank you very much. Our next panel is  
6 Preventing and Responding to Retaliation: The NCO  
7 Perspective. Because it's running so late, we  
8 had been scheduled initially to see the Army  
9 Retaliation video featuring First Sergeant  
10 Katrina Moerk, U.S. Army. We're going to skip  
11 seeing that at this panel presentation; however,  
12 the video will be posted to our website so the  
13 public will have the availability of seeing it,  
14 and the members of the Panel will view it as  
15 well. We will begin then with Command Chief  
16 Master Sergeant Craig A. Neri, U.S. Air Force  
17 45th Space Wing, Patrick Air Force Base, Florida.

18 CCMSgt NERI: Thank you, ma'am, and  
19 thank you, Panel. As you mentioned, my name is  
20 Chief Master Sergeant Craig Neri, I am the  
21 Command Chief at the 45th Space Wing. I've been  
22 in the Air Force for more than 24 years now, and

1 for the last eight of those years, I've spent  
2 time in senior enlisted leader positions at the  
3 tactical and operational levels of our Air Force.  
4 From 2007 through 2012, I was the First Sergeant,  
5 where my job was to advise the commander, to  
6 support the mission through interaction and  
7 management of Airmen and their families. My  
8 authority was directly derived from the  
9 commander, and I served as critical link within  
10 the unit.

11 As a First Sergeant, it was also my  
12 job to make sure that the Force understood the  
13 commander's intent, policies, goals and  
14 objectives, and also to ensure the support  
15 agencies such as the SARC, Mental Health, the  
16 Chaplain and many others were responsive to the  
17 needs of unit personnel and their families. It  
18 was during my time as a First Sergeant where I  
19 was introduced and became familiar with the Air  
20 Force SAPR Program, its challenges and its  
21 evolution. I served as the First Sergeant at two  
22 different installations and for six different

1 commanders.

2 Since 2012, I've been the senior  
3 enlisted leader at two very large organizations;  
4 first at the Air Force Technical Application  
5 Center, and now at the 45th Space Wing, serving  
6 commanders, advising commanders--

7 CHAIR HOLTZMAN: Sir--Sergeant, can I  
8 ask you to--we will put your bio on our website,  
9 but could you skip the biographical part and get  
10 to the rest?

11 CCMSgt NERI: Of course, yes ma'am.

12 CHAIR HOLTZMAN: Please, because we're  
13 running really far behind.

14 CCMSgt NERI: Yes ma'am, I understand.  
15 No problem.

16 CHAIR HOLTZMAN: Thank you. I don't  
17 mean to be rude or disrespectful--

18 CCMSgt NERI: No ma'am; I got it.

19 CHAIR HOLTZMAN: We're in a hurry.

20 CCMSgt NERI: Follow orders; I'm pretty  
21 good at that.

22 CHAIR HOLTZMAN: Thank you, sir.

1           CCMSgt NERI: I understand the focus  
2 of the Panel today is retaliation. In my years  
3 of experience, I've dealt with an estimated 20  
4 cases of sexual assault in my unit, and I  
5 personally only witnessed one substantiated case  
6 of retaliation. As defined by Air Force  
7 Instruction and Air Force Guidance memorandums  
8 that have evolved over the last eight years, the  
9 standard set forth in the aforementioned  
10 instruction and memorandum lists retaliation,  
11 ostracism and maltreatment as forms of  
12 retaliation. These cases identified and  
13 sometimes warranting investigation either via  
14 commander-directed investigation or via the  
15 Inspector General are rare in my experience.

16           What I'm about to tell you is a story  
17 that I see much more frequently, and I will say  
18 that I say this humbly and I don't represent the  
19 entire Air Force, just what I've seen. But most  
20 of the time in many circumstances what I see is  
21 victims dealing with the mental, emotional and  
22 physical scars of their attack, and the

1 subsequent but understandable impact on duty  
2 performance that sometimes occurs as victims  
3 wrestle with their wounds. These scars from the  
4 vicious act takes months or sometimes even years  
5 to recover from, and some victims do very well  
6 managing the symptoms of their experience, and  
7 some do not, and rightfully so.

8 In many cases, the duty section can  
9 manage the impact of mild symptoms such as short  
10 term absences, a lack of focus, minor lapses in  
11 judgment, lack of attention to detail, et cetera,  
12 that come from this period of healing, but long  
13 term or more significant symptoms are very  
14 difficult to manage, especially considering the  
15 many times that commanders and supervisors have  
16 limited information, sometimes because it's a  
17 restricted report, sometimes because of HIPAA  
18 rules, and sometimes because there's an ongoing  
19 investigation, and sometimes there are manpower  
20 constraints to consider, especially in this day  
21 and age. When you combine all those factors with  
22 a grieving, struggling victim, commanders and

1 supervisors have to make very, very difficult  
2 decisions in order to document long term  
3 substandard performance and/or to protect mission  
4 impact. Mark downs on performance reports,  
5 reassignments to different duty sections, or  
6 other personnel actions are sometimes necessary.

7           When these extremely difficult  
8 decisions are made, they can be and many times  
9 are perceived as retaliation. This scenario I  
10 just outlined is much more prevalent in my  
11 experience, and could be a reason why we may have  
12 been less successful in deterring retaliation or  
13 perceived retaliation as we have in improving the  
14 overall sexual assault prevention response  
15 climate in the Air Force, as measured by the RAND  
16 surveys in 2012 and 2014. So how do we fix this  
17 very difficult problem? In my opinion, the  
18 recent guidance memorandum dated 17 March from  
19 Major General Grosso is the first step in the  
20 right direction to prevent retaliation. I  
21 believe it is the piece of the puzzle that was  
22 missing prior to now, and I have not seen this

1 since 2007.

2 In the past, our approach to  
3 retaliation was very reactive. We waited for a  
4 victim to respond, and then many times we sent  
5 them to the Inspector General, which is a very  
6 unfamiliar process for our Airmen and potentially  
7 a scary proposition for victims of sexual  
8 assault. It was a flawed, passive-aggressive  
9 approach. The new guidance describes procedures  
10 put in place through the Sexual Assault Case  
11 Management Group to not just document, but to  
12 actively seek out instances of retaliation before  
13 they happen. This proactive approach I believe  
14 will prevent many instances of retaliation and  
15 the snowball effect that's created by the  
16 supervisors and commanders when the issue of  
17 retaliation happens. In my humble opinion, the  
18 memo outlined by Major General Grosso is a  
19 fantastic initiative and will have a profound  
20 effect on our ability to curb instances of  
21 retaliation in the future. Time will tell, but I  
22 am hopeful and believe we are moving in the right

1 direction.

2 Members of the Panel, I know my time  
3 is up, but I would like to close by saying I have  
4 yet to work for a senior leader, officer or  
5 enlisted, who doesn't care deeply for our Airmen  
6 and civilians in the work force. We have  
7 extremely high expectations for them. We know  
8 the Air Force, which includes me, did not do our  
9 due diligence in addressing the sexual assault  
10 prevention and response climate in years past;  
11 however, in my eight years' experience, we have  
12 come a long way. Our focus and attention on this  
13 issue since 2007 has intensified dramatically,  
14 and I have seen the results first-hand. We are  
15 not where we need to be just yet, but we are  
16 heading in the right direction. Thank you so  
17 much for your time.

18 CHAIR HOLTZMAN: Thank you very much,  
19 sir. Our next presenter is Command Master Chief  
20 Kevin Goodrich, U.S. Navy, Naval Air Station  
21 Hampton Roads, Virginia.

22 CMDCM GOODRICH: Yes ma'am. Good

1 afternoon Madam Chair and distinguished members.  
2 I currently serve, as you said, as the senior  
3 enlisted leader for 508 civilians and military  
4 Service members with the Naval Support Activity  
5 at Hampton Roads. I'll try to skip through a lot  
6 of this bio stuff to kind of trim up the time--

7 CHAIR HOLTZMAN I really appreciate  
8 that, sir.

9 CMDCM GOODRICH: --yes ma'am.

10 CHAIR HOLTZMAN: I'm sure it's very  
11 distinguished, and we look forward to seeing it  
12 on our website.

13 CMDCM GOODRICH: Well, your staff did  
14 a great job; they got it out of me before we got  
15 here, so. For those of you who are not familiar  
16 with the Navy, a command master chief is a senior  
17 enlisted Service member of the command. Along  
18 with the commanding officer and the executive  
19 officer, we make up the command leadership triad.  
20 I have to remain responsive, aligned, and well  
21 connected to leadership; I also interact much  
22 with our civilian work force and our military

1 family members. I talk to ombudsmen often, and I  
2 deal with our regional SARCs several times a  
3 month usually. I have access to about a dozen of  
4 them that work in the three regions that are  
5 around where we are. I'm a SAPR command liaison  
6 for the command, which means that gives me  
7 another layer of training and ability to address  
8 these issues and interact and deal with them.

9 I'll share the same sort of I guess  
10 shock that the SARC panel had in that they said  
11 that they had not really experienced many  
12 instances of retaliation. When I questioned the  
13 SARCs after I was chosen to be here today, I got  
14 the same response from my regional SARCs as well,  
15 that they had not dealt with a whole lot of  
16 retaliation. I've got some further opinions on  
17 that; I'd like to expound on them later. I've  
18 also served as a command managed equal  
19 opportunity specialist in the Navy for a large  
20 command of about 1,200 people. A lot of the  
21 retaliation policy in the Navy is embedded in the  
22 command managed equal opportunity program, so

1 I've got familiarity with that program as well.  
2 I've been involved with our SAPR program since  
3 2009 in the command master chief capacity, and  
4 we've probably trained about 4,000 Sailors.

5 I've been involved in Navy training to  
6 some degree or another since about 1995, and I've  
7 seen first-hand the unintended consequences of  
8 training saturation and duplication, the effects  
9 that that has on unit morale, and the observed  
10 Sailors' negative perception of the relevance of  
11 the material. Much like the uniformed SARC that  
12 we had in the last panel had mentioned, sometimes  
13 the aggravation with the training is actually  
14 transferred, and I think it can result in a  
15 little bit of retaliation as well. I'm not an  
16 expert really in any particular area, but I'm  
17 pretty well versed and a seasoned Sailor with,  
18 like my Air Force colleague, 24 years of  
19 experience dealing with adverse events to unit  
20 morale and cohesion and those types of things, so  
21 that's kind of where I'm coming from today with  
22 the angle I would like to take with you. My

1 views and observations are my own; they are not  
2 Navy policy in any way, just the experience of a  
3 guy that's been around a while and deals with a  
4 lot of Sailors and a lot of issues. Thank you  
5 for your time.

6 CHAIR HOLTZMAN: Thank you. We'll  
7 next hear from Command Master Chief Jason D.  
8 Griffin, U.S. Coast Guard, 7th District.

9 CMC GRIFFIN: Thank you Madam Chair,  
10 distinguished member of the Panel. Thank you for  
11 the opportunity to speak today. I'll skip the  
12 bio stuff as well, and I share a lot of the same  
13 comments that my colleagues previously mentioned.  
14 As the command master chief of the 7th District  
15 of the Coast Guard, it's a little bit of a unique  
16 position. I work directly for the flight officer  
17 in charge. I'm completely outside the chain of  
18 command, so that gives me unrestricted access to  
19 every command within the southeast United States,  
20 from South Carolina, Georgia, Florida, Puerto  
21 Rico and the U.S. Virgin Islands. So my primary  
22 responsibility is to travel to all of our Coast

1 Guard units within those states to just simply  
2 sometimes sit down and have lunch with the crew  
3 to get an assessment of what that command climate  
4 is like. And then while I'm there, I open myself  
5 up to any questions or any conversations they'd  
6 like to have, either without their command  
7 involved, or just off to the side without the  
8 crew involved, or however they would like to  
9 speak to me, they're welcome to do so.

10 They know that that's not a violation  
11 of chain of command; like I said, I'm outside the  
12 chain of command, so I hear some interesting  
13 things. In two years of doing this, I have not  
14 had a single complaint of retaliation or  
15 ostracism that came from the crew members  
16 themselves. We've had very few reports of sexual  
17 assault within the 7th District; I think the  
18 number is about 143 investigations Coast Guard  
19 wide last year, so I can't speak outside of my  
20 district on what's happened. But interestingly  
21 enough, I've had two commands come to me because  
22 they saw the potential for ostracism and

1 retaliation based on the circumstances and Coast  
2 Guard policy at the time. In one particular  
3 case, the unit commander did not know why the  
4 member was transferred to their command, and they  
5 were not told by Personnel Service Command  
6 because it was a HIPAA violation at the time, and  
7 they said well, we can't tell you, and it's very  
8 unusual for somebody in the Coast Guard to kind  
9 of parachute in from nowhere without the normal  
10 transfer cycle happening.

11 So the command was concerned that the  
12 crew themselves were going to start asking  
13 questions on why is this person here, what's  
14 going on. So they kind of stepped up ahead of  
15 the curve to make sure that was taken care of.  
16 In another case, it was actually almost reverse  
17 ostracism, where the subject that was being  
18 accused was immediately ostracized by the crew;  
19 they transferred him to another unit, he faced  
20 the same thing there, and the command wanted to  
21 make sure that the member, even though they had  
22 not been proven guilty or charges hadn't been

1 substantiated--the investigation was still going  
2 on--they wanted to make sure that member was  
3 still treated like a member in uniform, treated  
4 fairly, and afforded all the same rights that  
5 anybody else would. So interesting how that  
6 played out.

7           The Coast Guard has made some  
8 significant leaps in the last two years I'd say  
9 for training interventions. Training saturation  
10 is always a concern of ours, and training that  
11 really has no meaning, if you just click through  
12 the buttons and you do that online training,  
13 we're trying to improve that. The Commandant of  
14 the Coast Guard has released his "Not in My Coast  
15 Guard" campaign this year, we've celebrated  
16 Sexual Assault Awareness Month with some mandated  
17 training that took place, so unit discussions,  
18 and we're really trying to push forward what we  
19 call a culture of respect. And as I think it was  
20 brought up earlier, that we're not going to get  
21 behind this problem until we start changing the  
22 culture, and that's what we're trying to do, at

1 least at our small unit levels. The units that I  
2 visit that I mentioned earlier can be eight  
3 people or they can be 500 people, depending on  
4 the type of unit that it is. So to get the  
5 junior members talking about this amongst  
6 themselves, I think personally is the best way to  
7 approach this to either prevent the assault from  
8 happening in the beginning, or to counter any  
9 retaliation or ostracism that may happen within  
10 the ranks of the crew.

11 So in closing, I think the Coast Guard  
12 has made some great strides, we don't fall under  
13 the same IG process that the DoD does. The Coast  
14 Guard Investigative Service is what we use to  
15 investigate any complaints, and they look at it  
16 from more of a criminal investigation. They  
17 don't adjudicate, they don't make any  
18 recommendations; they just present the facts, and  
19 then the command goes from there through the  
20 legal process. So thank you for your time.

21 CHAIR HOLTZMAN: Thank you very much,  
22 sir. Our next presenter will be Master Sergeant

1 Michelle M. Johnson, U.S. Army, Pentagon,  
2 Virginia.

3 MSG JOHNSON: Madam Chair,  
4 distinguished members, thank you for this  
5 opportunity to talk to you today about the Army's  
6 NCO-led plan to address retaliation. I now serve  
7 as the Public Affairs Advisor to the Army Senior  
8 Enlisted Leader, Sergeant Major of the Army  
9 Daniel A. Dailey. The Sergeant Major of the Army  
10 is the personal advisor to the Army Chief of  
11 Staff on all matters affecting the enlisted  
12 force. He spends the majority of his time  
13 visiting Soldiers across the world and listening  
14 to their concerns, and sharing those concerns  
15 with the Secretary of the Army and the Chief of  
16 Staff of the Army.

17 One of my greatest honors as a Soldier  
18 was to serve as a drill sergeant. Men and women  
19 enter the Army young; for some it's the first  
20 time that they've ever been away from home, and  
21 the drill sergeant has to take on many roles. I  
22 was mother, father, therapist, marriage

1 counselor, financial advisor and educator to more  
2 than 1,000 of America's sons and daughters. I  
3 found that transforming these young men and women  
4 from a very dependent world where their parents  
5 take care of everything they need to a team-based  
6 environment where everyone is responsible for the  
7 whole's success was one of the biggest challenges  
8 of my career, and it continues to be. In  
9 contrast, when I worked in an office environment  
10 during my college years, no one ever came to  
11 check on my apartment to see if I was living in  
12 suitable conditions, and no one knew when I was  
13 having financial problems or when my marriage was  
14 in trouble.

15 In the Army, the team is designed to  
16 be so close knit that not knowing these things is  
17 actually abnormal. As an Army leader, it's  
18 critical to know all aspects of your Soldier's  
19 life. Some question our personal involvement,  
20 but the reason we do this is because Soldiers'  
21 lives are at risk every day. They depend on it.  
22 In combat, a leader needs to ensure their

1 Soldiers are clear headed, and that their  
2 foremost thoughts are of the mission and their  
3 fellow team members. That can only be  
4 accomplished by developing very, very strong team  
5 bonds, and the leader of that group has to help  
6 remove all distractions in order for those bonds  
7 to withstand the chaos of battle.

8 As a drill sergeant, I also served as  
9 the unit victim advocate. It was one of my most  
10 sacred duties. You see, I was sexually assaulted  
11 as a child, and it affected me greatly as an  
12 adult, as a young adult. And just like me, many  
13 of the survivors I helped brought some sort of  
14 previous sexual trauma with them when they  
15 enlisted in the Army. But I happened to receive  
16 marriage counseling in the Army, which led me to  
17 talk about my childhood trauma for the first time  
18 with my spouse and with a counselor. And since  
19 that time, I've been able to share those  
20 experiences and the psychology of a survivor with  
21 those survivors I was called to respond to, as  
22 well as during my training sessions with my unit.

1 As a first responder, I have seen retaliation  
2 within the ranks, and I've had to help survivors  
3 deal with it. In many cases, the retaliation  
4 isn't overt; it's subtle, like not inviting the  
5 survivor to team functions or, in this day in  
6 age, unfriending someone on Facebook.

7 Perhaps the reason--and I say perhaps,  
8 just because I'm not an expert and I don't know  
9 the answer to this--but perhaps the reason is  
10 that we are such a close team that when one  
11 person accuses another member of doing something  
12 that clearly violates the trust of the group,  
13 that it immediately just seems implausible.

14 There is no amount of mandated training that can  
15 combat that dynamic. The problem of retaliation  
16 exists at the team level, and therefore it can  
17 only be solved at the team level. That's why the  
18 Sergeant Major of the Army is allowing junior  
19 leaders, squad leaders, that's our most junior  
20 element, to design a new plan for addressing  
21 retaliation. The initiative is called "Not in My  
22 Squad." Not in My Squad puts first-line leaders

1 in the driver's seat for caring for all aspects  
2 of their Soldiers' lives, enforcing Army values-  
3 based conduct, and ensuring that nothing bad  
4 happens to the members of my squad.

5 It's no secret the Army is a  
6 hierarchal organization, and that our plans for  
7 fixing our problems have historically started at  
8 the most senior levels and trickled down to the  
9 rest of the Force. But while we've made great  
10 progress under this construct, it's not enough.  
11 The Sergeant Major of the Army recognizes the  
12 need to take a look at the problem from a very  
13 different viewpoint. Next month, Sergeant Major  
14 of the Army Dailey will bring some of the best  
15 squad leaders in the Army to D.C. to help design  
16 our way forward on this. It's a grassroots  
17 approach that turns the hierarchy upside down.  
18 Soldiers have already told him they don't like  
19 the more--they don't need more sterile PowerPoint  
20 presentations. Instead, these young leaders will  
21 be called on to find solutions that the Army can  
22 use everywhere and that their Soldiers will

1 relate to. The beauty of the plan is those  
2 individuals at the tip of the spear of preventing  
3 sexual assault and sexual harassment will now be  
4 the ones designing the plan to do just that, and  
5 the SMA is fully committed to implementing those  
6 ideas.

7 We've trusted these young leaders to  
8 care for Soldiers in combat for the last 13  
9 years, and see no reason to seek their wisdom--to  
10 not seek their wisdom and experience in finding  
11 solutions to this crime. Most people want to be  
12 part of a great organization, and at its  
13 foundation, Not in My Squad operates with the  
14 understanding that greatness spreads faster than  
15 undiscipline. There is greatness in the  
16 profession of arms. The SMA trusts these leaders  
17 who will make the greatness spread like wildfire  
18 across the Army so that reporting will continue  
19 to go up, incidents down, and perceptions of  
20 retaliation will nosedive because leaders at all  
21 levels will say nothing bad happens to the people  
22 I'm responsible for. Not in my squad, not in my

1 Army. Thank you for your time.

2 CHAIR HOLTZMAN: Thank you very much,  
3 we appreciate that. Our next--I think it's final  
4 presenter, is Staff Sergeant LeeAnn D. Nelson,  
5 U.S. Marine Corps Uniformed Victim Advocate,  
6 Marine Corps Base, Quantico, Virginia. Welcome.

7 SSgt NELSON: Good afternoon Madam  
8 Chair, distinguished members of the Panel. My  
9 name is Staff Sergeant Nelson, I enlisted in the  
10 Marine Corps 12 years ago, I have only been a  
11 Uniformed Victim Advocate for the last two years.  
12 I apologize. I've only been Uniformed Victim  
13 Advocate for the last two years, and so I only  
14 have had three victims. And we're here to talk  
15 today about retaliation against the victims of  
16 sexual assault.

17 I will say that because of the  
18 Uniformed Victim Advocate that I am and I have  
19 been, I have not personally had any Marines, any  
20 victims come to me and complain of retaliation  
21 because when I speak to other leaders and staff  
22 NCOs as well as officers in the command, I

1 mention to them--I ensure that they understand, I  
2 should say--that when a Marine is a victim of  
3 sexual assault, it is not on them to treat that  
4 Marine unfair in any type of way. It is not the  
5 correct thing to do to diminish their duties or  
6 even allow their other Marines to harass those  
7 members that have been sexually assaulted. I  
8 also ensure that during training, every member of  
9 my command and organization ensures that I am  
10 there for them; I'm not there at the disposal of  
11 the commanding officer. I'm there to ensure that  
12 I am with them every step of the way during the  
13 entire process, even after the court-martial has  
14 been completed.

15 I ensure that they have every resource  
16 that is available to them--sorry I'm not reading  
17 from a paper--I ensure that they are aware of all  
18 resources that are available to them, as well as  
19 the fact that I'm at their disposal; they can  
20 give me a call after hours if they need any  
21 assistance. Yes, we do have 1-800 hotlines that  
22 are available for after hours, but there are

1 times when Marines want to speak to real  
2 individuals that they know, people that are  
3 familiar with their case, people that can  
4 reassure them that what they're going through  
5 they should not have been going through, and that  
6 they will get through it because they have  
7 command support.

8 I also ensure that they know--when I  
9 have Marines come to me with a case of sexual  
10 assault wanting to report, one of their  
11 complaints is well, I don't want to ruin any  
12 lives, I don't want the commands to think that  
13 I'm trying to be a troublemaker like I've heard  
14 some of the victims say earlier. Also, I've  
15 heard some of the victims mention earlier that  
16 their uniformed victim advocates were a little  
17 too busy to assist them. I also ensure that my  
18 Marines know that I am there to assist them  
19 regardless of the date or time; that is why I've  
20 always provided my personal cell phone number,  
21 despite being told not to. I've always provided  
22 that to them because I am there for the victims.

1           I ensure that we give effective  
2 training to all the members of the organization  
3 so they know that retaliation is not accepted,  
4 it's not accepted at all. And I've had one  
5 Marine that's come to me--out of the three  
6 victims that I've had over the last two years,  
7 I've had one Marine that's come to me, and she  
8 felt as though not necessarily that she was a  
9 victim of retaliation at the moment, but because  
10 of her appointments outside of--her appointments  
11 in dealing with her sexual assault had to take  
12 her out of the office quite often, she felt as  
13 though that would hinder her abilities or hinder  
14 her promotion. So I spoke with her staff NCO, I  
15 spoke with the command, and we removed her from  
16 that office and put her under another section  
17 that she was able to perform those duties and  
18 still be able to go to her appointments as she  
19 needed to.

20           So again, with retaliation, it's very  
21 unfortunate that the victims that we heard from  
22 this morning experienced such an ordeal, but I

1 can say that as a victim advocate and the way  
2 that I do business and the way that I assist my  
3 victims, have not personally had any serious  
4 issues of retaliation. Again, not saying that it  
5 does not exist, but I personally have not  
6 experienced that with any of my victims. That's  
7 all.

8 CHAIR HOLTZMAN: Thank you very much.  
9 Mr. Taylor.

10 MR. TAYLOR: First of all, thank each  
11 of you for your service, and especially for your  
12 long and distinguished careers. Command Chief  
13 Master Sergeant Neri, you said that one of the  
14 things that your Service is doing is, as you  
15 said, creating a proactive approach to seek out  
16 retaliation before it happens. How do you do  
17 that?

18 CCMSgt NERI: Sir, Ms. Pike actually  
19 in the last session kind of described that  
20 process; that was part of Major General Grosso's  
21 direction to the service, and essentially it  
22 involves that intake process, but then regular

1 interaction with the victims to check on them  
2 when it comes specifically for retaliation. So  
3 we're not waiting for them to come to us and say  
4 hey, we've been retaliated against; we're going  
5 to them to say hey, are you having any issues,  
6 what concerns--the retaliation piece in my--what  
7 I've seen is more the perception of retaliation  
8 based on a set of circumstances and decisions  
9 that were made. We can get in front of those  
10 decisions and circumstances that are made by  
11 being proactive, and I think this process  
12 outlines, through the form that we have to fill  
13 out every single month, and sometimes sooner if  
14 things happen, that we can speak with victims  
15 about their issues.

16 Again, this is not something that  
17 we've done in the past; this just started in  
18 March, so we don't have a lot of data at this  
19 point to see how well it is actually working, but  
20 my gut tells me that this is exactly what we  
21 needed to do. We needed to be proactive in this  
22 process instead of waiting for it to come to us.

1 MR. TAYLOR: Yes, I guess what I  
2 thought perhaps you meant was that there would be  
3 some more positive or affirmative statement by  
4 the command element about being sure that people  
5 don't retaliate, as opposed to asking questions  
6 about whether they had experienced retaliation.  
7 So I thought that maybe there was an element of  
8 that that would be built into it that wasn't  
9 mentioned in the last sentence--the last session,  
10 excuse me.

11 CCMSgt NERI: For us personally at the  
12 45th Space Wing, that's true, sir. It happened at  
13 our annual SABRE training, where the commander  
14 talked about it; we also had a commander's  
15 conference where we brought our JA folks in and  
16 the commander told our senior leaders at that  
17 point too hey, we need to start talking about  
18 these things, it's unacceptable, it's a crime,  
19 and we'll fix it. So from the 45th Space Wing  
20 perspective, absolutely. This is an issue that  
21 we've talked about since the letter that came out  
22 in March from Major General Grosso.

1 MR. TAYLOR: Well, I guess going on  
2 something that Master Sergeant Johnson said, and  
3 I put this question to the whole panel, what is  
4 the role of the non-commissioned officer corps in  
5 really tackling this problem? What is your role?  
6 Should you have the primary leadership role in  
7 tackling this problem? Anybody want to take a  
8 crack at that? I think I already knew the answer  
9 from you, Master Sergeant, but would you like to  
10 comment about that?

11 MSG JOHNSON: Yes, sir. I think that  
12 this problem cannot be combated without the non-  
13 commissioned officer, without buy-in from the  
14 non-commissioned officer. They are the daily  
15 connection with the Soldier. A commander may not  
16 see, you know, the 180 Soldiers in their command  
17 in a day, in a week perhaps on an individual  
18 basis, but that squad leader sees them every  
19 single day from morning till bedtime.

20 MR. TAYLOR: Anyone else like to  
21 comment on this?

22 CCMSgt NERI: I concur

1 a thousand percent. I mean, the enlisted force  
2 makes up 70, 75 percent of our Air Force; the  
3 officer corps is a much smaller piece of it.  
4 They obviously have a role in this as well, but  
5 you know, the grassroots effort that Sergeant  
6 Johnson is talking about absolutely has to happen  
7 with our NCOs. They must be empowered to stop  
8 this.

9 CMC GRIFFIN: Yes sir, and I think  
10 even from the Coast Guard's perspective, we have  
11 an obligation to speak truth to power. The  
12 conversations that I have with the Admiral are  
13 very, very difficult at times to tell him that  
14 somewhere in our district, that things are not as  
15 good as they should be. And it's building the  
16 trust and gaining the trust of the junior  
17 enlisted work force, or the enlisted work force  
18 as a whole, knowing that they're going to be  
19 represented by the senior NCO in front of the  
20 person that it matters, that flag officer, that  
21 senior captain in their command. It has to  
22 happen like that.

1           SSgt NELSON: I have something to add.  
2           For the United States Marine Corps and in  
3           commands that I've worked with, part of our  
4           command philosophy was that retaliation was zero  
5           tolerance, you know, so reminding the staff NCOs  
6           that we do not accept that from victims; you do  
7           not re-victimize the victim is one of the things  
8           that we constantly teach all of the Marines  
9           through our staffer training, our annual staffer  
10          training, that you do not re-victimize the  
11          victim. We ensure that our staff NCOs know that,  
12          and they're passing that down as well to the NCOs  
13          and the non-NCOs that it is punishable by the  
14          command.

15                CMDCM GOODRICH: To answer your  
16          question directly sir, and to put it bluntly,  
17          absolutely the buck stops right here at this  
18          table. It is our responsibility to get ahead of  
19          this, and we're going to have to do it to address  
20          the issue and to train to this particular thing.  
21          Personally, I was caught flat-footed by both of  
22          those survey results when I saw the retaliation,

1 the 62 percent of retaliation numbers and then  
2 the Human Rights Watch retaliation stuff. It  
3 floored me, and I was stuck with a number of sort  
4 of quick processing ideas in my head. You know,  
5 the professional retaliation, where you can  
6 actually put your finger on something  
7 professional that has happened, that's relatively  
8 easy to identify and stop I believe, and there's  
9 all sorts of structure. We spoke about some  
10 earlier; the IG and you've got Nav Regs and 138  
11 and all that sort of stuff. There's structure  
12 that exists for that, and I think that's  
13 effective. The key is going to be really going  
14 after the peer-to-peer--I guess it would straddle  
15 ostracism and retaliation.

16 Let's not forget that there's an  
17 expectation of confidentiality with sexual  
18 assault, and a lot of times from the command  
19 side, in my experience, I don't wade down into  
20 the most junior of the folks and say we've had a  
21 sexual assault, you need to be sensitive about  
22 that; that could be perceived as a bit of

1 retaliation. So in a lot of ways, you feel sort  
2 of--not--crippled would be the wrong word--but  
3 you want to do more, but you don't--you want to  
4 tread that line to be careful not to alienate  
5 that member, when a lot of times the victim  
6 themselves, all they want is a sense of normalcy,  
7 and they want everything to return very quickly.  
8 And the more you sort of get in there and  
9 interfere at that point of its happening, you  
10 could kind of take that sense of normalcy away  
11 from them.

12 So the key is going to be, in my  
13 opinion, more anti-bullying sort of things, and  
14 talk about it before it happens so that when it  
15 does happen, you've got something to hang on to.  
16 We've taken the Bystander Intervention training  
17 that DoD has, and kind of pulled it in the Navy  
18 out of the whole SAPR world, and really have kind  
19 of turned it into bystander intervention for  
20 everything. I was just reviewing it last night.  
21 To the most junior folks, we say it's your  
22 responsibility to stop anything, and that could

1 include bullying or any wrong that you see that  
2 you know is criminal in activity. And then to  
3 the most senior folks is to make us aware.

4 To get to one of the questions that's  
5 on the brief sheet, social media scares me,  
6 frankly. If it's happening face to face in a  
7 department or face to face in a small work center  
8 where there's no senior leadership around, you  
9 can bet your bottom dollar it's happening all  
10 over social media. That stuff lights up with  
11 just about everything, and the anonymous social  
12 media in particular is the more concerning in my  
13 opinion because you don't have to be identified  
14 any more, and you could pretty much go after  
15 anybody you want with an anonymous handle on some  
16 of the social media, and how to stop that is  
17 really perplexing. It's got us all thinking I  
18 think.

19 CHAIR HOLTZMAN: Mr. Stone.

20 MR. STONE: Thank you. Actually that  
21 last answer got a little closer to what the  
22 questions were in my mind, because earlier, the

1 question is you on this panel know better than I  
2 what actual orders or actions you can take when  
3 there has been some of this retaliation. I  
4 understand you can do training ahead of time and  
5 try and head it off, but the question is what do  
6 you do after it has occurred, I mean--and in a  
7 second here I'll ask you if you have any ideas.  
8 From your various statements, it sounds like you  
9 haven't seen a lot of examples to have to act on,  
10 but I know in the school systems, parents will  
11 tell you, when their kids are bullied, they  
12 transfer them to a different school. There's  
13 only so much they can do, even if it's just that  
14 they've all been unfriended and nasty stuff has  
15 been on social media.

16 So I mean along those lines, one of  
17 the questions I'll have is you were saying the  
18 question came up when somebody was transferred,  
19 and then the people involved said this doesn't  
20 look like a routine transfer, and so I wonder  
21 whether one of the things that might be  
22 instituted is having another standardized, non-

1 routine transfer just as a--it's a medical  
2 transfer or something, or a category, a  
3 miscellaneous category that's used a little more  
4 often or a little more inclusively so people go  
5 oh yes, there's the promotion transfer route, and  
6 then there's this other transfer route that you  
7 can always write to somebody because you've got a  
8 medical, you've got a family issue, you've got a  
9 whatever, and there must be one of those, and  
10 broaden a little that transfer category so it  
11 doesn't automatically flag them as somebody who's  
12 either a victim or a perpetrator that you're  
13 trying to move around. But if you have any  
14 ideas, either at the team level or above, please  
15 tell us; we'd like to hear them.

16 SSgt NELSON: Well, one of the things  
17 that we've done in the commands that I've worked  
18 with, we've had Marines that didn't actually go  
19 through the expedited transfer process, but  
20 rather, if they wanted to remain in the local  
21 area but not with their command, we'd move them  
22 to another command without that command even

1 knowing. I've been at a command before--and this  
2 is prior to me being a Uniformed Victim Advocate--  
3 -that I didn't even know that the Marine that was  
4 transferred in the command was a victim of sexual  
5 assault. So there are times when we can do local  
6 transfers to sister/brother commands for those  
7 Marines who wish to not be with the command that  
8 they were with when the sexual assault occurred.

9           CMDCM GOODRICH: You know, the Marines  
10 and the Coast Guard are a little smaller than the  
11 Navy is. It's pretty normal to have transfers--  
12 I'm at a small installation now, and I catch  
13 unexpected folks coming to me for a variety of  
14 reasons. Break a knee on a basketball court on a  
15 ship somewhere, and you'll pop up in my command  
16 on little notice. It's a little easier for me to  
17 deal with that issue where I'm positioned because  
18 I don't--we don't get a whole lot of--the folks  
19 that are transferred in aren't necessarily  
20 transferred in on a sexual assault expedited  
21 transfer, so my team is sort of used to it; it's  
22 almost routine that we get lots of folks in.

1           But one thing that you've got to  
2 consider too is when you ask, you know, when a  
3 victim asks for a sexual assault transfer or an  
4 expedited transfer, that's a very--transfer in  
5 general for any Service member is a very  
6 difficult time. So all new support structure you  
7 haven't made yet, all new people you have to  
8 understand, all new chain of command you have to  
9 deal with, and when you layer that on top of the  
10 expedited transfer, you know the assault itself,  
11 that brings in a whole lot of issues. So we have  
12 learned to kind of--I actually vector a victim  
13 advocate into my check in process for every  
14 Sailor that comes through just to be sure, and  
15 they introduce themselves around the check in  
16 process, and they say I'm a sexual victim  
17 advocate; if you ever need anything or any of  
18 your friends ever need anything, you'll know who  
19 to come to. That teases out a lot of issues  
20 around having an expedited transfer, a negative  
21 process as we don't know that they're coming yet,  
22 and they just kind of parachute it in as my Coast

1 Guard colleague said. That helps.

2 So you can do local practices and  
3 procedures to kind of get ahead of that a little  
4 bit and try to shore that up, but it is a concern  
5 when they drop in on you in the middle of the  
6 night on a weekend and you don't have that  
7 support structure there to catch them.

8 MR. STONE: Let me ask one question,  
9 and it just betrays my ignorance; maybe you'll  
10 help me or somebody there will. Do you ever  
11 detail military Service personnel to the other  
12 Services? Because I know, right, you have many  
13 fewer Coast Guard active places than you might  
14 have U.S. Army active places or vice versa, small  
15 offices big offices, and other parts of the  
16 government detail people. We're not officially  
17 transferring them, but they detail them a year,  
18 two years, three years sometimes; sometimes for  
19 expertise reasons and sometimes because believe  
20 it or not, they just don't fit in that particular  
21 operation, and I just wondered if the military  
22 has anything like that, or if something like

1 that, at least for support personnel, is  
2 something we ought to consider if you have any  
3 views on it.

4 CMDCM GOODRICH: So there are limited  
5 opportunities for us to move across. I've worked  
6 extensively with the Marines; I'm an amphibious  
7 ship sailor, so I'm around Marines all the time.  
8 I've had Marines on the staff, and at some of our  
9 leadership academies, we have Air Force folks and  
10 Coast Guard folks on our staffs as well. I've  
11 worked with the Coast Guard as well, sir. It's  
12 not as widespread as you might think; there's  
13 not--in my command now there's no one there but  
14 Navy and civilian. It is out there.

15 CHIEF MASTER SERGEANT NERI. I would  
16 say also from an Air Force perspective, there's a  
17 possibility for those, but they're extremely  
18 limited. They're mostly joint billets where they  
19 are actually Air Force assigned with other  
20 Services, not necessarily an Army billet where we  
21 would put an Air Force person in there. I don't  
22 know that we have a program that does anything

1 like that, but if it's a joint assignment or, you  
2 know, some of our Service academies, et cetera.  
3 But for the most part, I would say no as far as I  
4 know.

5 CMC GRIFFIN: Same thing from the  
6 Coast Guard perspective. We're so small anyways,  
7 we wouldn't detail anybody out unless it was for  
8 a very specialized type of assignment; it would  
9 never be for a disciplinary problem or just to  
10 move somebody along for a couple of years to hide  
11 them. It would always be internal Coast Guard,  
12 and we would absorb that. Now we have cleaned up  
13 our process a little bit for the expedited  
14 transfers; the incoming or the receiving commands  
15 now understand why the member is being  
16 transferred there, so they can help mitigate some  
17 of those unintended consequences of somebody  
18 coming that needs medical treatment or may need  
19 to go meet with their VA or whatever it is, and  
20 they may be slow to qualify.

21 So the crew understands that they've  
22 got something going on, and they're not

1 ostracized because of a slow qualification  
2 process or it seems like they're just not capable  
3 of performing in that unit. So we've definitely  
4 cleaned it up, but we don't have anything for  
5 employees to just move them to another Service,  
6 to the best of my knowledge.

7 MSG JOHNSON: The Army also has  
8 limited opportunities in joint assignments to  
9 move administratively Soldiers seeking that or  
10 desiring that move, but nothing extensive.

11 SSgt NELSON: The Marine Corps doesn't  
12 either, but when we do expedited transfers, those  
13 Marines aren't checking into a new command with a  
14 tag on them stating that they are a sexual  
15 assault victim, they're just someone that pops up  
16 on the inbound roster because they've received  
17 orders, and manpower does movements all year  
18 long. So the new commands would never know; it  
19 would just be the uniformed victim advocate at  
20 that gaining command that would know that they  
21 now have a victim.

22 MSG JOHNSON: And I think what's the

1 key is making sure there is the hand off between  
2 the losing command's unit victim advocate or  
3 command to the next one. That's very important  
4 so that the services never stop.

5 CHAIR HOLTZMAN: I'd just like to ask  
6 two questions. The first one really has to do  
7 with something we heard from the SARCs and Master  
8 Chief Goodrich, you eluded to it too, which is we  
9 have this report showing huge incidents of  
10 retaliation, and yet you yourselves in your own  
11 experience haven't seen very much of it. Well I  
12 guess the first question, should you know about  
13 it, and if so, why aren't you hearing about it?  
14 Is there something wrong with the system that  
15 needs to be corrected if you need to be knowing  
16 about it and you're not?

17 SSgt NELSON: Well, and I would echo  
18 off of the fact that how many sexual assaults  
19 have Marines, or have people stated that they've  
20 endured but were unreported. So I would say the  
21 same thing would be with some of these  
22 retaliation cases, and then again like I heard

1 some--

2 CHAIR HOLTZMAN: And so the numbers  
3 are even bigger than we're talking about?

4 SSgt NELSON: They could be.

5 CHAIR HOLTZMAN: For sure.

6 SSgt NELSON: I will say this, that  
7 speaking from our perspectives as victim  
8 advocates, and again I heard a victim mention  
9 this morning--I rarely heard any of the victims  
10 mention this morning that they utilized their  
11 victim advocate. So I would question where were  
12 their victim advocates? Were they not  
13 comfortable enough to talk with them about it,  
14 because maybe that is why we're explaining here  
15 that we haven't really experienced retaliation.  
16 But I will say that my--the victims that I've  
17 dealt with have been comfortable enough to talk  
18 with me about anything, even with reporting,  
19 because one of the reports that was made was on a  
20 peer of my own, so.

21 CMC GRIFFIN: And Madam Chair, from  
22 the Coast Guard perspective, as a DHS component,

1 we did not take part in that survey, so that 62  
2 percent doesn't reflect Coast Guard numbers, and  
3 we do not have a system of tracking currently.  
4 So that's probably a flaw in our own process.

5 CHAIR HOLTZMAN: Well thank you for  
6 acknowledging that. Do you have plans for  
7 correcting it soon?

8 CMC GRIFFIN: Not to my knowledge; I'm  
9 not the subject matter expert for that particular  
10 program.

11 CHAIR HOLTZMAN: Okay. Thanks.

12 MSG JOHNSON: I'm not a fan of surveys  
13 in general, but I can tell you that in this case  
14 that what we may be seeing is that in the  
15 environment of that survey opportunity, someone  
16 felt--was asked a question or series of questions  
17 that asked have you ever felt. Well okay yes, I  
18 have, but to what degree? It's kind of like  
19 autism; there's a spectrum of retaliation that  
20 exists across the Services, and it could be as  
21 easy as like I mentioned before, or as simple as  
22 what I mentioned before as unfriending someone on

1 Facebook, and then it can go all the way to the  
2 extreme of being, you know, prevented from  
3 promotions. That's an extreme, but all of those  
4 extremes fit into that statistic that was  
5 discovered there, and I think that's part of the  
6 trouble in trying to define how can we move  
7 forward in fixing this problem if the spectrum is  
8 so far reaching.

9 CHAIR HOLTZMAN: Okay, one other  
10 question I'd like to ask you, Command Master  
11 Chief Griffin. I don't know if you were here to  
12 hear the testimony from S.F., who served in the  
13 Coast Guard, and seems to have had some  
14 outstanding performance and decorations, and  
15 being the first woman ever admitted to the rescue  
16 squad, and then having suffered many, many years  
17 of what sounds to me to be horrific retaliation.  
18 Is that still going in the Coast Guard? And how  
19 do you explain that phenomenon? Maybe that's in  
20 the past, but it sounds pretty terrible and what  
21 comment do you have on that then?

22 CMC GRIFFIN: Yes ma'am, no I agree

1 that is terrible, and I don't think that's  
2 currently happening; I think in the years that  
3 passed before we really changed the policy to  
4 shed light to the seriousness of sexual assault,  
5 a lot of those things were handled internally  
6 within the command, and there was no outside  
7 notification. Nowadays if we contrast that story  
8 with the crisis, the CIT that was mentioned  
9 earlier by the SARC where the legal staff is  
10 notified, the next folks in the chain of command  
11 are notified, SEAGIS is notified, there's a lot  
12 of people so there's no secret anymore. So  
13 there's outside influences and transparency  
14 there.

15 Even both petty officers that  
16 testified, Coast Guard petty officers that  
17 testified this morning, terrible, and I wish  
18 there was something we could go back and do about  
19 it, but I don't think that's a widespread issue,  
20 honestly. I think if it was, even in the small  
21 sample of Coast Guard that I work with of 4,000  
22 to 5,000 people in the District, I would see

1 something like that severe pop up. Somebody  
2 would call me aside and say hey, do you know, and  
3 that immediately would get flag level attention  
4 to send the black helicopters to that unit and  
5 say, "What's going on here?"

6 CHAIR HOLTZMAN: Well I'm glad to hear  
7 you say that you wish something could be done  
8 about it, because I think many of us do as well,  
9 and maybe there is something that can be done  
10 about it. Thank you again to all of you for your  
11 presentations and for your help to this committee  
12 and for taking the time to come and share your  
13 experiences, your very valuable experiences and  
14 thank you for your service. We'll take a three  
15 minute break.

16 (Whereupon, the above-entitled matter  
17 went off the record at 3:33 p.m. and resumed at  
18 3:42 p.m.)

19 CHAIR HOLTZMAN: Okay, we're up to our  
20 next panel which is Roles and Responsibilities  
21 Regarding Retaliation: Perspectives from  
22 Installation Level Commanders.

1           Thank you all for coming. We'll start  
2 with Brigadier General David Harris, U.S. Air  
3 Force Commander, 96th Test Wing, Eglin Air Force  
4 Base, Florida.

5           BrigGen HARRIS: Thank you, Madam  
6 Chairwoman, members of the Panel, I appreciate  
7 the opportunity to address my role and  
8 perspective as an Installation Commander when  
9 handling specific cases of sexual assault and, in  
10 particular, retaliation against victims who  
11 report sexual assault.

12           I would like to first tell you that  
13 the Department of Defense and the Air Force  
14 leadership have been aggressively involved in  
15 dealing with this very serious and personal  
16 issue.

17           We believe our efforts have directly  
18 resulted in fewer sexual assault incidents and,  
19 equally important, more victims reporting the  
20 crime.

21           The Air Force has instituted a robust  
22 sexual assault prevention and robust education

1 response program that continues throughout every  
2 Airman's career.

3 Specifically addressing your concerns  
4 about how we deal with retaliation, I can give  
5 you a detailed explanation of our retaliation  
6 complaint process in place at Eglin Air Force  
7 Base.

8 First, let me review the number of  
9 cases and retaliation complaints we have faced  
10 over the nearly three years I've been the  
11 Installation Commander.

12 With care for people being one of my  
13 top priorities in fiscal year 2013, I set a wing-  
14 wide objective to increase trust among our  
15 workforce in the overall reporting process  
16 through direct commander involvement in  
17 prevention and education by measuring the active  
18 duty reporting rate.

19 Our female reporting rate went from 22  
20 percent in fiscal year 2012 to 34 percent and 40  
21 percent in fiscal years 2013 and '14  
22 respectively.

1           The male reporting rate was five  
2 percent in fiscal year '12 and '13 and 15 percent  
3 in fiscal year '14.

4           In total, Eglin experienced 30 reports  
5 in 2014. Ten were considered restricted which  
6 means the victim can confidentially disclose the  
7 crime to specific individuals without triggering  
8 an official investigation or notification to  
9 command.

10           Twenty were unrestricted meaning the  
11 case was open to an official investigation and  
12 command notification.

13           All victims, regardless of the  
14 reporting category, are provided access to health  
15 care, victim advocacy and legal services.

16           In 2015, my installation has received  
17 25 total reports to date; eight restricted and 17  
18 unrestricted. However, nine of the 25 were  
19 transfer cases to Eglin from other installations  
20 or deployed locations.

21           Eglin currently has one open  
22 retaliation complaint involving a sexual assault

1 victim. The victim has a pending personnel  
2 action and shared her concerns with her victim  
3 advocate during the victim experience interview.

4 The victim met with her squadron and  
5 group commanders and requested to meet with me.  
6 After consulting with legal and the Sexual  
7 Assault Response Coordinator, I agreed to meet  
8 with the victim.

9 Upon hearing her concerns, I explained  
10 to her that I was going to order a commander-  
11 directed investigation. As the final approval  
12 authority on her pending personnel action, I  
13 would not make a decision until after the  
14 investigation was complete and I had all the  
15 facts.

16 I assigned a senior official outside  
17 of her organization as the investigating officer  
18 to ensure there was a non-biased neutral look  
19 into the allegations she submitted. This  
20 particular case is still under investigation.

21 The Sexual Assault Response  
22 Coordinator has also received informal complaints

1 from victims regarding retaliation and ostracism  
2 from peers where the victim did not want to file  
3 a formal complaint.

4 With every complaint, the Sexual  
5 Assault Response Coordinator provides available  
6 options to the victim.

7 In the most recent occasion, the  
8 victim was experiencing unit gossip and ostracism  
9 from her peers. She agreed to go with the Sexual  
10 Assault Response Coordinator to discuss the issue  
11 with her commander. The commander talked through  
12 a few different options on addressing the issue  
13 with the victim and they agreed upon a plan of  
14 action the victim was comfortable with.

15 The commander held a unit town hall  
16 where he reiterated his policy on professionalism  
17 in the workplace and the process to report  
18 complaints to sexual assault prevention and  
19 response and to equal opportunity.

20 The Sexual Assault Response  
21 Coordinator and the commander also spent one day  
22 together visiting each section of that squadron

1 talking one on one with unit members.

2           Afterwards, the commander, the Sexual  
3 Assault Response Coordinator, both of them,  
4 followed up with the victim on multiple occasions  
5 and she reported the gossip and ostracism had  
6 stopped.

7           Her goal was to be able to get back to  
8 -- be able to get back to accomplishing the  
9 mission and she felt the steps taken by her  
10 leadership accomplished that.

11           In terms of the Eglin retaliation  
12 complaint process, we'll provide you with the  
13 specifics on what we do as a team and what my  
14 role is throughout that process.

15           As of April 1st this year, the Sexual  
16 Assault Response Coordinator or victim advocate  
17 meet monthly with military victims who have an  
18 open or unrestricted sexual assault case to  
19 conduct the victim experience interview.

20           The Sexual Assault Response  
21 Coordinator or victim advocate discusses all  
22 available options with the victim who discloses

1 any retaliation or reprisal and allows the victim  
2 to choose which path to take to resolve the  
3 issue.

4 The victim may choose to discuss  
5 retaliation with sexual assault prevention and  
6 response personnel but may choose not to report  
7 to command, the Office of Special Investigations  
8 or the Inspector General.

9 Other options available to the victims  
10 include having that information referred to the  
11 Inspector General, having the information  
12 referred to command or having the information  
13 referred to the military criminal investigative  
14 organization or to take no action.

15 With the victim's permission, the  
16 Sexual Assault Response Coordinator shares any  
17 perceived retaliation the victim may be  
18 experiencing at monthly case management group  
19 meetings chaired by myself, the Installation  
20 Commander, and attended by legal, the victim's  
21 commander, Office of Special Investigations,  
22 mental health, Special Victims' Counsel, Sexual

1 Assault Response Coordinator and the victim  
2 advocate.

3 After discussion with the group, as  
4 the Installation Commander, I determine the  
5 appropriate plan of action to investigate and/or  
6 address the complaint.

7 The Sexual Assault Response  
8 Coordinator, victim advocate or Special Victims'  
9 Counsel updates the victim on the plan of action  
10 and discusses other options the victim may have  
11 to address the situation.

12 The retaliation case is monitored at  
13 the monthly case management group meeting until  
14 it's resolved. All incidents of reprisal  
15 presented by a victim to the Sexual Assault  
16 Response Coordinator or victim advocate are  
17 referred to the Inspector General with the  
18 victim's permission.

19 I see my time is running out, so I'll  
20 forego the rest of this. Suffice it to say that  
21 we're proud of the progress we've made so far but  
22 we recognize that there is still improvement to

1 be done and we are very interested in getting to  
2 the root of any other problems that may present  
3 themselves including retaliation.

4 CHAIR HOLTZMAN: Thank you very much,  
5 General.

6 Our next presenter is Captain Heidi  
7 Fleming, U.S. Navy Commanding Officer, Naval Air  
8 Station at -- I know I'm not going to pronounce  
9 this correctly -- Patuxent River.

10 CAPT FLEMING: Patuxent, ma'am.

11 CHAIR HOLTZMAN: Sorry.

12 CAPT FLEMING: That's all right,  
13 Patuxent River.

14 CHAIR HOLTZMAN: Okay, Patuxent River,  
15 Maryland.

16 CAPT FLEMING: Good afternoon.

17 CHAIR HOLTZMAN: Welcome.

18 CAPT FLEMING: Thank you Chairwoman  
19 Holtzman, distinguished members of the Judicial  
20 Proceedings Panel for inviting me to discuss the  
21 commanding officer's roles and responsibilities  
22 regarding retaliation.

1 I am current serving as the Commanding  
2 Officer, Naval Air Station, Patuxent River,  
3 Maryland. I've been in command for eight months  
4 but I served also as the Executive Officer for 18  
5 months prior. This is known as a fleet up tour.

6 My staff encompasses 600 civilians and  
7 over 200 military. There are over 52 tenant  
8 commands on Naval Air Station Pax River which  
9 also brings our total installation population to  
10 over 22,000. This breakdown includes about 2,400  
11 military and about 20,000 civilians.

12 As a Commanding Officer, it is  
13 critical for me to establish a command climate  
14 where a victim or a witness can report criminal  
15 activity without fear of retaliation. There are  
16 many aspects to this process.

17 First is education and training. This  
18 takes place at all levels of command to ensure  
19 there is knowledge of what retaliation is,  
20 whether professional or social.

21 Traditionally, retaliation has meant  
22 taking or threatening adverse personnel action or

1 withholding or threatening to withhold favorable  
2 action.

3 Social retaliation or ostracism is  
4 much harder to define but can be just as harmful  
5 to witnesses or victims.

6 Generally, professional retaliation or  
7 reprisal gets referred to the Inspector General  
8 to investigate. Social retaliation remains more  
9 in the lane of commanders and holding others  
10 appropriately accountable and modeling a positive  
11 command climate.

12 Second, commanders must foster a  
13 command climate where retaliation will not be  
14 tolerated. As COs, we shape the culture of our  
15 commands. I set the example in my words and  
16 actions every day. Being transparent and getting  
17 to know those we lead is important to establish a  
18 climate of trust within an organization. I have  
19 to earn their trust.

20 Those who work for me know that I care  
21 about them as individuals which means taking the  
22 time to get to know them. Open and clear

1 communication both up and down the chain of  
2 command must be stressed.

3 Retaliation cannot be allowed to hide  
4 and communication is one way to ensure that the  
5 command can foster an environment where victims  
6 and witnesses know they have their concerns  
7 addressed.

8 We are able to receive feedback though  
9 our Annual Command Climate Surveys which are  
10 helpful to get a pulse on climate within our  
11 commands. These surveys also include specific  
12 questions relating to sexual assault reporting  
13 and retaliation. Bottom line, this is about  
14 engaged leadership.

15 I also need to foster an environment  
16 where anyone who sees or experiences instances of  
17 retaliation knows that it must be reported and  
18 that they are safe in doing so.

19 There are numerous reporting  
20 mechanisms in place to give victims and witnesses  
21 flexibility to ensure that a report is not  
22 stifled at one level of command.

1           Some examples would be the chain of  
2           command, the legal officer or staff Judge  
3           Advocate, Command Master Chiefs, Equal  
4           Opportunity Officers, Sexual Assault Response  
5           Coordinators, victim advocates, Inspector  
6           General's Office and, of course, their  
7           Congressional offices.

8           Professionalism must be stressed at  
9           all times within any organization. Retaliation  
10          will destroy unit cohesion and is counter to  
11          every aspect of the Navy's core values. And  
12          ultimately, this will affect mission  
13          accomplishment.

14          Two of my leadership principles are  
15          ties to my Pax team motto, the T in team  
16          represents my priority that everyone will be  
17          treated with dignity and respect. Everyone  
18          deserves to have a voice and should be respected.

19          The E in the team refers to my  
20          priority of educate, empower and equip of our  
21          personnel. With regards to retaliation reporting  
22          and sexual assault prevention, we must ensure we

1 educate those we lead on reporting mechanisms and  
2 what to watch for.

3 Empower them to have a voice to report  
4 and equip them with the legal support to do so  
5 and hold those appropriately accountable at all  
6 levels of command.

7 We must stress that there is zero  
8 tolerance for destructive behavior on the  
9 spectrum of harm. This includes retaliation  
10 against those who report or witness a crime.

11 This requires engaged leadership,  
12 bystander intervention, individual courage, trust  
13 in the chain of command, continual reinforcement  
14 and appropriate accountability. I believe we are  
15 doing that.

16 We must engage early on in this  
17 spectrum of harm which moves from inappropriate  
18 behavior to sexual harassment to sexual assault.  
19 Early intervention leads to improved prevention  
20 where we can create and model a healthy culture.

21 Ultimately, we want to eradicate  
22 retaliation and sexual assault which are both

1 crimes. These crimes undermine the Navy and our  
2 society.

3 Although I am not a general court-  
4 martial convening authority, I do have the  
5 authority to make forwarding recommendations  
6 regarding sexual assault reports and retaliation  
7 to the Regional Commander at Naval District  
8 Washington who is my immediate superior and the  
9 general court-martial convening authority.

10 I thank you for the opportunity to be  
11 here and I look forward to your questions.

12 CHAIR HOLTZMAN: Thank you very much.

13 Our next presenter is Captain Jeffrey  
14 Westling, U.S. Coast Guard, Commander, U.S. Coast  
15 Guard Base in Kodiak, Alaska.

16 Thank you very much, Captain, for  
17 making the long trip.

18 CAPT WESTLING: Good afternoon Madam  
19 Chairwoman and distinguished Panel. I currently  
20 have the honor of serving as the Commanding  
21 Officer of Coast Guard Base, Kodiak, Alaska.

22 There are 447 total military and

1 civilian personnel directly serving under my  
2 command throughout the state, 209 of which are  
3 active duty military.

4 In my role as the Base Commander, I  
5 also serve as the Coast Guard Mayor to ensure all  
6 logistics, personnel, engineering, housing and  
7 mission support requirements are met for more  
8 than 1,000 active duty and civilian personnel  
9 assigned in Kodiak, Alaska, including the Navy  
10 Special Warfare Detachment in Kodiak.

