Subject: PH: Matt Friese
Location: BOI

Start: Mon 11/22/2010 10:00 AM
End: Mon 11/22/2010 10:05 AM

Recurrence: (none)

Organizer: Parnell, Governor (GOV sponsored)

STAFF:
TOPIC: Matt Friese has requested PH w/GOA as one of Alaska's Air National Guard Chaplains
CONFIRMED/ENTERED: Confirmed directly via phone w/Matt - 11.17.10 - jlm

Contact: Matt Friese
(907) 644-2234 - Work
BOI - Cell
mfriese@gracechristianalaska.org

*Note: GOA to dial Matt directly (BOI - Cell

Subject: PH: Matt Friese

Start: Mon 11/22/2010 10:00 AM
End: Mon 11/22/2010 10:15 AM

Recurrence: (none)

Organizer: Parnell, Governor (GOV sponsored)

Categories: Important

STAFF:
TOPIC: Matt Friese has requested PH w/GOA as one of Alaska's Air National Guard Chaplains
CONFIRMED/ENTERED: Confirmed directly via phone w/Matt - 11.17.10 - jlm

Contact: Matt Friese
(907) 644-2234 - Work
BOI - Cell
mfriese@gracechristianalaska.org

***Note: GOA to dial Matt directly (907) 644-2234 - Work Direct**

Subject: PH: Matt Friese
Location: 907-644-2234

Start: Mon 11/22/2010 10:00 AM
End: Mon 11/22/2010 10:15 AM

Recurrence: (none)

Organizer: Parnell, Governor (GOV sponsored)

Categories: Important

STAFF:
TOPIC: Matt Friese has requested PH w/GOA as one of Alaska's Air National Guard Chaplains
CONFIRMED/ENTERED: Confirmed directly via phone w/Matt - 11.17.10 - jlm

Contact: Matt Friese
(907) 644-2234 - Work
BOI - Cell
mfriese@gracechristianalaska.org

***Note: GOA to dial Matt directly (907) 644-2234 - Work Direct**

Subject: PH: Matt Friese
Location: 907

Start: Mon 11/22/2010 10:00 AM
End: Mon 11/22/2010 10:05 AM

Recurrence: (none)

Organizer: Parnell, Governor (GOV sponsored)

STAFF:
TOPIC: Matt Friese has requested PH w/GOA as one of Alaska's Air National Guard Chaplains
CONFIRMED/ENTERED: Left phone messages (both numbers) for return call - 11.17.10 - jlm

Contact: Matt Friese
(907) 644-2234 - Work
(907) BOI Cell
mfriese@gracechristianalaska.org

From: Katkus, Thomas H (MVA)
Sent: Wednesday, January 05, 2011 5:15 PM
To: Nizich, Michael A (GOV)
Subject: Fwd: Workplace Violence Bullets (UNCLASSIFIED)

Mike

FPA/Privacy

Katkus

Sent from electronic mobile device.

Begin forwarded message:

> **From:** "Wenke, Wendy B COL MIL NG AKANG" <wendy.wenke@us.army.mil>
> **Date:** January 4, 2011 19:10:53 AKST
> **To:** "Katkus, Tom MG MIL NG AKARNG" <thomas.katkus@us.army.mil>, "Katkus, Thomas H (ANG)" <thomas.katkus@alaska.gov>
> **Cc:** "McManus, Deborah BG MIL NG AKANG" <deborah.mcmanus1@us.army.mil>, "Foster, Charles E BrigGen USAF ANG 176 WG/CC" <charles.foster@ang.af.mil>
> **Subject: Workplace Violence Bullets (UNCLASSIFIED)**
>
> Classification: UNCLASSIFIED
> Caveats: FOUO
>
> Sir,
>
> Bullets with key actions/events as requested.

FPA/Privacy

FPA/Privacy

Classification: UNCLASSIFIED
Caveats: FOUO

From: Katz, John W (GOV)
Sent: Tuesday, November 22, 2011 6:54 AM
To: Katkus, Thomas H (MVA)
Cc: Pierre, McHugh (MVA); Nizich, Michael A (GOV); Kelly, Russ T (GOV); Sims, Cynthia M (GOV)
Subject: National Guard Empowerment Act
Attachments: ARM11D50.pdf; Webb second degree.pdf; Reed second degree.pdf

[redacted]

John W. Katz
Director of State/Federal Relations
and Special Counsel to the Governor
Office of Governor Sean Parnell
444 North Capitol Street, NW
Suite 336
Washington, DC 20001

Phone: 202.624.5858
Fax: 202.624.5857

john.katz@alaska.gov
www.gov.state.ak.us

From: Quam, David [mailto:DQuam@NGA.ORG]
Sent: Tuesday, November 22, 2011 10:43 AM
To: Reps
Subject: Update on Defense Authorization Act

To: Washington Representatives and State-Federal Contacts
Re: Update on Defense Authorization Bill

Next week the Senate will resume consideration of the National Defense Authorization Act (NDAA) for FY 2012 (S. 1867). NGA has been monitoring progress on two amendments of interest to states: 1) the Council of Governors' legislative proposal, and 2) the National Guard Empowerment Act. Below please find an update on both items. Please note that the National Guard Empowerment amendment faces a potentially steep uphill battle on the floor despite the fact that the bill itself has 70 cosponsors.

1. **Council of Governors' Legislative Proposal**

On Friday, the Senate accepted the Council of Governors' legislative proposal to authorize the call-up of the Reserve forces for disaster response and codify the role of a dual-status commander. The provision was offered as an amendment by Senators Levin (D-MI), Webb (D-VA), Graham (R-SC) and Leahy (D-VT) and was adopted by unanimous consent.

2. National Guard Empowerment (Second Degree Amendments Anticipated)
Senators Leahy and Graham have filed the text of S.1025, the *National Guard Empowerment and State-National Defense Integration Act,* which currently has 70 cosponsors*,* as an amendment to the NDAA. The amendment would, among other things, provide a seat on the Joint Chiefs of Staff for the Chief of the National Guard Bureau (NGB) and provide a 3-star Vice-Chief to the NGB. Currently, S. 1025 has 70 cosponsors.

Senator Webb (D-VA) and Senator Reed (D-RI) have each filed second-degree amendments to the Leahy-Graham amendment. Both amendments severely undermine the Leahy-Graham National Guard amendment and would prevent the National Guard Chief from serving on the Joint Chiefs of Staff. Below is a summary of the two second-degree amendments:

Webb Second-Degree Amendment
Senator Webb's amendment would eliminate the Leahy-Graham amendment entirely and replace those nine provisions with an independent study, conducted at the direction and under the supervision of the Secretary of Defense, on the long-term and short-term implications of adding the Chief of the NGB as a member of the Joint Chiefs of Staff. The independent study would be required to re-examine issues that have already been raised and discussed, including during the Senate Armed Service Committee hearing that was held on November 10, 2011. The amendment would essentially delay the enactment of the National Guard Empowerment bill for at least another year.

Reed Second-Degree Amendment
Senator Reed's amendment would specify that the Chief of the NGB would only be permitted to offer advice on issues involving non-federalized National Guard forces in support of homeland defense and civil support missions. This would statutorily limit the role of the Chief as an advisor to the Joint Chiefs of Staff on all military-related matters when no other member of the Joint Chiefs of Staff is limited in the advice and counsel they can provide. The amendment would also eliminate conforming language that clearly specifies the role and duties of the Chief as a member of the Joint Chiefs of Staff, creating confusion as to whether the Chief would actually be a member or not. It is likely that this provision would maintain the status quo of the membership of the Joint Chiefs of Staff, keeping the Chief's participation "by invitation of the Chairman."

Senator Reed's amendment would also eliminate the role of governors in the nominating process for Vice-Chief to the NGB. This creates a disparity between the qualifications of the Chief and the Vice-Chief, as federal law requires the NGB Chief to receive a recommendation from his/her home state's governor prior to the nomination by the Secretary of Defense. This would create an unnecessary distinction between the nominating processes for the Chief and the Vice-Chief and leave the position open to a broad pool of possibly less-qualified candidates.

Senator Leahy and Senator Graham are working with the Senate floor managers to secure a vote on their amendment. They are asking for support from the amendment's cosponsors to secure a vote and that they oppose the Webb and Reed second-degree amendments. At this time, governors' offices are encouraged to reach out to their Senate delegations and ask that they reaffirm their support for the National Guard Empowerment legislation. The text of the Leahy-Graham amendment as well as the Webb and Reed amendments are attached.

If you have any questions, please feel free to contact Heather Hogsett (hhogsett@nga.org or 202.624.5360) or Mike Obrock (mobrock@nga.org or 202.624.5390).

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You are currently subscribed to [reps] as john.katz@alaska.gov..
To unsubscribe, send a blank email to leave-204043-146945.be11cdef11a304971add74556d28c845@talk.nga.org..

AMENDMENT NO._____ Calendar No._____

Purpose: To enhance the national defense through empowerment of the National Guard, enhancement of the functions of the National Guard Bureau, and improvement of Federal-State military coordination in domestic emergency response.

IN THE SENATE OF THE UNITED STATES—112th Cong., 1st Sess.

S. 1867

To authorize appropriations for fiscal year 2012 for military activities of the Department of Defense, for military construction, and for defense activities of the Department of Energy, to prescribe military personnel strengths for such fiscal year, and for other purposes.

Referred to the Committee on _____ and ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. LEAHY

Viz:

At the end of division A, add the following:

TITLE XVI—NATIONAL GUARD EMPOWERMENT

SEC. 1601. SHORT TITLE.

This title may be cited as the ''National Guard Empowerment and State-National Defense Integration Act of 2011''.

SEC. 1602. REESTABLISHMENT OF POSITION OF VICE CHIEF OF THE NATIONAL GUARD BUREAU AND TERMINATION OF POSITION OF DIRECTOR OF THE JOINT STAFF OF THE NATIONAL GUARD BUREAU.

(a) REESTABLISHMENT AND TERMINATION OF POSITIONS.—Section 10505 of title 10, United States Code, is amended to read as follows:

"§ 10505. Vice Chief of the National Guard Bureau

''(a) APPOINTMENT.—(1) There is a Vice Chief of the National Guard Bureau, selected by the Secretary of Defense from officers of the Army National Guard of the United States or the Air National Guard of the United States who—

''(A) are recommended for such appointment by their respective Governors or, in the case of the District of Columbia, the commanding general of the District of Columbia National Guard;

''(B) have had at least 10 years of federally recognized service in an active status in the National Guard; and

''(C) are in a grade above the grade of brigadier general.

''(2) The Chief and Vice Chief of the National Guard Bureau may not both be members of the Army or of the Air Force.

''(3)(A) Except as provided in subparagraph (B), an officer appointed as Vice Chief of the National Guard Bureau serves for a term of four years, but may be removed from office at any time for cause.

''(B) The term of the Vice Chief of the National Guard Bureau shall end within a reasonable time (as determined by the Secretary of Defense) following the appointment of a Chief of the National Guard Bureau who is a member of the same armed force as the Vice Chief.

''(b) DUTIES.—The Vice Chief of the National Guard Bureau performs such duties as may be prescribed by the Chief of the National Guard Bureau.

''(c) GRADE.—The Vice Chief of the National Guard Bureau shall be appointed to serve in the grade of lieutenant general.

''(d) FUNCTIONS AS ACTING CHIEF.—When there is a vacancy in the office of the Chief of the National Guard Bureau or in the absence or disability of the Chief, the Vice Chief of the National Guard Bureau acts as Chief and performs the duties of the Chief until a successor is appointed or the absence of disability ceases.''.

(b) CONFORMING AMENDMENTS.—

(1) Section 10502 of such title is amended by striking subsection (e).

(2) Section 10506(a)(1) of such title is amended by striking ''and the Director of the Joint Staff of the National Guard Bureau'' and inserting ''and the Vice Chief of the National Guard Bureau''.

(c) CLERICAL AMENDMENTS.—

(1) HEADING AMENDMENT.—The heading of section 10502 of such title is amended to read as follows:

''§ 10502. Chief of the National Guard Bureau: appointment; advisor on National Guard matters; grade''.

(2) TABLE OF SECTIONS.—The table of sections at the beginning of chapter 1011 of such title is amended—

(A) by striking the item relating to section 10502 and inserting the following new item:

''10502. Chief of the National Guard Bureau: appointment; advisor on National Guard matters; grade.'';

and

(B) by striking the item relating to section 10505 and inserting the following new item:

''10505. Vice Chief of the National Guard Bureau.''.

SEC. 1603. MEMBERSHIP OF THE CHIEF OF THE NATIONAL GUARD BUREAU ON THE JOINT CHIEFS OF STAFF.

(a) MEMBERSHIP ON JOINT CHIEFS OF STAFF.—Section 151(a) of title 10, United States Code, is amended by adding at the end the following new paragraph:

''(7) The Chief of the National Guard Bureau.''.

(b) CONFORMING AMENDMENTS.—Section 10502 of such title, as amended by section 2(b)(1) of this Act, is further amended—

(1) by redesignating subsection (d) as subsection (e); and

(2) by inserting after subsection (c) the following new subsection (d):

''(d) MEMBER OF JOINT CHIEFS OF STAFF.—The Chief of the National Guard Bureau shall perform the duties prescribed for him or her as a member of the Joint Chiefs of Staff under section 151 of this title.''.

SEC. 1604. CONTINUATION AS A PERMANENT PROGRAM AND ENHANCEMENT OF ACTIVITIES OF TASK FORCE FOR EMERGENCY READINESS PILOT PROGRAM OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY.

(a) CONTINUATION.—

(1) CONTINUATION AS PERMANENT PROGRAM.—The Administrator of the Federal Emergency Management Agency shall continue the Task Force for Emergency Readiness (TFER) pilot program of the Federal Emergency Management Agency as a permanent program of the Agency.

(2) LIMITATION ON TERMINATION.—The Administrator may not terminate the Task Force for Emergency Readiness program, as so continued, until authorized or required to terminate the program by law.

(b) EXPANSION OF PROGRAM SCOPE.—As part of the continuation of the Task Force for Emergency Readiness program pursuant to subsection (a), the Administrator shall carry out the program in at least five States in addition to the five States in which the program is carried out as of the date of the enactment of this Act.

(c) ADDITIONAL FEMA ACTIVITIES.—As part of the continuation of the Task Force for Emergency Readiness program pursuant to subsection (a), the Administrator shall—

(1) establish guidelines and standards to be used by the States in strengthening the planning and planning capacities of the States with respect to responses to catastrophic disaster emergencies; and

(2) develop a methodology for implementing the Task Force for Emergency Readiness that includes goals and standards for assessing the performance of the Task Force.

(d) NATIONAL GUARD BUREAU ACTIVITIES.—As part of the continuation of the Task Force for Emergency Readiness program pursuant to subsection (a), the Chief of the National Guard Bureau shall—

(1) assist the Administrator in the establishment of the guidelines and standards, implementation methodology, and performance goals and standards required by subsection (c);

(2) in coordination with the Administrator—

(A) identify, using catastrophic disaster response plans for each State developed under the program, any gaps in State civilian and military response capabilities that Federal military capabilities are unprepared to fill; and

(B) notify the Secretary of Defense, the Commander of the United States Northern Command, and the Commander of the United States Pacific Command of any gaps in capabilities identified under subparagraph (A); and

(3) acting through and in coordination with the Adjutants General of the States, assist the States in

the development of State plans on responses to catastrophic disaster emergencies.

(e) ANNUAL REPORTS.—The Administrator and the Chief of the National Guard Bureau shall jointly submit to the appropriate committees of Congress each year a report on activities under the Task Force for Emergency Readiness program during the preceding year. Each report shall include a description of the activities under the program during the preceding year and a current assessment of the effectiveness of the program in meeting its purposes.

(f) APPROPRIATE COMMITTEES OF CONGRESS DEFINED.—In this section, the term ''appropriate committees of Congress'' means—

(1) the Committee on Armed Services and the Committee on Homeland Security and Governmental Affairs of the Senate; and

(2) the Committee on Armed Services and the Committee on Homeland Security of the House of Representatives.

SEC. 1605. REPORT ON COMPARATIVE ANALYSIS OF COSTS OF COMPARABLE UNITS OF THE RESERVE COMPONENTS AND THE REGULAR COMPONENTS OF THE ARMED FORCES.

(a) REPORT REQUIRED.—

(1) IN GENERAL.—Not later than 180 days after the date of the enactment of this Act, the Secretary of Defense shall submit to the congressional defense committees a report setting forth a comparative analysis of the costs of units of the regular components of the Armed Forces with the costs of similar units of the reserve components of the Armed Forces. The analysis shall include a separate comparison of the costs of units in the aggregate and of the costs of units solely when on active duty.

(2) SIMILAR UNITS.—For purposes of this subsection, units of the regular components and reserve components shall be treated as similar if such units have the same general structure, personnel, or function, or are substantially composed of personnel having identical or similar military occupational specialties (MOS).

(b) ASSESSMENT OF INCREASED RESERVE COMPONENT PRESENCE IN TOTAL FORCE STRUCTURE.—The Secretary shall include in the report required by subsection (a) an assessment of the advisability of increasing the number of units and members of the reserve components of the Armed Forces within the total force structure of the Armed Forces. The assessment shall take into account the comparative analysis conducted for purposes of

subsection (a) and such other matters as the Secretary considers appropriate for purposes of the assessment.

(c) COMPTROLLER GENERAL REPORT.—Not later than 180 days after the date of the submittal of the report required by subsection (a), the Comptroller General of the United States shall submit to the congressional defense committees a report setting forth a review of such report by the Comptroller General. The report of the Comptroller General shall include an assessment of the comparative analysis contained in the report required by subsection (a) and of the assessment of the Secretary pursuant to subsection (b).

SEC. 1606. DISPLAY OF PROCUREMENT OF EQUIPMENT FOR THE RESERVE COMPONENTS OF THE ARMED FORCES UNDER ESTIMATED EXPENDITURES FOR PROCUREMENT IN FUTURE-YEARS DEFENSE PROGRAMS.

Each future-years defense program submitted to Congress under section 221 of title 10, United States Code, shall, in setting forth estimated expenditures and item quantities for procurement for the Armed Forces for the fiscal years covered by such program, display separately under such estimated expenditures and item quantities the estimated expenditures for each such fiscal year for equipment for each reserve component of the Armed

Forces that will receive items in any fiscal year covered by such program.

SEC. 1607. ENHANCEMENT OF AUTHORITIES RELATING TO THE UNITED STATES NORTHERN COMMAND AND OTHER COMBATANT COMMANDS.

(a) COMMANDS RESPONSIBLE FOR SUPPORT TO CIVIL AUTHORITIES IN THE UNITED STATES.—The United States Northern Command and the United States Pacific Command shall be the combatant commands of the Armed Forces that are principally responsible for the support of civil authorities in the United States by the Armed Forces.

(b) DISCHARGE OF RESPONSIBILITY.—In discharging the responsibility set forth in subsection (a), the Commander of the United States Northern Command and the Commander of the United States Pacific Command shall each—

(1) in consultation with and acting through the Chief of the National Guard Bureau and the Joint Force Headquarters of the National Guard of the State or States concerned, assist the States in the employment of the National Guard under State control, including National Guard operations conducted in State active duty or under title 32, United States Code; and

(2) facilitate the deployment of the Armed Forces on active duty under title 10, United States Code, as necessary to augment and support the National Guard in its support of civil authorities when National Guard operations are conducted under State control, whether in State active duty or under title 32, United States Code.

(c) MEMORANDUM OF UNDERSTANDING.—

(1) MEMORANDUM REQUIRED.—Not later than 180 days after the date of the enactment of this Act, the Commander of the United States Northern Command, the Commander of the United States Pacific Command, and the Chief of the National Guard Bureau shall, with the approval of the Secretary of Defense, jointly enter into a memorandum of understanding setting forth the operational relationships, and individual roles and responsibilities, during responses to domestic emergencies among the United States Northern Command, the United States Pacific Command, and the National Guard Bureau.

(2) MODIFICATION.—The Commander of the United States Northern Command, the Commander of the United States Pacific Command, and the Chief of the National Guard Bureau may from time to time modify the memorandum of understanding

under this subsection to address changes in circumstances and for such other purposes as the Commander of the United States Northern Command, the Commander of the United States Pacific Command, and the Chief of the National Guard Bureau jointly consider appropriate. Each such modification shall be subject to the approval of the Secretary of Defense.

(d) AUTHORITY TO MODIFY ASSIGNMENT OF COMMAND RESPONSIBILITY.—Nothing in this section shall be construed as altering or limiting the power of the President or the Secretary of Defense to modify the Unified Command Plan in order to assign all or part of the responsibility described in subsection (a) to a combatant command other than the United States Northern Command or the United States Pacific Command.

(e) REGULATIONS.—The Secretary of Defense shall prescribe regulations for purposes of aiding the expeditious implementation of the authorities and responsibilities in this section.

SEC. 1608. REQUIREMENTS RELATING TO NATIONAL GUARD OFFICERS IN CERTAIN COMMAND POSITIONS.

(a) COMMANDER OF ARMY NORTH COMMAND.—The officer serving in the position of Commander, Army North

Command, shall be an officer in the Army National Guard of the United States.

(b) COMMANDER OF AIR FORCE NORTH COMMAND.—The officer serving in the position of Commander, Air Force North Command, shall be an officer in the Air National Guard of the United States.

(c) SENSE OF CONGRESS.—It is the sense of Congress that, in assigning officers to the command positions specified in subsections (a) and (b), the President should afford a preference in assigning officers in the Army National Guard of the United States or Air National Guard of the United States, as applicable, who have served as the adjutant general of a State.

SEC. 1609. AVAILABILITY OF FUNDS UNDER STATE PARTNERSHIP PROGRAM FOR ADDITIONAL NATIONAL GUARD CONTACTS ON MATTERS WITHIN THE CORE COMPETENCIES OF THE NATIONAL GUARD.

The Secretary of Defense shall, in consultation with the Secretary of State, modify the regulations prescribed pursuant to section 1210 of the National Defense Authorization Act for Fiscal Year 2010 (Public Law 111–84; 123 Stat. 2517; 32 U.S.C. 107 note) to provide for the use of funds available pursuant to such regulations for contacts between members of the National Guard and civilian

personnel of foreign governments outside the ministry of defense on matters within the core competencies of the National Guard such as the following:

(1) Disaster response and mitigation.

(2) Defense support to civilian authorities.

(3) Consequence management and installation protection.

(4) Chemical, biological, radiological, or nuclear event (CBRNE) response.

(5) Border and port security and cooperation with civilian law enforcement.

(6) Search and rescue.

(7) Medical matters.

(8) Counterdrug and counternarcotics activities.

(9) Public affairs.

(10) Employer and family support of reserve forces.

(11) Such other matters within the core competencies of the National Guard and suitable for contacts under the State Partnership Program as the Secretary of Defense shall specify.

AMENDMENT NO._____ Calendar No._____

Purpose: To improve the amendment.

IN THE SENATE OF THE UNITED STATES—112th Cong., 1st Sess.

S. 1867

To authorize appropriations for fiscal year 2012 for military activities of the Department of Defense, for military construction, and for defense activities of the Department of Energy, to prescribe military personnel strengths for such fiscal year, and for other purposes.

Referred to the Committee on _____ and ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. REED to the amendment (No. 1072) proposed by Mr. LEAHY

Viz:

On page 2, strike line 15 and all that follows through page 5 line 19, and insert the following:

''(A) have had at least 10 years of federally recognized service in an active status in the National Guard; and

''(B) are in a grade above the grade of brigadier general.

''(2) The Chief and Vice Chief of the National Guard Bureau may not both be members of the Army or of the Air Force.

''(3)(A) Except as provided in subparagraph (B), an officer appointed as Vice Chief of the National Guard Bureau serves for a term of four years, but may be removed from office at any time for cause.

''(B) The term of the Vice Chief of the National Guard Bureau shall end within a reasonable time (as determined by the Secretary of Defense) following the appointment of a Chief of the National Guard Bureau who is a member of the same armed force as the Vice Chief.

''(b) DUTIES.—The Vice Chief of the National Guard Bureau performs such duties as may be prescribed by the Chief of the National Guard Bureau.

''(c) GRADE.—The Vice Chief of the National Guard Bureau shall be appointed to serve in the grade of lieutenant general.

''(d) FUNCTIONS AS ACTING CHIEF.—When there is a vacancy in the office of the Chief of the National Guard Bureau or in the absence or disability of the Chief, the Vice Chief of the National Guard Bureau acts as Chief and performs the duties of the Chief until a successor is appointed or the absence of disability ceases.''.

(b) CONFORMING AMENDMENTS.—

(1) Section 10502 of such title is amended by striking subsection (e).

(2) Section 10506(a)(1) of such title is amended by striking ''and the Director of the Joint Staff of the National Guard Bureau'' and inserting ''and the Vice Chief of the National Guard Bureau''.

(c) CLERICAL AMENDMENTS.—

(1) HEADING AMENDMENT.—The heading of section 10502 of such title is amended to read as follows:

''§ 10502. Chief of the National Guard Bureau: appointment; advisor on National Guard matters; grade''.

(2) TABLE OF SECTIONS.—The table of sections at the beginning of chapter 1011 of such title is amended—

(A) by striking the item relating to section 10502 and inserting the following new item:

''10502. Chief of the National Guard Bureau: appointment; advisor on National Guard matters; grade.'';

and

(B) by striking the item relating to section 10505 and inserting the following new item:

''10505. Vice Chief of the National Guard Bureau.''.

SEC. 1603. MEMBERSHIP OF THE CHIEF OF THE NATIONAL GUARD BUREAU ON THE JOINT CHIEFS OF STAFF.

Section 151(a) of title 10, United States Code, is amended by adding at the end the following new paragraph:

''(7) The Chief of the National Guard Bureau for the purpose of addressing issues involving non-federalized National Guard forces in support of homeland defense and civil support missions.''.

11-17-11
6:33pm
TAMS

ARM11E00 S.L.C.

J Webb

AMENDMENT NO._____ Calendar No._____

Purpose: To propose a substitute.

IN THE SENATE OF THE UNITED STATES—112th Cong., 1st Sess.

S. 1867

To **AMENDMENT Nº 1201** litary
litary
By Webb epart-
To: Amdt. No. 1072 onnel
poses.
Re 5 and
Page(s)

GPO: 2010 63-070 (mac)

AMENDMENT intended to be proposed by Mr. WEBB to the amendment (No. 1072) proposed by Mr. LEAHY

Viz:

In lieu of the matter proposed to be inserted, insert the following:

TITLE XVI—NATIONAL GUARD MATTERS

SEC. 1601. REPORT ON NATIONAL GUARD EMPOWERMENT.

(a) INDEPENDENT STUDY REQUIRED.—The Secretary of Defense shall provide for the conduct of an independent study on the advisability of making the Chief of the National Guard Bureau a member of the Joint Chiefs of Staff.

(b) ELEMENTS.—The Secretary shall ensure that the independent study group conducting the study required by subsection (a) considers the near-term and long-range implications associated with making an advisor to the Secretary of the Air Force and the Secretary of the Army on matters relating to the reserve components of the Armed Forces a member of the Joint Chiefs of Staff. The study shall encompass, but not necessarily be limited to, the following considerations:

(1) The roles and functions of the Joint Chiefs of Staff.

(2) The roles and functions of the Army National Guard, the Air National Guard, the Army National Guard of the United States, and the Air National Guard of the United States.

(3) The roles and functions of the Chief of the National Guard Bureau.

(4) The effects on the principle of civilian control of the military and accountability in adding a member to the Joint Chiefs of Staff who is not subject to the oversight of a single appointed and confirmed Secretary of a military department.

(5) The precedent and potential long-term implications of adding a member to the Joint Chiefs of Staff who is not the chief of an Armed Force.

(6) The impact, if any, on the deliberations of the Joint Chiefs of Staff of including a member who has been recommended for appointment as the Chief of the National Guard Bureau by the governor of a State.

(7) The effects on the principles of unity of command and unity of effort for the Department of the Army and the Department of the Air Force.

(8) The potential for confusing lines of authority and representation under title 10, United States Code, already in place for the Chief of Staff of the Army and the Chief of Staff of the Air Force in meeting their responsibilities as members of the Joint Chiefs of Staff.

(9) The effects of altering the current statutory balance for representation by each branch of the Armed Forces on the Joint Chiefs of Staff by altering their statutory representation and the possible consequences for intra-service and inter-service integration, progress toward more effective jointness, and efforts to improve interoperability.

(10) The findings and recommendations contained in the reports issued by the Commission on the National Guard and Reserves.

(11) The transition of the National Guard from a strategic reserve force to an operational reserve force for the All-Volunteer Force.

(12) Possible impacts on the other reserve components of the Armed Forces, including perceptions regarding the Chief of the National Guard Bureau having added responsibilities assigned as a member of the Joint Chiefs of Staff.

(13) The extent to which the existing statutory role of the Chief of the National Guard as advisor to the Secretary of Defense is sufficient for all matters involving nonfederalized National Guard forces.