11 Additionally, I am the Senior Coast  
12 Guard Mission Support Officer in Alaska where I  
13 oversee and support the requirements for more  
14 than 2,500 Coast Guard members stationed  
15 throughout the state.

16 Since assuming command in June of  
17 2014, I have convened one special court-martial  
18 for a Chief Petty Officer accused of sexually  
19 assaulting three of my junior enlisted members on  
20 July 11, 2014.

21 Based on the evidence that the member  
22 -- specifically, the Chief Petty Officer --

1 remained a threat to the local civilian and  
2 military community, I ordered that Chief to be  
3 placed in pre-trial confinement.

4           While in PTC, the Chief was charged  
5 with Article 93, Abuse and Maltreatment for  
6 Sexual Innuendo Toward Subordinates, Article 107,  
7 False Statements for stating that he did not have  
8 firearms when he did, four specifications of  
9 Article 120, Sexual Assault, technically Article  
10 120(d) for Abuse of Sexual Contact of touching  
11 and kissing the subordinates without their  
12 consent, four specifications of Article 128 for  
13 Simple Assault which was an alternate charging  
14 theory to Article 120 and one specification of  
15 Article 134 for drunk and disorderly conduct.

16           As a result of a pre-trial agreement,  
17 the Chief pleaded guilty on October 2, 2014 to  
18 the assault and drunk and disorderly  
19 specifications. The other charges were withdrawn  
20 and dismissed.

21           The Chief was sentenced to seven  
22 months confinement and reduction to pay grade E2.

1 As result of the pre-trial agreement, I approved  
2 confinement for five months and reduction to pay  
3 grade E2. I then processed the Chief for  
4 separation and by late October 2014, his Other  
5 Than Honorable Discharge had been approved and he  
6 separated from the Coast Guard at the completion  
7 of his court-martial sentence.

8 During my career, I have dealt with  
9 five reports of sexual assault involving members  
10 that were directly in my command.

11 As a base commanding officer, I also  
12 receive members under investigation for sexual  
13 assault, when necessary, to separate survivors  
14 and subjects of sexual assault.

15 Since reporting to Base Kodiak, I have  
16 assumed responsibility for a total of five  
17 members who are relocated from their command to  
18 the base while the Coast Guard Investigative  
19 Services completed their investigation and the  
20 parent command determined the course of action to  
21 address the investigation findings.

22 Retaliation was raised as an initial

1 concern in only one case. This was based on a  
2 member's supervisor questioning her about a delay  
3 for reporting to work and correcting her for not  
4 contacting him to advise him of her whereabouts.

5 The supervisor, at that point in time,  
6 had not yet been made aware that the member would  
7 be attending appointments with medical and the  
8 SARC when he advised her that she was late to  
9 work.

10 The issue was quickly remedied by  
11 informing the supervisor that the member would be  
12 attending appointments to address an issue that  
13 occurred over the weekend and he was to  
14 facilitate her ability to make all appointments.

15 When the member had a chance to  
16 discuss her schedule with the supervisor, the  
17 member informed the supervisor that she assumed  
18 that everyone knew what happened that weekend so  
19 she did not think she had to communicate her  
20 whereabouts to him.

21 While I have not had specific training  
22 as one of the questions talked about, the

1 neurobiology of trauma, I have completed the  
2 Coast Guard's course for prospective commanding  
3 officers, suicide peer prevention training and a  
4 course in psychology of terrorism as part of my  
5 Master's degree from the Naval Post-Graduate  
6 Center for Homeland Defense and Security.

7           Those coupled with resiliency training  
8 have prepared me to recognize some of the signals  
9 to ensure our personnel are engaging work, life,  
10 medical and/or the chaplain for support due to  
11 stressors and changes in behavior and  
12 performance.

13           I believe that more training based on  
14 role play and case studies would be appropriate  
15 for members at all levels of the command since  
16 peers within a workgroup would likely be the  
17 first to observe a need to intervene and assist.

18           Complaints of retaliation must  
19 immediately be raised to commanding and executive  
20 officers. Retaliation is in direct conflict with  
21 the Coast Guard's core values, honor, respect and  
22 the devotion to duty.

1           Retaliation may violate general orders  
2           such as the Coast Guard's All Coast Guard Message  
3           28114 and may be a violation of the Military  
4           Whistleblower Protection Act under 10 USC 1034 as  
5           implemented in the Coast Guard at 33 CFR Part 53  
6           and it must be reported to the Coast Guard  
7           Investigative Service for initial inquiry.

8           If there are concerns that retaliation  
9           has occurred, the command should meet with the  
10          member to ensure that they are safe and that they  
11          understand that they have the full support of the  
12          command.

13          If the member desires, they should be  
14          reassigned to another officer command until the  
15          findings of the investigation are available for  
16          the command to take appropriate actions. And, in  
17          these situations, we have 24 to 72 hours to  
18          inform them of those rights and to exercise their  
19          request.

20          Early command intervention with the  
21          member or members believed to have committed the  
22          acts of retaliation should be directed to stop

1 any behaviors that can be perceived as  
2 retaliation.

3 This can be done by the Coast Guard  
4 Investigative Special Agent during the interviews  
5 or by the command once cleared by the CGIS  
6 Special Agent to ensure the investigation is not  
7 compromised.

8 In all cases, frequent discussions  
9 between the command, CGIS and the servicing  
10 attorney are required to ensure the full and fair  
11 proceedings are conducted for both the victim and  
12 the subject while ensuring that the commanding  
13 officer remains neutral so that they can  
14 effectively carry out their duties under the UCMJ  
15 if that is the direction that the case proceeds.

16 To prevent retaliation, the command  
17 has a responsibility to the survivor or the  
18 victim to provide transparency when a member  
19 requests reassignment following sexual assault.

20 For example, in the case I mentioned  
21 involving the Chief Petty Officer who was reduced  
22 to E2, one of the victims requested transfer to

1 the San Diego area.

2 Realizing a high potential for  
3 separation, my Executive Officer determined where  
4 the subject's home of record was. When we  
5 determined the home of record to be the San Diego  
6 area, I directed my Executive Officer to inform  
7 the victim that the subject had a connection to  
8 the area she was requesting and he still might  
9 have family in that area.

10 She still requested the permanent  
11 change of station to the San Diego area but did  
12 so knowing that the subject had a connection to  
13 the area she requested.

14 When I also sensed the concern that a  
15 few members of the command senior enlisted  
16 leadership began taking sides with the chief, I  
17 held an all-hands meeting with the officers and  
18 the chiefs to explain and reiterate my command  
19 philosophy regarding respect and retaliation. In  
20 other words, there will be none -- in terms of  
21 retaliation.

22 As noted by my command advice

1 attorney, this action immediately stopped rumors  
2 while avoiding undue command influence concerns.

3 It also prevented any form of  
4 retaliation for the victims and ultimately  
5 enhanced the trust between the command and the  
6 crew.

7 I do have some additional ideas on how  
8 to improve from a command perspective, but I will  
9 respond to questions, ma'am.

10 CHAIR HOLTZMAN: Thank you very much  
11 and your testimony will be on the website, so  
12 we'll see them and so will the public.

13 Our next presenter is Colonel Allen  
14 Broughton, U.S. -- I hope I pronounced that  
15 correctly.

16 Col BROUGHTON: You did, ma'am.

17 CHAIR HOLTZMAN: Thank you. U.S.  
18 Marine Corps, Chief of Staff, Marine Corps  
19 Installations National Capital Region, Marine  
20 Corps Base Quantico, Virginia.

21 Welcome, Colonel.

22 Col BROUGHTON: Madam Chairman, Panel

1 members, I'd like to thank you for the  
2 opportunity to discuss victim retaliation  
3 prevention and response at Marine Corps  
4 installations.

5 Marine Corps Base Quantico is unique  
6 when compared to other Marine Corps  
7 installations. We are not an operational base  
8 with deployable forces. We have more government  
9 civilian employees and contractors than uniformed  
10 military personnel.

11 Our primary mission is to man, train,  
12 equip and educate Marines for our operational  
13 forces.

14 We are home to numerous senior tenant  
15 commands who do not fall directly under the base  
16 chain of command and they have their own general  
17 court-martial convening authority.

18 But all commands utilize our  
19 installation Sexual Assault Prevention and  
20 Response Office and participate in our Case  
21 Management Group and our Family Advocacy Incident  
22 Determination Committee.

1 I would like to take a few minutes to  
2 specifically address the actions we take at  
3 Marine Corps Base Quantico to address retaliation  
4 and even the perception of retaliation.

5 Our Case Management Group and Incident  
6 Determination Committee are care and support  
7 focused. By this, I mean that our primary goal  
8 is to provide open lines of communication and  
9 make all care services available to the sexual  
10 assault survivor via the Sexual Assault  
11 Prevention and Response Office, the chain of  
12 command, the UVAs, the VLCs, the chaplain and so  
13 forth.

14 Care and support start immediately on  
15 day one after the command receives notification.  
16 We confirm the victim safety: physical, mental,  
17 emotional. We make chaplain services available,  
18 consider issuing military protective orders, both  
19 physical and social media MPOs.

20 We facilitate civilian protective  
21 orders. We make the survivor aware of expedited  
22 transfer opportunities and the policy on

1 retaliation.

2 At Quantico, we have initiated several  
3 local procedures to support survivors. In 2014,  
4 Marine Corps Base Quantico established a military  
5 version of a Rape Crisis Center modeled after the  
6 Coordinated Community Response Systems within the  
7 civilian communities.

8 We have co-located our VLC and our  
9 Naval Criminal Investigative Service Sexual  
10 Assault Representative within the installation  
11 SAPR Office.

12 Survivors have direct access to the  
13 Sexual Assault Response Coordinator, victim  
14 advocates, victims legal counsels and NCIS in  
15 order to empower them to make the best, informed  
16 choices during their recovery process.

17 Victims are provided with ongoing  
18 safety assessments and personnel welfare checks  
19 in a relaxing and healing environment that  
20 promotes openness and freedom to discuss items of  
21 concern without fear of reprisal.

22 Second, on a case by case basis, our

1 SARC works with the survivor to determine the  
2 appropriate level of care requested.

3 Options include behavior health  
4 treatment at our Quantico Naval Medical Clinic,  
5 counseling services within our Family Advocacy  
6 Program or off-installation community counseling  
7 and support groups.

8 Additionally, we have expanded our  
9 Family Advocacy counseling hours to support  
10 evening appointments. This allows the Marine to  
11 receive support without missing work.

12 During the initial and follow on Case  
13 Management Groups, we discuss the care and  
14 communication requirements of the survivor. This  
15 includes discussions with the command  
16 representative on how the Marine is doing within  
17 their work environment and if there are any  
18 issues concerning proficiency, conduct,  
19 behavioral changes that could be a possible  
20 indicator of professional or social retaliation.

21 I don't want to present too much of a  
22 rosy picture here. We do have challenges and

1 understand there are numerous things that we  
2 could do better at Quantico.

3 The recent 2014 RAND study that we've  
4 discussed all day that says 62 percent of women  
5 who reported sexual assault said they were also  
6 retaliated against.

7 But over the last two years, Marine  
8 Corps Base Quantico has had an average of 11  
9 sexual assaults per quarter but have only had one  
10 survivor of sexual assault come forward alleging  
11 professional retaliation.

12 Another issue we have seen with  
13 survivors who make an unrestricted report is that  
14 they refuse services offered by the command. To  
15 combat this and other retaliation issues, we are  
16 working with Headquarters Marine Corps on victim  
17 advocacy and SARC to develop training courses to  
18 ensure that all of our victim advocates  
19 understand exactly what comprises retaliation,  
20 how to support victims who say they have or are  
21 experiencing retaliation and the process for  
22 helping victims report retaliation.

1                   Our installation face to face SAPRO  
2 training for commanders includes a periodic  
3 instruction on retaliation. And in addition to  
4 annual sexual assault prevention training for our  
5 Marines, our new civilian employees are required  
6 to attend face to face training on sexual  
7 assault.

8                   I'm looking forward to your questions.  
9 Thank you.

10                  CHAIR HOLTZMAN: Thank you very much  
11 for your presentation.

12                  Our last presenter is Colonel Brian  
13 Foley, U.S. Army, Garrison Commander, Fort Meade,  
14 Maryland. Welcome, Colonel.

15                  COL FOLEY: Good afternoon Madam  
16 Chairman, members of the Panel. Thank you for  
17 affording me the opportunity to be here with you  
18 today.

19                  My name is Colonel Brian Foley and I  
20 am the Commander of the U.S. Army Garrison at  
21 Fort George G. Meade.

22                  I've just completed my 25th year of

1 active service and I have been serving in my  
2 current position for the past 21 months.

3 I am a Communications Officer by trade  
4 and have commanded Soldiers at every level from  
5 platoon to brigade.

6 Fort Meade is located halfway between  
7 here and Baltimore. We are the home station for  
8 52,900 Department of Defense Service members and  
9 civilians working in 117 different agencies,  
10 activities, organizations and units.

11 Fort Meade is huge in population but  
12 our Army footprint is relatively small. Out of  
13 the total population of nearly 53,000, only  
14 13,000 are active duty military. And of that,  
15 our Army, Navy and Air Force populations are just  
16 about even at 4,000 apiece.

17 We also have a thousand Marines  
18 stationed on Fort Meade and even 56 Coast Guard  
19 men and women, so a shout out to my peer down the  
20 table here.

21 So, while we are a huge DoD  
22 installation, we have a relatively small Army

1 footprint and our SHARP reporting numbers reflect  
2 that.

3 In my role as Garrison Commander, I  
4 have direct command authority over 900 DA  
5 civilians and just over a hundred Soldiers. I  
6 also have executed a significant amount of  
7 authority delegated to me by the installation's  
8 senior commander, Major General Jeffrey Buchanan,  
9 the Commander of the Military District of  
10 Washington.

11 General Buchanan's scope of  
12 responsibility is huge and he delegates many  
13 aspects of command authority to my peer, Garrison  
14 Commanders and myself but responsibility for the  
15 MDW SHARP program is not one of them.

16 General Buchanan personally chairs the  
17 monthly Sexual Assault Review Boards at Forts  
18 Meade, Belvoir, Meyer, Henderson, Hall and A.P.  
19 Hill.

20 So, I assist him in this  
21 responsibility by coordinating the MDW SHARP  
22 efforts among all our partner commanders on Fort

1 Meade.

2 Challenges of geographic dispersion,  
3 varying prevention and response programs among  
4 the Services and the separate response and  
5 accountability policies and procedures from my  
6 large civilian workforce require extensive  
7 coordination and expertise to run the program.

8 I meet regularly with all partner  
9 commanders on the installation to ensure we are  
10 sharing best practices and creating efficiencies  
11 where ever possible.

12 Sexual assault and harassment of any  
13 kind are cancers that destroy the very fiber of  
14 any organization and particularly military  
15 organizations that rely so heavily on small  
16 groups of close knit people who must trust each  
17 other with their lives. I believe we have made  
18 great strides over the past several years to  
19 create systems and capabilities to support and  
20 care for victims.

21 We have also started working very hard  
22 at prevention, with the intent being not just to

1 care for victims but to prevent incidents from  
2 occurring the first place.

3 So, we take on the task of teaching  
4 young folks and, in many cases, older folks how  
5 to treat each other with dignity and respect  
6 willingly, because it is a core value of our Army  
7 and just simply the right thing to do.

8 So, we've been focused on prevention  
9 and care but recent surveys, as we've heard, have  
10 shown that a key aspect of care that must be  
11 addressed is retaliation and we are moving out to  
12 do that. Formal professional retaliation,  
13 informal social retaliation, intentional,  
14 unintentional, all retaliation must be stopped.

15 Formal professional retaliation will  
16 be easiest to track and stop. Informal and  
17 social retaliation will be harder and must be  
18 dealt with by training at all levels. But, in  
19 particular, at the junior officer and the first  
20 line leader level, as we heard Master Sergeant  
21 Johnson relay earlier, as is the Sergeant Major  
22 of the Army's intent.

1           Investigations will now be initiated  
2           in allegations of retaliation as well as the acts  
3           of harassment or assaults themselves. They will  
4           be conducted either by the Inspector General,  
5           Criminal Investigation Command or through  
6           commanders' inquiries, depending on the nature of  
7           the act of retaliation.

8           All will be documented and the results  
9           communicated to the victim. Uniform mandatory  
10          investigations will provide assurance to all  
11          Soldiers, not just victims that retaliation will  
12          be fairly and independently investigated and that  
13          offenders will be held appropriately accountable.

14          Sexual Assault Review Boards will be  
15          our mechanism to track incidents of retaliation  
16          and what we are doing about them. Visibility for  
17          engaged senior leadership will ensure that every  
18          allegation is appropriately addressed.

19          In December, we started asking SARCs  
20          and victim advocates on Fort Meade to ask victims  
21          if they had any perceptions of retaliation. None  
22          have reported to date. But our sample size at

1 Fort Meade is relatively small, as I stated  
2 earlier.

3 So, no retaliation investigation is  
4 yet on Fort Meade, but we will be ready to take  
5 appropriate action when the first allegation is  
6 made. And over time, consistent data collection  
7 will allow General Buchanan and myself to analyze  
8 trends at the installation that will inform  
9 development of our policy Army-wide.

10 The key, as we said, is training.  
11 Formal professional retaliation will be easy to  
12 track and prevent while the social forms of  
13 retaliation will be much harder.

14 Training has begun within MDW and on  
15 Fort Meade. Our first responders, SARCs, victim  
16 advocates, Judge Advocates and Inspector General  
17 personnel have already received specialized  
18 training on retaliation. We're not waiting for  
19 formal Army curriculum, we are moving out in the  
20 MDW.

21 In April, General Buchanan invited Ms.  
22 Donna Ferguson, the Army's leading expert on the

1 psychology of sexual assault and harassment, here  
2 to conduct small group sessions with commanders  
3 and first line leaders. The training sessions  
4 were excellent and covered retaliation but we  
5 need more of them.

6 This month, General Buchanan also  
7 hosted a SHARP summit for SARCs and VAs and  
8 command teams. It was another two-day session  
9 focused, again, on the psychology of assault and  
10 retaliation.

11 So, we must now work hard to pass this  
12 knowledge of these efforts down to first line  
13 leaders at the junior officer and noncommissioned  
14 officer level and into the formations themselves.

15 Thank you, again, for affording me the  
16 opportunity to discuss this important issue with  
17 you and I look forward to your questions.

18 CHAIR HOLTZMAN: Thank you very much,  
19 Colonel.

20 Mr. Stone?

21 MR. STONE: Yes, thank you very much  
22 for reaffirming the policies that I think we all

1 are happy to hear.

2 But I don't know if you were present  
3 for what various victims said earlier this  
4 morning from every one of the Services where  
5 they'd been retaliated to the point where they  
6 had breakdowns. They were diagnosed with PTSD.  
7 They were afraid to go to the chain of command  
8 because they saw that when they did, their  
9 information was not held confidentially. They  
10 were ostracized.

11 And so, I guess one of the concerns I  
12 have is that the statements of intent and even  
13 the training is very good. But I think that the  
14 bad apples in the barrel are going to ignore that  
15 and maybe what they're not going to ignore is  
16 that people actually get prosecuted and  
17 disciplined or terminated or convicted.

18 And I guess what we haven't heard are  
19 examples of numbers even from each of your  
20 Services of how many people have actually been  
21 investigated, prosecuted and disciplined for  
22 sexual assault but, more importantly, the

1 harassment that follows.

2           And I at least hope that perhaps --  
3 and I know you came with statements that were  
4 prepared and you wouldn't have known, but I hope  
5 you'll, when you get a chance to, review the  
6 testimony we heard earlier today, it'll be on the  
7 web and maybe see if you can have your various  
8 assistants come up with numbers that show that  
9 you've actively taken steps and perhaps  
10 supplement your presentations today.

11           I did hear from the last speaker that  
12 you have some -- on your installation, you have  
13 other Service people like Coast Guard. And I  
14 guess that opens up the question to me, again,  
15 whether or not regional or headquarters or  
16 specialized units are able to utilize personnel  
17 from the other Services when they see their  
18 career and their current Service is just going to  
19 go nowhere and there are people who could  
20 contribute to the Services in a different  
21 atmosphere.

22           And so, again, that's a question if

1 you want to answer now or do you want to come up  
2 with something later, I'll leave open. But I  
3 would hope you would utilize good people, even if  
4 they didn't start out in your Service, in some  
5 fashion.

6 I know that I have been in the  
7 Department of Justice. We had people from -- it  
8 was civil prosecutors who moved in to the  
9 criminal division. We had the opposite, people  
10 from TACS, from Environmental Division, people  
11 cross boundaries and will lend to each other to  
12 U.S. Attorney's office all the time because -- it  
13 wasn't necessarily sexual assault, but something  
14 in their chain of command didn't work out for  
15 them, but they were a credit to the United  
16 States. And I think that I would encourage you  
17 to figure out, particularly now, since you have a  
18 lot of joint bases whether or not there's a way  
19 that you can utilize people in a way that lets  
20 them get those transfers.

21 I mean we even heard earlier today  
22 that people's expedited transfers were rejected

1 and they were forced to stay in a situation in  
2 which every day they were isolated. They were  
3 given the silent treatment. They were unable to  
4 perform their job because they were given  
5 conflicting orders which made them miss trainings  
6 that they needed for promotion.

7 It was, I think, by people who ignore  
8 the kinds of statements that you have made that  
9 we appreciate and even the written policy  
10 dictates that you put out there in the hopes that  
11 it wasn't really going to come to light.

12 Along those lines, am I correct that  
13 the IGs are IGs for each of the different  
14 Services, that it's not one Department of Defense  
15 IG? That there's an Army IG and a Navy IG, is  
16 that right?

17 And I guess I would ask your reaction.  
18 When I was at the Department of Justice, there's  
19 a civil -- there's all these different divisions  
20 and as well as offices and boards. But we only  
21 had one IG and the IG didn't report to any of us.  
22 He only reported to the Attorney General at the

1 Cabinet level.

2 And so, I wonder if you have a feeling  
3 as to whether it would strengthen the position of  
4 the IG in the eyes of the victims if they thought  
5 the IG who they were reporting to was a Defense  
6 Department IG who did not have to report back to  
7 your Service, but reported directly to the  
8 Department of Defense?

9 BrigGen HARRIS: I can address that at  
10 least for the Air Force.

11 There's an IG at every level above the  
12 Wing. I have an IG office; the Numbered Air  
13 Force or center above me; the MAJCOM, Major  
14 Command, has an IG; big Air Force in the Pentagon  
15 has an IG; and OSD has an IG above that.

16 All of those ports of entry into the  
17 system are available to any victim at any level  
18 and if they're not happy with that, they can go  
19 directly to a member of Congress and they are not  
20 shy about doing that. And that is protected  
21 communication, they cannot be reprimanded against.

22 MR. STONE: Well, I guess it might

1 reduce the number that go to Congress, do you  
2 think, if they knew that there was one IG office  
3 that wasn't connected to any Service and  
4 therefore, didn't have a possible conflict  
5 because they were in the chain of command, that  
6 was completely outside the chain of command? Do  
7 you think that would help any?

8 BrigGen HARRIS: They can go directly  
9 to the OSD IG now.

10 CAPT FLEMING: That is the same for  
11 the Navy as well. And we don't have a preference  
12 one way or another. It's really what the victim  
13 feels is their best means to report whether it's  
14 to the Navy IG, to OSD IG, but we also have  
15 different levels of IGs as well up and down the  
16 chain.

17 So, again, it's an avenue for the  
18 victims or someone who witnesses to report  
19 through another means that is not directly in  
20 their chain of command if they feel the need to  
21 do so.

22 MR. STONE: Will those IGs ever report

1 to you?

2 CAPT FLEMING: They are -- yes. So,  
3 if there's a DoD IG, they can go about different  
4 -- now, I'm not an expert but they can go about  
5 different methods and sometimes they can pass it  
6 back down to the chain of command to investigate.  
7 It can go to the Navy if it went to OSD to  
8 investigate and sometimes they will investigate  
9 it based on what they read as well.

10 COL FOLEY: Yes, sir. The Inspector  
11 General is a tool of the general officer level  
12 command in the Army, so at all levels.

13 So, for instance, Major General  
14 Buchanan, the IG works for him. He has an O-6  
15 Inspector General and then below them a number of  
16 Lieutenant Colonel Inspector Generals. So,  
17 General Buchanan has detailed an O-5 Inspector  
18 General to work on Fort Meade and allows me to  
19 communicate.

20 And it's a tool, so it's much broader  
21 than just sexual assault and sexual harassment.  
22 It's the commander's tool. If an external

1 investigation is needed into a particular -- any  
2 aspect of command or organization, then the  
3 commander can direct the IG to go in and do an  
4 external evaluation of that particular unit or  
5 organization at whatever level.

6 And the appropriate level of IG  
7 command is dependent upon the level of the issue.  
8 Is it widespread across the entire Army or is it  
9 a localized issue to one unit of a particular  
10 size?

11 So, the Inspector General is a broad  
12 capability, as the General said, from the  
13 Department of Defense all the way down. And  
14 there is nothing stopping a Soldier from, you  
15 know, hitting that website for the DoD IG and  
16 filing a report directly to the DoD Inspector  
17 General if that Soldier chooses to do so.

18 Soldiers have the rights to file a  
19 Congressional complaint with their local  
20 representative from their home state at any time  
21 that they want to and then commands are obligated  
22 to go in and do the -- you know, take necessary

1       investigative process and respond back to the  
2       elected official who submitted the request on the  
3       behalf of the Soldier.

4               MR. STONE:   But I gather that the IG  
5       at the DoD level doesn't do his own  
6       investigation, that's done -- it sounds like it's  
7       bounced down the line for the line people to  
8       investigate.

9               COL FOLEY:   It could be, yes, sir,  
10       yes.

11              MR. STONE:   Yes, okay.

12              CHAIR HOLTZMAN:   Thank you.

13              Mr. Taylor?

14              MR. TAYLOR:   First of all, thank you  
15       for your service.   I know that being an  
16       installation commander in today's climate is not  
17       an easy task.   I know that you have a lot of  
18       tasks and this is one of the most important, of  
19       course.

20              General Harris, I thought that you and  
21       several others raised comments about trust and  
22       I'm glad to hear you talking in those terms and

1 was particularly impressed by the hands on  
2 approach that you were taking to dealing with and  
3 addressing this problem.

4 And I guess when you described how  
5 this one informal complaint was handled by  
6 meeting with various people and then formulating  
7 an approach that was satisfactory to the  
8 survivor, which seemed to satisfy the lower level  
9 complaints.

10 The question that occurred to me goes  
11 back to something that you said, Colonel Foley,  
12 when you said that you required people to start  
13 asking victims about retaliation.

14 And my question is, even though  
15 there's the big requirement for formal  
16 retaliation, do any of you have in place a system  
17 for surfacing the sorts of informal retaliation  
18 which probably are at least as important and  
19 certainly probably larger in numbers than the  
20 professional retaliation, do you have a way of  
21 monitoring that?

22 And if you don't, would it be a good

1 idea to do so, so that it'll give you a better  
2 sense of what's really happening just below the  
3 surface to help explain this disconnect between  
4 the relatively small numbers of retaliation that  
5 panels have reported and the 62 percent that,  
6 obviously, we were getting through surveys?

7 BrigGen HARRIS: I can address that.

8 Yes, we proactively ask the victims in  
9 a safe environment the victim with the Sexual  
10 Assault Response Coordinator with no obligation  
11 to go outside that room if the victim does not  
12 want to.

13 Now, if the victim does want to, then  
14 the Sexual Assault Response Coordinator can  
15 provide options on how to do that and many of  
16 those options, as I detailed in my opening  
17 statement, are not formal and don't necessarily  
18 have to come up to the Wing commander and I might  
19 not ever know that it happened, that there was a  
20 retaliation issue because it's solved at the  
21 lower command level, which is exactly how the  
22 system is supposed to work.

1           If, however, redress is not adequate  
2           in the victim's mind, there are appeal after  
3           appeal after appeal, up to the Wing commander and  
4           well beyond, that the victim can avail themselves  
5           of.

6           MR. TAYLOR: I'm getting at something  
7           just a little different, though, and that is some  
8           report to you as a commander that could be  
9           anonymous, just a number of informally are solved  
10          complaints to give you as commanders a better  
11          sense of the extent to which the lower form of  
12          retaliation is occurring on your installation to  
13          give you a clue about the kinds of things you  
14          might still need to do in order to address it.

15                 Anybody have a thought about that?

16          CAPT FLEMING: Yes, sir. When I  
17          talked about the command climate surveys, these  
18          questions that are very specific in regards to  
19          retaliation and sexual assaults, have you ever  
20          been?

21                 And some actually give people an  
22          anonymous way to actually write down responses

1 and that gives all of us as commanders a very  
2 clear picture in an anonymous forum for a victim  
3 to come forward to give us details if they don't  
4 feel comfortable.

5 Now, we want to create an environment  
6 like you were saying, sir, of trust where they  
7 are comfortable coming in at any level of the  
8 chain of command to report this. But the Command  
9 Climate Surveys is a great way to get that inside  
10 look as to how your command is doing.

11 Col BROUGHTON: Like I briefly  
12 mentioned, one of the things we're looking for  
13 and we discuss this very distinctly in our Case  
14 Management Groups, is we're looking for those  
15 indicators.

16 We're looking for those indicators and  
17 change in performance, change in conduct, you  
18 know, it's those indicators that either says --  
19 you know, because sexual assault is a traumatic  
20 incident. So, yes, they may be having problems  
21 and that may be what these indicators, you know,  
22 are stating.

1           But it also may be an indication of  
2           the retaliation that they're receiving. So, we  
3           specifically address is how is the Marine doing  
4           at work? And we specifically address that  
5           because if the Marine's not doing well, then  
6           what's wrong?

7           And we also discuss who needs to talk  
8           to the Marine? Because maybe sometimes the  
9           command is not the right person and we understand  
10          that. You know, no one wants to talk to an old  
11          colonel, you know.

12          But who they will talk to, they'll  
13          talk to that UVA. They'll talk to that VLC. And  
14          that's one of the other reasons we have co-  
15          located all those folks within our SAPRO Office  
16          at Quantico so just to make those tools  
17          available.

18          It may not be as successful as we  
19          want, but we're trying to create these tools so  
20          the Marines can utilize them, that they're there.

21          CAPT WESTLING: Sir, we do essentially  
22          the same thing through the Crisis Intervention

1 Team. Within the first 24 hours of a report of a  
2 sexual assault incident or any type of an  
3 assault. We automatically will convene that CIT,  
4 the Crisis Intervention Team, that Mr. Graham,  
5 talked about earlier which includes a  
6 representative of the command whether it's the CO  
7 or the Executive Officer, typically, the Command  
8 Master Chief or the Command Chief.

9 It will include Coast Guard  
10 Investigative Services, a medical officer as well  
11 as the SARC.

12 And if the subject and the victim or  
13 victims happen to be from more than one command,  
14 the Executive Officer, the Commanding Officers of  
15 all of those commands are involved in that  
16 meeting.

17 And again, what we are looking for in  
18 that meeting is making sure that the safety and  
19 the health of the survivor is taken care of as  
20 well as the safety and the health of the subject.  
21 And what can we do collectively to make sure that  
22 we are not interfering with the Coast Guard

1 Investigative Services investigation while we  
2 also make sure that all services are provided to  
3 both the survivor and the subject and have a plan  
4 to make sure that they can both be productive  
5 members of the Coast Guard until final  
6 disposition of the case.

7 And then that Crisis Intervention Team  
8 will be meeting after a couple of additional days  
9 and when we get initial feedback from CGIS, and  
10 then monthly thereafter.

11 MR. TAYLOR: Colonel Foley, would you  
12 like to add anything?

13 COL FOLEY: Yes, sir, thank you.

14 So, three different points I'd like to  
15 make.

16 First is when an allegation of  
17 harassment or assault is now filed, of course we  
18 are obligated to investigate those allegations  
19 through either Criminal Investigation Command or  
20 the Inspector General or a commander's inquiry of  
21 investigation.

22 Simultaneously, with appointing an

1 investigating officer to the job, we also now  
2 also formally assign Commanders Reprisal  
3 Prevention Plans, where leaders down to the first  
4 line level of leadership on both sides of the  
5 accused and the subject, that commanders  
6 understand what the Army defines reprisal and  
7 retaliation as and examples of it, of what could  
8 be constituted as reprisal or retaliation.

9 So there is acknowledgment now  
10 formally in writing and I just did this last  
11 week, down to the first line leader.

12 And then when the investigating  
13 officer goes to the subjects on both sides and  
14 asks the questions, the subject is, again, you  
15 know, asked by the investigating officer, this is  
16 what reprisal and retaliation can be, this is  
17 what it can mean. Do you have any examples?

18 But this is a new process. We're just  
19 starting these processes now. So, we're working  
20 hard to improve and make improvements in the  
21 Army.

22 We also do have, in addition to the

1 Command Climate Surveys that were mentioned, we  
2 have anonymous capabilities on the installation.  
3 The ICE system and I forget what the acronym ICE  
4 stands for off the top of my head, but anyone can  
5 come and file an anonymous complaint about  
6 services of any kind on the installation. But  
7 it's often used for allegations.

8 And then we are, you know, again, same  
9 thing, obligated to attempt to identify, it can  
10 be anonymous, but, you know, there normally is  
11 some identifying information there that can, you  
12 know, kind of guide us to where we need to go.  
13 So, the ICE capability is also there.

14 And then, of course, as we've talked  
15 about, it is, I mean ultimately it's education,  
16 education, education. We have got to get down to  
17 the Soldier level all the way down in through the  
18 chain of command. And again, as Master Sergeant  
19 Johnson stated, the Army is serious about the  
20 "Not in my squad, not in my Army" concept.

21 But that has got to be supported from  
22 the top down so that officers, senior officers,

1 senior noncommissioned officers are ensuring that  
2 mid-level noncommissioned officers and officers  
3 are trained and understand also, so that they in  
4 turn can train junior noncommissioned officers  
5 and officers in what constitutes retaliation,  
6 reprisal and harassment in all forms.

7           So, it is still top down, but  
8 ultimately, it is the responsibility of that  
9 first line leader, that young sergeant, that  
10 young lieutenant to get their Service members  
11 together under the oak tree counseling, come  
12 together, build that trust and teamwork and  
13 understand that one person in this small team  
14 being ostracized weakens the entire group and we  
15 cannot function as a team if one person's  
16 ostracized. We have got to come together and  
17 embrace.

18           And then when the time is right after  
19 allegations have been filed and investigations  
20 are complete, then in all appropriate instances,  
21 if that person that filed that allegation and  
22 made that complaint and spoke up, if that person

1 is strong enough then we need to raise those  
2 people on pedestals and make sure that they are  
3 being used as an example of what right should be  
4 and what right should look like in our military.

5 People that have the courage to stand  
6 up and say I have been treated unfairly. I have  
7 been treated wrong and the system, you know, this  
8 is how the system worked for me.

9 So, we do need those people to stand  
10 up and have courage as the young folks that stood  
11 up here for the most part this morning and had  
12 the courage to do. So I personally thank each  
13 and every one of them. We're working as hard as  
14 we can in the Army at this challenge.

15 MR. TAYLOR: Thank you.

16 CHAIR HOLTZMAN: Thank you very much.

17 I have no questions but I want to  
18 thank all the members of the panel for, one, your  
19 service, and number two, coming and helping to  
20 enlighten us and share your experiences and you  
21 recommendations with us. Thank you very, very  
22 much. We appreciate it.

1           We'll take a three minute break and  
2 then we'll go to our next -- we have some public  
3 comments to hear and we've got to break early at  
4 5:00.

5           Thank you. Three minute break.

6           (Whereupon, the above-entitled matter  
7 went off the record at 4:36 p.m. and resumed at  
8 4:42 p.m.)

9           CHAIR HOLTZMAN: We're ready to hear  
10 public comment.

11          LtCol GREEN: Ms. Holtzman, the Panel  
12 has received requests to make oral public  
13 comments today from four people.

14          Through some discussions among them,  
15 I think three are now going to speak and the  
16 Panel will first hear from -- in addition, there  
17 were some written comments that were posted. I  
18 just reemphasize that. That has been posted to  
19 the JPP website for the review and it's been  
20 provided to the Panel members.

21          And first we'll hear from Ms. Terry  
22 Young, U.S. Navy retired and then -- oh, I'm

1       sorry, an Advocate for Military Sexual Trauma.  
2       My understanding, she's going to defer her time  
3       to Ms. Victoria Sanders, the founder of the  
4       26,000 Letter Project.

5                   CHAIR HOLTZMAN: Who is up?

6                   LtCol GREEN: Ms. Sanders.

7                   CHAIR HOLTZMAN: Who is our presenter  
8       from the public? What is the name of the person,  
9       please?

10                  LtCol GREEN: Ms. Sanders, Victoria  
11       Sanders.

12                  CHAIR HOLTZMAN: Ms. Sanders, is that  
13       your name?

14                  MS. SANDERS: Hi, thank you for your  
15       generous offer to let me speak today.

16                  My name is Victoria Sanders and I'm in  
17       town this week with the 26,000 Letter Project, a  
18       grassroots lobby effort. It was created to give  
19       a voice to the voiceless who were sexually  
20       assaulted while serving in the military. Many of  
21       them were raped like I was in 1975. Retaliation  
22       is a constant theme in these letters. It comes

1 in many forms.

2 The level of not understanding the  
3 basics of how a victim will act an hour, a week  
4 or a day later is evident in my story.

5 When I went to the hospital to have  
6 the rape kit done, they were more concerned about  
7 the fact I needed to wear a hospital gown home  
8 because they'd taken all my clothes as evidence  
9 than they were about the fact I had no car or  
10 friend to go get my clothes at home.

11 I had been at Fort Carson for 30 days  
12 when I was raped. The CID was no better. It  
13 took me two days to hand-write the complaint with  
14 no errors. I was stuck in a windowless room with  
15 two men who kept asking if I wanted to continue  
16 to go forward with the complaint.

17 When I returned to my unit, word had  
18 gotten around. I had to work next door to my  
19 rapist and he made sure that his face was the  
20 first I saw that morning and the last I saw at  
21 night.

22 Men would stop at my office and call

1 me a slut or a whore and make kissing noises.  
2 Walking outside, men would hang their penises out  
3 of a window and yell at me that what they wanted  
4 to do. These were things that were never seen by  
5 others. I had a target on my back and everyone  
6 was taking shots at me.

7 When I was finally transferred, it was  
8 to the 440 Signal Battalion. People would  
9 literally talk behind my back saying loud enough  
10 for me to hear, "Don't talk to her, she'll cry  
11 rape." Being called every foul name known to  
12 mankind was demoralizing. I felt less than human.

13 Holding people accountable is the  
14 missing piece of the equation that has been a  
15 constant since I served. A female JAG officer  
16 told me that my rapist had confessed, we could  
17 not hope for a conviction because, and I quote,  
18 "You are not a nun, a virgin or a dyke."

19 Retelling my story to every commander  
20 and senior NCO in my command and in his command  
21 kept me in victim mode and just reinforced the  
22 harassment from my fellow Soldiers.

1           My rapist was given non-judicial  
2           punishment. Looking back now, that was fortunate  
3           because I've heard so many say nothing happened  
4           or, like a young woman who's on active duty right  
5           now learned just last week, the man that  
6           assaulted her was given a letter of reprimand.  
7           That one fact allowed me to get my VA  
8           compensation.

9           One day, I got a call from the CID.  
10          I was asked to come to their office. When I  
11          arrived, I was told that if I did not spy and  
12          find out who was stealing expensive signal  
13          equipment from my battalion, I would receive the  
14          same punishment as my rapist, reduced in rank to  
15          E1, loss of pay for six months, confined to the  
16          barracks for six months. I had a three-year-old  
17          child and I had just fought to regain custody  
18          after a nasty divorce that followed the rape.

19          Since I had become a single parent --

20          CHAIR HOLTZMAN: Excuse me. Can  
21          somebody fix the microphone because we're having  
22          interference with this. Thank you.

1 MS. SANDERS: Everything I learned in  
2 the Army until that day I was raped was we are a  
3 team, we take care of each other, we depend on  
4 each other to be safe. What I saw then and what  
5 I see today is there is little justice for sexual  
6 assault victims.

7 Since the day I was raped, it altered  
8 my life. My mother and sister became strangers  
9 to me. I'm a stranger in my own skin. My  
10 children have been impacted and I had to have a  
11 hysterectomy at the age of 22 because of a  
12 venereal disease I contracted from the rape.

13 Families are the hidden victims of  
14 these crimes. The sad fact is, many of these  
15 rapes are committed by the same person. I know it  
16 was not the first time for the man who raped me.

17 With little to no punishment given,  
18 they are emboldened to act again and again. The  
19 transient nature of the military also plays an  
20 important role in covering up these crimes.

21 We can't wait another year or five  
22 years. We need to act today. The military has

1 proven time and time again they will cover up a  
2 rape but throw a book at the guy who took a  
3 joyride in a Jeep.

4           These crimes show an institutional  
5 failure at the highest level. No one takes  
6 responsibility. They pass the buck with a false  
7 narrative that is as outdated as the rape laws of  
8 our country, our state, our colleges and our  
9 military.

10           Slowly, things are changing but a  
11 couple of weeks ago, our new Secretary of Defense  
12 said he was concerned that putting women in the  
13 Rangers, the best the Army has, would put women  
14 in danger of being raped. That leaves out the  
15 fact of the 53 percent of men who are the rape  
16 victims.

17           In the process of this project, I have  
18 heard so many stories of survivors who could not  
19 bring themselves to write about. Everything from  
20 it was an Afghan Soldier, to it was my husband  
21 who drugged me and brought his friends over to  
22 rape me. From the battleground to the bedroom,

1 it is all a war zone for survivors.

2 CHAIR HOLTZMAN: Thank you very much  
3 for your testimony.

4 Let me just remind the public and for  
5 the transcript, the rules under which we operate  
6 with regard to public comment is each person has  
7 five minutes.

8 Are there any questions of Ms.  
9 Sanders? If not, we'll proceed.

10 Thank you very, very much. We  
11 appreciate your taking the time to share your  
12 experiences and your assaults with us.

13 Lieutenant Colonel Green?

14 LtCol GREEN: Yes, ma'am. Next we  
15 have Lieutenant Colonel Theresa James of the West  
16 Virginia National Guard.

17 CHAIR HOLTZMAN: Ms. James, welcome.

18 LT COL JAMES: Thank you very much.

19 Good afternoon. Thank you, Madam  
20 Chair and members of the Panel for the  
21 opportunity to address the Panel today as a  
22 member of the public.

1           A brief introduction, I am a  
2           Lieutenant Colonel in the West Virginia Army  
3           National Guard. I -- at the time of my report of  
4           my unrestricted sexual assault, I had 33 years in  
5           the Service, combat veteran and never thought  
6           that, you know, I would have an issue with my  
7           leadership believing me when I came forward and  
8           reported my assault.

9           There is no point in distinguishing  
10          between active and reserve components when it  
11          comes to sexual assault and retaliation. This  
12          never seems to be a problem when we are called up  
13          going to go to combat in a theater of operations.

14          I want to state that I do understand  
15          the Panel's purpose as it relates to the judicial  
16          proceeding and the recommendations and changes to  
17          the Uniform Code of Military Justice in regards  
18          to our active duty service men and women.

19          Additionally, I have become familiar  
20          with the complexities associated with a sexual  
21          assault while serving as a Soldier in a Title 32  
22          status in the National Guard and, absolutely, not

1 by choice.

2 I submit to this Panel that both the  
3 experience and the processes for reporting both  
4 sexual assault and reprisal are the same despite  
5 the differences in our duty statuses.

6 And I would also ask the Panel to  
7 consider future testimony of survivors who  
8 proudly serve their state and nation as members  
9 of the Armed Forces and the National Guard, even  
10 though the UCMJ does not apply.

11 I have seen that many states have  
12 adopted the new public laws and reforms in their  
13 state's Uniform Codes of Military Justice. And I  
14 believe even more and more states will continue  
15 to follow suit.

16 We, as National Guard Servicemen and  
17 women have a very vested interest in the  
18 recommendations of this Panel and in any future  
19 forms to protect the victims and survivors of  
20 these crimes, which leads me why I'm here today,  
21 to share my experience with the Panel and to shed  
22 some light from a survivor's perspective on the

1 areas requiring improvement.

2 As we've went through the testimony  
3 today, I've made some notes and have to answers  
4 to some of the Panel's questions based on my  
5 experience in going through this process.

6 With the short amount of time given,  
7 I'm going to skip a lot of the complexities and  
8 the examples.

9 I have been socially retaliated  
10 against, ostracized, and have experienced  
11 professional reprisal. As a result of that, I  
12 have filed a formal IG complaint with the  
13 Department of Defense, which leads to some of the  
14 things -- you know, when you were talking about  
15 the IGs and their effectiveness.

16 Today, I would tell you that the IG  
17 system isn't that effective but it also has some  
18 very positive, if there is such a thing in these  
19 cases, aspects to it in that the DoD IG  
20 investigators are actually trained investigators  
21 to actually look into these professional reprisal  
22 allegations. They have interacted with me in a

1 very professional manner at the DoD level.

2 So, I think that goes back to one of  
3 the things when you talk about your experience at  
4 the local level. At the local level, you're  
5 dealing with someone who has that interaction  
6 with that local commander. So, there becomes a  
7 level of trust with that person. But getting  
8 accepted at a level outside of your local level  
9 definitely has its advantages.

10 And effectiveness in that timeliness,  
11 my complaint was filed in April of 2013. Today,  
12 I can tell you there is still no resolve and it's  
13 still ongoing.

14 CHAIR HOLTZMAN: Excuse me, Ms. James.  
15 The time has expired. I just want to -- so that  
16 -- but we definitely want to receive the rest of  
17 your comments. So, written comments may be made  
18 and will be put on our website. But the time for  
19 your oral testimony has expired.

20 LtCol GREEN: Okay.

21 CHAIR HOLTZMAN: Thank you. But thank  
22 you very much for coming and sharing this with us

1 and we welcome very much and hope to receive  
2 written testimony from you that completes your  
3 thoughts.

4 LT COL JAMES: Okay.

5 CHAIR HOLTZMAN: Our next witness is?

6 LtCol GREEN: Yes, ma'am. Ms. Amy  
7 Quinn, former Service member of the United States  
8 Navy.

9 MS. QUINN: Thank you, Panel.

10 CHAIR HOLTZMAN: Ms. Quinn, thank you  
11 very much for coming.

12 MS. QUINN: You're welcome. Thank you  
13 so much for having me.

14 I joined the military in 2002. I was  
15 inspired to serve my country in the wake of 9/11.  
16 I began my service as an aviation electrician.

17 I felt it clear to me that my  
18 obligation as an American and from my point of  
19 view, my obligation to God, was to help my nation  
20 be stronger in any way I could.

21 My desire to make a positive  
22 difference is the reason why I received multiple

1 awards of service. I was young and idealistic  
2 when I signed up. And now despite what happened  
3 to me, I remain idealistic and I continue to  
4 believe in our country, our democracy, and the  
5 value that we place on doing the right thing.

6 I do realize that we have progressed  
7 as a nation, increasingly living up to our own  
8 ideas like the spirit and quality in our  
9 Declaration of Independence.

10 Helping our military system live up to  
11 these American values and creating an environment  
12 where military personnel respect and support each  
13 other can only make us stronger.

14 It was not easy for me to come forward  
15 to tell my story. Ultimately, I determined I  
16 needed to, despite my reluctance and  
17 embarrassment to help to do justice for many  
18 survivors who have endured the same pain as  
19 myself.

20 So, here it is. During my time in  
21 Service, I was repeatedly assaulted verbally,  
22 physically, sexually. I was raped three times.

1 I was considered fair game since there was no  
2 consequences for the rapists, not even a slap on  
3 the wrist. That was the culture I joined. That  
4 was the reality I had joined in order to serve my  
5 country.

6 The reaction of my command was always  
7 to consider me a troublemaker, while neglecting  
8 the perpetrators of what obviously was a crime.  
9 And equally, obviously does not work to build a  
10 strong and cohesive military team built on  
11 support.

12 Instead of supporting me in any way,  
13 my Command Master Chief whose name is David Orso  
14 who ironically is now working for the VA told the  
15 upper enlisted personnel to keep an eye on me to  
16 ensure that I didn't, quote, unquote, make  
17 trouble.

18 Allowing rape to go unaddressed in the  
19 21st Century world is barbaric in itself.  
20 Certainly the neglect and injustice does not  
21 build loyalty or respect. But I was a victim of  
22 other crimes, too, for the command laughed off

1 and covered up. For example, in October 2004, a  
2 part of the F-32, I was deployed on the Truman to  
3 support Operation Enduring Freedom.

4 At one point, I had learned my brother  
5 had been shot in the face and I had went to  
6 medical to get a sedative or something to help me  
7 sleep because I was not sleeping.

8 On top of the stress I had already  
9 been feeling as a woman in constant jeopardy  
10 under a male command that didn't seem to care,  
11 the news about my brother was extremely  
12 unsettling.

13 As a result of the sedative, I fell  
14 asleep in a chair during a message to us from the  
15 ship's captain of communications systems. My  
16 shipmates sprayed my body with aircraft cleaner  
17 and lit me on fire. I woke up engulfed in  
18 flames. I had actually been set on fire. That  
19 so-called prank could have cost me my life.

20 I ran to medical right away and  
21 fortunate to not to have been physically scared  
22 forever, but still live with the nightmares to

1 this day.

2 When I complained about the dangerous  
3 treatment, Senior Chief Pena Cruz told me just to  
4 be quiet and not to overreact. What happens in  
5 the civilian life if one person sets another on  
6 fire? A lot more than laughter.

7 After this incident, my command moved  
8 me to corrosion control where my direct  
9 supervisor in aviation maintenance was AM1 Ate.

10 During the first week of working under  
11 his supervision, he came up to me, grabbed my  
12 breasts and said if you were in my country,  
13 Ghana, we would cut your clit off because women  
14 don't deserve pleasure. Would you consider that  
15 appropriate supervision?

16 Ate continued to make unwanted  
17 advances and threatening comments for about two  
18 more weeks. Did my command give Ate guidance on  
19 becoming a better manager? No, they simply  
20 changed my shift and gave me no sign of caring  
21 and no support at all.

22 While forced to stay in corrosion, I

1 did everything in my power to switch jobs and  
2 commands. Following these reports, Chief Petty  
3 Officer Darby came up to me on the flight deck  
4 and choked me. I ran and told someone, they told  
5 me to drop it, they didn't care.

6 Ultimately, I called a Captain's Mass  
7 in November of 2004 where I spoke about  
8 everything that I had been enduring and the  
9 medical staff, whose job was to protect the  
10 patients, had been breaking HIPAA laws by telling  
11 my command everything I was telling them in that  
12 private conversation.

13 As what has been revealed as a  
14 shameful widespread pattern in military cover  
15 ups, he diagnosed me with borderline personality  
16 disorder while continuing to say I was fit for  
17 full duty.

18 After voicing my concerns, at  
19 Captain's Mass, I was told simply, now you just  
20 need to be saying you're satisfied.

21 In January 2005, I was processed off  
22 the ship for a so-called mental defect. I defy

1 any of you not to have mental consequences if you  
2 were raped, harassed repeatedly and set on fire  
3 while management looked the other way and just  
4 laughed.

5 CHAIR HOLTZMAN: I just want to say  
6 that we know how difficult it is for you to come  
7 before us and we want to say thank you very much  
8 for sharing that experience.

9 I want to thank the other members of  
10 the Panel for sharing their experience. We value  
11 and appreciate the service to your country before  
12 and we thank you for your service to the country  
13 in coming forward and testifying here today.

14 I think this concludes our Panel  
15 hearing. As I mentioned, if any of you has any  
16 additional comments that you want to share,  
17 please feel free to do that with the staff and  
18 we'll put that on the website.

19 Thank you, again, and this hearing is  
20 concluded.

21 (Whereupon, the above-entitled matter  
22 went off the record at 5:00 p.m.)

A			
<b>\$0</b> 208:17	111:20 121:16	96:5,9 151:3 201:4	125:3 132:5 174:18
<b>\$1</b> 31:6	<b>AC</b> 185:6	243:14 280:17 281:10	241:4 245:4 249:7
<b>\$200</b> 208:15	<b>AC-130</b> 184:22 186:17	299:4 330:9 364:4	278:1 279:8 289:20
<b>\$400</b> 208:16	<b>academies</b> 335:9 336:2	378:7 403:3 406:18	304:7 311:6 326:19
<b>A.H</b> 2:15 191:3,5,6,6	<b>Academy</b> 106:11,16	406:22	344:7 351:6,11
197:8,13 212:15	<b>accept</b> 108:16 109:13	<b>acted</b> 168:10	361:21 362:12 369:2
218:19,20 221:11,12	197:16 246:22 326:6	<b>acting</b> 61:22	369:3 385:9 391:7
223:7 225:4 226:21	<b>acceptability</b> 117:3	<b>action</b> 18:8 19:6 24:6	392:14 394:3,4
227:13	<b>acceptable</b> 18:20 47:6	25:21 44:17 52:19	408:21
<b>a.m</b> 1:14 5:2 105:6,7	<b>accepted</b> 36:17 44:18	53:1 72:13 91:7 92:20	<b>addressed</b> 44:8 100:11
148:2	146:20 197:11 320:3	95:2 111:22 138:22	101:14 174:8 240:22
<b>A.N</b> 2:13 176:4,7,8	320:4 412:8	174:8,10 206:19	251:5 252:12,13
179:9,12 218:1	<b>access</b> 51:5 88:9 89:5	291:14 347:2,12	355:7 377:11 378:18
<b>A.P</b> 375:18	123:1 233:12 304:3	348:14 350:14 351:5	<b>addressing</b> 52:8 302:9
<b>abandoned</b> 85:8 192:13	306:18 346:14 370:12	351:9 353:22 354:2	314:20 345:3 348:12
<b>abbreviated</b> 158:17	<b>accessible</b> 7:1	361:20 367:1 379:5	390:3
<b>abide</b> 281:13	<b>accommodate</b> 9:21	<b>actions</b> 19:14 32:2 45:8	<b>adequate</b> 75:16 392:1
<b>abilities</b> 320:13	<b>accompany</b> 30:18	48:21 50:15 94:22	<b>adjudicate</b> 132:14
<b>ability</b> 16:5 30:14 39:1	260:8,9 263:19	156:11 201:2 203:15	310:17
65:6 102:8,9 130:1	<b>accomplished</b> 202:22	206:18 256:1 300:6	<b>adjudicated</b> 132:9
134:8 233:6 244:22	313:4 349:10	330:2 354:16 364:16	242:11 261:3 265:12
245:8 301:20 304:7	<b>accomplishing</b> 349:8	369:2	<b>adjudicating</b> 131:2
362:14	<b>accomplishment</b>	<b>activation</b> 257:13	<b>adjudication</b> 247:15
<b>able</b> 19:1,21 23:8 28:22	146:21 356:13	<b>active</b> 28:21 32:10 75:8	<b>adjudicatory</b> 118:15
42:21 53:3 55:12	<b>accomplishments</b> 22:7	76:7 191:7,9 194:15	125:12 126:15
56:18,19 71:5 73:2,6	<b>account</b> 53:5 264:3	194:16 202:1 224:6	<b>adjustment</b> 118:5
75:19 76:13 78:6 80:8	<b>accountability</b> 18:13	268:17 269:1,6	182:17
84:14 88:9 89:5 97:4	19:3 120:19 129:7	334:13,14 345:17	<b>admin</b> 210:21
101:19 109:7 121:11	131:5 134:21 190:7	359:3,8 374:1,14	<b>administer</b> 119:1
126:18 144:1 146:3,8	253:10 357:14 376:5	405:4 409:10,18	<b>administered</b> 120:14
146:11 169:10 174:3	<b>accountable</b> 156:19	<b>actively</b> 301:12 382:9	<b>administration</b> 44:16
192:21 194:1 203:8	174:20,21 193:1	<b>activities</b> 374:10	125:15
204:8 210:18 224:19	354:10 357:5 378:13	<b>activity</b> 3:2 254:18	<b>administrative</b> 13:10
229:8 239:10 254:10	404:13	303:4 329:2 353:15	18:8 44:17,19 45:7
266:13,14 284:20	<b>accounts</b> 43:17	<b>actor</b> 15:17	50:10,18 51:4 71:7
285:18,21 286:4,21	<b>accumulate</b> 116:17	<b>acts</b> 183:7 364:22 378:2	84:5 89:10 111:10,15
287:1 290:6 313:19	<b>accumulating</b> 49:16	<b>actual</b> 10:5 71:18 75:1	211:15
320:17,18 349:7,8	<b>accusation</b> 154:7	104:14 105:14 149:4	<b>administratively</b> 36:18
355:8 382:16	<b>accuse</b> 85:21	162:14 290:15 330:2	337:9
<b>abnormal</b> 312:17	<b>accused</b> 61:20 64:17	<b>ADAP</b> 78:15	<b>administrator</b> 219:15
<b>above-entitled</b> 105:5	108:14 113:17 188:9	<b>ADC</b> 62:14 63:1,4 83:4	<b>Admiral</b> 55:5 121:22
148:1 230:14 294:22	195:20 209:11 217:3	83:5,17 84:2 85:13	221:6 325:12
343:16 401:6 419:21	248:20 308:18 359:18	226:6,6	<b>Admiral(R)</b> 6:10
<b>abruptly</b> 30:4	397:5	<b>add</b> 12:13 16:8 98:14	<b>admission</b> 35:5
<b>absence</b> 113:10	<b>accuses</b> 314:11	131:7 220:3 280:9	<b>admitted</b> 108:6 196:13
<b>absences</b> 299:10	<b>achieved</b> 175:8	281:2,21 282:1 326:1	207:20 341:15
<b>absolute</b> 201:21	<b>achievement</b> 22:10	396:12	<b>adopted</b> 410:12
<b>absolutely</b> 16:6 22:17	<b>acknowledging</b> 340:6	<b>addition</b> 50:6 53:6	<b>adult</b> 8:13 313:12,12
88:22 99:9 139:10	<b>acknowledgment</b> 397:9	128:22 373:3 397:22	<b>advance</b> 43:9
161:10 293:18 323:20	<b>acquittal</b> 128:11	401:16	<b>advances</b> 417:17
325:6 326:17 409:22	<b>acquittals</b> 119:9	<b>additional</b> 6:1 65:18	<b>advantage</b> 72:3 204:6
<b>absorb</b> 336:12	<b>acquitted</b> 43:19 44:1,5	175:21 189:21 216:2	258:15
<b>abuse</b> 31:19 78:8,16	93:13	251:20 367:7 396:8	<b>advantages</b> 412:9
79:11 109:10 166:6	<b>acronym</b> 398:3	419:16	<b>adversarial</b> 156:7
205:12 207:2 360:5	<b>acronyms</b> 272:16	<b>Additionally</b> 359:11	216:18
360:10	<b>act</b> 7:2 8:7,9 16:15,20	371:8 409:19	<b>adverse</b> 18:8 19:6
<b>abused</b> 39:15 60:22	17:21 52:12,16 55:13	<b>address</b> 14:4 31:17	305:19 353:22
	55:16,21 56:5 94:15	54:14 100:17,20	<b>advice</b> 50:1 121:2,10

223:5 265:18 294:18  
366:22  
**advise** 121:6 222:4  
225:1 256:13 259:2,3  
285:15 296:5 362:4  
**advised** 37:6 162:17  
266:15 362:8  
**advises** 258:3  
**advising** 87:13 100:7  
225:2 258:11,11  
297:6  
**advisor** 62:6 85:13  
259:5 311:7,10 312:1  
**advocacy** 50:17 54:14  
346:15 368:21 371:5  
371:9 372:17  
**advocate** 2:19 3:9 30:1  
41:21 78:1 79:15 85:4  
85:14 86:8,9 189:21  
197:21 205:10 222:3  
223:8 232:22 235:14  
235:20 242:12 243:9  
243:13,18,20 246:9  
246:11 255:5 256:11  
260:3 267:5,8,10  
280:16 313:9 317:5  
317:11,13,18 321:1  
332:2 333:13,17  
337:19 338:2 339:11  
347:3 349:16,21  
351:2,8,16 356:3  
402:1  
**advocates** 10:8 101:8  
259:15 267:16 319:16  
339:8,12 356:5  
370:14 372:18 378:20  
379:16,16  
**Affairs** 311:7  
**affect** 22:12 77:3 106:6  
113:11 252:10 254:13  
356:12  
**affirmative** 323:3  
**afforded** 52:14 255:13  
309:4  
**affording** 373:17  
380:15  
**Afghan** 407:20  
**aforementioned** 298:9  
**afraid** 44:20 57:4 76:16  
148:20 171:7 188:1  
198:19 237:2 275:9  
282:12 381:7  
**AFSOC** 32:22  
**afternoon** 8:2 176:7  
184:16 202:14 230:17  
235:16 238:21,22  
249:13 254:21 303:1  
317:7 352:16 358:18

373:15 408:19  
**afterward** 88:3  
**age** 299:21 314:6  
406:11  
**agencies** 83:13 296:15  
374:9  
**agendas** 6:22  
**agent** 37:13 180:3  
365:4,6  
**aggravate** 164:7  
**aggravation** 305:13  
**aggression** 164:12  
**aggressive** 100:12  
**aggressively** 46:4  
344:14  
**Agnew** 3:2 254:17,19  
254:20,22 268:14  
270:9,12,18 272:13  
285:13,14  
**ago** 12:1,5 13:16 15:12  
126:14 129:21 184:20  
275:22 317:10 407:11  
**agree** 59:6 68:17 69:13  
96:16 113:6 132:3  
228:19 273:7 341:22  
**agreed** 9:20 181:12  
347:7 348:9,13  
**agreeing** 5:6  
**agreement** 191:17  
360:16 361:1  
**ah** 220:16,18  
**ahead** 69:9 81:22 277:8  
308:14 326:18 330:4  
334:3  
**air** 2:5,6,8,12,14,15,17  
2:18,18,19 3:5,5,6,12  
3:12,14,20 32:10,12  
32:14,15,15,16,16  
33:4 36:18 45:16,18  
46:2 49:20 50:7 59:21  
67:1 70:19 74:15 81:1  
83:8 88:12 103:10  
104:15 110:18 113:3  
121:4 139:12 142:20  
143:12,17 144:18  
149:1,9 150:3 156:16  
160:1,4 162:8 163:1  
164:9 165:8 184:11  
184:18 186:21 187:2  
187:4 188:5 189:12  
189:17 190:18 191:4  
191:8 200:14,22  
215:13 218:16 228:9  
231:5,5,17 232:7,14  
234:21 235:14,15,20  
255:6,15 266:5  
279:12 295:16,17,22  
296:3,19 297:4 298:6

298:7,19 300:15  
302:8,20 305:18  
325:2 335:9,16,19,21  
344:2,3,13,21 345:6  
352:7 353:2,8 374:15  
385:10,12,14  
**airborne** 107:9 184:18  
**aircraft** 203:11 416:16  
**Airfield** 249:19  
**Airman** 112:6 114:9  
140:7 191:12,14  
223:18  
**Airman's** 345:2  
**Airmen** 110:22 111:14  
112:2 186:1 233:9  
235:8 296:7 301:6  
302:5  
**Alabama** 163:2  
**Alaska** 3:16 358:15,21  
359:9,12  
**alcohol** 78:16 205:6  
206:20 207:1 209:12  
209:16  
**alcohol-related** 44:12  
**alcoholic** 207:18  
**alerted** 115:15  
**alienate** 328:4  
**alienated** 209:18  
**aligned** 303:20  
**all-hands** 366:17  
**allegation** 378:18 379:5  
396:16 399:21  
**allegations** 43:21 76:1  
128:8 157:1 182:16  
347:19 378:2 396:18  
398:7 399:19 411:22  
**alleged** 43:14 113:17  
130:6 245:22  
**alleging** 372:10  
**Allen** 3:16 367:13  
**alleviate** 257:17  
**allotted** 6:16  
**allow** 31:22 44:11 65:1  
65:9 119:2 129:13  
189:6 318:6 379:7  
**allowed** 35:14 59:22  
67:3 99:4 111:19  
113:2,4 151:5 166:12  
177:18 192:21 201:15  
225:7,13,21 270:5  
355:3 405:7  
**allowing** 158:6 201:18  
231:9 254:21 314:18  
415:18  
**allows** 67:18 350:1  
371:10 387:18  
**Alright** 158:21  
**ALS** 199:19 200:4 220:9

**altered** 406:7  
**altering** 52:20  
**alternate** 54:6 360:13  
**altogether** 49:1  
**AM1** 417:9  
**amazing** 146:21 221:14  
**ambulance** 194:7  
**amended** 5:14 8:8  
**amendments** 5:8,18  
8:15  
**America** 129:19  
**America's** 312:2  
**American** 134:10  
413:18 414:11  
**amount** 31:9 38:18  
194:3 208:11 314:14  
375:6 411:6  
**amphibious** 335:6  
**amusing** 47:4  
**Amy** 413:6  
**anachronism** 126:5,22  
**analogy** 132:7  
**analyze** 379:7  
**and-a-half** 184:20  
**and/or** 190:14 300:3  
351:5 363:10  
**anew** 163:6  
**Angeles** 160:5 162:8  
**anger** 39:10  
**angle** 188:16 305:22  
**angry** 39:9 117:12  
**animosity** 134:6  
**annotated** 232:4  
**announce** 189:11  
**announced** 33:13  
**announcements** 157:4  
**annoying** 140:2  
**annual** 28:6 323:13  
326:9 355:9 373:4  
**anomaly** 126:12  
**anonymous** 81:12  
329:11,15 392:9,22  
393:2 398:2,5,10  
**anonymously** 290:11  
**answer** 60:10 91:7  
118:20 146:9 190:6,8  
224:19 282:1 283:4  
314:9 324:8 326:15  
329:21 383:1  
**answers** 101:18 146:4  
268:1 286:22 411:3  
**anti-bullying** 328:13  
**anticipate** 29:14 56:1  
**Antonio** 32:12  
**anxiety** 71:20 97:12,20  
165:4 173:9 205:6  
208:5 210:4  
**anxious** 206:6

- anybody** 57:18 58:9  
 62:18 98:5 176:15  
 177:10 198:22 223:11  
 227:15 228:22 236:5  
 273:14,14 277:22  
 284:8 285:12 287:3,5  
 289:14 290:2 294:13  
 309:5 324:7 329:15  
 336:7 392:15  
**anymore** 19:16 141:14  
 161:5 169:1,12,15  
 179:13 181:11 184:15  
 198:17 276:15 342:12  
**anytime** 199:11 218:12  
**anyway** 275:10  
**anyways** 176:16 336:6  
**apart** 196:5  
**apartment** 312:11  
**apiece** 374:16  
**apologize** 106:2 317:12  
**apology** 25:15  
**appalled** 115:17  
**appalling** 252:2  
**apparatus** 57:14  
**apparently** 195:4,6,7  
**appeal** 392:2,3,3  
**appear** 10:22 11:1  
 206:13  
**appearance** 274:4  
**appearing** 191:5  
**applaud** 53:19  
**apples** 381:14  
**Application** 297:4  
**apply** 7:2 410:10  
**applying** 142:21  
**appointed** 6:7 50:8  
**appointing** 396:22  
**appointment** 264:2  
**appointments** 35:9  
 282:9 320:10,10,18  
 362:7,12,14 371:10  
**appreciate** 11:16  
 104:21 121:19 184:5  
 212:15 230:9 294:17  
 303:7 317:3 344:6  
 384:9 400:22 408:11  
 419:11  
**approach** 100:2 114:17  
 147:4 269:17 278:8  
 301:2,9,13 310:7  
 315:17 321:15 390:2  
 390:7  
**approached** 185:18  
**approaches** 100:5  
**approaching** 206:10  
 270:2 287:19  
**appropriate** 118:18  
 135:12 137:22 351:5  
 357:14 363:14 364:16  
 371:2 379:5 388:6  
 399:20 417:15  
**appropriately** 31:17  
 241:1 354:10 357:5  
 378:13,18  
**approval** 347:11  
**approved** 154:10 361:1  
 361:5  
**approximately** 152:4  
 235:19 239:4  
**April** 122:11 149:13,17  
 149:20 349:15 379:21  
 412:11  
**area** 50:7 58:7 62:7  
 86:7,8 89:12 140:15  
 305:16 331:21 366:1  
 366:6,8,9,11,13  
**areas** 58:12 135:3  
 150:12 238:5 411:1  
**argument** 96:3  
**Arizona** 2:19 235:15  
**Armed** 410:9  
**arms** 316:16  
**Army** 2:4,8,12 3:1,8,18  
 8:3 20:7,8,10 23:16  
 25:2,10 28:21 30:14  
 30:22 31:6,9,10 80:5  
 80:14 88:14 105:11  
 106:7 109:22 110:7  
 110:12 115:8 121:4  
 126:7 142:3,10 143:6  
 166:21 167:20,21  
 249:11 255:14 295:8  
 295:10 311:1,7,8,9,10  
 311:15,16,19 312:15  
 312:17 313:15,16  
 314:18 315:2,5,11,14  
 315:15,21 316:18  
 317:1 334:14 335:20  
 337:7 373:13,20  
 374:12,15,22 377:6  
 379:19 384:15 387:12  
 388:8 397:6,21  
 398:19,20 400:14  
 406:2 407:13 409:2  
**Army's** 311:5 377:22  
 379:22  
**Army-wide** 379:9  
**arose** 25:11  
**arrangement** 151:19  
 270:22  
**arrangements** 54:7  
**arrested** 35:3 192:7,10  
 201:8  
**arrive** 251:19  
**arrived** 33:10 163:1  
 187:8 188:14 206:12  
 405:11  
**article** 7:9,9,10 8:15  
 37:7,17 38:3 44:9  
 49:17 59:14 79:10  
 84:5 92:21 95:4 108:3  
 112:13 121:14 122:10  
 150:2 172:1 207:9  
 220:15 228:5 277:6  
 360:5,6,9,9,12,14,15  
**Articles** 181:21  
**ashamed** 168:7 175:3  
**aside** 211:12 223:10  
 343:2  
**asked** 24:14 26:5 57:12  
 66:11 95:21 107:16  
 125:22 140:11,18  
 145:13 166:8 170:4  
 178:2 190:3 209:7,14  
 214:19 215:9 221:5  
 222:11,12 242:17  
 246:10,18,19 278:20  
 280:20 340:16,17  
 397:15 405:10  
**asking** 27:16 46:7 53:2  
 71:1 98:16 132:20  
 133:22 135:21 170:5  
 254:12 258:19 284:16  
 308:12 323:5 378:19  
 390:13 403:15  
**asks** 333:3 397:14  
**asleep** 416:14  
**aspect** 72:20 356:11  
 377:10 388:2  
**aspects** 113:11,19  
 312:18 315:1 353:16  
 375:13 411:19  
**assailant** 146:12 175:7  
 192:8 225:8  
**assault** 1:7 5:17 8:13  
 8:18 9:1,15 10:7,9,11  
 15:16 16:9,17,18,22  
 17:13,16 18:9 23:9  
 25:6 34:19 36:5 37:21  
 37:22 41:16 42:10,20  
 43:17 45:6,10,12  
 46:19,21 50:4 51:1  
 52:1 53:6,9 54:11,17  
 55:15,18 57:17 58:7  
 60:11,16 68:20 70:16  
 70:16 80:12 85:21  
 87:14 88:1 89:8 90:4  
 95:10,14 96:12  
 107:18,19 108:14  
 109:19 113:14,20  
 114:13 115:10 116:10  
 119:8,20 120:1 121:3  
 124:17 128:7 131:3  
 134:3 135:16 136:2  
 149:15,22 150:6  
 152:11 153:6,9 154:1  
 154:3,6 156:21 157:2  
 159:10,13 161:21  
 162:14 167:6 170:7  
 172:7 175:5,17 178:6  
 178:18 182:8 184:19  
 185:13,16 186:9  
 187:7,16 190:1,2,5,22  
 195:22 201:18 206:9  
 210:21 211:8 213:10  
 215:4,20 222:7  
 231:12,19 232:1  
 236:9 239:1 242:9,20  
 243:11,15,19 244:4,8  
 244:15,18 245:2,10  
 246:4,5,15,17 247:1,5  
 247:14 248:6,21  
 249:3 255:2,8,9,17  
 256:9 257:11,19  
 260:13,22 264:15  
 265:17,21 274:14  
 281:2 287:15 298:4  
 300:14 301:8,10  
 302:9 307:17 309:16  
 310:7 316:3 317:16  
 318:3 319:10 320:11  
 327:18,21 332:5,8,20  
 333:3,10 337:15  
 342:4 344:9,11,18,22  
 346:22 347:7,21  
 348:5,10,18,20 349:3  
 349:16,18,20 350:5  
 350:16 351:1,7,15  
 355:12 356:4,22  
 357:18,22 358:6  
 360:9,13,18 361:9,13  
 361:14 365:19 368:19  
 369:10,10 370:10,13  
 372:5,10 373:4,7  
 375:17 376:12 378:14  
 380:1,9 381:22  
 383:13 387:21 391:10  
 391:14 393:19 395:2  
 395:3 396:17 406:6  
 409:4,8,11,21 410:4  
**assault-related** 7:11  
**assault/harassment**  
 160:3  
**assaultants** 109:17  
**assaulted** 14:13 22:16  
 25:12 34:14 37:15  
 38:8 42:4 43:13,14  
 44:13 51:7 69:19 86:3  
 96:22 106:14 107:17  
 114:3 138:12 149:14  
 168:6 172:5 176:13  
 176:19 178:10 184:21

202:7 203:20 204:2  
 205:1 206:1 211:18  
 236:22 242:21 246:20  
 248:15,16 269:8  
 273:12 313:10 318:7  
 402:20 405:6 414:21  
**assaulting** 35:4 37:18  
 47:21 111:17 211:19  
 359:19  
**assaults** 12:21 15:2  
 23:1,6 28:14 39:12  
 41:8,15 54:19 60:13  
 60:20 63:8 65:13  
 86:12,16 108:1 110:3  
 110:3 124:6 150:19  
 248:10 269:13 338:18  
 372:9 378:3 392:19  
 408:12  
**assessment** 5:15 8:11  
 307:3  
**assessments** 370:18  
**asset** 30:22  
**assign** 397:2  
**assigned** 32:11 35:17  
 36:4 41:1 42:15 43:3  
 78:3 122:2,6,8 123:6  
 125:11 149:10 209:13  
 221:11 335:19 347:16  
 359:9  
**assignment** 122:13  
 154:8 336:1,8  
**assignments** 268:10  
 337:8  
**assist** 7:5 243:21  
 255:13 259:21 261:6  
 319:17,18 321:2  
 363:17 375:20  
**assistance** 11:19 54:17  
 56:10 82:19 89:13  
 101:6 165:10 204:15  
 212:4 239:15 244:3  
 286:1 318:21  
**assistants** 382:8  
**assisting** 54:2 123:2  
 257:5  
**associated** 31:4 257:18  
 409:20  
**assumed** 361:16  
 362:17  
**assuming** 82:14 227:10  
 292:11 359:16  
**assumption** 154:21  
**assurance** 378:10  
**assured** 43:8 151:2  
**AST** 158:14 159:10  
 163:17 166:11  
**AST-1** 161:12  
**ASTA** 158:13

**Ate** 417:9,16,18  
**atmosphere** 382:21  
**attache** 126:6  
**attached** 185:10  
**attack** 34:18 176:10  
 188:16 213:10 298:22  
**attacked** 36:8  
**attacker** 151:7,18  
 153:12  
**attacking** 161:12  
**attempt** 75:11 162:13  
 170:2 398:9  
**attempted** 111:9,11  
 210:17  
**attempting** 52:4 80:10  
**attend** 24:9 245:18  
 260:10 373:6  
**attended** 24:18 203:1  
 350:20  
**attending** 43:15 151:20  
 362:7,12  
**attention** 11:8 12:9,16  
 28:18 99:22 172:14  
 288:5 299:11 302:12  
 343:3  
**attitude** 23:8 164:5  
 214:13  
**attitudes** 129:3 150:17  
 213:1,4  
**attorney** 9:9 38:19 57:2  
 57:7 62:17 114:22  
 115:2 162:18 165:5  
 165:10 181:16 365:10  
 367:1 384:22  
**Attorney's** 383:12  
**attorneys** 53:20  
**attracted** 47:8  
**attraction** 215:21  
**attractive** 47:4  
**attribute** 292:16  
**audience** 295:4  
**August** 47:22 149:18  
 191:9 203:10 206:15  
**authorities** 106:19  
 125:12  
**authority** 38:7 109:18  
 113:7,15,16,22 127:6  
 127:13 142:18 144:15  
 162:15 296:8 347:12  
 358:4,5,9 368:17  
 375:4,7,13  
**Authorization** 8:7,9  
**autism** 340:19  
**automatic** 262:8  
**automatically** 36:14  
 78:14,15 331:11  
 395:3  
**avail** 84:14 272:2 392:4

**availability** 88:21  
 295:13  
**available** 5:22 6:4,6,18  
 11:5 32:4 88:5 89:2  
 187:19 224:10 226:3  
 265:11 318:16,18,22  
 348:5 349:22 350:9  
 364:15 369:9,17  
 385:17 394:17  
**avenue** 1:14 77:19  
 157:7 236:16 386:17  
**avenues** 52:10 232:9  
 232:18  
**average** 242:14,15  
 372:8  
**aviation** 158:14 160:1  
 203:5 413:16 417:9  
**avoiding** 168:15 367:2  
**award** 24:20 29:2 33:1  
 165:21 262:5  
**awarded** 44:18 186:12  
**awards** 22:9 414:1  
**aware** 98:17,18 146:6  
 172:17 174:19 229:12  
 234:11 263:22 318:17  
 329:3 362:6 369:21  
**awareness** 183:10,10  
 309:16  
**awkward** 200:5  
**awkwardly** 186:4

---

**B**

---

**B** 3:9  
**B1** 149:8  
**baby** 32:21  
**back** 12:3 30:20 36:3,9  
 38:10 43:10 50:9  
 59:12 61:12 64:13  
 65:2 74:21 79:9 81:22  
 98:16 103:4,14 115:5  
 118:7,18 126:14  
 129:21 134:13 137:1  
 140:7,13 141:16  
 143:20 147:22 177:4  
 177:17,19,21 180:8  
 181:6 193:9 205:21  
 211:13 220:16 222:22  
 236:1 249:15,16  
 274:6 275:1 278:9  
 289:6 291:14 342:18  
 349:7,8 385:6 387:6  
 389:1 390:11 404:5,9  
 405:2 412:2  
**back-to** 220:15  
**backing** 138:18  
**backs** 76:2  
**bad** 15:17 140:16 173:3  
 175:9 183:19 194:14

267:12 315:3 316:21  
 381:14  
**badly** 23:1 82:9  
**Bahamas** 176:11  
 179:18  
**Baltimore** 374:7  
**Barbara** 1:17 6:10 7:21  
**barbaric** 415:19  
**bare** 24:17  
**barracks** 3:1 208:14  
 209:13 246:7,14,15  
 249:12,19 405:16  
**barrel** 185:20 381:14  
**barrels** 161:16  
**Barrett** 1:13  
**base** 2:18,19,21 3:5,10  
 3:13,15,17 29:14 33:4  
 35:19 46:2 64:11,13  
 103:10 104:11,15  
 128:11 131:16 141:15  
 141:16 149:9 160:20  
 177:2 180:11,21  
 181:15,16 194:4  
 196:18 197:4,14,17  
 201:16 206:1 216:16  
 218:22 220:1 221:20  
 223:1 231:6 235:15  
 241:18 242:4,6,13  
 293:21 295:17 317:6  
 344:4 345:7 358:15  
 358:21 359:4 361:11  
 361:15,18 367:20  
 368:5,7,15 369:3  
 370:4 372:8  
**based** 44:3 97:8,11  
 141:20 207:1,17  
 211:11 214:21 308:1  
 315:3 322:8 359:21  
 362:1 363:13 387:9  
 411:4  
**bases** 103:5 252:4  
 383:18  
**bashed** 77:21  
**basic** 41:1 74:16 233:9  
 244:13  
**basically** 13:9 16:16  
 47:5 59:15 60:2 71:16  
 71:20 81:11 85:4 87:4  
 104:2 116:1 197:13  
 197:16 226:14  
**basics** 403:3  
**basis** 49:16 50:21 51:12  
 62:8 63:21 71:19  
 91:21 168:22 219:10  
 231:21 232:7 265:5  
 324:18 370:22  
**basket** 147:5  
**basketball** 332:14

- battalion** 24:8,10 25:20  
26:4,8,9 27:9,13,22  
28:17 261:17 404:8  
405:13
- battalion's** 21:9
- battle** 51:12 313:7
- battleground** 407:22
- battles** 224:16
- Beach** 177:12
- bear** 25:21 48:22  
109:16 149:4
- bearing** 141:3
- beat** 34:15
- beaten** 191:8
- beautification** 35:19
- beauty** 316:1
- becoming** 80:4 172:4  
250:17 278:22 417:19
- bed** 173:21
- bedroom** 196:1 407:22
- bedtime** 324:19
- beer** 144:22 145:3
- began** 11:22 12:1 21:2  
21:12 24:11 27:11  
46:4 48:20 115:1,9,21  
116:4 119:15 129:20  
136:20 185:17 223:4  
268:17 366:16 413:16
- begged** 198:20
- beginning** 24:22 30:5  
67:7 158:10 182:7  
186:5 203:16 214:21  
235:2 277:2 310:8
- begs** 31:13
- begun** 19:5 379:14
- behalf** 56:18 72:10  
117:17 158:7 389:3
- behavior** 18:19 27:13  
34:9 37:9,18 39:14  
54:11 131:22 133:6  
159:22 172:3 185:6  
205:8 215:7 248:13  
254:13 281:19 357:8  
357:18 363:11 371:3
- behavioral** 371:19
- behaviors** 160:15  
163:13 245:5 365:1
- beings** 117:18
- belated** 29:7
- Belgium** 37:15,18
- belief** 86:12 214:5
- beliefs** 150:17 215:15
- believe** 11:8 48:18  
50:16 52:7,10 53:6  
60:7 89:17 92:17 98:7  
110:9 113:8 127:16  
127:16 165:5,12  
190:7 200:9 204:1
- 206:18 210:11 213:18  
223:21 227:13 228:18  
233:4,14 235:7 238:8  
239:20 240:18 241:7  
241:9,13 244:12  
257:16 270:3 275:9  
275:14 300:21 301:13  
301:22 327:8 334:19  
344:17 357:14 363:13  
376:17 410:14 414:4
- believed** 44:4 168:8  
248:7 364:21
- believes** 86:15
- believing** 409:7
- belittle** 62:9
- below-the-belt** 62:2
- Belvoir** 375:18
- beneficial** 233:4,11  
266:11
- benefit** 55:4 82:16  
101:12 167:17
- benefits** 51:5 71:11,13  
71:15 96:20
- benefitted** 16:19
- best** 13:1 14:16 79:2  
112:16 120:11 126:2  
186:21 188:12 190:16  
190:22 228:9 233:1,5  
233:18 251:12 276:15  
310:6 315:14 337:6  
370:15 376:10 386:13  
407:13
- bet** 329:9
- Bethesda** 3:2 254:18  
255:3
- betray** 79:18
- betrayal** 15:21
- betrayers** 52:3
- betraying** 79:20
- betrays** 334:9
- better** 26:3 45:10 67:21  
68:14 74:5 77:13 81:4  
97:17,22 118:1 119:8  
121:18 123:17 125:18  
133:20 156:17 173:14  
173:18 182:6 183:20  
184:1 187:5 188:3  
190:4,9 216:13 218:8  
226:1 235:8 238:3  
330:1 372:2 391:1  
392:10 403:12 417:19
- beyond** 71:9 106:4  
123:12 221:5 392:4
- bias** 119:6 125:13
- biases** 215:16
- big** 100:16 224:17  
334:15 385:14 390:15
- bigger** 142:7 225:22
- 226:2 339:3
- biggest** 77:19 78:1  
142:13 312:7
- bike** 179:5
- bill** 52:15 65:1
- billet** 335:20
- billets** 335:18
- bind** 68:5
- binge** 205:8
- bio** 297:8 303:6 306:12
- biographical** 297:9
- birdcage** 34:11
- bit** 73:20 74:9 128:6  
167:4 189:2 213:2,3  
225:5 237:8 238:3,13  
250:8 251:2 305:15  
306:15 327:22 334:4  
336:13
- bitch** 140:14
- black** 343:4
- blacklisted** 210:1
- blame** 171:19
- blamed** 23:2 208:8
- blaming** 109:12 174:4
- blatant** 111:7 130:14
- blemish** 68:20
- blind** 120:11
- blocked** 219:13
- blow** 112:19 216:5
- blower** 234:12
- blowing** 217:9
- blown** 216:8
- blows** 62:2
- blunt** 34:14
- bluntly** 326:16
- board** 24:21 28:8 50:19  
50:20 70:6 149:17  
164:19,20 165:7  
178:14 184:22 210:14
- boards** 17:11,17 18:1,5  
52:22 375:17 378:14  
384:20
- body** 160:8 263:13  
416:16
- Bomb** 149:10 154:13,13
- bonds** 313:5,6
- bone** 160:21
- bones** 24:17
- bonus** 189:3
- book** 407:2
- booked** 161:21
- boot** 202:19
- borderline** 418:15
- boss** 63:4 293:20
- bother** 141:1
- bothering** 170:6
- bottom** 30:15,17 185:19  
329:9 355:13
- bounced** 389:7
- bound** 130:17
- boundaries** 383:11
- bout** 29:16
- box** 46:10
- boxed** 114:10
- Boxer** 52:15 65:1 162:9
- boy** 32:21
- bragged** 209:1
- brain** 34:17 77:20
- branch** 65:8 66:21  
252:5
- branches** 64:22 65:3  
88:16
- brand** 123:8
- brand-new** 160:5
- branded** 23:4 93:14
- brave** 52:1
- Bravery** 165:21
- break** 4:5,13 10:6 105:2  
147:21 294:20 332:14  
343:15 401:1,3,5
- breakdown** 164:14  
180:10 353:10
- breakdowns** 381:6
- breaking** 418:10
- breakthrough** 39:7
- breast** 46:11 47:16
- breasts** 417:12
- breathing** 80:19
- Brian** 3:18 373:12,19
- Bridgett** 3:1 249:11,14
- brief** 30:15 159:9  
251:20 261:19,21  
290:22 329:5 409:1
- briefed** 25:6 143:15
- briefing** 141:13
- briefings** 151:20
- briefly** 51:18 393:11
- brig** 209:2
- brigade** 24:9,12 26:15  
26:16 27:8,15 105:22  
108:7 249:17,21  
250:3 374:5
- brigade-wide** 24:13
- Brigadier** 3:12 107:7  
144:5 344:2
- BrigGen** 344:5 385:9  
386:8 391:7
- bright** 30:4
- bring** 56:21 65:18 67:3  
84:21 116:5 129:13  
177:16 216:10 217:7  
221:13 236:20 237:16  
251:16 261:22 262:6  
263:12 266:1 315:14  
407:19
- bringing** 83:8 173:6

215:2 270:4 291:14  
**brings** 264:18 333:11  
 353:9  
**broad** 388:11  
**broaden** 331:10  
**broadening** 52:18  
**broader** 128:9 387:20  
**broadest** 14:22  
**Brodie** 2:21 241:18,20  
 241:21 242:3 259:15  
 261:1 267:3 271:4  
 278:1 280:8,10 287:7  
 288:1,6 289:7 292:1,4  
 292:8,18,22 294:10  
 294:12  
**broke** 26:4 181:10  
 191:10 209:1 225:14  
**broken** 89:16 90:7  
 116:3 283:13  
**brother** 416:4,11  
**brotherhood** 131:11  
 132:15  
**brothers** 214:3  
**brought** 17:20 37:14  
 43:10 50:13 66:12  
 153:7 158:21 172:14  
 176:19,21,22 177:5  
 193:17 194:7 227:14  
 287:22 309:20 313:13  
 323:15 407:21  
**Broughton** 3:16 367:14  
 367:16,22 393:11  
**brushing** 21:2 59:11  
**Buchanan** 375:8,16  
 379:7,21 380:6  
 387:14,17  
**Buchanan's** 375:11  
**buck** 58:4 326:17 407:6  
**buddies** 23:19 136:19  
**build** 399:12 415:9,21  
**building** 325:15  
**builds** 213:5  
**built** 323:8 415:10  
**bulk** 21:20  
**bullied** 330:11  
**bullying** 68:12 329:1  
**bunch** 220:1 223:17  
**burden** 52:20 91:4  
**Burke** 2:9,10 114:20,21  
 114:21 123:10,15  
 124:16 129:6 133:3  
 136:1 137:18 146:5  
 147:2,16  
**Burling** 115:1  
**bury** 102:2  
**business** 44:11 112:5  
 226:13 321:2  
**busted** 181:21

**busy** 200:17 221:15  
 319:17  
**butt** 46:11 47:17 140:17  
**buttons** 309:12  
**butts** 208:8  
**buy-in** 324:13  
**bye** 182:22  
**bystander** 217:17 218:1  
 218:4 280:20,21  
 281:3 328:16,19  
 357:12  
**bystanders** 220:14  
 229:4 250:17

### C

**C** 3:15 5:1  
**C.B** 2:6,8 45:14,15,16  
 59:6 62:19 69:16 71:3  
 71:10 74:8,13 82:16  
 83:2 94:10,13 95:17  
 95:21 96:16 97:6  
 103:1 104:7 105:10  
 105:18,19,21 122:1,3  
 122:8,15 123:4  
 141:18,21 145:19,22  
 146:19 147:1  
**CAB** 249:18  
**Cabinet** 385:1  
**Cadets** 107:10 142:15  
 144:3  
**California** 206:14,21  
**call** 27:1 60:14 62:9  
 75:3 81:13 175:15  
 180:16,18 192:19  
 209:5 221:18 233:1  
 236:19 256:14 264:12  
 285:20 289:20 290:7  
 291:10 293:12 309:19  
 318:20 343:2 403:22  
 405:9  
**called** 34:5 35:16 37:6  
 43:11 60:22 62:11  
 69:17 81:9,17 85:19  
 140:13,18 158:3  
 179:15,18 188:9,17  
 222:8 246:5 279:13  
 313:21 314:21 315:21  
 404:11 409:12 418:6  
**calling** 34:3 63:18  
 281:6,19 286:17  
**calls** 189:14 287:13  
**cameras** 160:12  
**camp** 2:21 202:19  
 241:19 242:4,13  
 247:11  
**campaign** 62:21 83:11  
 136:20 162:1 309:15  
**cancelled** 186:15

206:22  
**cancer** 37:4  
**cancers** 376:13  
**capabilities** 376:19  
 398:2  
**capability** 388:12  
 398:13  
**capable** 50:5 154:19,22  
 337:2  
**capacity** 115:2 231:16  
 305:3  
**Capital** 3:17 367:19  
**caps** 34:8  
**CAPT** 352:10,12,16,18  
 358:18 386:10 387:2  
 392:16 394:21  
**captain** 2:4 3:13,15  
 33:16 34:3,13 35:14  
 37:12,16 38:8 44:9  
 81:4 142:15 144:14  
 185:3 188:18,19  
 189:17 325:21 352:6  
 358:13,16 416:15  
**captain's** 163:15  
 180:13 418:6,19  
**captains** 142:4 143:2  
**capture** 56:15  
**car** 179:4,4 246:13,16  
 403:9  
**care** 178:4 182:2 224:9  
 227:2 293:14 302:5  
 308:15 312:5 316:8  
 345:12 346:15 354:20  
 369:6,9,14 371:2,13  
 376:20 377:1,9,10  
 395:19 406:3 416:10  
 418:5  
**cared** 178:5 192:5  
 193:7 211:1 220:19  
**career** 20:19 21:6 22:20  
 24:22 25:13 29:22  
 30:3,5,11 32:13 33:5  
 36:9,16,17 40:19  
 44:20 51:10 58:2  
 67:11,21 68:21 70:11  
 71:7 73:5,7 87:15  
 103:20 106:7 110:18  
 115:1,8 117:16 119:3  
 119:4 121:5,7 132:22  
 133:2 144:21 158:11  
 163:18 165:14 166:14  
 167:15 171:5 182:13  
 186:7,15 187:22  
 188:4 189:4 200:8  
 219:2 236:3,3 241:8  
 252:10 269:21,22  
 312:8 345:2 361:8  
 382:18

**careers** 22:13 166:13  
 321:12  
**careful** 143:17 328:4  
**caring** 315:1 417:20  
**Carolina** 2:18,22  
 202:16 231:6 241:19  
 306:20  
**carried** 114:10  
**carry** 247:2 365:14  
**Carson** 403:11  
**case** 17:13 23:17 30:8  
 38:20,21 50:16 59:7  
 59:12,17 60:6 61:14  
 62:3 63:6,7 65:10  
 67:15 70:6,22 75:22  
 77:17 83:4,6,9 84:8  
 85:15 87:4 88:8 93:12  
 94:10 96:10,10 99:2  
 99:11 107:15 108:2  
 113:3 128:7 130:15  
 131:14 145:4 150:22  
 153:18 164:4 165:7  
 181:17 192:22 199:12  
 206:17 216:1 217:11  
 218:2 222:2 224:20  
 225:4 231:16 232:5  
 233:21 234:4,6,13,18  
 234:19 240:20 242:8  
 242:10,16 243:5  
 248:11 251:6 256:6  
 256:17 258:5 261:3  
 262:14 265:7,9,15  
 266:9,12 269:18  
 274:20 275:22 284:19  
 288:15 293:19 298:5  
 301:10 308:3,16  
 319:3,9 340:13  
 346:11 347:20 349:18  
 350:18 351:12,13  
 362:1 363:14 365:15  
 365:20 368:20 369:5  
 370:22,22 371:12  
 393:13 396:6  
**cases** 10:4 12:21,22  
 14:2 17:12,15 18:15  
 19:4,8,11,13 23:1,2  
 57:17 60:19 61:14,18  
 61:20 62:22 64:7 65:2  
 68:18 84:11 90:4,10  
 91:11 109:19 114:14  
 122:13,16 128:10  
 132:8,9 135:11,16  
 145:10 146:10 231:19  
 234:10,12,16 240:4  
 242:15 247:16 250:1  
 250:2,19 251:7 256:6  
 256:8,16,18 261:19  
 262:1,16 263:8,14

277:19 290:5 298:4  
 298:12 299:8 314:3  
 338:22 344:9 345:9  
 346:19 365:8 377:4  
 411:19  
**cat** 281:19  
**catch** 332:12 334:7  
**categorized** 152:18  
**category** 331:2,3,10  
 346:14  
**catwalk** 246:7  
**caught** 195:9 207:19  
 252:19 273:3 326:21  
**cause** 21:6 42:3 107:22  
 114:4 150:16 212:22  
 214:8  
**caused** 47:13 206:8  
 289:1  
**causes** 40:1  
**causing** 269:20  
**CCMSgt** 295:18 297:11  
 297:14,18,20 298:1  
 321:18 323:11 324:22  
**CDI** 156:10  
**CDIs** 157:10  
**celebrated** 309:15  
**cell** 283:4 319:20  
**center** 32:22 35:16  
 180:6 205:12 207:3  
 253:20 297:5 329:7  
 363:6 370:5 385:13  
**Central** 32:17  
**Century** 415:19  
**Ceremonial** 1:13  
**ceremony** 24:7,17  
 142:17 203:1  
**certain** 49:4 111:6  
 215:1 268:10 272:18  
**certainly** 91:17 102:11  
 137:20 241:10 390:19  
 415:20  
**certificates** 22:9  
**certified** 101:8  
**certify** 64:15  
**cetera** 299:11 336:2  
**CFR** 364:5  
**CGIS** 264:20 365:5,9  
 396:9  
**chain** 26:20 27:6,11  
 28:10 29:4 33:12,13  
 34:20 46:18 47:13  
 61:9 64:16 99:11  
 102:1 108:22 109:4,8  
 110:1,5 120:12  
 145:13 146:7 175:1  
 192:1,4,11 193:8,22  
 196:19 201:3 217:8  
 220:4,13 224:8

246:19 257:7 306:17  
 307:11,12 333:8  
 342:10 355:1 356:1  
 357:13 368:16 369:11  
 381:7 383:14 386:5,6  
 386:16,20 387:6  
 393:8 398:18  
**chainsaw** 130:20  
**chair** 1:15 6:9 7:13,15  
 19:18 20:2 32:6 40:5  
 41:9,14,18 45:13  
 51:17 55:2 57:9 66:15  
 73:10 82:11 84:13  
 86:17 87:18 88:4,11  
 88:19 89:1,11,14  
 90:20 91:2,10 92:1,7  
 92:14 93:19 94:5  
 95:11,18 96:8,17 98:3  
 98:9,11,13 99:7,14  
 104:4,17 105:8  
 110:14 114:19 121:21  
 123:14 139:14 146:16  
 146:17 147:2 148:4  
 152:13,16 157:17,22  
 159:1,5 166:19 176:3  
 179:8,10 184:9,14  
 191:2 197:6,12  
 202:11 212:8 220:22  
 221:1,6 226:17 227:9  
 227:16,19 228:22  
 229:12,15,21 230:17  
 231:8 232:11,15  
 235:11 238:15 241:16  
 241:21 242:1 249:9  
 252:14 254:16 257:22  
 274:2 282:18 283:7  
 285:12 287:2,17  
 288:3 289:5 291:22  
 292:5,10,19 294:8,11  
 294:13 295:3 297:7  
 297:12,16,19,22  
 302:18 303:1,7,10  
 306:6,9 310:21 311:3  
 317:2,8 321:8 329:19  
 338:5 339:2,5,21  
 340:5,11 341:9 343:6  
 343:19 352:4,11,14  
 352:17 358:12 367:10  
 367:17 373:10 380:18  
 389:12 400:16 401:9  
 402:5,7,12 405:20  
 408:2,17,20 412:14  
 412:21 413:5,10  
 416:14 419:5  
**chaired** 350:19  
**Chairman** 367:22  
 373:16  
**chairs** 375:16

**Chairwoman** 344:6  
 352:18 358:19  
**challenge** 29:18 202:18  
 400:14  
**challenged** 279:1  
**challenges** 296:20  
 312:7 371:22 376:2  
**chance** 23:5 120:18  
 169:8 223:11 362:15  
 382:5  
**chances** 16:3 116:19  
 188:5  
**change** 23:8 24:6,15  
 54:7 56:22 74:4  
 110:11 114:16 120:21  
 120:22 129:2 147:6  
 189:22 213:4 244:21  
 254:12 257:12 283:22  
 366:11 393:17,17  
**changed** 46:1 56:10  
 86:11 108:11 127:1  
 129:19 164:5 192:7  
 203:20 342:3 417:20  
**changes** 45:5 86:14  
 101:10 217:13 239:19  
 239:21 363:11 371:19  
 409:16  
**changing** 257:12  
 309:21 407:10  
**channeling** 39:10  
**chaos** 313:7  
**chaplain** 296:16 363:10  
 369:12,17  
**character** 108:4  
**charge** 113:13 131:2  
 140:8 289:9,12  
 306:17  
**charged** 43:16 151:10  
 171:21 181:20 360:4  
**charges** 36:2 38:2  
 43:20 151:9 177:16  
 191:15 207:14 220:15  
 308:22 360:19  
**charging** 360:13  
**charter** 6:3  
**chat** 225:11  
**cheated** 195:3 198:9  
**cheating** 194:20  
**check** 286:13,15 312:11  
 322:1 333:13,15  
**checking** 208:1 337:13  
**checks** 64:20 370:18  
**chief** 3:4,6,7,17 41:22  
 149:10 154:12 156:13  
 161:1,6 163:11,14,20  
 177:2,8,20 178:11  
 199:22 223:15 295:15  
 295:20,21 302:19

303:16 305:3 306:7  
 306:14 311:10,15  
 321:12 335:15 338:8  
 341:11 359:18,22  
 360:2,4,17,21 361:3  
 365:21 366:16 367:18  
 395:8,8 415:13 417:3  
 418:2  
**chiefs** 163:13 178:14  
 356:3 366:18  
**child** 110:6 112:9 115:7  
 132:11 313:11 405:17  
**childhood** 313:17  
**children** 40:20 131:19  
 406:10  
**chin** 160:19  
**choice** 117:14 124:11  
 124:13 154:8 170:19  
 222:9 410:1  
**choices** 21:4 252:10  
 370:16  
**choked** 418:4  
**choose** 65:1 183:5  
 214:16 232:1,3  
 247:12 292:11 293:6  
 350:2,4,6  
**chooses** 293:4 388:17  
**chose** 22:18 247:16  
 292:4  
**chosen** 40:9 247:19  
 304:13  
**Christmas** 46:3  
**chronology** 207:13  
**church** 210:6  
**CID** 23:17 107:20,22  
 263:17,19 403:12  
 405:9  
**cigarette** 208:8  
**circle** 209:9  
**circled** 12:3  
**circulating** 130:17  
**circumstance** 87:7  
 102:18  
**circumstances** 13:2  
 27:18 124:15 153:4  
 298:20 308:1 322:8  
 322:10  
**CIT** 264:13 266:1 342:8  
 395:3  
**cite** 274:12  
**cited** 274:12  
**city** 102:12  
**civil** 13:9 116:5 129:13  
 132:7 159:16 162:3  
 383:8 384:19  
**civilian** 13:6 30:1 31:2  
 38:19 62:16 63:19  
 78:2 101:21 133:14

- 135:4 138:6,14 165:5  
165:10 180:6 246:10  
269:11 270:19 271:6  
271:22 272:4,8,15  
273:4,6 292:14  
293:20,20 303:22  
335:14 359:1,8 360:1  
368:9 369:20 370:7  
373:5 376:6 417:5  
**civilians** 52:14 268:20  
268:20 270:4,12,13  
302:6 303:3 353:6,11  
374:9 375:5  
**claims** 29:6 162:3  
**clarify** 88:20  
**Clarke** 107:8 144:5  
**class** 2:5,13,14 3:1  
40:13 106:11,13  
142:16,19 143:2,3  
144:9,9,13,15 157:19  
175:10 176:5 203:8  
249:11,14 286:18  
**clean** 23:22  
**cleaned** 336:12 337:4  
**cleaner** 416:16  
**clear** 24:4 56:4 67:9  
88:15 127:15 152:19  
152:20 253:7 289:9  
313:1 354:22 393:2  
413:17  
**clearance** 36:15 77:2  
**clearances** 31:1  
**cleared** 365:5  
**clearly** 118:20 314:12  
**Clearwater** 164:9 165:8  
**click** 309:11  
**client** 130:16  
**client-SVC** 122:19  
**clients** 53:21 56:19  
87:13  
**climate** 18:19 22:18  
27:22 150:18 248:13  
249:5 290:9 300:15  
302:10 307:3 353:13  
354:11,13,18 355:9  
355:10 389:16 392:17  
393:9 398:1  
**clinic** 219:3 371:4  
**clit** 417:13  
**close** 99:6 137:1 210:18  
265:8,9 267:8 280:11  
302:3 312:16 314:10  
376:16  
**closed** 26:7 260:16  
262:14,17 265:10,15  
266:9,13  
**closely** 29:4 58:18 59:3  
**closer** 329:21  
**closing** 165:15 254:2  
310:11  
**closure** 114:6 146:4  
**clothes** 403:8,10  
**clout** 56:17  
**clue** 392:13  
**CMC** 306:9 325:9 336:5  
339:21 340:8 341:22  
**CMDCM** 302:22 303:9  
303:13 326:15 332:9  
335:4  
**CMG** 237:16 242:17  
**co-facilitate** 242:7  
**co-located** 253:19  
370:8  
**co-workers** 27:20  
**Coast** 2:5,13,20 3:7,15  
3:15 40:18 157:19  
158:9,16,20 159:11  
163:4 165:6,10,16  
166:7 238:18 239:7  
239:14,19 241:8  
264:8,11 265:9 271:2  
306:8,15,22 307:18  
308:1,8 309:7,14,14  
310:11,13 325:10  
332:10 333:22 334:13  
335:10,11 336:6,11  
339:22 340:2 341:13  
341:18 342:16,21  
358:14,14,21 359:5  
359:11,14 361:6,18  
363:2,21 364:2,2,5,6  
365:3 374:18 382:13  
395:9,22 396:5  
**Code** 5:18 8:12 409:17  
**Codes** 410:13  
**coercion** 242:18  
**cohesion** 244:10  
305:20 356:10  
**cohesive** 415:10  
**Col** 92:15,17 98:7,10,12  
367:16,22 373:15  
387:10 389:9 393:11  
396:13 408:18 413:4  
**collaboration** 83:3  
**collar** 160:21  
**collateral** 45:7 53:8  
87:16 257:9 271:5  
**colleague** 305:18 334:1  
**colleagues** 306:13  
**collecting** 235:7  
**collection** 66:2 379:6  
**collectively** 395:21  
**college** 20:10 37:16  
134:15 312:10  
**colleges** 134:14 407:8  
**colonel** 3:16,18,20  
367:13,21 373:12,14  
373:19 380:19 387:16  
390:11 394:11 396:11  
408:13,15 409:2  
**combat** 32:16 149:12  
185:11 203:3 312:22  
314:15 316:8 372:15  
409:5,13  
**combated** 324:12  
**combination** 283:6  
**combine** 299:21  
**come** 40:9 42:21 46:7,8  
47:9 53:10 55:9,10  
57:6 66:1 70:1 79:14  
86:3 103:4 120:5,20  
121:1 138:19 139:19  
141:15,16 143:20  
147:22 148:12,13  
155:9 161:16 182:19  
194:6 199:11 213:6  
221:20 223:13 236:8  
237:1,2 239:12  
240:11 252:22 254:1  
265:19 268:4 269:12  
275:8,22 278:18  
280:6 282:4 285:5  
291:18 299:12 302:12  
307:21 317:20 319:9  
320:5,7 322:3,22  
333:19 343:12 372:10  
382:8 383:1 384:11  
391:18 393:3 398:5  
399:11,16 405:10  
414:14 419:6  
**comes** 53:8,19 61:12  
63:3 69:18 96:13  
261:4 264:21 322:2  
333:14 402:22 409:11  
**comfortable** 65:16  
156:7 204:21 236:7,8  
339:13,17 348:14  
393:4,7  
**coming** 29:15 52:2 57:7  
66:7 72:9,13 83:15  
105:16 148:5 154:5  
155:6 160:17 161:10  
189:10 230:2 231:2  
266:21 274:6 305:21  
332:13 333:21 336:18  
344:1 393:7 400:19  
412:22 413:11 419:13  
**command** 3:4,6,7 20:12  
20:15,17 24:7,8 25:4  
25:9,17 26:9,20 27:6  
27:11,22 28:1,10 29:5  
32:16,16,17,17,22  
33:12,13 34:21 38:6  
42:21 46:18 47:13  
48:12 49:19 50:14  
54:10 58:1,19 61:10  
62:5 63:11 64:16 80:7  
84:20 93:16 99:11  
102:1,16,16,16,22  
108:22 109:4,9 110:1  
110:5 111:3 113:19  
120:12 145:13 146:7  
150:18 161:14 162:8  
162:19,21 163:12  
164:17,19 175:1  
178:15 179:14 192:2  
192:4 193:8,22  
196:20 201:3 205:2  
206:12,13 207:5  
217:8 220:4,13 224:8  
240:14 246:19 253:11  
254:5 257:3,6,7,19  
269:14,15,20 272:21  
275:12 286:22 287:13  
287:19 288:4 290:9  
291:15 295:15,21  
302:19 303:16,17,19  
304:5,6,18,20,22  
305:3 306:7,14,18,19  
307:3,6,11,12 308:4,5  
308:11,20 310:19  
317:22 318:9 319:7  
320:15 321:12 323:4  
324:16 325:21 326:4  
326:14 327:18 331:21  
331:22,22 332:1,4,7  
332:15 333:8 335:13  
337:13,20 338:3  
341:10 342:6,10  
346:9,12 350:7,12  
353:3,13,18 354:11  
354:13 355:2,5,9,22  
356:2,3 357:6,13  
359:2,16 361:10,17  
361:20 363:15 364:9  
364:12,14,16,20  
365:5,9,16 366:15,18  
366:22 367:2,5,8  
368:16 369:12,15  
371:15 372:14 375:4  
375:13 378:5 380:8  
381:7 383:14 385:14  
386:5,6,20 387:6,12  
388:2,7 391:21  
392:17 393:8,8,10  
394:9 395:6,7,8,13  
396:19 398:1,18  
404:20,20 415:6,13  
415:22 416:10 417:7  
417:18 418:11  
**command's** 113:13  
338:2

- command-directed**  
36:11  
**Commandant** 107:10  
107:14 144:3 309:13  
**commanded** 374:4  
**commander** 3:12,15,19  
20:6 21:4,18 23:12,19  
24:3,10,13,15 25:5,14  
25:14,20 26:4,9,15,16  
27:15 28:12 29:13  
38:7 48:11 50:4 59:12  
60:1 75:2 80:4 85:14  
103:11,17 104:16  
108:8 112:3,6 113:1,4  
114:6 127:22 150:3,3  
150:21 151:11 153:7  
154:1 170:13,18  
172:16 174:9,11  
179:18 181:1 192:19  
193:7 196:8 199:14  
199:20 211:10,12  
214:5,21 215:18  
220:1 226:10 232:20  
233:13 234:13,14  
237:18,19,21 238:1  
242:7 261:18,21  
272:21 296:5,9 308:3  
323:13,16 324:15  
344:3,8 345:11,16  
347:10 348:11,11,15  
348:21 349:2 350:20  
350:21 351:4 358:7  
358:14 359:4 373:13  
373:20 375:3,8,9  
388:3 389:16 391:18  
392:3,8 404:19 412:6  
**commander's** 27:13  
62:6 75:3 114:18  
127:13 192:19 193:3  
193:18 196:21 200:2  
296:13 323:14 387:22  
396:20  
**commander-directed**  
157:11 298:14  
**commanders** 3:11 4:17  
10:16 27:9 56:20 92:2  
109:17 113:6,18  
114:12 119:4 126:15  
129:9 156:19 157:13  
199:9 233:7 251:17  
253:15 289:9,12  
290:18,21 291:3,7,12  
297:1,6,6 299:15,22  
301:16 343:22 347:5  
354:9,12 373:2  
375:14,22 376:9  
378:6 380:2 392:10  
393:1 397:2,5
- commanding** 3:13 25:2  
44:2,8 59:1 107:8  
127:6 206:11 244:1  
255:22 256:4 258:12  
303:18 318:11 352:7  
352:21 353:1,12  
358:20 361:11 363:2  
363:19 365:12 395:14  
**commands** 32:14,18  
45:9 110:20 159:17  
166:10 264:20 307:21  
319:12 326:3 331:17  
332:6 336:14 337:18  
353:8 354:15 355:11  
368:15,18 388:21  
395:15 418:2  
**comment** 4:19 6:14,14  
90:5 107:7 218:6  
229:1 283:18 284:6  
285:13 294:14 324:10  
324:21 341:21 401:10  
408:6  
**commented** 153:16  
**comments** 6:16 10:20  
10:21 11:2 19:21  
20:20 33:17 34:3 58:8  
172:9,17,19 174:2  
246:1 289:18 306:13  
389:21 401:3,13,17  
412:17,17 417:17  
419:16  
**commercials** 142:8,9  
**commissioned** 10:13  
25:15 35:4 49:3  
324:13  
**commit** 39:17 214:18  
**committed** 40:3 50:6  
316:5 364:21 406:15  
**committee** 343:11  
368:22 369:6  
**committing** 98:19  
206:4  
**common** 132:11 136:17  
243:7,17  
**common-sense** 114:17  
**commonly** 73:5  
**commonplace** 20:21  
**communicate** 48:13  
151:9 157:1,7 193:6  
257:10 362:19 387:19  
**communicated** 104:13  
153:15 378:9  
**communication** 61:9  
63:3 126:17 155:19  
221:22 225:13 257:16  
355:1,4 369:8 371:14  
385:21  
**communications** 374:3  
416:15  
**communities** 370:7  
**community** 102:14  
116:4 138:5 205:9  
360:2 370:6 371:6  
**company** 170:17  
172:16 251:16 253:15  
272:22  
**compare** 55:13  
**compared** 368:6  
**comparison** 57:5  
**compensation** 405:8  
**competent** 243:20  
267:5  
**complain** 317:20  
**complainants** 52:21  
**complained** 26:11 41:4  
417:2  
**complainer** 155:5  
**complaining** 60:3  
135:19  
**complaint** 9:9 17:4 36:6  
38:15 44:9 59:22  
112:19 113:5 131:20  
141:9,12,16 155:11  
155:16,21 156:9  
162:1,5 188:8 211:9  
216:19 234:12 235:2  
287:12 288:9 294:11  
307:14 345:6 346:22  
348:3,4 349:12  
388:19 390:5 398:5  
399:22 403:13,16  
411:12 412:11  
**complaints** 17:7 18:12  
27:10 44:21 57:15  
63:10,20 65:6 66:2,12  
100:8 141:20 162:4  
183:22 187:13 205:4  
213:7 216:11,12  
229:13 310:15 319:11  
345:9 347:22 348:18  
363:18 390:9 392:10  
**complete** 21:16 27:4  
36:1 347:14 399:20  
**completed** 143:5 234:5  
318:14 361:19 363:1  
373:22  
**completely** 23:22 61:8  
61:12 85:9 102:15,22  
112:13 122:16 136:7  
192:13 199:5 276:1  
286:12 306:17 386:6  
**completes** 413:2  
**completing** 205:15  
**completion** 158:19  
361:6  
**complexities** 409:20  
411:7  
**compliant** 351:6  
**complicated** 225:5,16  
**component** 339:22  
**components** 409:10  
**compounded** 159:14  
**comprises** 372:19  
**compromised** 365:7  
**concept** 398:20  
**concern** 62:19 66:6  
100:14 117:18 148:16  
156:13 309:10 334:4  
362:1 366:14 370:21  
**concerned** 76:22 101:2  
269:21 270:1 282:9  
308:11 403:6 407:12  
**concerning** 329:12  
371:18  
**concerns** 9:21 50:22,22  
173:6 188:20 233:13  
242:18 311:14,14  
322:6 345:3 347:2,9  
355:6 364:8 367:2  
381:11 418:18  
**concerted** 65:19  
**concluded** 150:4  
156:10 174:11 419:20  
**concludes** 419:14  
**concluding** 19:21  
**conclusion** 174:17  
234:17  
**concur** 324:22  
**condensed** 33:8  
**conditions** 31:7 51:3  
312:12  
**conduct** 8:10 23:18  
29:5 42:6 43:18  
133:12,13 137:5  
175:9 289:10 315:3  
349:19 360:15 371:18  
380:2 393:17  
**conducted** 5:16 8:12  
51:21 64:21 365:11  
378:4  
**conducting** 5:14 136:9  
**conference** 25:19  
323:15  
**confessed** 23:18  
404:16  
**confided** 112:7 170:16  
176:16  
**confidence** 285:8  
**confidential** 23:3  
225:19 243:12  
**confidentiality** 280:18  
327:17  
**confidentially** 259:5  
280:17 346:6 381:9