(14) The qualifications of the Chief of the National Guard Bureau to provide requisite insight into all levels of strategic planning as a member of the Joint Chiefs of Staff, and the risk of diluting understanding in the Armed Forces of the principle of supporting and supported command relationships.

(c) REPORT.—Not later than 120 days after the date of the enactment of this Act, the Secretary shall submit to the congressional defense committees a report on the study required by subsection (a). The report shall set forth the results of the study, including the matters specified in subsection (b), and include such comments and rec-

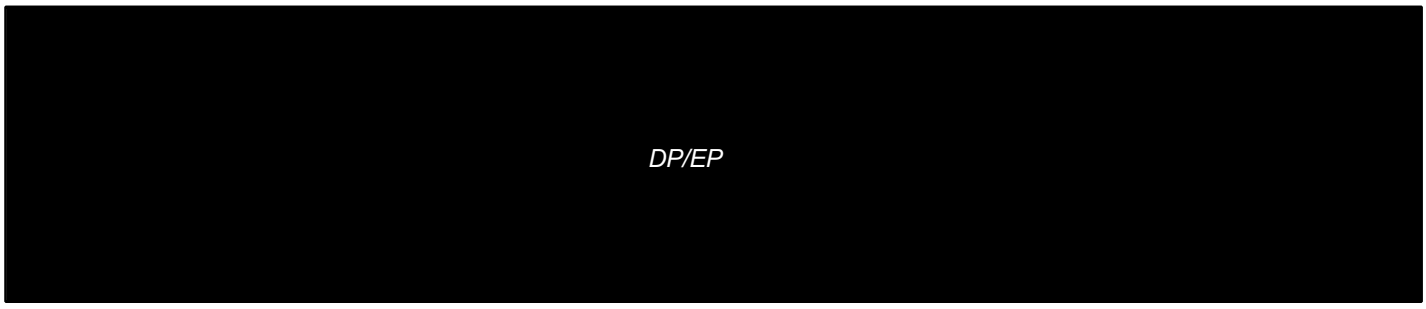
ommendations in light of the results of the study as the Secretary considers appropriate.

From: Pierre, McHugh (MVA)
Sent: Tuesday, November 22, 2011 9:01 AM
To: Katz, John W (GOV); Katkus, Thomas H (MVA)
Cc: Nizich, Michael A (GOV); Kelly, Russ T (GOV); Sims, Cynthia M (GOV)
Subject: RE: National Guard Empowerment Act



McHugh Pierre
Deputy Commissioner
Department of Military and Veterans Affairs
907-428-6003 Anchorage Office

From: Katz, John W (GOV)
Sent: Tuesday, November 22, 2011 6:54 AM
To: Katkus, Thomas H (MVA)
Cc: Pierre, McHugh (MVA); Nizich, Michael A (GOV); Kelly, Russ T (GOV); Sims, Cynthia M (GOV)
Subject: National Guard Empowerment Act



John W. Katz
Director of State/Federal Relations
and Special Counsel to the Governor
Office of Governor Sean Parnell
444 North Capitol Street, NW
Suite 336
Washington, DC 20001

Phone: 202.624.5858
Fax: 202.624.5857

john.katz@alaska.gov

From: Quam, David [mailto:DQuam@NGA.ORG]
Sent: Tuesday, November 22, 2011 10:43 AM
To: Reps
Subject: Update on Defense Authorization Act

To: Washington Representatives and State-Federal Contacts
Re: Update on Defense Authorization Bill

Next week the Senate will resume consideration of the National Defense Authorization Act (NDAA) for FY 2012 (S. 1867). NGA has been monitoring progress on two amendments of interest to states: 1) the Council of Governors' legislative proposal, and 2) the National Guard Empowerment Act. Below please find an update on both items. Please note that the National Guard Empowerment amendment faces a potentially steep uphill battle on the floor despite the fact that the bill itself has 70 cosponsors.

1. Council of Governors' Legislative Proposal

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2. National Guard Empowerment (Second Degree Amendments Anticipated)

Senators Leahy and Graham have filed the text of S.1025, the *National Guard Empowerment and State-National Defense Integration Act,* which currently has 70 cosponsors, as an amendment to the NDAA. The amendment would, among other things, provide a seat on the Joint Chiefs of Staff for the Chief of the National Guard Bureau (NGB) and provide a 3-star Vice-Chief to the NGB. Currently, S. 1025 has 70 cosponsors.

Senator Webb (D-VA) and Senator Reed (D-RI) have each filed second-degree amendments to the Leahy-Graham amendment. Both amendments severely undermine the Leahy-Graham National Guard amendment and would prevent the National Guard Chief from serving on the Joint Chiefs of Staff. Below is a summary of the two second-degree amendments:

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Senator Leahy and Senator Graham are working with the Senate floor managers to secure a vote on their amendment. They are asking for support from the amendment's cosponsors to secure a vote and that they oppose the Webb and Reed second-degree amendments. At this time, governors' offices are encouraged to reach out to their Senate delegations and ask that they reaffirm their support for the National Guard Empowerment legislation. The text of the Leahy-Graham amendment as well as the Webb and Reed amendments are attached.

If you have any questions, please feel free to contact Heather Hogsett (hhogsett@nga.org or 202.624.5360) or Mike Obrock (mobrock@nga.org or 202.624.5390).

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From: Katz, John W (GOV)
Sent: Tuesday, November 22, 2011 9:23 AM
To: Pierre, McHugh (MVA); Katkus, Thomas H (MVA)
Cc: Nizich, Michael A (GOV); Kelly, Russ T (GOV); Sims, Cynthia M (GOV)
Subject: RE: National Guard Empowerment Act

[redacted]

John W. Katz
Director of State/Federal Relations
and Special Counsel to the Governor
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[redacted]

DP/EP

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and Special Counsel to the Governor
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From: Sims, Cynthia M (GOV)
Sent: Tuesday, November 22, 2011 9:44 AM
To: Nizich, Michael A (GOV); Leighow, Sharon W (GOV)
Subject: FW: NGA INFORMATION: GOVERNORS APPLAUD SENATE ACCEPTANCE OF COUNCIL OF GOVERNORS' LEGISLATIVE PROPOSAL

FYI

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
Follow the Governor on Facebook

From: Guilford, Nikki [mailto:NGuilford@NGA.ORG]
Sent: Tuesday, November 22, 2011 9:22 AM
To: Governors Chiefs of Staff
Cc: counsels@talk.nga.org; chiefs-deputy@talk.nga.org; chiefs-assists@talk.nga.org; Hogsett, Heather
Subject: NGA INFORMATION: GOVERNORS APPLAUD SENATE ACCEPTANCE OF COUNCIL OF GOVERNORS' LEGISLATIVE PROPOSAL

To: Governors' Chiefs of Staff (cc: Legal Counsels, Deputy Chiefs of Staff, and Chiefs' Assistants)
From: Nikki Guilford, Director of OMCT, National Governors Association

Below you will find a NGA News Release from earlier today regarding the NGA Council of Governors' Legislative Proposal. Of note, the release has already been forwarded to your Communications Director and Washington D.C./State-Federal Director.

On Friday, the Senate accepted the Council of Governors' legislative proposal to authorize the call-up of the Reserve forces for disaster response and codify the role of a dual-status commander. The provision was offered as an amendment by Senators Levin (D-MI), Webb (D-VA), Graham (R-SC) and Leahy (D-VT) and was adopted by unanimous consent.

Of course, please let me know if you have any questions or concerns.

NGA News Release

FOR IMMEDIATE RELEASE
November 22, 2011
Contact: Jodi Omear, 202-624-5346

GOVERNORS APPLAUD SENATE ACCEPTANCE OF COUNCIL OF GOVERNORS' LEGISLATIVE PROPOSAL

WASHINGTON—The National Governors Association (NGA) today issued the following statement regarding the amendment offered by Senators Levin, Webb, Graham and Leahy to the National Defense Authorization Act for FY2012 (S.1867):

"The nation's governors applaud the United States Senate for addressing long-standing concerns regarding disaster response across the country. By accepting the Council of Governors' legislative proposal to authorize the call-up of the Reserve forces for disaster response and codify the role of a dual-status commander, the Senate has helped to ensure efficient and effective disaster response.

"Responding to the needs of their citizens is a top priority for governors. Avoiding duplication of effort when responding to a disaster is critical for a rapid response. Dual Status Command allows a National Guard officer or a commissioned federal military officer to simultaneously direct both state and federal military forces. This helps ensure that when military forces are deployed for a domestic emergency, they can operate seamlessly together to save lives and perform other critical missions.

"NGA commends the Senate for recognizing the value of Dual Status Command and applauds the amendment to the National Defense Authorization Act. The nation's governors look forward to continuing to work with Congress to ensure enactment of the legislation."

For more information, click here.

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ABOUT THE COUNCIL OF GOVERNORS

The Council of Governors (COG) consists of 10 governors appointed by the President to focus on matters of national security, homeland defense, synchronization and integration of State and Federal military activities in the United States and matters of mutual interest pertaining to the National Guard. COG governors include: Arizona Gov. Jan Brewer; Hawaii Gov. Neil Abercrombie; Iowa Gov. Terry Branstad, co-chair; Maryland Gov. Martin O'Malley; Missouri Gov. Jay Nixon; North Carolina Gov. Beverly Perdue; Puerto Rico Gov. Luis Fortuño; Virginia Gov. Bob McDonnell; Washington Gov. Chris Gregoire, co-chair; and Wyoming Gov. Matt Mead.

In addition to the 10 council members, charter federal participants include the secretaries of Defense and Homeland Security, presidential homeland security and counterterrorism advisors, the commander of U.S. Northern Command, the commandant of the Coast Guard and the chief of the National Guard Bureau.

ABOUT NGA

Founded in 1908, the National Governors Association (NGA) is the collective voice of the nation's governors and one of Washington, D.C.'s, most respected public policy organizations. Its members are the governors of the 50 states, three territories and two commonwealths. NGA provides governors and their senior staff members with services that range from representing states on Capitol Hill and before the Administration on key federal issues to developing and implementing innovative solutions to public policy challenges through the NGA Center for Best Practices. For more information, visit www.nga.org.

Jodi Omear
Director, Office of Communications
National Governors Association
202-624-5346

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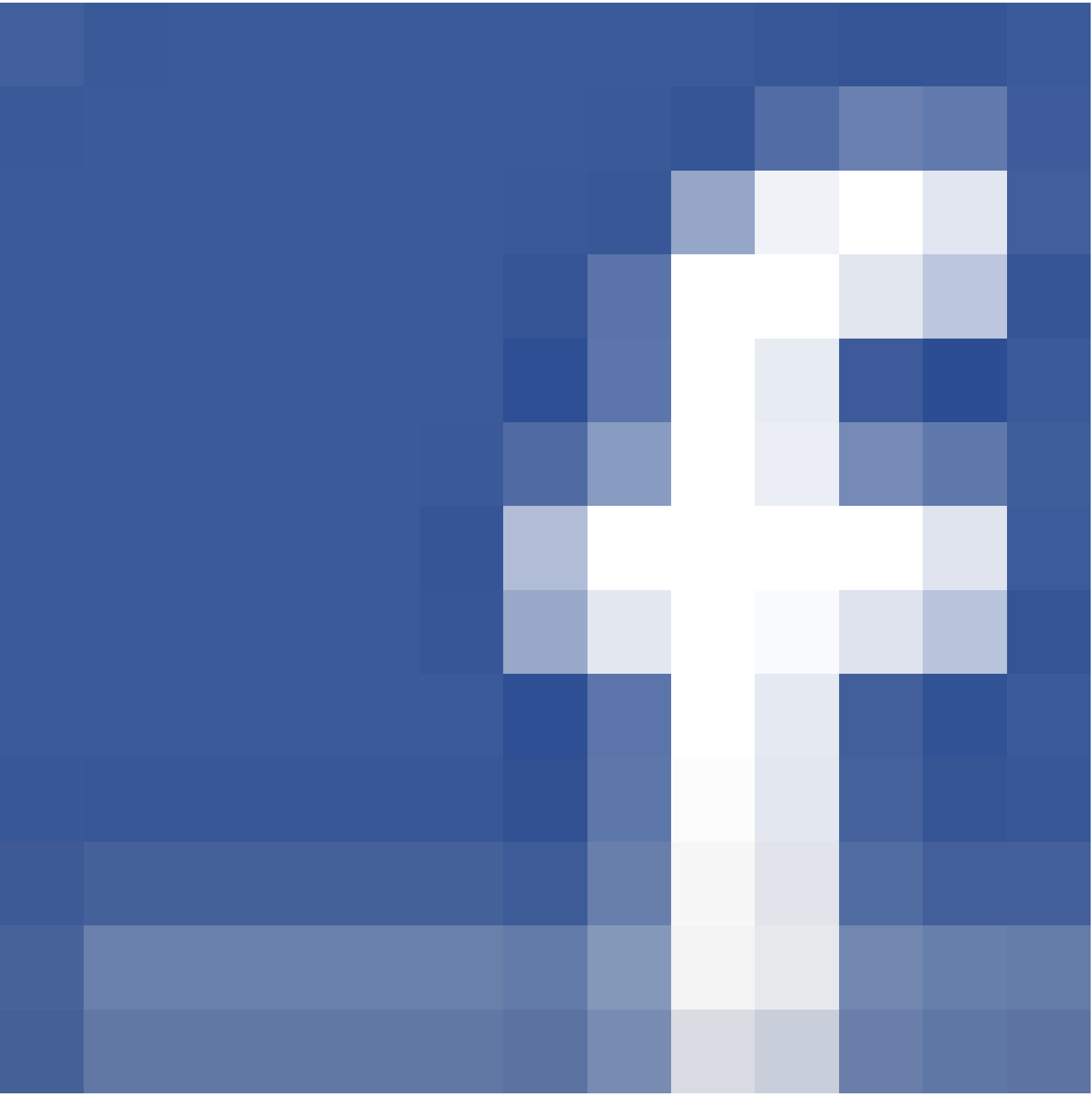
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****
NGA Office of Management Consulting & Training (OMCT)
Listserv for Governors' Chiefs of Staff

To post questions/comments to subscribed members, email: chiefs@talk.nga.org
(This listserv is moderated; submitted messages are first received by the NGA moderator and then posted to the full list.)

For more information on OMCT resources: www.nga.org/omct

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From: Stepovich, Melissa M (GOV)
Sent: Tuesday, November 22, 2011 1:51 PM
To: Nizich, Michael A (GOV)
Subject: FW: state awards
Attachments: Alaska National Guard State Awards.docx

Which would be best for DP ?

Thanks

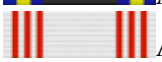
Ps- please record your message for him BOI

From: Pierre, McHugh (MVA)
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To: Stepovich, Melissa M (GOV)
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Attached are all of the state awards.
We could give DP the Alaska Legion of Merit Award, for exceptional service to the state and country.
It is the highest award we can award.
We just gave one to Lt. Gen. Atkins at his retirement.
Thanks.

McHugh Pierre
Deputy Commissioner
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907-428-6003 Anchorage Office

Alaska National Guard State Awards:

- Alaska Legion of Merit
- Alaska Distinguished Service Medal
- Alaska Air Medal
- Alaska Cold War Victory Ribbon
- Alaska Commendation Medal
- Alaska Domestic Emergency Ribbon
- Alaska Recruiting & Retention Ribbon
- Alaska Homeland Security Medal
- Alaska Humanitarian Service Medal
- Alaska Community Service Medal
- Alaska State Service Medal
- Alaska Adjutant General's Marksmanship Proficiency Award
- Alaska Governors Distinguished Unit Citation
- Alaska Territorial Guard Medal

From: Stepovich, Melissa M (GOV)
Sent: Tuesday, November 22, 2011 2:28 PM
To: Sims, Cynthia M (GOV)
Subject: FW: state awards
Attachments: Alaska National Guard State Awards.docx

I sent this to Mike Nizich as well for consideration from the Governor to present to DP on Dec 2 dinner.

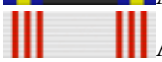
Freezing up here.
Melissa

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Sent: Tuesday, November 22, 2011 4:36 PM
To: Sims, Cynthia M (GOV)
Subject: FW: state awards
Attachments: Alaska National Guard State Awards.docx

Lets discuss this. Melissa had this idea she was trying to get in touch with Holly about.

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

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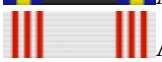
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From: Marie Sanderson <msanderson@rgppc.org>
Sent: Monday, December 05, 2011 8:43 AM
To: Marie Sanderson; Marie Sanderson; [redacted]
Cc: Sims, Cynthia M (GOV); Kelly, Russ T (GOV); [redacted]; RSerote@az.gov; [redacted]; bfulenwider@georgia.gov; ehames@georgia.gov; [redacted]; David.Hensley@gov.idaho.gov; jkreizenbeck@gov.idaho.gov; Tammy.Perkins@gov.idaho.gov; Andrew.Silvestri@gov.ok.gov; Katie.Altshuler@gov.ok.gov; JamieShuster@gov.sc.gov; bob.schwaneberg@gov.state.nj.us; Dona.DeLeon@gov.state.nj.us; marissa.watkins@gov.state.nj.us; Wayne.Hasenbalg@gov.state.nj.us; Honor.Ingels@governor.alabama.gov; Jeannemarie.Davis@governor.virginia.gov; kristi.craig@governor.virginia.gov; Michael.DiSabato@governor.virginia.gov; [redacted]; wags@la.gov; Renee.Fargason@laspbs.state.fl.us; [redacted]; Will.Kinzel@mail.house.gov; Lanier_Swann@mcconnell.senate.gov; blackwellr2@michigan.gov; chadderdona@michigan.gov; mcbrideb@michigan.gov; muchmored@michigan.gov; tomichz@michigan.gov; brian@nevadadc.org; ryan@nevadadc.org; [redacted]; Mike Schrimpf; Lindsay Russell; Seth Levey; [redacted]; aparis@state.pa.us; jbranstett@state.pa.us; jmcallahan@state.pa.us; ktartaglia@state.pa.us; rebmyers@state.pa.us; Jim.Soyer@state.sd.us; Mark.Cate@tn.gov; Will.Cromer@tn.gov; Bnutt@tomcorbettforgovernor.com; RSPENDLOVE@utah.gov; bill.kloiber@wisconsin.gov; Carol.Statkus@wyo.gov; michelle.dynes@wyo.gov; [redacted]; ,; Moore, Brian, GOV; lauren.kintner@nebraska.gov; Brakes, Heather K (GOV); Rojas, Elizabeth; Jonathan Ringo; Stafford Olivia Palmieri; [redacted]; rick.perez@guam.gov; [redacted]; Landon.fulmer@ks.gov; [redacted]; lauren.lepage@maine.gov; Katz, John W (GOV); [redacted]
Subject: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Attachments: A_Call_to_Action_Sustaining_the_Groundswell_of_Support_18_November_2011_print[1].pdf

Per our call this AM:

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[redacted]
Access code:
[redacted]

Thanks,
Marie

OCJCS
WARRIOR AND FAMILY SUPPORT OFFICE

A CALL TO ACTION:
SUSTAINING THE GROUNDSWELL OF SUPPORT

30 November 2011

By:
OCJCS Warrior and Family Support Office

Prepared by: Chris Manglicmot, Captain, US Army @ chris.manglicmot@us.army.mil

CALL TO ACTION:
"Sustaining the Groundswell of Support"

"The willingness with which our young are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the Veterans of earlier wars were treated and appreciated by their nation."
- George Washington, 1789

Introduction

There is a "Sea of Goodwill" in every community and neighborhood. The "Sea of Goodwill" is not a specific DoD initiative or government program, but rather a description of the desire across the country to support Service members, veterans, their families, and families of the fallen. We must "Sustain the Groundswell of Support" by encouraging and supporting initiatives that build public awareness, encourage community involvement, and promote community services for Service members, veterans, their families, and the families of the fallen.

"So we've got a transition that will occur on my watch that has to do with veterans. And I will take that on, and we'll try to figure it out, and we'll reach out to partners and stakeholders across the government and in industry to try to help with that transition."
-GEN Martin Dempsey,
18th Chairman of the
Joint Chiefs of Staff

Why our heroes serve?

Simply, our Service members serve to defend the principles of life, liberty, and pursuit of happiness that America freely enjoys. Our heroes fight for their families, friends, neighbors, and their communities – this is America. This willingness to sacrifice by so few, for so much, and for so long is directly related to the trust our young heroes have in their Nation to take care of them.

What is the military community?

"And the last thing, of course, is he's wearing a wedding band. And you know that that means that somewhere back in the middle of America, his spouse, probably his children, are trying to live something like a normal life. And we owe them the ability to do that."
-GEN Martin Dempsey,
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The military community is comprised of more than those who have put on the uniform. The community consists of:

- Veterans - individuals who have served in the US Armed Forces in Active, Reserve, or National Guard status in any branch of service, and in any war period or peacetime.
- Service members - individuals who currently serve in the U.S. Armed Forces in Active, Reserve, or National Guard status in any Service.
- Parents, spouses, significant others, children, and all extended family who form the support network for a veteran or Service member.

Why focus on the military community?

The military community is best thanked for its service through action, not words. Veterans and Service members are just like anyone else. Civic connectedness can provide additional support to family members as they adjust to having their loved ones back home. Veterans and Service members are untapped national assets, having acquired experiences and skills while serving in the military that have significant value in the workplace and communities.

What are our heroes and families going through?

Every day, about 3,000 Service members and their families transition from the Service to civilian life. Below are some important statistics related to their transition:

- At least 130,000 and as many as 250,000 U.S. veterans are homeless each night; 89 percent were discharged honorably and more than 7,000 are veterans of Iraq or Afghanistan.[1]
- Every 80 minutes, a veteran commits suicide.[2]
- The unemployment rate for all veterans is 8.3 percent (overall 9.1 percent). [3]
  - Veterans that left service since 2001: 12.1 percent
  - Veterans, age 20–24: 27 percent
- Behavioral health issues are not just a post-9/11 service member's problem:
  - 11 percent of veterans aged 65+ years have a diagnosis of major depressive disorder (2 times that found in the general population of adults aged 65 and older).[4]
  - An adolescent whose parent is on a military deployment is more likely to have suicidal thoughts and feel depressed than the child of civilians.
- Women in the military have a significantly higher divorce rate than their male counterparts (7.7 percent for women compared to 3 percent among men).[5]

> *"The only way you can scale this to the tens of thousands, hundreds of thousands who are returning home is really through communities and community leadership. So I would hope that they would inspire local leaders to take the lead, work together, figure out what the challenges are locally, and how to try to make that work together.*
>
> *- Admiral Mike Mullen (Ret.), 17th Chairman of the Joint Chiefs of Staff*

Communities Responding

Communities across the Nation are responding through initiatives that reintegrate those who have served. Former Chairman of the Joint Chiefs of Staff Admiral Mullen coined this overwhelming response of goodwill by communities as the "Sea of Goodwill." Non-profits, for-profits, faith-based, business, education, and philanthropic organizations are collaborating, partnering, and participating in the effort to support our Service members, returning veterans, their families, and the families of the fallen.

Call to Action

Local, state, and national leaders should proactively respond to "Sustain the Groundswell of Support" by encouraging everyone to contribute. State and local governments can harness the good will of their communities by leveraging the inherent pride the American people have for those that have sacrificed so much for our Nation.

How can we encourage and "Sustain the Groundswell of Support" of the American people to support our Service members, veterans, their families, and families of the fallen?

Recommendations

These recommendations are intended to act as a catalyst for State and Local government, and are provided with the premise that needs and opportunities exist on a continuum. To meet these needs and take advantage of opportunities requires a holistic approach addressing education, employment, and access to health care.

Encouraging an Environment that can Sustain the Groundswell of Support

- Recognize that transition of our heroes includes their families and the family members of the fallen who also made sacrifices.
- Recognize the contributions of nonprofit organizations and the special roles they play in this reintegration effort.
- Optimize available resources from public and private sources through state and community-wide coordination.
- Mobilize the community to take part in the reintegration effort through public awareness campaigns.

Implement Best Practices in Education, Employment, Healthcare, and Civil Protections

Employment

- Recognize the professionalism of our veterans by translating their military experience and training into state licenses and national certifications for civilian occupations.
- Encourage businesses to recruit, accommodate, and retain veterans.
- Alleviate barriers to transferring state licenses for Service members when they separate from the military and spouses of Service members when they relocate.
- Allow eligibility for unemployment compensation to military spouses as a result of military duty moves.

Healthcare

- Promote the importance of TRICARE provider enrollment among local healthcare organizations.
- Ensure healthcare of veterans is included as an important requirement in state and local discussion of health care priorities.
- Enable initiatives that increase access to quality, affordable childcare for families of Service members, and transitioning veterans.

Education

- Allow all veterans and their families, regardless of their home of record, to attend schools at the in-state tuition rate.
- Minimize school disruption for military children during transition and deployment by adopting the Interstate Compact on Educational Opportunity for Military Children.
- Establish Veteran Resource Centers at all colleges and universities.

Housing

- Increase or augment funding for HUD's homeless assistance programs.
- Coordinate state housing and services to streamline and coordinate existing programs.
- Lower barriers to subsidized housing programs.
- Create a simple renewable funding process for the Substance Abuse and Mental Health Services Administration to ensure permanent support housing.

Other

- Promote consumer protections and enforcement of the predatory lending regulation.
- Encourage the establishment of Veteran Treatment Courts.
- Ensure deployment separation does not determine child custody decisions.

Continuing the Discussion

The Office of the Assistant Secretary of Defense for Military Community and Family Policy, the Office of the Chairman of the Joint Chiefs of Staff for Warrior and Family Support, and the Joint Staff National Guard and Reserve Matters Office consists of several officers to assist:

Colonel David Sutherland, US Army
Director, OCJCS Warrior and Family Support Office
Email: david.sutherland@js.pentagon.mil

Ed Kringer, OSDASD (MC&FP)
Director, State Liaison & Educational Opportunity
Email: ed.kringer@osd.mil

Captain Matthew Berta, US Navy
Navy Reserve Strategic Planner, ACJCS for National Guard & Reserve Matters
Email: matthew.berta@js.pentagon.mil

Colonel Brenda Blackman, US Air Force
Regional Director-North, North Region includes Connecticut, Delaware, the District of Columbia, Illinois, Indiana, Kentucky, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia, Wisconsin and portions of Iowa (Rock Island Arsenal area), Missouri (St. Louis area) and Tennessee (Ft. Campbell area)
Email: brenda.blackman@js.pentagon.mil

Lieutenant Colonel Tony Forbes, US Army
Regional Director-West, West Region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa (excluding Rock Island Arsenal area), Kansas, Minnesota, Missouri (except the St. Louis area), Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Texas (the southwestern corner, including El Paso), Utah, Washington, and Wyoming
Email: tony.forbes@js.pentagon.mil

Lieutenant Colonel Dennis Hart, US Marines
Regional Director-South, South Region includes Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee (excluding the Ft. Campbell area) and Texas (excluding the El Paso area)
Email: dennis.hart@js.pentagon.mil

Captain Chris Manglicmot, US Army
Action Officer, National and DC-based organizations
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Sources

[1] National Coalition for Homeless Veterans, "Homeless Veterans Facts," http://nchv.org/background.cfm#facts.

[2] Department of Veterans Affairs, *Fact Sheet: VHA Suicide Prevention Program, Facts About Veteran Suicide (March 2010).*

[3] Rick Maze, "May jobs report shows market worsening for vets," *Army Times*. http://www.armytimes.com/news/2011/06/may-jobs-report-market-worsening-vets-unemployment-060311 (3 June 2011).

[4] Department of Veterans Affairs, *Late Life Depression (March 2011).*

[5] "Marriage and Divorce in the National Guard and Reserves: A Fact Sheet," *Brainline Military*. http://www.brainlinemilitary.org/content/2011/04/marriage-and-divorce-in-the-national-guard-and-reserves-a-fact-sheet.html.

From: Katz, John W (GOV)
Sent: Monday, December 05, 2011 9:40 AM
To: Robbins, Mark K (GOV); Sims, Cynthia M (GOV)
Cc: Kelly, Russ T (GOV); Knudson, Kip C (GOV)
Subject: FW: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Attachments: A_Call_to_Action_Sustaining_the_Groundswell_of_Support_18_November_2011 _print[1].pdf

I wanted to make sure you saw this. Presumably, the appropriate State officials have been alerted.

John W. Katz
Director of State/Federal Relations
and Special Counsel to the Governor
Office of Governor Sean Parnell
444 North Capitol Street, NW
Suite 336
Washington, DC 20001

Phone: 202.624.5858
Fax: 202.624.5857

john.katz@alaska.gov
www.gov.state.ak.us

-----Original Message-----
From: Marie Sanderson [mailto:msanderson@rgppc.org]
Sent: Monday, December 05, 2011 12:43 PM
To: Marie Sanderson; Marie Sanderson; [BOI]
Cc: Sims, Cynthia M (GOV); Kelly, Russ T (GOV); [BOI]; RSerote@az.gov; [BOI] [BOI] bfulenwider@georgia.gov; ehames@georgia.gov; [BOI] [BOI] [BOI]; David.Hensley@gov.idaho.gov; jkreizenbeck@gov.idaho.gov; Tammy.Perkins@gov.idaho.gov; Andrew.Silvestri@gov.ok.gov; Katie.Altshuler@gov.ok.gov; JamieShuster@gov.sc.gov; bob.schwaneberg@gov.state.nj.us; Dona.DeLeon@gov.state.nj.us; marissa.watkins@gov.state.nj.us; Wayne.Hasenbalg@gov.state.nj.us; Honor.Ingels@governor.alabama.gov; Jeannemarie.Davis@governor.virginia.gov; kristi.craig@governor.virginia.gov; Michael.DiSabato@governor.virginia.gov; [BOI]; [BOI]; wags@la.gov; Renee.Fargason@laspbs.state.fl.us; [BOI]; Will.Kinzel@mail.house.gov; Lanier_Swann@mcconnell.senate.gov; blackwellr2@michigan.gov; chadderdona@michigan.gov; mcbrideb@michigan.gov; muchmored@michigan.gov; tomichz@michigan.gov; brian@nevadadc.org; ryan@nevadadc.org; [BOI]; Mike Schrimpf; Lindsay Russell; Seth Levey; [BOI] [BOI] aparis@state.pa.us; jbranstett@state.pa.us; jmcallahan@state.pa.us; ktartaglia@state.pa.us; rebmyers@state.pa.us; Jim.Soyer@state.sd.us; Mark.Cate@tn.gov; Will.Cromer@tn.gov; Bnutt@tomcorbettforgovernor.com; RSPENDLOVE@utah.gov; bill.kloiber@wisconsin.gov; Carol.Statkus@wyo.gov; michelle.dynes@wyo.gov; [BOI]; ,; Moore, Brian, GOV; lauren.kintner@nebraska.gov; Brakes, Heather K (GOV); Rojas, Elizabeth; Jonathan Ringo; Stafford Olivia Palmieri; [BOI]; rick.perez@guam.gov; [BOI]; Landon.fulmer@ks.gov; [BOI]; lauren.lepage@maine.gov; Katz, John W (GOV); [BOI]

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SUSTAINING THE GROUNDSWELL OF SUPPORT

30 November 2011

By:
OCJCS Warrior and Family Support Office

Prepared by: Chris Manglicmot, Captain, US Army @ chris.manglicmot@us.army.mil

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Colonel David Sutherland, US Army
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Lieutenant Colonel Tony Forbes, US Army
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Lieutenant Colonel Dennis Hart, US Marines
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Sources

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Sent: Monday, December 05, 2011 12:37 PM
To: Nizich, Michael A (GOV)
Subject: FW: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Attachments: A_Call_to_Action_Sustaining_the_Groundswell_of_Support_18_November_2011_print[1].pdf

Do you want someone to sit in on this call?

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

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Anchorage, Alaska 99501
PHONE: 907.269.7450
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cindy.sims@alaska.gov
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Follow the Governor on Facebook

-----Original Message-----
From: Marie Sanderson [mailto:msanderson@rgppc.org]
Sent: Monday, December 05, 2011 8:43 AM
To: Marie Sanderson; Marie Sanderson; [redacted BOI]
Cc: Sims, Cynthia M (GOV); Kelly, Russ T (GOV); [redacted BOI]; RSerote@az.gov; [redacted BOI]; bfulenwider@georgia.gov; ehames@georgia.gov; [redacted BOI]; [redacted BOI]; [redacted BOI]; David.Hensley@gov.idaho.gov; jkreizenbeck@gov.idaho.gov; Tammy.Perkins@gov.idaho.gov; Andrew.Silvestri@gov.ok.gov; Katie.Altshuler@gov.ok.gov; JamieShuster@gov.sc.gov; bob.schwaneberg@gov.state.nj.us; Dona.DeLeon@gov.state.nj.us; marissa.watkins@gov.state.nj.us; Wayne.Hasenbalg@gov.state.nj.us; Honor.Ingels@governor.alabama.gov; Jeannemarie.Davis@governor.virginia.gov; kristi.craig@governor.virginia.gov; Michael.DiSabato@governor.virginia.gov; [redacted BOI]; [redacted BOI] wags@la.gov; Renee.Fargason@laspbs.state.fl.us; [redacted BOI] Will.Kinzel@mail.house.gov; Lanier_Swann@mcconnell.senate.gov; blackwellr2@michigan.gov; chadderdona@michigan.gov; mcbrideb@michigan.gov; muchmored@michigan.gov; tomichz@michigan.gov; brian@nevadadc.org; ryan@nevadadc.org; [redacted BOI]; Mike Schrimpf; Lindsay Russell; Seth Levey; [redacted BOI]; aparis@state.pa.us; jbranstett@state.pa.us; jmcallahan@state.pa.us; ktartaglia@state.pa.us; rebmyers@state.pa.us; Jim.Soyer@state.sd.us; Mark.Cate@tn.gov; Will.Cromer@tn.gov; Bnutt@tomcorbettforgovernor.com; RSPENDLOVE@utah.gov; bill.kloiber@wisconsin.gov; Carol.Statkus@wyo.gov; michelle.dynes@wyo.gov; [redacted BOI]; ,; Moore, Brian, GOV; lauren.kintner@nebraska.gov; Brakes, Heather K (GOV); Rojas, Elizabeth; Jonathan Ringo; Stafford Olivia Palmieri;

[redacted]; rick.perez@guam.gov; [redacted]; Landon.fulmer@ks.gov; [redacted]; lauren.lepage@maine.gov; Katz, John W (GOV); [redacted]
Subject: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT

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[redacted]
Access code:
[redacted]#

Thanks,
Marie



OCJCS WARRIOR AND FAMILY SUPPORT OFFICE

A CALL TO ACTION:
SUSTAINING THE GROUNDSWELL OF SUPPORT

30 November 2011

By:
OCJCS Warrior and Family Support Office

Prepared by: Chris Manglicmot, Captain, US Army @ chris.manglicmot@us.army.mil

CALL TO ACTION:
"Sustaining the Groundswell of Support"

"The willingness with which our young are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the Veterans of earlier wars were treated and appreciated by their nation."
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"And the last thing, of course, is he's wearing a wedding band. And you know that that means that somewhere back in the middle of America, his spouse, probably his children, are trying to live something like a normal life. And we owe them the ability to do that."
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- Veterans - individuals who have served in the US Armed Forces in Active, Reserve, or National Guard status in any branch of service, and in any war period or peacetime.
- Service members - individuals who currently serve in the U.S. Armed Forces in Active, Reserve, or National Guard status in any Service.
- Parents, spouses, significant others, children, and all extended family who form the support network for a veteran or Service member.

Why focus on the military community?

The military community is best thanked for its service through action, not words. Veterans and Service members are just like anyone else. Civic connectedness can provide additional support to family members as they adjust to having their loved ones back home. Veterans and Service members are untapped national assets, having acquired experiences and skills while serving in the military that have significant value in the workplace and communities.

What are our heroes and families going through?

Every day, about 3,000 Service members and their families transition from the Service to civilian life. Below are some important statistics related to their transition:

- At least 130,000 and as many as 250,000 U.S. veterans are homeless each night; 89 percent were discharged honorably and more than 7,000 are veterans of Iraq or Afghanistan.[1]
- Every 80 minutes, a veteran commits suicide.[2]
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>
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Call to Action

Local, state, and national leaders should proactively respond to "Sustain the Groundswell of Support" by encouraging everyone to contribute. State and local governments can harness the good will of their communities by leveraging the inherent pride the American people have for those that have sacrificed so much for our Nation.

How can we encourage and "Sustain the Groundswell of Support" of the American people to support our Service members, veterans, their families, and families of the fallen?

Recommendations

These recommendations are intended to act as a catalyst for State and Local government, and are provided with the premise that needs and opportunities exist on a continuum. To meet these needs and take advantage of opportunities requires a holistic approach addressing education, employment, and access to health care.

Encouraging an Environment that can Sustain the Groundswell of Support

- Recognize that transition of our heroes includes their families and the family members of the fallen who also made sacrifices.
- Recognize the contributions of nonprofit organizations and the special roles they play in this reintegration effort.
- Optimize available resources from public and private sources through state and community-wide coordination.
- Mobilize the community to take part in the reintegration effort through public awareness campaigns.

Implement Best Practices in Education, Employment, Healthcare, and Civil Protections

Employment

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- Increase or augment funding for HUD's homeless assistance programs.
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- Create a simple renewable funding process for the Substance Abuse and Mental Health Services Administration to ensure permanent support housing.

Other

- Promote consumer protections and enforcement of the predatory lending regulation.
- Encourage the establishment of Veteran Treatment Courts.
- Ensure deployment separation does not determine child custody decisions.

Continuing the Discussion

The Office of the Assistant Secretary of Defense for Military Community and Family Policy, the Office of the Chairman of the Joint Chiefs of Staff for Warrior and Family Support, and the Joint Staff National Guard and Reserve Matters Office consists of several officers to assist:

Colonel David Sutherland, US Army
Director, OCJCS Warrior and Family Support Office
Email: david.sutherland@js.pentagon.mil

Ed Kringer, OSDASD (MC&FP)
Director, State Liaison & Educational Opportunity
Email: ed.kringer@osd.mil

Captain Matthew Berta, US Navy
Navy Reserve Strategic Planner, ACJCS for National Guard & Reserve Matters
Email: matthew.berta@js.pentagon.mil

Colonel Brenda Blackman, US Air Force
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Email: brenda.blackman@js.pentagon.mil

Lieutenant Colonel Tony Forbes, US Army
Regional Director-West, West Region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa (excluding Rock Island Arsenal area), Kansas, Minnesota, Missouri (except the St. Louis area), Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Texas (the southwestern corner, including El Paso), Utah, Washington, and Wyoming
Email: tony.forbes@js.pentagon.mil

Lieutenant Colonel Dennis Hart, US Marines
Regional Director-South, South Region includes Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee (excluding the Ft. Campbell area) and Texas (excluding the El Paso area)
Email: dennis.hart@js.pentagon.mil

Captain Chris Manglicmot, US Army
Action Officer, National and DC-based organizations
Email: chris.manglicmot@js.pentagon.mil

Sources

[1] National Coalition for Homeless Veterans, "Homeless Veterans Facts," http://nchv.org/background.cfm#facts.

[2] Department of Veterans Affairs, *Fact Sheet: VHA Suicide Prevention Program, Facts About Veteran Suicide (March 2010).*

[3] Rick Maze, "May jobs report shows market worsening for vets," *Army Times*. http://www.armytimes.com/news/2011/06/may-jobs-report-market-worsening-vets-unemployment-060311 (3 June 2011).

[4] Department of Veterans Affairs, *Late Life Depression (March 2011).*

[5] "Marriage and Divorce in the National Guard and Reserves: A Fact Sheet," *Brainline Military*. http://www.brainlinemilitary.org/content/2011/04/marriage-and-divorce-in-the-national-guard-and-reserves-a-fact-sheet.html.

From: Sims, Cynthia M (GOV)
Sent: Monday, December 05, 2011 1:40 PM
To: Nizich, Michael A (GOV)
Subject: FW: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Attachments: A_Call_to_Action_Sustaining_the_Groundswell_of_Support_18_November_2011_print[1].pdf

[redacted] DP [redacted]

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
Follow the Governor on Facebook

-----Original Message-----
From: Katz, John W (GOV)
Sent: Monday, December 05, 2011 9:40 AM
To: Robbins, Mark K (GOV); Sims, Cynthia M (GOV)
Cc: Kelly, Russ T (GOV); Knudson, Kip C (GOV)
Subject: FW: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT

I wanted to make sure you saw this. Presumably, the appropriate State officials have been alerted.

John W. Katz
Director of State/Federal Relations
and Special Counsel to the Governor
Office of Governor Sean Parnell
444 North Capitol Street, NW
Suite 336
Washington, DC 20001

Phone: 202.624.5858
Fax: 202.624.5857

john.katz@alaska.gov
www.gov.state.ak.us

-----Original Message-----
From: Marie Sanderson [mailto:msanderson@rgppc.org]
Sent: Monday, December 05, 2011 12:43 PM
To: Marie Sanderson; Marie Sanderson; [redacted]
Cc: Sims, Cynthia M (GOV); Kelly, Russ T (GOV); [redacted]; RSerote@az.gov; [redacted]; [redacted]; bfulenwider@georgia.gov; ehames@georgia.gov; [redacted]; [redacted]; [redacted] David.Hensley@gov.idaho.gov; jkreizenbeck@gov.idaho.gov; Tammy.Perkins@gov.idaho.gov; Andrew.Silvestri@gov.ok.gov; Katie.Altshuler@gov.ok.gov; JamieShuster@gov.sc.gov; bob.schwaneberg@gov.state.nj.us; Dona.DeLeon@gov.state.nj.us; marissa.watkins@gov.state.nj.us; Wayne.Hasenbalg@gov.state.nj.us; Honor.Ingels@governor.alabama.gov; Jeannemarie.Davis@governor.virginia.gov; kristi.craig@governor.virginia.gov; Michael.DiSabato@governor.virginia.gov; [redacted]; wags@la.gov; Renee.Fargason@laspbs.state.fl.us; [redacted]; Will.Kinzel@mail.house.gov; Lanier_Swann@mcconnell.senate.gov; blackwellr2@michigan.gov; chadderdona@michigan.gov; mcbrideb@michigan.gov; muchmored@michigan.gov; tomichz@michigan.gov; brian@nevadadc.org; ryan@nevadadc.org; [redacted]; Mike Schrimpf; Lindsay Russell; Seth Levey; [redacted]; aparis@state.pa.us; jbranstett@state.pa.us; jmcallahan@state.pa.us; ktartaglia@state.pa.us; rebmyers@state.pa.us; Jim.Soyer@state.sd.us; Mark.Cate@tn.gov; Will.Cromer@tn.gov; Bnutt@tomcorbettforgovernor.com; RSPENDLOVE@utah.gov; bill.kloiber@wisconsin.gov; Carol.Statkus@wyo.gov; michelle.dynes@wyo.gov; [redacted]; Moore, Brian, GOV; lauren.kintner@nebraska.gov; Brakes, Heather K (GOV); Rojas, Elizabeth; Jonathan Ringo; Stafford Olivia Palmieri; [redacted]; rick.perez@guam.gov; [redacted]; Landon.fulmer@ks.gov; [redacted] lauren.lepage@maine.gov; Katz, John W (GOV); [redacted]
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Access code:
4341764#

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OCJCS
WARRIOR AND FAMILY SUPPORT OFFICE

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30 November 2011

By:
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Prepared by: Chris Manglicmot, Captain, US Army @ chris.manglicmot@us.army.mil

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Director, State Liaison & Educational Opportunity
Email: ed.kringer@osd.mil

Captain Matthew Berta, US Navy
Navy Reserve Strategic Planner, ACJCS for National Guard & Reserve Matters
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Colonel Brenda Blackman, US Air Force
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Lieutenant Colonel Tony Forbes, US Army
Regional Director-West, West Region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa (excluding Rock Island Arsenal area), Kansas, Minnesota, Missouri (except the St. Louis area), Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Texas (the southwestern corner, including El Paso), Utah, Washington, and Wyoming
Email: tony.forbes@js.pentagon.mil

Lieutenant Colonel Dennis Hart, US Marines
Regional Director-South, South Region includes Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee (excluding the Ft. Campbell area) and Texas (excluding the El Paso area)
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Captain Chris Manglicmot, US Army
Action Officer, National and DC-based organizations
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Sources

[1] National Coalition for Homeless Veterans, "Homeless Veterans Facts," http://nchv.org/background.cfm#facts.

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[3] Rick Maze, "May jobs report shows market worsening for vets," *Army Times*. http://www.armytimes.com/news/2011/06/may-jobs-report-market-worsening-vets-unemployment-060311 (3 June 2011).

[4] Department of Veterans Affairs, *Late Life Depression (March 2011).*

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From: Marie Sanderson <msanderson@rgppc.org>
Sent: Wednesday, December 07, 2011 8:14 AM
To: Marie Sanderson; Marie Sanderson; [redacted]
Cc: Sims, Cynthia M (GOV); Kelly, Russ T (GOV); [redacted]; RSerote@az.gov; [redacted]; bfulenwider@georgia.gov; ehames@georgia.gov; [redacted]; David.Hensley@gov.idaho.gov; jkreizenbeck@gov.idaho.gov; Tammy.Perkins@gov.idaho.gov; Andrew.Silvestri@gov.ok.gov; Katie.Altshuler@gov.ok.gov; JamieShuster@gov.sc.gov; bob.schwaneberg@gov.state.nj.us; Dona.DeLeon@gov.state.nj.us; marissa.watkins@gov.state.nj.us; Wayne.Hasenbalg@gov.state.nj.us; Honor.Ingels@governor.alabama.gov; Jeannemarie.Davis@governor.virginia.gov; kristi.craig@governor.virginia.gov; Michael.DiSabato@governor.virginia.gov; [redacted]; wags@la.gov; Renee.Fargason@laspbs.state.fl.us; [redacted]; Will.Kinzel@mail.house.gov; Lanier_Swann@mcconnell.senate.gov; blackwellr2@michigan.gov; chadderdona@michigan.gov; mcbrideb@michigan.gov; muchmored@michigan.gov; tomichz@michigan.gov; brian@nevadadc.org; ryan@nevadadc.org; [redacted]; Mike Schrimpf; Lindsay Russell; Seth Levey; [redacted]; aparis@state.pa.us; jbranstett@state.pa.us; jmcallahan@state.pa.us; ktartaglia@state.pa.us; rebmyers@state.pa.us; Jim.Soyer@state.sd.us; Mark.Cate@tn.gov; Will.Cromer@tn.gov; Bnutt@tomcorbettforgovernor.com; RSPENDLOVE@utah.gov; bill.kloiber@wisconsin.gov; Carol.Statkus@wyo.gov; michelle.dynes@wyo.gov; [redacted]; ,; Moore, Brian, GOV; lauren.kintner@nebraska.gov; Brakes, Heather K (GOV); Rojas, Elizabeth; Jonathan Ringo; Stafford Olivia Palmieri; [redacted]; rick.perez@guam.gov; [redacted]; Landon.fulmer@ks.gov; [redacted]; lauren.lepage@maine.gov; Katz, John W (GOV); [redacted]
Subject: REMINDER: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Attachments: White_Paper_-_Groundswell_of_Support_SOGW_II_(8_SEP_2011)[1].pdf; A_Call_to_Action_Sustaining_the_Groundswell_of_Support_18_November_2011_print[1].pdf; Innovative_Community_Examples_24Oct11[1].pdf; White_Paper_-_Sea_of_Goodwill_(17_May_2010)[1].pdf

Importance: High

Reminder about our Veterans/Military Liaison call today at 4: 30 PM EDT. Please see updated documents attached.

Per our call this AM:

We will host a call with our state veterans/military liasions this Wednesday from 4:30-5 PM EDT.

Your chief of staffs were present for the intial presentation which was very moving and compelling. Please take the time to ensure the appropriate person from your state joins the call. Information attached.

Conference line:
[redacted]
Access code:
[redacted]

Thanks,
Marie

OCJCS
WARRIOR AND FAMILY SUPPORT OFFICE

A CALL TO ACTION:
SUSTAINING THE GROUNDSWELL OF SUPPORT

30 November 2011

By:
OCJCS Warrior and Family Support Office

Prepared by: Chris Manglicmot, Captain, US Army @ chris.manglicmot@us.army.mil

CALL TO ACTION:
"Sustaining the Groundswell of Support"

"The willingness with which our young are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the Veterans of earlier wars were treated and appreciated by their nation."
- George Washington, 1789

Introduction

There is a "Sea of Goodwill" in every community and neighborhood. The "Sea of Goodwill" is not a specific DoD initiative or government program, but rather a description of the desire across the country to support Service members, veterans, their families, and families of the fallen. We must "Sustain the Groundswell of Support" by encouraging and supporting initiatives that build public awareness, encourage community involvement, and promote community services for Service members, veterans, their families, and the families of the fallen.

"So we've got a transition that will occur on my watch that has to do with veterans. And I will take that on, and we'll try to figure it out, and we'll reach out to partners and stakeholders across the government and in industry to try to help with that transition."
-GEN Martin Dempsey,
18th Chairman of the
Joint Chiefs of Staff

Why our heroes serve?

Simply, our Service members serve to defend the principles of life, liberty, and pursuit of happiness that America freely enjoys. Our heroes fight for their families, friends, neighbors, and their communities – this is America. This willingness to sacrifice by so few, for so much, and for so long is directly related to the trust our young heroes have in their Nation to take care of them.

What is the military community?

"And the last thing, of course, is he's wearing a wedding band. And you know that that means that somewhere back in the middle of America, his spouse, probably his children, are trying to live something like a normal life. And we owe them the ability to do that."
-GEN Martin Dempsey,
18th Chairman of the
Joint Chiefs of Staff

The military community is comprised of more than those who have put on the uniform. The community consists of:

- Veterans - individuals who have served in the US Armed Forces in Active, Reserve, or National Guard status in any branch of service, and in any war period or peacetime.
- Service members - individuals who currently serve in the U.S. Armed Forces in Active, Reserve, or National Guard status in any Service.
- Parents, spouses, significant others, children, and all extended family who form the support network for a veteran or Service member.

Why focus on the military community?

The military community is best thanked for its service through action, not words. Veterans and Service members are just like anyone else. Civic connectedness can provide additional support to family members as they adjust to having their loved ones back home. Veterans and Service members are untapped national assets, having acquired experiences and skills while serving in the military that have significant value in the workplace and communities.

What are our heroes and families going through?

Every day, about 3,000 Service members and their families transition from the Service to civilian life. Below are some important statistics related to their transition:

- At least 130,000 and as many as 250,000 U.S. veterans are homeless each night; 89 percent were discharged honorably and more than 7,000 are veterans of Iraq or Afghanistan.[1]
- Every 80 minutes, a veteran commits suicide.[2]
- The unemployment rate for all veterans is 8.3 percent (overall 9.1 percent). [3]
  - Veterans that left service since 2001: 12.1 percent
  - Veterans, age 20–24: 27 percent
- Behavioral health issues are not just a post-9/11 service member's problem:
  - 11 percent of veterans aged 65+ years have a diagnosis of major depressive disorder (2 times that found in the general population of adults aged 65 and older).[4]
  - An adolescent whose parent is on a military deployment is more likely to have suicidal thoughts and feel depressed than the child of civilians.
- Women in the military have a significantly higher divorce rate than their male counterparts (7.7 percent for women compared to 3 percent among men).[5]

> *"The only way you can scale this to the tens of thousands, hundreds of thousands who are returning home is really through communities and community leadership. So I would hope that they would inspire local leaders to take the lead, work together, figure out what the challenges are locally, and how to try to make that work together.*
>
> *- Admiral Mike Mullen (Ret.), 17th Chairman of the Joint Chiefs of Staff*

Communities Responding

Communities across the Nation are responding through initiatives that reintegrate those who have served. Former Chairman of the Joint Chiefs of Staff Admiral Mullen coined this overwhelming response of goodwill by communities as the "Sea of Goodwill." Non-profits, for-profits, faith-based, business, education, and philanthropic organizations are collaborating, partnering, and participating in the effort to support our Service members, returning veterans, their families, and the families of the fallen.

Call to Action

Local, state, and national leaders should proactively respond to "Sustain the Groundswell of Support" by encouraging everyone to contribute. State and local governments can harness the good will of their communities by leveraging the inherent pride the American people have for those that have sacrificed so much for our Nation.

How can we encourage and "Sustain the Groundswell of Support" of the American people to support our Service members, veterans, their families, and families of the fallen?

Recommendations

These recommendations are intended to act as a catalyst for State and Local government, and are provided with the premise that needs and opportunities exist on a continuum. To meet these needs and take advantage of opportunities requires a holistic approach addressing education, employment, and access to health care.

Encouraging an Environment that can Sustain the Groundswell of Support

- Recognize that transition of our heroes includes their families and the family members of the fallen who also made sacrifices.
- Recognize the contributions of nonprofit organizations and the special roles they play in this reintegration effort.
- Optimize available resources from public and private sources through state and community-wide coordination.
- Mobilize the community to take part in the reintegration effort through public awareness campaigns.

Implement Best Practices in Education, Employment, Healthcare, and Civil Protections

Employment

- Recognize the professionalism of our veterans by translating their military experience and training into state licenses and national certifications for civilian occupations.
- Encourage businesses to recruit, accommodate, and retain veterans.
- Alleviate barriers to transferring state licenses for Service members when they separate from the military and spouses of Service members when they relocate.
- Allow eligibility for unemployment compensation to military spouses as a result of military duty moves.

Healthcare

- Promote the importance of TRICARE provider enrollment among local healthcare organizations.
- Ensure healthcare of veterans is included as an important requirement in state and local discussion of health care priorities.
- Enable initiatives that increase access to quality, affordable childcare for families of Service members, and transitioning veterans.

Education

- Allow all veterans and their families, regardless of their home of record, to attend schools at the in-state tuition rate.
- Minimize school disruption for military children during transition and deployment by adopting the Interstate Compact on Educational Opportunity for Military Children.
- Establish Veteran Resource Centers at all colleges and universities.

Housing

- Increase or augment funding for HUD's homeless assistance programs.
- Coordinate state housing and services to streamline and coordinate existing programs.
- Lower barriers to subsidized housing programs.
- Create a simple renewable funding process for the Substance Abuse and Mental Health Services Administration to ensure permanent support housing.

Other

- Promote consumer protections and enforcement of the predatory lending regulation.
- Encourage the establishment of Veteran Treatment Courts.
- Ensure deployment separation does not determine child custody decisions.

Continuing the Discussion

The Office of the Assistant Secretary of Defense for Military Community and Family Policy, the Office of the Chairman of the Joint Chiefs of Staff for Warrior and Family Support, and the Joint Staff National Guard and Reserve Matters Office consists of several officers to assist:

Colonel David Sutherland, US Army
Director, OCJCS Warrior and Family Support Office
Email: david.sutherland@js.pentagon.mil

Ed Kringer, OSDASD (MC&FP)
Director, State Liaison & Educational Opportunity
Email: ed.kringer@osd.mil

Captain Matthew Berta, US Navy
Navy Reserve Strategic Planner, ACJCS for National Guard & Reserve Matters
Email: matthew.berta@js.pentagon.mil

Colonel Brenda Blackman, US Air Force
Regional Director-North, North Region includes Connecticut, Delaware, the District of Columbia, Illinois, Indiana, Kentucky, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia, Wisconsin and portions of Iowa (Rock Island Arsenal area), Missouri (St. Louis area) and Tennessee (Ft. Campbell area)
Email: brenda.blackman@js.pentagon.mil

Lieutenant Colonel Tony Forbes, US Army
Regional Director-West, West Region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa (excluding Rock Island Arsenal area), Kansas, Minnesota, Missouri (except the St. Louis area), Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Texas (the southwestern corner, including El Paso), Utah, Washington, and Wyoming
Email: tony.forbes@js.pentagon.mil

Lieutenant Colonel Dennis Hart, US Marines
Regional Director-South, South Region includes Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee (excluding the Ft. Campbell area) and Texas (excluding the El Paso area)
Email: dennis.hart@js.pentagon.mil

Captain Chris Manglicmot, US Army
Action Officer, National and DC-based organizations
Email: chris.manglicmot@js.pentagon.mil

Sources

[1] National Coalition for Homeless Veterans, "Homeless Veterans Facts," http://nchv.org/background.cfm#facts.

[2] Department of Veterans Affairs, *Fact Sheet: VHA Suicide Prevention Program, Facts About Veteran Suicide (March 2010).*

[3] Rick Maze, "May jobs report shows market worsening for vets," *Army Times*. http://www.armytimes.com/news/2011/06/may-jobs-report-market-worsening-vets-unemployment-060311 (3 June 2011).

[4] Department of Veterans Affairs, *Late Life Depression (March 2011).*

[5] "Marriage and Divorce in the National Guard and Reserves: A Fact Sheet," *Brainline Military*. http://www.brainlinemilitary.org/content/2011/04/marriage-and-divorce-in-the-national-guard-and-reserves-a-fact-sheet.html.

Innovative Example Descriptions
Serving Our Nation's Service Members, Veterans, Families & Families of the Fallen

Across the nation, many local-level organizations are stepping up to the plate to ensure that our Nation's returning Service Members, Veterans, Families and Families of the Fallen have access to the services and support they need to succeed during transition and reintegration into civilian life. The focus of these efforts is on education, meaningful employment and access to health care within communities. The following are 62 examples of such efforts.*

1. Web Portals – Expanding Collaboration and Information Sharing at the Local Level

There is a need to expand collaboration and information sharing with Web portals through public-private partnerships to reduce costs, competition, and duplication of efforts. For example, the three Web portals below assist community organizations in helping Veterans, Service Members and families access the wide range of services and resources available to them during transition and community reintegration. Community organizations are encouraged to contribute information and resources to these portals as a way to expand their reach and effectiveness.