- confined** 208:13 405:15  
**confinement** 193:12  
 206:4 211:21 360:3  
 360:22 361:2  
**confirm** 369:16  
**confirmed** 36:20  
**confirming** 49:8  
**conflict** 87:10 163:9  
 269:1,13 363:20  
 386:4  
**conflicting** 86:20 268:6  
 384:5  
**confronted** 168:14  
**confused** 222:19  
**Congress** 38:12 115:22  
 148:18 385:19 386:1  
**congressional** 27:10  
 30:7 38:15 50:11  
 59:10 94:13 115:22  
 162:6 356:7 388:19  
**congressionally** 5:12  
**connect** 285:22 286:4  
**connected** 303:21  
 386:3  
**connecting** 286:19  
**connection** 324:15  
 366:7,12  
**consciousness** 108:7  
**consent** 289:17 360:12  
**consequences** 53:13  
 133:17 136:10 151:13  
 245:1 305:7 336:17  
 415:2 419:1  
**conservative** 167:12  
**consider** 63:21 68:1  
 185:7 299:20 333:2  
 335:2 369:18 410:7  
 415:7 417:14  
**considered** 30:21 186:1  
 186:16 187:10 346:5  
 415:1  
**considering** 299:14  
**consistent** 128:1 379:6  
**constant** 109:12 163:9  
 245:18 402:22 404:15  
 416:9  
**constantly** 160:7,14  
 208:21 326:8  
**constituted** 397:8  
**constitutes** 233:8,10  
 235:8 399:5  
**Constitution** 1:14  
**constraints** 299:20  
**construct** 315:10  
**constructive** 147:9  
**consult** 89:9 239:10  
**consulting** 347:6  
**contact** 83:10 145:2  
 151:16 162:17 193:5  
 230:6 259:18 260:3  
 262:18,19 360:10  
**contacted** 13:20 107:11  
 115:11 131:8  
**contacting** 362:4  
**containing** 152:1  
**contemplated** 40:3  
 211:2  
**content** 106:21  
**CONTENTS** 4:1  
**context** 18:6  
**contingency** 186:11  
**contingual** 357:13  
**continually** 163:12  
**continue** 70:10 78:10  
 80:8 110:10 119:17  
 120:16 166:13 167:18  
 173:15 213:6 234:1  
 234:16 316:18 403:15  
 410:14 414:3  
**continued** 20:21 28:9  
 38:1 151:9 196:12  
 417:16  
**continues** 8:16 18:20  
 312:8 345:1  
**continuing** 23:11 61:2  
 73:7 80:6 102:4 141:5  
 141:8 212:5 418:16  
**continuous** 163:16  
**contract** 72:22 270:8,11  
**contracted** 406:12  
**contractors** 268:21  
 270:14 368:9  
**contradicted** 153:18  
**contrast** 312:9 342:7  
**contribute** 31:15  
 382:20  
**contributed** 246:22  
**contribution** 147:18,18  
**control** 26:3 70:4 80:19  
 120:13 137:10 151:15  
 291:1 293:2 417:8  
**controller** 33:21  
**controls** 120:12  
**convene** 395:3  
**convened** 359:17  
**convenience** 283:3,5  
**convening** 38:6 125:11  
 127:13 358:4,9  
 368:17  
**conversation** 168:20  
 418:12  
**conversations** 307:5  
 325:12  
**convicted** 116:14 117:1  
 120:6,8 128:18 137:9  
 153:13 381:17  
**conviction** 116:15,20  
 117:1 119:13,14,16  
 124:3,7 125:4 149:16  
 149:21 153:10 404:17  
**convictions** 118:8  
 119:9,20  
**cooperate** 258:18 259:6  
**cooperating** 258:16  
**coordinate** 263:18  
**Coordinated** 370:6  
**coordinating** 375:21  
**coordination** 376:7  
**coordinator** 2:20 34:19  
 238:18 239:2,15  
 255:2 347:7,22 348:5  
 348:10,21 349:3,16  
 349:21 350:16 351:1  
 351:8,16 370:13  
 391:10,14  
**coordinators** 10:8  
 356:5  
**cope** 75:7 76:6 77:19  
 133:21 184:4,4  
**coped** 74:10 80:1  
**coping** 74:2 75:16  
 80:10 82:3,5 205:19  
**cops** 222:8  
**copy** 258:20  
**core** 119:21 356:11  
 363:21 377:6  
**cornered** 197:19  
**Cornyn** 94:14  
**corporal** 202:12,13,15  
 203:18 205:18 207:10  
 209:14 211:14 229:3  
**corporals** 220:18,18  
**corporate** 133:15  
**corporations** 115:3  
 123:19 129:19,22  
 131:21,22  
**Corporeal** 2:15  
**corps** 2:15,21,21 3:9,10  
 3:16,17,17 142:15  
 189:12 202:13,17,19  
 206:20 241:18,18  
 242:4,6,13 247:9  
 249:1,2 271:4 294:7  
 317:5,6,10 324:4  
 325:3 326:2 337:11  
 367:18,18,20 368:3,5  
 368:6 369:3 370:4  
 372:8,16  
**correct** 11:12 40:13  
 94:12 97:6 101:13  
 265:22 289:10 318:5  
 384:12  
**corrected** 289:8 338:15  
**correcting** 340:7 362:3  
**correction** 17:11,17  
 18:1,2,5 42:19 44:16  
**corrective** 111:22  
**correctly** 8:21 16:7  
 69:17 352:9 367:15  
**correspond** 10:5  
 105:13  
**corrosion** 417:8,22  
**COs** 354:14  
**cost** 55:5,9 71:21  
 416:19  
**counsel** 2:2,9 14:9,10  
 37:6 49:10 50:7,9  
 53:16 62:7 82:21 86:7  
 86:8 115:3 121:2  
 122:2 165:11 167:9  
 171:16 172:3 174:7  
 181:14 211:3 221:11  
 223:6,8 226:7,19  
 229:16 256:14 258:4  
 258:5,9,15,21 259:16  
 259:20 260:7 261:2  
 267:22 285:15,16,17  
 287:9 350:22 351:9  
**counsel's** 259:14  
**counseled** 25:19 26:2,2  
**counseling** 26:22 48:20  
 49:2,9 112:8 179:22  
 180:2 183:2,4 207:3  
 245:17,19 293:10  
 313:16 371:5,6,9  
 399:11  
**counselings** 168:21  
 169:16  
**counselor** 180:4 181:5  
 181:5 205:10 267:13  
 312:1 313:18  
**counselors** 180:5  
**counsels** 370:14  
**counter** 310:8 356:10  
**counterpart** 272:5  
**countless** 38:17 39:6  
**country** 40:21 121:18  
 125:16 147:19 166:5  
 203:13 230:2 407:8  
 413:15 414:4 415:5  
 417:12 419:11,12  
**couple** 81:8 84:12  
 220:16 275:22 336:10  
 396:8 407:11  
**coupled** 363:7  
**courage** 73:13 104:20  
 105:16 139:19 148:8  
 148:8 170:7 181:14  
 204:4 357:12 400:5  
 400:10,12  
**course** 22:16 38:4 42:8  
 83:2 136:17 172:13

226:9 241:7 297:11  
 356:6 361:20 363:2,4  
 389:19 396:17 398:14  
**courses** 372:17  
**court** 9:10 38:21 122:13  
 122:16 221:17,18  
 332:14 358:3  
**court-martial** 38:3,11  
 43:19 90:14 115:13  
 115:14 121:13 127:14  
 149:16 171:22 173:11  
 174:11 211:19 276:1  
 277:8 318:13 358:9  
 359:17 361:7 368:17  
**Courthouse** 1:13  
**courtroom** 1:14 54:3  
**courts** 13:9  
**courts-martial** 228:6  
**cover** 30:2 90:9 144:16  
 162:14 407:1 418:14  
**coverage** 50:14  
**covered** 130:18 380:4  
 416:1  
**covering** 406:20  
**Covington** 115:1,5  
**coworker** 110:5 191:22  
 214:7,8  
**coworkers** 153:5  
 195:13 215:3 240:14  
 276:8  
**crack** 324:8  
**Craig** 3:4 295:16,20  
**crate** 46:9  
**crazy** 70:9 78:13  
**create** 130:5 248:13  
 249:5 357:20 376:19  
 393:5 394:19  
**created** 8:7 148:18  
 301:15 402:18  
**creates** 244:7  
**creating** 58:12 94:7  
 321:15 376:10 414:11  
**creation** 53:16  
**credibility** 26:21  
**credible** 69:4  
**credit** 383:15  
**crest** 143:14,20  
**crew** 185:4 307:2,8,15  
 308:12,18 310:10  
 336:21 367:6  
**crews** 185:7  
**cried** 178:20  
**crime** 39:16,17 58:15  
 85:22 89:22 91:14  
 93:20,21 94:6,7,7  
 98:19 107:6 117:15  
 134:12 136:5 150:21  
 201:21 204:10,11

211:22 214:18 243:22  
 244:15 248:20 284:3  
 316:11 323:18 344:20  
 346:7 357:10 415:8  
**crimes** 1:7 8:19 12:20  
 13:1 22:18 89:21  
 124:4 134:2 358:1,1  
 406:14,20 407:4  
 410:20 415:22  
**criminal** 12:18 14:19  
 23:16 54:1 88:7 89:19  
 91:12,15,20 92:10,12  
 93:6 94:3 126:19  
 133:11 134:17 248:13  
 284:4 310:16 329:2  
 350:13 353:14 370:9  
 378:5 383:9 396:19  
**criminalize** 14:21  
**criminalized** 93:7  
**criminalizing** 100:6  
**criminally** 91:5 92:4  
**crippled** 328:2  
**crisis** 264:13 265:19  
 342:8 370:5 394:22  
 395:4 396:7  
**critical** 56:13 296:9  
 312:18 353:13  
**critically** 189:4  
**criticizes** 125:10  
**critique** 153:1  
**critiques** 216:12 217:7  
**cross** 383:11  
**crowded** 140:14  
**crude** 185:2  
**Cruz** 417:3  
**cry** 134:6 404:10  
**crybaby** 35:17  
**crying** 178:9,11  
**cryptologic** 184:17  
**culprit** 33:14 287:21  
**culture** 74:4 185:8  
 254:13 309:19,22  
 354:14 357:20 415:3  
**cunningly** 33:13  
**curb** 301:20  
**curious** 102:7  
**current** 9:4 31:16  
 108:21 223:1 234:13  
 255:12 353:1 374:2  
 382:18  
**currently** 31:9 105:21  
 105:22 108:13 191:16  
 234:3 243:5 256:15  
 303:2 340:3 342:2  
 346:21 358:19  
**curriculum** 379:19  
**curve** 308:15  
**custody** 405:17

**cut** 130:20 417:13  
**cutting** 205:8  
**CVS** 232:7,12  
**cycle** 308:10

---

**D**


---

**D** 3:7 5:1 306:7 317:4  
**D.C** 1:14 239:7 315:15  
**D.M** 2:5 40:14,16 41:12  
 41:16,19 76:4,5  
**DA** 375:4  
**dad** 115:7 126:6  
**Dailey** 311:9 315:14  
**daily** 111:20 168:22  
 324:14  
**Dakota** 149:9  
**damage** 87:14 163:2  
**damaged** 273:18  
**danger** 407:14  
**dangerous** 417:2  
**Daniel** 311:9  
**Danish** 126:7  
**Darby** 418:3  
**dare** 63:22 161:14  
**Darehshori** 2:2 8:20  
 11:12,13 55:20 63:22  
 66:18 87:12,19 88:6  
 88:13,22 89:4,12  
 90:11,22 91:3,22 92:5  
 92:9 93:3 94:1  
**data** 66:2 119:14,17  
 235:7 253:22 255:19  
 322:18 379:6  
**date** 24:11,15 41:10  
 186:22 188:13 197:7  
 319:19 346:17 378:22  
**dated** 300:18  
**daughter** 200:18  
**daughters** 312:2  
**David** 3:12 344:2  
 415:13  
**Davis-Monthan** 2:19  
 235:15  
**day** 11:2 24:12,14 25:16  
 76:8 78:21 79:1,18  
 101:11 117:13 121:10  
 140:11,16 142:14  
 143:11,19,22 154:11  
 161:10 167:21 169:2  
 173:10 177:5,11  
 181:3 182:22 185:17  
 200:16 201:1 210:3  
 247:2 286:13,16  
 299:20 312:21 314:5  
 324:17,19 348:21  
 354:16 369:15 372:4  
 384:2 403:4 405:9  
 406:2,7 417:1

**day-to-day** 51:12  
**days** 21:16 30:6 44:1  
 205:13 225:14 396:8  
 403:11,13  
**deaf** 38:14  
**deal** 11:9 21:7 23:14  
 49:11 71:20 73:6 78:9  
 79:21 84:15 87:10  
 123:1 147:7 172:20  
 183:21 196:7 205:6  
 240:3 245:18 250:1  
 254:7 267:13,14  
 278:16 304:2,8 314:3  
 332:17 333:9 345:4  
**dealing** 97:19 126:4  
 133:15 173:18 174:7  
 253:3 286:2 298:21  
 305:19 320:11 344:15  
 390:2 412:5  
**deals** 290:13 306:3  
**dealt** 113:15 237:16  
 298:3 304:15 339:17  
 361:8 377:18  
**decades** 61:7  
**deceive** 37:10  
**December** 205:12  
 378:19  
**decent** 214:11  
**decide** 70:21  
**decided** 13:18 46:14  
 112:18 169:7 186:21  
 188:11 237:2  
**decides** 70:20  
**deciding** 135:10  
**decision** 51:13 63:11  
 68:13 127:13 214:17  
 214:17 248:1 252:20  
 259:6 266:16 347:13  
**decision-makers** 58:5  
 58:5  
**decision-making** 57:14  
**decisionmakers** 129:2  
 135:7  
**decisions** 17:12 214:20  
 222:18 248:12 300:2  
 300:8 322:8,10  
**deck** 418:3  
**Declaration** 414:9  
**decline** 152:21  
**declined** 153:2  
**decorations** 341:14  
**decrease** 152:19  
**dedicated** 188:22  
 190:21  
**dedication** 189:18  
**deeply** 15:12 302:5  
**defect** 418:22  
**defend** 159:16

- defenders** 50:12 83:6  
**defending** 186:8  
**defense** 1:1 7:4 8:7,9  
 17:5 37:5 38:13 46:22  
 50:7 54:13 62:7 82:21  
 86:7,8 115:2 181:16  
 186:3 215:14 255:21  
 344:13 363:6 374:8  
 384:14 385:5,8  
 388:13 407:11 411:13  
**defer** 402:2  
**define** 94:6 341:6 354:4  
**defined** 14:18,19 298:6  
**defines** 397:6  
**defining** 94:6  
**definitely** 18:14 59:14  
 218:11 337:3 412:9  
 412:16  
**definition** 31:19 32:1  
 52:19 156:12 157:10  
 244:20 245:6,13  
 247:7  
**definitions** 7:8 92:19  
 93:4  
**defy** 162:9 418:22  
**degree** 137:20 305:6  
 340:18 363:5  
**delay** 362:2  
**delegated** 375:7  
**delegates** 375:12  
**delivering** 161:13  
**demanded** 38:3  
**demanding** 164:10  
**democracy** 414:4  
**demoralizing** 404:12  
**denied** 29:1 70:2 103:9  
 103:11,13,21 104:16  
**Denmark** 126:6  
**dent** 135:5  
**deny** 103:17  
**depart** 98:10  
**department** 1:1 17:5  
 31:10 38:13 54:13  
 61:6,7 115:4 125:10  
 215:14 255:1,20  
 270:15 329:7 344:13  
 374:8 383:7 384:14  
 384:18 385:6,8  
 388:13 411:13  
**depend** 290:17 312:21  
 406:3  
**depended** 66:20  
**dependent** 191:7  
 194:19 198:4 199:6  
 199:15 219:1 224:21  
 312:4 388:7  
**dependents** 199:9,10  
 201:13,19,22
- depending** 310:3 378:6  
**deploy** 74:20 112:1  
**deployable** 368:8  
**deployed** 105:22  
 110:21 122:21 191:11  
 195:4 215:5 271:9  
 346:20 416:2  
**deployment** 106:3  
 186:16  
**Depot** 202:20  
**depressed** 97:19  
 204:14  
**depression** 70:12 205:6  
 208:5  
**depressive** 78:18 97:13  
**deputy** 27:15  
**derelict** 112:14  
**dereliction** 113:11  
**derived** 296:8  
**derogatory** 246:6  
**described** 25:3 39:3  
 52:9 65:22 152:18  
 210:5 213:8 321:19  
 390:4  
**describes** 301:9  
**descriptions** 54:15  
**deserve** 156:17 185:21  
 209:20 417:14  
**deserves** 356:18  
**design** 314:20 315:15  
**designated** 3:22 5:11  
 6:15  
**designed** 312:15  
**designing** 316:4  
**desirable** 284:7,7  
**desire** 413:21  
**desired** 160:9  
**desires** 364:13  
**desiring** 337:10  
**desk** 48:4  
**Deskside** 251:20  
**despite** 16:20 19:1  
 24:19 29:11 37:21  
 40:10 53:2 146:19  
 150:10 204:17 319:21  
 410:4 414:2,16  
**destroy** 356:10 376:13  
**destructive** 54:11 96:17  
 357:8  
**Detachment** 359:10  
**detail** 35:19 207:13  
 299:11 334:11,16,17  
 336:7  
**detailed** 345:5 387:17  
 391:16  
**details** 42:10 164:15  
 225:20 237:21 393:3  
**detentions** 136:22
- Determination** 368:22  
 369:6  
**determine** 50:19 154:15  
 207:6 351:4 371:1  
**determined** 50:20  
 265:5 361:20 366:3,5  
 414:15  
**deterrent** 53:12  
**detering** 300:12  
**Detrick** 168:6  
**detriment** 250:18  
**detrimental** 218:3  
**devastating** 15:8,22  
 16:4 53:13  
**develop** 257:4 372:17  
**developed** 100:2  
**developing** 313:4  
**development** 92:21  
 99:21 186:15 379:9  
**devotion** 363:22  
**DHS** 339:22  
**diagnosed** 34:16 37:4  
 70:12 78:17 109:12  
 381:6 418:15  
**dictates** 384:10  
**die** 181:10  
**died** 178:5  
**Diego** 163:21 205:11  
 366:1,5,11  
**difference** 50:16 124:18  
 257:8 287:16,18  
 290:7 413:22  
**differences** 410:5  
**different** 14:7 15:7 19:2  
 31:2 57:20 58:12 82:2  
 85:11 102:12,15  
 109:2 110:20 116:2  
 123:22 127:3 130:7  
 132:5,21 134:6  
 138:13 158:1 181:21  
 191:14 198:18 214:15  
 221:19 232:9,18  
 250:8,12,15 251:2  
 259:12 264:16 268:5  
 276:13 282:9 288:14  
 296:22,22 300:5  
 315:13 330:12 348:12  
 374:9 382:20 384:13  
 384:19 386:15 387:3  
 387:5 392:7 396:14  
**differential** 187:10  
**differently** 42:11  
 240:12 276:12 287:20  
**difficult** 12:22 29:19  
 40:6,10 74:14,17 94:4  
 109:10,20 129:4  
 205:21 237:12 248:3  
 299:14 300:1,7,17
- 325:13 333:6 419:6  
**difficulties** 89:7 167:5  
 212:2  
**dignity** 38:22 248:21,22  
 249:4,6 356:17 377:5  
**diligence** 302:9  
**diminish** 318:5  
**diplomatic** 287:4  
**direct** 49:6 125:13  
 160:6 192:2 193:8  
 286:22 291:8 345:16  
 363:20 370:12 375:4  
 388:3 417:8  
**directed** 150:4 234:15  
 347:11 364:22 366:6  
**direction** 72:9 241:9  
 270:5 300:20 302:1  
 302:16 321:21 365:15  
**directly** 21:17 43:1  
 210:10 239:5 240:16  
 240:17,21 255:22  
 296:8 306:16 326:16  
 344:17 359:1 361:10  
 368:15 385:7,19  
 386:8,19 388:16  
**Director** 3:21  
**dirty** 174:1  
**disability** 97:7  
**disagree** 124:10 284:15  
**disappeared** 76:2  
**disappointed** 175:3  
**disappointment** 109:21  
**disbelief** 38:6  
**discharge** 44:3,11  
 49:21 50:10,18 51:4  
 54:9 59:13 71:7 84:6  
 114:8 175:9 361:5  
**discharged** 36:18 89:10  
 162:12  
**discharges** 17:19  
**discharging** 112:11  
**disciplinary** 48:20 50:2  
 53:1 91:7 94:22 95:1  
 111:10,15 178:13  
 203:14 206:17 336:9  
**discipline** 113:7 119:6  
**disciplined** 51:8 130:22  
 381:17,21  
**disclose** 46:15 243:13  
 346:6  
**disclosed** 107:17,20  
**discloses** 349:22  
**disconnect** 391:3  
**discovered** 341:5  
**discriminated** 163:10  
**discriminatory** 159:22  
**discuss** 9:11 10:9  
 11:15 12:5 229:15

233:13 237:17 264:22  
 273:12,13,19 348:10  
 350:4 352:20 362:16  
 368:2 370:20 371:13  
 380:16 393:13 394:7  
**discussed** 193:16  
 209:3 232:5 234:4,16  
 234:20 372:4  
**discusses** 349:21  
 351:10  
**discussing** 154:10  
 156:5  
**discussion** 20:1 84:1,1  
 156:6 259:10 351:3  
**discussions** 309:17  
 365:8 371:15 401:14  
**disease** 406:12  
**disgusting** 85:20  
**disheartened** 121:17  
**dishonorable** 59:13  
**dismal** 116:16  
**dismayed** 121:17  
**dismiss** 142:19 144:15  
**dismissed** 39:18 61:1  
 143:3 144:10,13  
 247:1 360:20  
**disobeyed** 49:4  
**disobeying** 49:2  
**disorder** 70:13 97:13  
 118:4,5 162:12  
 182:17 418:16  
**disorderly** 37:8,17  
 43:18 360:15,18  
**disorders** 78:18  
**dispersion** 376:2  
**display** 19:14  
**disposal** 318:10,19  
**disposition** 234:18  
 396:6  
**disqualified** 36:14  
**disrespectful** 297:17  
**disruptive** 102:17  
**disrupts** 102:10  
**distance** 168:12  
**distant** 192:12  
**distinctly** 393:13  
**distinguished** 6:7  
 303:1,11 306:10  
 311:4 317:8 321:12  
 352:19 358:19  
**distinguishing** 409:9  
**distractions** 313:6  
**district** 3:7 9:10,11  
 306:8,14 307:17,20  
 325:14 342:22 358:7  
 375:9  
**division** 2:4 23:16  
 107:9 273:1 383:9,10

**divisions** 384:19  
**divorce** 132:8 405:18  
**divorced** 134:7  
**doctors** 76:17 162:16  
**doctrine** 129:12  
**document** 177:13  
 207:12 300:2 301:11  
**documentary** 166:2  
**documentation** 60:6  
 211:11  
**documented** 54:21  
 71:5 378:8  
**documents** 6:22 92:18  
**DoD** 16:20 18:22 64:13  
 64:21 65:2,4,6 127:7  
 253:8 268:18,20  
 270:12 310:13 328:17  
 374:21 387:3 388:15  
 388:16 389:5 411:19  
 412:1  
**dodger** 186:16  
**dodging** 117:6  
**doing** 11:17 15:4 19:7  
 33:15 45:3 46:13  
 62:13 79:1 91:18  
 112:15 120:16 126:8  
 150:8 154:20 168:3  
 170:17 197:2 202:5  
 222:20 226:22 253:5  
 259:9 262:20 266:19  
 291:21 307:13 314:11  
 321:14 355:18 357:15  
 371:16 378:16 385:20  
 393:10 394:3,5 414:5  
**dollar** 30:18 31:9 329:9  
**domestic** 132:8  
**Donna** 379:22  
**door** 26:7 169:19  
 199:11 403:18  
**double-checked** 64:18  
**double-edged** 72:6  
**doubt** 112:21 153:18  
**doubted** 115:18  
**doubting** 204:1  
**downgrade** 111:12  
**downrange** 112:10  
**downs** 300:4  
**dozen** 304:3  
**dramatically** 302:13  
**draw** 34:7 128:5  
**drawn** 284:5  
**DRB** 178:13,13 180:9  
**dreaded** 161:10  
**dream** 64:1 80:4 182:7  
**drill** 311:18,21 313:8  
**drilled** 75:17  
**drinking** 75:13 205:8  
 209:11

**drinks** 207:18,21  
**drive** 93:15  
**driven** 254:6  
**driver** 35:7,11  
**driver's** 315:1  
**driving** 35:4,6,7 36:3  
 37:9  
**drop** 26:17 44:10  
 260:11 334:5 418:5  
**dropped** 36:2 38:2  
 292:12  
**drowsiness** 208:4  
**drug** 78:16 135:5  
**drugged** 407:21  
**drummed** 117:20  
**drunk** 37:8,17 43:17  
 248:12 360:15,18  
**dual** 86:19  
**duck** 144:16  
**ducked** 144:16,18  
**due** 31:7 40:1,1 42:14  
 42:16 43:1,7 44:21,22  
 94:15 96:5 100:13  
 125:9 136:3 164:18  
 191:17 193:11 208:3  
 246:15 302:9 363:10  
**DUI** 37:14  
**duplication** 305:8  
**duress** 164:18 218:15  
**duties** 20:14 113:19  
 151:19 154:18 189:6  
 193:11 313:10 318:5  
 320:17 365:14  
**duty** 19:10 23:21 25:12  
 28:21 31:5 32:10  
 33:11 38:10 50:20  
 54:5 75:8 76:7 108:12  
 109:3 113:11 189:21  
 191:7,9 194:15,16  
 202:1 203:9,11 208:2  
 208:12 224:7 268:17  
 269:1,7 271:5 299:1,8  
 300:5 345:18 359:3,8  
 363:22 374:14 405:4  
 409:18 410:5 418:17  
**dyke** 404:18  
**dynamic** 130:11 138:14  
 314:15  
**dysfunctional** 129:11

---

**E**

---

**E** 1:13 5:1,1 356:19  
**E.A** 2:12 166:21 167:1  
**E1** 207:10 208:15  
 405:15  
**E2** 209:13 360:22 361:3  
 365:22  
**E4** 181:22 205:18

207:10  
**E5** 49:18 181:22  
**E6** 160:6  
**E7** 161:1  
**E9** 220:20  
**EAPC** 239:14  
**ear** 272:21  
**earlier** 23:14 39:3 53:2  
 78:12 85:11 94:9 97:3  
 101:20 132:20 144:4  
 157:8 184:2 234:21  
 267:11 268:2,10  
 271:16 280:20 309:20  
 310:2 319:14,15  
 327:10 329:22 342:9  
 377:21 379:2 381:3  
 382:6 383:21 395:5  
**early** 186:10 357:16,19  
 364:20 401:3  
**earn** 354:19  
**earning** 20:16  
**earnings** 22:14  
**ears** 38:14  
**earth** 185:20  
**easier** 133:5,21 214:14  
 214:15 245:17 273:20  
 332:16  
**easiest** 377:16  
**easily** 60:18 61:1  
**East** 225:10  
**Eastern** 9:11  
**easy** 60:14 118:10,11  
 119:15 127:5 130:4,5  
 130:8 290:18,20  
 327:8 340:21 379:11  
 389:17 414:14  
**eating** 178:4  
**echo** 72:15 221:7  
 338:17  
**educate** 235:8 356:20  
 357:1 368:12  
**education** 32:14 167:15  
 167:18 233:11 344:22  
 345:17 353:17 398:15  
 398:16,16  
**educator** 312:1  
**effect** 135:14 148:11  
 301:15,20  
**effective** 56:6 90:9  
 151:21 283:14,19,20  
 287:6 320:1 327:13  
 411:17  
**effectively** 119:7,22  
 365:14  
**effectiveness** 411:15  
 412:10  
**effects** 22:1,4 55:13  
 236:4 305:8

**efficiencies** 376:10  
**efficiently** 126:8  
**effort** 93:15 325:5  
 402:18  
**efforts** 29:7 65:19  
 165:19 344:17 375:22  
 380:12  
**eggs** 147:5  
**Eglin** 3:12 344:3 345:6  
 346:4,19,21 349:11  
**egregious** 130:19 133:8  
 160:16  
**eight** 152:5 242:15  
 255:7 296:1 298:8  
 302:11 310:2 346:17  
 353:3  
**either** 68:2 75:20 81:14  
 94:17 103:5 117:14  
 174:17 188:6 217:9  
 247:17 265:6 278:15  
 298:13 307:6 310:7  
 331:12,14 337:12  
 378:4 393:18 396:19  
**elected** 389:2  
**electrician** 413:16  
**element** 314:20 323:4,7  
**elements** 7:9  
**eligible** 17:3 28:8 96:6  
**eliminate** 134:1  
**eliminating** 156:20  
 248:2,4  
**Elizabeth** 1:15,16 6:8  
**Ellsworth** 149:9  
**eluded** 338:8  
**email** 27:1 48:12 75:3  
 106:22  
**emails** 38:17 106:18  
 107:15,20 189:15  
**embarrassed** 168:7  
**embarrassment** 414:17  
**embedded** 304:21  
**emboldened** 406:18  
**embrace** 143:4 248:18  
 399:17  
**emergency** 37:2  
**emotional** 164:21  
 172:21 214:2 276:6  
 298:21 369:17  
**emotions** 114:10 268:7  
**emphasis** 150:5  
**employee** 239:15  
 293:20  
**employees** 124:2 271:3  
 271:6,8 337:5 368:9  
 373:5  
**employer** 137:6 294:9  
**employment** 35:10  
 115:3 129:12 137:4

137:19  
**empower** 356:20 357:3  
 370:15  
**empowered** 325:7  
**encompass** 113:9  
**encompasses** 353:6  
**encountered** 159:12  
 166:7  
**encountering** 261:15  
**encourage** 53:10 99:19  
 117:8 120:9 128:3  
 153:19 284:12 383:16  
**encourages** 128:21  
**encouraging** 62:1  
 100:3  
**ended** 13:12 30:4 62:15  
 122:13,13 149:19  
 178:9 179:16 180:8  
 181:20,22 218:2  
**ends** 88:8,8,17  
**endure** 107:4  
**endured** 109:11 159:13  
 161:5 175:14 338:20  
 414:18  
**enduring** 25:17 166:6  
 416:3 418:8  
**enemy** 110:4  
**energy** 173:20  
**enforced** 253:9  
**enforcement** 263:12  
**enforcing** 315:2  
**engage** 130:13 133:6  
 136:14 243:18 294:5  
 357:16  
**engaged** 130:3 132:1  
 134:16 135:1 290:19  
 293:10,10 355:14  
 357:11 378:17  
**engagement** 250:21  
**engages** 136:13  
**engaging** 91:13 133:10  
 137:5 363:9  
**engineer** 41:2  
**engineering** 359:6  
**engulfed** 416:17  
**enhanced** 367:5  
**enhancing** 52:20  
**enjoying** 203:16  
**enlighten** 400:20  
**enlisted** 2:6 29:19 34:1  
 72:19 296:2 297:3  
 302:5 303:3,17 311:8  
 311:11 313:15 317:9  
 325:1,17,17 359:19  
 366:15 415:15  
**enlistment** 27:19  
**enormous** 38:18  
**enshrined** 125:9

**ensure** 16:10 64:11  
 133:5 233:5 234:1  
 296:14 312:22 318:1  
 318:8,11,15,17 319:8  
 319:17 320:1 326:11  
 347:18 353:18 355:4  
 355:21 356:22 359:5  
 363:9 364:10 365:6  
 365:10 372:18 376:9  
 378:17 415:16  
**ensures** 318:9  
**ensuring** 257:9 315:3  
 365:12 399:1  
**entail** 271:13  
**entailed** 25:3  
**entanglements** 125:20  
 126:3  
**enter** 188:4 311:19  
**entered** 249:15  
**entertain** 185:4  
**entire** 21:9 24:8 26:19  
 54:20 99:11 146:2,14  
 199:21 220:13 280:3  
 298:19 318:13 388:8  
 399:14  
**entirely** 88:15 200:6  
 224:11  
**entitles** 58:13  
**entitled** 61:20 71:13  
 134:10  
**entry** 385:16  
**environment** 18:11  
 72:17 111:13 112:20  
 162:22 164:1,7,18  
 215:5 244:8 291:16  
 312:6,9 340:15 355:5  
 355:15 370:19 371:17  
 391:9 393:5 414:11  
**Environmental** 383:10  
**environments** 190:12  
**EO** 29:3  
**EPR** 36:11,16,22  
**equal** 26:13 304:18,22  
 348:19 356:3  
**equally** 344:19 415:9  
**equated** 22:10  
**equation** 404:14  
**equip** 356:20 357:4  
 368:12  
**equipment** 405:13  
**equipped** 68:14  
**ER** 34:16 35:2 181:4  
**eradicate** 357:21  
**erroneous** 289:1  
**errors** 403:14  
**escalated** 47:18  
**escape** 68:4,8 73:2  
**escorted** 177:3

**especially** 11:17,18  
 52:8 57:7 72:18 90:18  
 93:12 199:6,15  
 212:19 241:11 251:13  
 264:9 277:13 299:14  
 299:20 321:11  
**essence** 187:20  
**essential** 16:6  
**essentially** 120:16  
 174:4 321:21 394:21  
**establish** 213:13  
 353:13 354:17  
**established** 7:4 264:14  
 286:12 370:4  
**establishing** 93:1  
 213:15  
**establishment** 6:2  
**estimate** 16:20 17:2  
**estimated** 298:3  
**et** 299:11 336:2  
**Europe** 32:15  
**evaluate** 82:19  
**evaluation** 21:20 22:3  
 24:19 28:8 36:12,13  
 51:3 70:6 162:11  
 262:6 388:4  
**evaluations** 21:10,13  
**evening** 371:10  
**event** 24:10,11,14  
**events** 29:21 204:19  
 207:13 305:19  
**eventually** 23:17 38:19  
 45:22 106:18 115:5  
 162:20 170:6 171:14  
 171:21 204:14  
**everybody** 48:18 79:3  
 118:6 135:18 142:19  
 143:11 195:3 199:3  
 219:4 260:19 280:7  
 288:19  
**everyone's** 144:4,5  
**evidence** 44:3 53:4  
 64:8 115:16 196:14  
 244:5 359:21 403:8  
**evident** 403:4  
**evils** 72:1  
**evolution** 296:21  
**evolved** 298:8  
**exacerbated** 51:1  
**exact** 57:4 161:14  
**exactly** 51:6 77:10  
 161:17 281:15 322:20  
 372:19 391:21  
**exam** 28:7  
**examining** 91:19  
**example** 24:5 49:1  
 56:21 100:5 130:15  
 147:10 151:4 154:2,9

209:22 275:21 354:15  
365:20 400:3 416:1  
**examples** 28:16 150:20  
245:14,14 247:3,6  
287:10 330:9 356:1  
381:19 397:7,17  
411:8  
**Excel** 255:19  
**excelled** 163:22  
**excellence** 150:14  
**excellent** 53:19 226:2  
380:4  
**exception** 271:12  
**exceptional** 20:13  
165:21  
**excited** 189:11 203:12  
**exclusive** 16:14  
**excuse** 41:9 49:10  
51:18 197:6 232:11  
246:4 323:10 405:20  
412:14  
**excused** 126:2  
**executed** 375:6  
**executive** 303:18 353:4  
363:19 366:3,6 395:7  
395:14  
**exemptions** 7:2  
**exercise** 21:15 56:18  
66:22 364:18  
**exhausted** 293:8  
**exist** 111:7 185:21  
251:21 321:5  
**exists** 291:17 292:14  
314:16 327:12 340:20  
**expand** 31:22 90:8  
190:13 213:2  
**expanded** 371:8  
**expect** 276:11  
**expectation** 327:17  
**expectations** 302:7  
**expected** 164:2  
**expedited** 69:17 70:2  
102:9 103:3,11 104:6  
180:22 187:17,20  
188:1,20 189:9  
190:13 196:19 197:5  
197:11,18 262:4,13  
263:11 265:2 266:12  
266:16 267:1 331:19  
332:20 333:4,10,20  
336:13 337:12 369:21  
383:22  
**expeditionary** 32:17  
**expeditiously** 190:12  
**expensive** 405:12  
**experience** 13:4,7  
16:22 18:8 20:1,5  
29:3 33:5 35:18 40:9

55:4 58:16 61:5,16  
65:13,14,15 85:2  
105:17 144:12 148:15  
150:17 167:3 178:18  
183:19 213:13 216:4  
217:16 232:4 234:22  
237:5 243:8 244:20  
244:21 245:12 247:5  
255:7 266:7,9 268:13  
286:2 298:3,15 299:6  
300:11 302:11 305:19  
306:2 316:10 327:19  
338:11 347:3 349:19  
410:3,21 411:5 412:3  
419:8,10  
**experienced** 15:11  
16:18 18:16 41:7 70:1  
70:10 88:3 139:22  
154:4 164:11 166:16  
221:9 235:3 249:22  
266:10 304:11 320:22  
321:6 323:6 339:15  
346:4 411:10  
**experiences** 9:12,17  
20:6 29:10 58:17 88:1  
148:7,14 150:10  
230:3 242:21 243:18  
257:6 313:20 343:13  
343:13 355:16 400:20  
408:12  
**experiencing** 65:21  
72:17 141:19 166:11  
231:10 243:9 348:8  
350:18 372:21  
**expert** 286:5 305:16  
314:8 340:9 379:22  
387:4  
**expertise** 135:3 231:2  
334:19 376:7  
**experts** 14:11,14  
**expired** 412:15,19  
**explain** 114:12 246:20  
259:19 274:19 276:10  
276:13,22 277:1  
286:21 341:19 366:18  
391:3  
**explained** 81:18,19  
246:14 347:9  
**explaining** 54:9 59:3  
339:14  
**explanation** 103:13  
345:5  
**explicit** 106:18  
**explicitly** 54:15  
**explore** 203:13  
**exploring** 247:21  
**expose** 38:5  
**expound** 304:17

**express** 285:6  
**expressed** 9:21 263:2  
**expressions** 283:17  
**extend** 54:22  
**extensive** 337:10 376:6  
**extensively** 239:8 335:6  
**extent** 244:19 259:2  
284:4 392:11  
**external** 247:22 387:22  
388:4  
**extra** 19:9,10 21:16  
27:4 208:12  
**extraordinary** 166:14  
**extreme** 120:2 162:20  
164:8,17 208:3 341:2  
341:3  
**extremely** 9:19 66:4  
148:17 160:14 164:10  
168:13 189:16 204:3  
300:7 302:7 335:17  
416:11  
**extremes** 341:4  
**eye** 132:12 415:15  
**eyes** 40:14 145:15  
272:21 287:14 385:4

---

**F**


---

**F-16** 131:9  
**F-32** 416:2  
**face** 79:7,20 81:3 86:4  
124:11 140:13 143:11  
160:21 185:5 221:9  
230:4 329:6,6,7,7  
373:1,1,6,6 403:19  
416:5  
**Facebook** 194:10,14  
219:13 284:21 314:6  
341:1  
**faced** 52:5 88:10 167:7  
191:20 198:5 212:2  
308:19 345:9  
**faces** 274:5  
**facial** 283:16  
**facilitate** 362:14 369:20  
**facilitated** 22:18  
**facing** 59:21 66:8  
226:11  
**fact** 16:20 18:6 50:2  
52:2 54:18 72:18  
103:14 107:3 117:4  
131:19 136:13,19  
152:12 153:2 163:14  
193:11 208:2 274:1  
281:16,17 284:3  
318:19 338:18 403:7  
403:9 405:7 406:14  
407:15  
**factor** 96:20  
**factors** 247:22 299:21  
**facts** 310:18 347:15  
**factual** 147:13  
**faculty** 143:10  
**fading** 108:6  
**fail** 24:5 117:15  
**failed** 27:7 108:5 170:2  
206:22 207:3  
**failure** 26:3 42:15,17  
43:2,7 45:1 206:21  
207:2 279:6,7 407:5  
**fair** 61:22 100:12  
131:11 365:10 415:1  
**fairly** 120:14 248:20  
309:4 378:12  
**faithfully** 166:5  
**fall** 310:12 368:15  
**false** 154:7 182:16  
360:7 407:6  
**familiar** 81:11 261:11  
262:9 263:3,20 274:5  
296:19 303:15 319:3  
409:19  
**familiarity** 305:1  
**families** 39:21 255:14  
296:7,17 406:13  
**family** 14:12 33:6 39:1  
40:22 74:17,18 75:5  
77:18 79:13 152:3  
167:12 180:6 196:7  
200:14,15,21,21,22  
202:1 203:1 212:17  
214:1 243:3 248:16  
248:17,18 304:1  
331:8 366:9 368:21  
371:5,9  
**famous** 143:1 210:3  
**fan** 340:12  
**fantastic** 301:19  
**far** 80:9 82:3 90:13 95:5  
119:8 120:4 126:3  
134:6 229:7,10 240:2  
247:18 251:6 262:21  
264:9 284:16,17  
297:13 336:3 341:8  
351:21  
**farewell** 34:13  
**fashion** 119:18 160:11  
383:5  
**faster** 316:14  
**fastest** 68:22  
**father** 20:8 45:18,22  
311:22  
**fault** 168:9 173:13  
183:13 196:3 198:5  
200:7  
**favor** 135:14 137:16  
**favorable** 354:1

- favoritism** 201:7  
**fear** 2:16 4:9 10:10  
 44:21 65:17 66:7  
 84:19,22 85:2 204:21  
 213:7 230:21 241:12  
 241:13 253:17 275:12  
 353:15 370:21  
**feared** 203:22  
**fearful** 259:9  
**fears** 253:2  
**featured** 166:2  
**featuring** 295:9  
**February** 5:22 7:8  
 211:17  
**federal** 1:13 3:22 5:11  
 125:7 148:18  
**feedback** 157:7 355:8  
 396:9  
**feel** 61:19,21 62:17  
 82:21,22 85:12 86:13  
 106:7 138:4 160:16  
 169:9 173:13 174:20  
 183:12 184:6 199:2  
 201:12 202:6 204:10  
 205:2 206:5 213:6  
 226:8,22 227:5 230:6  
 236:13,22 240:8,11  
 241:5 256:3,11,19,20  
 260:20 270:1 271:17  
 277:17,20 278:4  
 279:5 280:12 281:16  
 281:17 285:8,11  
 328:1 386:20 393:4  
 419:17  
**feeling** 66:5 73:1  
 161:18 257:20 276:21  
 286:9 385:2 416:9  
**feels** 234:19 243:21  
 291:17 386:13  
**feet** 145:5 151:17  
**fell** 38:14 142:8 416:13  
**fellow** 52:4 153:20  
 163:4 220:17 313:3  
 404:22  
**felt** 15:16,21 19:13 23:7  
 26:19 32:20 33:1 39:3  
 46:12 47:19 58:3  
 59:17 62:13 63:6 69:5  
 85:17 103:22 112:17  
 123:11 129:20 135:7  
 143:8 167:22 168:7  
 171:8,16 173:6,9,12  
 173:21 192:5,13  
 193:6 197:1 198:4,12  
 199:5,13,16 200:6  
 202:21 204:13 205:20  
 209:18,22 211:1,1  
 217:20 222:17 223:21  
 223:22 226:19 246:14  
 246:16 255:16 320:8  
 320:12 340:16,17  
 349:9 404:12 413:17  
**female** 41:2 43:2 47:5  
 158:19 164:13,22  
 165:16,18 167:14  
 169:5 272:6 345:19  
 404:15  
**fence** 63:6  
**fend** 120:5  
**Feres** 129:12  
**Ferguson** 379:22  
**fewer** 334:13 344:18  
**fiber** 376:13  
**field** 21:14,16 29:16  
 32:19 115:9 184:21  
 187:2,22 188:4 189:4  
 219:2 239:5,6  
**fifth** 7:21  
**fight** 28:22 112:17  
 165:7 176:18 218:2  
**fighter** 130:16  
**fighting** 39:11  
**figuratively** 284:10  
**figure** 18:21 45:21  
 108:16 176:15 274:17  
 383:17  
**figured** 76:11  
**figures** 17:1 30:18  
**file** 112:18 139:9 162:3  
 348:2 388:18 398:5  
**filed** 9:10 36:6 38:15  
 63:9 108:10 141:9,11  
 141:15,20 149:15  
 155:20 211:9 396:17  
 399:19,21 411:12  
 412:11  
**files** 108:13  
**filing** 155:11,16 156:8  
 388:16  
**fill** 322:12  
**filthy** 281:6  
**final** 247:15 317:3  
 347:11 396:5  
**finalized** 69:22  
**finally** 42:21 53:15  
 83:22 133:1 142:20  
 143:5 149:19 157:6  
 158:13,18 161:5  
 162:21 164:14 168:22  
 171:17 181:2,12  
 203:6 219:16 404:7  
**financial** 57:15,21  
 60:11,16 312:1,13  
**find** 21:7 59:14 73:16  
 74:5,6 75:15 104:10  
 119:15 140:10,22  
 141:4,7 150:12  
 178:20,22 179:15  
 183:4 207:3 237:13  
 248:19 267:20,22  
 268:15 269:2,11,15  
 273:20 286:4 315:21  
 405:12  
**finding** 11:20 61:13  
 67:16 179:17 188:22  
 220:1 316:10  
**findings** 11:15 14:16  
 361:21 364:15  
**fine** 83:21 181:7 200:8  
 289:22  
**finger** 277:15 327:6  
**fingertips** 261:9  
**finish** 133:1 145:21  
**finished** 12:2 108:20  
 122:17 203:7 276:1  
**fire** 26:21 130:2 416:17  
 416:18 417:6 419:2  
**firearms** 360:8  
**fired** 36:22 131:1  
 134:16  
**firm** 115:6  
**first** 2:13 3:1 5:21 8:19  
 11:9,9 20:17 25:2,17  
 26:1,3,6,10 40:21  
 41:7,7,16 46:21 47:2  
 52:10 62:8,10 73:11  
 74:15 80:12 82:12,13  
 105:17 107:16 112:5  
 117:10 119:15 139:17  
 141:22 148:4 150:20  
 157:19 158:19 159:12  
 160:3 165:16 168:1  
 169:8,17,20,21,22  
 170:3 171:12 172:15  
 173:17 175:10 185:1  
 192:3 200:19 203:7  
 203:11 206:19 207:17  
 212:9 222:6 229:20  
 231:4 242:20 249:10  
 249:14 251:17,19  
 259:1,17,22 261:15  
 264:4,14 268:13  
 274:3,13 277:5 283:9  
 286:18 288:2 290:22  
 295:9 296:4,11,18,21  
 297:4 300:19 311:19  
 313:17 314:1 321:10  
 338:6,12 341:15  
 344:12 345:8 353:17  
 363:17 377:2,19  
 379:5,15 380:3,12  
 389:14 395:1 396:16  
 397:3,11 399:9  
 401:16,21 403:20  
 406:16 417:10  
**first-hand** 302:14 305:7  
**first-line** 314:22  
**first-name** 62:8  
**firsthand** 121:15  
**fiscal** 5:13 8:8,9 14:1,2  
 242:14 247:13,18  
 292:8,9 345:13,20,21  
 346:2,3  
**fit** 70:20 224:13 334:20  
 341:4 418:16  
**fitness** 50:19  
**five** 6:16 17:8 21:16  
 25:1 71:12 110:21  
 118:1 140:1,6 191:14  
 206:3 242:5 255:5  
 346:1 361:2,9,16  
 406:21 408:7  
**five-minute** 105:2  
 147:21 294:20  
**fix** 127:5 128:22 226:11  
 300:16 323:19 405:21  
**fixed** 128:4  
**fixing** 315:7 341:7  
**flag** 325:20 331:11  
 343:3  
**flags** 220:14  
**flames** 416:18  
**flashbacks** 109:15  
**flat-footed** 326:21  
**flaw** 340:4  
**flawed** 301:8  
**flaws** 120:10  
**fleet** 180:5 353:5  
**Fleming** 3:13 352:7,10  
 352:12,16,18 386:10  
 387:2 392:16  
**flexibility** 88:18 355:21  
**flight** 108:20 149:10  
 154:12 306:16 418:3  
**flights** 185:1  
**Floor** 1:14  
**floored** 327:3  
**Florida** 3:5,13 32:20  
 179:14 295:17 306:20  
 344:4  
**flown** 38:9  
**fly** 154:14 186:17  
**flying** 149:11 151:21  
 185:9,11 187:12  
**focus** 58:8 99:15 130:3  
 173:11 214:10 260:11  
 298:1 299:10 302:12  
**focused** 13:18 14:17  
 89:14 369:7 377:8  
 380:9  
**focuses** 280:22  
**focusing** 14:1 130:5

133:7  
**fog** 39:7  
**folder** 151:22 152:6  
**Foley** 3:18 373:13,15  
 373:19 387:10 389:9  
 390:11 396:11,13  
**folks** 55:12 136:22  
 240:17,22 323:15  
 327:20 328:21 329:3  
 332:13,18,22 335:9  
 335:10 342:10 377:4  
 377:4 394:15 400:10  
**follow** 65:19 104:4  
 136:4 156:17 297:20  
 371:12 410:15  
**follow-up** 63:15 182:21  
 183:3  
**followed** 175:6 239:10  
 349:4 405:18  
**following** 10:6 19:22  
 45:5 51:8 89:7,8  
 106:13 152:10 159:8  
 228:11 365:19 418:2  
**follows** 6:8 57:11 382:1  
**foot** 34:17  
**footprint** 374:12 375:1  
**force** 2:5,6,8,12,14,15  
 2:17,18,18,19 3:5,5  
 3:12,12,21 32:10,12  
 32:15,15 36:19 45:16  
 45:19 46:2 49:20 50:7  
 59:21 67:1 70:19  
 74:15 81:2 83:8 88:12  
 110:19 113:3 121:4  
 139:12 149:1,9 150:3  
 156:16 184:11,18  
 186:22 187:2,4 188:5  
 189:17 190:18 191:4  
 191:8 200:14,22  
 215:13 228:10 231:5  
 231:6,17 232:7,14  
 234:21 235:14,15,20  
 252:21 255:6,15  
 266:6 279:12 295:16  
 295:17,22 296:3,12  
 296:20 297:4 298:6,7  
 298:19 300:15 302:6  
 302:8 303:22 305:18  
 311:12 315:9 325:1,2  
 325:17,17 335:9,16  
 335:19,21 344:3,3,13  
 344:21 345:6 374:15  
 385:10,13,14  
**Force's** 189:12  
**forced** 33:19 35:9,20  
 36:15 48:4 59:16  
 62:15,16 150:13  
 163:14 178:6 384:1

417:22  
**forces** 34:18 183:20  
 194:5 368:8,13 410:9  
**forego** 351:20  
**foremost** 313:2  
**forever** 90:8 416:22  
**forfeited** 208:11  
**forfeiture** 131:17  
**forget** 327:16 398:3  
**form** 13:5 14:22 104:3  
 159:3 179:21 225:12  
 232:4 234:22 235:6  
 248:8 249:22 266:7  
 279:12,13 322:12  
 367:3 392:11  
**formal** 48:22 112:19  
 141:12 162:3 245:3  
 282:5 348:3 377:12  
 377:15 379:11,19  
 390:15 391:17 411:12  
**formally** 35:1 397:2,10  
**formations** 279:16  
 291:8 380:14  
**formed** 115:5  
**former** 2:6,13 9:4 36:8  
 37:12 43:13 131:9  
 176:5 413:7  
**forms** 140:2 141:19  
 298:11 379:12 399:6  
 403:1 410:19  
**formulating** 14:3 390:6  
**Fort** 3:19 168:6 373:13  
 373:21 374:6,11,18  
 375:22 378:20 379:1  
 379:4,15 387:18  
 403:11  
**forth** 154:6 155:6 298:9  
 369:13  
**Forts** 375:17  
**fortunate** 14:8 84:10  
 253:14 405:2 416:21  
**fortunately** 50:5 163:11  
 237:4  
**forum** 281:2 393:2  
**forward** 19:17 25:16  
 31:20 52:2 53:10 66:1  
 66:7 69:18 76:1 87:6  
 96:13 101:3 105:16  
 116:19 117:3,17  
 118:22 120:6 142:14  
 148:5,13,13 158:4  
 161:14 212:5 213:6  
 217:8 221:3 224:1  
 230:3 261:4 264:22  
 265:7 275:8 291:14  
 294:3 303:11 309:18  
 315:16 341:7 358:11  
 372:10 373:8 380:17

393:3 403:16 409:7  
 414:14 419:13  
**forwarding** 358:5  
**foster** 354:12 355:5,15  
**fought** 50:9 95:22  
 405:17  
**foul** 404:11  
**found** 12:15 16:16  
 17:12,15,22 19:4  
 33:20 36:1,8 43:20  
 49:18 53:16 56:12,20  
 74:3 76:19 87:20 88:7  
 95:1 107:20,22  
 108:18 122:9 126:11  
 131:13 139:6 145:16  
 152:7 163:20 168:17  
 170:10,17 179:6  
 192:22 194:18 195:11  
 204:4 208:6,7 211:18  
 213:20 220:8,10  
 260:18 294:6 312:3  
**foundation** 316:13  
**founder** 402:3  
**four** 7:19 9:4 17:22  
 20:11 109:11 110:19  
 140:1 158:12 163:16  
 174:15 176:12 249:2  
 250:2,3 360:8,12  
 401:13  
**fourth** 25:13  
**fractured** 34:16  
**frankly** 128:16 329:6  
**fraternization** 37:8  
**fraternizing** 209:16  
**fraud** 31:19  
**free** 134:11 164:1 213:6  
 217:20 230:6 281:16  
 291:17 419:17  
**freedom** 7:2 106:1  
 370:20 416:3  
**freely** 206:2  
**frequent** 188:7 365:8  
**frequently** 51:20 219:6  
 243:1 244:2 246:1  
 298:17  
**fresh** 205:20  
**Fried** 3:22 5:3,10 7:16  
**friend** 43:22 176:17  
 198:19 219:12 276:16  
 403:10  
**friendly** 48:18 132:10  
**friends** 39:22 132:16  
 186:2 193:5 198:17  
 200:11 210:18 217:20  
 218:21 243:4 278:14  
 278:15 279:21 333:18  
 407:21  
**friendships** 193:4

**frivolous** 57:1  
**front** 62:12 86:3 143:14  
 178:14 185:22 209:4  
 242:2 273:21 279:14  
 291:3,7 322:9 325:19  
**frowned** 167:13  
**frustrated** 174:22  
**full** 20:10 35:10 112:22  
 233:15 244:3 271:1  
 364:11 365:10 418:17  
**full-time** 126:9 235:19  
**fully** 165:4 316:5  
**fun** 35:15 143:16 210:5  
**function** 34:13 118:22  
 169:2 399:15  
**functioning** 118:19  
**functions** 314:5  
**Fund** 270:13  
**further** 21:13,13 28:11  
 44:21 45:5 60:13  
 65:14 69:7 77:9 98:4  
 100:22 104:18 107:13  
 165:2 186:18 229:22  
 230:2 236:18 238:13  
 278:14 304:16  
**fuss** 224:17  
**future** 21:14 22:14 30:4  
 76:21 77:4 156:3,15  
 245:9 301:21 410:7  
 410:18  
**FY** 5:8

---

**G**


---

**G** 5:1 373:21  
**G.M** 40:13  
**gag** 192:20 193:18  
**gaining** 325:16 337:20  
**game** 415:1  
**GAO** 56:3,4 64:9  
**Garrison** 3:18 373:13  
 373:20 375:3,13  
**gate** 179:4,5  
**gather** 128:9 253:21  
 389:4  
**gay** 46:15  
**geared** 214:10  
**general** 3:12 16:1 17:6  
 17:10 26:13 49:22  
 54:8 107:8,9 108:10  
 131:8 144:5 145:11  
 162:4 192:22 211:19  
 217:15 298:15 300:19  
 301:5,18 321:20  
 323:22 333:5 340:13  
 344:2 350:8,11  
 351:17 352:5 354:7  
 358:3,9 364:1 368:16  
 375:8,11,16 378:4

379:7,16,21 380:6  
 384:22 387:11,11,13  
 387:15,17,18 388:11  
 388:12,17 389:20  
 396:20  
**general's** 59:1 356:6  
**generally** 12:21 15:5  
 58:3 123:17 354:6  
**Generals** 387:16  
**generous** 402:15  
**genitalia** 34:7  
**genitals** 185:5  
**genocide** 15:6  
**gentlemen** 40:16  
 105:20 157:21 158:6  
 202:15  
**genuinely** 58:10  
**geographic** 376:2  
**George** 373:21  
**Georgia** 306:20  
**Germany** 33:4,10 37:7  
 37:15 38:10  
**getting** 16:4 41:6,12  
 50:3 79:10 80:5 84:4  
 90:12 116:20 118:8  
 135:19 139:16 146:20  
 147:10 155:19 167:17  
 169:20 181:20,22  
 201:20 203:13 208:15  
 218:2 229:20 289:12  
 352:1 354:16 391:6  
 392:6 412:7  
**Ghana** 417:13  
**Gillibrand** 109:7 146:5  
**girl** 43:6  
**give** 15:22 35:9 41:10  
 49:20 71:9 81:22  
 111:9 160:11 169:10  
 170:13 186:12 223:11  
 259:13 278:7,8,8  
 280:2,6 281:7,11  
 284:12 286:1 291:2,8  
 318:20 320:1 345:4  
 355:20 391:1 392:10  
 392:13,21 393:3  
 402:18 417:18  
**given** 11:19 19:9 27:4  
 36:3 37:17 44:16 49:1  
 94:22 103:12 145:11  
 145:12 152:22 158:13  
 171:15 175:9 193:17  
 237:15,17 251:17  
 384:3,4 405:1,6  
 406:17 411:6  
**gives** 304:6 306:18  
 393:1  
**giving** 43:9 167:2 172:2  
 209:16

**glad** 343:6 389:22  
**Glamour** 166:1  
**glares** 151:14  
**glue** 212:17  
**go** 17:4,5 18:1 26:15  
 43:6 44:11 48:1 50:4  
 52:16 54:20 58:6 64:4  
 69:9 70:7 72:2 74:8  
 75:5 76:16 77:4 78:10  
 81:22 87:6 96:19  
 102:12 117:16 127:17  
 127:18,21 131:19  
 134:13 135:2 137:14  
 139:15 142:5,9 158:3  
 159:4 161:14,15  
 163:15 164:15 166:12  
 169:1,7 171:10  
 173:10 175:1,16  
 178:6 180:2,3,13  
 181:14 182:22 200:16  
 203:5 215:6 218:12  
 218:13 220:20 226:5  
 226:10 228:21 241:11  
 250:20 253:1,2 267:7  
 267:20,21 269:3  
 272:19,20 276:16,17  
 277:5 278:8 288:12  
 290:19 291:11 316:19  
 320:18 329:14 331:4  
 331:18 336:19 341:1  
 342:18 348:9 381:7  
 382:19 385:18 386:1  
 386:8 387:3,4,7 388:3  
 388:22 391:11 398:12  
 401:2 403:10,16  
 409:13 415:18  
**goal** 20:16 121:6  
 142:12 150:9 175:6  
 349:7 369:7  
**goals** 21:18 22:5  
 296:13  
**God** 253:17 413:19  
**goes** 69:19 85:12,13,14  
 97:20 99:16 160:15  
 258:21 275:1 289:6  
 310:19 390:10 397:13  
 412:2  
**going** 31:20 47:7,8,9  
 48:8 49:12 57:16  
 61:15,16 66:22 67:20  
 75:10 77:1 78:7 79:1  
 83:21 84:3 86:6 96:19  
 97:4 98:16 101:3  
 102:12 108:18 117:3  
 117:20 120:1,21  
 126:20 127:17,18  
 128:15 131:9,17  
 132:17 136:8 137:9