Warrior Gateway

Warrior Gateway is a nonprofit, privately funded Web portal created to connect the military community with health care, education and employment organizations to ease transition into community life. It provides access to the largest directory of service organizations, national to local, and enables wounded warriors, Service Members, Veterans, their families, caregivers and families of the fallen to search for services by category or location, including zip code. It also allows users to provide comments and feedback, both good and bad, on organizations and services included on the site.

Website: www.warriorgateway.org
Point of contact: Devin Holmes, Executive Director, devin@warriorgateway.org

National Resource Directory (NRD)

The National Resource Directory (NRD) is a government-sponsored Web portal created to help wounded warriors, Service Members, Veterans and their families and caregivers connect to services and resources that support recovery, rehabilitation and community reintegration. It provides access to thousands of services and resources at the national, state and local levels and gives individuals the ability to search by topic, state, and zip code. The NRD was created collaboratively by the U.S. Departments of Defense, Veterans Affairs and Labor. The information it contains comes from federal, state and local government agencies; Veterans service and benefit organizations; nonprofit and community-based organizations; academic institutions; and professional associations that provide assistance to wounded warriors and their families.

Website: www.nrd.gov

2. Community Action Teams – Collaborating to Support Veterans

Augusta Warrior Project, Augusta, GA

The Augusta Warrior Project uses a three-pronged approach to promote community services serving Service Members and Veterans in the Augusta, GA area. It focuses on: 1) leveraging Augusta's unique warrior care assets, 2) increasing information flow and coordination among agencies, communities, and individuals, and 3) bringing troops all the way home after combat and supporting them during community reintegration. The organization has created a "Community Action Team" model of public-private partnerships. There are thousands of resources available to assist wounded warriors, returning Service Members, Veterans and their families. The Augusta model offers a community-based structure for coordinating those resources and encouraging community involvement at the local level where Service Members and Veterans live and work.

Website: www.projectaugusta.org
Point of contact: Jim Lorraine, Executive Director, jlorraine.awp@gmail.com

Sea of Goodwill of New York City – Collaborating to Reach Out to Area Veterans

Columbia University spearheaded the establishment of the Sea of Goodwill of New York City. As part of this, it hosts monthly meetings with Veterans service organizations, non-governmental organizations and Mayor Bloomberg's office to discuss ideas for community initiatives and events to increase public awareness among area Veterans of available programs, services, and benefits. The collaborative effort's first event, focused on jobs and services, will take place in 2011.

Website: www.veteranaffairs.columbia.edu
Point of contact: Amanda Riego, at2169@columbia.edu

*No endorsement of any named organization is implied.

Pittsburgh's Veterans Leadership Program

The mission of Pittsburgh's Veterans Leadership Program (VLP) is to address existing and emerging needs facing Veterans and to increase the self-esteem and well-being of Veterans and their immediate families. The organization's primary focus is to provide assistance and community services to unemployed, underemployed, and homeless Veterans. A non-profit organization, the VLP has provided job assistance and support services to the Veteran community of Southwestern Pennsylvania since 1982. It was founded by Vietnam-era Veterans to improve the image and quality of life for ALL Veterans, including those who served during peacetime, by building public awareness and encouraging community involvement.

Website: www.alleghenycounty.us/veterans/career.aspx
Point of contact: Annette Romain, Director, romaina@vlpwpa.org

I Support Vets

I Support Vets (ISV) is a non-profit organization whose mission is to raise patriotic support for our veterans at the local and national level; and help ready our communities to receive and care for our military families. With the firm belief that our military members, past and present, should receive the utmost thanks and support of a grateful nation, the ISV team has developed an custom dog tag as a visual demonstration of support; and is in the process of developing curricula to educate providers, employers, family members and peers on military cultures and the issues veterans face when transitioning from the service. ISV assists communities in their readiness to serve our veterans by strengthening the people and organizations that directly serve them. ISV works with local community foundations and strategic partners to identify and fund small nonprofit programs that effectively provide veteran support in their immediate community. Through donations and partnered funding, these resources will then 'pay it forward' by assisting other nonprofits with practical experience to improve the quality and longevity of programs that serve military veterans and their families.

Website: www.isupportvets.org
Point of contact: Stephanie Moles, Founder, stephanie@isupportvets.org

Veterans Community Action Teams

Altarum Institute's Veterans Community Action Teams (VCAT) Mission Project promotes a collaborative community model to enhance the delivery of services from public, private, and non-profit organizations to Veterans and their families. This model will be tested in San Diego, California, and San Antonio, Texas to demonstrate the value of a community-based system of care to improve the accessibility, scope, and quality of care available for Veterans and their families. Multiple government agencies, non-governmental organizations, and community-based organizations will collaborate in the project and encourage community involvement. Initial phases involved research and development, outreach and communications, and assembly of the VCAT team.

Website: www.altarum.org/research-initiatives-health-systems-health-care/improving-human-health-systems-mission-projects/mission-projects-VCAT
Point of contact: Max Burke, Senior Health Policy Analyst, max.burke@altarum.org

Tri-Vets Community Action Team, Wilkes-Barre, PA

Tri-Vets Community Action Team was born from a series of conferences addressing the needs of Veterans, their families, and trauma victims. Following those successful conferences, the group wanted to create a grassroots effort that included membership from local hospitals, educational institutions, the Wilkes-Barre Chamber of Commerce, and the community at large to foster support for Service Members and their families across three counties. These partners are still formalizing their efforts; however, they are already having a significant impact in the community by building public awareness and promoting community services.

Website: www.groupspaces.com/Tri-VetsCommunityTaskForce/
Point of contact: Mike Zimmerman, Executive Director, fsawv.exec@verizon.net

South East Arizona Veterans Alliance of Local Organizations for Reintegration (SE AZ VALOR)

SE AZ VALOR builds local capacity by coordinating and collaborating with other agencies, organizations and businesses committed to serving those who have served us, in order to insure that all veterans, service members and their families have equal access to a productive and happy life. Among their key tasks are: Regular meetings for stakeholders; Networking with Providers; Exploring area assets and needs; Seeking and attracting donors, financial resources, potential partners; Identify gaps in information, services, resources, events and communication; Offer funding to close gaps; and Develop a common events calendar. The vision for SE AZ VALOR is that they will be successful when the coalition is self-perpetuating, and when every SE AZ Veteran, Service Member and/or their Families can realize a seamless assistance process from inquiry to resolution.

Website: N/A
Point of contact: Mike Holmes, michael.holmes@syzygylogos.com

*No endorsement of any named organization is implied.

Las Vegas

The Nevada Community Foundation has taken on a leadership role in Southern Nevada to address the challenge of reintegrating Service members, veterans, families, and families of the fallen from a systems model approach that has proven successful in their community addressing the homeless problem. They are currently conducting an assessment and developing a plan of action, while pulling in all the key stakeholders for the community.

Point of contact: Gian Brosco, gian.brosco@nevadacf.org

Morgantown VetConnection

The Morgantown, WV community created a brick and mortar, non-profit organization that provides a "one-stop" portal for the returning warriors and their families to the Morgantown, WV area to obtain information and connect with resources for jobs, health care, training, education, housing assistance, financial guidance, legal advice and more. Recently, PACE Enterprises received a grant of $250K from the WV division of rehabilitative services which allows a 3,000 sq. ft. building to be constructed, which will become the home of VetConnection. In addition to all the services that VetConnection already provides, it will now offer retraining programs for disabled Veterans. VetConnection is building public awareness of the issues that Veterans, Wounded Warriors, families and families of the fallen have when returning to civilian life.

Website: http://www.vetconnection.org/
Point of contact: Ken Busz, ken@morgantownchamber.org

3. Education

Student Veterans of America

Student Veterans of America (SVA) provides Veterans with the resources, support, and advocacy needed to succeed in higher education and following graduation. SVA member chapters are student groups that have formed on college and university campuses to provide peer-to-peer networks for Veterans attending those schools. These groups coordinate campus activities, provide professional networking, and generally provide a touchstone for Student Veterans in higher education.

Website: www.studentveterans.org
Point of contact: Derek Blumke, Co-Founder and Executive Director, derek.blumke@studentveterans.org

University of Arizona Student V.E.T.S. Club

As a hub of information for student Veterans and potential student Veterans, the University of Arizona's Student Vets Center, part of Veterans Education and Transition Services (VETS), is staffed by trained student Veterans who have already successfully transitioned to the campus community. Also, Student Vets Center staff offers individualized services to improve the experience of all Veterans at the University while also promoting community services for reintegrating Veterans and their families. The Student Vets Center is a casual safe place for student Veterans to relax and study.

Website: www.vets.arizona.edu/office/
Point of contact: Glen Lacroix, President, glenl@email.arizona.edu

Kennesaw State University – Veterans Resource Center

The KSU Veterans Resource Center (VRC) is the first of its kind in the State of Georgia, is located in the Atlanta suburbs and enrolls 24,500 students. The VRC's intention is to assist veterans and their families as they transition back to civilian life. Professional and volunteer staff provide outreach and support programs that include individual and group counseling, an OWL radio show called "Military Talk", a monthly Veterans INSIGHT session designed just for veterans by the Office of Admissions that provides for a smoother admissions process, a tour and information on KSU's veteran friendly campus, fee waivers for a variety of services to include Orientation and exam fees, the development of a veterans learning community, specialized Career Service program entitled "Military Veterans in the Workplace", a veteran mentors program and an Admissions and Registrar link that are designed just for veterans. Kennesaw State has provided office space near the center of campus where veterans can gather to support each other, study, seek tutoring services, be academically advised and seek on campus employment. The VRC has been instrumental in consulting with other State colleges and universities as they start their own veteran resources program.

Website: http://www.kennesaw.edu/studentsuccess/veterans_resources/index.html
Point of Contact: Frank Wills, Director of the Veterans Resource Center, rwills1@kennesaw.edu

*No endorsement of any named organization is implied.

Bellevue College Project Succeed

Project Succeed, funded through Microsoft Corporation's Elevate America Veterans Initiative and managed by Bellevue College, helps Veterans complete their education and make a successful transition into a career. Through the project, Veterans gain the high-level technology and other skills needed to obtain good jobs in the global marketplace. Furthermore, Project Succeed collaborates with local community leaders to provide services for Veterans and spouses, including part-time job and internship openings; career assessment; career exploration; career specialists; networking with employers; and workshops.

Website: www.bellevuecollege.edu/careers/projectsucceed/
Point of contact: Cheryl Vermilyea, Director, Center for Career Connections, cheryl.vermilyea@bellevuecollege.edu

Troops to College – Ensuring Veterans are Aware of their Educational Options

The Troops to College program aims to attract more Veterans to California's public universities and colleges by making campuses more Veteran friendly and promoting community services for our reintegrating Veterans, families, and families of the fallen. It is a partnership between the Governor's office; California's Community Colleges; California State University; the University of California; the state's Departments of Education, Veterans Affairs, and Labor and Workforce Development Agency; and all branches of the Armed Forces. The program provides increased opportunities for Veterans to receive a quality education from the institution of higher learning of their choice.

Website: www.troopstocollege.ca.gov
Point of contact: COL(R) Bucky Peterson, Chairman, bpeterson@calstate.edu

Entrepreneurship Bootcamp for Veterans (EBV)

The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) offers cutting edge, experiential training in entrepreneurship and small business management to post-9/11 veterans with disabilities resulting from their service to our country. The EBV is designed to open the door to business ownership for our veterans by 1) developing skills in the many steps and activities associated with launching and growing a small business, and by 2) helping veterans leverage programs and services for veterans and people with disabilities in a way that furthers their entrepreneurial dreams. The EBV is designed around two central elements: a) focused, practical training in the tools and skills of new venture creation and growth, reflecting issues unique to disability and public benefits programs; and b) the establishment of a support structure for graduates of the program. The practical elements of the program will involve three phases: 1) Delegates participate in a self-study curriculum, facilitated by an online discussion and assessment module, which will be moderated by entrepreneurship faculty and graduate students from one of the partner EBV Universities. During this phase delegates will work on the development of their own business concepts. 2) During the nine-day residency at one of the seven EBV Universities, delegates are exposed to the "nuts and bolts" of business ownership through experiential workshops and lessons from world-class entrepreneurship faculty representing nationally ranked programs around the country. 3)Delegates are provided with ongoing technical assistance from faculty experts at the EBV Universities and EBV partners.

Website: http://whitman.syr.edu/ebv/
Point of Contact: Dr. Mike Haynie, jmhaynie@syr.edu

Veterans Entrepreneurship Program - Oklahoma State University

The Veterans Entrepreneurship Program (VEP) provides an entrepreneurial learning and development opportunity for service-disabled Veterans interested in starting a venture as a means to financial independence or have an existing business that they would like to grow profitably. The VEP is free to eligible Veterans who are selected for the program. VEP's efforts to introduce entrepreneurship ideas and concepts encourages community involvement in illustrating how their principles can be applied to current or potential business models.

Website: www.entrepreneurship.okstate.edu/vep
Point of contact: Dr Mike Morris, Director of the School of Entrepreneurship, mhm@okstate.edu

Supportive Education for the Returning Veteran (SERV) Program

The Supportive Education for the Returning Veteran (SERV) program was created to support the Veteran in his or her return to civilian life, and in an academic environment that would ensure their success in the education, business or career field he or she choose. The program understands that experiences Veterans have had are important in helping them succeed in education or business, but some also cause barriers to learning. SERV addresses those barriers through a special program design, which includes 1) optional attendance of Vets-only General Education classes; 2) the presence of Veterans Administration counselors on campus; 3) SERV staff serving as advocates that cut through "red tape" and guide student Vets in navigating academic and other hurdles.

Website: N/A
Point of contact: Dr. John Schupp, SERV National Director, john.schupp@theservprogram.com

*No endorsement of any named organization is implied.

No Greater Sacrifice

No Greater Sacrifice (NGS) was created to raise funds to support the educational needs of children and families. In so doing, they honor the sacrifice and commitment to the men and women in uniform. NGS accomplishes its mission in part by partnering with charities already on the ground to ensure that children of wounded warriors with a disability rating of 60% or greater will be able to attend and successfully graduate.

Website: www.nogreatersacrifice.org/
Point of contact: Rebekah Lovorn, Executive Director, rebekah@truvoltage.com

Davis & Elkins College

Davis & Elkins College is committed to providing benefits to Veterans to ensure they receive everything they need to obtain a college education. From a specialized Veteran ID card, to VET CONNECT, a program that links faculty and staff members with student Veterans, to the beautifully restored Veterans Lounge in historic Halliehurst, Veterans represent an important and diverse demographic of the Davis & Elkins College community. Additionally, Davis & Elkins reaches out and encourages community involvement in the development of its Veterans programs. It also offers Veterans Upward Bound (VUB), a Department of Education TRIO program. Participants in VUB receive preparation for success at Davis & Elkins College, other colleges and universities, and a variety of post-high school career and technical training institutions.

Website: www.dewv.edu/VeteransServices.cfm
Point of contact: Debbie Larkin, VA School Certifying Official, larkind@dewv.edu

University of Pittsburgh's Veterans Coordinator – Support Services for Student Veterans

From academic and financial aid assistance to career counseling and networking, the University of Pittsburgh offers a range of services and programs specifically designed to provide guidance to student Veterans or active military personnel. In addition, the University offers an array of programs, community services, and activities for adult or nontraditional students that Veteran students may find useful and supportive. If student Veterans have any questions at all, the Director of the Office of Veterans Services is available to assist. If students prefer to speak directly with a person in a particular office within the University, Pitt has identified administrators throughout the campus who are specially prepared to help Veteran students with their most frequently asked questions.

Website: www.veterans.pitt.edu
Point of contact: Ann Marie Rairigh, Director, Office of Veterans Services, amr142@pitt.edu

4. Employment

UBS Veterans Network (UBSVN)

The UBSVN promotes leadership principles, professionalism and service at UBS. Specifically, it focuses on four things: recruiting and retaining talented staff, enhancing the client experience, leadership development, and promoting awareness of Veterans' roles in company culture, business operations, local communities, and client relationships. The goal is a culture of caring, integrity, and pride that builds the firm's reputation as a place where high-quality employees work and clients and prospects want to do business. This effort helps connect Veterans to the organization and its mission, and as a result Veterans are staying at UBS.

Website: N/A
Point of contact: Chris Isola, Veterans Network Coordinator, chris.isola@ubs.com

Microsoft We Still Serve

Microsoft's We Still Serve community supports Veterans and those still active in the National Guard and Reserve in preparing for transition or looking for their next corporate opportunities. The We Still Serve community is a network of Veterans who know what the process of transition from military service to civilian employment is like. Microsoft has a policy of not only honoring Veteran's contributions with words alone, but with "skills, work ethic, and experience." Reflecting this, Veterans can visit the We Still Serve site and enter their branch of military, their job rating or military code, and search for available positions specific to their training.

Website: www.westillserve.com/
Point of contact: RJ Naugle, Veterans Program, Microsoft, robnaug@microsoft.com

*No endorsement of any named organization is implied.

International Brotherhood of Teamsters - Helmets to Hardhats

Making a successful transition from the military into the civilian workforce can be difficult and that is why Helmets to Hardhats (H2H) is dedicated to helping National Guard, Reserve, retired and transitioning active-duty military members connect to quality career and training opportunities in one of America's most challenging and rewarding industries – construction. Although H2H is a Web-based program that requires online registration and provides career postings, its set apart from other initiatives in that it employs several Regional Directors and has many dedicated volunteers who take an active role in connecting Veterans to career and training opportunities. H2H makes the connection between career providers and candidates. Some listings on the H2H Web site are for apprenticeship training opportunities, while others are for careers with public and private employers.

Website: www.helmetstohardhats.org
Point of contact: Elizabeth "Liz" Murray-Belcaster, embconsultants@gmail.com

American Corporate Partners (ACP) - Long-Term Career Development Through Mentoring

ACP is a nationwide mentoring program dedicated to helping Veterans transition from the armed services to the civilian workforce through mentoring, career counseling, and networking with professionals from some of America's largest corporations and select universities. ACP's recruitment of new mentors and the demonstration of their success not only encourage additional involvement but also significantly increases public awareness. ACP is not a jobs program, but a tool for networking and long-term career development.

Website: www.acp-usa.org
Point of contact: Sid Goodfriend, Founder, sgoodfriend@acp-usa.org

Veterans Across America (VAA) - Assisting with Veteran Employment

Veterans Across America is a non-profit organization dedicated to working on behalf of America's Veterans and to creating an employment demand for them among a broad network of leaders of American business and other organizations and institutions.

Website: www.veteransacrossamerica.org
Point of contact: Wesley Poriotis, Founder, wporiotis@veteransacrossamerica.org

SBA Loans and Incentives – Helping Veterans Pursue Business Ownership

The U.S. Small Business Administration's (SBA) Office of Veterans Business Development works to maximize the availability, applicability and usability of SBA's programs for Veterans, service-disabled Veterans, Reserve component members, and their dependents or survivors. Specific programs include: 1) Entrepreneurship Boot Camp for Veterans with Disabilities (EBV), which leverages the skills, resources and infrastructure of higher education to offer experiential training in entrepreneurship and small business management; 2) Women Veterans Igniting the Spirit of Entrepreneurship (V-WISE), which focuses on training, networking and mentorship for women Veterans; and 3) Operation Endure & Grow, which targets National Guard and Reserve members, their families and business partners.

Website: http://www.sba.gov/about-offices-content/1/2985
Point of contact: Bill Elmore, Associate Administrator, answerdesk@sba.gov

5. Peer to Peer – Healthy Lifestyle Alternatives - Health Care

Buddy-to-Buddy Program – A First Line of Defense for Michigan Veterans

In partnership with the Michigan Army National Guard, the University of Michigan Health Center established the Buddy-to-Buddy Veteran Volunteer Program to support Service Members and their families, both pre-deployment and post deployment. This outreach effort encourages community involvement and promotes community services for our reintegrating Veterans, families and families of the fallen. For family members, it also offers programs during deployment. For Service Members enrolled at the University of Michigan, the "peer-to-peer" component of this program is critical to connecting with Service Members and welcoming them into the campus community.

Website: www.buddytobuddy.org
Point of contact: Dr John Greden, Executive Director, gredenj@med.umich.edu

NJ Vets2Vets Hotline

NJ Vet2Vet helpline is the central element in a multi-faceted program developed as a collaboration between the University of Medicine and Dentistry of New Jersey (UMDNJ) and the New Jersey Department of Military and Veteran Affairs. The partnership provides New Jersey soldiers, veterans, and their families with a highly accessible means get support from someone who understands military life. The program, modeled after the highly successful, Cop2Cop program, employs and trains veterans to provide skilled support and case management to veterans in need.

*No endorsement of any named organization is implied.

Website: www.njveteranshelpline.org
Point of contact: Chris Kosseff, Senior VP of Administrations, kosseff@umdnj.edu

The Pathway Home – Caring for the Nation's "New Warriors"

The Pathway Home is a residential, state-licensed care center for the treatment of post-traumatic stress (PTS) and traumatic brain injury (TBI) located on the grounds of The Veterans Home of California in Yountville. It serves all branches of active and non-active military and the National Guard by providing community services for our reintegrating Veterans, Families, and Families of the Fallen. The program offers specialty services through several collaborative partners, including Martinez Veterans Affairs Medical Center (VAMC), San Francisco VAMC, Palo Alto VAMC, Travis Air Force Base and the St. Helena Hospital for Addiction, a TriCare West provider. However, the program is underutilized because of its inability to be reimbursed from TriCare West as a PTS program. The state of California recently recognized the value of The Pathway Home and the care it provides young warriors, awarding the program a $1.3 million onetime, non-competitive grant to keep its doors open through July 2011.

Website: www.thepathwayhome.org
Point of contact: Fred Gusman, Director, fred.gusman@thepathwayhome.org

Veteran Homestead – Serving Veterans in Need on Community College Grounds

The Northeast Veteran Training Rehabilitation Center (NVTRC) offers education and physical, occupational, and emotional therapy with an emphasis on family counseling and the critical life and recreational skills that are often taken for granted. Focusing on Veterans with limb loss, traumatic brain injury, post-traumatic stress, and burns, the NVTRC addresses rehabilitation and community reintegration. Through these community services they restore the whole person to a life in which he or she can live and interact with friends and family in a healthier, more effective manner. The NVTRC is managed by Veteran Homestead, Inc., an independent nonprofit with programs in New England and Puerto Rico, and located on ten acres donated by Mount Wachusett Community College (MWCC) in Gardner, Massachusetts.

Website: www.veteranhomestead.org/facilities/nvtrc.html
Point of contact: Leslie Lightfoot, Executive Director, leslie@veteranhomestead.org

LifeQuest Transitions

Based in Colorado Springs, CO, LifeQuest Transitions takes a unique and results driven approach to assisting military personnel wounded in service. Since its inception a year and a half ago it has had 1300 wounded come through its program with tangible results like increased mobility and strength, decreased depression, reduced medications, and stronger reconnection with families. The organization's next step is to expand the program and develop a coalition of leading practices and treatments for PTS and TBI injuries. LifeQuest Transitions is not an entitlement program but an empowerment program through which participants quickly learn that hard tangible results in their recovery require hard tangible effort. The program increases public awareness that PTS is treatable and one can continue to be a productive member of society.

Website: www.MYLQ.org
Point of contact: CW Connor, Founder/CEO, cw@mylq.org

Phoenix Multisport

Phoenix Multisport fosters a supportive, physically active community for individuals who are recovering from alcohol and substance abuse and those who choose to live a sober life. Through such pursuits as climbing, hiking, running, swimming, road and mountain biking, and other activities, the organization seeks to help its members develop and maintain the emotional strength they need to stay sober.

Website: www.phoenixmultisport.org/
Point of contact: Scott Strode, Executive Director and Founder, scott@phoenixmultisport.org

Vets4Vets - Peer to Peer Mentorship

Vets4Vets is non-profit, non-partisan organization dedicated to helping Iraq and Afghanistan-era Veterans to heal from the psychological injuries of war through the use of peer support. The organization conducts workshops in multiple communities around the country and simultaneously increases public awareness and encourages community involvement. The primary goal is to help Iraq and Afghanistan-era Veterans understand the value of peer support and to regularly use peer support to express their emotions, manage their challenges and ease their reintegration into society.

Website: www.vets4vets.us
Point of contact: Johnny Elvis, johnnyelvis@vets4vets.us

*No endorsement of any named organization is implied.

Vets Prevail - Created For Vets By Vets

The interactive training is delivered online, to reach the modern Veteran, providing a convenient and completely confidential approach to treating deployment-related effects of combat such as PTSD, depression and anxiety. Public Service Announcements created by Vets Prevail have made a dramatic impact on building public awareness of the challenges associated with untreated post traumatic stress in turn having an effect on increasing community involvement.

Website: www.vetsprevail.com
Point of contact: Richard Gengler, President, richard@prevailhs.com

BrainLine.org – Traumatic Brain Injury Resource

BrainLine is a national multimedia project offering information and resources about preventing, treating, and living with TBI. It includes a series of webcasts, an electronic newsletter, and an extensive outreach campaign in partnership with national organizations concerned about traumatic brain injury. BrainLine serves anyone whose life has been affected by TBI, including people with brain injury, their families, professionals in the field, and anyone else in a position to help prevent or ameliorate the toll of TBI. BrainLine is funded by the Defense and Veterans Brain Injury Center, the Primary Operational TBI Component of the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury, through a subcontract award with the Henry M. Jackson Foundation for the Advancement of Military Medicine.

Website: www.brainline.org
Point of contact: Noel Gunther, Executive Director, ngunther@weta.com

Troops First Foundation

Troops First Foundation ("T1F") develops, operates, and supports a synergistic group of wellness, quality-of-life, and sports-based initiatives in support of today's military personnel. In addition, T1F initiatives facilitate a greater recognition and an enhanced understanding of the quality and character of the men and women who volunteer to serve their families, their daily sacrifices and the constant need to evaluate and improve their quality of life. Both non-injured and injured military personnel and their families are served at no cost to them by T1F's strategically integrated quality of life, sports-based and wellness initiatives.

Website: www.troopsfirstfoundation.org/
Point of contact: Rick Kell, Executive Director, rckellco@aol.com

The Home Base Program

The Home Base Program is a partnership between the Red Sox Foundation and Massachusetts General Hospital dedicated to improving the lives of Veterans who deployed in support of the conflicts in Iraq and Afghanistan and life with deployment or combat-related stress and/or traumatic brain injury. It provides clinical care to Veterans, support for their families, offers educational courses and materials for health care providers and the public, and brings world-class researchers together to seek medical breakthroughs in the prevention, diagnosis and treatment of traumatic brain injury and stress-related disorders. Increasing community involvement, the Home Base Program encourages the Boston community to reach out and assist the Veterans and warriors returning to the Boston area as well as encourages the Veterans and their families to not be afraid to ask for help or assistance.

Website: http://www.homebaseprogram.org/
Point of contact: Michael Allard, Chief Operating Officer, mallard1@partners.org

Lakeshore Foundation

Each year, professionals at Lakeshore Foundation serve more than 3,000 individuals with physical disabilities, from babies who are six months old to men and women well into their 90s. Lakeshore meets these individuals' critical needs for access to exercise and recreation opportunities. The organization strives to set a standard in this country and change public perception of people with disabilities by building public awareness and providing invaluable services. The organization have taken this model and applied it wounded, ill and injured active duty and Veterans and Service Members, their families and families of the fallen.

Website: www.lakeshore.org/
Point of contact: Mandy Geoff, MS Coordinator of Lima Foxtrot Programs for Injured Military, mandyg@lakeshore.org

*No endorsement of any named organization is implied.

Higher Ground – Therapeutic Recreation for Veterans and Supporters

Higher Ground (HG) is a rehabilitation program that combines sports, family, and coping therapies to reintegrate severely wounded Veterans. The organization's week-long retreats use adapted outdoor activities as a catalyst for positive change in all aspects of life. Events are free for Veterans and their supporters and cater to specific populations, such as couples, singles, male, and female, in order to create a safe and intimate atmosphere in which to connect. Veterans share struggles related to battle trauma and injuries, while supporters share challenges about health care, parenting, and their role as caregivers. HG commits to three years of follow-up care for each participant, including resources at home and a reintegration budget to provide goods and services specific to recreation pursuits. In partnership with universities, HG also conducts research that proves the lasting efficacy of therapeutic recreation for Veterans.

Point of Contact: Erin Rheinschild, Executive Director erin@svasp.org
Website: www.hgvets.org

U.S. VETS

The mission of U.S. VETS is the successful transition of military Veterans and their families through the provision of housing, counseling, career development and comprehensive support. It provides comprehensive services to Veterans, including case management, employment assistance, job placement, counseling, as well as drug and alcohol free housing. Providing these services encourages more community involvement and builds public awareness. At U.S. VETS facilities, Veterans progress through a seamless continuum of services designed to help them increase their level of responsibility and prepare them to live independently in the community.