138:20 139:15 142:9  
 146:12 149:2 155:15  
 158:1 161:3 170:12  
 171:3,18 177:8,16  
 178:13 179:19 180:8  
 180:12,19 182:11  
 183:10 194:12 200:13  
 200:19 203:17 204:21  
 206:6 210:11,13  
 213:18 215:7,12  
 218:10 223:12 224:2  
 224:5 226:20,22  
 228:12,17 230:20  
 236:11,15,16,18  
 237:19 245:17,19  
 253:4,12,21 254:9,14  
 260:19 261:6 262:10  
 265:18 267:6,7,21  
 270:1 271:11,19  
 272:1,3,16,17,18  
 275:9,13 277:21  
 280:1 281:22 282:6,7  
 287:5 290:11 291:6  
 291:15,19 294:1,2  
 295:10 308:12,14  
 309:1,20 319:4,5  
 322:4 324:1 325:18  
 326:19 327:13,13  
 328:12 336:22 341:18  
 343:5 347:10 352:8  
 381:14,15 382:18  
 384:11 401:15 402:2  
 409:13 411:5,7  
**golfing** 23:19  
**GOMORs** 108:9  
**good** 5:3 7:16,16 32:9  
 40:14,20 43:5 45:15  
 64:1,7 79:8 105:19,20  
 110:16 119:5 149:6  
 150:6 157:20 158:5  
 167:1 176:7 184:12  
 184:16 202:14 203:18  
 228:10 230:17 232:21  
 233:3,7 235:16  
 238:20 239:22 240:9  
 241:3 249:13 280:20  
 281:2 297:21 302:22  
 317:7 325:15 352:16  
 358:18 373:15 381:13  
 383:3 390:22 408:19  
**Goodrich** 3:6 302:20,22  
 303:9,13 326:15  
 332:9 335:4 338:8  
**gosh** 267:12  
**gossip** 193:2 194:17  
 196:12 281:4 348:8  
 349:5  
**gossiping** 194:3,13,14

195:13 218:20  
**gotten** 18:4 97:17 98:1  
 118:1 131:11 403:18  
**government** 101:22  
 334:16 368:8  
**gown** 403:7  
**grab** 46:11 47:16  
**grabbed** 140:18 159:3  
 160:18 207:21 417:11  
**gradation** 144:2  
**grade** 35:18 360:22  
 361:3  
**graduate** 31:3 106:10  
 107:1 158:19 165:16  
**graduated** 45:17 142:2  
 202:16,20  
**graduating** 142:16  
 146:21 199:19 200:4  
**graduation** 107:5  
 142:12,14 143:10,19  
 143:22  
**Graham** 2:20 238:18,19  
 238:20 264:7 265:22  
 271:1 274:22 395:4  
**granted** 17:14  
**grasped** 160:19  
**grassroots** 315:16  
 325:5 402:18  
**grateful** 9:19 11:19 40:8  
 45:2 189:16 190:19  
 228:15  
**great** 11:13 30:13 55:9  
 69:20 79:3 206:8  
 228:9 303:14 310:12  
 315:9 316:12 376:18  
 393:9  
**greater** 120:4  
**greatest** 311:17  
**greatly** 11:16 313:11  
**greatness** 316:14,15,17  
**Green** 3:20 92:15,17  
 98:7,10,12 401:11  
 402:6,10 408:13,14  
 412:20 413:6  
**grew** 115:7 167:12  
**grieving** 299:22  
**Griffin** 3:7 306:8,9  
 325:9 336:5 339:21  
 340:8 341:11,22  
**groped** 23:7  
**Grosso** 300:19 301:18  
 323:22  
**Grosso's** 321:20  
**ground** 186:3  
**grounded** 218:8  
**grounding** 162:10  
**grounds** 179:6  
**group** 111:4 152:10

153:14 213:8 232:6  
 233:21 242:8 256:7  
 256:17 278:13 279:2  
 279:22 301:11 313:5  
 314:12 347:5 350:18  
 351:3,13 368:21  
 369:5 380:2 399:14  
**groups** 12:4,15 371:7  
 371:13 376:16 393:14  
**grown** 279:22  
**GS** 271:2,8  
**guarantee** 190:4,9  
**Guard** 2:5,13,20 3:7,15  
 3:15 40:18 157:19  
 158:10,16 159:11  
 163:4 165:6 166:7  
 238:18 239:8,14,19  
 241:8 264:8,11 265:9  
 271:2 306:8,15 307:1  
 307:18 308:2,8 309:7  
 309:14,15 310:11,14  
 332:10 334:1,13  
 335:10,11 336:6,11  
 339:22 340:2 341:13  
 341:18 342:16,21  
 358:14,15,21 359:5  
 359:12,14 361:6,18  
 364:2,5,6 365:3  
 374:18 382:13 395:9  
 395:22 396:5 408:16  
 409:3,22 410:9,16  
**Guard's** 158:20 165:11  
 165:16 325:10 363:2  
 363:21 364:2  
**guarded** 126:13  
**guarding** 126:8  
**guess** 57:10 61:2,17  
 63:15 71:1 80:9 82:9  
 98:1 102:6 105:2  
 122:19 124:12 141:12  
 144:19 145:22 146:14  
 212:20 230:13 258:6  
 258:19 284:1 304:9  
 323:1 324:1 327:14  
 338:12 381:11,18  
 382:14 384:17 385:22  
 390:4  
**guests** 24:18  
**guidance** 253:7 294:18  
 298:7 300:18 301:9  
 417:18  
**guide** 398:12  
**guilt** 196:14  
**guilty** 36:2 39:19 44:4  
 85:7 112:21 131:13  
 132:14 139:6 145:16  
 150:11 191:14 208:7  
 211:18 260:18 294:6

308:22 360:17  
**gunning** 28:4  
**guns** 37:15  
**gunship** 184:22  
**gunships** 186:18  
**gut** 322:20  
**guy** 176:18 178:10  
 179:5 214:7,17 218:3  
 306:3 407:2  
**guys** 201:10 214:3  
 223:21 251:18 278:6  
 290:22

## H

**ha-ha** 260:19  
**Hagel** 144:1  
**hair** 46:12 160:10  
**half** 13:16,16 165:4  
 221:17 242:5 280:3,6  
**halfway** 374:6  
**hall** 348:15 375:18  
**halls** 173:22  
**Hampton** 3:6 239:2  
 302:21 303:5  
**hand** 30:19 79:8 114:13  
 144:4,5 284:9,10  
 338:1  
**hand-over** 262:19  
**hand-write** 403:13  
**handed** 64:12 142:18  
**handle** 45:10 101:1  
 164:22 169:9 184:1  
 210:22 254:10 329:15  
**handled** 16:7 23:1 90:1  
 107:15 121:13 128:7  
 250:5 342:5 390:5  
**handling** 26:12 287:14  
 344:9  
**hands** 160:17,19  
 188:11 390:1  
**hang** 81:5 328:15 404:2  
**hanging** 39:5  
**happen** 16:10 47:16  
 78:20,20,21 79:16,17  
 80:18 103:16 113:20  
 128:13 136:6 138:21  
 168:8 170:8 182:10  
 214:20 223:4,10  
 228:17 236:5 272:3  
 290:14 292:15 301:13  
 310:9 322:14 325:6  
 325:22 328:15 395:13  
**happened** 18:18 22:21  
 23:6 24:6 41:16 44:6  
 47:22 51:6 57:5 62:4  
 70:11,16 71:17 80:17  
 81:3 84:21 85:18 96:7  
 99:10 100:8 111:8

128:15 139:1,6 146:9  
 147:11,14 153:13  
 155:2,12 162:15  
 164:15 168:10 169:13  
 171:8,18,19 173:15  
 176:10,12,18,20  
 178:5 180:15 182:4  
 192:11 204:3 216:1  
 229:2,3,11 237:22  
 246:22 288:17 294:8  
 307:20 313:15 323:12  
 327:7 362:18 391:19  
 405:3 414:2  
**happening** 55:16 78:9  
 188:6 194:2 216:7,17  
 218:21 223:2 226:12  
 240:19 280:14,14  
 308:10 310:8 328:9  
 329:6,9 342:2 391:2  
**happens** 39:22 68:10  
 89:3 95:14 96:4 98:22  
 116:16 134:15 136:15  
 260:12 301:17 315:4  
 316:21 321:16 328:14  
 417:4  
**happenstance** 115:11  
**happy** 51:14 77:4 182:5  
 187:4 229:8 381:1  
 385:18  
**harass** 23:11 46:4  
 118:13 318:6  
**harassed** 19:9 34:2  
 42:1 51:7 67:10 94:20  
 106:14 144:20 208:21  
 275:16 419:2  
**harasser** 130:7  
**harassers** 118:12 130:9  
**harassing** 19:15 47:20  
 118:16 137:13  
**harassment** 46:19  
 47:11,14 48:19 50:3  
 51:2 67:17 70:15  
 75:12 95:9 110:4  
 124:7 130:3,13  
 136:13 137:12 159:9  
 159:13 161:7,9,21  
 163:17 175:18 281:18  
 316:3 357:18 376:12  
 378:3 380:1 382:1  
 387:21 396:17 399:6  
 404:22  
**harassments** 63:8  
**hard** 41:3 66:1 73:22  
 75:6 76:11,12,16  
 79:21 117:8 160:14  
 172:2 173:10 202:4  
 238:4 275:4,18  
 276:13,22 277:15,18

285:7 376:21 380:11  
 397:20 400:13  
**harder** 169:14 354:4  
 377:17 379:13  
**hardest** 79:2 212:1  
**harm** 175:7 269:20  
 289:1 357:9,17  
**harmful** 190:11 354:4  
**Harris** 3:12 344:2,5  
 385:9 386:8 389:20  
 391:7  
**harsh** 186:19  
**hat** 142:22 143:1,15,16  
 144:17  
**hatch** 68:4,9  
**hate** 185:18,19  
**hated** 172:8  
**hats** 142:20 143:12,13  
 143:20,21 144:11  
**Hawaii** 3:1 249:12  
**He'll** 71:15  
**head** 34:14 77:21  
 142:15 160:18 327:4  
 330:5 398:4  
**headed** 313:1  
**heading** 302:16  
**headquarters** 232:14  
 239:7,8 240:21  
 372:16 382:15  
**heal** 245:1,8  
**healing** 243:10,15,17  
 244:8,9,16 248:14  
 249:5 299:12 370:19  
**health** 36:12,13 50:22  
 75:9 76:17,20 77:1,5  
 78:2,14 80:14,14  
 96:19 112:8 296:15  
 346:14 350:22 371:3  
 395:19,20  
**healthy** 190:18,18  
 357:20  
**hear** 8:20 9:8,15 10:7  
 10:12,15 11:1 45:14  
 67:13 68:19 75:2  
 105:3,10,18 123:16  
 124:12 135:18 144:12  
 174:2 176:4 191:3  
 199:14 219:4 230:20  
 249:10 252:6,15  
 258:6,7,10 260:1  
 282:8 306:7 307:12  
 331:15 341:12 343:6  
 381:1 382:11 389:22  
 401:3,9,16,21 404:10  
**heard** 16:13 18:14 26:8  
 38:16 53:14 54:1 64:4  
 64:6 65:22 78:11 92:3  
 100:18 116:21 117:11

- 117:11 129:8 155:12  
172:20 194:22 202:9  
211:4 219:7 248:10  
252:1 267:11 271:16  
283:12 284:15 319:13  
319:15 320:21 338:7  
338:22 339:8,9 377:9  
377:20 381:18 382:6  
383:21 405:3 407:18  
**hearing** 16:14 20:20  
73:3 76:14 106:9  
116:12 154:1 172:1  
191:1 252:3 338:13  
347:9 419:15,19  
**hearings** 260:10  
**heart** 87:3  
**heat** 218:18  
**heavily** 75:14 376:15  
**Heidi** 3:13 352:6  
**heightened** 102:8  
**held** 53:4 111:2 156:19  
163:7 174:20,21  
192:19 193:1 253:10  
348:15 366:17 378:13  
381:9  
**helicopter** 158:16,20  
165:17  
**helicopters** 343:4  
**help** 38:19 39:19 47:12  
71:18 78:4 79:15 83:7  
83:13 85:5 100:19  
101:3 107:2 122:5  
123:12 133:7 145:15  
146:11 156:2,14  
161:2,18 167:10  
169:10,12 171:19  
179:16,20 181:17  
183:4 184:6 199:8,9  
214:11 217:17 222:5  
238:13 241:4 267:13  
267:19 268:19 281:8  
282:14 294:17 313:5  
314:2 315:15 334:10  
336:16 343:11 386:7  
391:3 413:19 414:17  
416:6  
**helped** 83:5 171:16  
179:20,22 184:4  
211:15 224:13 229:18  
313:13  
**helpful** 14:3 30:16  
59:15 73:17 84:7  
146:2 183:3 221:4  
226:20 227:1,19  
355:10  
**helping** 52:2 62:15  
77:19 82:3 83:4 147:7  
164:16 208:19 214:11  
229:19 230:3 241:11  
268:7 372:22 400:19  
414:10  
**helpless** 211:2  
**helps** 334:1  
**Henderson** 375:18  
**hesitant** 175:13  
**hey** 62:12 71:16 219:7  
290:18 291:18 293:12  
322:4,5 323:17 343:2  
**Hi** 402:14  
**hidden** 406:13  
**hide** 336:10 355:3  
**hierarchal** 315:6  
**hierarchy** 315:17  
**high** 45:17 75:9 133:16  
175:1 202:17 223:18  
286:10 302:7 366:2  
**high-risk** 257:13,14  
286:11  
**higher** 95:2 124:22  
163:7,8 167:15  
**highest** 20:12 407:5  
**highlight** 52:6 140:1  
**Hill** 375:19  
**hinder** 320:13,13  
**HIPAA** 299:17 308:6  
418:10  
**hire** 62:16  
**hired** 134:9  
**Hispanic** 172:6  
**Hispanics** 172:8  
**historic** 126:11  
**historically** 315:7  
**history** 37:22  
**hit** 34:14 84:4 143:17  
143:20 144:11 185:4  
**hitching** 126:12  
**hitting** 388:15  
**hobby** 120:18  
**Hobson's** 117:14  
124:11,13  
**hold** 43:8,15 67:20  
124:22 357:5  
**holding** 354:9 404:13  
**holds** 212:17  
**Holtzman** 1:15,16 6:9  
7:14,15 19:18 20:2  
32:6 40:5 41:9,14,18  
45:13 51:17 55:2 57:9  
66:15 73:10 82:11  
84:13 86:17 87:18  
88:4,11,19 89:1,11,14  
90:20 91:2,10 92:1,7  
92:14 93:19 94:5  
95:11,18 96:8,17 98:3  
98:9,11,13 99:7,14  
104:4,17 105:8  
110:14 114:19 121:21  
123:14 139:14 146:17  
147:2 148:4 152:13  
152:16 157:17,22  
159:1,5 166:19 176:3  
179:8,10 184:9,14  
191:2 197:6,12  
202:11 212:8 221:1,6  
226:17 227:9,16,19  
228:22 229:12,15,21  
230:17 232:11,15  
235:11 238:15 241:16  
242:1 249:9 252:14  
254:16 257:22 274:2  
282:18 283:7 285:12  
287:2,17 288:3 289:5  
291:22 292:5,10,19  
294:8,11,13 295:3  
297:7,12,16,19,22  
302:18 303:7,10  
306:6 310:21 317:2  
321:8 329:19 338:5  
339:2,5 340:5,11  
341:9 343:6,19 352:4  
352:11,14,17,19  
358:12 367:10,17  
373:10 380:18 389:12  
400:16 401:9,11  
402:5,7,12 405:20  
408:2,17 412:14,21  
413:5,10 419:5  
**home** 35:2 37:2 103:4  
144:22 186:10 191:10  
200:17,20 222:10  
225:14 311:20 366:4  
366:5 368:14 374:7  
388:20 403:7,10  
**Homeland** 363:6  
**Hon** 1:14,16,17  
**honestly** 12:6 190:6  
233:15 342:20  
**honor** 212:6 280:18  
358:20 363:21  
**honorable** 6:8,10 7:13  
54:9 361:5  
**honorably** 40:20  
**honors** 311:17  
**hook** 140:20  
**hope** 8:21 97:21 100:17  
146:13 187:5 238:13  
367:14 382:2,4 383:3  
404:17 413:1  
**hoped** 19:20  
**hopeful** 175:14 301:22  
**hopefully** 184:7 262:21  
**hopes** 384:10  
**horrible** 86:4 144:11  
173:17 178:16 198:8  
199:3  
**horrific** 341:17  
**horseplay** 248:10  
**horses** 126:13  
**hospitable** 18:12  
**hospital** 143:19 194:8  
235:22 403:5,7  
**hosted** 380:7  
**hostile** 162:22 164:18  
197:18  
**hostility** 2:7,11 4:4,6  
9:13 105:10 163:19  
164:8  
**hotlines** 318:21  
**hour** 177:20 403:3  
**hours** 27:16 39:6  
149:11 152:5 261:20  
264:14 282:21,21  
318:20,22 364:17  
371:9 395:1  
**house** 102:13 194:6  
197:4,14,17 198:20  
222:7 282:2  
**housing** 56:22 359:6  
**hug** 109:14  
**huge** 78:4 128:14  
201:22 221:14 338:9  
374:11,21 375:12  
**human** 2:2,2,3 4:2 8:22  
9:6 11:10 12:7 15:5  
54:12 55:11 62:20  
63:17 73:16 83:10  
86:18 104:22 115:6  
117:18 128:2 283:11  
327:2 404:12  
**humans** 237:11  
**humble** 301:17  
**humbly** 298:18  
**hundred** 14:5 375:5  
**hundreds** 110:22 116:9  
200:15 287:10  
**hunger** 34:4  
**hurdle** 94:2  
**Hurlburt** 32:19 184:20  
187:2  
**Hurricane** 165:19  
**hurry** 297:19  
**hurtful** 196:6  
**husband** 77:6 191:11  
191:12 192:6 193:9  
193:12 194:20 195:4  
195:16 197:19 198:5  
198:9,11 199:8,18  
200:3,16 219:1,2  
220:2,8 223:4,10,19  
223:19 224:6 225:6,9  
225:15,21 226:4,11  
226:19 407:20

**husband's** 40:19  
191:22 193:8 195:11  
195:13 196:19 200:8  
219:20 220:3  
**hush-hush** 220:10  
**hysterectomy** 406:11

## I

**IBM** 151:4  
**ICE** 398:3,3,13  
**idea** 64:1 68:21 259:13  
391:1  
**idealistic** 414:1,3  
**ideas** 214:21 316:6  
327:4 330:7 331:14  
367:7 414:8  
**identifiable** 152:1  
**identified** 105:12 137:5  
192:10 287:21 298:12  
329:13  
**identify** 149:2 175:22  
192:9 292:17 327:8  
398:9  
**identifying** 398:11  
**IG** 27:6 29:3 36:6,20  
52:22 57:13,19 58:4  
58:12,13,16,18 59:1,6  
59:14,18,20,22 61:7  
63:5,9,10,19 64:3,5,9  
64:13,21 65:2,5,6  
66:6,9,12,22 67:4  
89:15 90:1 107:12  
113:3 129:8,15 157:9  
224:5 226:22 232:20  
234:12 250:4 253:12  
253:13,20 267:22  
283:9,13,19 284:11  
284:13 287:6,12,20  
288:10,10,16,18  
310:13 327:10 384:15  
384:15,15,21,21  
385:4,5,6,11,12,14,15  
385:15 386:2,9,14,14  
387:3,14 388:3,6,15  
389:4 411:12,16,19  
**ignorance** 334:9  
**ignore** 196:10 381:14  
381:15 384:7  
**ignored** 34:9 36:5 37:21  
**IGs** 61:4 64:11,13 65:8  
251:18 384:13,13  
386:15,22 411:15  
**II** 4:3  
**III** 4:5  
**illegal** 133:16,17  
**illegally** 162:10  
**illogical** 151:11  
**images** 34:7

**imagine** 29:18 168:3  
**immediate** 41:8 91:13  
94:18 155:14 174:8  
174:10 190:14,15  
213:14 254:10 358:8  
**immediately** 26:11 27:1  
42:11 137:1 144:15  
156:21 160:4 161:8  
182:11 206:17 256:12  
285:19 308:18 314:13  
343:3 363:19 367:1  
369:14  
**immense** 113:18  
**immersed** 248:15  
**immunity** 38:8  
**impact** 2:16 4:9 15:9  
16:1,5 31:13 55:18  
56:16 116:5 117:2  
230:21 244:21 245:7  
245:9 247:7,10 299:1  
299:9 300:4  
**impacted** 15:13 193:4  
406:10  
**impactful** 30:18  
**impacting** 242:19  
**impacts** 56:8 277:9  
**impartial** 65:9  
**impeded** 244:9  
**imperative** 249:7  
267:10  
**implausible** 314:13  
**implementation** 88:2  
**implemented** 188:16  
211:5 231:18 234:22  
364:5  
**implementing** 189:18  
316:5  
**implied** 153:17  
**implies** 152:21 154:19  
**importance** 190:17  
**important** 18:10 51:5  
52:8 53:1,18 54:2,13  
64:20 83:1 89:12  
91:17 99:15,18 105:1  
106:8 156:15,16  
191:20 202:6 244:1  
267:4,15 268:15  
273:8 286:6 338:3  
344:19 354:17 380:16  
389:18 390:18 406:20  
**importantly** 381:22  
**impossible** 85:17 119:1  
188:6  
**impressed** 390:1  
**impression** 274:11  
283:20  
**impressions** 283:10  
**impriety** 57:22

**improve** 147:6 156:14  
189:22 309:13 367:8  
397:20  
**improved** 357:19  
**improvement** 112:16  
150:12 288:7 351:22  
411:1  
**improvements** 397:20  
**improving** 31:15 52:17  
300:13  
**impunity** 166:13  
**in-brief** 112:3  
**in-fighting** 162:20  
**inability** 109:13  
**inadequate** 209:19  
**inappropriate** 20:20  
25:18 34:9 153:5  
357:17  
**inappropriately** 21:3  
**inbound** 337:16  
**incident** 26:12 33:12,22  
44:13 47:22 60:21  
117:19 150:21 176:11  
176:18 182:8 288:18  
368:21 369:5 393:20  
395:2 417:7  
**incidents** 48:8 49:14  
183:16 316:19 338:9  
344:18 351:14 377:1  
378:15  
**inclined** 139:1  
**include** 32:2 94:18  
143:9 190:14 207:13  
242:18 245:13 266:7  
329:1 350:10 355:11  
371:3 395:9  
**included** 106:16  
**includes** 10:19 109:13  
302:8 353:10 357:9  
371:15 373:2 395:5  
**including** 6:21 28:13  
32:14 34:1 50:22 89:8  
147:10 192:2 239:11  
264:18 265:1 266:3  
285:9 352:3 359:9  
**inclusively** 331:4  
**incoming** 336:14  
**inconsistent** 137:6  
**incorporated** 92:18  
**incorporating** 54:14  
**increase** 345:14  
**increased** 250:16  
**increasing** 16:3  
**increasingly** 414:7  
**incredibly** 183:3 200:5  
**incurred** 112:9  
**independence** 64:15  
66:5 129:8,9 414:9

**independent** 5:15 8:11  
31:22 61:4 64:6,9,12  
256:5  
**independently** 378:12  
**indicated** 64:10 87:5  
94:11  
**indicating** 69:10  
**indication** 394:1  
**indications** 169:4  
**indicator** 371:20  
**indicators** 175:18  
393:15,16,18,21  
**individual** 34:5 85:16  
96:18 145:3 154:5,7  
193:22 214:12 243:16  
284:22 285:18 286:9  
286:12,20 324:17  
357:12  
**individually** 68:3  
**individuals** 47:20 48:12  
74:19,20,22 84:11  
94:17 96:5 128:20  
138:7 174:17 201:3  
255:15 316:2 319:2  
346:7 354:21  
**inevitably** 117:20  
118:18  
**influence** 35:5 37:9  
193:4 209:21 367:2  
**influences** 342:13  
**influencing** 247:22  
**inform** 14:16 364:18  
366:6 379:8  
**informal** 106:21 162:3  
282:5 347:22 377:13  
377:16 390:5,17  
**informally** 392:9  
**information** 6:2,4,17,19  
7:2 19:2 23:2 56:13  
59:18 60:7 140:12  
147:10 151:3 152:2,2  
196:6 232:6 243:11  
243:13 260:2 269:5  
288:16 289:1 299:16  
350:10,11,12 381:9  
398:11  
**informed** 27:20 43:12  
44:10 123:8 155:10  
161:6 362:17 370:15  
**informing** 362:11  
**infractions** 111:16  
113:9  
**infuriated** 60:8  
**inherent** 106:1 113:9  
119:6  
**initial** 43:10 116:13  
149:22 161:22 213:17  
231:20 361:22 364:7

371:12 396:9  
**initially** 67:16 123:7  
 187:19 203:22 264:20  
 278:6 279:4 295:8  
**initials** 10:3,4,5 32:7  
 34:6 105:13,13 149:2  
 149:3  
**initiate** 170:19  
**initiated** 35:1 59:13  
 370:2 378:1  
**initiating** 164:19  
**initiation** 28:7  
**initiative** 301:19 314:21  
**injured** 166:15  
**injury** 34:17 77:20  
**injustice** 116:14 415:20  
**innocence** 38:5 214:6,7  
**innovation** 87:21  
**Innuendo** 360:6  
**input** 10:20 216:20  
**inquiries** 378:6  
**inquiry** 27:10 30:7  
 50:11 59:10 94:14  
 149:18 162:6 364:7  
 396:20  
**inside** 34:8 83:14  
 159:22 193:22 393:9  
**insisted** 42:2  
**inspections** 27:3  
**Inspector** 17:6 26:12  
 49:22 162:4 298:15  
 301:5 350:8,11  
 351:17 354:7 356:5  
 378:4 379:16 387:10  
 387:15,16,17 388:11  
 388:16 396:20  
**inspired** 40:19 413:15  
**installation** 58:22  
 170:22 233:12 242:4  
 242:6,7 245:15 255:2  
 255:18 332:12 343:22  
 344:8 345:11 346:16  
 350:19 351:4 353:9  
 368:19 370:10 373:1  
 374:22 376:9 379:8  
 382:12 389:16 392:12  
 398:2,6  
**installation's** 375:7  
**installation-level** 3:11  
 4:17 10:16  
**installations** 3:17  
 296:22 346:19 367:19  
 368:4,7  
**instance** 21:14 58:22  
 222:6 262:3 387:13  
**instances** 100:6 137:3  
 289:17 301:12,14,20  
 304:12 355:16 399:20

**instituted** 264:12  
 330:22 344:21  
**institutional** 407:4  
**instructed** 26:14  
**instruction** 298:7,10  
 373:3  
**instructor** 154:17  
**insulted** 186:10  
**intake** 231:20 261:11  
 261:12 262:10 263:4  
 291:2 321:22  
**integral** 186:6  
**intelligence** 185:10  
 186:9  
**intensified** 302:13  
**intent** 37:10 38:4 44:2  
 44:10 92:10 93:5,9  
 94:2 206:19 296:13  
 376:22 377:22 381:12  
**intention** 156:13  
**intentional** 22:1 377:13  
**interact** 303:21 304:8  
**interacted** 411:22  
**interaction** 296:6 322:1  
 412:5  
**intercourse** 130:21  
**interest** 206:16 233:18  
 253:16 259:4 269:2  
 269:14 410:17  
**interested** 352:1  
**interesting** 307:12  
 309:5  
**interestingly** 307:20  
**interests** 87:2  
**interfere** 92:10 93:6  
 94:2 328:9  
**interference** 243:10  
 245:11 405:22  
**interferes** 244:9  
**interfering** 95:15  
 395:22  
**internal** 268:6 336:11  
**internally** 342:5  
**International** 165:20  
**interrogate** 177:18  
**interrogated** 27:16  
 43:11 177:1,14,19  
 178:1  
**interrogations** 29:16  
**interrupt** 138:5  
**intertwined** 29:4 58:19  
 59:4 127:12  
**intervene** 363:17  
**intervened** 218:4  
 278:19  
**intervening** 280:22  
 281:4  
**intervenors** 250:18

**intervention** 217:17  
 264:13 265:19 280:21  
 280:21 281:3 328:16  
 328:19 357:12,19  
 364:20 394:22 395:4  
 396:7  
**interventions** 309:9  
**interview** 43:10 51:22  
 51:22 56:14 152:5  
 232:4 234:22 266:7  
 347:3 349:19  
**interviewed** 9:6 13:19  
 73:4 87:22 116:9  
 150:2 152:4  
**interviews** 51:21 365:4  
**intimate** 42:10  
**intimidating** 26:17  
**intimidation** 136:21  
**intoxicated** 204:3  
 207:20  
**introduce** 333:15  
**introduced** 296:19  
**introduction** 409:1  
**invaluable** 252:8  
 266:20  
**invested** 30:22 31:6  
**investigate** 113:2,5  
 194:6 253:12 310:15  
 351:5 354:8 387:6,8,8  
 389:8 396:18  
**investigated** 17:8 89:19  
 91:11 92:4 113:3  
 126:11 287:21 288:18  
 288:19 378:12 381:21  
**investigating** 107:13  
 171:7 283:15 347:17  
 397:1,12,15  
**investigation** 27:12,15  
 29:6,9 34:20,22 35:22  
 37:11,14,20 38:1 42:7  
 42:9 43:8 51:9 54:22  
 57:13 59:8,9 61:11  
 65:7,9 69:19,22 90:3  
 90:15 106:20 107:19  
 150:4 151:6,8 170:20  
 171:2 174:12,15  
 177:15 207:6 209:17  
 210:15 234:15,17  
 243:7 247:17 256:5  
 258:13,14 259:7  
 260:16 288:9 289:4  
 298:13,14 299:19  
 309:1 310:16 346:8  
 346:11 347:11,14,20  
 361:12,19,21 364:15  
 365:6 378:5 379:3  
 388:1 389:6 396:1,19  
 396:21

**investigations** 19:5  
 23:16 31:22 32:2  
 64:12 157:2 247:13  
 260:9 307:18 350:7  
 350:21 378:1,10  
 399:19  
**investigative** 90:2  
 263:13 284:5 310:14  
 350:13 361:18 364:7  
 365:4 370:9 389:1  
 395:10 396:1  
**investigator** 36:20  
**investigators** 64:15  
 67:18 411:20,20  
**invitation** 127:19  
 155:22  
**invitations** 24:12  
**invited** 70:14 155:8  
 156:9 276:14,15  
 379:21  
**inviting** 20:3 184:5  
 314:4 352:20  
**involuntarily** 49:20  
**involuntary** 162:11  
**involved** 39:11 47:1  
 87:16 104:5 112:22  
 114:15 118:16 124:5  
 174:18 201:6 219:19  
 305:2,5 307:7,8  
 330:19 344:14 395:15  
**involvement** 312:19  
 345:16  
**involves** 234:6 258:8  
 321:22  
**involving** 5:16 8:13  
 234:10 259:14 346:22  
 361:9 365:21  
**Iraq** 112:1 114:2  
**ironically** 415:14  
**irregularity** 57:15  
**island** 177:17,22 180:9  
 181:3,6 202:20 229:9  
 229:19  
**Islands** 306:21  
**isolated** 48:11 74:18  
 187:9 225:16 384:2  
**isolation** 75:13  
**issue** 11:22 12:7,11,17  
 13:13 16:11 25:15  
 26:6 30:18 31:13  
 49:11,13 56:2 58:17  
 59:3 65:11 73:5 100:1  
 100:16 104:6 116:2  
 129:4 157:11 189:19  
 205:3 208:19 238:3  
 262:2 273:15 278:1  
 278:11 283:6 289:13  
 289:20 292:20 301:16

302:13 323:20 326:20  
331:8 332:17 342:19  
344:16 348:10,12  
350:3 362:10,12  
372:12 380:16 388:7  
388:9 391:20 409:6  
**issued** 5:21 36:10 37:7  
41:21 98:19 108:8  
151:16 274:13  
**issues** 7:7 9:18 12:8,10  
14:6,7,15 15:5 28:15  
28:16 51:19 56:19  
63:9 73:18 76:7 97:9  
100:13 123:1,3  
171:20 172:14 176:1  
184:1 208:17 212:22  
217:18 239:11,12  
254:11 257:10 262:1  
262:22 277:13 304:8  
306:4 321:4 322:5,15  
333:11,19 371:18  
372:15  
**issuing** 27:22 369:18  
**it'll** 127:10 382:6 391:1  
**item** 95:17  
**items** 370:20  
**IV** 4:6  
**Iwakuni** 203:9,12,17  
205:14 209:8  
**IX** 4:15

---

**J**


---

**J.J** 2:15 202:13,14,15  
220:13 229:7,14,17  
**J.S** 2:8 110:15,16,17  
123:7 131:7 138:4  
139:5,10,21 140:4  
141:6,11  
**JA** 155:10,20 323:15  
**jackassery** 248:11  
**Jacksonville** 179:14,17  
180:4 181:4 182:1  
**JAG** 37:11 62:6 115:15  
162:18 251:18 404:15  
**James** 408:15,17,18  
412:14 413:4  
**January** 197:8,9 205:14  
418:21  
**Japan** 203:9,12  
**Jason** 3:7 306:7  
**Jeep** 407:3  
**Jeffrey** 3:15 358:13  
375:8  
**Jelly** 34:6  
**jeopardy** 22:3 416:9  
**job** 23:15 33:15 79:8  
80:3,4,6 82:6 99:18  
102:13 111:3 134:9

137:17 150:22 161:11  
163:20 200:17 202:3  
202:4 214:6 222:16  
296:5,12 303:14  
384:4 397:1 418:9  
**jobs** 35:17 126:7 202:2  
418:1  
**Joe** 62:13  
**Johnson** 2:18 3:8 311:1  
311:3 324:2,11 325:6  
337:7,22 340:12  
377:21 398:19  
**join** 40:22 45:20 127:1  
**joined** 9:3 20:10 40:18  
45:16,17 74:15 110:8  
167:20 202:17 413:14  
415:3,4  
**joining** 7:22  
**joint** 335:18 336:1  
337:8 383:18  
**joke** 47:3  
**jokes** 153:5,8 215:4  
**Jones** 1:17 5:5 6:10  
7:21 98:5  
**Joseph** 3:1 249:11,13  
249:14 252:16 261:10  
263:9 271:11 278:2  
288:8 290:8  
**journey** 143:5 243:16  
**joy** 143:4  
**joyride** 407:3  
**JPP** 5:11,12,14,21 6:4,8  
6:9,18 8:5 11:5 148:6  
148:11 156:1 401:19  
**jpp.whs.mil** 11:6  
**judge** 5:5 7:21 98:5  
171:18 232:22 356:2  
379:16  
**judged** 173:12  
**judgment** 299:11  
**judicial** 1:3 5:8,9,15 7:4  
7:19 8:6,11 10:18  
117:5,9 118:19,21  
120:13 125:4 127:3,7  
129:11,14 133:12  
134:18 136:3,4,6,16  
137:10 147:6 206:7  
214:9 352:19 409:15  
**July** 106:12 168:5  
176:13 359:20  
**jump** 143:4  
**June** 206:11 359:16  
**junior** 49:8 72:19  
250:22 310:5 314:18  
314:19 325:16 327:20  
328:21 359:19 377:19  
380:13 399:4  
**jury** 125:22

**justice** 5:19 8:13 12:18  
12:20 13:1 52:16 54:1  
54:18,20 61:6,7 92:11  
93:6 94:3 115:4,18  
116:6 119:1 120:11  
120:11 121:11 125:15  
125:17 126:2 383:7  
384:18 406:5 409:17  
410:13 414:17  
**justification** 210:20

---

**K**


---

**K-9** 182:6,9  
**K-Y** 34:6  
**K.V** 2:12 149:1,6,7  
152:15,17 212:20  
213:9 227:18,20  
**K.Y** 34:6  
**Katrina** 165:19 295:10  
**keep** 41:19 113:22  
117:16 120:21,22  
138:13 141:5 220:9  
262:17 415:15  
**keeping** 119:5  
**kept** 23:3 33:17 59:11  
84:19 113:21 170:5  
173:5 196:15 198:6  
200:7,10 403:15  
404:21  
**Kevin** 3:6 302:20  
**key** 327:13 328:12  
338:1 377:10 379:10  
**keys** 48:2  
**kicked** 37:13 137:17  
138:21  
**kids** 330:11  
**kill** 180:12,19  
**Kim** 3:2 254:17  
**Kimberly** 254:22  
**kind** 16:22 18:19 58:1  
58:11,15 59:4 67:18  
68:12 69:3 70:5 71:22  
72:6,8 74:17 78:8,8  
78:17 80:13 81:14  
84:12 92:1 95:7 96:15  
98:15 99:5 100:2  
117:6 132:21 138:20  
141:1 143:15 144:16  
147:4 177:7 180:7  
224:15 239:6 271:17  
271:18 278:12 289:6  
303:6 305:21 308:8  
308:14 321:19 328:10  
328:17,18 333:12,22  
334:3 340:18 376:13  
398:6,12  
**kindly** 180:1  
**kinds** 101:9 384:8  
392:13  
**kissing** 360:11 404:1  
**kit** 403:6  
**knee** 332:14  
**knew** 20:8 22:19 24:21  
29:17 62:10 63:1  
94:17,20 112:21  
114:4,5 115:12  
123:10 166:17 168:2  
177:15 188:19,20  
194:11 204:8 225:8  
276:22 312:12 324:8  
362:18 386:2  
**knit** 312:16 376:16  
**know** 12:20 15:7 18:5  
27:18 28:4 29:20,20  
40:6 51:6 55:9 58:3  
58:11,12,14,19,21  
59:1,2,5 60:18 61:18  
68:8,9,14 72:10 78:12  
78:15,16,17,19 79:4,9  
80:3,7,11,12,17 81:4  
81:13,17,21 82:20  
85:18 87:22 89:6,14  
91:4,5 93:18,19 94:11  
94:19 95:12,20 96:3,7  
98:18,20,21 99:1,4,5  
99:10,10,10,12,13  
101:22 102:2,10,14  
110:11 111:8 116:19  
117:10,19 120:7,10  
120:12 122:18 124:9  
125:14,17,21,21  
126:1,2 128:1 129:12  
129:17 131:22 134:4  
134:5 138:10 139:5  
140:20 143:2,16,18  
144:8,20 145:9 161:3  
166:4 167:8 169:6  
170:14 179:19 180:17  
182:10,22 185:18  
187:15 189:13,14  
190:6,8 192:8 194:12  
194:13,17 195:21  
197:3,14,16 198:22  
199:10 202:3,4 211:5  
212:18 213:21 215:6  
215:18 218:14 219:6  
219:7 220:17,18  
222:5,13,19,21  
223:19,22 224:1,4,11  
224:13,16,16 225:4  
225:12 226:9,14  
228:6 229:5,7 236:4  
236:10,17 237:13  
238:5 252:6 253:16  
258:22 259:8 262:10  
263:4,21 267:20,21

269:3 275:16 276:2,4  
276:12 277:17,17  
278:2 279:22 284:3  
284:19,20 287:13  
290:17,20 291:5,16  
291:19 292:6 302:2,7  
307:10 308:3 312:18  
314:8 319:2,8,18  
320:3 324:16 325:5  
326:5,11 327:4 329:2  
330:1,10 332:3,9  
333:2,10,18,21  
334:12 335:22 336:2  
336:4 337:18,20  
338:12 341:2,11  
343:2 352:8 354:17  
354:20,22 355:6  
381:2 382:3 383:6  
388:15,22 389:15,17  
391:19 393:18,19,21  
394:10,11 397:15  
398:8,10,12 400:7  
406:15 409:6 411:14  
419:6  
**knowing** 22:2 98:21,22  
144:19 174:2 175:16  
206:6 312:16 325:18  
332:1 338:15 366:12  
**knowledge** 29:14 51:9  
207:19 229:10 337:6  
340:8 353:19 380:12  
**knowledgeable** 83:12  
**known** 5:9 110:6  
111:10 187:13,18  
215:21 216:7 353:5  
382:4 404:11  
**knows** 267:10 355:17  
**Kodiak** 3:15 358:15,21  
359:9,10 361:15  
**Korea** 20:19  
**Kyle** 3:20

## L

**L** 2:9,10  
**labeled** 25:16 155:5  
**lack** 16:12 18:13 22:8  
64:10 66:5 70:17 90:6  
108:16 117:1 125:9  
174:13 244:13 273:10  
274:7 299:10,11  
**Lackland** 103:5  
**ladders** 119:5  
**ladies** 40:16 105:20  
157:20 158:5 202:14  
278:3  
**lady** 275:22 279:3,12,14  
**Lakenheath** 188:18  
**laminated** 130:18

**lance** 2:15 202:12,15  
211:14 220:18  
**landlord** 54:4  
**lane** 354:9  
**languishing** 165:12  
**lapses** 299:10  
**large** 115:3 251:22  
297:3 304:19 376:6  
**largely** 80:1  
**larger** 148:12 390:19  
**lasted** 174:15  
**lastly** 45:9  
**late** 46:6 111:17 208:2  
230:19 295:7 361:4  
362:8  
**laugh** 141:1 210:9  
**laughed** 66:13 160:22  
169:21 415:22 419:4  
**laughter** 26:8 417:6  
**law** 2:9 14:10 115:9  
120:22 162:9 263:12  
**laws** 407:7 410:12  
418:10  
**lawyer** 50:8 62:22 63:1  
129:22 181:14 259:11  
263:18  
**lawyer's** 63:4  
**lawyers** 50:9 63:3 66:11  
66:16 85:3 126:1,17  
127:8  
**layer** 304:7 333:9  
**LCpl** 202:14 220:13  
229:7,14,17  
**lead** 134:22 258:12  
268:12 279:10,13  
281:1 354:17 357:1  
**leader** 20:9 109:22  
173:2 252:6 278:21  
296:2 297:3 302:4  
303:3 311:8 312:17  
312:22 313:5 324:18  
377:20 397:11 399:9  
**leaders** 173:12 175:4  
175:20 314:19,19,22  
315:15,20 316:7,16  
316:20 317:21 323:16  
380:3,13 397:3  
**leadership** 30:13 34:10  
36:8 59:19 84:20  
125:1 150:18 153:13  
154:2 155:10 156:11  
166:9 167:10 170:21  
171:9 173:8 193:17  
213:1,3,16 228:14  
233:16 246:9 250:5,6  
250:11 253:14 254:9  
257:3,6 270:1 278:9  
279:3 303:19,21

324:6 329:8 335:9  
344:14 349:10 355:14  
356:14 357:11 366:16  
378:17 397:4 409:7  
**leading** 163:11,19  
379:22  
**leads** 118:17 129:4  
357:19 410:20 411:13  
**leaps** 309:8  
**learn** 184:3 272:16,17  
**learned** 20:14 30:17  
37:3 42:9 62:11  
205:19 211:6 333:12  
405:5 406:1 416:4  
**learning** 170:12  
**lease** 54:4  
**leave** 37:2 63:10 67:12  
113:10 127:9 131:16  
165:8 190:11 203:13  
215:5 229:8,9 236:11  
236:12 282:6 285:21  
383:2  
**leaves** 284:21 407:14  
**leaving** 24:7 72:4  
102:19 178:9 202:5  
**led** 17:8 27:10 149:17  
313:16  
**LeeAnn** 3:9 317:4  
**left** 13:9 80:21 98:8,12  
173:14 178:11 186:4  
**legal** 13:8 14:9 35:9  
50:6 52:15,17 54:16  
62:3 127:8 181:14  
211:3 221:21 226:7  
247:13,15,18 256:14  
258:4,15 259:5,14,16  
259:20 260:7 261:2  
264:19 266:3 267:22  
285:17 287:9 310:20  
342:9 346:15 347:6  
350:20 356:2 357:4  
370:14  
**legally** 181:19  
**Lejeune** 2:21 241:19  
242:5,13 243:5  
247:11  
**lend** 383:11  
**length** 126:9  
**lengthy** 159:19  
**lesson** 170:12  
**lessons** 30:14 129:18  
**let's** 80:19 119:11 126:2  
127:2 130:5,7 216:2  
289:20 327:16  
**letter** 23:20 36:10 44:8  
49:2,9 94:15 135:18  
135:19 170:13 223:20  
229:18 279:11 323:21

402:4,17 405:6  
**letters** 38:12 49:10  
108:10 145:11 402:22  
**letting** 182:10  
**level** 60:1 127:11  
153:14,14 177:6  
201:2 211:10 222:1  
253:15 261:18 272:22  
273:1 314:16,17  
331:14 343:3,22  
355:22 371:2 374:4  
377:20 380:14 385:1  
385:11,17 387:11  
388:5,6,7 389:5 390:8  
391:21 393:7 397:4  
398:17 403:2 407:5  
412:1,4,4,7,8,8  
**levels** 20:12 31:2 111:4  
175:21 250:21,22  
253:11 254:9 296:3  
310:1 315:8 316:21  
353:18 357:6 363:15  
377:18 386:15 387:12  
**liability** 112:10 114:9  
**liaison** 239:6 304:5  
**liar** 35:16 43:11 48:10  
60:14,22 69:3 85:19  
93:14 119:10 120:7  
128:12,18  
**liars** 23:4  
**licked** 160:20  
**lieu** 154:9  
**lieutenant** 2:8 3:20  
105:10,18,21 141:18  
387:16 399:10 408:13  
408:15 409:2  
**lieutenants** 142:3 143:6  
**life** 30:12 31:15 39:5  
47:9 70:15 71:21  
102:10,17 103:21  
142:5 167:16,21  
168:1 193:15 203:14  
293:12,16 294:1  
312:19 363:9 406:8  
416:19 417:5  
**lifeboat** 158:11  
**lifelong** 31:12  
**lifted** 39:8  
**light** 53:8 83:9,15 342:4  
384:11 410:22  
**lights** 329:10  
**liked** 102:20 103:8  
**likelihood** 16:3 66:10  
**likes** 102:6  
**limited** 299:16 335:4,18  
337:8  
**line** 30:15,17 46:21  
328:4 355:13 377:20

380:3,12 389:7,7  
397:4,11 399:9  
**lines** 126:17 240:5  
275:7 330:16 369:8  
384:12  
**linguist** 184:18 185:2,8  
**linguists** 187:11  
**link** 8:4 296:9  
**linked** 54:1 93:9  
**list** 75:9 160:15  
**listed** 252:10  
**listen** 127:2 143:1  
144:1,3 176:15  
233:17 272:11  
**listening** 149:7 157:15  
288:14 311:13  
**lists** 298:10  
**lit** 416:17  
**literally** 66:13 404:9  
**little** 43:6 73:20 74:9  
90:5 101:17 102:5,21  
107:1 128:6 167:4  
187:17 213:2,3 225:5  
237:8 238:3,13 250:8  
251:2 273:13 274:7  
291:9 305:15 306:15  
319:16 329:21 331:3  
331:4,10 332:10,16  
332:16 334:3 336:13  
392:7 406:5,17  
**live** 133:7 145:1 204:9  
414:10 416:22  
**lived** 178:4 194:10  
**lives** 15:22 72:20  
196:11 200:12 312:21  
315:2 319:12 376:17  
**living** 173:17 312:11  
414:7  
**LOAs** 111:11  
**lobby** 402:18  
**LOC** 95:3 131:15 138:8  
**local** 23:20 58:19  
187:14 188:7,18  
331:20 332:5 334:2  
360:1 370:3 388:19  
412:4,4,6,8  
**localized** 388:9  
**locally** 108:11  
**located** 221:19 249:18  
374:6 394:15  
**location** 38:10 85:1  
104:10 109:8 122:21  
195:6  
**locations** 31:5 140:19  
271:10 346:20  
**lock** 126:20  
**locker** 160:13  
**logistics** 203:11 359:6

**Loma** 205:12  
**long** 39:8 52:17 54:22  
84:18 101:22 119:20  
163:19 168:17 174:22  
175:16 182:2 239:17  
241:10 256:8 260:21  
284:2 293:7,9 299:12  
300:2 302:12 321:12  
337:18 358:17  
**long-term** 67:19 245:1  
**longer** 97:18,19 119:18  
122:4 152:12,17  
154:18,19,22 192:12  
215:11 216:22 234:19  
242:11  
**look** 12:8 14:19 19:17  
27:12 28:11 30:20  
35:15 56:9 61:5 69:3  
78:13 115:19,21  
116:1 117:4,8 119:13  
119:13 125:3,15,16  
126:7 127:10 130:16  
132:8,11 142:13  
172:11 174:12 212:5  
236:1 251:2 303:11  
310:15 315:12 330:20  
347:18 358:11 380:17  
393:10 400:4 411:21  
**looked** 14:21 81:3  
84:22 85:6 128:16  
171:8 269:19 278:12  
419:3  
**looking** 11:18,22 12:3  
13:12 17:1 56:1,3  
63:20 84:5 97:22  
118:10,11,12,13  
124:12 129:18 222:22  
258:6 273:18 282:13  
290:2,9 373:8 393:12  
393:14,16 395:17  
405:2  
**looks** 174:1 281:1,9  
**loop** 99:6  
**LOR** 36:22 95:2,3,7  
**LORs** 111:11  
**Los** 160:5 162:8  
**lose** 71:11  
**losing** 338:2  
**loss** 405:15  
**lost** 38:21 39:1 49:17  
115:15,16 182:2  
201:1  
**lot** 12:16,17 40:2 47:7  
71:21 73:13 78:11,13  
82:8,12 104:13 118:3  
130:12,12 138:16  
156:6 182:4,20 183:6  
183:7 201:11 205:19

215:15 216:15 218:20  
219:13 222:3,4 224:6  
225:16 239:19,21  
240:6,7 250:11  
256:21 257:17 268:19  
275:2,7,11 278:5  
282:16 285:10,11  
290:3 303:5 304:15  
304:20 306:4,4,12  
322:18 327:18 328:1  
328:5 330:9 332:18  
333:11,19 342:5,11  
383:18 389:17 411:7  
417:6  
**lots** 216:3 284:21  
332:22  
**loud** 106:8 404:9  
**love** 99:10,13 117:16  
**loved** 138:11 167:21  
227:3  
**low** 66:4,10 116:15  
124:8 274:18  
**lower** 177:6 201:2  
253:15 254:9 390:8  
391:21 392:11  
**lowest** 113:21  
**loyalty** 415:21  
**LPO** 286:17  
**Lt** 92:15,17 98:7,10,12  
105:19 122:3,8,15  
123:4 141:21 145:19  
145:22 146:19 408:18  
413:4  
**LtCol** 401:11 402:6,10  
408:14 412:20 413:6  
**lucky** 153:10,11 155:12  
**lunch** 4:7 10:6 307:2  
**lunchtime** 283:4  
**lying** 37:9,13 69:11  
162:13 192:16

---

**M**

---

**M** 3:8 311:1  
**ma'am** 28:3 32:9 41:13  
41:17 84:17 98:7  
105:19 122:3 184:16  
227:18 229:14 231:7  
295:18 297:11,14,18  
302:22 303:9 341:22  
352:10 367:9,16  
408:14 413:6  
**machinery** 127:8  
**Madam** 146:16 220:22  
231:8 241:21 303:1  
306:9 311:3 317:7  
339:21 344:5 358:18  
367:22 373:15 408:19  
**Magazine** 150:2 166:1

**magnify** 188:2  
**Magnus** 2:20 238:17  
**main** 64:14 76:8 117:6  
121:6 196:17 272:9  
**maintain** 26:3 113:7  
141:2  
**maintaining** 140:9  
190:17  
**maintenance** 417:9  
**Maj** 149:6 152:15,17  
213:9 227:18,20  
**MAJCOM** 59:20 60:1  
385:13  
**major** 2:12 16:11 26:9  
28:1 59:2 70:12 96:20  
97:13 131:21 149:1,5  
149:7 172:15 206:12  
206:16 208:22,22  
209:15 210:5,8,10  
212:20 218:17,18  
220:20 227:17 300:19  
301:18 311:8,9  
314:18 315:11,13  
321:20 323:22 375:8  
377:21 385:13 387:13  
**majority** 141:22 143:9  
201:4 311:12  
**making** 21:17 33:17  
48:10 60:15 65:5  
68:18 72:10 80:2  
91:18 99:17 119:22  
168:13 172:9,12  
173:3 182:16 189:22  
215:3 216:19 222:17  
231:11,22 239:9,22  
246:17 248:12 287:12  
338:1 358:17 395:18  
**male** 34:7 204:1 246:18  
272:7 346:1 416:10  
**males** 81:5,6 172:6  
**maltreatment** 159:14  
298:11 360:5  
**man** 368:11 405:5  
406:16  
**manage** 299:9,14  
**managed** 110:22  
304:18,22  
**management** 232:5  
233:21 242:8 251:6  
256:7,17 296:7  
301:11 350:18 351:13  
368:21 369:5 371:13  
393:14 419:3  
**manager** 417:19  
**managing** 299:6  
**mandate** 8:10 67:2  
**mandated** 5:12 150:14  
309:16 314:14

**mandatory** 24:13 135:6  
135:10,15,21 137:16  
139:7 178:12 378:9  
**maneuver** 162:19  
**manhood** 186:7  
**mankind** 404:12  
**manned** 189:4  
**manner** 68:11 100:12  
190:22 241:1 243:12  
412:1  
**manpower** 299:19  
337:17  
**March** 33:10 122:11  
202:21 300:18 322:18  
323:22  
**marching** 112:4  
**marginalized** 163:10  
**Maria** 3:22 5:10  
**Marie** 2:21 241:17  
**Marine** 2:15,21,21 3:9,9  
3:16,17 202:13,17,19  
203:3,11,14 204:1,22  
205:22 206:20 207:18  
209:19 210:2 211:17  
211:20 241:18,18  
242:4,6,13 243:6,8,12  
244:12,22 245:16  
246:3,8,12,18,21  
247:8,9 248:12,16,17  
249:1,2 271:4 294:7  
317:5,6,10 318:2,4  
320:5,7 326:2 332:3  
337:11 367:18,18,19  
368:3,5,6 369:3 370:4  
371:10,16 372:7,16  
394:3,8  
**Marine's** 244:9,19  
394:5  
**Marines** 209:22 243:2  
244:2,4,6,11 245:10  
245:12,21 246:6,19  
247:4,12 248:14,15  
248:19 249:6 281:7  
317:19 318:6 319:1,9  
319:18 326:8 331:18  
332:7,9 335:6,7,8  
337:13 338:19 368:12  
373:5 374:17 394:20  
**Maritime** 165:20  
**Mark** 300:4  
**marriage** 294:2 311:22  
312:13 313:16  
**married** 32:21 140:20  
**martial** 358:4  
**Maryland** 3:2,14,19  
254:19 352:15 353:3  
373:14  
**Mass** 418:6,19

**massage** 219:3  
**massages** 219:5  
**massive** 162:1  
**mast** 163:15 178:21  
179:6,7,8,9 180:13  
**master** 2:5 3:4,6,7,8  
32:7,10,21 40:6 45:19  
71:14 77:16 295:16  
295:20 302:19 303:16  
305:3 306:7,14  
310:22 321:13 324:2  
324:9 335:15 338:7  
341:10 356:3 377:20  
395:8 398:18 415:13  
**Master's** 363:5  
**masturbating** 48:5  
**mate** 149:14  
**material** 6:20 305:11  
**materials** 11:3  
**matter** 6:20 74:4 89:2  
105:5 115:13 134:18  
137:19,19 148:1  
177:15 199:7 230:14  
252:5 261:3 273:6  
286:5 294:22 340:9  
343:16 401:6 419:21  
**matters** 89:18 271:22  
311:11 325:20  
**Mayor** 359:5  
**MDW** 375:15,21 379:14  
379:20  
**Meade** 3:19 373:13,21  
374:6,11,18 375:18  
376:1 378:20 379:1,4  
379:15 387:18  
**mean** 15:6,14 56:4  
57:20 64:2,3 65:11  
66:4,13,19,21 87:20  
90:1 91:3,4,15 92:11  
95:8 99:3 125:5,15  
129:20 132:10 134:4  
139:10 140:6 159:4  
194:14 222:8 223:17  
226:7,15 227:10  
240:19 261:10 292:11  
292:13 297:17 325:1  
330:6,16 369:7  
383:21 397:17 398:15  
**meaning** 137:17 151:14  
309:11 346:10  
**meaningful** 29:6 57:7  
150:6  
**means** 109:22 121:7  
189:4 215:17 248:18  
304:6 346:6 354:21  
386:13,19  
**meant** 77:11 261:21  
323:2 353:21

**measured** 300:15  
**measures** 111:10,15,19  
111:21  
**measuring** 345:17  
**MEB** 28:10,19  
**mechanism** 64:14  
75:16 82:6 378:15  
**mechanisms** 64:11  
74:2 80:10 82:4 91:9  
355:20 357:1  
**med** 164:19,20 165:7  
**medals** 186:12  
**media** 50:13,13 139:11  
194:17 329:5,10,12  
329:16 330:15 369:19  
**medical** 28:6,7,9,11,12  
28:15,16 35:8 37:21  
50:19,21 51:3,4 70:6  
80:14 97:4 103:22  
189:12 204:14 331:1  
331:8 336:18 362:7  
363:10 371:4 395:10  
416:6,20 418:9  
**medically** 31:8  
**medication** 71:19 208:4  
**medivac** 181:2  
**meet** 9:20 156:12  
245:12 247:6 265:4  
336:19 347:5,7  
349:17 364:9 376:8  
**meeting** 1:5 5:4,7 7:13  
7:18 8:1,3,16 10:18  
10:22 11:4 28:3 83:21  
84:2 161:12 184:4  
188:17 195:1 228:2  
233:21 242:8 256:17  
263:18 351:13 366:17  
390:6 395:16,18  
396:8  
**meetings** 11:4 28:14  
83:17 213:17 228:3  
232:6 237:17 256:7  
260:8 350:19  
**meets** 244:20 264:20  
**Meghan** 2:3 8:20  
**member** 2:6 7:21 12:4  
12:15 59:20 63:19  
111:18 142:16 164:17  
185:9 190:20 224:22  
230:7 248:17 303:17  
306:10 308:4,21  
309:2,3 314:11 318:8  
328:5 333:5 336:15  
359:21 362:6,11,15  
362:17 364:10,13,21  
365:18 385:19 408:22  
413:7  
**member's** 294:1,2

362:2  
**members** 5:4 6:6,7,19  
7:17,19 9:4 11:3  
14:12,12 24:9 32:3  
34:1 39:15,16,18,20  
46:3 51:22 52:13  
72:19 81:13 88:21  
101:11 104:19 106:15  
107:18 108:11 143:10  
148:5,6 151:10,21  
152:3 186:11 194:5  
194:16 209:8 212:17  
250:9 255:14 268:4  
294:15 295:3,14  
302:2 303:1,4 304:1  
307:15 310:5 311:4  
313:3 315:4 317:8  
318:7 320:2 344:6  
349:1 352:19 359:14  
359:19 361:9,12,17  
363:15 364:21 366:15  
368:1 373:16 374:8  
396:5 399:10 400:18  
401:20 408:20 410:8  
419:9  
**membership** 6:3  
**memo** 301:18  
**memorandum** 298:10  
300:18  
**memorandums** 298:7  
**men** 131:1 166:12  
278:3 311:18 312:3  
374:19 403:15,22  
404:2 407:15 409:18  
**menial** 35:17  
**mental** 36:11,13 50:22  
75:9 76:16,20 77:1,5  
78:2,14 80:14 97:9,11  
112:8 162:11 296:15  
298:21 350:22 369:16  
418:22 419:1  
**mentally** 279:1  
**mention** 7:3 23:22  
159:15 318:1 319:15  
339:8,10  
**mentioned** 85:10  
107:22 139:21 144:4  
145:8 213:1 215:2  
219:17 279:2 295:19  
305:12 306:13 310:2  
323:9 340:21,22  
342:8 365:20 393:12  
398:1 419:15  
**mentor** 195:12 254:8  
**Meridian** 203:5  
**message** 47:17 91:13  
127:14,15 153:17  
183:16 364:2 416:14

**messages** 285:21  
**met** 1:13 12:4 26:15  
 28:1 46:3 216:17  
 347:4 359:7  
**methods** 387:5  
**metrics** 21:19  
**Meyer** 375:18  
**Micah** 188:18  
**Michael** 2:18 235:13  
 240:6  
**Michelle** 3:8 311:1  
**Michigan** 167:13  
**microphone** 405:21  
**mid-2000s** 268:17  
**mid-level** 399:2  
**middle** 42:18 47:18  
 195:10 225:10 334:5  
**midshipman** 121:14  
**mike** 242:1  
**mild** 299:9  
**Mildenhall** 187:2,16,21  
**miles** 102:15 200:15  
**military** 5:18 8:13 9:2,5  
 9:16 10:14 12:6 13:3  
 13:6,10 14:10,20  
 16:15 17:11,17,20  
 20:19 28:6 29:22 30:3  
 30:11 31:3,16 37:5  
 39:12,15,16,18,20  
 40:22 45:20 52:3,11  
 53:11 55:16 57:16  
 63:19 66:18 67:10,20  
 69:1,2,15 70:5,8  
 80:11 81:10 83:14  
 84:14 85:3 89:20  
 91:12 96:19,21 97:2  
 99:18 100:15 101:11  
 102:19 106:11,16  
 110:1 113:10 115:7,9  
 115:10 117:9 123:16  
 124:14 126:6 128:16  
 134:22 137:7 138:11  
 148:20 158:8 183:7  
 190:18,20 202:1  
 210:19 212:5 229:12  
 236:3,6 239:20 248:6  
 255:8 263:11 269:22  
 271:9,22 272:7,15  
 273:4,6 286:7,8,20  
 292:14 303:3,22  
 334:11,21 349:17  
 350:13 353:7,11  
 358:22 359:3 360:2  
 364:3 368:10 369:18  
 370:4 374:14 375:9  
 376:14 400:4 402:1  
 402:20 406:19,22  
 407:9 409:17 410:13

413:14 414:10,12  
 415:10 418:14  
**military's** 119:14  
**mill** 291:1  
**million** 31:7  
**mind** 118:17 134:4  
 329:22 392:2  
**minds** 282:3  
**mindset** 248:19  
**mine** 84:12 144:7 183:8  
 192:15 227:4  
**minimal** 171:12  
**minimized** 289:8  
**minimum** 135:6,10,15  
 135:16,22 137:16  
 139:7  
**minor** 48:21 53:7  
 299:10  
**minus** 263:10,14  
**minute** 72:20 85:6  
 343:15 401:1,5  
**minutes** 6:16,22 26:17  
 230:18,19 369:1  
 408:7  
**Miramar** 206:14 211:16  
**miscarriage** 115:18  
**miscellaneous** 331:3  
**miscommunication**  
 155:9  
**misconduct** 45:7 53:8  
 71:6 87:16 95:7,8  
 96:15 123:20 133:8  
 133:10 134:16 174:18  
 174:19 207:7  
**misogynistic** 130:19  
**misogyny** 134:11  
**missed** 22:5,6 178:12  
 200:21  
**missing** 22:11 152:3  
 245:20 300:22 371:11  
 404:14  
**mission** 21:9 26:20  
 247:2,8 282:3,8,12,14  
 283:1 296:6 300:3  
 313:2 349:9 356:12  
 359:7,12 368:11  
**Mississippi** 203:6  
**mistaken** 187:6  
**mistakes** 48:21 112:13  
**mistreatment** 164:3  
 166:10  
**misunderstanding**  
 171:5  
**misunderstandings**  
 257:18  
**mitigate** 336:16  
**mixture** 271:5,7  
**mobile** 163:1,2 219:3

**mobility** 32:16 151:22  
**mocked** 35:12  
**mode** 404:21  
**model** 40:20 357:20  
**modeled** 370:5  
**modeling** 354:10  
**models** 125:16  
**modern** 127:1  
**Moerk** 295:10  
**molestation** 112:8  
**moment** 20:13 61:3  
 144:8 159:6 214:22  
 259:17 320:9  
**moments** 35:1  
**momentum** 12:11  
**money** 30:21 38:18  
**monitor** 234:1  
**monitored** 351:12  
**monitoring** 390:21  
**monster** 210:17  
**month** 78:21 197:7,10  
 242:15,16 274:13  
 277:2 304:3 309:16  
 315:13 322:13 380:6  
**monthly** 231:21 232:5,7  
 256:6,16 261:19  
 265:4 349:17 350:18  
 351:13 375:17 396:10  
**months** 25:11 28:19  
 35:20 43:9,16 71:12  
 81:8 168:11 172:13  
 174:16 176:12,17  
 189:11 205:7 206:3  
 208:14 209:18 239:4  
 299:4 353:3,5 360:22  
 361:2 374:2 405:15  
 405:16  
**mood** 27:21  
**morale** 96:18 113:12  
 305:9,20  
**morning** 5:3 7:16,17  
 9:4,14 32:9 45:15  
 105:19,20 110:16  
 147:22 149:6 157:20  
 158:5 167:1 173:21  
 174:1 176:22 184:12  
 184:14 222:8 267:12  
 268:3 284:14 286:15  
 320:22 324:19 339:9  
 339:10 342:17 381:4  
 400:11 403:20  
**morning's** 8:19 10:1  
**mother** 37:3 109:14  
 162:5 209:6 311:22  
 406:8  
**motion** 112:11  
**motivated** 205:16,20  
**motor** 158:11

**motto** 356:15  
**mouth** 63:2 138:13  
 198:6 200:7  
**move** 30:12 44:19  
 129:1 151:5 183:5  
 196:10 197:15 209:12  
 220:2,5,6 244:12  
 247:1 270:5 294:3  
 331:13,21 335:5  
 336:10 337:5,9,10  
 341:6  
**moved** 20:18 109:7  
 173:7 194:1 200:20  
 214:19 293:9,11,15  
 293:16 383:8 417:7  
**movements** 337:17  
**moves** 357:17  
**movie** 179:3,3  
**movies** 276:16,18  
**moving** 220:8 241:9  
 264:22 265:7 301:22  
 377:11 379:19  
**MPOs** 369:19  
**MSG** 311:3 324:11  
 337:7,22 340:12  
**MSgt** 32:9 59:17 62:3  
 68:17 77:17 84:17  
**multiple** 19:1 29:12  
 31:1 43:16 106:5,15  
 125:6 196:20 209:15  
 292:22 293:17 349:4  
 413:22

---

**N**


---

**N** 5:1  
**N.L** 2:14 184:11,12,13  
 184:16,17  
**N.W** 1:14  
**NAF** 270:13  
**name** 5:10 45:15 62:10  
 105:14,20 110:16  
 114:21 139:11 149:7  
 158:17 176:8 184:12  
 184:17 191:6 202:15  
 210:13 249:14 254:22  
 278:8 295:19 317:9  
 373:19 402:8,13,16  
 404:11 415:13  
**names** 8:21 62:9 149:4  
 246:6 281:6  
**Nancy** 2:17 231:4  
**narrative** 407:7  
**nasty** 330:14 405:18  
**nation** 124:19 125:5  
 410:8 413:19 414:7  
**National** 3:17 8:7,8  
 367:19 408:16 409:3  
 409:22 410:9,16

**nations** 125:11  
**nature** 128:2 227:6  
 378:6 406:19  
**Nav** 327:10  
**Naval** 3:2,6,14 162:16  
 254:18 302:20 303:4  
 352:7 353:2,8 358:7  
 363:5 370:9 371:4  
**navigate** 29:15  
**navigator** 185:2  
**Navy** 2:13 3:2,6,13  
 121:4 176:5,9 254:18  
 255:1,12,15 256:13  
 258:4 270:7,10,15,17  
 270:18 302:20 303:16  
 304:19,21 305:5  
 306:2 328:17 332:11  
 335:14 352:7 358:1  
 359:9 374:15 384:15  
 386:11,14 387:7  
 401:22 413:8  
**Navy's** 356:11  
**NCIS** 177:12,13,21  
 179:21 180:3 260:8  
 370:14  
**NCO** 3:3 4:11 33:1  
 185:17 210:16 295:6  
 320:14 325:19 404:20  
**NCO-led** 311:6  
**NCOs** 28:1,3 170:1  
 172:10,16 317:22  
 325:7 326:5,11,12  
**nd** 11:11  
**NDAA** 5:13,20 14:18  
**near** 206:13  
**nearly** 18:3 345:10  
 374:13  
**necessarily** 91:6 124:6  
 240:13 255:11 320:8  
 332:19 335:20 383:13  
 391:17  
**necessary** 89:5 300:6  
 361:13 388:22  
**need** 28:17 33:17 54:7  
 54:17 71:18,19 89:13  
 94:5 113:6 114:13,14  
 122:17 127:1 130:1,1  
 133:4,8 134:20 136:2  
 159:1 179:19 183:20  
 190:9,13 201:13  
 213:4 217:13 235:7  
 245:3,4 248:13,19  
 253:7,9 260:10  
 261:11 272:2 273:4  
 279:8 282:10 293:13  
 302:15 312:5 315:12  
 315:19 318:20 323:17  
 327:21 333:17,18

336:18 338:15 355:15  
 363:17 380:5 386:20  
 392:14 398:12 400:1  
 400:9 406:22 418:20  
**needed** 26:15 37:4  
 126:13,18 145:5  
 161:7 167:11 169:12  
 169:14 170:4,8  
 172:20,21 173:1  
 180:2 194:12 196:10  
 204:19 214:3 222:5,5  
 246:21 265:5 320:19  
 322:21,21 384:6  
 388:1 403:7 414:16  
**Needless** 111:18  
**needs** 63:13 95:18,19  
 96:8,13 99:22 100:11  
 101:14 116:11 126:22  
 133:4 136:4 183:9  
 234:19 284:18 296:17  
 312:22 336:18 338:15  
 394:7  
**negative** 14:22 16:2  
 24:21 26:22 44:16,17  
 55:18 69:14 85:3  
 150:16 151:12 168:20  
 171:9 209:21 245:8  
 246:1 305:10 333:20  
**negatively** 85:1  
**negativity** 173:19  
**neglect** 415:20  
**neglecting** 415:7  
**negotiating** 54:3  
**neither** 19:5 39:18  
**Nellis** 46:2  
**Nelson** 3:9 317:4,7,9  
 326:1 331:16 337:11  
 338:17 339:4,6  
**Neri** 3:4 295:16,18,20  
 297:11,14,18,20  
 298:1 321:13,18  
 323:11 324:22 335:15  
**nervous** 106:5  
**neurobiology** 363:1  
**neutral** 347:18 365:13  
**Nevada** 46:2 103:3  
**never** 38:15 41:4 78:5  
 115:8 121:11 136:13  
 138:19 152:22 175:7  
 199:12,13,16 215:9  
 235:3 267:18 269:7  
 272:15 336:9 337:18  
 338:4 404:4 409:5,12  
**never-ending** 33:6  
**new** 25:5,5,10 30:5  
 38:10 54:5 56:16  
 67:11,21 76:12 84:19  
 84:20 85:1 92:21

102:22 123:8 150:1  
 176:14 188:4,8,15  
 203:14 206:11,12,15  
 242:15 251:16 265:16  
 301:9 314:20 333:6,7  
 333:8 337:13,18  
 373:5 397:18 407:11  
 410:12  
**newly** 32:20  
**news** 416:11  
**nice** 182:22 219:9  
**night** 42:15,19 46:6  
 47:18 178:22 204:3  
 222:8 328:20 334:6  
 403:21  
**nightmare** 33:7 166:16  
**nightmares** 416:22  
**nightshifts** 179:1  
**nine** 7:1 30:20 346:18  
**nine-year** 66:3  
**nitpick** 112:12  
**NJ** 208:20  
**NJP** 181:8,10 207:14,17  
 208:6 211:7 246:12  
**NJPs** 208:1,10 209:2  
 211:13  
**Nobody's** 130:22  
**noises** 404:1  
**nomination** 165:20  
**non** 10:12 25:14 49:2  
 67:9 324:12 330:22  
**non-biased** 347:18  
**non-commissioned**  
 49:5,7,8 324:4,14  
**non-governmental**  
 14:14  
**non-judicial** 111:1  
 207:9 405:1  
**non-NCOs** 326:13  
**non-standard** 27:2  
**non-uniformed** 273:21  
**Nonappropriated**  
 270:13  
**noncommissioned**  
 380:13 399:1,2,4  
**nonjudicial** 285:2  
**normal** 61:9 308:9  
 332:11  
**normalcy** 328:6,10  
**normally** 48:22 398:10  
**North** 2:18,21 231:6  
 241:19  
**Northwest** 158:12  
**nosedive** 316:20  
**note** 6:17 51:19 136:21  
**noted** 53:2 366:22  
**notes** 411:3  
**notice** 50:15 332:16

**noticed** 62:22 67:7 70:4  
 131:10  
**noticing** 251:13  
**notification** 256:2  
 342:7 346:8,12  
 369:15  
**notified** 342:10,11,11  
**notion** 117:13  
**November** 46:1 418:7  
**Nowadays** 342:7  
**NSAB** 255:3  
**number** 14:8 64:2,19  
 124:9 128:14 133:9  
 148:12,15 152:8,9  
 180:16,18 209:1  
 285:20 307:18 319:20  
 327:3 345:8 386:1  
 387:15 392:9 400:19  
**Numbered** 385:12  
**numbers** 274:8,11,18  
 279:3 327:1 339:2  
 340:2 375:1 381:19  
 382:8 390:19 391:4  
**numerous** 35:8 140:19  
 161:2 255:13 355:19  
 368:14 372:1  
**nun** 404:18  
**nurse** 180:17,17

---

**O**


---

**O** 5:1  
**O-5** 261:18,21 387:17  
**O-6** 387:14  
**oak** 399:11  
**object** 34:15  
**objective** 151:1 271:14  
 271:21 291:5 345:14  
**objectives** 296:14  
**obligated** 281:17  
 388:21 396:18 398:9  
**obligation** 72:22 87:3  
 145:15 325:11 391:10  
 413:18,19  
**obligations** 86:21  
**observations** 306:1  
**observe** 363:17  
**observed** 137:13 305:9  
**obstacles** 189:8 251:11  
**obtain** 77:2  
**obtained** 41:4  
**obvious** 171:13  
**obviously** 12:9 100:13  
 124:17 125:5 133:11  
 146:6 228:4 264:16  
 265:2 325:4 391:6  
 415:8,9  
**occasion** 237:7 248:9  
 348:7

- Occasionally** 46:11  
**occasions** 205:4  
 209:15 210:7 349:4  
**occurred** 92:13 102:7  
 107:21 108:1 151:4  
 160:4 207:7 330:6  
 332:8 362:13 364:9  
 390:10  
**occurring** 176:1 377:2  
 392:12  
**occurs** 93:11 112:1  
 261:20 299:2  
**October** 25:19 43:20  
 185:16 203:21 207:8  
 255:1 360:17 361:4  
 416:1  
**off-installation** 371:6  
**off-island** 177:11  
**offended** 153:8  
**offender** 24:2 204:16  
 206:3 209:3 244:14  
 246:1 293:14  
**offenders** 378:13  
**offense** 92:12 160:16  
 206:5 208:7  
**offenses** 5:17,19 7:11  
 8:14  
**offer** 20:5 52:13 109:5  
 259:16 261:1,7,12  
 263:5 402:15  
**offered** 107:2 266:2  
 372:14  
**offering** 30:16 264:9  
**office** 34:19 35:15 59:2  
 61:8 151:5 163:21  
 165:11 173:22 193:21  
 196:21 219:18 220:11  
 223:13,15 224:12  
 232:14 235:19 255:21  
 256:10 258:21 285:14  
 312:9 320:12,16  
 350:7,21 356:6  
 368:20 369:11 370:11  
 383:12 385:12 386:2  
 394:15 403:22 405:10  
**officer** 2:5,13,13 3:14  
 21:8,12 23:7,13,14,19  
 25:2,15 33:20 35:4  
 40:12 41:22 42:6 44:2  
 44:8 49:3,5,7,9 76:3  
 149:8 152:15 157:19  
 161:6 170:16 171:7  
 176:5 206:11 258:12  
 302:4 303:18,19  
 306:16 318:11 324:4  
 324:13,14 325:3,20  
 347:17 352:7 353:2,4  
 353:12 356:2 358:21  
 359:12,18,22 361:11  
 364:14 365:13,21  
 366:3,6 374:3 377:19  
 380:13,14 387:11  
 395:7,10,14 397:1,13  
 397:15 404:15 418:3  
**officer's** 21:20 152:20  
 352:21  
**officers** 10:13 21:1  
 170:3 244:1 255:22  
 256:4 317:22 342:15  
 342:16 356:4 363:3  
 363:20 366:17 395:14  
 398:22,22 399:1,2,2,4  
 399:5  
**offices** 2:9 259:14  
 334:15,15 356:7  
 384:20  
**official** 3:22 5:11  
 151:18 243:7 346:8  
 346:11 347:16 389:2  
**officially** 53:22 334:16  
**offline** 253:1  
**oftentimes** 17:19  
**oh** 41:12 48:16 83:21  
 91:16 98:5,9 128:12  
 128:15 140:15 179:10  
 183:12 199:10 215:19  
 267:12,12 282:19  
 331:5 401:22  
**okay** 20:2 83:22 87:18  
 87:19 98:3,11,13  
 104:17 122:12,22  
 123:5,13 147:21  
 155:18 159:8 168:17  
 170:5 179:10 214:13  
 215:2 218:5,11  
 227:16 229:1,21  
 230:20 232:15 282:18  
 283:7 287:2 288:3  
 291:22 292:10 340:11  
 340:17 341:9 343:19  
 352:14 389:11 412:20  
 413:4  
**Okinawa** 210:13  
**Oklahoma** 20:18  
**old** 19:12 36:21 43:4  
 200:18 206:13 222:10  
 394:10  
**older** 377:4  
**ombudsmen** 304:1  
**on-base** 191:10  
**on-call** 181:5  
**onboard** 263:13  
**once** 26:6 29:1 30:3  
 35:22 63:4 123:19  
 141:9 192:7 205:21  
 254:7 286:14 365:5  
**one's** 130:22 147:5  
**one-year** 25:4  
**ones** 146:8,11 154:15  
 202:5,5 275:3 316:4  
**ongoing** 27:7 29:9  
 209:17 216:7 299:18  
 370:17 412:13  
**online** 278:18 280:6  
 309:12  
**onus** 291:13  
**onward** 14:2  
**Op** 252:11,16 254:8  
**open** 5:4 127:19 169:19  
 199:11 236:7 238:2  
 242:9 256:5,8,15  
 257:16 269:12 279:11  
 307:4 346:11,21  
 349:18 354:22 369:8  
 383:2  
**opened** 162:5 207:5  
**opening** 391:16  
**openness** 370:20  
**opens** 382:14  
**operate** 408:5  
**operates** 316:13  
**operation** 106:1 334:21  
 416:3  
**operational** 127:6  
 164:10 252:16 296:3  
 368:7,12  
**operations** 32:15  
 185:11 186:11 409:13  
**opinion** 60:12 74:13  
 96:15 162:7 300:17  
 301:17 328:13 329:13  
**opinions** 172:18 199:7  
 304:16  
**opportunities** 35:10  
 255:13 335:5 337:8  
 369:22  
**opportunity** 26:13  
 110:19 121:19 158:7  
 167:2,18 171:15  
 201:10 223:5 231:9  
 235:17 238:12 304:19  
 304:22 306:11 311:5  
 340:15 344:7 348:19  
 356:4 358:10 368:2  
 373:17 380:16 408:21  
**opposed** 132:22 323:5  
**opposite** 383:9  
**OPR** 152:8,10,13 156:5  
**Ops** 152:10 153:14  
 218:9,9  
**opted** 262:4,13  
**option** 71:2,2,3,4,8  
 72:10 102:6,7,20  
 103:10 157:3 173:18  
 187:18 227:7 259:18  
 261:16 264:5 284:12  
**options** 109:3 188:3  
 190:15 201:16 264:22  
 348:6,12 349:22  
 350:9 351:10 371:3  
 391:15,16  
**opts** 262:7,8  
**oral** 160:12 401:12  
 412:19  
**ordeal** 320:22  
**order** 14:15 49:6 53:9  
 71:17 92:11,15 93:1  
 112:5 117:15 119:6  
 139:11 145:2 151:16  
 156:2 158:1,2 191:19  
 192:20 193:19 204:18  
 213:4 249:1,3,5 263:4  
 300:2 313:6 347:10  
 370:15 392:14 415:4  
**ordered** 150:3 174:12  
 193:10 209:12 234:14  
 360:2  
**orders** 33:4 112:4  
 158:13,18 187:1  
 206:14,21 210:19  
 229:9 263:12 291:8  
 297:20 330:2 337:17  
 364:1 369:18,21  
 384:5  
**organization** 31:1  
 36:10 68:3 110:8,10  
 124:3 142:7 190:20  
 212:18 315:6 316:12  
 318:9 320:2 347:17  
 350:14 354:18 356:9  
 376:14 388:2,5  
**Organization's** 165:21  
**organizations** 14:15  
 297:3 374:10 376:15  
**orientation** 209:4  
**original** 134:13 195:14  
 260:22  
**Orso** 415:13  
**OSC** 36:21  
**OSD** 385:15 386:9,14  
 387:7  
**OSI** 34:22 35:22 37:12  
 37:13 152:4 192:7,9  
 222:7,15 232:21  
**ostracism** 8:18 73:21  
 129:5 141:10 217:19  
 254:5 281:10 289:6,8  
 289:13 298:11 307:15  
 307:22 308:17 310:9  
 327:15 348:1,8 349:5  
 354:3  
**ostracization** 237:8

238:4  
**ostracized** 35:16  
 256:21,22 278:14  
 279:20 308:18 337:1  
 381:10 399:14,16  
 411:10  
**ought** 57:18 93:21  
 335:2  
**outcome** 97:21 145:10  
**outcomes** 120:22  
**outdated** 52:12 407:7  
**outlasted** 30:11  
**outliers** 291:9  
**outlined** 300:10 301:18  
**outlines** 322:12  
**outlook** 116:6  
**outraged** 181:17  
**outrank** 45:22  
**outs** 118:10,11  
**outset** 117:2 265:14  
**outside** 24:18 33:22  
 54:3 55:14 83:13  
 109:8 113:15 129:14  
 138:14 146:7 194:17  
 306:17 307:11,19  
 320:10 342:6,13  
 347:16 386:6 391:11  
 404:2 412:8  
**outsider** 204:13  
**outstanding** 24:19  
 341:14  
**over-abuse** 279:10  
**overall** 17:14 65:12  
 72:16 300:14 345:15  
**overdid** 135:11  
**overly** 164:21 279:17  
**overreact** 417:4  
**overriding** 132:6  
**overseas** 126:16  
**oversee** 109:18 359:13  
**oversensitive** 172:22  
**oversight** 64:21 129:14  
**overt** 134:11 136:20  
 314:4  
**overwhelmed** 259:22  
 260:14  
**overwhelming** 29:11

---

**P**

---

**P** 5:1  
**p.m** 148:3 230:15,16  
 295:1,2 343:17,18  
 401:7,8 419:22  
**pace** 252:17  
**packed** 106:3  
**packet** 211:15  
**pages** 219:15  
**paid** 12:17 208:15

**pain** 414:18  
**painted** 164:21  
**Palm** 177:12  
**panel** 1:3,13 2:7,11 5:4  
 5:9,10 6:2,3,5,19 7:5  
 7:6,7,17,19,20,21 8:6  
 9:2,8 10:6,19,20 11:3  
 11:9,16 40:17 100:19  
 104:19 105:3,8  
 116:10 132:20 147:15  
 147:22 148:5,18  
 212:9,16,21 217:15  
 230:7,18,20 231:8  
 249:13 250:8 283:17  
 287:3,5 294:15,21  
 295:5,11,14,19 298:2  
 302:2 304:10 305:12  
 306:10 317:8 324:3  
 330:1 343:20 344:6  
 352:20 358:19 367:22  
 373:16 400:18 401:11  
 401:16,20 408:20,21  
 410:2,6,18,21 413:9  
 419:10,14  
**Panel's** 409:15 411:4  
**panelists** 53:14 241:22  
**panels** 391:5  
**paper** 69:8,10 218:14  
 318:17  
**paperwork** 27:4 34:8  
 44:19 49:16 50:2  
 104:9,15,15 111:9  
 158:22 193:18 219:22  
 222:14  
**parachute** 308:9 333:22  
**parallel** 133:14  
**paranoid** 164:21  
**Paratus** 166:3  
**parent** 179:13 361:20  
 405:19  
**parents** 50:12 83:7  
 312:4 330:10  
**Parris** 202:20  
**part** 52:11 66:6 67:2,4  
 72:16 99:20 109:10  
 109:20 110:10 129:16  
 142:6 147:6 154:13  
 155:6 185:8 186:7  
 190:8 198:16 201:22  
 208:2 249:19 254:2  
 268:3,11 279:2  
 282:15 283:17 284:1  
 286:6 291:2 293:19  
 297:9 316:12 321:20  
 326:3 336:3 340:1  
 341:5 363:4 364:5  
 400:11 416:2  
**partial** 17:14

**participate** 5:6 165:18  
 206:7 247:12,17,20  
 248:1 252:21,22  
 292:3,6 293:5,7,22  
 368:20  
**participated** 47:11  
 137:22 229:4  
**participating** 1:20  
 155:7  
**participation** 212:16  
**particular** 237:20  
 269:18 305:16 308:2  
 326:20 329:12 334:20  
 340:9 344:10 347:20  
 377:19 388:1,4,9  
**particularly** 55:17 56:6  
 101:2 104:19 283:10  
 376:14 383:17 390:1  
**parties** 132:10 134:7  
 276:14 291:4  
**partitioning** 58:11  
**partly** 56:15  
**partner** 375:22 376:8  
**parts** 334:15  
**party** 46:4 176:13  
 197:22  
**pass** 380:11 387:5  
 407:6  
**passed** 14:20 260:2  
 342:3  
**passing** 326:12  
**passionate** 189:22  
**passive-aggressive**  
 301:8  
**pat** 79:8  
**path** 244:16 350:2  
**patients** 418:10  
**Patricia** 1:18 6:11  
**Patrick** 3:5 295:17  
**patrol** 41:7  
**pattern** 418:14  
**Patuxent** 3:14 352:9,10  
 352:13,14 353:2  
**Pause** 159:7  
**Pax** 353:8 356:15  
**pay** 28:17 35:18 112:22  
 131:17 208:11,17,17  
 360:22 361:2 405:15  
**paying** 31:11 288:5  
**payment** 31:12  
**PCS'd** 108:11 122:20  
**PCSed** 187:21  
**pedestals** 400:2  
**peer** 90:18 106:12  
 109:15 142:1 339:20  
 363:3 374:19 375:13  
**peer-to-peer** 327:14  
**peers** 19:14 27:3,5

33:15 110:5 143:8  
 144:21 154:11,14  
 156:11 171:9 173:12  
 185:13 186:17 220:17  
 254:6 262:13 348:2,9  
 363:16  
**Pena** 417:3  
**penalized** 29:1 253:5  
**penalties** 135:6,11,15  
 137:16  
**penalty** 135:16,22  
**pending** 210:21 211:9  
 347:1,12  
**penetrated** 108:7  
**penises** 404:2  
**Pentagon** 3:8 107:12  
 311:1 385:14  
**people** 12:22 13:3,14  
 14:6,13 15:1,15 16:21  
 17:3 18:18 19:3,9  
 22:13 39:21 40:2 47:7  
 48:16 51:7 53:4 55:18  
 60:4,12,19 63:9,16  
 64:4 65:5,12 66:1,7  
 67:3,4 69:14 73:4  
 75:4,18 78:11 79:12  
 79:18,19 86:13,15,18  
 86:22 88:6,9 90:3,12  
 90:16 91:5,8,13 95:15  
 96:10,11,21 101:4,12  
 101:22 105:12 113:12  
 118:3,13,14,16 119:2  
 120:3 121:1 124:5,20  
 125:12,17 128:11  
 129:13 130:2,2,13  
 131:13 132:14,16  
 133:5,9 134:1,22  
 135:4,10 136:9 138:2  
 138:16 139:6 141:13  
 147:11 149:2 156:3  
 157:12 165:13 171:2  
 174:3 183:1,6,11  
 196:20 198:8,17  
 212:18 213:5,19,21  
 216:5,16 217:6 221:3  
 223:14 224:14 229:3  
 240:13 244:17 259:13  
 269:12 270:8,11  
 272:1 273:18 274:10  
 275:11 276:4 279:22  
 280:5 281:13 285:9  
 287:3 304:20 310:3,3  
 316:11,21 319:2,3  
 323:4 330:19 331:4  
 333:7 334:16 338:19  
 342:12,22 345:12  
 376:16 381:16,20  
 382:13,19 383:3,7,9

383:10,19 384:7  
 389:7 390:6,12  
 392:21 400:2,5,9  
 401:13 404:8,13  
**people's** 34:8 129:2  
 134:8 383:22  
**perceive** 64:5 280:13  
 280:14 282:16  
**perceived** 111:6 300:9  
 300:13 327:22 350:17  
 365:1  
**percent** 16:21 18:21  
 97:7,10,10 119:16  
 234:9 247:16,19  
 258:18 274:14,17  
 280:11 292:2,6 325:1  
 325:2 327:1 340:2  
 345:20,20,21 346:2,2  
 372:4 391:5 407:15  
**percentage** 135:13  
**percentages** 97:8  
**perception** 63:14 238:7  
 240:7 241:14 253:6  
 273:11 282:13 305:10  
 322:7 369:4  
**perceptions** 316:19  
 378:21  
**perfect** 242:22  
**perform** 80:8 113:19  
 134:8 154:18,22  
 202:2 320:17 384:4  
**performance** 82:8  
 111:12 152:15,22  
 153:1 299:2 300:3,4  
 341:14 363:12 393:17  
**performer** 119:11  
**performing** 151:18  
 153:3 155:1 337:3  
**period** 6:14 17:6 36:7  
 44:15 66:3,3 72:5  
 203:19 207:8 208:16  
 239:18 277:2 299:12  
**periodic** 51:2 373:2  
**permanent** 366:10  
**permanently** 70:21  
 166:15  
**permission** 156:22  
 169:21 350:15 351:18  
**permitted** 106:22  
**perpetrator** 21:7 23:10  
 23:18 60:21 93:5,13  
 95:14 135:17 151:5  
 153:12 178:7 237:10  
 260:18 331:12  
**perpetrators** 18:1,4  
 43:21 94:21 95:5 96:4  
 130:8 159:17 415:8  
**perplexing** 329:17

**persecuted** 240:8  
**persecution** 164:1  
**persevering** 221:8  
**persistent** 164:11  
**person** 7:20 19:7 39:2,3  
 40:21 42:18 64:17  
 80:16 81:1,18 85:8,20  
 86:2,5,6 98:19 109:5  
 140:7 153:20 176:14  
 177:7 178:16 179:20  
 199:4 212:21 214:11  
 216:20 218:16 248:16  
 261:4 269:4,9 273:5,8  
 273:11,19,22 286:1  
 288:22 291:19 294:6  
 308:13 314:11 325:20  
 335:21 394:9 399:13  
 399:21,22 402:8  
 406:15 408:6 412:7  
 417:5  
**person's** 152:19 399:15  
**personal** 35:7 55:4,5,9  
 119:8 148:8,16,20  
 152:1,2 193:15  
 206:16 209:7 266:9  
 311:10 312:19 319:20  
 344:15  
**personality** 118:4  
 162:12 418:15  
**personally** 15:6 40:10  
 118:15 216:4 222:17  
 240:2 269:15 298:5  
 310:6 317:19 321:3,5  
 323:11 326:21 375:16  
 400:12  
**personnel** 29:20 32:1  
 52:19 296:17 300:6  
 308:5 334:11 335:1  
 347:1,12 350:6  
 353:22 356:21 359:1  
 359:6,8 363:9 368:10  
 370:18 379:17 382:16  
 414:12 415:15  
**perspective** 68:9,16  
 86:11 112:15 117:7  
 133:3 230:22 273:2  
 277:11 295:7 323:20  
 325:10 335:16 336:6  
 339:22 344:8 367:8  
 410:22  
**perspectives** 2:7,11,17  
 3:4,11 4:3,6,9,11,16  
 9:17 20:5 56:8 105:4  
 105:9 231:3 339:7  
 343:21  
**pervasive** 13:13  
**perverted** 106:17  
**petty** 2:5,13,13 40:12

41:22 76:3 157:18  
 161:6 176:5 342:15  
 342:16 359:18,22  
 365:21 418:2  
**PFC** 209:14  
**phallic** 34:7  
**phenomenon** 341:19  
**philosophy** 326:4  
 366:19  
**phone** 5:6 104:13  
 155:13 189:14 222:1  
 228:4 283:5 285:19  
 287:12 319:20  
**phrase** 118:5  
**physical** 19:10 46:9  
 97:8,9 115:16 161:11  
 298:22 369:16,19  
**physically** 414:22  
 416:21  
**physician** 180:11  
**pick** 35:21 203:8 224:16  
 237:11  
**picked** 35:2 203:9  
 245:21  
**picture** 371:22 393:2  
**pictures** 46:5  
**piece** 16:7,12 18:10  
 300:21 322:6 325:3  
 404:14  
**Pike** 2:17 231:5,7  
 232:13,17 266:5  
 267:2 271:7 284:9,11  
 289:15 321:18  
**pilot** 131:9 140:12  
 218:7  
**pilots** 130:17 131:20  
**pinned** 199:20  
**pitched** 224:13  
**place** 14:1 15:1 31:9  
 46:8 73:21 82:3 91:9  
 173:17 191:18 210:20  
 229:20 241:2 301:10  
 309:17 345:6 353:18  
 355:20 377:2 390:16  
 414:5  
**placed** 103:8 111:3  
 150:5 160:12 192:19  
 206:4 208:12 360:3  
**places** 103:7 120:19  
 130:7 334:13,14  
**plaintiff-side** 115:6  
**plan** 24:11 206:22  
 311:6 314:20 316:1,4  
 348:13 351:5,9 396:3  
**planned** 73:8 164:20  
**plans** 315:6 340:6  
 397:3  
**plastic** 130:17

**platoon** 374:5  
**play** 220:4 363:14  
**played** 309:6  
**players** 108:9  
**playing** 188:10  
**plays** 406:19  
**pleaded** 360:17  
**pleas** 166:11  
**pleasant** 132:22  
**please** 6:17 114:12  
 149:5 158:3 218:6  
 295:4 297:12 331:14  
 402:9 419:17  
**pleased** 11:17  
**pleasure** 417:14  
**pled** 191:14  
**plenty** 103:7 127:8  
 273:17  
**Plus** 114:7  
**PO1** 157:20 158:5 159:3  
 159:8 218:7  
**PO3** 40:16 41:12,16,19  
 76:5  
**pocket** 71:22  
**point** 24:3 26:19 30:16  
 37:1 43:12 47:19  
 78:10 81:19 84:15  
 87:4 99:16,16 102:4  
 106:11 107:14 141:10  
 142:6,11,21 143:5  
 146:20 149:3 164:8  
 168:14,22 170:20  
 177:22 182:18 192:18  
 205:11 213:12,14  
 216:21 259:17 261:22  
 262:7 268:22 273:9  
 275:15 277:20 278:17  
 279:17 280:19 281:16  
 282:20 289:5 290:8  
 291:11 322:19 323:17  
 328:9 362:5 381:5  
 409:9 413:18 416:4  
**pointed** 67:8  
**points** 22:11 186:12  
 283:8 396:14  
**police** 35:3 91:12  
**policies** 190:10 253:9  
 296:13 376:5 380:22  
**policy** 169:19 239:9  
 304:21 306:2 308:2  
 342:3 348:16 369:22  
 379:9 384:9  
**polygraph** 108:5  
**poor** 66:9 248:12  
**pop** 332:15 343:1  
**pops** 337:15  
**population** 353:9  
 374:11,13

**populations** 374:15  
**portion** 33:9  
**portray** 210:17  
**ports** 385:16  
**Portsmouth** 2:20  
 238:19  
**position** 20:15,16,18,21  
 25:4,5,9,12 111:5  
 120:4 164:6 168:8  
 170:21,22 173:8  
 175:7 192:1 199:16  
 239:3,4,5 255:12  
 269:9,10 273:5  
 306:16 374:2 385:3  
**positioned** 332:17  
**positions** 80:7 224:20  
 268:5 269:15 270:4  
 296:2  
**positive** 39:9 83:15  
 173:2 239:22 323:3  
 354:10 411:18 413:21  
**possibility** 86:6 335:17  
**possible** 41:11 113:21  
 162:18 168:13 190:22  
 274:1 371:19 376:11  
 386:4  
**possibly** 17:3 77:11  
 279:21  
**post** 108:19 126:12  
 146:12 179:2 207:22  
**Post-Graduate** 363:5  
**posted** 8:4 194:9  
 295:12 401:17,18  
**potential** 157:7 204:5  
 245:9 247:10 307:22  
 366:2  
**potentially** 156:8  
 224:22 301:6  
**pour** 80:6 82:6  
**poured** 80:3  
**power** 102:21 110:9  
 116:17 119:2 120:18  
 121:15 125:12 126:15  
 130:11 325:11 418:1  
**powerless** 199:5  
**PowerPoint** 315:19  
**practically** 72:19  
**practice** 47:6 233:22  
**practiced** 115:8  
**practices** 32:1 251:12  
 334:2 376:10  
**practicing** 114:22  
**practitioners** 14:10  
 66:19  
**prank** 416:19  
**pray** 114:15  
**pre-existing** 125:18  
**pre-trial** 360:3,16 361:1

**preach** 183:7,11  
**precisely** 65:17  
**predation** 117:19  
**predator** 116:14 127:17  
 136:18  
**predators** 49:13 116:22  
 118:9  
**preference** 113:16  
 386:11  
**preferral** 151:8  
**prepared** 363:8 382:4  
**preparing** 173:11  
**preponderance** 44:3  
**prescription** 208:4  
**present** 1:16 30:15  
 101:11 148:6 157:3  
 198:1 267:19 288:19  
 291:12,13 310:18  
 352:2 371:21 381:2  
**presentation** 166:20  
 235:12 236:20 295:11  
 373:11  
**presentations** 6:5  
 315:20 343:11 382:10  
**presented** 44:2 196:15  
 351:15  
**presenter** 40:12 157:18  
 184:10 202:12 235:13  
 238:17 241:17 254:17  
 302:19 310:22 317:4  
 352:6 358:13 367:13  
 373:12 402:7  
**presenters** 294:16  
**preserve** 214:6  
**preserves** 51:5  
**President** 38:13  
**Presidential** 250:4  
**presiding** 1:15  
**pressing** 73:19  
**pressure** 113:18  
**presumed** 214:7  
**pretend** 141:1  
**pretrial** 136:21 191:17  
 193:12 206:4  
**pretty** 63:2 70:9 104:2  
 140:13 155:4 182:13  
 217:21 219:10 262:21  
 272:13 279:14 297:20  
 305:17 329:14 332:11  
 341:20  
**Prettyman** 1:13  
**prevalent** 300:10  
**prevent** 190:2 245:5  
 300:20 301:14 310:7  
 365:16 377:1 379:12  
**prevented** 151:19 183:8  
 183:9,12,14,17,18  
 193:3 341:2 367:3

**preventing** 3:3 4:10  
 10:13 190:21 295:6  
 316:2  
**prevention** 1:7 8:17  
 46:20,21 183:7,11,15  
 239:1 300:14 302:10  
 344:22 345:17 348:18  
 350:5 356:22 357:19  
 363:3 368:3,19  
 369:11 373:4 376:3  
 376:22 377:8 397:3  
**previous** 11:4 25:6  
 28:13 37:14 114:8  
 313:14  
**previously** 62:4 107:21  
 195:12 268:5 306:13  
**primary** 150:22 152:6  
 214:6 306:21 324:6  
 368:11 369:7  
**principles** 356:14  
**Pringles** 34:4,5  
**prior** 44:14 239:13  
 251:10 263:17 272:5  
 283:10 300:22 332:2  
 353:5  
**priorities** 193:15  
 345:13  
**priority** 356:16,20  
**privacy** 9:22 94:15 96:5  
 96:9,14  
**private** 123:18 175:11  
 193:13 207:10 208:15  
 210:12 418:12  
**privates** 46:6  
**privileges** 35:6 36:3  
**proactive** 301:13  
 321:15 322:11,21  
**proactively** 391:8  
**probable** 107:22  
**probably** 77:18 81:8  
 95:6 97:9 122:10  
 138:20 140:5 144:20  
 215:16 227:3 265:19  
 267:6 269:7 286:5  
 305:4 340:4 390:18  
 390:19  
**problem** 13:14 14:4  
 52:11 93:22 100:20  
 110:6 119:21 123:19  
 124:15,17 132:5,13  
 135:5 171:13,14  
 217:10 221:14 230:4  
 244:11,14,15,17  
 261:5 267:19 268:3  
 287:19 290:19 297:15  
 300:17 309:21 314:15  
 315:12 324:5,7,12  
 336:9 341:7 390:3

409:12  
**problematic** 59:5 68:8  
 72:14  
**problems** 25:11 47:14  
 54:22 64:2 114:5  
 157:12 174:9 198:4  
 205:16 210:4 217:12  
 223:2 248:5 312:13  
 315:7 352:2 393:20  
**procedural** 52:21  
**procedure** 241:2 258:8  
 258:20  
**procedures** 231:18  
 245:3 256:2 301:9  
 334:3 370:3 376:5  
**proceed** 127:14 295:5  
 408:9  
**proceeded** 194:16  
**proceeding** 134:17  
 247:18 287:22 409:16  
**proceedings** 1:3 5:8,9  
 5:16 7:5,19 8:6,12  
 10:19 207:9,14  
 208:21 211:7 247:13  
 352:20 365:11  
**proceeds** 365:15  
**process** 12:19 28:11,20  
 54:1,18,21 69:20,21  
 77:10,12 89:19 90:1,2  
 91:16 93:6 94:3 95:15  
 95:16 100:13 101:20  
 112:11 118:15 120:13  
 125:9 129:15 131:9  
 136:3,4 146:2,14  
 155:7,8 156:14 157:8  
 157:9 171:11 189:9,9  
 206:7 213:11 214:9  
 221:21 248:1 257:4  
 261:12,12 262:9  
 263:4,20 265:12  
 266:18 267:9 284:6  
 286:8 292:12 293:8  
 294:5 301:6 310:13  
 310:20 318:13 321:20  
 321:22 322:11,22  
 331:19 333:13,16,21  
 336:13 337:2 340:4  
 345:6,15 348:17  
 349:12,14 353:16  
 370:16 372:21 389:1  
 397:18 407:17 411:5  
**processed** 182:18  
 361:3 418:21  
**processes** 92:11  
 121:16 397:19 410:3  
**processing** 327:4  
**productive** 396:4  
**profession** 316:16

**professional** 16:13,19  
90:9,21,21,22 91:20  
92:12 106:7 117:5  
125:19 141:2 156:20  
186:14 231:16 234:7  
257:1,8 271:20  
279:13 327:5,7  
353:20 354:6 371:20  
372:11 377:12,15  
379:11 390:20 411:11  
411:21 412:1  
**professionalism** 90:6  
272:10 273:10 348:16  
356:8  
**professionally** 91:6  
93:16 134:8  
**professor** 6:11 134:15  
**proficiency** 371:18  
**profound** 301:19  
**program** 2:3 50:9 56:16  
81:11 82:14,17 84:9  
84:15 87:1,20 88:2  
99:20 123:8 189:18  
211:4,5 226:1,19  
227:3,11 228:9,20  
233:14 239:2,15,16  
240:21 241:3,4,5  
249:15 250:14 251:8  
251:16 252:7 262:15  
262:16 266:21 268:16  
268:19 270:5 278:22  
283:9,13,19 287:6  
296:20 304:22 305:1  
305:2 335:22 340:10  
345:1 371:6 375:15  
376:7  
**programs** 30:2 53:17  
78:16 252:4 376:3  
**progress** 315:10  
351:21  
**progressed** 414:6  
**progression** 216:10  
**prohibited** 32:1 52:19  
**prohibition** 92:19  
**project** 12:1,2,3,5 402:4  
402:17 407:17  
**prolonged** 29:12  
**promise** 249:1  
**promised** 163:7  
**promises** 116:3  
**promoted** 205:17  
**promotes** 370:20  
**promotion** 22:11 24:21  
38:22 49:18 186:13  
277:5 320:14 331:5  
384:6  
**promotions** 341:3  
**pronounce** 352:8

**pronounced** 8:21  
367:14  
**pronunciation** 11:12  
**proof** 37:22 52:20 91:4  
284:21 285:1  
**propensity** 162:13  
**proper** 29:5 241:2  
**properly** 68:15 101:8,9  
118:22 121:13 262:6  
**proposed** 52:15  
**proposition** 301:7  
**prosecutable** 129:5  
**prosecuted** 53:7 54:19  
85:19 381:16,21  
**prosecuting** 91:5 119:7  
119:22  
**prosecution** 193:21  
219:18 220:11  
**prosecutions** 120:13  
157:2  
**prosecutor** 63:4 82:21  
85:12,15 86:5,7  
292:15  
**prosecutors** 383:8  
**prospective** 363:2  
**protect** 13:10 52:4  
53:20 79:19 83:6  
110:2 144:17 300:3  
410:19 418:9  
**protected** 16:17 159:17  
385:20  
**protecting** 130:12  
**protection** 16:15 17:21  
52:12,14 55:21 56:5  
130:12 364:4  
**protections** 31:21 32:4  
45:5 52:17,21  
**protective** 210:19  
263:11 369:18,20  
**protocol** 26:4  
**proud** 41:3 146:22  
167:21 190:19 202:21  
203:2 294:4 351:21  
**proudly** 410:8  
**prove** 38:4 60:6 79:13  
248:3 275:18 285:7  
**proven** 60:18 69:20  
103:16 308:22 407:1  
**provide** 54:6 146:9  
154:1 207:15 244:3  
281:12,13 349:12  
365:18 369:8 378:10  
391:15  
**provided** 6:17,19,21 9:2  
29:13 30:1 80:11 83:1  
85:4 154:9 223:21  
255:20 256:6 319:20  
319:21 346:14 370:17

396:2 401:20  
**provider** 78:2 80:15  
81:1,2  
**providers** 243:3  
**provides** 207:12 348:5  
**providing** 56:13 150:6  
**proving** 92:10  
**proximity** 137:2  
**psychologist** 76:18  
81:15  
**psychology** 313:20  
363:4 380:1,9  
**PT** 19:9  
**PTC** 360:4  
**PTSD** 16:4 34:17 70:13  
78:3,6,17 97:12,19  
109:12 166:15 381:6  
**public** 1:5 4:19 5:7 6:13  
6:14,18,20 7:1 10:18  
10:20,22 12:9 83:9  
96:14 139:8 148:10  
166:4 209:22 295:13  
311:7 367:12 401:2  
401:10,12 402:8  
408:4,6,22 410:12  
**publically** 138:1  
**publicizing** 100:5  
**publicly** 209:4  
**published** 9:3  
**Puerto** 306:20  
**pull** 223:10,11  
**pulled** 36:9 196:20  
211:14 223:14 328:17  
**pulse** 277:15 355:10  
**punish** 138:7  
**punishable** 92:20 93:1  
326:13  
**punished** 90:16 96:12  
131:14 207:22  
**punishment** 48:22 52:5  
94:9,12 95:12 98:18  
100:6 107:1,4 108:8  
108:16 111:1 139:8  
198:7,12 207:9  
208:12 281:13 284:17  
285:3 405:2,14  
406:17  
**punishments** 207:15  
**punitive** 7:10  
**purpose** 168:1 257:14  
409:15  
**purposely** 47:19 160:11  
**purposes** 159:18  
260:14  
**pursuant** 44:9  
**pursuing** 44:20  
**push** 21:12 102:21  
119:11 137:7 309:18

**pushing** 118:3,6,9  
**put** 43:15 50:14 75:9  
108:4 114:10 116:4  
124:11,20 131:2  
139:11 180:22 182:6  
196:4 209:2 210:20  
214:18 219:8 242:1  
253:17,20 277:15  
286:10 297:8 301:10  
320:16 324:3 326:16  
327:6 335:21 384:10  
407:13 412:18 419:18  
**puts** 183:15 314:22  
**putting** 47:19 147:4  
407:12  
**puzzle** 300:21

---

**Q**


---

**qualification** 337:1  
**qualifications** 41:4  
154:16  
**qualified** 154:22 180:3  
185:1 243:20 267:5  
273:18  
**qualify** 265:17 336:20  
**quality** 31:15 37:5  
414:8  
**Quantico** 3:10,18 317:6  
367:20 368:5 369:3  
370:2,4 371:4 372:2,8  
394:16  
**quarter** 44:18 372:9  
**quest** 29:9  
**question** 31:14 55:11  
57:11,12 60:10 61:17  
63:16 66:16 67:6  
86:18 92:7 94:8 98:15  
98:16 101:17 117:7  
133:4,19 136:8 190:7  
217:14 221:10 233:1  
259:1 267:4 268:15  
284:2 292:1 312:19  
324:3 326:16 330:1,5  
330:18 334:8 338:12  
339:11 340:16 341:10  
382:14,22 390:10,14  
**questionable** 256:22  
**questioned** 27:21 171:6  
186:8 196:21 258:14  
304:12  
**questioning** 99:17  
238:14 245:19 362:2  
**questions** 19:17 27:17  
29:16,17 55:8 82:12  
98:4,6 104:18 147:13  
221:4 222:11 229:22  
251:3 280:20 283:8  
307:5 308:13 323:5

329:4,22 330:17  
 338:6 340:16 355:12  
 358:11 362:22 367:9  
 373:8 380:17 392:18  
 397:14 400:17 408:8  
 411:4  
**quick** 223:12 327:4  
**quickly** 12:15 33:14  
 67:12 259:4 328:7  
 362:10  
**quiet** 41:19 84:19 114:1  
 417:4  
**Quinn** 413:7,9,10,12  
**quit** 13:8 67:11,19  
 110:8  
**quite** 19:12 116:7  
 239:17 260:6 320:12  
**quote** 404:17 415:16

---

**R**

---

**R** 5:1  
**raise** 56:19 72:16 99:15  
 274:10 400:1  
**raised** 51:19 220:14  
 361:22 363:19 389:21  
**rally** 286:15  
**Ramstein** 33:4  
**ran** 160:7 179:4 218:9  
 219:3 416:20 418:4  
**RAND** 300:15 372:3  
**Randolph** 103:5  
**range** 111:16,19 139:22  
**ranged** 95:3  
**Rangers** 407:13  
**rank** 49:18 81:21 111:2  
 112:22 138:8 170:15  
 175:10 181:21 182:2  
 203:18 211:14 405:14  
**ranked** 152:8,12,17  
 203:7  
**ranking** 21:1 223:18  
**rankings** 156:5  
**ranks** 52:3 310:10  
 314:2  
**rape** 7:10 107:21 108:2  
 113:14 114:13 115:10  
 116:9 119:7,20,22  
 121:3 124:17 131:2  
 134:3 136:1 153:6  
 191:13 192:3,21  
 198:3 201:17 213:10  
 215:4,20 370:5 403:6  
 404:11 405:18 406:12  
 407:2,7,15,22 415:18  
**raped** 106:12 115:12  
 191:8 402:21 403:12  
 406:2,7,16 407:14  
 414:22 419:2

**rapes** 406:15  
**rapist** 108:5,18 120:6,7  
 136:12 142:4 191:13  
 191:21 192:9 195:7  
 195:17,21 196:13  
 225:9 226:6 403:19  
 404:16 405:1,14  
**rapist's** 193:11 195:1  
**rapists** 118:9 415:2  
**rare** 274:9 298:15  
**rarely** 339:9  
**rate** 164:2 345:18,19  
 346:1  
**rates** 116:15 119:13,14  
 119:16 124:3,7 125:4  
**rating** 97:11  
**ratings** 82:8  
**re-victimize** 326:7,10  
**re-victimized** 108:3  
**reach** 20:12 83:5  
 285:19,22 286:22  
**reached** 47:12 168:22  
 179:13 187:7 203:18  
 205:9 247:15  
**reaching** 341:8  
**reaction** 102:8 139:12  
 210:9 384:17 415:6  
**reactive** 301:3  
**read** 28:12 60:7 137:20  
 223:20 279:11 387:9  
**readiness** 21:9,18 22:5  
 113:8 244:10  
**reading** 115:21 318:16  
**readjusting** 71:21  
**ready** 11:8 163:17  
 379:4 401:9  
**reaffirming** 380:22  
**real** 49:11 135:5 138:22  
 139:12 241:13 244:14  
 245:14 319:1  
**real-world** 154:2  
**reality** 199:13 415:4  
**realize** 414:6  
**realized** 238:9  
**Realizing** 366:2  
**really** 13:14 16:4,12  
 58:18 73:6 75:7,15  
 82:6 87:20 93:14  
 102:6 115:10 117:6  
 122:17 123:9,11  
 138:18 141:10 146:13  
 155:16 173:3 177:7  
 181:18 187:16 197:22  
 199:14 202:21 203:17  
 204:2 212:15 215:17  
 215:20 216:13 220:9  
 220:19 221:3 222:9  
 223:12 224:17 225:15

225:16 230:9 236:22  
 237:14 253:1 256:21  
 264:22 267:15 268:19  
 270:4 273:22 277:9  
 277:16 284:22 285:5  
 285:6 288:1 294:4,17  
 297:13 303:7 304:11  
 305:16 309:11,18  
 324:5 327:13 328:18  
 329:17 338:6 339:15  
 342:3 384:11 386:12  
 391:2  
**rear** 160:14  
**reason** 16:8 49:4 59:9  
 64:7 97:6,15 125:2  
 164:12 172:7 196:17  
 237:3 240:9 293:6,19  
 300:11 312:20 314:7  
 314:9 316:9 413:22  
**reasons** 54:10 71:9  
 106:5 247:20 292:16  
 292:17 293:1,18  
 332:14 334:19 394:14  
**reassigned** 204:17  
 364:14  
**reassignment** 365:19  
**reassignments** 300:5  
**reassure** 319:4  
**receive** 10:19 24:20  
 99:5 131:18 168:20  
 266:2 285:2 313:15  
 355:8 361:12 371:11  
 405:13 412:16 413:1  
**received** 6:13 10:21  
 11:3 12:9 23:20 26:21  
 27:3 33:3 49:9 86:14  
 90:5 94:12 95:4 108:9  
 131:15 143:7 167:10  
 187:1,8,20 189:3  
 198:6,11 207:17  
 208:16 226:15 246:12  
 288:16 337:16 346:16  
 347:22 379:17 401:12  
 413:22  
**receives** 369:15  
**receiving** 20:20 27:14  
 44:12 48:20 81:20  
 183:22 186:20 208:15  
 220:15 336:14 394:2  
**recess** 230:11  
**recognition** 22:6,8,9  
**recognize** 274:5 275:20  
 277:12 281:8 351:22  
 363:8  
**recognized** 218:10  
**recognizes** 315:11  
**recommend** 230:18  
**recommend** 52:22