Website: www.usvetsinc.org/
Point of contact: Stephen Peck, Senior Vice President, Community Development, sjpeck@usvetsinc.org

Citizen-Soldier Support Program

The mission of the CSSP is to engage and connect military and community service systems to increase the readiness and resiliency of Service Members and their families. CSSP has unified its approach under a single Behavioral Health Initiative to addressing the psychological issues confronting Service Members and their families through evidence-based, best practice online training (www.aheconnect.com/citizensoldier); a robust searchable provider database (www.warwithin.org); and other innovative solutions, including the CSSP Mapping and Data Center (www.unc.edu/cssp/datacenter). CSSP works with partners nationwide and with DoD to develop effective and sustainable military/community partnerships; to build and reinforce the military and civilian capacity of behavioral health professionals, agencies, systems and resources; and to penetrate into geographically isolated, rural and underserved regions to more effectively serve Service Members and their families.

Website: www.citizensoldiersupport.org/
Point of contact: William Abb, Deputy Director, william.abb@unc.edu

6. Legal / Law

Buffalo's Veterans Treatment Court – Addressing Adverse Actions through Mentorships

Veterans and Service Members experience life-changing events, some of which may cause them to react in adverse ways and get into trouble with the law. The Veterans Treatment Court in Buffalo, NY provides a model for addressing these transgressions. The Veterans Treatment Court includes: 1) a judge who understands the unique issues that Veterans and Service Members face and that specialized treatment may be needed, and 2) a mentor system comprised of mentors who understand the Veteran experience firsthand. It has several mentors who are Vietnam War Veterans who offer trust, insight and experience to younger Veterans coming through the court system. This program builds public awareness of the challenges our Veterans and families face and made a significant impact on encouraging community involvement.

Website: www.erie.gov/veterans/veterans_court.asp
Buffalo Veteran Treatment Court Point of contact: Robert Russell, Judge, rrussell@courts.state.ny.us
National Veteran Treatment Court Initiative Point of Contact: Brian Clubb, Project Director, bclubb@nadcp.org

Sequential Intercept Model for Combat Veterans

The Sequential Intercept Model for Combat Veterans centers around four distinct points during which a Veteran may be handled, with special care before, during or after they reach a crisis point. Once identified as a Veteran, the model strives to make it easier to connect him or her (or family members) to appropriate services. The first of the four points is any time before the Veteran comes into contact with law enforcement; the second is when the Veteran comes into contact with law enforcement; the third is post-arrest but pre-trial; and the fourth is the Veterans' court.

Website: N/A
Point of contact**:** Sergeant David Cavanaugh, Dcavanaugh@cityofboise.org

*No endorsement of any named organization is implied.

Stateside Legal

Stateside Legal is for members of the military, Veterans, their families, and advocates to access benefits, find free legal help, and better understand legal issues. It offers a national website focusing on federal programs, which may eventually be expanded to include state-specific information as the organization continues to grow. The goal is to index the best legal information available in one easy-to-use site. Stateside Legal has also offers its own interactive forms, videos, and legal analysis.

Website: www.statesidelegal.org
Point of contact: Nan Heald, Executive Director, nheald@ptla.org

7. Housing

Soldier On

Since 1994, Soldier On has been helping homeless Veterans by providing shelter, counseling, job training, and education. In 2009, the organization broke ground on the Gordon H. Mansfield Veterans community in Pittsfield, MA, and there are two other locations in the development process. Soldier On endeavors to provide Veterans with integrity, dignity, and hope as they transition from homelessness to home ownership. Each location provides opportunities for drug and alcohol addiction treatment, educational services, and job training.

Website: www.wesoldieron.org/
Point of contact: Steve Como, Executive Vice President, vze4t6cw@verizon.net

Veterans Village of San Diego – Dedicated to Leaving No One Behind

Veterans Village of San Diego is dedicated to extending assistance to needy and homeless Veterans of all wars and eras and their families by providing housing, food, clothing, substance abuse recovery and mental health counseling, job training and job search assistance. VVSD provides a continuum of care with a full range of comprehensive and innovative services for military Veterans that encompasses: Prevention; Intervention; Treatment; and Aftercare. VVSD also extends assistance to needy and homeless Veterans and their families by providing: Substance Abuse Recovery; Mental Health Counseling; Job Training and Job Search Assistance; Housing; Food; Clothing; and Legal Services. In their last program year, VVSD placed over 300 homeless Veterans and over 200 other unemployed Veterans into long-term jobs with an average starting wage exceeding $13 per hour. The 60 minutes coverage of VVSD Stand-down significantly increased public awareness nationwide and encouraged community involvement.

Website: www.vvsd.net
Point of contact: Phil Landis, President and CEO, phil.landis@vvsd.net

New Directions – Co-Use of U.S. Department of Veterans Affairs-Owned Land

California has more homeless Veterans than any other state, and the number is only expected to increase as troops return from service in Iraq and Afghanistan. To addresses anticipated needs, New Directions, Inc., a nonprofit with 17 years of experience providing comprehensive community services to Veterans, is partnering with A Community of Friends (ACOF), a nonprofit with more than two decades of experience in developing permanent supportive housing. Their joint plan, called the Housing for Veterans Project, will transform two unused buildings into 147 studio apartments for homeless and disabled Veterans. Buildings 4 and 5 on the Sepulveda grounds, owned by the U.S. Department of Veterans Affairs (VA), will be rehabilitated to accommodate the units, as well as community rooms and dining, recreation and classroom space. The VA owns the property and has granted 75-year leases to New Directions and ACOF for the project, but will not sell the property to New Directions, ACOF or any other entity.

Website: www.newdirectionsinc.org/about_sepulveda.html
Point of Contact: Toni Reinis, Executive Director, treinis@ndvets.org

HELP USA - Helping the Homeless and Low Income Gain Permanent Housing

HELP USA is a non-profit organization whose mission is to help those who are homeless and others in need become and remain self-reliant. It is one of the country's largest builders and operators of service-enriched transitional and low-income permanent housing. It has 19 residential communities in the New York metropolitan area and was recruited to expand its successful model to Philadelphia, Las Vegas, Buffalo, Newark, and Houston. HELP USA's efforts include expanding and increasing public awareness of the issue and encouraging community involvement to address the problem.

Website: www.helpusa.org
Point of contact: Tom Hameline, Senior Vice President, Programs, thameline@helpusa.org

*No endorsement of any named organization is implied.

The Army Distaff Foundation, Inc. (Knollwood)

The mission of the Army Distaff Foundation/Knollwood (501C3) is to provide affordable, secure retirement housing and health care services to retired career officers of all uniformed services and their relatives. Knollwood includes four levels of care: independent living, assisted living, a skilled nursing facility, and the Special Care Center for individuals with Alzheimer's and other forms of dementia. Efforts by the foundation promote community services and increase community involvement that go beyond the current younger generation of Veterans and recognizes the service of early generations, their families and the families of the fallen.

Website: www.armydistaff.org/
Point of contact: Ashleigh Seidler, Director of Development & Capital Campaigns, aseidler@armydistaff.org

New England Center for Homeless Veterans

The Mission of the New England Center for Homeless Veterans is to extend a helping hand to homeless men and women Veterans who are addressing the challenges of addiction, trauma, severe and persistent mental illness, and/or unemployment, and who will commit themselves to sobriety, non-violence, and working for personal change. The organization is recognized as an effective private Veteran's transition program and has had a great impact to building not only public awareness of the homeless Veteran issue but steps to take to correct it.

Website: www.nechv.org
Point of contact: Andy McCawley, President and CEO, andrew.mccawley@nechv.org

The Jericho Project

The Jericho Project's mission is to end homelessness at its roots by creating a community that inspires individual change, fosters sustainable independence, and motivates Veterans and their families to reach their greatest potential. Promoting community services, the Jericho Model has five core components: 1) a sense of community and shared purpose; 2) permanent, affordable housing; 3) comprehensive services; 4) lifetime aftercare; and 5) cost-effective business management. The Jericho Project's goals are to: 1) develop new supportive housing for veterans; 2) create an evidence-based veterans service model built on Jericho's current model; and 3) use strategic efforts to stimulate the further development of supportive and affordable housing initiatives for Veterans worldwide.

Website: www.jerichoproject.org/
Point of contact: Tori Lyon, Executive Director, tlyon@jerichoproject.org

8. Family Enrichment

Camp Better America

Camp Better America (CBA) is a 501(c)(3) organization whose mission is to reconnect military families by giving them the tools they need to create, build and achieve their dreams. CBA's program focuses on the entire military family. CBA's vision is to reach every military family that has served since September 11, 2001.Camp Better America resort-like camps are located all over the country at beautiful privately owned retreats, resorts and ranches, free of charge to military families and usually span over a 4 day period. The atmosphere is family oriented and filled with fun. It is an opportunity for the service member and his/her family to relax, let their walls down and reconnect with each other but same time, they will be exposed to leading experts in the fields of business, mental health, emotional healing, marriage, parenting, physical well being and spiritual needs. CBA focuses on the reconnection and reintegration process for military families after the service member in the family returns from war. Some focus points are on life stress, triggers and coping mechanisms of PTSD and offer extended services to the family including a Military Child Life Program. Their goal is to maintain a relationship with all of the families that come to their camps and continue to offer support, tools and opportunities to these families as they move forward in life.

Website: www.campbetteramerica.org
Point Of Contact: Kathleen Gagg, Co-founder, kathleen.gagg@yahoo.com

Coming Home Project

The Coming Home Project is a 501(c)(3) non-profit organization devoted, since 2006, to providing expert, compassionate care, support, education, and stress management tools for Iraq and Afghanistan veterans, service members, their families, and their service providers. They are an experienced multi-disciplinary team of psychotherapists, veterans and interfaith leaders committed to alleviating the unseen wounds of war. The Coming Home Project addresses the emotional, social, moral, and spiritual injuries and the family challenges experienced during all stages of deployment, especially reintegration. They also offer a continuum of integrative services, from retreats and psychological counseling to training and self-care for service providers and community education and consultation.

Website: www.cominghomeproject.net
Point Of Contact: Dr. Joseph Bobrow, Founder and President, jbobrow@cominghomeproject.net

*No endorsement of any named organization is implied.

Project Sanctuary

Project Sanctuary is 501(c)(3) non-profit organization whose mission is to provide therapeutic, curative, supportive and recreational activities to veterans, active military personnel, their spouses and children in a leisure environment. The organization is unique in that it is designed to offer support to the entire military family. Located in Colorado's Rocky Mountains, six day retreats are filled with Healthy Marriage and Financial Peace classes all while utilizing diversion (recreational) therapy. They provide families with a fun, recreational experience while at the retreat, and the opportunity to tap into vital support structures for the following two years upon returning home. At prescribed times, they devote resources to those with disabilities and those families struggling with the loss of a loved one.

Website: www.projectsanctuary.us
Point Of Contact: Heather Ehle, Executive Director and Founder, Heather@ProjectSanctuary.us

9. Other

Shepherd Center

Shepherd Center is the nation's largest nonprofit hospital devoted to research, medical care, rehabilitation, and advocacy for people with spinal cord injury and disease, acquired brain injury, Multiple Sclerosis, chronic pain, and other neuromuscular problems. Shepherd Center's Mission is to help people with a temporary or permanent disability caused by injury or disease rebuild their lives with hope, independence and dignity, advocating for their full inclusion in all aspects of community life while promoting safety and injury prevention. The SHARE Initiative at Shepherd Center provides rehabilitation and community-based care to U.S. military service members who have served in Iraq and Afghanistan. The program utilizes Shepherd's full rehabilitation continuum of evaluation and treatment services for those who have sustained brain injury, spinal cord injury or blast injury. SHARE provides assistance, support, and education to service members and their families during their recovery treatment and beyond. In addition, the program compiles data that is beneficial to policy and legislative change to provide for unfunded services.

Website: www.shepherd.org
Point of Contact: Susan Johnson, Director of Brain Injury Services, Susan_Johnson@shepherd.org

Center for American Values

The Center for American Values, Inc. is a non-political organization formed in 2010 for charitable and educational purposes. Currently, it is facilitating a collaborative effort to engage communities in Southern Colorado in the discussion about how to improve the lives of returning Veterans by sharing ideas and integrating stakeholders in order to maximize resources and not duplicate efforts. This effort will, in turn, help build public awareness of the issues and challenges in the Colorado Veteran community as well as nationally. The Center's objectives and programs include use of its space for organizations in need of meeting facilities to carry out character and leadership development programs, educational training seminars, executive study groups, ceremonial activities, and outreach activities.

Website: www.americanvaluescenter.org
Point of contact: Drew Dix, Founder, libertyranch@hughes.net

Robin Hood Foundation of NYC

Since 1988, the Robin Hood Foundation has targeted poverty in New York City. By applying sound investment principles to philanthropy, it has helped effective programs save lives and change fates. Its approach is simple: 100 percent of all donations go directly to helping attack the source of a problem at the roots. Recently, this organization has extended this aggressive approach to assist Veterans, their families, and families of the fallen by building public awareness through an information campaign and encouraging community involvement by the programs they support.

Website: www.robinhood.org/home.aspx
Point of contact: Eric Weingartner, Managing Director, Survival, weingartner@robinhood.org

Texas Resources for Iraq-Afghanistan Deployment (TRIAD) Fund

The Texas Resources for Iraq Afghanistan Deployment (TRIAD) Fund was created to provide assistance to current and former military personnel serving in Iraq or Afghanistan and their families. Grants are made to non-profit agencies in Texas that currently serve the military and their families or agencies that could, with additional funding, meet an identified unmet need of this group. Unmet needs may include but are not limited to emergency assistance, temporary lodging, mental health counseling, activities for families and children, transportation, and recovery programs.

Website: www.triadfund.org/
Points of contact**:** The Dallas Foundation, Laura Smith lsmith@dallasfoundation.org, San Antonio Area Foundation**,** Sandie Palomo-Gonzalez, Ph.D. spalomogonzalez@saafdn.org, Permian Basin Area Foundation Guy McCrary, gmccrary@pbaf.org

*No endorsement of any named organization is implied.

California Driver License Declaration – Reaching Out to New Veteran Residents

California has developed a program through which a new resident applying for a driver license is asked to declare whether or not he or she was a member of the Armed Forces. This information is then provided to the state's Department of Veterans Affairs so identified individuals can be linked with other Veterans and provided information on current programs and benefits for which they may be eligible.

Tax Exemptions – Assistance for Wounded Warriors and Families of the Fallen

Several states have introduced legislation to exempt the principal residence of a Veteran (or widow or widower of a Veteran) from taxation of real property if that Veteran has been determined by the U.S. Department of Veterans Affairs (VA) or its successor agency pursuant to federal law to have a certain percentage service-connected, permanent, and total disability. In addition, in some states, disabled Veterans are prevented from participating in the Real Estate Tax Exemption Program due to lump-sum payments from entities such as the VA and the Social Security Administration.

Waiving in-state Tuition Rates for Veterans, Families and Families of the Fallen

The Ohio GI Promise ensures Veterans and their families will be treated as in-state residents for tuition, state educational subsidies and financial aid purposes. Active duty, guard, reserve and their dependents are also eligible for this educational benefit. This benefit could be expanded to other states and could incorporate the families of the fallen.

Website: www.uso.edu/downloads/documents/GIPromiseFactSheet.pdf

Iraq Afghanistan Deployment Impact Fund (IADIF)

With grant distributions of over $250 million, the Iraq Afghanistan Deployment Impact Fund (IADIF) – based at the California Community Foundation in Los Angeles – is the nation's first and largest model of philanthropic intervention in the wellness of Service Members and Veterans. IADIF's support of carefully selected non-profits and the subsequent documentation of best practices at the intersection of philanthropy, the non-profit sector, and deployment related need have dramatically changed the landscape for community-based warrior care. Its director is widely considered to be among the nation's leading experts in this field and is a critical resource for those seeking to implement strategic approaches to the community reintegration of those who have served.

Website: www.calfund.org/learn/iadif.php
Point of contact: Nancy Berglass, Director, nancy@berglassconsulting.com

*No endorsement of any named organization is implied.

A White Paper

Channeling the "Sea of Goodwill" to Sustain the "Groundswell of Support"

Transitioning from Concept to Application

Captain Chris Manglicmot
and
Major Ed Kennedy
and
Colonel David W. Sutherland

Office of the Chairman of the Joint Chiefs of Staff
Warrior and Family Support

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APPENDIX A: INNOVATIVE EXAMPLES

Preface: The "Sea of Goodwill"

Purpose

There is a "Sea of Goodwill" that flows along many paths, at varying rates or speeds, which ebbs and flows into almost every community and neighborhood. The "Sea of Goodwill" is not a specific Department of Defense (DoD) initiative or government program, but rather a description of the desire across the country to support Service members and veterans. This paper briefly discusses the background of the "Sea of Goodwill" and then focuses on ideas and tasks that have a meaningful impact on building public awareness, encouraging community involvement, and promoting community services for Service members, veterans, their families, and the families of the fallen.[1]

Background

The level of support to our returning military, veterans, and their families is high. Active Component Service members, National Guard / Reserves, and Veterans of all generations have shared experiences and needs, as do their families. Our nation is filled with countless donors. They include private, public, faith-based, civic, governmental, and non-governmental organizations whose sole desire is to care for our warriors and families. Communities are comprised of colleges, universities, local agencies, the best of the many national-level warrior, veteran, and family programs, local benevolent organizations, foundations, and the generosity of the American people – all are the basis for the support needed to ensure and improve long term quality of life for our returning Service members, veterans and their families. This overwhelming desire to support is a "Groundswell of Support."

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[1] * "Service members" refers specifically to serving active duty, reserve, or National Guard.
** "Veterans" refers to discharged or retired Service members; anyone who has worn the uniform.
*** "Families" refers specifically to the immediate family members of a Service member or veteran.
**** "Families of the fallen" refers to "Gold Star" families and the families of Service members who have died in the line of duty.

The outpouring of concern, and the subsequent movement to action on the part of millions of Americans to embrace warriors and their families, is overwhelming. This is more than a pool of do-gooders—it is a "Groundswell of Support." But the question, and the challenge, is how can communities across the country best leverage this "Sea of Goodwill" to improve the quality of life of our returning Service members, veterans, families, and families of the fallen. The "Sea of Goodwill" initiative is about matching a community's desire to help with the needs of Service members, veterans, their families, and families of the fallen as they transition. It is the recognition that independent groups working together inside a community-based model can do things to improve long-term quality of life that government just cannot do.

Education; secure and fulfilling employment; and the ability to access health care; information, options, and services are the "trinity" for reintegration success (see Figure 1). Education forms a base from which to build a solid foundation. Equally important are the two sides of the trinity finding meaningful employment and access to health care options and alternatives. Additionally, our returning Service members have proven their desire to serve our nation, and many want to continue their service in diverse areas following their transition to civilian society. Our nation can enable this continuum of service by helping to provide a continuum of care addressing the needs outlined by the trinity.

More than anything else, this concept calls for community leaders to connect with those who served and to look for a way to really assist those veterans and families who are returning. They are great people who will contribute to the community in the future. Community leaders focusing the "Sea of Goodwill" will need to employ four fundamental aspects of management and growth. The "Focus" Venn diagram is designed to illustrate the interconnectedness of Leading, Training, Maintaining, and Caring as related to reaching the Trinity (see figure 2).

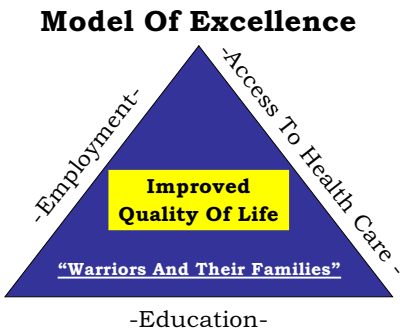


Figure 1: Model of Excellence

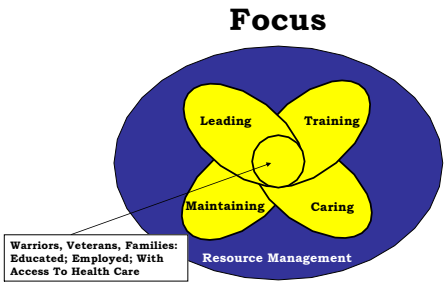


Figure 2: Focus

Goals

The primary goal of channeling the "Sea of Goodwill" is to sustain the "Groundswell of Support" for communities to link existing and potential efforts together to reintegrate and transition veterans and their families into civilian society. This initiative can connect the available resources to the needs – can strengthen our communities and the nation – thereby ensuring the continued success of our all-volunteer force. By not allowing our returning warriors or their families to slip through the cracks in the support structure, we ensure they thrive as contributing members of their community.

The challenge is to move the "American public" from unaware to action. In many cases, the public is unaware of the needs or the means to satisfy those needs. The American public knows who we are, but they do not know us. For them, the need may be simply a matter of education. American business, education, healthcare, and community leaders can be better informed of the needs and innovative examples that produce solutions for veteran reintegration and transition. Within communities, connecting ideas and tasks that will have a meaningful impact requires the following:

- Building public awareness
- Encouraging community involvement

- Promoting community services for returning Service members, veterans, families, and families of the fallen

Objectives

The following objectives can be attained by communities using a community-based model. These objectives recognize that all opportunities and needs exist on a continuum. Meeting those needs requires leaders to approach solutions in a holistic way.[2] Only through a holistic approach of education, secure and fulfilling employment; and the ability to access health care, information, options, and services can the "Groundswell of Support" enable our nation's Service members, their families, and the families of the fallen during their reintegration back into civilian life and lead productive sustainable lives.

- Education--All have access, and are competitive for graduation from universities, colleges, trade schools, and other degree-producing institutions of higher learning.
- Employment--All are competitive, recruited, accommodated, and retained for employment after their transition out of Service.
- Health Care--All have access to health care, information, options, and services.
    - Services--Link national, state, and local community outreach to Service members, veterans, their families, and the families of the fallen regarding quality of life opportunities.

[2] Nancy Berglass led the efforts behind the *Iraq Afghanistan Deployment Impact Fund (IADIF*), a groundbreaking grants program that has distributed nearly $250 million and strengthened the capacities of nonprofit organizations serving the unmet needs of men, women, and families impacted by deployment to Iraq and Afghanistan. She provided expert views describing solutions that must be seen in a continuum and therefore organization must look at assisting veterans and families in a holistic approach.

Introduction

> "The only way you can scale this to the tens of thousands, hundreds of thousands who are returning home is really through communities and community leadership. So I would hope that they would inspire local leaders to take the lead, work together, figure out what the challenges are locally, and how to try to make that work together."[3]
>
> - Admiral Mike Mullen

In the White Paper titled "Sea of Goodwill," the authors described the reintegration trinity of education, employment, and access to health care that serves to improve the quality of life for Service members, veterans, families, and families of the fallen. The "Sea of Goodwill" was heavily distributed and overwhelmingly well received, to the point of almost being unanimously accepted as the primer for reintegration reading; however, the main criticism was that the paper did not articulate "how to solve the problem." While the purpose of this paper is not to tell communities "how to solve the problem," it does provide thoughts on how best to meet the needs of our returning warriors, families, and families of the fallen by providing the core principles behind successful programs and initiatives nationwide.[4] In order to channel the "Sea of Goodwill" to sustain the "Groundswell of Support," and to transition theory from concept into practical application, the desired outcome is not necessarily to prompt communities to replicate these programs in their area or modify their community to fit these programs, rather to apply these core principles as they develop their own individual community plans of action. ***Ultimately, the principles discussed in this paper are focused on ideas and tasks that will have a meaningful impact***

[3] April 4, 2011 Chairman's Conversation with the Country at the City Club of Boise; available from http://www.jcs.mil/speech.aspx?id=1578; internet; accessed 6 June 2011.

[4] These concepts and principles are based on visits to nearly 300 geographic communities and meeting directly or indirectly with 20,000 organizations, and meeting with close to 90,0000 Service members, veterans, their families, and the families of the fallen in the 15 months.

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on building public awareness, encouraging community involvement, and promoting community services for veterans, their families, and the families of the fallen.[5]

Goals

The first goal of these initiatives across the country is to build public awareness of the existing issues, needs, challenges, and programs; and to identify the gaps that are currently going unfulfilled in terms of support for veterans and their families. This is done through a variety of means, but generally requires someone with a voice and a platform or the desire and commitment, to initiate action within the community. This individual, or group of individuals, does not necessarily need to be an official leader in the community or of a specific organization. Rather, he or she must have the ability to voice concerns to an audience willing to listen and be inspired to take action. Given that the American people know who those that have served in the military are but do not understand the needs, they do not know how to help. The goal of building public awareness goes beyond simple communication. It must inform to the point of inspiring action, inciting groups to fill the gaps, bringing synergy to disparate efforts, and turning the "Hooah into DO-A."

Once the community is informed and ready to take action, the next goal is to encourage community involvement. Realizing that each community is unique, involvement can mean many different things, depending on the specific community and its resources and capacity to fill those specific needs. Community can refer to a geographical location, such as a neighborhood, town, city, or even state. It can also refer to a group of organizations, such as a community of colleges, or a type of

[5] Representations of ideas, efforts, and techniques in this paper are provided by officers working for the Chairman of the Joint Chiefs of Staff from 2008 - 2011 tasked specifically with solving the problem of achieving improved quality of life for our service men and women, their families, and the families of the fallen. These officers include: COL David W. Sutherland, COL Craig Osborne, COL Christian Macedonia, CAPT Matt Berta, Mr. James Lorraine, Mr. Richard Osial, LTC Tony Forbes, LtCol Dennis Hart, Chaplain (LTC) J. Maddox Woodbery, MAJ John Copeland, MAJ Ed Kennedy, LCDR Kimberly Mitchell, MAJ Ann Curtis, MAJ John Hawkins, and CPT Chris Manglicmot, and CPT Dennis Skelton.

organization, such as a specific business. Community involvement must go further than small gestures. It means more than going over and shoveling someone's front walk in the winter or taking wounded warriors to a ball game and putting them on the jumbo-tron. It is more than just donating money. Instead, it is about making a personal connection to the warrior or the family member. To clarify this point, small gestures are extremely appreciated and nothing in this paper is intended to contradict that or is intended to halt those efforts. Rather, the focus of this paper is on the long-term capacity for greatness of a warrior, a family member, or a family member of the fallen. To achieve that capacity for greatness, it is going to take much more than small gestures. It requires holistic efforts linked to improving quality of life and enabling graduation; recruiting, accommodating, and retaining in meaningful employment; and information and options relative to their wellness.

The last goal is promoting community services. This ranges from encouraging organizations to continue their efforts to ensuring individual awareness of their resources and capacity. There are hundreds of thousands of programs that already exist nationally and within communities, each with their own target audience, objectives, resources available, capacities and desired end states. It is extremely important to recognize that the "Sea of Goodwill" is ever expanding, and the desire to support the warrior and his or her family is a constant. While it is not the intent of this paper to provide an analysis of those programs, it is important for individuals and individual organizations to assess whether the programs in their communities are effective. Collaborating within the community to take advantage of partnerships enables awareness.

Sending troops to combat is a political decision. While not always the case, the American people over the past decade have demonstrated that despite being involved in controversial conflicts; the nation can separate the warrior from the war and recognize the need to ensure both the warrior and their family is well cared for as a result of their personal commitment and service to their country. Understanding that the desire to support our heroes is strong and increasing, the actions of individuals who align with

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that desire vary widely. A need remains to support and encourage those individuals and organizations to start programs, or to modify existing programs that include veterans and their families, but also to continue connecting those groups and organizations to the veterans in order increase their effectiveness and continual evaluation for success. It is important to note that if the target of an organization's efforts is not aware of the services being offered, the services will go unused; and the program will essentially be ineffective. It is essential to use a variety of methods to promote these community services to the user, including word of mouth, web portals, and broad, aggressive marketing campaigns; but most importantly, partnering with like minded groups and individuals within the "Groundswell of Support."

This paper intends to stand alone as an outline of core principles to achieve the task of harnessing the "Sea of Goodwill" to sustain the "Groundswell of Support." It does assume an understanding of the concepts outlined in the preface that are based on the "Sea of Goodwill" white paper illustrating the need and the focus. In addition, it may be extremely beneficial to use this paper in conjunction with the Innovative Examples provided by the Office of the Chairman of the Joint Chiefs of Staff Warrior and Family Support Office. The Innovative Examples provide concrete examples of current programs that have demonstrate these principles in action. Those specific programs are in Appendix A.

Keys to Success

The following are a few keys to successful reintegration programs based on the demonstrated success of various organizations nationwide. While not all are applicable or appropriate for all communities, they can prove useful for understanding, accountability, and in application.

Target and Scope

Programs should clearly define their target and scope, both internally for purposes of program development and externally for purposes of demonstrating impact. However, it is important to keep in mind that the overall target group considered in this paper includes not only Service members and veterans, but also their families, and the families of the fallen. Reflecting this, programs are encouraged to be inclusive, not exclusive, in considering their target populations. Merriam-Webster defines *veteran* as either an old Soldier of long service or a former member of the armed forces,[6] and herein lies some of the problem with using the word *veteran*. Occasionally, an individual who served but did not deploy does not consider him or herself to be a veteran, or an individual from a younger generation that has served may not consider him or herself to be a veteran. Perhaps a more appropriate and relevant definition would be: a person who has served, or is serving, in the armed forces. Families also have unique needs and are a major influence on the needs of those that have served. The families' sacrifice and contribution often affect a Service member's success. Individual programs need to decide their target audience, and it is not the position of this paper to require any organization to include or exclude anyone. Rather it is to ensure that, depending on the nature of the program, all veterans and their families are at least considered. Any model of care must take into account the impact that the family has on the veteran, and that the veteran has on the families. Programs should realize this continuum.

Unique Needs of Females

Initiatives also need to take into account the unique needs of female veterans. Today's conflicts have no front lines. Understanding that women make up 14 percent of the military forces, this results in females often being involved in both indirect and direct combat action despite DoD limitations placed on women serving in direct combat roles. This technical discrepancy occasionally results in female

[6] Merriam-Webster, "Veteran;" available from http://www.merriam-webster.com/dictionary/veterans?show=1&t=1306009112; internet; accessed 6 June 2011.

Service members not receiving the same benefits that their male counterparts receive, especially when it comes to diagnosing and treating post-traumatic stress. While the government attempts to rectify this gap through policy, female warriors are in need of further support. Regardless of government programs or benefits, any program that addresses veterans or Service members must consider the unique needs of our females, including differences of perception of their service, differences in response to traumatic events or issues related to sexual assault. Many females have not, and will not, report assault. At the risk of stereotyping female warriors, a few of those unique needs for some female warriors may include not feeling comfortable discussing their experiences in a room full of their male counterparts. Or, a male Soldier that gets shot in the calf may be upset that it ruined his tattoo, while a female Soldier may wonder if her husband will still find her attractive. Cookie-cutter solutions for veteran challenges simply will not always work on all veterans, and nowhere is this clearer than with our female veteran. Initiatives must be flexible and innovative in their application to allow for improved quality of life for all those that have served.

Partnerships

While the partnering of different community programs, a community-based model, or a public-private model may be challenging at times, the power of such partnerships is undeniable. One challenge often discovered is the inability of some organizations to lower their defenses enough to discuss with another similar organization the various ways in which they are unique, overlapping, or similar. However, when organizations do come together, the discussion is often both enlightening and beneficial for both sides, creating synergistic energies and opportunities to share best practices to fill voids through collaboration. While public-private partnerships can be powerful, and should definitely be pursued for long-term solutions, private partnerships can often be accomplished quicker and be more effective. Over the past decade there has been an amazing amount of money spent on various programs and a

significant amount of goodwill and desire to help; however, there has also been a great amount of duplication of effort, lack of cooperation and missed opportunities. Organizations partnering with similar groups, or organizations focused on the same population but with different goals, can be extremely powerful meeting warrior and family needs from a holistic perspective.

Funding

Having a community-based conduit for resources, with staying power, is a significant part of the solution; and philanthropy clearly drives innovation and action. Groundswell without focus is not effective. In order to figure out the model that will work in the long-run, it is critical for any organization to understand the various sources from which they can receive funding, whether public or private, personal or endowment. Generally speaking, there are three types of organizations: those that are great at what they do, but lack the ability to raise funds; those that are great at fund raising, but lack the expertise to address needs; and those that are both great at what they do and good at raising funds to sustain themselves. It is important for an organization to identify where it lies on that band and then improve upon its weaknesses or seek out organizations with whom they can partner. A model that does not plan for the long term will eventually fail. It is essential for all programs to identify their long-term funding course and method for sustainability because veterans and their families will be reintegrating into society for decades.

Philanthropy can have a significant impact by informing, encouraging, and sustaining non-profits to address the needs of Service members, veterans, families, and families of the fallen. While financial support is an obvious way that philanthropy can have a positive impact on addressing the needs, there are ways other than financial support that they can assist. Both community and endowment foundations can play an integral role by informing organizations that they support the needs of the military and veteran communities. One foundation has begun a "Did You Know" campaign, where it shares daily

statistics and facts about the needs and challenges veterans face. Foundations can also review the programs they already fund and see where programs that are not including the needs of military members or families could be expanded or adjusted to include those that have served, as well as their families. The community foundation and corporate foundations have been critical leaders and very responsive.

Needs on a Continuum

The overriding premise is that needs and opportunities exist on a continuum; therefore, meeting all needs necessitates a holistic approach addressing education, employment, and access to health care. Addressing one aspect without considering the other two is planning for only partial success. Service members and their families are not typically going to ask for assistance even when needed. When help is offered, one may hear "give it to my buddy in the bed next to me instead." Military members and their families are taught to make due with what they have, accomplish the mission, and move on. Because of this mentality, military veterans and military families are not accustomed to asking for help, and it often takes an outside force to realize this, and then step in when needed. An example alluded to earlier as a great opportunity missed occurs when professional sports teams bring warriors to a ball game, put them on the jumbo-tron, make everyone feel good about themselves for a few hours, after which everyone goes their own separate directions. While not suggesting this is done maliciously, nor requesting professional sports teams not recognize Service members, veterans, families, or the families of the fallen, this scenario could be a great opportunity to go further and actually connect, and stay connected, to those individuals. Such engagements should develop into internships, mentorship opportunities, offer use of team training facilities, or connecting them to other community services that join people to community resources that can help them thrive.

Big Six

Any organization or individual that is involved, or desires to get involved, in assisting the needs of Service members, veterans, families, or families of the fallen need to ensure whatever they are doing is going to have a positive effect in the long term. No matter what needs they determine exist, what areas they decide to address, and what means they choose to address those needs, their actions need to not cause more harm than good. The following are guidelines that apply to all organizations involved in this effort (see figure 3).

Big Six: Rules for Supporting Service members, veterans, military families, and families of the fallen[7]

1. Actions and discussions are about THEIR needs, never about what you do.
2. Realize that each individual is unique and therefore has unique needs.
3. If you think you're doing it better than anyone else or the only one doing it, someone else is doing it and doing it better.
4. Never make a commitment you cannot, do not, or will not keep.
5. Build for the long run and have a meaningful and personal impact.
6. If you start to think it's about you, that's when it's time to get out.

Figure 3: The Big Six

Methods to Sustain the "Groundswell of Support"

The following sections of the paper outline approaches that communities can sustain the "Groundswell of Support." The following are not intended to be all-inclusive or necessary for all communities to be successful. They simply include the principles and models of successful innovative examples from across the country and hopefully provoke thoughts and ideas from other communities on ways to address the needs in their community. The intent of this document is not to provide the solution

[7] Rick Kell of Troops First Foundation shared Rules 4, 5, and 6 to ensure organizations genuinely operate to support Service members, veterans, military families,, and families of the fallen.

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for all communities; but rather, a host of ideas to pull from, modify, and adapt for their communities with the end result being Service members, veterans, families, and families of the fallen achieving their full potential.

Community Action Teams

One successful way to harness the sustainment of the "Groundswell of Support" is through community action teams (CAT).[8] A CAT is an organization, based on the recognition that there are just some things that government cannot provide, that pulls in the various community services to discuss and assess the needs of veterans, families, and families of the fallen, and then develops a plan to meet those needs. The CAT aligns the myriad of support that will provide a meaningful impact. A CAT requires leadership and focus to identify gaps in resources and reduce duplication, and if effective, to create a synergy of effort while addressing the needs. CATs are already operating in communities across the country and, to varying degrees, are effectively leveraging resources to have honest discussions about the needs of the veteran

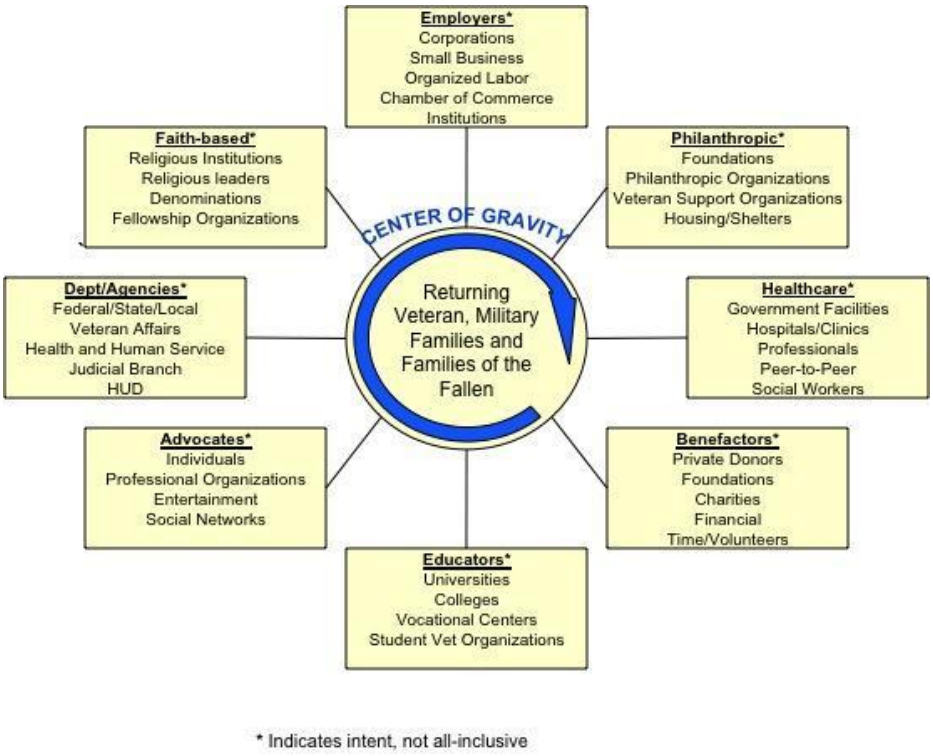


Figure 4: Community Action Team

[8] The Community Action Team (CAT) model was created by Jack Lengyel as a way to collate the available support to a community's reintegrating warriors and families.

and their families. They are not policy directed from a superior organization, but are grassroots, honest, and pure. These CATs do not require much financial support; rather, they just need leadership, encouragement, and involvement. They bring innovation and flexibility because they are partner-centric networks.

Leadership

Critical to the initial success of a community action team is a leader, or a leadership team, stepping forward and taking charge. Initially, a newly established group will be difficult to direct or gain consensus. This is when an individual, or for large groups, a small team of advisors, can come forward and have a significant impact to sustaining the momentum. While all members of the community action team are important and critical to long-term success, it is important to first establish the group so that it has staying power.

Assessment

The group should conduct a thorough assessment of its community, identify available resources, and determine who is not present and who should be represented in the discussion. The assessment should pinpoint gaps that exist between what veterans and families need and what is already available. Sometimes the team will identify that there are already organizations designed to fill certain gaps, but that organization may have a different target audience. This is where the community action team can identify ways to incorporate that existing group in the discussion, modify an organization's mission to fill a gap, or figure out some other way to help meet needs using national, state/regional, and local resources.

Location

It is also important to identify a routine meeting location or locations and set a schedule of when the larger group can come together. Similarly, a long-term goal for the community action team should

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be to create a brick and mortar location or identify an organization that already could serve as one, where a veteran or family members can come when they need assistance. An ideal scenario would be when an individual is leaving the military and moving back to community X, he or she knows to go to a specific location where resources would be available or at least easily identifiable. Likewise, veterans already living in community X should know that if they need something, there is a place where they can ask for help. Again, that location will vary by community based on needs, resources available, and how the community decides to solve this challenge. Many communities are black holes for reintegration and transition services. Although disparate services exist, it becomes a scavenger hunt to find them. Many web portals are helpful, but in the end, those that have given so much come home to their families, neighbors, and communities, not web portals or big government programs.

Education

Many veterans are using the Post 9-11 GI Bill, a phenomenal opportunity for them to earn a degree at little to no cost; however, many encounter significant difficulty completing the degree. Studies by the U.S. Department of Veterans Affairs (VA) and some leading universities have shown a significantly high rate of attrition within the first year after transitioning from the military. One explanation for this is the difference in experiences between the veteran and his or her classmates. For example, a 22- or 23-year-old veteran may have had one or two combat tours, may have witnessed detonations of Improvised Explosive Devices, been shot at, and even lost some dear friends. Such experiences are a world away, literally and figuratively, from those of a recent high school graduate. Veterans may not be able to relate and establish connections to their classmates. This disconnection may make it significantly more difficult for the veteran student to focus on studying and staying in school. They become bored. That is where two programs in particular, veteran networks and mentor/protégé programs, are having a dramatic impact on student veterans' success.

Student Veteran Networks

Student veteran networks and mentorship/protégé programs are two initiative community-based models that have been extremely successful. Even more powerful than a mentorship program is a protégé program, this is not about the mentor but rather about helping the protégé achieve his or her capacity for greatness. Regardless of how it is titled, the protégé's mentor may or may not have served in the military, but he or she has been where the veteran is now - in school and transitioning to the workforce. Some models have used varying levels of mentors, from a peer to a corporate executive. One model in particular has three levels of mentorship: a peer mentor who focuses on both the daily life of class and student activities; a local leader mentor who is a little removed, more professional, but still readily available to assist; and finally a corporate mentor who has the bigger picture in mind and whose real focus is on easing the transition from student to career.

Nationwide, many student veteran networks are also having significant impact on the success of student veterans. Each has unique characteristics, but generally a student veteran network is an organization that exists to facilitate veterans meeting other veterans, sharing challenges, finding solutions to common problems, and bonding with someone who has been in their shoes, or more importantly, in their boots. The most effective models involve a college or university providing veterans with a physical location where they can meet, leave books after the semester for the next cohort to use, and have fellowship with each other. Student veteran networks often incorporate a tutor system to ensure the veteran understands his or her classes and learns the material. Many networks use this opportunity to share information or organize activities such as community service or social events. This location then also serves as a spot for the community to reach out and assist the student veteran. In other effective models, the school administration has assisted with the development of a protégé program linked to the community ensuring each student veteran has a mentor, and in those cases the veterans are thriving.

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Veterans Coordinator

Another successful technique is for a college or university to identify a veterans coordinator who focuses on the veteran from a holistic perspective, not just the veteran interaction with the VA and finances. This coordinator can identify the needs of the veterans and find ways to facilitate a healthy and successful transition. Veteran coordinators can also review college or university policies and see if such policies take the veteran's unique needs into consideration and then recommend changes. Furthermore, they can recommend curriculum changes that include life experience credit for classes or training the veteran accrued while serving on active duty. Another opportunity for the coordinator is to help educators understand the unique needs of the veterans in their classroom. Often the need is just for the professor to ask the right questions of the veteran to get them to open up, or to connect and relate. Using initiatives that make efforts about abilities and not focusing on disabilities requires faculty development, counselor training, and alumni involvement & awareness.

Employment

If veterans do not transition to an educational institution upon leaving the military, they typically enter the workforce and look for a job. When a Service member leaves the military, a service-oriented industry, and transitions to the business world, where the focus is often on the financial bottom line, many have difficulty relating. This is why some companies have started veteran networks within their organizations, through which veterans can come together to discuss ethical leadership in the business community. Discussions also help veterans understand how they can translate their military skills and leadership into the business world. This effort helps connect veterans to the organization and the organization's mission. As a result, veteran attrition is reduced.

Educate the Employer

Part of the challenge, similar to the challenges being encountered at colleges and universities, is that there is a need to educate employers to understand veterans' unique needs and challenges. One of the first things a company should do is an assessment to understand how many veterans are already working for them and who they are. Many companies are shocked by the number of veterans already in, or not in, their organization. One company uses this opportunity to identify veterans, connect with them, and assign them as peer mentors for incoming veterans. Regardless of whether the mentor is a veteran or not, just having that personal connection can be invaluable during the transition period. Even organizations that are veteran friendly can benefit from reflecting on the way they treat this group of workers. Often companies put veteran issues in their diversity section, an organization that already handles issues focused on workers with special needs, gender issues, race issues, sexual orientation, etc. However, what this often fails to account for is veterans fall into those categories, veterans have special needs, veterans are difference races, veterans have various sexual orientations, etc. One of the more appropriate models is to ensure this remains a Human Resources mission or a corporate leadership responsibility. These recommendations are not about asking for special privileges, they are about connecting and accommodating so that the veteran or family member will thrive.

Veterans Representation with the Chamber of Commerce

Some Chambers of Commerce have developed an innovative solution by identifying a veterans' coordinator or even started a separate veterans' Chamber of Commerce. In smaller communities, the chamber may appoint a veteran coordinator to identify opportunities for veterans and look for ways to assist veteran-owned businesses. In larger communities, a veterans' Chamber of Commerce dedicated to serving just the needs of veteran-owned businesses may be appropriate. The methods these individual Chambers utilize can vary, but effectively bringing veteran-owned businesses together with non-veteran-

owned businesses to foster commerce and assist in job growth benefits the veteran business, as well as the community as a whole.

Credentialing and Licensing

The military invests quality training to Service members such as life-saving skills or even driving skills to support and win our nations wars. However, as these highly skilled Service members reintegrate into society, they are unable to transfer their skills to be employed on their expertise without being credentialed or licensed again. Veterans must start over and relearn skills that they have mastered while serving, which sets them back to be employed until they complete the credentialing and licensing courses. Organizations, such as organized labor, have taken initiatives to align military skills and assist transitioning veterans to apply their experience back into society quickly. Credentialing and licensing committees must participate in the discussion to ease or allow transferable skills to society. This allows those that have served a step-up to reaching their potential in society.

Peer-to-Peer Health Care

One of the most effective health care models involves peer-to-peer counseling as military members generally can relate to others who understand their experiences and day-to-day challenges. Depending on their specialty while serving in uniform, a Service member is part of a team or squad or some sort of unit where he or she has at least one or two friends with whom he or she can share everything. This bond formed through service, combat, and sacrifice, is like no other. That concept is still applicable, and useful, during transition and reintegration. Programs that encourage the gathering of military members in some forum have extraordinarily positive effects on their mental health and ability to achieve their full potential.

Younger veterans are typically interested in healthy, active lifestyles and as a result, the best peer-to-peer models for them involve events with such a focus. Various models, whether they incorporate rock climbing, mountain biking, or hiking, other activities and recreations draw in the younger veteran. Without realizing it, they are forming bonds with fellow veterans and civilians interested in similar activities, discovering alternatives to drugs, alcohol and other depression-inducing forces, and, in turn, building a solid social support network. The peer-to-peer model works so well because a veteran is more likely to open up to another veteran, one with a shared understanding and shared experiences and not exclusive.

Family Enrichment

The family is the lifeline to the Service member. Although they are not standing on the frontlines, they are deeply involved in the war fighting effort. The family's participation in the reintegration and transition process is critical and essential to ensure improved quality of life for both the veteran and the families, and must be considered in the continuum of the holistic care. Many organizations focus on providing supportive services for the optimal development of children and families. Organizations like this commit to strong partnerships with family and community agencies and organizations to develop and provide programs that achieve the best results for children and families. The deliberate effort to support the children and families are essential to a veteran's reintegration process.

Additional Models for Sustaining the "Groundswell of Support"

While the reintegration trinity of education, employment, and access to health care remains the base model for meeting the needs of veterans and their families and helping them achieve long-term quality of life, there are a few other efforts worth mentioning. The following sections are included to

ensure awareness of the power and impact these types of organizations are having with reintegration. With a better understanding of the following types of programs, other organizations will be able to utilize their resources in a more efficient manner to reach their objectives.

Linking Donors to Needs - Web Portals

Another opportunity is to expand collaboration and information sharing through web portals in a partner-centric approache to reduce costs, competition, and duplication of efforts. The basic fundamental of a web portal is to assist community organizations in helping veterans, Service members, and families to access the wide range of services and resources available to them during transition and community reintegration. Community organizations are encouraged to contribute information and resources to these portals as a way to expand their reach and effectiveness. Characteristics of successful web portals are that they are all encompassing, easy to use, reliable, and free to the user as well as the providing organization.

The ability to access resources at all levels, from local, to state, to nationwide, is critical. A web portal that limits available resources to only those of a local government or certain sector will simply not be as effective as one that includes all available resources and empowers the user to decide which to access. Portals should be simple and quick. A portal that is not simple to use or does not provide reliable information will also be ineffective; it needs to provide accurate information quickly in order to be effective and for the user to continue to use it. A web portal that limits access or requires the organization or user to pay fees significantly reduces effectiveness. For example, it might exclude some organizations because they will spend too much on advertising or administrative costs leaving little for actual assistance.

In addition to ease of use and reliability of site, it is important for web portals to focus on content development. While the pool of available resources is large and ever increasing, web portals must

ensure they are capturing these new sites, but even more importantly, that they are listing the quality sites. Sites need to not only be accurate and current, but they need to focus on capturing the effective organizations that are meeting the needs of our returning warriors. Along the same lines of development for CATs, education programs and veteran employment networks, web portals need to include all of those options and maintain current information to remain relevant.

Guerrilla Marketing Campaign

Community public service announcement (PSA) campaigns drive awareness and influence action, while also encouraging individuals to seek assistance. The impact professional sports teams, celebrities, and major public organizations can have on the community through PSAs is powerful. The opportunity for some organizations to build public awareness of the needs of Service members, veterans, families, and families of the fallen is limitless. Consider the impact the National Football League and Yoplait yogurt have had for breast cancer awareness. These two organizations have taken a leading role in building public awareness for the need to get screened, and tested to support research, and to contribute to community organizations time and messaging. Professional sports teams, public organizations and private companies can do for veterans, families, and families of the fallen what the NFL and Yoplait have done for breast cancer awareness.

NFL players wear pink throughout October, and discussions in and out of stadiums routinely focus on breast cancer, creating heightened awareness. Similarly, during a different month, professional sports organizations could wear camouflage gloves and shoes, and swing a camouflage bat, or run with a camouflage ball. Coupled with a solid public relations campaign, this could have an equally powerful impact on building public awareness of veterans' needs. Yellow ribbons on cars that read "Support the Troops" are nice, but they could go further by informing the reader of a website, a web portal or an organization where they could learn more about how to help veterans in their community. This

campaign plan could have a significant impact to building public awareness and understanding that this is more than just about money or resources; it's about time and making a connection in order to ensure veterans achieve their full potential.

Veterans Treatment Courts

Veterans and Service members experience life-changing events, some of which may cause them to lose focus, make small mistakes, and get into trouble with the law. The Veterans Treatment Court concept was started in 2008 in Buffalo, New York, to address the unique veteran needs; and the model has been duplicated in 73 other communities in 25 states so far.[9] There are two keys to the success of a Veterans Treatment Court: the judge and the mentors. A judge should understand the unique issues veterans and Service members face and the specialized treatment that may be needed as a result. The motto of some of the judges' is to avoid the same people, going to the same places, and doing the same things that landed them in the legal situation in which they find themselves. In addition to changing their behavior, ensuring the veteran is enrolled in the VA and connected to the available community resources is critical.

The second key to success is a system comprised of mentors who understand the veteran experience firsthand. Some Veterans Treatment Court mentors have served, others just want to help; but regardless of background, they offer trust, insight, and experience to younger veterans coming through the court system. Veterans Treatment Courts may require funding, but mostly they just require people to give of their time. However, reports of a very low recidivism rate and the cost-benefit analysis of one recuperated veteran alone clearly illustrate their financial success as well. These programs provide an effective model for addressing transgressions and are exceptional examples of the effect one can have when the individual makes, and sustains, contact with a veteran in need.

[9] National Drug Court "Justice For Vets" available from http://www.nadcp.org/JusticeForVets; internet; accessed 6 June 11.

Housing

It is estimated that there are more than 107,000 homeless veterans on the streets every night, and that number does not include the number of veterans who live from couch to couch.[10] We must consider homeless veterans outside of the commonly understood sense of living on the street, under bridges, or in downtown mission. Rather, some are also living in their cars, or "couch surfing," living temporarily with friends or extended families.[11] Although there are organizations that aim to end homelessness, a noble goal, models that simply put a homeless veteran in a house are not sufficient. There is more to the battle against homelessness than just putting a roof over a veteran's head. Homelessness is often accompanied by some sort of substance abuse of alcohol, illegal drugs or prescription pharmaceuticals. Without treatment, a house only masks the deeper problem. The most successful programs combine drug and alcohol treatment with peer counseling or another program to address potential mental health needs as well. The veteran homelessness problem may be chronic, and without addressing the root cause of the problem, the fix will only be temporary. Community service providers linked to vocational rehabilitation, behavioral health support, education credentialing and licensing are critical to improving access and options to healthcare.

Homelessness Prevention

All Grant and Per Diem (GDP) programs, nearly 500 across the nation, are part of a local health-centered, veteran service, delivery network; and, therefore, are ideally situated to serve as veteran service centers. Modifying existing initiatives to allow these programs the flexibility for a full-time staff to effectively serve the demand for assistance and to provide counseling, referrals, and other assistance to veterans in crisis will benefit long term solutions.

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[10] Veterans Affairs, Homeless Veterans; available at http://www.va.gov/HOMELESS/index.asp; internet; accessed 6 June 2011.
[11] US VETS, Addressing the Needs of Homeless Veterans of OIF/OEF/OND Conflicts; available at www.usvetsinc.org internet, accessed on 8 Aug 2011.

Communities without a GPD program or Vet Center may consider applying for funding assistance to establish veteran service centers. Using a partner centric approach, the VA Medical Centers within the service area of these organizations could monitor assistance requests, referrals, and outcomes to evaluate the veteran service center's performance.

Organizations with programs that fund these service centers may be more effective if they incorporate the following to ensure a comprehensive and higher impact effort towards homelessness. Based on extensive discussion with leading executives in the homeless prevention sector, these initiatives must consider a wider spectrum of services such as:[12]

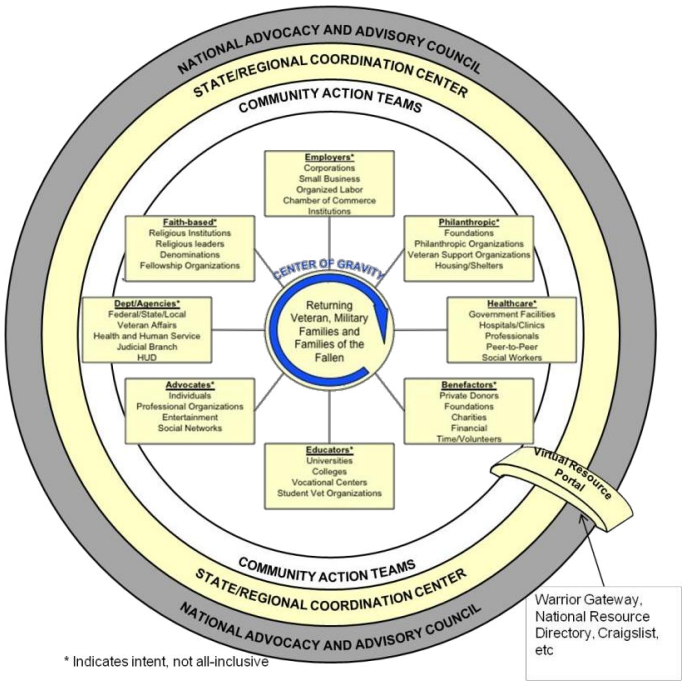
- Provide transportation assistance to critical VA or community health services
- Provide mentors and/or follow-up counseling
- Provide scheduled on-site VA benefits counseling and application assistance
- Participate in local Continuum of Care process as verified veteran service providers
- Increase veteran access to housing through partnerships, effective referrals
- Demonstrate close relationships with DVOP/LVERs and job placement success
- Provide access to financial counseling/credit repair services
- Demonstrate strong partnership with county or other local Veteran Service Officers
- Provide referrals to affordable child care
- Provide referrals to legal assistance

[12] This comprehensive set of services is based on the discussions on September 30, 2011 between top executives in the homelessness sector (John Driscoll of the National Coalition of Homeless Veterans, Steve Peck of US VETS, Jack Downing of Solider On, Phil Landis of Veterans Village of San Diego) and ADM Mullen and selected staff.

The Nation-wide Network of Support for Veterans and Families

The core principles outlined in this paper are based on numerous conversations with leaders, scholars, and experts from the veteran, business, entertainment, financial, sports, education, health care, philanthropy, and faith-based communities. This paper recognizes that it is only through constant interaction and engagements with transitioning Service members, veterans, families, and families of the fallen that this information can be acquired and synthesized. Clearly, there is a need for organizations to remain connected and advised in which this paper offers the Nation-wide Network of Support for Veterans and their Families Model promoting this positive environment.

This model harnesses the synergy of partnership, networking, and collaboration through a flat organizational environment. With the understanding that there is a "Sea of Goodwill," the model applies the concept of aligning donors to better serve those who have served US. The goal of the model is to promote grassroots involvement through building public awareness, encouraging community involvement, and promoting community services. Through these goals and a supportive environment for communities to become more involved, a "Groundswell of Support" emerges, as networks of communities based on partner-centric views will continually develop grassroots solutions throughout the nation. The community-based solutions ultimately avoid the bureaucratic obstacles to support those that have served US.