74:11 77:8 235:5  
 253:20  
**recommendation** 91:19  
 150:5 156:18 257:2  
**recommendations** 2:2  
 4:2 11:11 14:3,16  
 19:22 52:7 61:11 68:2  
 73:17 88:20 100:18  
 100:19 233:17 252:9  
 289:11 310:18 358:5  
 400:21 409:16 410:18  
**recommended** 39:10  
 64:22  
**recommending** 87:5  
 89:18 128:6  
**recommends** 54:12  
**reconcile** 274:16  
**record** 6:20 9:22 18:2  
 41:5 66:9 105:6 132:1  
 148:2 152:20,20  
 209:1 230:15 295:1  
 343:17 366:4,5 401:7  
 419:22  
**recording** 8:4  
**records** 17:11,17 28:11  
 28:13,13,15 119:9  
**recourse** 13:8 16:12  
 101:5 201:14  
**recover** 16:5 299:5  
**recovery** 213:15 214:10  
 370:16  
**recrimination** 162:2  
**recruit** 148:12 202:20  
**recruiter** 189:7  
**recruiting** 163:21,22  
**red** 189:2 210:14  
 220:14  
**redress** 52:10 392:1  
**reduce** 386:1  
**reduced** 175:10 289:8  
 365:21 405:14  
**reducing** 133:9 248:2  
**reduction** 360:22 361:2  
**reemphasize** 401:18  
**reenlistment** 189:3  
**refer** 10:2 233:2  
**reference** 134:14  
**referenced** 28:15  
**referral** 36:11,16,22  
**referrals** 56:14 259:17  
 260:5 261:8  
**referred** 7:7 25:20  
 26:13 43:18 205:10  
 209:20 248:10 350:10  
 350:12,13 351:17  
 354:7  
**refers** 65:2 356:19  
**reflect** 340:2 375:1

- reflective** 35:20  
**reform** 53:18  
**reforms** 12:17 13:22  
 16:9 64:22 410:12  
**refuse** 110:7 292:2  
 372:14  
**refused** 148:15 177:3  
 181:1 186:17  
**regain** 405:17  
**regard** 53:15 87:9 94:10  
 100:3,8 162:8 277:14  
 289:13 408:6  
**regarding** 3:11 4:15  
 5:19 10:17 45:6 60:15  
 153:6 154:3 156:21  
 157:1 189:15 205:4  
 233:14 343:21 348:1  
 352:22 358:6 366:19  
**regardless** 33:16 247:6  
 288:17 319:19 346:13  
**regards** 110:2 232:9,18  
 241:11 356:21 392:18  
 409:17  
**regimented** 72:21  
**Region** 367:19  
**Region/Marine** 3:17  
**regional** 256:1 258:11  
 304:2,14 358:7  
 382:15  
**regions** 304:4  
**register** 24:1  
**regret** 173:16 248:11  
**regretted** 228:2  
**Regs** 327:10  
**regular** 63:20 136:4  
 219:10 270:16 321:22  
**regularly** 34:2 35:12  
 376:8  
**regulations** 14:20  
**reinforce** 54:13  
**reinforced** 404:21  
**reinforcement** 357:13  
**reinstated** 211:13 229:9  
**reiterate** 366:18  
**reiterated** 348:16  
**rejected** 38:2 383:22  
**relate** 316:1  
**related** 5:17 7:8 8:14  
 17:13 240:17 247:21  
**relates** 52:10 409:15  
**relating** 355:12  
**relation** 89:6  
**relations** 185:14  
**relationship** 122:20  
 137:4 149:4 168:16  
 209:7 232:21 285:18  
**relationships** 125:19  
**relatively** 274:9,17  
 327:7 374:12,22  
 379:1 391:4  
**relaxing** 370:19  
**relay** 377:21  
**release** 94:16 96:6  
**released** 309:14  
**relentlessly** 164:7  
**relevance** 305:10  
**relief** 17:9,14,16 18:4  
**relieved** 173:8 174:20  
 204:10  
**religion** 167:14  
**relive** 178:18  
**relocate** 109:2  
**relocated** 51:11 361:17  
**reluctance** 414:16  
**rely** 62:14 376:15  
**remain** 151:1,17 204:7  
 204:18 256:8 303:20  
 331:20 414:3  
**remainder** 144:21  
**remained** 151:7 204:16  
 360:1  
**remains** 121:10 354:8  
 365:13  
**remark** 25:18  
**remarks** 67:8 160:8  
 165:15  
**remedied** 362:10  
**remedy** 16:14 29:7  
**remember** 69:16  
 143:22 144:10 210:2  
**remembered** 210:13  
**remind** 260:4 408:4  
**reminding** 326:5  
**remove** 21:5 145:5  
 313:6  
**removed** 146:12 170:21  
 170:22 320:15  
**removing** 118:14  
**repealed** 46:16  
**repeat** 261:14  
**repeatedly** 53:2 64:4  
 219:13 414:21 419:2  
**repercussions** 14:22  
 155:6  
**report** 2:2 4:2 5:21,22  
 7:8 8:22 9:7 11:10,15  
 11:21 13:4,18,21  
 14:17 16:21 22:19  
 39:13,16 41:21 42:5  
 45:11 47:14 48:19  
 49:3,6 51:10,13,14,21  
 56:4 60:12,19 64:9  
 65:13 68:5,6 73:16  
 86:15 87:6,14,21  
 89:17 96:13 99:1  
 113:2 117:15,18  
 119:17 121:8 127:21  
 149:15 152:11,15  
 154:6 161:20 175:13  
 182:11 190:5 204:4  
 231:12,22 232:2,3,10  
 232:19 234:5 235:1  
 242:9,17 243:6,22  
 245:16 246:4,5,17,18  
 250:20 257:5,20  
 258:21,22 260:1,12  
 260:22 264:15,15,17  
 269:3 274:13,17  
 275:12 280:11 282:5  
 287:15 290:11,12  
 293:3,5 299:17  
 319:10 338:9 344:11  
 348:17 350:6 353:14  
 355:21 357:3,10  
 372:13,22 384:21  
 385:6 386:13,18,22  
 388:16 392:8 393:8  
 395:1 409:3  
**report's** 52:7  
**reported** 15:1 16:18  
 17:16 21:3 22:19,22  
 23:5,12,14 25:6,13  
 33:11,22 34:18 42:20  
 52:1 57:21 58:15,22  
 59:20 70:15 108:21  
 112:20 113:1,4 114:4  
 121:2 140:5 150:21  
 161:19 172:7 177:21  
 182:12 184:19 185:12  
 185:16 187:15,19  
 192:3 200:10 222:6  
 231:10 250:19 255:22  
 256:18 257:19 269:7  
 277:20 292:12 349:5  
 355:17 364:6 372:5  
 378:22 384:22 385:7  
 391:5 409:8  
**reporting** 2:16 4:9  
 10:11 18:9 21:11 23:9  
 23:10 48:7 50:3 52:2  
 53:9,12 55:14 65:16  
 87:17 93:10 99:19  
 100:3 110:3 113:22  
 114:6 119:18 134:12  
 136:5 151:13 160:4  
 167:6,7 173:16  
 174:14 183:19 185:15  
 186:20 187:6 204:9  
 204:11 211:22 230:22  
 231:18 245:4 247:5  
 250:16 255:17 256:2  
 260:15 290:14 316:18  
 339:18 344:19 345:15  
 345:18,19 346:1,14  
 355:12,19 356:21  
 357:1 361:15 362:3  
 375:1 385:5 410:3  
**reports** 6:21 45:10 56:3  
 111:12 123:20 142:1  
 175:5,17,18 236:9  
 242:16 244:5 245:9  
 247:15 255:21 256:10  
 293:2 300:4 307:16  
 339:19 346:4,17  
 358:6 361:9 418:2  
**Reprehensible** 130:22  
**represent** 255:11  
 298:18  
**representation** 50:6  
 53:22 54:16 61:19,21  
 61:22 62:4 88:8,17  
 197:21  
**representative** 26:14  
 370:10 371:16 388:20  
 395:6  
**represented** 325:19  
**representing** 226:6  
**represents** 356:16  
**reprimand** 23:20 26:6  
 36:10 108:10 135:18  
 145:11 170:13 405:6  
**reprimanded** 163:13  
 169:19 180:1 197:2  
**reprimands** 135:20  
**reprisal** 30:10 36:21  
 59:21 60:2 155:11  
 159:10 162:1 242:19  
 350:1 351:14 354:7  
 370:21 397:2,6,8,16  
 399:6 410:4 411:11  
 411:21  
**reprisals** 39:12 60:8  
**reprised** 385:21  
**reprising** 60:4  
**reputation** 36:9 38:22  
 163:3 187:11  
**request** 6:18 45:4 57:1  
 196:22 204:17 205:5  
 216:14 364:19 389:2  
**requested** 11:1 56:22  
 103:2 196:18 347:5  
 365:22 366:10,13  
 371:2  
**requesting** 366:8  
**requests** 6:13 10:21  
 19:2 38:17 132:3  
 265:10 365:19 401:12  
**require** 65:6 92:6,9  
 153:19 256:1 376:6  
**required** 27:5 33:16  
 42:17 151:21 156:22  
 365:10 373:5 390:12

- requirement** 111:2  
 286:17 390:15  
**requirements** 359:7,13  
 371:14  
**requires** 20:16 33:11  
 93:5 256:9 357:11  
**requiring** 52:22 90:14  
 151:17 411:1  
**rescinds** 264:5  
**rescue** 158:16,20 160:5  
 160:7 163:4,18  
 164:13 165:1,13,17  
 165:18,19,22 341:15  
**research** 11:20 15:4  
 16:16 76:19 97:15  
**Researcher** 2:3  
**resentment** 132:17  
**reserve** 28:21 409:10  
**residential** 205:13  
**resign** 110:7  
**resiliency** 363:7  
**resistance** 166:8  
**resolution** 265:6  
**resolve** 27:7 106:1  
 176:1 350:2 412:12  
**resolved** 30:9 38:16  
 208:18 235:2 351:14  
**resolving** 189:19  
**resource** 30:22 253:20  
 318:15  
**resources** 6:5 201:19  
 224:10 226:3 253:19  
 318:18  
**respect** 11:20 12:18  
 64:3 124:19 248:22  
 248:22 249:4,7  
 309:19 356:17 363:21  
 366:19 377:5 414:12  
 415:21  
**respectable** 210:16  
**respected** 356:18  
**respectfully** 45:4  
**respects** 345:22  
**respects** 253:8 269:16  
**respond** 92:15 175:17  
 217:16 284:8 292:20  
 301:4 313:21 367:9  
 389:1  
**responded** 175:4  
**responder** 314:1  
**responders** 379:15  
**responding** 3:3 4:10  
 10:14 190:21 257:5  
 283:15,15 295:6  
**response** 1:7 8:17 10:7  
 23:12 34:19 80:17  
 81:20 153:7 172:3  
 239:2 255:2 257:13  
 257:14,19 279:18  
 288:5 300:14 302:10  
 304:14 345:1 347:7  
 347:21 348:5,10,19  
 348:20 349:3,16,20  
 350:6,16 351:1,7,16  
 356:4 368:3,20  
 369:11 370:6,13  
 376:3,4 391:10,14  
**responses** 16:2 172:19  
 232:3 392:22  
**responsibilities** 3:11  
 4:15 10:17 20:15  
 343:20 352:21  
**responsibility** 87:9  
 152:6 193:10 225:1  
 306:22 326:18 328:22  
 361:16 365:17 375:12  
 375:14,21 399:8  
 407:6  
**responsible** 21:8  
 172:10 312:6 316:22  
**responsive** 296:16  
 303:20  
**rest** 127:1 154:2 185:4  
 221:22 248:18 297:10  
 315:9 351:20 412:16  
**restrict** 82:13  
**restricted** 222:12  
 245:16 246:3 263:10  
 263:14,16 264:16  
 299:17 346:5,17  
**restriction** 208:2,12  
 246:13  
**restrictive** 190:10  
**restructure** 254:1  
**result** 18:3 27:11 49:17  
 50:17 53:9 65:15  
 116:8 130:14 131:4  
 150:1 151:13 208:10  
 231:11,17 235:3  
 260:21 291:6 305:14  
 360:16 361:1 411:11  
 416:13  
**resulted** 19:6 149:16  
 161:12 289:3 344:18  
**resulting** 62:1 157:10  
**results** 122:9 146:10  
 302:14 326:22 378:8  
**resumed** 105:6 148:2  
 230:15 295:1 343:17  
 401:7  
**retaliate** 45:8 69:8 91:6  
 323:5  
**retaliated** 18:17 19:3  
 52:18 84:22 120:3  
 127:21 147:12 155:4  
 182:14 202:8 236:2  
 236:14,22 237:5  
 240:18 241:6,12  
 255:16 256:4,12,19  
 257:20 262:12 274:15  
 322:4 372:6 381:5  
 411:9  
**retaliating** 19:7 53:4  
 79:4 92:2 95:16  
 284:22  
**retaliation** 1:7 2:7,11,16  
 3:3,11 4:3,6,9,11,16  
 8:17 9:1,12,17 10:10  
 10:14,17 11:18 13:4,7  
 14:18,21 15:9,11,13  
 15:15 16:13,19,22  
 18:13,17,21 20:6  
 22:12 27:8,14 28:9  
 29:7,10 30:2,9,10  
 31:18 38:5 44:21 52:5  
 52:8 53:11,19 54:15  
 55:14 58:1,2 64:17  
 65:12,14,15,15,17,18  
 66:8 68:10,16 72:18  
 73:2,7 78:8,22 81:19  
 84:16 87:6,8,17 88:3  
 88:5,10 89:7,18,22  
 90:12,18,21 91:1 92:2  
 92:12,19 93:8,11 99:1  
 99:5 100:1,7,9 101:2  
 104:3 105:9 109:15  
 111:6,7 113:14  
 114:14 116:11 117:3  
 117:12 120:2,5  
 121:12 123:2 127:11  
 127:20 128:8,19  
 133:13,16,22 134:2,5  
 134:11 136:14,20  
 139:22 140:2 141:19  
 141:22 142:1 143:7  
 148:16,21 155:16  
 156:12,20 162:9  
 166:8 167:7 174:13  
 175:6,19,22 182:3  
 185:17 186:6 191:19  
 196:17 198:12 211:9  
 217:19 229:2,5,18  
 230:5,21 231:11,15  
 231:19,22 232:2,10  
 232:19 233:8,10,20  
 234:2,5,7,10 235:1,3  
 235:9 236:13 237:3  
 237:14 238:8 239:12  
 240:2,5,20 242:18  
 243:6 244:7,20 245:4  
 245:5,6,13 247:7,10  
 247:21 248:2,8 249:8  
 249:22 250:2,7 251:4  
 251:21 253:22 254:4  
 255:18,21 257:1,6,9  
 260:15 261:6 262:4  
 262:11 265:16,17,20  
 267:15 269:18 274:10  
 275:1 276:20 277:14  
 279:10 280:12 281:9  
 282:5 283:16 284:3  
 284:18,20 285:11  
 286:3 288:13 292:20  
 293:18 295:6,9 298:2  
 298:6,10,12 300:9,12  
 300:13,20 301:3,12  
 301:14,17,21 304:12  
 304:16,21 305:15  
 307:14 308:1 310:9  
 311:6 314:1,3,15,21  
 316:20 317:15,20  
 320:3,9,20 321:4,16  
 322:2,6,7 323:6 326:4  
 326:22 327:1,2,5,15  
 328:1 330:3 338:10  
 338:22 339:15 340:19  
 341:17 343:21 344:10  
 345:4,5,9 346:22  
 348:1 349:11 350:1,5  
 350:17 351:12 352:3  
 352:22 353:15,19,21  
 354:3,6,8,13 355:3,13  
 355:17 356:9,21  
 357:9,22 358:6  
 361:22 363:18,20  
 364:1,8,22 365:2,16  
 366:19,21 367:4  
 368:2 369:3,4 370:1  
 371:20 372:11,15,19  
 372:21,22 373:3  
 377:11,12,13,14,15  
 377:17 378:2,7,11,15  
 378:21 379:3,11,13  
 379:18 380:4,10  
 390:13,16,17,20  
 391:4,20 392:12,19  
 394:2 397:7,8,16  
 399:5 402:21 409:11  
**retaliators** 94:11  
**retaliatory** 22:1,4 24:5  
 25:8 32:2 68:11 72:12  
**Retelling** 404:19  
**reticent** 273:13  
**retire** 141:17 163:15  
**retired** 2:4,8 31:8 45:19  
 50:21 70:19,21 97:16  
 235:20 401:22  
**retirement** 28:9 29:2  
 31:11 51:4 104:1  
 131:18 165:9  
**retiring** 255:5  
**retrain** 36:15 189:1,5

**retraining** 189:12  
 190:14  
**retribution** 251:21  
**retrieve** 48:2  
**return** 274:4 328:7  
**returned** 37:7 164:2  
 205:14 403:17  
**returning** 27:1 35:2  
**revealed** 418:13  
**revenge** 195:8  
**reverse** 308:16  
**revictimized** 198:13  
**review** 5:15 8:11,16  
 21:21 50:19 59:22  
 178:13 234:14 242:8  
 242:16 345:8 375:17  
 378:14 382:5 401:19  
**reviewed** 60:3 116:2  
 242:10,14 251:7,8  
 256:8,16  
**reviewing** 7:7 328:20  
**reviews** 20:13 24:19  
**revoked** 35:6 36:22  
**rewarded** 39:17  
**Rhoad** 2:3 8:21 19:18  
 19:20 51:18 56:12  
 72:15  
**Richard** 107:8  
**Rico** 306:21  
**rid** 112:6 130:2 133:5  
 188:2  
**right** 21:6 62:11 68:10  
 86:22 89:11 90:12  
 91:22 114:16 122:9  
 122:14 125:6 127:12  
 130:11 145:7,9  
 155:14 158:2 194:13  
 211:6 213:10 222:9  
 223:13 241:9 270:20  
 273:5,8 277:6,7  
 300:20 301:22 302:16  
 326:17 334:12 352:12  
 377:7 384:16 394:9  
 399:18 400:3,4 405:4  
 414:5 416:20  
**rightfully** 299:7  
**rightly** 273:12  
**rights** 2:2,3,3,4 4:2 8:22  
 9:6 11:10 12:7 15:5  
 53:21 54:12 55:12  
 62:20 63:17 73:16  
 83:10 86:18 104:22  
 115:6 159:16 162:4  
 283:11 309:4 327:2  
 364:18 388:18  
**rise** 245:6 289:2  
**risk** 75:9 169:5 286:11  
 312:21

**River** 3:14 352:9,13,14  
 353:2,8  
**road** 222:22  
**Roads** 3:6 239:2 302:21  
 303:5  
**roaring** 26:8  
**robust** 344:21,22  
**role** 40:20 86:11,20  
 114:18 118:14 155:1  
 324:4,5,6 325:4 344:7  
 349:14 359:4 363:14  
 375:3 406:20  
**roles** 3:11 4:15 10:16  
 311:21 343:20 352:21  
**rookie** 112:12  
**room** 26:5,7 81:5  
 112:16 160:13 177:4  
 186:4 204:20 207:19  
 207:21 209:13,13  
 236:11,12 391:11  
 403:14  
**root** 52:3 150:16 212:22  
 214:8 248:4 352:2  
**roster** 337:16  
**rosters** 288:21  
**rosy** 371:22  
**ROTC** 20:10,13 31:4  
**roughly** 17:2 41:10  
 197:7 258:17  
**route** 331:5,6  
**routine** 330:20 331:1  
 332:22  
**row** 207:10  
**Royal** 187:2  
**rub** 46:10  
**rubbed** 48:5  
**rude** 297:17  
**rugby** 106:16 107:4,15  
 107:18 108:9 142:2  
 143:8  
**ruin** 294:1,2 319:11  
**ruined** 165:13 185:14  
 187:11  
**ruining** 171:4  
**rules** 299:18 408:5  
**rumor** 194:22 219:7  
 291:1  
**rumors** 42:13 48:8  
 172:11 194:4 281:5  
 367:1  
**run** 58:17 179:4 376:7  
**running** 295:7 297:13  
 351:19  
**Rwanda** 15:6

---

**S**

---

**S** 5:1 6:10  
**S.F** 2:13 157:19,20

158:5,9 159:3,8 218:7  
 341:12  
**SABRE** 323:13  
**sacred** 313:10  
**sad** 139:13 406:14  
**saddened** 120:15  
**saddens** 121:9  
**safe** 111:13 204:10  
 355:18 364:10 391:9  
 406:4  
**safer** 206:6 246:16  
**safety** 149:11 154:12  
 190:16 242:18 369:16  
 370:18 395:18,20  
**sailor** 44:18 182:14  
 243:8 305:17 333:14  
 335:7  
**Sailors** 244:6 281:7  
 305:4,10 306:4  
**salary** 31:6  
**saluted** 144:14  
**sample** 342:21 378:22  
**San** 32:11 163:21  
 205:11 366:1,5,11  
**Sanders** 402:3,6,10,11  
 402:12,14,16 406:1  
 408:9  
**SAPR** 2:18 154:11  
 177:2,6 193:21  
 219:17 220:11 224:12  
 232:14 233:14 235:14  
 235:18 249:15 264:13  
 266:21 268:16 296:20  
 304:5 305:2 328:18  
 370:11  
**SAPRO** 255:21 270:11  
 373:1 394:15  
**Sara** 2:2 8:20 11:11  
**SARB** 250:1 251:10,14  
 261:20  
**SARC** 2:16,17,20,21 3:1  
 3:2 4:9 44:6 57:6 77:7  
 77:10 83:20 103:14  
 104:8,8,14,14 171:1  
 179:17 187:14 188:7  
 188:17 222:22 223:6  
 230:22 231:5,13  
 234:8 235:4 238:18  
 239:16 241:8,18  
 242:4,7,17 249:11,17  
 249:21 252:7 254:18  
 258:11 264:19 265:8  
 267:21 268:12 269:3  
 271:19 273:10 280:16  
 282:21 290:6 296:15  
 304:10 305:11 342:9  
 362:8 371:1 372:17  
 395:11

**SARC-type** 177:6  
**SARCs** 56:9,9,13,15  
 77:9 235:6 239:6  
 256:1 267:17 268:4,9  
 268:20,22 270:7,11  
 270:14 271:1,2,5,6,9  
 304:2,13,14 338:7  
 378:19 379:15 380:7  
**sat** 80:16 81:2 85:18  
 110:22 121:13 178:17  
 276:3,3  
**satisfactory** 390:7  
**satisfied** 418:20  
**satisfy** 390:8  
**saturation** 305:8 309:9  
**save** 142:10  
**saw** 23:1 60:21 66:2,22  
 83:3,13 162:16  
 205:22 218:9 221:21  
 278:22 307:22 326:22  
 381:8 403:20,20  
 406:4  
**saying** 25:22 61:4 69:4  
 69:8 86:4 97:1 103:19  
 106:4 123:16 124:21  
 132:15 155:20 169:22  
 194:18 195:3,17  
 196:15 198:2 253:12  
 258:10 263:1 278:6  
 302:3 321:4 330:17  
 393:6 404:9 418:20  
**says** 69:18 91:16 126:2  
 261:4 372:4 393:18  
**scale** 251:22  
**scared** 144:10 416:21  
**scares** 329:5  
**scars** 298:22 299:3  
**scary** 252:2 301:7  
**scenario** 237:20 300:9  
**scenarios** 154:11  
**scenes** 138:17 189:14  
**schedule** 154:15,18  
 362:16  
**scheduled** 21:12  
 115:14 295:8  
**Schofield** 3:1 249:11,19  
**school** 43:15 44:11  
 45:17 108:20 131:19  
 143:9 158:13,21  
 165:17 200:19 202:17  
 203:4 330:10,12  
**schooling** 31:2,4  
**scope** 375:11  
**scum** 185:20  
**Sea** 165:21  
**SEAGIS** 342:11  
**search** 17:10  
**seas** 165:22

**seasoned** 185:17  
 305:17  
**seat** 315:1  
**seats** 295:4  
**second** 2:13 61:17  
 176:5 208:7 229:1  
 242:22 243:1 247:4  
 259:2 277:7 280:19  
 330:7 354:12 370:22  
**secondary** 21:22 22:3  
**secrecy** 157:4  
**secret** 36:14 173:17  
 215:6 315:5 342:12  
**Secretary** 7:4 144:1  
 311:15 407:11  
**section** 5:13,19 33:16  
 48:2 290:12 299:8  
 320:16 348:22  
**sections** 300:5  
**sector** 138:15  
**secure** 165:9  
**security** 33:12,22 34:18  
 60:11,17 77:1 140:9  
 183:20,20 194:5  
 363:6  
**sedative** 416:6,13  
**see** 12:19,22 16:9 32:7  
 37:2 40:13 47:6 61:6  
 63:18 65:20 68:7,10  
 68:12,15 71:18 72:11  
 75:2 76:13 87:18 89:5  
 97:16,22 117:22  
 128:18 136:15 138:19  
 139:4 141:18 143:3  
 153:12 167:19 169:3  
 169:4 175:16,20  
 179:21 180:3,5  
 181:14,16 182:19  
 195:22 196:2 204:20  
 204:22,22 216:11  
 220:21 221:20 228:10  
 244:11 246:8,10  
 259:9 270:6 281:1,18  
 288:13 290:7 295:8  
 298:17,20 312:11  
 313:10 316:9 322:19  
 324:16 329:1 342:22  
 351:19 367:12 382:7  
 382:17 406:5  
**seeing** 72:4 210:13  
 216:16 217:10 223:1  
 254:11 279:15 283:16  
 295:11,13 303:11  
 340:14  
**seek** 18:2 50:1 183:1  
 204:14 223:5 256:13  
 258:4 267:7,7 285:15  
 301:12 316:9,10

321:15  
**seeking** 112:7 337:9  
**seen** 66:13 114:8  
 121:12,15 146:13  
 157:9 181:4 201:6  
 216:10 239:18 244:4  
 247:11 248:7 266:21  
 279:11 287:7,8,9,11  
 287:15,17 288:8  
 298:19 300:22 302:14  
 305:7 314:1 322:7  
 330:9 338:11 372:12  
 404:4 410:11  
**sees** 288:4 324:18  
 355:16  
**selected** 112:1  
**self** 54:10  
**self-destructive** 205:7  
**self-referral** 205:11  
 209:10  
**Semper** 166:2  
**senator** 27:8 52:15  
 59:11 94:14 109:6  
 146:5  
**send** 24:11 91:12  
 127:15 178:21 179:6  
 181:6 343:4  
**sending** 162:10  
**sends** 127:15  
**senior** 2:2 21:1 23:13  
 23:14 45:19 49:5,7  
 163:14 166:9 167:9  
 170:1 172:16 174:9  
 174:11 191:12,13  
 212:20 223:18 250:21  
 253:15 296:2 297:2  
 302:4 303:2,16 311:7  
 315:8 323:16 325:19  
 325:21 329:3,8  
 347:16 359:11 366:15  
 368:14 375:8 378:17  
 398:22 399:1 404:20  
 417:3  
**sense** 80:13 123:17  
 126:14,21,22 137:4  
 224:18,20 259:8  
 287:18 328:6,10  
 391:2 392:11  
**sensed** 366:14  
**sensitive** 327:21  
**sent** 24:20 28:20 42:22  
 75:3 78:14 126:16  
 162:16 177:11 179:7  
 179:21 186:10 301:4  
**sentence** 191:17 323:9  
 361:7  
**sentenced** 191:15  
 211:21 360:21

**Sentinel** 106:2  
**separate** 49:19 57:19  
 58:13 61:8 65:8 80:7  
 136:8 186:21 188:5  
 193:14 206:20 257:9  
 291:4 361:13 376:4  
**separated** 165:3 207:1  
 294:7 361:6  
**separately** 61:12 136:7  
 268:11  
**separation** 149:20  
 186:22 188:14 190:15  
 210:21 211:15 361:4  
 366:3  
**September** 34:12 41:17  
 188:15  
**sergeant** 2:5,9,12,14,15  
 3:1,4,8,9 25:17 26:1,4  
 26:6,9,10 28:1 32:8  
 32:11,21 40:6 45:19  
 59:1 71:14 77:16  
 166:21 169:8,17,20  
 170:3 171:12 172:15  
 172:15 175:10 184:10  
 184:13,17 186:4  
 191:4 206:12,16  
 208:22,22 209:15  
 210:5,8,10 220:20  
 223:16 249:10,14  
 286:18 295:9,16,20  
 296:4,11,18,21 297:7  
 310:22 311:8,9,18,21  
 313:8 314:18 315:11  
 315:13 317:4,9  
 321:13 324:2,9 325:5  
 335:15 377:20,21  
 398:18 399:9  
**sergeants** 62:8 169:22  
 251:17  
**series** 106:17 107:2  
 340:16  
**serious** 70:18 91:14,16  
 148:17 321:3 344:15  
 398:19  
**seriously** 57:3 141:3  
 161:20 216:6 217:9  
 231:17  
**seriousness** 342:4  
**serve** 20:9 40:21 141:8  
 303:2 311:6,18 359:5  
 410:8 413:15 415:4  
**served** 45:18 71:14  
 115:2 255:4 272:15  
 296:9,21 304:18  
 313:8 341:12 353:4  
 404:15  
**service** 12:4,14 14:12  
 14:14 30:21 32:3

51:22 52:13 68:21  
 81:13 83:1 88:21 89:1  
 92:18 93:16 97:2  
 111:17 114:3 117:21  
 119:12 139:18 147:19  
 165:4 194:16 209:8  
 212:6,12 230:1,2  
 243:3 255:13 259:19  
 272:5 294:1,2,19  
 303:4,17 308:5  
 310:14 321:11,14,21  
 333:5 334:11 336:2  
 337:5 343:14 364:7  
 370:9 374:1,8 382:13  
 382:18 383:4 385:7  
 386:3 389:15 399:10  
 400:19 409:5,18  
 413:7,16 414:1,21  
 419:11,12  
**Servicemember** 191:7  
 191:9  
**Servicemembers** 52:16  
 127:3 202:1 224:7  
**Servicemen** 121:19  
 410:16  
**services** 9:16 88:21  
 92:18,22 183:21  
 228:11 239:20 242:12  
 256:10,13,14 258:20  
 259:12 261:13,14  
 263:6 264:1,9 265:11  
 266:3,3 270:21 272:9  
 284:4 334:12 335:20  
 338:4 340:20 346:15  
 361:19 369:9,17  
 371:5 372:14 376:4  
 381:4,20 382:17,20  
 384:14 395:10 396:1  
 396:2 398:6  
**servicing** 365:9  
**serving** 55:22 138:11  
 159:10 166:5 171:1  
 191:16 233:5 250:9  
 255:12 297:5 353:1  
 358:20 359:1 374:1  
 402:20 409:21  
**session** 8:19 9:14 10:4  
 10:15 11:9 81:7  
 321:19 323:9 380:8  
**sessions** 8:2 10:1,1  
 190:4 313:22 380:2,3  
**set** 21:19 24:5,13 25:11  
 78:15 115:13 141:10  
 188:17 211:12 287:13  
 291:7 298:9 322:8  
 345:13 354:15 416:18  
 419:2  
**sets** 417:5

- setting** 18:11 67:10  
 85:11 127:22 236:8  
**settings** 138:1  
**seven** 360:21  
**severe** 13:5 15:8 18:16  
 70:12 163:2 343:1  
**severed** 97:2,3 122:20  
**sex** 24:1 160:12 195:7,8  
 244:14 248:11  
**sex-related** 206:5  
**sexism** 133:17  
**sexual** 1:7 5:17 7:11  
 8:13,18 9:1,15 10:7,9  
 10:10 12:6,21 15:2,16  
 16:9,17,18,21 17:13  
 17:16 18:9 22:22 23:8  
 25:18 28:14 34:19  
 36:4 37:20,22 39:12  
 41:8 42:20 43:17 45:6  
 45:10,11 46:19,20  
 50:3 51:1,2 52:1 53:6  
 54:17 55:15,18 57:17  
 58:7 60:11,12,16,20  
 63:7,8 65:13 67:17  
 68:20 71:6 85:21  
 86:11,15 87:14 88:1  
 89:8 90:4 95:9,14  
 96:12 107:19 108:1  
 108:14 109:19 110:2  
 110:3 113:14 115:10  
 116:10 118:11 119:7  
 119:20 120:1 121:3  
 123:20 124:6,17  
 128:7 130:3,6,13  
 131:3 134:3,16  
 135:15 136:2,13  
 137:12 149:15 150:6  
 152:11 153:6 154:3,6  
 156:21 157:2 159:9  
 159:12 160:8 162:14  
 167:6 175:5,17 178:6  
 178:18 182:8 184:19  
 185:12,15 186:9  
 187:7,15 190:1,2,5,22  
 206:9 209:3 211:8  
 215:4,20 231:12,19  
 232:1 236:9 239:1  
 242:9,20 243:10,15  
 243:19 244:4,8,15,17  
 245:2,9 246:4,5,6,15  
 246:17 247:5,14  
 248:4,6,10,21 249:3  
 255:2,8,9,17 256:9  
 257:10,19 260:13,22  
 264:15 265:16,21  
 269:13 274:14 281:2  
 287:14 298:4 300:14  
 301:7,10 302:9  
 307:16 309:16 313:14  
 316:3,3 317:16 318:3  
 319:9 320:11 327:17  
 327:21 332:4,8,20  
 333:3,16 337:14  
 338:18 342:4 344:9  
 344:11,18,22 346:22  
 347:6,21 348:4,9,18  
 348:20 349:2,15,18  
 349:20 350:5,16,22  
 351:7,15 355:12  
 356:4,22 357:18,18  
 357:22 358:6 360:6,9  
 360:10 361:9,12,14  
 365:19 368:19 369:9  
 369:10 370:9,13  
 372:5,9,10 373:4,6  
 375:17 376:12 378:14  
 380:1 381:22 383:13  
 387:21,21 391:9,14  
 392:19 393:19 395:2  
 402:1 406:5 409:4,11  
 409:20 410:4  
**sexually** 34:2,13 42:1,4  
 43:13,14 44:13 51:7  
 96:22 106:14,18  
 107:17 114:3 149:13  
 184:21 203:20 204:2  
 205:1,22 211:18,19  
 236:21 242:21 246:20  
 248:14 269:8 273:11  
 313:10 318:7 359:18  
 402:19 414:22  
**Seymour** 2:17  
**Seymour-Johnson**  
 231:5 233:16 234:11  
**SFC** 249:13 252:16  
 261:10 263:9 271:11  
 278:2 288:8 290:8  
**shake** 34:11 79:7  
 131:12 144:6  
**shaking** 210:6  
**shame** 107:3  
**shameful** 418:14  
**shape** 354:14  
**share** 9:16 40:9 148:13  
 150:10 212:13 230:8  
 236:15 237:19 251:12  
 269:4 282:17 304:9  
 306:12 313:19 343:12  
 400:20 408:11 410:21  
 419:16  
**shared** 61:15 237:18,20  
 243:11 347:2  
**shares** 350:16  
**sharing** 105:17 231:2  
 274:18 280:17 311:14  
 376:10 412:22 419:8  
 419:10  
**SHARP** 278:21 288:11  
 290:13 375:1,15,21  
 380:7  
**SHARPed** 279:17  
**she'll** 404:10  
**shed** 342:4 410:21  
**sheet** 158:2 329:5  
**shell** 39:2  
**shift** 116:17 130:10  
 417:20  
**shifts** 47:20  
**ship** 41:2,22 42:6,9,13  
 43:1,6 332:15 335:7  
 418:22  
**ship's** 42:8 416:15  
**shipmates** 43:3 416:16  
**shock** 304:10  
**shook** 144:4,5  
**shop** 160:1,7,18 161:19  
 166:11 194:1 195:14  
 220:2  
**shops** 278:10  
**shore** 334:4  
**short** 77:5 139:16  
 203:19 299:9 411:6  
**shortly** 41:6 161:22  
 168:19  
**shot** 96:2 416:5  
**shots** 404:6  
**shoulder** 81:21  
**shout** 374:19  
**show** 16:1 79:3 286:14  
 382:8 407:4  
**shower** 160:13  
**showing** 201:6 338:9  
**shown** 111:22 377:10  
**shredded** 131:15  
**shut** 68:22,22 138:13  
 180:15 198:6 200:7  
**shy** 385:20  
**sick** 85:15 86:5  
**side** 82:22 97:9,11  
 127:6,7 129:12  
 136:16 137:10 160:21  
 169:22 171:17 212:9  
 216:22 217:3 229:3  
 245:22 307:7 327:19  
**sides** 130:21 153:16  
 195:18 217:1,2  
 237:11 245:22 366:16  
 397:4,13  
**sign** 69:8,10 103:15  
 218:14 222:14 417:20  
**sign-in** 288:20  
**signal** 24:21 404:8  
 405:12  
**signals** 363:8  
**signed** 177:13 218:15  
 414:2  
**significant** 53:12 194:3  
 208:11 299:13 309:8  
 375:6  
**silence** 200:3  
**silent** 200:10 204:7  
 384:3  
**similar** 190:11 219:2  
**simple** 109:14 340:21  
 360:13  
**simply** 116:4 120:17  
 307:1 377:7 417:19  
 418:19  
**Simultaneously** 396:22  
**singing** 138:1  
**single** 53:17 307:14  
 322:13 324:19 405:19  
**sir** 59:17 62:3 68:17  
 76:5 77:14,17 141:6  
 155:17,21 213:9  
 267:3 270:9 281:21  
 297:7,22 302:19  
 303:8 310:22 321:18  
 323:12 324:11 325:9  
 326:16 335:11 387:10  
 389:9 392:16 393:6  
 394:21 396:13  
**sister** 406:8  
**sister/brother** 332:6  
**sit** 40:17 42:12 83:16  
 125:22 178:8,8,9,14  
 178:17 307:2  
**sitting** 84:11 179:1  
 199:20 249:20 250:9  
**situation** 15:20 21:5,11  
 29:8 40:2 50:14 70:18  
 74:6 77:20 80:13  
 81:18 108:17 145:6  
 160:3 169:9 172:17  
 174:4 187:5 188:21  
 189:15 214:19 266:10  
 280:3,4 351:11 384:1  
**situations** 29:12 80:2  
 114:15 190:11 215:1  
 364:17  
**six** 25:11 140:1 208:14  
 296:22 405:15,16  
**size** 378:22 388:10  
**SJA** 267:22  
**skills** 205:19  
**skin** 406:9  
**skip** 181:7,9 295:10  
 297:9 303:5 306:11  
 411:7  
**skull** 160:20  
**slap** 47:17 90:12 160:14  
 415:2

- slapping** 135:8  
**slate** 23:22  
**sleep** 416:7  
**sleeping** 246:12,16  
 416:7  
**slew** 161:13  
**slides** 288:20  
**slightly** 132:5  
**slim** 116:7  
**slow** 336:20 337:1  
**slowly** 206:9 407:10  
**slut** 404:1  
**SMA** 316:5,16  
**small** 58:21 135:12  
 167:13 187:1,22  
 310:1 329:7 332:12  
 334:14 336:6 342:20  
 374:12,22 376:15  
 379:1 380:2 391:4  
 399:13  
**smaller** 325:3 332:10  
**smile** 79:7  
**Smith** 188:18,19 189:17  
**smoking** 208:9  
**sniff** 46:12 160:13  
**snitch** 187:10 188:2,9  
**snitches** 33:17 185:19  
**snowball** 301:15  
**so-and-so** 48:17  
**so-called** 416:19  
 418:22  
**sobriety** 206:9  
**social** 58:1 73:21 81:15  
 91:21 141:8 156:20  
 194:17 234:6 237:8  
 257:8 285:10 289:6,7  
 289:13 329:5,10,11  
 329:16 330:15 353:20  
 354:3,8 369:19  
 371:20 377:13,17  
 379:12  
**socially** 256:22 276:15  
 411:9  
**society** 133:14,15  
 283:3 358:2  
**Soldier** 28:21 126:10  
 167:22 168:2,19  
 175:8 250:9 271:20  
 272:14 311:17 324:15  
 388:14,17 389:3  
 398:17 407:20 409:21  
**Soldier's** 312:18  
**Soldiers** 22:6,10 25:22  
 27:20 28:16,18 52:4  
 81:13 110:2 169:5  
 290:10 311:13 312:20  
 313:1 315:2,18,22  
 316:8 324:16 337:9  
 374:4 375:5 378:11  
 388:18 404:22  
**sole** 87:3  
**solely** 280:22  
**solution** 93:20 109:5  
**solutions** 267:20  
 315:21 316:11  
**solved** 314:17 391:20  
 392:9  
**solves** 93:22  
**somebody** 109:8  
 123:20 176:16 177:1  
 179:15 184:2,6 188:9  
 220:9 236:14 259:10  
 267:18 285:1 308:8  
 330:18 331:7,11  
 334:10 336:10,17  
 343:1 405:21  
**someone's** 68:21  
**songbooks** 130:18  
 137:21 140:5,8  
**songs** 138:1  
**sons** 312:2  
**soon** 33:11 49:18 84:1  
 109:17 131:16 141:15  
 144:13 162:18 176:21  
 186:6 243:19 340:7  
**sooner** 67:21 322:13  
**sorry** 32:7 40:14 92:8  
 98:5,6,13 138:5 141:6  
 145:19 152:14 157:22  
 179:10 232:16 252:14  
 284:2 292:5 318:16  
 352:11 402:1  
**sort** 18:19 56:17 57:11  
 69:11 99:16 115:17  
 116:6 158:1 178:20  
 197:20 201:15 225:12  
 259:1 281:18,18  
 304:9 313:13 327:3  
 327:11 328:1,8,13  
 332:21  
**sortie** 184:22  
**sorties** 185:12  
**sorts** 327:9 390:17  
**sound** 42:14,16 43:2,7  
 44:22 112:14  
**sounds** 61:3,13 132:6  
 283:13 330:8 341:17  
 341:20 389:6  
**Source** 81:10  
**sources** 19:2 53:3  
**South** 149:9 202:16  
 306:20  
**southeast** 306:19  
**space** 3:5 126:9 295:17  
 295:21 297:5 323:12  
 323:19  
**spanned** 32:13  
**sparked** 106:20 107:19  
**speak** 14:8 69:9 76:17  
 77:21 121:20 150:9  
 155:9,22 156:9 158:7  
 167:2 169:8 177:3,5  
 177:12,14 178:1  
 184:5 192:21 217:20  
 231:9 254:21 268:14  
 269:12,16 281:17  
 306:11 307:9,19  
 317:21 319:1 322:14  
 325:11 401:15 402:15  
**speaker** 6:15 258:3  
 382:11  
**speakers** 258:7  
**speaking** 13:15 15:7  
 76:18 169:20 219:17  
 284:10 339:7  
**speaks** 66:4 267:4  
**spear** 316:2  
**special** 14:9 28:18  
 32:15 34:20 43:19  
 50:8 53:15 86:9,14  
 122:2 165:11 167:9  
 171:15 174:6 185:10  
 189:6 221:11 223:5,7  
 226:18 229:16 258:5  
 285:16 350:7,21,22  
 351:8 359:10,17  
 365:4,6  
**specialist** 304:19  
**specialized** 31:3 78:3  
 187:22 336:8 379:17  
 382:16  
**specialty** 203:4,4  
**specific** 28:15 93:9  
 207:15 290:12 344:9  
 346:7 355:11 362:21  
 392:18  
**specifically** 95:9  
 106:21 194:4 262:11  
 278:19 322:2 345:3  
 359:22 369:2 394:3,4  
**specification** 360:14  
**specifications** 360:8,12  
 360:19  
**specifics** 349:13  
**spectrum** 340:19 341:7  
 357:9,17  
**speech** 144:3  
**spend** 31:10 66:14  
 143:18  
**spending** 37:4  
**spends** 311:12  
**spent** 25:1 26:16 38:18  
 74:22 205:13 296:1  
 348:21  
**spillover** 120:2  
**Spiral** 130:17  
**spirit** 414:8  
**spoke** 12:14 14:5,10,11  
 14:11,13 15:10,10  
 49:12 67:2,14 144:2  
 155:13 177:13,22  
 180:11,19 320:14,15  
 327:9 399:22 418:7  
**spoken** 13:17 224:7  
 225:10 278:3  
**sponsor** 199:6 226:10  
**spot** 126:19  
**spouse** 2:15 75:1 76:6  
 102:13 191:4,7  
 194:20 219:1 313:18  
**spouses** 194:9,15  
**sprayed** 416:16  
**spread** 42:13 163:3  
 194:5 316:17  
**spreading** 172:11 281:5  
**spreads** 316:14  
**spreadsheet** 255:19  
**spring** 197:9  
**spy** 405:11  
**squad** 314:19,22,22  
 315:4,15 316:13,22  
 324:18 341:16 398:20  
**squadron** 46:3 48:9,11  
 48:13 49:14 111:4  
 112:3 114:5 149:14  
 150:19 151:10 152:9  
 153:14,21 154:3,5,14  
 192:1,4,18,20 193:2,5  
 196:8,19 200:4 201:2  
 203:12 216:8 218:22  
 347:4 348:22  
**squadrons** 198:18  
**SSG** 167:1  
**SSgt** 184:12,16 317:7  
 326:1 331:16 337:11  
 338:17 339:4,6  
**staff** 2:12,14,15 3:9,17  
 3:20,21 11:19 33:13  
 111:3,5 154:14  
 166:21 184:10,13,17  
 191:4 199:20 230:7  
 232:22 303:13 311:11  
 311:16 317:4,9,21  
 320:14 326:5,11  
 335:8 342:9 353:6  
 356:2 367:18 418:9  
 419:17  
**staffer** 326:9,9  
**staffs** 335:10  
**stage** 97:3 144:6 151:6  
**stake** 119:3  
**stand** 63:13 174:1

230:11 400:5,9  
**standard** 124:22 163:8  
 163:8 233:22 263:5,5  
 298:9  
**standardized** 235:5  
 257:4 330:22  
**standing** 166:16  
**stands** 142:17 398:4  
**stared** 186:3  
**Starkey** 2:18 235:14,16  
 281:22 283:2  
**start** 11:11 30:5 67:11  
 67:21 74:7 106:4  
 144:19 148:22 167:4  
 205:20 212:9,11  
 230:12,13 231:4  
 233:3 254:11 258:1  
 285:3 286:17 308:12  
 309:21 323:17 344:1  
 369:14 383:4 390:12  
**started** 13:15 48:7 56:2  
 75:13 84:9 112:18  
 117:10 118:2 129:22  
 161:9 168:11,20  
 169:4 171:3 172:2,9  
 173:16 178:3 182:5  
 186:20 201:18 205:7  
 214:4 216:9 217:11  
 278:6 292:11 315:7  
 322:17 376:21 378:19  
**starting** 163:6 397:19  
**starts** 261:18 287:12  
**state** 125:6,10 159:20  
 164:16 202:16 271:13  
 279:15 359:2,15  
 388:20 407:8 409:14  
 410:8  
**state's** 410:13  
**stated** 95:9 160:12  
 168:15 234:21 240:6  
 278:13 338:19 379:1  
 398:19  
**statement** 19:19 63:12  
 68:18 148:11 238:2  
 323:3 391:17  
**statements** 26:22  
 271:16 330:8 360:7  
 381:12 382:3 384:8  
**states** 1:1 32:10,14  
 38:14 106:10,15  
 108:13 109:22 217:3  
 217:4 249:3 255:6,12  
 306:19 307:1 326:2  
 383:16 410:11,14  
 413:7  
**Stateside** 271:8  
**stating** 94:15 177:13  
 337:14 360:7 393:22

**station** 3:6,14 23:21  
 35:3 54:5 109:3  
 158:11 160:2,5 162:8  
 163:1 164:9 165:8  
 203:9,11 218:16  
 302:20 352:8 353:2,8  
 366:11 374:7  
**stationed** 32:11,19 43:6  
 103:2 104:12 108:19  
 149:8 164:9 168:5  
 184:20 187:3 359:14  
 374:18  
**stations** 108:12  
**statistic** 341:4  
**status** 38:17 188:2  
 409:22  
**statuses** 410:5  
**stay** 21:15 70:20 72:2  
 103:20 121:4,7 124:2  
 139:2 181:12 182:1  
 187:4 196:18 217:4  
 384:1 417:22  
**stayed** 18:21 63:6  
 204:20  
**staying** 124:1 200:17  
 205:4  
**stealing** 405:12  
**stem** 215:16 217:12  
**step** 26:5 116:18  
 118:22 290:6 300:19  
 318:12  
**stepped** 220:12 308:14  
**steps** 349:9 382:9  
**sterile** 315:19  
**stick** 138:9  
**sticks** 140:4  
**stifled** 355:22  
**stint** 115:4  
**stitches** 33:18  
**Stone** 1:17 6:12 57:9,10  
 61:2 63:15 67:6 71:1  
 71:4 73:9 101:15,16  
 104:5 123:14,15  
 128:5 132:2 135:2  
 137:15 139:3,7,14  
 221:1,2 258:1,2  
 260:11 263:7 265:13  
 266:22 268:2 270:7  
 270:10,16,20 273:7  
 282:20 329:19,20  
 334:8 380:20,21  
 385:22 386:22 389:4  
 389:11  
**stood** 218:9 219:9  
 400:10  
**stop** 19:14 23:10 28:10  
 29:8 40:4 79:3 93:9  
 127:10 161:7 166:10

172:21 238:4 267:15  
 290:1 325:7 327:8  
 328:22 329:16 338:4  
 364:22 377:16 403:22  
**stopped** 85:8 245:17  
 289:22 349:6 367:1  
 377:14  
**stopping** 388:14  
**stops** 39:14 128:19  
 326:17  
**stories** 60:15 117:11,12  
 139:19 212:13 407:18  
**story** 19:12 33:9 50:13  
 73:14 115:11 127:17  
 127:18 153:16 187:6  
 187:6 195:18 217:1  
 280:7 298:16 342:7  
 403:4 404:19 414:15  
**straddle** 327:14  
**stranger** 406:9  
**strangers** 406:8  
**street** 194:10  
**strengthen** 385:3  
**strengthening** 31:21  
**stress** 173:9 206:8  
 251:1 276:8 357:7  
 416:8  
**stressed** 355:2 356:8  
**stresses** 164:22  
**stressful** 198:13  
**stressors** 363:11  
**strictly** 272:15  
**strides** 240:1 310:12  
 376:18  
**striking** 15:3 17:18  
 56:17  
**stripped** 39:4  
**stripper** 210:6  
**strive** 150:12  
**strong** 155:4 166:7  
 183:1 313:4 400:1  
 415:10  
**stronger** 173:2 413:20  
 414:13  
**strongest** 110:12  
**strongly** 113:8 120:9  
 128:3 284:12  
**structure** 58:20 83:14  
 125:9 129:16 141:5,8  
 327:9,11 333:6 334:7  
**structured** 126:5  
**structures** 13:10  
 120:19 134:21  
**struggled** 206:8  
**struggling** 299:22  
**strung** 290:2  
**stuck** 71:22 72:2  
 132:18 327:3 403:14

**student** 37:16,18  
**students** 123:21  
**studies** 16:1 363:14  
**study** 55:12 372:3  
**stuff** 215:2 216:5 219:5  
 219:14 223:9 228:6  
 251:1 252:1 303:6  
 306:12 327:2,11  
 329:10 330:14  
**stunted** 166:14  
**subcommittee** 7:5,6  
**subdivision** 57:19  
**subject** 27:2,9 31:8  
 152:3 207:8 210:14  
 211:7 230:21 286:5  
 308:17 340:9 365:12  
 366:7,12 395:12,20  
 396:3 397:5,14  
**subject's** 366:4  
**subjected** 116:13  
**subjects** 279:18 361:14  
 397:13  
**submerge** 76:9  
**submit** 410:2  
**submitted** 30:7 60:1  
 211:12 232:7 347:19  
 389:2  
**subordinate** 137:13  
**subordinates** 172:2  
 240:15 360:6,11  
**subsequent** 57:13  
 149:17 299:1  
**substance** 205:12  
 207:2  
**substandard** 300:3  
**substantiate** 275:5  
 284:20  
**substantiated** 18:16  
 23:17 49:15 240:4  
 277:19 298:5 309:1  
**substantiating** 276:20  
**substantiation** 275:2  
**subtle** 275:18 314:4  
**success** 66:10 150:11  
 157:5 312:7  
**successful** 74:3 162:19  
 243:17 300:12 394:18  
**successfully** 205:15  
**suck** 117:15 252:22  
 278:15  
**sucks** 80:18 220:19  
**sudden** 102:11 276:17  
 287:18  
**suddenly** 204:12  
 206:22  
**suffer** 79:17 82:9 97:12  
 155:5  
**suffered** 51:10 164:14

231:15,22 341:16  
**Suffice** 351:20  
**sufficient** 82:5  
**sufficiently** 65:8  
**suggest** 31:20 67:14  
 160:10  
**suggested** 173:5  
**suggestion** 147:3 268:8  
**suggestions** 101:1  
 124:10 132:19 201:11  
 216:12 283:21  
**suicide** 40:3 75:11  
 211:2 363:3  
**suit** 190:16 228:11  
 410:15  
**suitable** 54:6 312:12  
**suits** 116:5 129:13  
**summer** 107:11  
**summit** 380:7  
**Sunday** 210:6  
**superficial** 254:15  
**superintendent** 47:2,2  
 47:10 107:14 142:18  
 144:13  
**superior** 211:12 358:8  
**supervised** 110:21  
**supervises** 64:14  
**supervision** 192:2  
 193:10,13 219:20  
 220:4 417:11,15  
**supervisor** 41:8 42:2,4  
 43:13 46:22 48:3 63:5  
 111:5 112:2 155:13  
 155:14 160:6 168:6  
 169:12,15,17 170:10  
 170:20 171:21 172:5  
 182:9 196:8,15 362:2  
 362:5,11,16,17 417:9  
**supervisor's** 48:1  
 169:21 171:5  
**supervisors** 46:5 47:1  
 94:19 111:9 163:5,9  
 163:17 195:12 254:10  
 299:15 300:1 301:16  
**supplement** 382:10  
**supply** 203:5  
**support** 3:2 15:19 16:2  
 42:22 50:12 74:4,10  
 102:16 106:1 133:20  
 138:17 141:5,8  
 153:19 166:9 167:11  
 171:12 174:13 192:12  
 193:20 198:1 204:18  
 222:3 233:15 243:19  
 244:3 254:18 256:9  
 260:5,7 261:7 279:21  
 282:10 293:11 296:6  
 296:14 303:4 319:7

333:6 334:7 335:1  
 357:4 359:7,12,13  
 363:10 364:11 369:6  
 369:14 370:3 371:7,9  
 371:11 372:20 376:19  
 414:12 415:11 416:3  
 417:21  
**supported** 19:13  
 163:12 205:2 243:22  
 398:21  
**supporting** 202:3  
 213:20 415:12  
**supportive** 25:7 45:2  
 155:15 192:4 203:2  
 206:13  
**supposed** 27:12 74:20  
 74:21 75:4,18,20  
 81:12 95:13 140:9  
 154:10 179:2 230:12  
 391:22  
**sure** 12:12 21:22 64:3  
 73:16 81:10 84:4  
 119:22 140:10 154:20  
 224:11 239:9 240:22  
 260:12 262:5,20  
 263:21,22 267:18  
 272:13 291:16 296:12  
 303:10 308:15,21  
 309:2 323:4 333:14  
 338:1 339:5 395:18  
 395:21 396:2,4 400:2  
 403:19  
**surface** 391:3  
**surfacing** 268:3 390:17  
**surprise** 293:4  
**surprised** 18:3 101:18  
 102:5 153:3 274:7  
**surprising** 18:6 175:12  
**survey** 27:22 282:1  
 283:4 326:22 340:1  
 340:15  
**surveys** 16:20 18:22  
 290:9 300:16 340:12  
 355:9,11 377:9 391:6  
 392:17 393:9 398:1  
**survival** 158:15 160:1  
**survivor** 29:13 40:17  
 72:11 88:14 98:17  
 99:4 243:21 313:20  
 314:5 365:17 369:10  
 369:21 371:1,14  
 372:10 390:8 395:19  
 396:3  
**survivor's** 410:22  
**survivors** 9:1,6,9,15,20  
 10:2 13:15,17,19 15:9  
 15:10 18:15 19:13,22  
 40:8 45:6 53:10,13

54:7 55:3,8,19 65:20  
 72:17 73:12 74:6  
 82:15 98:22 104:19  
 105:15 116:13 145:8  
 146:18 148:13 243:16  
 283:12 313:13,21  
 314:2 361:13 370:3  
 370:12 372:13 407:18  
 408:1 410:7,19  
 414:18  
**Susan** 2:9,10 114:20,21  
 123:10 146:4  
**sustained** 159:14  
**Sustainment** 105:22  
**SVC** 53:17,22 54:16  
 56:8 62:22 82:13,16  
 82:19,20,22 83:1,12  
 84:2,7,15 86:19,21,22  
 87:2,4,9,20 88:2,8,9  
 88:21 95:21 97:15  
 99:19 101:5 104:5,5,9  
 104:12 108:22 122:7  
 122:8,18,20 123:6  
 188:16,18 189:16  
 208:18 221:12 222:14  
 225:18,22 226:19  
 227:2,4,11,17 228:4  
 228:15 241:3 252:7  
 256:13 263:9,16,17  
 264:4,10 265:2 266:4  
 266:8,14,15,17,19  
 267:7 284:13 286:20  
**SVCs** 54:2 56:15,18  
 66:17,19,21 87:12  
 88:4,16 89:5,9  
**sweet** 180:7  
**swimmer** 160:6,7  
 163:18 164:13 165:14  
 165:18  
**swimmers** 158:16,20  
 163:4 165:17  
**swimming** 165:1  
**switch** 418:1  
**sword** 72:6  
**symptoms** 97:18 299:6  
 299:9,13  
**sync** 251:9,10  
**synopsis** 159:9  
**system** 31:14 42:14,16  
 43:2,7 45:1 58:4,16  
 72:2 74:3 80:11 81:12  
 89:15 90:7,9 97:5  
 117:5,9 118:19,22  
 120:10 125:7,8 127:4  
 129:7,10,11 131:5,6  
 133:12 134:18 136:3  
 136:6 147:7 213:5  
 214:9 243:19 252:20

293:11 338:14 340:3  
 385:17 390:16 391:22  
 398:3 400:7,8 411:17  
 414:10  
**systemic** 100:12  
**systems** 15:19 16:2  
 31:16 68:13 74:10  
 82:2 125:4 149:8  
 260:5 261:8 330:10  
 370:6 376:19 416:15