Three functional layers assist in governing these networks of communities and institutionalize that the center of gravity is the connections at the community level to provide a comprehensive service to our heroes (bottom up approach). First, Community Action Teams are established to meet the needs, connect organizations, and harness resources at all levels. Second, the State/Regional Coordination Center further connects CATs, aligns goals and resources, and advocates their efforts to the national level. Finally, the National Advocacy and Advisory Council facilitates public/private partnership, advocates for both donors and those with needs, advises decision makers and the independent organizations that assist in these efforts. The functions of the model promote grassroots initiatives as each community and heroes are unique on their situation.

Conclusion

There are Service members, veterans, families, and families of the fallen living in all communities across the country, and they need support. Outlined in this paper are just a few of the ways individuals and organizations can have a dramatic impact on the lives of our warriors and their families. Cookie cutter solutions will not meet all the needs of our returning warriors and their families. Nor can government solve all the problems outlined in this paper or be the only ones to provide solutions. Only through a dedicated effort on the behalf of civilian communities across the country will we be successful in reintegrating our warriors and their families. Programs and organizations are having a positive impact when they do one, if not all three, of the following: 1) Build public awareness; 2) Encourage community involvement; and 3) Promote community services for returning veterans, families, and families of the fallen. Working toward these three goals clearly communicates a pledge of appreciation for today's veterans, families and families of the fallen, as well as those of tomorrow, and will have a lasting effect on all achieving their capacity for greatness.

"The willingness with which our young are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation."

- George Washington, 1789

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A White Paper

Sea of Goodwill

Matching the Donor to the Need

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Office of the Chairman of the Joint Chiefs of Staff
Warrior and Family Support

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Sea of Goodwill

Matching the Donor to the Need

Introduction

> "Our men and women in uniform stand watch abroad and more are readying to deploy. To each and every one of them, and to the families who bear the quiet burden of their absence, Americans are united in sending one message: we honor your service, we are inspired by your sacrifice, and you have our unyielding support." [1] "And just as they must have the resources they need in war, we all have a responsibility to support them when they come home." [2] - President Barack Obama

President Obama's message is accurate. We, the citizens of the United States of America, have a responsibility to support our Service men and women for life. However, his comment should not be misconstrued as an indictment that Americans have not been doing so. The highest levels of government are so committed to this support that warrior and family support efforts are now incorporated into the national security decision making process during monthly Interagency Policy Committee and routinely held Deputy and Principal Committee meetings. Today, unlike any generation in history, citizens across the country are supportive in word and deed of the American Active Duty, Reserve, and National Guard Soldier, Sailor, Airman, Marine, and Coast Guardsman. Our nation is so full of support for our Service members it is difficult to illustrate all the organizations and individuals trying to do their part to support our veterans. Admiral Michael Mullen, the Chairman of the Joint Chiefs of Staff, calls this a "Sea of Goodwill" of American support.[3] He notes, "The challenge…is how do you connect that sea of goodwill to the need?" [4]

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[1] February 24, 2009 Presidential Address to Joint Session of Congress; Available from http://www.whitehouse.gov/the_press_office/remarks-of-president-barack-obama-address-to-joint-session-of-congress/; internet; accessed 9 February 2010.

[2] January 27, 2010 Presidential "State of the Union Address"; available from http://www.whitehouse.gov/the-press-office/remarks-president-state-union-address; internet; accessed 9 February 2010.

[3] Mike Mullen, "Honoring life on Memorial Day" *The Washington Times*. May 26, 2008. Available from http://www.washingtontimes.com/news/2008/may/26/honoring-life-on-memorial-day; internet; accessed on 25 February 2010.

[4] Brain Injury Research Warrants Urgency; available from http://www.defense.gov/news/newsarticle.aspx?id=56537; internet; accessed 9 February 2010.

In *On War*, Carl von Clausewitz identified cities, specifically capitals, as a nation's center of gravity because they are "the center of all political and social activity".[5] They are designed to sustain the economic, political, and life support needs of not only the inhabitants of that city, but the entire national population. Our nation's cities and towns may also be described as a system of systems.

Shimon Naveh, the director and senior lecturer of the Department of History and Security Studies Program at the Cummings Center, suggested the aim of any system is its main source of strength. [6] If one refers to Joint and Army doctrinal definitions as they relate to sources of power and physical strength, it follows that the aim of the system may be defined as the system's center of gravity. The aim becomes the center of gravity because if the aim is adversely affected, the system no longer functions effectively.[7]

The potential of the Sea of Goodwill is not just the nation's government, non-governmental agencies, benevolent organizations, and institutes of higher learning. Its potential is in the heart of our nation's communities – the citizens of those towns and cities. The aim of this Sea of Goodwill is matching donors with the needs of Service members, veterans, their families, and the families of the fallen.

The country understands the interdependent relationship and responsibility of all participants, military and civilian, to care for our veterans and families. However, we may not have a clear understanding of how each support the other. Some of us are sergeants, commanders, captains, and generals who lead men and women into harm's way on faraway fields to preserve liberty. Others are community leaders, college deans, CEOs, and presidents who lead

[5] Carl Von Clauswitz, *On War* (Princeton: Princeton University Press, 1984).
[6] Dr. Shimon Naveh was the Senior Lecturer of the Department of History and Security Studies Program and Director at the Cummings Center. Shimon Naveh, *In Pursuit of Military Excellence: The Evolution of Operational Theory*. Oregon: Frank Cass Publishers (1997).
[7] Ibid

men and women in education, productivity, and change on the fields of capitalism and philanthropy.

There are at least 400,000 uniform resource locators (URLs) for donors - organizations that support our Service men and women. They include veterans' service organizations. [8] Donors may also be found on sources like the National Resource Directory - a Web site, published by the Office of the Secretary of Defense, for wounded, ill, and injured Services members, veterans, their families, and those who support them.[9] Other venues to locate support are collated on Web sites like "Warrior Gateway" or "military.com"[10] They may also be institutions, businesses, healthcare facilities and organizations, financial institutions, and other infrastructure that advance society.

The Sea of Goodwill assists our veterans in achieving the capacity for greatness that exists in them, their families, and the families of our fallen as they transition into civilian society. A successful transition and continued support will enhance not only veterans and families, but also the community. A veteran comes from an experienced and talented group that has demonstrated a willingness to serve their nation and community. This paper will enable a shared vision that is understood by both civilian and military members. It will provide a suggested

[8] Veteran's Affairs. "Veterans Service Organizations." Available at http://www1.va.gov/vso/. Inclusion of an organization in the directory does not constitute approval or endorsement by VA or the United States Government of the organization or its activities. Some VSOs are "chartered", which means they are federally chartered and/or recognized or approved by the VA Secretary for purposes of preparation, presentation, and prosecution of claims under laws administered by the Department of Veterans Affairs. Inclusion of non-chartered organizations does not constitute or reflect VA recognition of said organization and its representatives for purposes of representation of VA claimants."

[9] National Resource Directory. Available at http://www.nationalresourcedirectory.gov/. The National Resource Directory (NRD) provides access to services and resources at the national, state and local levels that support recovery, rehabilitation and community reintegration. Visitors can find information on a variety of topics including benefits & compensation, education & training, employment, family & caregiver support, health, homeless assistance, housing, transportation & travel and other services & resources.

[10] Business Executives for National Security. "Warrior Gateway." Available at http://warriorgateway.org/; "Military – All the Benefits of Service." Available at http://www.military.com/.

general azimuth towards which all of these diverse, well-meaning actors can channel their efforts to provide the most good for those they so strongly and lovingly wish to help.

Thesis

Returning to regular duty after exposure to combat is difficult, but with the right resources, reintegration into a known organization with familiar faces is achievable. In sharp contrast, a Service member faces enormous difficulties when trying to reintegrate into civilian society after facing combat, rigorous military training, or complicated recovery procedures after sustaining a wound, illness, or injury. As the political scientist and author Samuel Huntington pointed out, too often civilian society and military culture are the antithesis of each other.[11]

This does not mean that our nation's communities are not supportive of the military. Instead, it means that a Service member's return to a civilian society, whether known or unknown, is different from a return to a known military unit. Societies in which a Service member grew up may or may not have changed, but invariably, the Service member will have changed in different ways from the society with which he was familiar.

Military norms and societal norms tend to differ. When complicated with a wound, illness, or injury, whether that wound is visible or not, the merging of these norms is difficult. Societal reintegration requires linked and integrated approaches to education, employment, healthcare, mentorship, spiritual support, housing, and support opportunities involving family, friends, and the community.

Given the current state of strong societal support and civilian-military relations at the grass-roots level, it is possible for communities and our nation to provide the "reintegration trinity" of education; a meaningful and secure career; and the ability to access quality, long-term

[11] Samuel P. Huntington. *The Soldier and the State: The Theory and Politics of Civil-Military Relations*. (Massachusetts: Belknap Press. 1957).

medical and psychological healthcare that is needed for our military veterans and their families to stay competitive and productive.[12] This support not only empowers veterans and families to lead a more productive life, it gives them the means to exercise a continuum of service to their community and/or the nation.[13]

End-State

The mission is to leverage the Sea of Goodwill to provide this trinity by matching donors with the needs of Service members, veterans, their families, and the families of the fallen as they transition. It is vital that we provide and support a lifetime continuum of care to our warriors, veterans, and families through access to education, employment opportunities, and healthcare for all who honorably served our nation. This will ensure they thrive as contributing members of their community.

Current Situation

The state of civilian support to our returning and reintegrating military, veterans, and families is high. Our nation is filled with countless donors. They are private, public, faith-based, governmental, and non-governmental organizations whose sole desire is to care for our warriors and families. Communities, comprised of colleges, universities, local agencies; the best of the many national-level wounded warrior and family programs; local benevolent organizations; and the generosity of the American people, are the foundation for the support needed to ensure and

[12] Representations of ideas, efforts, and techniques in this paper are provided by officers working for the Chairman of the Joint Chiefs of Staff from 2008 - 2010 tasked specifically with solving the problem of achieving improved quality of life for our service men and women, their families, and the families of our fallen. These officers include: COL David W. Sutherland, Mr. James Lorraine, COL Craig Osborne, COL Christian Macedonia, Chaplain (LTC) J. Maddox Woodbery, MAJ John Copeland, Maj John Hawkins, and CPT Dennis Skelton.

[13] The idea of a "continuum of service" comes from an unpublished paper title "The Case for a (Distributed) National Service Academy: Putting our Veterans Back to Work" written by Hiram Chodosh and CAPT Wayne Porter, USN. "…Veterans can either be seen as an impending unemployment liability or as a wonderful untapped pool of experience and talent. Our country needs a structured program that can provide a continuum of service for our Veterans, while simultaneously satisfying the nation's requirements for talented and experienced personnel across the spectrum of public service."

improve long-term quality of life for veterans and families. The outpouring of concern and the subsequent movement to action on the part of millions of Americans to embrace warriors and their families is overwhelming. This is more than a pool of do-gooders—it is a Sea of Goodwill; our nation needs a method to navigate this sea.

A community-based solution is required for channeling the tide of this Sea of Goodwill to assist high-and low-risk Service members, veterans, and families as they adjust and reintegrate into civilian life.[14] Prioritizing and linking the needs of warriors and families with donors in an organized fashion will allow a better application of resources. We can organize these efforts in a clear way; bridge the gap between Service and veteran transition; offer our wounded, ill, and injured a better lifetime continuum of care; and support them and their family.

The strength and competence of our all-volunteer force is essential to our national security. Just as speedy recovery is essential to our readiness for future operations, the knowledge that a warrior and his family will be supported and reintegrated into civilian society is essential to morale and maintaining our volunteer force. Americans must recognize their responsibility to ease the strains of the military and spread the demands of war evenly throughout society. The most practical and helpful way for citizens to fulfill their obligation is through practical support of the American military force during service and beyond.

The Family

The scope of this project is wide and the President's message was clear – America must support its men and women in uniform and their families. That said, it is important to define

[14] United States Code 37. "Pay and Allowances of the Uniformed services" (2003). Available from section 411h(b) of title 37, United States Code. Accessed on 18 February 2010. Families defined as "(A) the member's spouse; (B) children of the member (including stepchildren, adopted children, and illegitimate children); (C) parents of the member or persons in loco parentis to the member, as provided in paragraph (2); and (D) siblings of the member. (2) Parents of a member or persons in loco parentis to a member include fathers and mothers through adoption and persons who stood in loco parentis to the member for a period not less than one year immediately before the member entered the uniformed service."

"family" as it pertains to the Sea of Goodwill. The nation's military family includes not just those men and women who serve everyday in uniform, but also those military and interagency service veterans who have taken off the uniform, through honorable discharge and/or retirement, in favor of returning to civilian life. Our military family also includes those wounded, ill, and injured warriors who are trying desperately to adjust to a new normal everyday. They may remain on active or reserve duty in a military community or have faced medical discharge from the Service they so loyally served. At the center of our nation's military family is our Service members' family. The families of our fallen and the families associated with each one of our returning, retiring, and reintegrating Service members must be supported by their community as they supported their loved ones during active duty.

The Community

No single agency or organization has the manpower, resources, or intellectual capital to provide a lifetime of care and support to our military family. We, as a nation, must build key partnerships and link national and local community efforts. If the Sea of Goodwill is leveraged by leaders and citizens wanting to contribute, the military family will strengthen our communities, which in turn, will strengthen our nation.

Local, state, and federal governmental agencies, and hundreds of non-governmental organizations, institutions of higher learning, local community-based organizations, and local businesses already provide many veterans and their families' the inspiration, mentorship, resources, and focus to ensure success in post-Service life. Tying together the support offered by these organizations is the key concept of the Sea of Goodwill.

The Sea of Goodwill is not another social program. It does not advocate for new programs or negate those that are already ongoing. It simply attempts to tie together the actions

of the government and local communities so we, as a nation, can work as a team to provide the highest level of quality our veterans, Service members and their families deserve.

Objectives

Goal

The goal of the Sea of Goodwill is to link public, private, and governmental support for Service members; veterans; recovering wounded, ill, and injured warriors; Service member and veteran immediate family members; and the immediate surviving family members of Service members who have died in the line of duty, through a common understanding of what is required to ensure a sustainable life in civilian society. Education, secure employment, and quality health care, are the foundation upon which the Sea of Goodwill can build.

Objectives

The following objectives can be attained by communities using the Sea of Goodwill. Only through education; secure and fulfilling employment; and the ability to access health care, information, options, and services can our nation's Service members, their families, and the families of the fallen truly reintegrate back into civilian life and lead productive sustainable lives.

1. Service members, veterans, and families of the fallen have access, the financial means, and are competitive for admission to universities, colleges, trade schools, and other degree-producing institutions of higher learning.
2. Service members, veterans, and families of the fallen are competitive for employment after their transition out of Service.
3. Service members, their families, and the families of the fallen have access to health care, information, options, and services.

4. Link national, state, and local community outreach to Service members, veterans, their families, and the families of the fallen regarding quality of life opportunities.

A Model of Excellence

Many agencies and organizations are already providing unprecedented levels of support to our nation's Service members and their families. Each agency, organization, or individual provides a different expertise, contribution, or set of skills to reach a variety of differing objectives. Some of these are tied to mental and psychological health, some to education, many to quality of life, and still others to employment for wounded warriors. Some are simply trying to provide general information for reintegrating Service members, while others want to narrow their information to spouses of deceased warriors. These are all noble and vital. This Sea of Goodwill must be linked around the same objectives, with each agency, organization, community, or individual defining their own way to achieve one of the three sides of the reintegration trinity of education, employment, and healthcare.

The Wholistic Balance (The Trinity)

Throughout history, military philosophers have used a trinity as a tool to define and describe the necessary pillars of success in war. History has shown that if a force has any one side of their trinity out of synch with the other two sides, they will lose the war. Carl von Clausewitz, in his classic book *On War*, described the war trinity as (1) governmental policy, (2) military professionalism, and (3) popular support – with all three being equally significant.[15]

Although it is clear from his writings that Clausewitz was referring to popular support of the war in question, one can draw a deeper meaning from the term "support." The whole of the nation must support the individual Service member as well. Education, employment, and

[15] Michael Howard, *Clausewitz: A Very Short Introduction. (*New York, NY: Oxford University Press, 2002).

healthcare are the key components necessary to ensuring Service members and their families achieve this seamless transition back into civilian society. These three components make up the reintegration trinity.

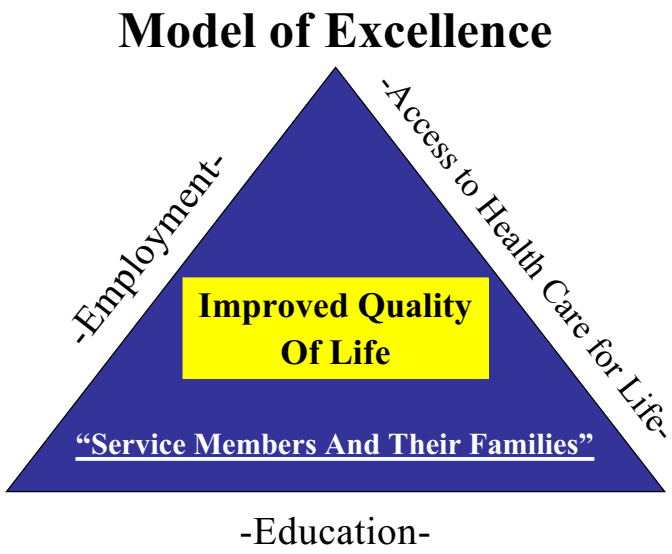


Figure 1 – Model of Excellence [16]

Education

Thomas Jefferson said, "To penetrate and dissipate these clouds of darkness, the general mind must be strengthened by education." [17] The mortar of a community is its schools. Institutions of higher learning link community, spiritual, business, social, and benevolent support to opportunities.[18] Providing community and on-campus developmental programs will ensure

[16] The "Trinity" of Education, Employment, and Access to Long Term Healthcare are the foundations or "Objectives" used to reach the overall goal of improved quality of life through matching donors to needs.
[17] Thomas Jefferson, 1762-1826; Author. The Declaration of Independence; United States President (1801-1809); available from http://thinkexist.com/quotation/to_penetrate_and_dissipate_these_clouds_of/179252.html, internet; accessed 10 February 2010.
[18] Using Institutes of higher education as a foundation for the "Sea of Goodwill" originated from Mr. Jack Lengyel, software executive and former sports official of Marshall University, University of Akron, Heidelberg College, Cornell, and the College of Wooster and Mr. Jim Lorrain, Special Assistant to the Chairman of the Joint Chiefs of Staff for Warrior and Family Support from June – October, 2009.

both growth and educational support to all veterans. Rising tides raise all boats. Educated veterans will not just improve themselves and their families; they will improve society through increased career performance and productivity to their community.

The Post 9-11 GI Bill provides the financial support to veterans for their education. But the non-financial issues such as belonging to a community or integrating into civilian life cannot be legislated -- they have to be part of the culture. This is how Sea of Goodwill helps us realize the full benefits of the GI Bill. Mentoring for families, paying for college preparation classes for children of fallen heroes, or providing full tuition for children or spouses of the wounded are all ways the Sea of Goodwill can help.

Employment

Approximately 300,000 Service members are currently working through the symptoms of post traumatic stress, and nearly 10 percent of Service members were either wounded or required hospitalization while in Iraq.[19] As of 2007, over 1.8 million Service members have deployed since 2001. Of those, approximately 38 percent of all active duty Service members and 49 percent of the National Guard have reported psychological symptoms on post-deployment health assessments.[20] With growing operations in Afghanistan and other Overseas Contingency Operations, these numbers will only grow.

Our nation's wounded, ill, or injured Service members will likely seek to return to communities while recovering and/or determining how to adjust their life according to their injury or illness. No single group is most at risk. The warrior who served our nation, but never saw battle; the warrior who saw battle, but never was wounded; and those who bear the scars of

[19] RAND Survey (2008), "One In Five Iraq and Afghanistan Veterans Suffer from PTSD or Major Depression;" available from http://www.rand.org/news/press/2008/04/17/; internet; accessed 10 February 2010.
[20] Department of Defense Task Force on Mental Health. *An achievable vision: Report of the Department of Defense Task Force on Mental Health.* (Falls Church, VA: Defense Health Board. 2007).

battle are all at some level of risk based on their own resiliency, abilities, social support, and initiative.

Rewarding and fulfilling employment in mainstream society is necessary, not only for financial well-being, but also for the mental and emotional support that a rewarding or satisfying occupation can provide. The sense of contribution alone may be enough to jumpstart the reintegration process. Employers must fully understand the unique aspects of some Service members. For example, the emotional strain and rigors of combat can reduce trust. Media and military culture can further erode a Service member's trust of the civilian population. Service members moving into a bottom line company may not feel as though team work, something ingrained in military culture, is appreciated or recognized. These perceived differences should not, however**,** preclude an employer from reaching out to the transitioned Service member. The experience, skills, and critical thinking abilities that help make our nation's military great are highly valuable to the civilian workforce.

A career though, is not just about the Service member who is employed. It is also about the employer and the bottom line. Although the Sea of Goodwill includes public and private institutions opening their doors to our Service family, we cannot let the Sea of Goodwill allow the Service member to become a charity case - quite the opposite is anticipated. An educated and healthy citizen with real experience, gained through military service, has a proven track record for increasing productivity and growing a business' bottom line.[21]

[21] For example, United Services Automobile Association (USAA) shows military service in a post-military career is a force multiplier for increasing productivity and growing the bottom line of a business. Liz Conklyn, the executive vice president of People Services at USAA says, "The leadership traits, work ethic and shared experiences that come with being a part of the military community are a valuable asset and a key ingredient to our success in providing empathetic and best-in-class service to our customers."

Accessing Healthcare

To sustain growth, a steady, productive workforce must be healthy. If Service members and families are to reintegrate into society, a wholistic approach must be taken to ensure access to life-long, world-class quality health care is available.

Some Service members are suffering from combat and operational stress, Traumatic Brain Injuries, and traumatic loss of limbs, sight, and mobility directly incurred in service to their nation. Still other active and separating Service members are dealing with other non-combat related health issues. Although Service members wounded or injured in the line of duty are afforded top-notch health care through the Department of Veteran's Affairs, there remain many areas in which the systems that promote this world class health care can be improved.

Even some of the nation's best treatment facilities, including those in the VA, still don't fully understand the unique needs of our Service members. Post Traumatic Stress, Traumatic Brain Injury, and above-the-knee blast amputations are not something most health care providers are accustomed to treating. Tricare, Medicare, and Medicaid remain steadfast in covering the various aspects of healthcare for our transitioned Service members. There remain gaps, though, between services the provider will cover and the variety of procedures and recovery needed for some of the complex wounds and illnesses of our Service members.

Healthcare eligibility for the families of Service members remains problematic. Many family members of the severely physically and mentally wounded are forced to leave their jobs to serve as non-medical attendants and care givers. This effectively takes family members out of their employer's health care coverage and leaves them without access to healthcare.

Taking care of the families who are taking care of their loved one is essential to ensure a healthy family unit and an environment that promotes healing. The Sea of Goodwill can assist

by supporting the family member care provider in a variety of ways. Donations of tangibles can help, but equally important is the intangible of time. Elements of the Sea of Goodwill can volunteer to provide respite childcare to give the spouse a break, or can volunteer to run errands. These are ways, beyond governmental assistance, to assist family members as they provide direct care.

A healthy, working society is more productive. A healthy individual is also able to glean more from an education. An educated individual is more competitive and better able to serve as an employee in a community.

Focus.

The Sea of Goodwill is already established throughout the nation. Linking the Sea of Goodwill, and ultimately building and maintaining it as a long-term solution to military family support, requires a concerted effort and continuous refinement.

Focusing the Sea of Goodwill requires employing four fundamental aspects of management and growth. They are Leading, Caring, Training, and Maintaining. None are independent and individual failures in one area can be improved by strength in another area. This is total commitment of effort to ensure our Service members and their families are educated, employed, and cared for with the ability to access long-term**,** world-class healthcare.

Leading

The Army defines leading as "influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization."[22] Leadership in the Sea of Goodwill takes many forms. Community leaders may provide the motivation to the community organizations or individuals needed to direct their goodwill to the

[22] FM 6-22 - *Army Leadership Competent, Confident, and Agile.* (Headquarters, Department of the Army, Washington, DC, 2006).

right individual. These same organizations may, in-turn, provide the direction a Service member or family needs to locate the available resources, thus giving purpose to their reintegration. The efforts will only get better through understanding, training, and preserving the hard work and pool of resources.

Caring

The military uses the term caring as empathy or "the ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions." [23] This definition of caring is most fitting to the Sea of Goodwill because of the emphasis placed on understanding a fellow man's viewpoint and background.

Service members endure different hardships from those experienced by civilians. These hardships are not necessarily more difficult or nobler, but different. Our military attempts to address these differences with its serving members as they separate. Of course, the lifestyle change at the end of military service is hard for many Service members to adjust quickly. Communities must attempt to recognize the difficulties a separated Service member may be going through as they return to their community.

Training

Merriam-Webster defines training as "to teach so as to make fit, qualified, or proficient". [24] To this, we might also add that training can also make one more aware. The dress-right-dress "gray buildings" that Huntington so poignantly refers to as "military" is not a reality in civilian life.[25] An Iraq or Afghanistan trooper suffering daily from Traumatic Brain Injury, maneuvering

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[23] FM 6-22 - *Army Leadership Competent, Confident, and Agile.* (2006). Headquarters, Department of the Army, Washington, DC, 2006).
[24] Merriam-Webster Dictionary. Available from http://www.merriam-webster.com/dictionary. Accessed on 13 February 2010.
[25] Samuel P. Huntington, *The Soldier and the State: The Theory and Politics of Civil-Military Relations*. (Massachusetts: Belknap Press, 1957).

a new prosthetic leg, or experiencing the struggles of Post Traumatic Stress as well as the recent widow with three children just trying to make it to the end of the day, may be hard for a town not yet affected by the war to truly embrace. Educating communities, as well as our Service members, on effective ways to integrate both is a key to success.

Maintaining

Maintaining is "To continue; carry on, keep up; Preserve or retain; Sustain." [26] Maintaining should not be confused with stagnation or lack of growth. Community leaders developing systems and synchronizing efforts towards education, employment, and healthcare must build the Sea of Goodwill and maintain that new threshold. Alternatively, maintenance refers to the relationships established between the Sea (the thousands of donors) and the family (the military, Service members, veterans, and families). If the military and this Sea of Goodwill fail to maintain the momentum of this concerted effort, our nation's troops, their families, and our communities will suffer.

[26] *The American Heritage Dictionary, New College Edition*. American Heritage Publishing Company., INC. Boston, 1975).

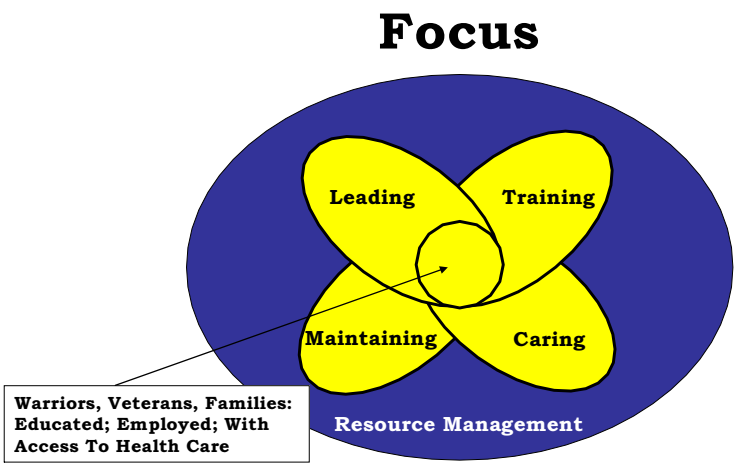


Figure 1 – Focus[27]

Implementation

Any planner will tell you that a project is 80 percent planning and only 20 percent execution. That certainly holds true for a new project, but is hardly so simply stated for one already in motion. Synchronizing a series of on-going projects is akin to turning a fleet of carriers in a small harbor. It takes precision, skill, and coordination. But most of all, it takes communication to successfully start off in a new, unified direction once again. Successfully streamlining the efforts can be done in three phases – Planning and Garnering Support, Implementation and Assessment, and Reform.

Phase I: Planning and Garnering Support

This phase is ongoing. Selected institutions of higher learning, non-profit organizations, non-governmental organizations, community leaders, and businesses are the key players in what

[27] The "Focus" Ven diagram is designed to illustrate the interconnectedness of Leading, Training, Maintaining, and Caring as related to Warriors and Families reaching the Trinity.

is already a strong Sea of Goodwill. Each have "nuggets of gold" placed throughout the system.[28] Accurately identifying these donors and matching needs to their on-going support is essential.