---

**T**


---

**T** 356:15  
**T.S** 2:5 32:8,9 59:17  
 62:3 68:17 77:17  
 84:17  
**table** 4:1 126:9 199:21  
 326:18 374:20  
**tables** 161:22  
**tackling** 324:5,7  
**TACS** 383:10  
**tactic** 162:17  
**tactical** 296:3  
**tag** 337:14  
**tailored** 114:17  
**take** 19:16 58:8 75:11  
 75:12,12 90:8 105:2  
 112:10 127:5,6,7  
 137:15 138:8 141:3  
 147:15,21 169:1,7  
 179:13 181:11 193:10  
 194:7 197:5 209:9  
 216:6 227:2 231:16  
 236:17 241:2 242:1  
 250:7 253:16 271:11  
 278:9 282:7 289:9,12  
 289:19 294:20 295:4  
 305:22 311:21 312:5  
 315:12 320:11 324:7  
 328:10 330:2 340:1  
 343:14 350:2,14  
 364:16 369:1,2 377:3  
 379:4 388:22 401:1  
 406:3  
**taken** 13:22 15:1 19:6  
 35:3 57:3 91:8 116:1  
 148:8 154:17 174:22  
 204:6 206:19 224:9  
 308:15 328:16 349:9  
 382:9 395:19 403:8  
**takes** 73:13 142:13  
 282:2,3,11 293:7  
 299:4 353:18 407:5  
**talented** 152:19  
**talk** 26:15 42:12 43:4  
 50:4 66:19 74:9 75:5  
 75:19 81:14 141:14  
 170:2,5 171:3 177:8,9

- 177:10 179:16 200:1  
210:18 213:3 217:1  
219:5 221:16 225:7  
236:12 250:10,10  
251:4,10,11,11  
258:16 259:4 263:16  
263:17 266:8,14  
269:4 275:1 281:3  
282:22 285:22 289:21  
304:1 311:5 313:17  
317:14 328:14 339:13  
339:17 394:7,10,12  
394:13,13 404:9,10  
412:3  
**talked** 73:20 163:20  
212:21 254:3 276:3  
323:14,21 348:11  
362:22 392:17 395:5  
398:14  
**talking** 62:20 76:6 77:6  
82:15 83:18,18 85:8  
90:20 91:21 102:3  
130:19 133:12 134:5  
134:7 158:15 170:11  
192:22 199:1 222:13  
225:20 258:16 263:17  
266:6 273:16 285:7  
292:21 310:5 323:17  
325:6 339:3 349:1  
389:22 411:14  
**tandem** 287:8  
**tap** 74:11  
**tape** 189:2  
**target** 404:5  
**targeted** 206:17  
**task** 377:3 389:17  
**task-saturated** 114:7  
**tasked** 5:14  
**tasks** 389:18  
**taught** 30:14 74:16  
183:9  
**taunted** 209:5  
**taxi** 35:7,11  
**Taylor** 1:18 6:11 73:10  
73:11 76:3 77:15  
79:22 82:10 139:15  
139:17 141:4,7,18  
145:18,20 146:15  
212:10,11 217:14  
218:5,19 220:21  
221:5 274:2,3 277:22  
280:8 281:15 321:9  
321:10 323:1 324:1  
324:20 389:13,14  
392:6 396:11 400:15  
**TDY** 37:16 140:19  
**teach** 46:19,20 124:19  
175:22 326:8  
**teaching** 377:3  
**team** 106:16,22 107:4  
107:18 129:3 142:2  
143:8 193:21 215:11  
216:20,22 217:5  
219:18 220:11 257:13  
257:15 264:13,18,19  
264:20,21 265:4,19  
266:1 268:7,11  
286:11,11 312:15  
313:3,4 314:5,10,16  
314:17 331:14 332:21  
349:13 356:15,15,19  
395:1,4 396:7 399:13  
399:15 406:3 415:10  
**team-based** 312:5  
**teams** 272:22 380:8  
**teamwork** 399:12  
**tear** 196:5  
**teases** 333:19  
**technical** 2:8 128:22  
132:3 297:4  
**technically** 70:19 360:9  
**technician** 158:15  
160:1  
**techniques** 80:19  
**telephone** 7:22 62:12  
**telephonically** 1:20  
**Television** 8:3  
**tell** 28:2 33:8 46:16  
73:13 75:4,5 79:8  
83:16 90:14 119:19  
139:19 167:5,22  
168:9 170:7 171:7  
172:4 178:15 198:21  
209:6 220:8 225:21  
232:12 236:10 238:1  
243:8 244:2 249:21  
252:7 254:4 260:17  
269:6 271:19 272:13  
273:22 274:20 278:5  
280:7,15 298:16  
301:21 308:7 325:13  
330:11 331:15 340:13  
344:12 411:16 412:12  
414:15  
**telling** 79:5 167:4 170:8  
174:6 192:16 210:2  
219:14 230:3 418:10  
418:11  
**tells** 322:20  
**tempo** 164:10 252:11  
252:15,17 254:8  
**temporarily** 50:21  
97:16  
**temporary** 31:5 43:3  
76:13  
**ten** 140:6 230:18,19  
239:4 346:5  
**ten-year** 66:3  
**tenant** 353:7 368:14  
**tend** 124:2  
**tends** 70:5  
**tenth** 5:7  
**tenure** 249:20  
**term** 299:10,13 300:2  
**terminate** 101:20  
**terminated** 134:19  
138:3 381:17  
**terminates** 251:7  
**terminating** 118:12  
**termination** 134:22  
**terminology** 130:19  
**terms** 18:11 92:22  
99:17 100:19 147:3  
349:11 366:20 389:22  
**terrible** 199:4 341:20  
342:1,17  
**terrific** 87:21  
**terrified** 169:1 173:21  
193:5  
**terrifying** 252:5  
**terrorism** 363:4  
**Terry** 401:21  
**test** 3:12 277:5 344:3  
**tested** 277:4  
**testified** 342:16,17  
**testify** 20:4 38:8,10  
86:3 198:15 215:6  
294:5  
**testifying** 419:13  
**testimonies** 51:20  
**testimony** 13:20 40:7  
100:18 104:21 115:22  
148:19 159:18 283:10  
283:11 341:12 367:11  
382:6 408:3 410:7  
411:2 412:19 413:2  
**Texas** 32:12 51:11  
103:4  
**text** 46:5,6 47:17  
**than-honorable** 49:21  
**thank** 5:5,6 7:15 11:7  
11:14 20:3 32:5,6  
40:4,5,15 41:18 45:12  
45:13 51:17 55:2,8  
56:7,7 57:8,10 73:9  
73:12,14,15 76:3  
77:15 79:21,22 82:10  
82:11 104:18 105:15  
106:9 110:13,14,17  
114:18,19 121:20,21  
123:5,13,15 139:17  
145:18 146:15,18  
147:1,17,19 148:4,7  
149:6 152:16 157:15  
157:17 158:4,6  
166:19,21 167:1  
176:2,3,6,7 184:7,9  
191:1,2,5 197:12  
201:10 202:10,11  
212:7,8,19 218:19  
220:21 221:2,8  
226:16 230:1,10,13  
231:1,7,8 232:15  
235:10,11,16 238:12  
238:15,15,20,21  
241:15,16,21,22  
242:2 249:9 254:15  
254:16,19,20,20  
257:21,22 258:2  
274:3 294:15,16,18  
295:5,18,19 297:16  
297:22 302:16,18  
306:4,6,9,10 310:20  
310:21 311:4 317:1,2  
321:8,10 329:20  
340:5 343:10,14  
344:1,5 352:4,18  
358:10,12,16 367:10  
367:17 368:1 373:9  
373:10,16 380:15,18  
380:21 389:12,14  
396:13 400:12,15,16  
400:18,21 401:5  
402:14 405:22 408:2  
408:10,18,19 412:21  
412:21 413:9,10,12  
419:7,9,12,19  
**Thankfully** 211:3 212:4  
**thanking** 212:12  
**thanks** 11:14 55:3  
104:22 139:18 221:7  
226:17 227:16 274:5  
282:18 340:11  
**Thanksgiving** 198:20  
**theater** 409:13  
**theirs** 202:4  
**theme** 402:22  
**theory** 360:14  
**therapist** 39:10 71:18  
311:22  
**therapy** 39:6  
**Theresa** 408:15  
**they'd** 307:5 381:5  
403:8  
**thing** 62:13 74:15 79:9  
93:3 96:1 98:1 118:3  
131:10,14 142:4,13  
145:22 146:2 162:7  
201:12 212:1 225:11  
228:9 229:20 264:8  
266:5,20 272:9  
279:15 290:22 291:1

308:20 318:5 326:20  
 333:1 336:5 338:21  
 377:7 394:22 398:9  
 411:18 414:5  
**things** 15:3 17:18 26:22  
 44:5 63:14 65:22 70:3  
 78:20 80:5,18 82:8  
 89:6 100:11 103:15  
 147:9 153:22 161:3  
 194:11,18 196:16  
 198:2,8 212:2 221:9  
 222:4 223:3 225:16  
 228:17 238:2 250:15  
 251:3,12,15 253:13  
 257:12 263:12 264:7  
 264:11 265:1 267:11  
 268:18 272:12,17,18  
 279:8,9 285:6,9  
 286:21 287:1 289:18  
 305:20 307:13 312:16  
 321:14 322:14 323:18  
 325:14 326:7 328:13  
 330:21 331:16 342:5  
 372:1 392:13 393:12  
 404:4 407:10 411:14  
 412:3  
**think** 15:4,15 16:6  
 22:17 40:1 51:15  
 55:20 56:12,16 57:12  
 57:18 58:10,14 59:4  
 60:12 63:17,22 64:1,2  
 65:4,11 66:6,21 67:1  
 67:8,19 69:6,13 72:11  
 72:14,15 73:18 74:7  
 74:14 75:6 77:10,12  
 79:12,19 80:1,20 84:9  
 86:10 87:12 88:15  
 90:11,17 91:3,10,18  
 91:22 94:1 95:11  
 96:10 98:3 99:8,9,14  
 99:15,18 100:10,15  
 101:14 103:15 116:10  
 116:11 118:19,21  
 120:9 124:10,12,14  
 124:15,16 125:2  
 127:20 128:9,12,14  
 128:19 129:17 130:4  
 130:10 132:3 133:13  
 134:20 135:20 136:1  
 137:18 138:16 139:1  
 140:2,4 144:1 147:4  
 147:15 148:17 151:12  
 158:21 171:13 191:20  
 201:11,20 212:18  
 217:11 222:15 225:2  
 225:22 226:2 227:3  
 227:14,15 228:14  
 229:10 230:7,11

233:7,9 238:11  
 239:22 241:10 250:13  
 253:7,10 254:7 267:3  
 268:9,15,18 273:8,15  
 273:17 274:9,20,22  
 275:2,19 277:11,12  
 279:9 280:10 283:2,3  
 283:5,19 284:11,13  
 284:17 285:4 292:18  
 292:22 293:17,18  
 305:14 307:17 309:19  
 310:6,11 317:3  
 319:12 322:11 324:8  
 324:11 325:9 327:12  
 329:18 335:12 337:22  
 341:5 342:1,2,19,20  
 343:8 362:19 380:22  
 381:13 383:16 384:7  
 386:2,7 401:15 412:2  
 419:14  
**thinking** 83:21 88:14  
 170:14 293:13 329:17  
**thinks** 57:18  
**third** 2:5 40:13 81:9  
 197:22 208:6 284:1  
**third-party** 293:1,3,5  
**Thomas** 6:11  
**thorough** 174:16  
**thoroughly** 257:10  
**thought** 12:6 23:9  
 25:21 37:1 47:3,3  
 48:2 62:16 65:4 67:4  
 75:4 84:18 85:7,15  
 87:11 89:16 100:11  
 108:15 135:4 150:7  
 156:8 176:16 185:3  
 199:3 204:5,9 205:16  
 211:1 224:5 227:15  
 266:11 268:2 323:2,7  
 385:4 389:20 392:15  
 409:5  
**thoughts** 98:21 99:2  
 199:7 313:2 413:3  
**thousand** 325:1 374:17  
**thread** 39:5  
**threat** 155:3,4 360:1  
**threatened** 28:10 35:13  
 209:2,5 219:22  
**threatening** 353:22  
 354:1 417:17  
**threats** 29:17 161:13  
**three** 6:13 19:4 22:17  
 23:6 35:19 42:19 52:6  
 59:7 80:7 98:2 108:1  
 116:1 140:1 145:10  
 152:9 181:21 184:19  
 207:8 211:7 225:14  
 227:22 246:18 286:16

304:4 317:14 320:5  
 334:18 343:14 345:10  
 359:19 396:14 401:1  
 401:5,15 414:22  
**three-year-old** 405:16  
**threw** 140:13 145:3  
**throw** 76:10 143:11,13  
 143:16 144:17 407:2  
**throwing** 77:5 143:12  
**thrown** 143:22 144:22  
**throws** 142:19  
**tied** 54:18 188:11  
**ties** 356:15  
**till** 324:19  
**time** 10:19 17:6 18:14  
 18:14 19:11,17 20:11  
 24:8 25:13 32:22  
 35:11 37:5 38:4 39:8  
 41:5,22 42:5 44:15  
 49:4,6 50:11 56:11  
 62:18 64:18 66:14  
 72:20 73:3 74:22,22  
 75:19 76:6 77:3,22  
 78:7,10,13 81:9 84:8  
 84:18 96:2 101:22  
 104:9 107:10,16  
 108:22 110:17 114:18  
 116:17 117:22,22  
 122:16,19 129:21  
 133:19,19 136:22  
 139:15 140:21 143:2  
 147:15 152:5 154:3  
 156:4 159:2,15 166:8  
 168:1 171:22 172:2  
 184:15 188:8,12,13  
 188:22 191:13 192:18  
 195:22 198:11 199:10  
 199:18,19,21 200:19  
 201:16 203:19 216:6  
 220:5,17 221:15,17  
 221:22 223:9 224:15  
 230:9 231:13 235:10  
 236:2 237:15,17  
 238:21 239:17,18  
 250:14 258:13 260:3  
 264:2 271:2 276:17  
 277:2,6,7 282:3,7,11  
 296:2,18 298:20  
 301:21 302:2,17  
 303:6 306:5 308:2,6  
 310:20 311:12,20  
 313:17,19 317:1  
 319:19 330:4 333:6  
 335:7 343:12 351:19  
 354:22 362:5 379:6  
 383:12 388:20 399:18  
 402:2 406:16 407:1,1  
 408:11 409:3 411:6

412:15,18 414:20  
**timeline** 122:6  
**timeliness** 412:10  
**timely** 241:1  
**times** 17:22 22:17  
 42:17 50:1 51:13,15  
 59:7 83:8 106:15  
 110:21 112:20 114:16  
 150:1 151:17 161:2  
 182:20 209:5 211:2  
 221:16 233:13 237:11  
 238:8 240:6,7 249:2  
 272:6 275:7,11 277:4  
 285:11 286:16 290:4  
 299:15 300:8 301:4  
 304:2 319:1 325:13  
 327:18 328:5 332:5  
 356:9 414:22  
**tip** 316:2  
**Title** 409:21  
**today** 5:5 7:20 9:20  
 11:15 20:4 30:6 33:7  
 33:8 40:17 51:16 52:9  
 55:10 64:6 106:5,9  
 110:17 139:20 147:18  
 149:7 150:9 157:16  
 165:6 167:3 188:19  
 191:1 212:5,14 213:8  
 235:17 241:22 260:14  
 270:6 271:17 298:2  
 304:13 305:21 306:11  
 311:5 317:15 373:18  
 382:6,10 383:21  
 401:13 402:15 406:5  
 406:22 408:21 410:20  
 411:3,16 412:11  
 419:13  
**today's** 8:1,16 10:15,22  
 11:4 117:13 212:16  
 283:3 389:16  
**toe-to-toe** 161:15  
**told** 21:4,5 24:15 28:3  
 28:20 43:5 44:6 47:4  
 47:7 48:12 52:1 60:5  
 66:17 73:14 77:7  
 80:16 81:2 85:5 88:14  
 94:21 95:13 104:8,14  
 107:3,12 109:1  
 115:18 122:16 141:13  
 143:10,21 145:1,4,7  
 150:22 151:11 153:2  
 156:1 163:4 168:18  
 169:11,17 170:8,17  
 170:18 177:17 179:18  
 180:19 193:13,14,16  
 195:2 196:9 197:15  
 201:16 209:19 210:7  
 210:10,12 213:18

214:14 219:6,8,8,19  
 219:20 223:19 224:4  
 224:16 246:8,21  
 260:19 279:7 288:22  
 291:19 293:21 308:5  
 315:18 319:21 323:16  
 404:16 405:11 415:14  
 417:3 418:4,4,19  
**tolerance** 133:16 326:5  
 357:8  
**tolerate** 133:1 161:5  
 215:12  
**tolerated** 34:10 215:13  
 354:14  
**toll** 276:7  
**Tom** 1:18  
**tool** 162:2 283:14  
 387:11,20,22  
**tools** 281:8,11 394:16  
 394:19  
**top** 32:20 36:14 48:4  
 73:1 222:16 333:9  
 345:13 398:4,22  
 399:7 416:8  
**tormented** 35:13 98:2  
**tortured** 35:13  
**toss** 142:22 143:1  
**total** 22:16 25:1 112:14  
 149:11 247:14 346:4  
 346:17 353:9 358:22  
 361:16 374:13  
**totally** 71:8 138:13  
 273:7  
**touched** 14:7 48:17  
 140:17  
**touching** 21:2 106:17  
 360:10  
**tough** 75:19  
**toughen** 172:20  
**tour** 203:17 353:5  
**town** 144:22 167:13  
 348:15 402:17  
**traces** 164:2  
**Tracey** 1:18 6:11 55:6,7  
 56:7 57:8 121:22  
 122:1,5,12,22 123:5  
 123:13 221:6,7 223:3  
 224:18 226:16  
**track** 20:11 66:9 377:16  
 378:15 379:12  
**tracked** 233:20 255:19  
 264:1,2,3 268:11  
**tracking** 231:18 279:4  
 340:3  
**tracks** 235:1  
**trade** 374:3  
**Traditionally** 353:21  
**tragedies** 213:7

**train** 326:20 368:11  
 399:4  
**trained** 32:3 75:17 90:3  
 90:3 101:9 110:21  
 260:4 305:4 399:3  
 411:20  
**training** 19:10 21:9,13  
 21:15,16,18 22:5  
 24:13 25:19 28:14  
 30:1 31:4,5 41:1 45:9  
 46:21 74:16 77:9  
 86:14 102:16 111:1  
 140:12 150:7 154:11  
 158:12 175:21 178:7  
 178:12,18 183:21  
 184:22 185:11 186:14  
 190:4 203:3,6,7  
 204:19 216:3,3 232:8  
 232:18 233:4 245:20  
 250:11,15 251:18  
 252:3,12,18 260:20  
 267:16 272:20 279:10  
 279:16 280:22 281:3  
 281:12 304:7 305:5,8  
 305:13 309:9,9,10,12  
 309:17 313:22 314:14  
 318:8 320:2 323:13  
 326:9,10 328:16  
 330:4 353:17 362:21  
 363:3,7,13 372:17  
 373:2,4,6 377:18  
 379:10,14,18 380:3  
 381:13  
**trainings** 151:20 384:5  
**transcribed** 8:1 10:2  
**transcript** 8:3 10:3  
 408:5  
**transcripts** 6:21  
**transfer** 54:5 69:18  
 70:2 102:9 103:3,11  
 104:6 180:22 187:17  
 187:20 188:1,20  
 190:14 196:19,22  
 197:5,11,18 206:14  
 211:16 262:5,13  
 263:11 265:3 266:12  
 266:16 267:1 308:10  
 330:12,20 331:1,2,5,6  
 331:10,19 332:21  
 333:3,4,4,10,20  
 346:19 365:22 369:22  
**transferred** 46:2 162:22  
 176:11 187:21 203:10  
 305:14 308:4,19  
 330:18 332:4,19,20  
 336:16 404:7  
**transferring** 123:22  
 334:17

**transfers** 132:20 332:6  
 332:11 336:14 337:12  
 383:20,22  
**transforming** 312:3  
**transient** 406:19  
**transparency** 342:13  
 365:18  
**transparent** 45:7  
 354:16  
**trapped** 211:1  
**trash** 35:21  
**trauma** 12:6 15:8 16:8  
 70:7,14 313:14,17  
 363:1 402:1  
**traumatic** 34:17 77:20  
 393:19  
**traumatized** 15:12  
**travel** 221:20 306:22  
**travesty** 89:16  
**tread** 328:4  
**treat** 45:11 78:6 127:2  
 137:11,11 244:17  
 248:20,21 318:3  
 377:5  
**treated** 36:7 42:11  
 136:2 173:7 187:9,12  
 192:14 196:2 240:12  
 243:2 249:4,6 276:12  
 309:3,3 356:17 400:6  
 400:7  
**treatment** 65:20 97:4  
 186:19 187:8,10  
 188:4 190:1,5,9  
 205:13,15,18,19  
 206:21 207:2,4  
 209:10 336:18 371:4  
 384:3 417:3  
**tree** 399:11  
**tremendous** 55:5  
**tremendously** 171:16  
**trends** 251:11,13 379:8  
**triad** 303:19  
**triage** 80:13  
**trial** 42:1,3 61:19 86:1  
 108:4 191:18 196:13  
 197:9,11 198:14  
 206:9 210:11,21  
 211:8 276:2 293:13  
 294:6  
**trials** 129:1  
**trickled** 315:8  
**tried** 41:19 80:22 81:9  
 148:11 178:7 181:5  
 220:4,9 224:1  
**triggered** 28:7  
**triggering** 346:7  
**trim** 303:6  
**trip** 358:17

**troop** 192:7 226:14  
**trouble** 42:3 43:5,22  
 126:19 161:4 171:4  
 199:2 208:3 210:7  
 215:10 280:2 312:14  
 341:6 415:17  
**troublemaker** 25:16  
 48:9 163:5 269:19  
 278:5 281:5 319:13  
 415:7  
**troublemakers** 291:10  
**true** 76:14 77:8 270:20  
 323:12  
**truly** 175:3 200:9  
**Truman** 416:2  
**trust** 62:17 124:21  
 131:4 170:9 174:3  
 213:5,11,15,19 224:8  
 224:9 227:1 314:12  
 325:16,16 345:14  
 354:18,19 357:12  
 367:5 376:16 389:21  
 393:6 399:12 412:7  
**trusted** 163:6 195:12  
 316:7  
**trusts** 316:16  
**truth** 79:5 153:18 157:1  
 165:2 192:16 325:11  
**truthful** 36:1  
**truthfully** 121:6  
**try** 56:15 70:7 76:10  
 78:12 80:12 82:13  
 120:21 169:14 173:1  
 303:5 330:5 334:4  
**trying** 26:17 77:2 90:7  
 99:19 100:17 104:10  
 132:4 179:15 181:7,9  
 181:10 185:4 194:20  
 195:8 196:5 197:5,15  
 198:10 222:16 274:16  
 279:1 289:2 309:13  
 309:18,22 319:13  
 331:13 341:6 394:19  
**TUESDAY** 1:9  
**turn** 7:12 15:19 99:22  
 119:5 122:18 173:1  
 220:6 226:7 267:18  
 399:4  
**turned** 15:19 33:6,14  
 76:2 106:19 108:2  
 161:22 162:1 204:12  
 205:5 289:4 328:19  
**turns** 215:19 315:17  
**Twenty** 346:10  
**Twenty-one** 292:2  
**twice** 18:4 221:21  
 223:14 286:13  
**two** 2:11 9:8 12:1 18:22

19:8 20:4 21:4 22:19  
 24:7,12 25:2,10 27:16  
 28:19 41:7 42:19 72:1  
 78:22,22 107:18  
 108:9 124:5,5 130:20  
 149:21 152:9 153:16  
 164:11 173:18 176:17  
 185:14 195:18 197:10  
 205:7 207:11 208:1  
 208:16 209:18 210:7  
 211:12 217:1,2  
 218:21 222:10 235:19  
 250:5 256:17 286:16  
 291:4 296:21 297:3  
 307:13,21 309:8  
 317:11,13 320:6  
 334:18 338:6 356:14  
 372:7 400:19 403:13  
 403:15 417:17  
**two-and-a-half** 200:18  
**two-day** 380:8  
**two-star** 99:12  
**two-week** 207:7  
**two-year** 249:20  
**type** 62:13 63:2 79:11  
 85:20 113:20 127:3  
 131:17,22 138:22  
 139:12 153:1 198:12  
 239:12 254:1 263:13  
 280:11 310:4 318:4  
 336:8 395:2  
**types** 15:8 55:14 65:21  
 90:19 245:11 247:4  
 260:10 305:20  
**typical** 44:7 55:15  
**typically** 24:9 123:22  
 124:4 285:14 288:12  
 395:7

---

**U**


---

**U.S.** 2:3,4,5,5,6,8,8,12  
 2:12,13,13,14,15,15  
 2:17,18,20,21 3:1,2,5  
 3:6,7,8,9,12,13,15,15  
 3:16,18,20 9:10 28:21  
 40:18 105:11 149:1  
 157:19 159:11 166:21  
 176:5 184:11,18  
 189:17 190:20 191:4  
 202:13 231:5 235:14  
 238:18 241:18 249:11  
 254:18 295:10,16  
 302:20 306:8,21  
 311:1 317:5 334:14  
 344:2 352:7 358:14  
 358:14 367:14,17  
 373:13,20 383:12  
 401:22

**UCMJ** 5:16 7:9 8:15  
 93:2,8 365:14 410:10  
**ugly** 86:12  
**ultimately** 165:13 175:8  
 356:12 357:21 367:4  
 398:15 399:8 414:15  
 418:6  
**unable** 56:21 58:4  
 148:19 222:4 384:3  
**unacceptable** 289:10  
 323:18  
**unaddressed** 87:8  
 415:18  
**unannounced** 27:2  
**unanswered** 166:12  
**unbearable** 187:9  
 278:17  
**uncertainty** 257:17  
**uncomfortable** 168:14  
 193:13 197:1 215:3  
 219:21  
**uncommon** 185:6  
**unconscious** 34:15  
**uncover** 53:3  
**uncovered** 37:12 93:8  
**under-reported** 12:10  
**underage** 207:18  
**undergoing** 234:15  
**undergraduate** 31:3  
**undermine** 26:20 358:1  
**understand** 13:22  
 15:17 72:8 90:2 93:4  
 132:2 191:19 230:4  
 257:4,7 267:18 276:5  
 276:5,6,7,9,11 277:4  
 286:8,13 292:15  
 297:14 298:1 318:1  
 330:4 333:8 336:15  
 364:11 372:1,19  
 394:9 397:6 399:3,13  
 409:14  
**understandable** 299:1  
**understanding** 77:13  
 95:6 97:14 215:17  
 233:8,9 244:13  
 316:14 402:2 403:2  
**understands** 100:16  
 191:21 257:11 277:9  
 336:21  
**understood** 296:12  
**undertaken** 12:18  
**underway** 41:6,12  
 259:7  
**underwear** 115:16  
**underwent** 50:18  
**undesirable** 112:6  
**undiscipline** 316:15  
**undue** 367:2

**unexpected** 332:13  
**unfair** 318:4  
**unfairly** 400:6  
**unfamiliar** 301:6  
**unfit** 70:10  
**unfortunate** 320:21  
**unfortunately** 72:7 77:8  
 164:4 291:13  
**unfriended** 330:14  
**unfriending** 314:6  
 340:22  
**unhappy** 102:1  
**uniform** 5:18 8:12  
 106:2 109:16 110:9  
 124:20,20 133:9  
 134:1,9 209:20 214:1  
 217:21 271:14 273:14  
 273:15 309:3 378:9  
 409:17 410:13  
**uniformed** 3:9 246:9  
 271:6 273:21 305:11  
 317:5,11,12,18  
 319:16 332:2 337:19  
 368:9  
**uninformed** 222:18  
**Unintelligible** 42:14,16  
 43:1,7 44:22  
**unintended** 305:7  
 336:17  
**unintentional** 377:14  
**unique** 58:7 124:14,18  
 248:5 250:14 273:2  
 306:15 368:5  
**unit** 20:18 21:15 22:4  
 22:15,22 24:4,6,8,18  
 25:7 28:21 33:22  
 35:12 36:4,21 41:21  
 43:3,4 57:19,22 62:9  
 76:12,13 132:21  
 151:2,7,21 172:10  
 173:13,19 174:7,10  
 175:4,15 182:6,9  
 185:9,10,11 187:1,7  
 204:16,18,19 205:5  
 205:22 208:22 210:3  
 213:22 214:16 215:13  
 216:4,15 237:9,10  
 238:2,5,6,10 240:13  
 241:6 243:3 244:10  
 245:21 247:8 252:17  
 255:4 281:4 296:10  
 296:17 298:4 305:9  
 305:19 308:3,19  
 309:17 310:1,4 313:9  
 313:22 337:3 338:2  
 343:4 348:8,15 349:1  
 356:10 388:4,9  
 403:17

**unit's** 21:12 244:10  
**United** 1:1 32:10,14  
 38:14 106:10,15  
 109:22 217:2,4 255:6  
 255:11 306:19 326:2  
 383:15 413:7  
**units** 10:14 109:19  
 137:1 185:14 187:12  
 217:19 238:8 252:11  
 252:17 281:20 307:1  
 310:1 374:10 382:16  
**universities** 123:18,22  
 134:14  
**university** 124:1 134:15  
**unjust** 49:1  
**unjustly** 196:4  
**unobstructed** 42:5  
**unpleasant** 102:18  
**unpredictable** 210:4  
**unprofessional** 185:3  
 271:15  
**unquote** 415:16  
**unreasonable** 163:8  
**unreported** 338:20  
**unrestricted** 149:15  
 152:11 222:12 231:11  
 234:4,10 242:9 256:7  
 256:16,18 263:8,10  
 264:15,17 306:18  
 346:10,18 349:18  
 372:13 409:4  
**unsafe** 244:7 246:15  
**unsatisfactory** 152:22  
**unsettling** 416:12  
**untruthful** 93:17  
**unusual** 27:17 308:8  
**unwanted** 106:17  
 417:16  
**unwilling** 29:5  
**up-front** 30:15 261:13  
 264:8  
**upcoming** 166:2  
**updates** 256:5 261:22  
 265:6 351:9  
**upgrade** 54:8  
**upper** 415:15  
**ups** 418:15  
**upside** 204:12 315:17  
**urge** 91:17  
**urgent** 125:3  
**USC** 364:4  
**use** 13:21 64:14 111:19  
 113:7 132:7 173:2  
 280:13 310:14 315:22  
**useful** 11:21 58:13 68:4  
**useless** 66:22 67:5  
**usually** 69:2 304:3  
**utilize** 227:4 232:10,19

259:19 260:7 368:18  
382:16 383:3,19  
394:20  
**utilized** 339:10  
**utilizing** 242:11  
**utmost** 190:17  
**utterly** 89:16  
**UVA** 394:13  
**UVAs** 369:12

---

**V**


---

**V** 4:7  
**V.P** 2:4 20:2,3 58:10  
68:7 72:8 79:22 80:1  
98:14,15 99:9  
**VA** 2:17 4:9 31:14 70:19  
97:5,7 230:22 235:21  
236:3 336:19 405:7  
415:14  
**VADM(R)** 1:18 55:7  
56:7 57:8 122:1,5,12  
122:22 123:5,13  
221:7 223:3 224:18  
226:16  
**vague** 95:7  
**valuable** 343:13  
**value** 79:14 104:20  
377:6 414:5 419:10  
**values** 137:6 315:2  
356:11 363:21 414:11  
**vantage** 290:8  
**variety** 53:3 100:4  
272:8 332:13  
**various** 31:5 32:13  
194:9 330:8 381:3  
382:7 390:6  
**varying** 376:3  
**VAs** 380:7  
**vector** 333:12  
**vein** 61:3  
**venereal** 406:12  
**verbal** 168:21  
**verbally** 161:13 169:18  
414:21  
**verdict** 150:11 153:15  
**versa** 192:17 334:14  
**versed** 305:17  
**version** 370:5  
**versus** 268:7 273:14  
**vest** 35:20  
**vested** 410:17  
**veteran** 409:5  
**VI** 4:9  
**viable** 66:14  
**vice** 6:10 192:16 334:14  
**vicious** 299:4  
**victim** 2:7,9,11,18 3:9  
4:3,6 10:8 16:17 17:9

19:8 23:2 41:21 54:4  
68:13 87:5 93:10,14  
95:12,13 96:3,12  
98:17,22 99:4 100:7  
103:18 105:9 109:12  
113:17 119:10,11  
121:14 123:21 127:16  
127:20 128:17 130:4  
156:22 183:13,17,22  
188:10 189:20 192:6  
198:3 205:10 211:8  
222:3 223:8 230:5  
231:19 232:4 233:2  
233:19 234:6,13,18  
234:22 235:14,20  
237:7,9,18,22 238:1,6  
238:10 240:8 242:11  
242:12,19,20 243:9  
243:13 244:3,11,16  
244:17 246:9,10  
251:7 255:4 256:3,9  
256:10,11 257:11  
258:13,21 259:5,15  
260:3 261:13,16  
262:7 265:1,3,10  
266:6,10,22 267:5,6,8  
267:10,16 268:8  
278:19 280:16 285:15  
285:16 288:16,22  
290:5,17 291:13,17  
293:2,20 299:22  
301:4 313:9 317:5,11  
317:12,18 318:2  
319:16 320:9 321:1  
326:7,11 328:5  
331:12 332:2,4 333:3  
333:12,16 337:15,19  
337:21 338:2 339:7,8  
339:11,12 346:6,15  
347:1,1,2,3,4,8 348:2  
348:6,8,13,14 349:4  
349:16,19,21,22  
350:1,4,17 351:1,8,9  
351:10,15,16 353:14  
356:5 365:11,18  
366:7 368:2 369:16  
370:13 372:16,18  
378:9,20 379:15  
385:17 386:12 391:9  
391:11,13 392:4  
393:2 395:12 403:3  
404:21 415:21  
**victim's** 16:5,8 54:10  
85:4,14 86:8,9 93:12  
93:13 119:10 122:2  
245:7,21 289:17  
350:15,20 351:18  
392:2

**victimized** 60:13 96:11  
101:4 153:20 202:8  
224:22 275:17  
**victimizing** 96:12  
**victimless** 107:6  
**victims** 1:7 8:18 10:9  
12:19 14:9,9 15:7,21  
18:2,7 19:4,9 23:3,9  
45:9,11 50:8 53:7,16  
53:18 54:17,19 56:14  
56:20 65:1 67:14 74:5  
77:9 87:2,22 89:2  
95:20 101:7,13,19  
105:4,15 114:9 116:9  
116:18,21 118:10  
120:20 121:12 133:7  
133:20 138:18 145:8  
147:8,11 148:12,19  
156:15 157:3,6  
165:11 167:9 171:15  
174:6 175:13,19  
190:1,5,10,15 201:18  
204:5 221:11 223:6,8  
226:18 229:16 231:10  
231:14,21 232:1,9,19  
233:5 236:8,13,20,21  
237:5,15 240:10  
241:4,11 243:2  
247:16,19 248:6,21  
249:3 250:10,19  
252:1,19 254:3 255:7  
255:8 256:14 257:5  
257:11,20 258:4,4,5,8  
259:3,16,20,21 260:6  
260:7 261:2 262:12  
262:18,20,22 263:22  
264:4 267:22 271:21  
272:6 274:14 275:3,7  
277:17 279:19 282:1  
282:8 283:12 285:5  
285:16 287:9 289:16  
290:16 292:2 298:21  
299:2,5 301:7 317:14  
317:15,20 319:14,15  
319:22 320:6,21  
321:3,6 322:1,14  
326:6 339:9,16  
344:10,19 346:13  
348:1 349:17 350:9  
350:22 351:8 354:5  
355:5,20 365:22  
367:4 370:14,17  
372:20,22 376:20  
377:1 378:11,20  
381:3 385:4 386:18  
390:13 391:8 395:13  
406:6,13 407:16  
410:19

**Victor** 1:17 6:12  
**Victoria** 402:3,10,16  
**video** 8:4 9:22 295:9,12  
**video-recorded** 8:2  
**videos** 142:22  
**view** 30:16 90:11 92:4  
95:19 137:21 147:3  
185:13 188:3 283:21  
295:14 413:19  
**viewed** 57:1,2 114:9  
**viewpoint** 315:13  
**views** 9:12 93:17  
255:10,11 306:1  
335:3  
**vigorous** 249:16  
**VII** 4:10  
**VIII** 4:13  
**violate** 364:1  
**violated** 273:20  
**violates** 314:12  
**violating** 169:19 193:18  
**violation** 213:11 307:10  
308:6 364:3  
**violators** 135:8  
**violence** 132:8 248:4  
**virgin** 306:21 404:18  
**Virginia** 2:20 3:6,8,10  
3:18 9:11 38:9 238:19  
302:21 311:2 317:6  
367:20 408:16 409:2  
**virtually** 53:4 61:9  
**virus** 209:21  
**Visibility** 378:16  
**visible** 64:8  
**visit** 310:2  
**visiting** 311:13 348:22  
**visits** 188:8  
**visual** 22:8  
**vital** 186:14  
**VLC** 53:17 181:15 211:3  
211:6,9 212:4 286:20  
370:8 394:13  
**VLCs** 54:2 66:20 369:12  
**voice** 201:13 211:4  
231:14 356:18 357:3  
402:19  
**voiceless** 402:19  
**voicing** 418:18  
**voluntary** 72:10  
**volunteer** 189:20 287:5  
**vouch** 60:18

---

**W**

---

**W** 3:20 6:11  
**wade** 327:19  
**wait** 136:15 159:5  
188:12,13 406:21  
**waited** 144:9 301:3

**waiting** 155:22 158:12  
 322:3,22 379:18  
**wake** 42:17 51:14  
 413:15  
**wake-up** 175:14  
**waking** 208:3  
**walk** 35:14 48:16  
 112:22 173:22 265:13  
 265:14  
**walked** 59:2 81:6  
 129:20 140:14 144:6  
 160:22 198:14 246:7  
**walking** 155:12 206:1  
 404:2  
**want** 7:3 41:20 42:2  
 67:13 68:19 69:2 71:6  
 71:7 77:3 78:19 84:20  
 86:17,19 97:16  
 103:19,20 106:4,6  
 121:4,6 139:2 140:19  
 143:18 146:17 147:3  
 147:14,17 148:7  
 149:3 177:14 180:14  
 184:7 198:15,15  
 199:1,11 201:5,6,9  
 217:4,5 220:20  
 224:17 226:1 229:22  
 232:2 233:18 236:5  
 236:12,17 250:19  
 253:1 258:18 259:18  
 261:17 262:15 272:6  
 272:7,7,8,9,10,10  
 273:3 274:19 276:17  
 278:4,11,12,14 279:5  
 279:5,20 280:1,8,13  
 280:16,19 281:21  
 285:6 287:3 288:13  
 291:10 293:15,21  
 294:14 316:11 319:1  
 319:11,12 324:7  
 328:3,3,6,7 329:15  
 348:2 357:21 371:21  
 383:1,1 388:21  
 391:12,13 393:5  
 394:19 400:17 409:14  
 412:15,16 419:5,7,9  
 419:16  
**wanted** 19:19 20:9 24:4  
 33:21 40:19 42:12  
 44:19 45:20,21,22  
 49:3 51:19 72:16 96:6  
 98:14 103:3 111:13  
 112:12 142:5,6 160:9  
 167:15 168:16,18  
 171:10 199:14 200:1  
 202:18 215:10 217:22  
 223:2 261:21 262:5  
 308:20 309:2 331:20

403:15 404:3  
**wanting** 73:6 290:1,5  
 319:10  
**wants** 128:17 237:18  
 284:8 394:10  
**war** 408:1  
**warehouse** 208:8  
**Warfare** 359:10  
**warm** 262:18  
**warned** 34:10  
**warrant** 23:18  
**warranted** 206:18  
**warranting** 298:13  
**washing** 160:17  
**Washington** 1:14 239:7  
 358:8 375:10  
**wasn't** 39:1 48:3 55:22  
 70:13 76:14 83:4,18  
 93:9 95:9 103:12  
 104:9 128:18 156:13  
 168:2 170:11 171:14  
 171:18 173:3 185:6,8  
 187:18 193:2 194:14  
 208:13 213:14,16  
 222:2 225:6,20  
 226:20 227:7 249:16  
 276:14,15,19 279:4  
 290:1 323:8 383:13  
 384:11 386:3  
**waste** 31:19  
**watch** 2:2,3,4 4:2 8:22  
 9:6 11:10 12:8 54:12  
 55:12 63:17 86:18  
 104:22 113:21 283:11  
 327:2 357:2  
**Watch's** 73:16  
**watched** 50:15  
**watches** 42:15,18  
**watching** 179:2,3  
 287:14 290:13  
**waves** 41:20  
**way** 21:7 36:7 39:9 40:7  
 41:9 52:17 61:22  
 66:14 68:22 69:14  
 70:7 73:6 75:6 76:5  
 86:15,19 91:16 99:12  
 103:17 104:1 105:12  
 107:13 108:16 118:21  
 121:15 126:4 127:12  
 127:22 128:16 129:19  
 135:11 137:11 140:22  
 146:1,3 147:8 149:1  
 157:13 160:21 171:9  
 173:22 175:16 178:21  
 180:21 184:15 188:22  
 201:4 212:3 222:18  
 223:2 241:10 248:20  
 253:21 271:18 278:12

302:12 306:2 310:6  
 315:16 318:4,12  
 321:1,2 341:1 355:4  
 383:18,19 386:12  
 388:13 390:20 392:22  
 393:9 398:17 413:20  
 415:12 419:3  
**ways** 13:21 14:7 54:2  
 64:19 76:8 328:1  
**we'll** 11:11 45:14 69:11  
 73:16 105:2,3,10,17  
 147:21 159:5 212:9  
 230:11,13 306:6  
 323:19 343:14 344:1  
 349:12 367:12 401:1  
 401:2,21 408:9  
 419:18  
**we're** 11:8,18 78:13,13  
 78:14,17 83:20 126:4  
 126:20 127:17,18  
 133:12 134:4,7,20  
 139:14 202:6,7  
 295:10 297:12,19  
 309:13,18,20,22  
 317:14 322:3,4  
 326:19 334:16 336:6  
 339:3,14 343:19  
 351:21 379:18 393:12  
 393:14,16 394:19  
 397:18,19 400:13  
 401:9 405:21  
**we've** 13:17 54:21  
 65:22 89:14 90:5  
 100:18 216:3 305:4  
 307:16 309:15 315:9  
 316:7 322:4,17  
 323:21 327:20 328:16  
 331:17,18 337:3  
 351:21 372:3 377:8,9  
 398:14 401:3 411:2  
**weak** 119:10  
**weakens** 399:14  
**weapon** 149:8  
**wear** 35:20 209:20  
 213:22 403:7  
**web** 382:7  
**website** 6:1,4,6 8:5 11:5  
 61:5 295:12 297:8  
 303:12 367:11 388:15  
 401:19 412:18 419:18  
**week** 47:15,15 78:21  
 80:22 84:4 107:5  
 115:14 180:5 181:13  
 208:18 215:4 324:17  
 397:11 402:17 403:3  
 405:5 417:10  
**weekend** 334:6 362:13  
 362:18

**weekends** 282:21  
**weekly** 71:19  
**weeks** 42:19,20 185:15  
 207:11 208:16 407:11  
 417:18  
**welcome** 5:4 7:18  
 100:21 105:18 199:17  
 202:13 231:1 238:19  
 241:19 307:9 317:6  
 352:17 367:21 373:14  
 408:17 413:1,12  
**welfare** 113:12 370:18  
**wellbeing** 161:11  
 190:17 218:3  
**Welsh** 131:8  
**went** 23:21 25:4 34:16  
 37:2 46:18 47:1,13  
 49:22 59:7 66:16  
 70:13 76:19 78:7  
 80:14 82:7 105:6  
 115:4 148:2 152:3  
 158:11 174:9 180:4,9  
 180:9,20 181:3,16  
 189:13,15 193:9  
 196:7 202:19 203:3  
 205:3 207:10 210:16  
 215:18 219:13 230:15  
 276:2,5,10 277:1,3,7  
 279:14 288:9,15  
 295:1 343:17 345:19  
 387:7 401:7 403:5  
 411:2 416:5 419:22  
**weren't** 12:12 17:20  
 75:21 179:2 202:2  
 213:22 214:1  
**West** 106:11 107:14  
 142:6,11,21 143:5  
 146:20 177:12 408:15  
 409:2  
**Westling** 3:15 358:14  
 358:18 394:21  
**whatnot** 76:18  
**whereabouts** 362:4,20  
**whichever** 190:16  
**whisper** 48:16  
**whispers** 48:15 151:14  
**whistle** 112:19 234:12  
**whistleblower** 14:11  
 16:15 17:4,13,20 30:8  
 30:10 31:17,21 32:4  
 52:12 55:13,16,21  
 56:2,5 66:12 162:5  
 364:4  
**whistleblowers** 55:17  
 55:22  
**whole's** 312:7  
**wholly** 136:7  
**whore** 404:1

**wide** 111:16,18 139:22  
307:19 345:14  
**widespread** 335:12  
342:19 388:8 418:14  
**wife** 35:6 38:12,17  
51:11 77:18 78:1  
186:20 195:1 200:2  
235:21 236:1  
**wife's** 236:3  
**wildfire** 316:17  
**Willard** 249:18  
**willing** 15:22 116:5  
138:9,12 212:13  
233:17 269:4  
**willingly** 377:6  
**wind** 102:14,21 123:21  
**window** 404:3  
**windowless** 403:14  
**wing** 3:5,12 103:10  
104:16 149:10 154:13  
154:13 193:7 295:17  
295:21 297:5 323:12  
323:19 344:3 345:13  
385:12 391:18 392:3  
**wingman** 149:14  
**wink** 177:7,7  
**wisdom** 316:9,10  
**wish** 33:7 207:16 252:8  
332:7 342:17 343:7  
**wished** 197:22  
**withdrawn** 173:20  
204:13 360:19  
**withhold** 236:16 354:1  
**withholding** 354:1  
**withstand** 313:7  
**witness** 198:1 225:6,15  
227:7 353:14 357:10  
413:5  
**witnessed** 22:21 298:5  
**witnesses** 2:1 51:20  
52:9 124:5 354:5  
355:6,20 386:18  
**woke** 176:22 416:17  
**woman** 115:11 140:20  
166:1 341:15 405:4  
416:9  
**women** 130:20 311:18  
312:3 372:4 374:19  
407:12,13 409:18  
410:17 417:13  
**Women's** 2:4  
**won** 32:22 38:20,21  
165:7  
**wonder** 30:11 213:2  
252:3 330:20 385:2  
**wondered** 74:1 334:21  
**wonderful** 33:5 219:11  
222:15

**wondering** 228:14,16  
**word** 63:2 116:4 192:14  
192:15 195:19 199:22  
199:22 280:13 328:2  
403:17  
**words** 112:9 113:22  
161:14 219:9 268:9  
275:6 288:4 354:15  
366:20  
**work** 7:6 10:9 11:16  
14:6,15 33:19,21 35:8  
35:16 46:9 48:2 53:20  
54:14 57:16,17 76:10  
76:10,11 77:6 79:1,2  
79:5,6 80:10 90:7  
102:3 105:1 110:19  
111:17 114:11 115:6  
115:9 117:9 129:3,8  
129:20 151:9 154:13  
157:10 161:10 162:22  
164:18 168:12 169:2  
169:11 171:20 172:22  
173:10,22 188:21  
193:9,15 200:16  
202:6 215:11 239:5,8  
240:21 267:17 269:14  
269:16,17 287:7,10  
287:11 302:4,6  
303:22 304:4 306:16  
325:17,17 329:7  
342:21 354:20 362:3  
362:9 363:9 371:11  
371:17 380:11 383:14  
387:18 391:22 394:4  
403:18 415:9  
**worked** 15:5 41:3 76:12  
76:15 141:13 160:2  
170:3,6 188:7 195:16  
225:8,22 240:3,17  
254:22 262:21 267:9  
275:3 288:11 312:9  
326:3 331:17 335:5  
335:11 400:8  
**worker** 81:15  
**workers** 195:16  
**workforce** 345:15 376:6  
**workgroup** 363:16  
**working** 12:21 13:11  
15:4 35:18 54:5,6,8  
68:14 83:14 111:13  
117:6 118:2 120:21  
120:22 123:10 129:15  
131:21 132:18 178:3  
179:1 208:13 217:18  
222:22 231:9,13  
232:21 233:22 235:18  
255:7 270:14 278:11  
322:19 372:16 374:9

376:21 397:19 400:13  
415:14 417:10  
**workload** 282:15  
**workplace** 2:7,11 4:4,6  
9:13 105:9 134:10  
136:10 137:12 164:7  
282:6 348:17  
**workplaces** 54:8 134:6  
**works** 57:14 235:21  
253:18 287:8 371:1  
387:14  
**world** 13:7 32:20  
110:13,20 127:2  
135:4 138:6 142:10  
167:19 204:12 242:22  
311:13 312:4 328:18  
415:19  
**worry** 253:3 272:19  
**worse** 15:20 22:2 46:17  
60:9 108:17 164:19  
212:3 224:3  
**worst** 47:22 109:20  
153:22 162:7 219:4  
**worth** 247:21  
**would've** 138:6,9 139:1  
**wouldn't** 33:7 46:14  
63:11,12,12 69:9  
169:15 178:8 188:1  
188:21 189:6 198:6,8  
200:12 204:8 225:21  
263:21 265:22 274:8  
293:3 336:7 382:4  
**wound** 242:20,22 243:1  
**wounds** 247:4 299:3  
**wreck** 277:7  
**wrecked** 58:2  
**wrestle** 299:3  
**wrist** 90:13 135:8 415:3  
**write** 13:18 331:7  
392:22 407:19  
**writing** 26:2 96:1  
229:18 397:10  
**written** 10:21 11:2  
13:20 168:21 225:9  
384:9 401:17 412:17  
413:2  
**wrong** 28:2 93:21 94:9  
158:21 159:3 166:17  
328:2 329:1 338:14  
394:6 400:7  
**wrongdoers** 133:18  
**wrongdoing** 58:15  
135:1  
**wrongdoings** 157:8  
**wrongly** 273:13  
**wrote** 27:8 38:12 44:7  
112:13  
**WSO** 154:17

**WSOs** 152:9,10  
**www.jpp.whs.mil** 6:1

---

**X**


---

**X** 4:19 261:5  
**XO** 161:20 218:12  
**XOI** 180:10,10

---

**Y**


---

**Y** 261:5  
**yeah** 77:13 80:18 161:3  
216:18 220:17 221:12  
**year** 5:13 8:8 13:15,16  
14:1,2 22:16 23:6  
33:1 39:7 44:14 45:16  
97:17 106:14 114:3  
119:19 141:15,17  
149:21 153:9 161:4  
162:20 166:1 182:15  
187:15 189:10 197:7  
200:18 215:19 222:10  
242:14 247:14,18  
260:16 264:12 265:15  
267:6 292:8,9 307:19  
309:15 334:17 337:17  
345:13,20 346:2,3  
349:15 373:22 406:21  
**years** 8:9 12:1,5 15:11  
20:11 24:7 25:1,10  
29:13 30:20 32:13  
33:3 45:18 51:1 71:12  
71:15 78:22,22,22  
84:12 92:22 98:2  
109:11,21 116:1  
118:1 126:14 129:18  
129:21 138:12 140:6  
149:21 158:10,13  
159:15 163:16 164:11  
165:4 166:6,6,16  
173:19 184:20 191:15  
191:16 211:21 235:19  
235:21 240:3,10,16  
242:5 255:5,7 275:4  
275:22 295:22 296:1  
298:2,8 299:4 302:10  
302:11 305:18 307:13  
309:8 312:10 316:9  
317:10,11,13 320:6  
334:18,18 336:10  
341:16 342:2 345:10  
345:21 372:7 376:18  
406:22 409:4  
**yell** 178:15 404:3  
**yelled** 218:13  
**yesterday** 9:3  
**York** 150:1  
**young** 29:19 129:22  
200:20 211:20 275:21

278:2,3 279:2,12,14  
311:19 312:3 313:12  
315:20 316:7 377:4  
399:9,10 400:10  
401:22 405:4 414:1

**younger** 140:7  
**YouTube** 142:22

---

**Z**

---

**Z** 261:5  
**zero** 17:12 116:20  
326:4 357:7  
**zone** 408:1

---

**0**

---



---

**1**

---

**1** 119:16  
**1-800** 285:20 318:21  
**1,000** 102:15 312:2  
359:8  
**1,200** 304:20  
**1:00** 230:12  
**1:04** 230:15  
**1:30** 230:13  
**1:41** 230:16  
**10** 185:22 364:4  
**10:00** 98:12  
**10:39** 105:6  
**10:46** 105:7  
**100** 22:13 97:7 145:5  
280:11  
**1034** 364:4  
**105** 4:4  
**107** 360:6  
**11** 4:2 46:6 71:12  
359:20 372:8  
**11:31** 148:2  
**11:41** 148:3  
**117** 374:9  
**12** 203:21 317:10 346:2  
**12:00** 46:7  
**120** 7:9,10 8:15 360:9  
360:14  
**120(d)** 360:10  
**128** 360:12  
**12th** 150:3 203:12  
**13** 152:9 316:8 346:2  
**13,000** 374:14  
**130** 185:7  
**134** 360:15  
**138** 44:9 327:10  
**13th** 34:12  
**14** 211:21 256:15,17  
345:21 346:3  
**14:50** 166:3  
**143** 307:18  
**148** 4:5

**149** 4:6  
**15** 37:8,17 38:3 49:17  
59:14 79:10 84:5 95:4  
112:13 138:11 159:15  
207:9 220:15 346:2

**15-6** 174:12  
**150** 9:5 13:17  
**15th** 114:2  
**17** 106:12 300:18  
346:17  
**17-and-a** 165:3  
**1752.5B** 249:1,3  
**18** 277:1 353:4  
**18-year** 110:18  
**180** 324:16  
**19** 1:10 32:13 71:14  
**19.5** 158:10  
**192** 30:6  
**1975** 402:21  
**1987** 114:22  
**1995** 305:6  
**1998** 143:3  
**19th** 30:6  
**1LT** 147:1  
**1st** 2:8 105:10,18,19,21  
122:3,8,15 123:4  
141:21 142:14 143:1  
144:14 145:19,22  
146:19 223:16 349:15

---

**2**

---

**2** 360:17  
**2,000** 149:12  
**2,400** 353:10  
**2,500** 359:14  
**2:42** 295:1  
**2:47** 295:2  
**20** 1:14 191:16 235:21  
298:3  
**20-foot** 165:22  
**20,000** 353:11  
**200** 126:14 353:7  
**2000** 19:11 159:13  
**2002** 164:8 413:14  
**2004** 17:2 20:11 416:1  
418:7  
**2005** 167:20 239:14  
249:15 418:21  
**2006** 234:8 266:19  
**2007** 296:4 301:1  
302:13  
**2008** 20:17 45:16  
**2009** 46:1 176:9 305:3  
**2010** 33:10 34:12  
115:20 164:2  
**2011** 106:12 107:21  
185:16 255:6  
**2012** 5:8,20 8:15 14:1,2

25:19 40:18 41:17  
48:1 56:11 152:8  
168:5 176:11 202:21  
203:10 255:1 296:4  
297:2 300:16 345:20  
**2013** 5:13 8:8 17:2 28:6  
43:20 49:15 50:1  
106:12 107:11 144:9  
149:13 188:15 191:10  
203:21 205:12 249:17  
345:13,21 412:11  
**2014** 8:9 122:10 149:17  
149:18 176:9 197:9  
197:10 205:14 206:11  
206:15 207:8 247:14  
264:12 300:16 346:5  
359:17,20 360:17  
361:4 370:3 372:3  
**2015** 1:10 5:22 8:10  
30:6 149:20 211:17  
247:19 346:16

**2017** 188:14  
**209** 359:2  
**21** 13:19 247:16 374:2  
**21st** 415:19  
**22** 345:19 406:11  
**22,000** 353:10  
**231** 4:7,9  
**24** 264:14 295:22  
305:18 364:17 395:1  
**24/7** 126:8,10  
**25** 258:17 346:17,18  
**25th** 249:18 373:22  
**26,000** 402:4,17  
**27** 247:19 292:5  
**28114** 364:3  
**28th** 149:10  
**295** 4:11  
**2nd** 143:6 206:15

---

**3**

---

**3,300** 149:11  
**3:33** 343:17  
**3:42** 343:18  
**30** 26:16 97:10 129:21  
346:4 403:11  
**300** 151:17  
**32** 16:21 108:3 122:10  
152:10 172:1 228:5  
277:6 409:21  
**32s** 121:14  
**33** 45:18 364:5 409:4  
**333** 1:14  
**34** 191:15 345:20  
**34-year** 191:16  
**343** 4:13,17  
**35** 205:13 237:15  
**38** 17:7 66:2

**3rd** 105:21

---

**4**

---

**4** 203:10  
**4,000** 305:4 342:21  
374:16  
**4:36** 401:7  
**4:42** 401:8  
**4:45** 6:15  
**40** 345:20  
**401** 4:19  
**440** 404:8  
**447** 358:22  
**45th** 3:5 295:17,21  
297:5 323:12,19  
**4th** 5:22 176:13

---

**5**

---

**5,000** 342:22  
**5:00** 176:22 401:4  
419:22  
**50** 129:18  
**500** 310:3  
**508** 303:3  
**51** 17:15  
**52** 125:6 353:7  
**52,900** 374:8  
**53** 364:5 407:15  
**53,000** 374:13  
**54** 13:19 250:1  
**541** 5:19  
**56** 374:18  
**5700** 17:2  
**576(a)(2)** 5:13

---

**6**

---

**60** 97:10  
**600** 353:6  
**62** 18:21 274:14,17  
327:1 340:1 372:4  
391:5  
**65** 242:14  
**6th** 1:14

---

**7**

---

**70** 152:1 325:2  
**72** 261:20 364:17  
**75** 325:2  
**7th** 3:7 306:8,14 307:17

---

**8**

---

**8:30** 1:14  
**8:52** 5:2  
**82nd** 107:9

---

**9**

---

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Prevention and Response to  
Retaliation Against Victims

Before: DOHA JPP

Date: 05-19-15

Place: Washington, DC

was duly recorded and accurately transcribed under  
my direction; further, that said transcript is a  
true and accurate record of the proceedings.

  
-----  
Court Reporter

**NEAL R. GROSS**

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701