Education is the foundation of the trinity and necessary for successful reintegration of our Service members and their families. Whether it is through sports or education, colleges and universities are, unequivocally, the hub of many communities. Businesses provide input and best practices regarding hiring opportunities and business expectations of our reintigrating Service members and their families. Selected health care systems are essential to maintaining focus on the healthcare segment of the trinity. Non-profits and non-governmental organizations have already given so much and are dedicated to continuing their support. Without them, the Sea of Goodwill would not exist.

A rudimentary framework for consideration to continue planning is:

1. Analysis of preexisting governmental structures, donors, and institutions that assist our veterans and their families.

2. Identification of gaps and seams that exist in resources, requirements, information, and an understanding of the unique needs of Service members, veterans, their families, and the families of the fallen.

3. Identification of resourced agencies (domestic & local, national, governmental, non-profit, or NGO) tasked against the trinity of education, employment, and healthcare.

[28] On 11 February 2010, Admiral Michael Mullen referred to the many organizations, agencies, communities, and individuals already supporting warriors, veterans, and families – the donors – as "nuggets of gold" He stressed the need to align the right donor to the need.

4. Synchronized ways in which a community (or multi-lateral organization such as a district/region) communicates with citizens, donors, institutions, and other governmental/non-governmental organizations.

The intent behind the formulation of planning and garnering support is the advancement of programs, communities, and societal institutions and capabilities to a point of improved quality of life for our veterans and families.

Phase II: Implementation and Assessment

National implementation is the organized linkage of efforts to meet the unique needs of warriors and their families. This is done by community leaders using resources available from donors across the spectrum of institutions, government agencies, and benevolent groups throughout the nation. Jack Lengyel calls this collective group "Community Action Teams."[29] These teams are a way for communities to pull together and organize their Sea of Goodwill. Application criteria at the local level should assess the donor's ability to meet the needs using the following criteria: Enduring vice Temporary; Responsive vice Bureaucratic; Personal vice Impersonal; Adaptable vice Cumbersome; Discreet vice Indiscreet; Unique vice Specialized; Peer-to-Peer vice Directed; Honest vice Regulated; High quality vice Good. Assessing these criteria will allow community leaders to develop for the long term.

Phase III: Reform

This phase will be enduring. It will take into account changing economic and security situations that affect our Service members, and evolving science that changes educational and healthcare practices. Reform is a nuanced and time-intensive undertaking requiring the

[29] The Community Action Teams (CAT) model was created by Jack Lengyel as a way to collate the available support to a community's reintigrating warriors and families. The CAT provides the leadership needed to organize the information and available resources. Resources may come from Non-Governmental Organizations, Federal and State Organizations, and Donors. Information may come in the form websites like Warrior Gateway or Military.com. These teams can manage smaller, more focused teams to assist individual and family needs.

understanding and assimilation of lessons learned, both internal and external, as well as a desire to progress, rather than looking to the past. Local community leaders must allow for and encourage reform efforts while accepting support, resources, and expertise from partner organizations and institutions. As government efforts and legislation take hold, the need for donor support should take an ever decreasing supporting role and begin to fade into the background.

Conclusion

The men and women of our all-volunteer force have already demonstrated they are willing to serve the nation. The objective is building capacity within our local communities to assist Service members, veterans, and their families. This capacity must outlive current conflicts and be comprehensive enough to link donors from an existent Sea of Goodwill to unique and special needs.

To build or rebuild a capability is to assume that either it does not exist, that it is adequate in nature yet not fully linked, or that it is inadequate to meet the needs that exist. While the first may be easily proven, the latter two requires an in-depth assessment. The building or rebuilding of basic necessities, care for the visible and invisible wounds, and reintegration with families is an absolute requirement for short-term stability. Yet the building or rebuilding of larger entities such as education, employment, and access to healthcare for life, require a more sophisticated analysis of the needs and the local society's donor support. Rather than simply stating our objective is to enable our veterans and their families, and to link support mechanisms, we should seek to reform our institutions to a standard and capability that will offer a better chance of sustaining for the long haul.

To plan, implement, and reform local efforts at the grass root levels and societal institutions is not a national-level task. It is imperative that the reform requirements be evaluated and analyzed at the community level to ensure donor support is actually meeting the needs. All relevant departments, agencies, institutions, and benevolent organizations at the national level and local level must be brought into the planning process at inception, if the extent of their required involvement is to be realized.

Experience has shown that true reform is impossible without developing a robust civilian society upon which cultural institutions are grounded. Likewise, civilian society, by its very nature, is derived from grass roots initiatives. Civilian society grows when citizens join together for the betterment of each other and their cultural entities. The Sea of Goodwill improves outcome and closes gaps that exist in the transition of our military veterans into civilian society.

Just as the Greatest Generation was, today's young veterans are our future leaders. Supporting them now will ensure the cycle of volunteerism and provide opportunities for the continuum of service needed to keep hope alive for generations of warriors to come.

> "There's a lot of change going on…how we touch people throughout our country that are out there in what I call this sea of goodwill, who want to help our people and their families…we have got to figure out a way to do that."
>
> – Admiral Michael Mullen, United States Navy [30]

[30] Military Health Systems Conference. The Chairman of the Joint Chief's of Staff Address. 15 January 2010.

From: Sims, Cynthia M (GOV)
Sent: Wednesday, December 07, 2011 12:59 PM
To: Nizich, Michael A (GOV)
Subject: FW: REMINDER: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Attachments: White_Paper_-_Groundswell_of_Support_SOGW_II_(8_SEP_2011)[1].pdf; A_Call_to_Action_Sustaining_the_Groundswell_of_Support_18_November_2011_print[1].pdf; Innovative_Community_Examples_24Oct11[1].pdf; White_Paper_-_Sea_of_Goodwill_(17_May_2010)[1].pdf

Importance: High

Who did you ask to take this call? (I can't remember :)

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
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-----Original Message-----
From: Marie Sanderson [mailto:msanderson@rgppc.org]
Sent: Wednesday, December 07, 2011 8:14 AM
To: Marie Sanderson; Marie Sanderson; [redacted]
Cc: Sims, Cynthia M (GOV); Kelly, Russ T (GOV); [redacted]; RSerote@az.gov; [redacted]; [redacted]; bfulenwider@georgia.gov; ehames@georgia.gov; [redacted]; [redacted]; David.Hensley@gov.idaho.gov; jkreizenbeck@gov.idaho.gov; Tammy.Perkins@gov.idaho.gov; Andrew.Silvestri@gov.ok.gov; Katie.Altshuler@gov.ok.gov; JamieShuster@gov.sc.gov; bob.schwaneberg@gov.state.nj.us; Dona.DeLeon@gov.state.nj.us; marissa.watkins@gov.state.nj.us; Wayne.Hasenbalg@gov.state.nj.us; Honor.Ingels@governor.alabama.gov; Jeannemarie.Davis@governor.virginia.gov; kristi.craig@governor.virginia.gov; Michael.DiSabato@governor.virginia.gov; [redacted]; wags@la.gov; Renee.Fargason@laspbs.state.fl.us; [redacted]; Will.Kinzel@mail.house.gov; Lanier_Swann@mcconnell.senate.gov; blackwellr2@michigan.gov; chadderdona@michigan.gov; mcbrideb@michigan.gov; muchmored@michigan.gov; tomichz@michigan.gov; brian@nevadadc.org; ryan@nevadadc.org; [redacted]; Mike Schrimpf; Lindsay Russell; Seth Levey; [redacted]; aparis@state.pa.us; jbranstett@state.pa.us; jmcallahan@state.pa.us; ktartaglia@state.pa.us; rebmyers@state.pa.us; Jim.Soyer@state.sd.us; Mark.Cate@tn.gov;

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Subject: REMINDER: Veterans/ Military Liasions Call: WED 12/7 4:30-5 PM EDT
Importance: High

Reminder about our Veterans/Military Liaison call today at 4: 30 PM EDT. Please see updated documents attached.

Per our call this AM:

We will host a call with our state veterans/military liasions this Wednesday from 4:30-5 PM EDT.

Your chief of staffs were present for the intial presentation which was very moving and compelling. Please take the time to ensure the appropriate person from your state joins the call. Information attached.

Conference line:
[redacted]
Access code:
[redacted]

Thanks,
Marie



OCJCS WARRIOR AND FAMILY SUPPORT OFFICE

A CALL TO ACTION:
SUSTAINING THE GROUNDSWELL OF SUPPORT

30 November 2011

By:
OCJCS Warrior and Family Support Office

Prepared by: Chris Manglicmot, Captain, US Army @ chris.manglicmot@us.army.mil

CALL TO ACTION:
"Sustaining the Groundswell of Support"

"The willingness with which our young are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the Veterans of earlier wars were treated and appreciated by their nation."
- George Washington, 1789

Introduction

There is a "Sea of Goodwill" in every community and neighborhood. The "Sea of Goodwill" is not a specific DoD initiative or government program, but rather a description of the desire across the country to support Service members, veterans, their families, and families of the fallen. We must "Sustain the Groundswell of Support" by encouraging and supporting initiatives that build public awareness, encourage community involvement, and promote community services for Service members, veterans, their families, and the families of the fallen.

"So we've got a transition that will occur on my watch that has to do with veterans. And I will take that on, and we'll try to figure it out, and we'll reach out to partners and stakeholders across the government and in industry to try to help with that transition."
-GEN Martin Dempsey,
18th Chairman of the
Joint Chiefs of Staff

Why our heroes serve?

Simply, our Service members serve to defend the principles of life, liberty, and pursuit of happiness that America freely enjoys. Our heroes fight for their families, friends, neighbors, and their communities – this is America. This willingness to sacrifice by so few, for so much, and for so long is directly related to the trust our young heroes have in their Nation to take care of them.

What is the military community?

"And the last thing, of course, is he's wearing a wedding band. And you know that that means that somewhere back in the middle of America, his spouse, probably his children, are trying to live something like a normal life. And we owe them the ability to do that."
-GEN Martin Dempsey,
18th Chairman of the
Joint Chiefs of Staff

The military community is comprised of more than those who have put on the uniform. The community consists of:

- Veterans - individuals who have served in the US Armed Forces in Active, Reserve, or National Guard status in any branch of service, and in any war period or peacetime.
- Service members - individuals who currently serve in the U.S. Armed Forces in Active, Reserve, or National Guard status in any Service.
- Parents, spouses, significant others, children, and all extended family who form the support network for a veteran or Service member.

Why focus on the military community?

The military community is best thanked for its service through action, not words. Veterans and Service members are just like anyone else. Civic connectedness can provide additional support to family members as they adjust to having their loved ones back home. Veterans and Service members are untapped national assets, having acquired experiences and skills while serving in the military that have significant value in the workplace and communities.

What are our heroes and families going through?

Every day, about 3,000 Service members and their families transition from the Service to civilian life. Below are some important statistics related to their transition:

- At least 130,000 and as many as 250,000 U.S. veterans are homeless each night; 89 percent were discharged honorably and more than 7,000 are veterans of Iraq or Afghanistan.[1]
- Every 80 minutes, a veteran commits suicide.[2]
- The unemployment rate for all veterans is 8.3 percent (overall 9.1 percent). [3]
  - Veterans that left service since 2001: 12.1 percent
  - Veterans, age 20–24: 27 percent
- Behavioral health issues are not just a post-9/11 service member's problem:
  - 11 percent of veterans aged 65+ years have a diagnosis of major depressive disorder (2 times that found in the general population of adults aged 65 and older).[4]
  - An adolescent whose parent is on a military deployment is more likely to have suicidal thoughts and feel depressed than the child of civilians.
- Women in the military have a significantly higher divorce rate than their male counterparts (7.7 percent for women compared to 3 percent among men).[5]

> *"The only way you can scale this to the tens of thousands, hundreds of thousands who are returning home is really through communities and community leadership. So I would hope that they would inspire local leaders to take the lead, work together, figure out what the challenges are locally, and how to try to make that work together.*
>
> *- Admiral Mike Mullen (Ret.), 17th Chairman of the Joint Chiefs of Staff*

Communities Responding

Communities across the Nation are responding through initiatives that reintegrate those who have served. Former Chairman of the Joint Chiefs of Staff Admiral Mullen coined this overwhelming response of goodwill by communities as the "Sea of Goodwill." Non-profits, for-profits, faith-based, business, education, and philanthropic organizations are collaborating, partnering, and participating in the effort to support our Service members, returning veterans, their families, and the families of the fallen.

Call to Action

Local, state, and national leaders should proactively respond to "Sustain the Groundswell of Support" by encouraging everyone to contribute. State and local governments can harness the good will of their communities by leveraging the inherent pride the American people have for those that have sacrificed so much for our Nation.

How can we encourage and "Sustain the Groundswell of Support" of the American people to support our Service members, veterans, their families, and families of the fallen?

Recommendations

These recommendations are intended to act as a catalyst for State and Local government, and are provided with the premise that needs and opportunities exist on a continuum. To meet these needs and take advantage of opportunities requires a holistic approach addressing education, employment, and access to health care.

Encouraging an Environment that can Sustain the Groundswell of Support

- Recognize that transition of our heroes includes their families and the family members of the fallen who also made sacrifices.
- Recognize the contributions of nonprofit organizations and the special roles they play in this reintegration effort.
- Optimize available resources from public and private sources through state and community-wide coordination.
- Mobilize the community to take part in the reintegration effort through public awareness campaigns.

Implement Best Practices in Education, Employment, Healthcare, and Civil Protections

Employment

- Recognize the professionalism of our veterans by translating their military experience and training into state licenses and national certifications for civilian occupations.
- Encourage businesses to recruit, accommodate, and retain veterans.
- Alleviate barriers to transferring state licenses for Service members when they separate from the military and spouses of Service members when they relocate.
- Allow eligibility for unemployment compensation to military spouses as a result of military duty moves.

Healthcare

- Promote the importance of TRICARE provider enrollment among local healthcare organizations.
- Ensure healthcare of veterans is included as an important requirement in state and local discussion of health care priorities.
- Enable initiatives that increase access to quality, affordable childcare for families of Service members, and transitioning veterans.

Education

- Allow all veterans and their families, regardless of their home of record, to attend schools at the in-state tuition rate.
- Minimize school disruption for military children during transition and deployment by adopting the Interstate Compact on Educational Opportunity for Military Children.
- Establish Veteran Resource Centers at all colleges and universities.

Housing

- Increase or augment funding for HUD's homeless assistance programs.
- Coordinate state housing and services to streamline and coordinate existing programs.
- Lower barriers to subsidized housing programs.
- Create a simple renewable funding process for the Substance Abuse and Mental Health Services Administration to ensure permanent support housing.

Other

- Promote consumer protections and enforcement of the predatory lending regulation.
- Encourage the establishment of Veteran Treatment Courts.
- Ensure deployment separation does not determine child custody decisions.

Continuing the Discussion

The Office of the Assistant Secretary of Defense for Military Community and Family Policy, the Office of the Chairman of the Joint Chiefs of Staff for Warrior and Family Support, and the Joint Staff National Guard and Reserve Matters Office consists of several officers to assist:

Colonel David Sutherland, US Army
Director, OCJCS Warrior and Family Support Office
Email: david.sutherland@js.pentagon.mil

Ed Kringer, OSDASD (MC&FP)
Director, State Liaison & Educational Opportunity
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Colonel Brenda Blackman, US Air Force
Regional Director-North, North Region includes Connecticut, Delaware, the District of Columbia, Illinois, Indiana, Kentucky, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia, Wisconsin and portions of Iowa (Rock Island Arsenal area), Missouri (St. Louis area) and Tennessee (Ft. Campbell area)
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Lieutenant Colonel Tony Forbes, US Army
Regional Director-West, West Region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa (excluding Rock Island Arsenal area), Kansas, Minnesota, Missouri (except the St. Louis area), Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Texas (the southwestern corner, including El Paso), Utah, Washington, and Wyoming
Email: tony.forbes@js.pentagon.mil

Lieutenant Colonel Dennis Hart, US Marines
Regional Director-South, South Region includes Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee (excluding the Ft. Campbell area) and Texas (excluding the El Paso area)
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Captain Chris Manglicmot, US Army
Action Officer, National and DC-based organizations
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Sources

[1] National Coalition for Homeless Veterans, “Homeless Veterans Facts,” http://nchv.org/background.cfm#facts.

[2] Department of Veterans Affairs, *Fact Sheet: VHA Suicide Prevention Program, Facts About Veteran Suicide (March 2010).*

[3] Rick Maze, “May jobs report shows market worsening for vets,” *Army Times*. http://www.armytimes.com/news/2011/06/may-jobs-report-market-worsening-vets-unemployment-060311 (3 June 2011).

[4] Department of Veterans Affairs, *Late Life Depression (March 2011).*

[5] “Marriage and Divorce in the National Guard and Reserves: A Fact Sheet,” *Brainline Military*. http://www.brainlinemilitary.org/content/2011/04/marriage-and-divorce-in-the-national-guard-and-reserves-a-fact-sheet.html.

Innovative Example Descriptions
Serving Our Nation's Service Members, Veterans, Families & Families of the Fallen

Across the nation, many local-level organizations are stepping up to the plate to ensure that our Nation's returning Service Members, Veterans, Families and Families of the Fallen have access to the services and support they need to succeed during transition and reintegration into civilian life. The focus of these efforts is on education, meaningful employment and access to health care within communities. The following are 62 examples of such efforts.*

1. Web Portals – Expanding Collaboration and Information Sharing at the Local Level

There is a need to expand collaboration and information sharing with Web portals through public-private partnerships to reduce costs, competition, and duplication of efforts. For example, the three Web portals below assist community organizations in helping Veterans, Service Members and families access the wide range of services and resources available to them during transition and community reintegration. Community organizations are encouraged to contribute information and resources to these portals as a way to expand their reach and effectiveness.

Warrior Gateway

Warrior Gateway is a nonprofit, privately funded Web portal created to connect the military community with health care, education and employment organizations to ease transition into community life. It provides access to the largest directory of service organizations, national to local, and enables wounded warriors, Service Members, Veterans, their families, caregivers and families of the fallen to search for services by category or location, including zip code. It also allows users to provide comments and feedback, both good and bad, on organizations and services included on the site.

Website: www.warriorgateway.org
Point of contact: Devin Holmes, Executive Director, devin@warriorgateway.org

National Resource Directory (NRD)

The National Resource Directory (NRD) is a government-sponsored Web portal created to help wounded warriors, Service Members, Veterans and their families and caregivers connect to services and resources that support recovery, rehabilitation and community reintegration. It provides access to thousands of services and resources at the national, state and local levels and gives individuals the ability to search by topic, state, and zip code. The NRD was created collaboratively by the U.S. Departments of Defense, Veterans Affairs and Labor. The information it contains comes from federal, state and local government agencies; Veterans service and benefit organizations; nonprofit and community-based organizations; academic institutions; and professional associations that provide assistance to wounded warriors and their families.

Website: www.nrd.gov

2. Community Action Teams – Collaborating to Support Veterans

Augusta Warrior Project, Augusta, GA

The Augusta Warrior Project uses a three-pronged approach to promote community services serving Service Members and Veterans in the Augusta, GA area. It focuses on: 1) leveraging Augusta's unique warrior care assets, 2) increasing information flow and coordination among agencies, communities, and individuals, and 3) bringing troops all the way home after combat and supporting them during community reintegration. The organization has created a "Community Action Team" model of public-private partnerships. There are thousands of resources available to assist wounded warriors, returning Service Members, Veterans and their families. The Augusta model offers a community-based structure for coordinating those resources and encouraging community involvement at the local level where Service Members and Veterans live and work.

Website: www.projectaugusta.org
Point of contact: Jim Lorraine, Executive Director, jlorraine.awp@gmail.com

Sea of Goodwill of New York City – Collaborating to Reach Out to Area Veterans

Columbia University spearheaded the establishment of the Sea of Goodwill of New York City. As part of this, it hosts monthly meetings with Veterans service organizations, non-governmental organizations and Mayor Bloomberg's office to discuss ideas for community initiatives and events to increase public awareness among area Veterans of available programs, services, and benefits. The collaborative effort's first event, focused on jobs and services, will take place in 2011.

Website: www.veteranaffairs.columbia.edu
Point of contact: Amanda Riego, at2169@columbia.edu

*No endorsement of any named organization is implied.

Pittsburgh's Veterans Leadership Program

The mission of Pittsburgh's Veterans Leadership Program (VLP) is to address existing and emerging needs facing Veterans and to increase the self-esteem and well-being of Veterans and their immediate families. The organization's primary focus is to provide assistance and community services to unemployed, underemployed, and homeless Veterans. A non-profit organization, the VLP has provided job assistance and support services to the Veteran community of Southwestern Pennsylvania since 1982. It was founded by Vietnam-era Veterans to improve the image and quality of life for ALL Veterans, including those who served during peacetime, by building public awareness and encouraging community involvement.

Website: www.alleghenycounty.us/veterans/career.aspx
Point of contact: Annette Romain, Director, romaina@vlpwpa.org

I Support Vets

I Support Vets (ISV) is a non-profit organization whose mission is to raise patriotic support for our veterans at the local and national level; and help ready our communities to receive and care for our military families. With the firm belief that our military members, past and present, should receive the utmost thanks and support of a grateful nation, the ISV team has developed an custom dog tag as a visual demonstration of support; and is in the process of developing curricula to educate providers, employers, family members and peers on military cultures and the issues veterans face when transitioning from the service. ISV assists communities in their readiness to serve our veterans by strengthening the people and organizations that directly serve them. ISV works with local community foundations and strategic partners to identify and fund small nonprofit programs that effectively provide veteran support in their immediate community. Through donations and partnered funding, these resources will then 'pay it forward' by assisting other nonprofits with practical experience to improve the quality and longevity of programs that serve military veterans and their families.

Website: www.isupportvets.org
Point of contact: Stephanie Moles, Founder, stephanie@isupportvets.org

Veterans Community Action Teams

Altarum Institute's Veterans Community Action Teams (VCAT) Mission Project promotes a collaborative community model to enhance the delivery of services from public, private, and non-profit organizations to Veterans and their families. This model will be tested in San Diego, California, and San Antonio, Texas to demonstrate the value of a community-based system of care to improve the accessibility, scope, and quality of care available for Veterans and their families. Multiple government agencies, non-governmental organizations, and community-based organizations will collaborate in the project and encourage community involvement. Initial phases involved research and development, outreach and communications, and assembly of the VCAT team.

Website: www.altarum.org/research-initiatives-health-systems-health-care/improving-human-health-systems-mission-projects/mission-projects-VCAT
Point of contact: Max Burke, Senior Health Policy Analyst, max.burke@altarum.org

Tri-Vets Community Action Team, Wilkes-Barre, PA

Tri-Vets Community Action Team was born from a series of conferences addressing the needs of Veterans, their families, and trauma victims. Following those successful conferences, the group wanted to create a grassroots effort that included membership from local hospitals, educational institutions, the Wilkes-Barre Chamber of Commerce, and the community at large to foster support for Service Members and their families across three counties. These partners are still formalizing their efforts; however, they are already having a significant impact in the community by building public awareness and promoting community services.

Website: www.groupspaces.com/Tri-VetsCommunityTaskForce/
Point of contact: Mike Zimmerman, Executive Director, fsawv.exec@verizon.net

South East Arizona Veterans Alliance of Local Organizations for Reintegration (SE AZ VALOR)

SE AZ VALOR builds local capacity by coordinating and collaborating with other agencies, organizations and businesses committed to serving those who have served us, in order to insure that all veterans, service members and their families have equal access to a productive and happy life. Among their key tasks are: Regular meetings for stakeholders; Networking with Providers; Exploring area assets and needs; Seeking and attracting donors, financial resources, potential partners; Identify gaps in information, services, resources, events and communication; Offer funding to close gaps; and Develop a common events calendar. The vision for SE AZ VALOR is that they will be successful when the coalition is self-perpetuating, and when every SE AZ Veteran, Service Member and/or their Families can realize a seamless assistance process from inquiry to resolution.

Website: N/A
Point of contact: Mike Holmes, michael.holmes@syzygylogos.com

*No endorsement of any named organization is implied.

Las Vegas

The Nevada Community Foundation has taken on a leadership role in Southern Nevada to address the challenge of reintegrating Service members, veterans, families, and families of the fallen from a systems model approach that has proven successful in their community addressing the homeless problem. They are currently conducting an assessment and developing a plan of action, while pulling in all the key stakeholders for the community.

Point of contact: Gian Brosco, gian.brosco@nevadacf.org

Morgantown VetConnection

The Morgantown, WV community created a brick and mortar, non-profit organization that provides a "one-stop" portal for the returning warriors and their families to the Morgantown, WV area to obtain information and connect with resources for jobs, health care, training, education, housing assistance, financial guidance, legal advice and more. Recently, PACE Enterprises received a grant of $250K from the WV division of rehabilitative services which allows a 3,000 sq. ft. building to be constructed, which will become the home of VetConnection. In addition to all the services that VetConnection already provides, it will now offer retraining programs for disabled Veterans. VetConnection is building public awareness of the issues that Veterans, Wounded Warriors, families and families of the fallen have when returning to civilian life.

Website: http://www.vetconnection.org/
Point of contact: Ken Busz, ken@morgantownchamber.org

3. Education

Student Veterans of America

Student Veterans of America (SVA) provides Veterans with the resources, support, and advocacy needed to succeed in higher education and following graduation. SVA member chapters are student groups that have formed on college and university campuses to provide peer-to-peer networks for Veterans attending those schools. These groups coordinate campus activities, provide professional networking, and generally provide a touchstone for Student Veterans in higher education.

Website: www.studentveterans.org
Point of contact: Derek Blumke, Co-Founder and Executive Director, derek.blumke@studentveterans.org

University of Arizona Student V.E.T.S. Club

As a hub of information for student Veterans and potential student Veterans, the University of Arizona's Student Vets Center, part of Veterans Education and Transition Services (VETS), is staffed by trained student Veterans who have already successfully transitioned to the campus community. Also, Student Vets Center staff offers individualized services to improve the experience of all Veterans at the University while also promoting community services for reintegrating Veterans and their families. The Student Vets Center is a casual safe place for student Veterans to relax and study.

Website: www.vets.arizona.edu/office/
Point of contact: Glen Lacroix, President, glenl@email.arizona.edu

Kennesaw State University – Veterans Resource Center

The KSU Veterans Resource Center (VRC) is the first of its kind in the State of Georgia, is located in the Atlanta suburbs and enrolls 24,500 students. The VRC's intention is to assist veterans and their families as they transition back to civilian life. Professional and volunteer staff provide outreach and support programs that include individual and group counseling, an OWL radio show called "Military Talk", a monthly Veterans INSIGHT session designed just for veterans by the Office of Admissions that provides for a smoother admissions process, a tour and information on KSU's veteran friendly campus, fee waivers for a variety of services to include Orientation and exam fees, the development of a veterans learning community, specialized Career Service program entitled "Military Veterans in the Workplace", a veteran mentors program and an Admissions and Registrar link that are designed just for veterans. Kennesaw State has provided office space near the center of campus where veterans can gather to support each other, study, seek tutoring services, be academically advised and seek on campus employment. The VRC has been instrumental in consulting with other State colleges and universities as they start their own veteran resources program.

Website: http://www.kennesaw.edu/studentsuccess/veterans_resources/index.html
Point of Contact: Frank Wills, Director of the Veterans Resource Center, rwills1@kennesaw.edu

*No endorsement of any named organization is implied.

Bellevue College Project Succeed

Project Succeed, funded through Microsoft Corporation's Elevate America Veterans Initiative and managed by Bellevue College, helps Veterans complete their education and make a successful transition into a career. Through the project, Veterans gain the high-level technology and other skills needed to obtain good jobs in the global marketplace. Furthermore, Project Succeed collaborates with local community leaders to provide services for Veterans and spouses, including part-time job and internship openings; career assessment; career exploration; career specialists; networking with employers; and workshops.

Website: www.bellevuecollege.edu/careers/projectsucceed/
Point of contact: Cheryl Vermilyea, Director, Center for Career Connections, cheryl.vermilyea@bellevuecollege.edu

Troops to College – Ensuring Veterans are Aware of their Educational Options

The Troops to College program aims to attract more Veterans to California's public universities and colleges by making campuses more Veteran friendly and promoting community services for our reintegrating Veterans, families, and families of the fallen. It is a partnership between the Governor's office; California's Community Colleges; California State University; the University of California; the state's Departments of Education, Veterans Affairs, and Labor and Workforce Development Agency; and all branches of the Armed Forces. The program provides increased opportunities for Veterans to receive a quality education from the institution of higher learning of their choice.

Website: www.troopstocollege.ca.gov
Point of contact: COL(R) Bucky Peterson, Chairman, bpeterson@calstate.edu

Entrepreneurship Bootcamp for Veterans (EBV)

The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) offers cutting edge, experiential training in entrepreneurship and small business management to post-9/11 veterans with disabilities resulting from their service to our country. The EBV is designed to open the door to business ownership for our veterans by 1) developing skills in the many steps and activities associated with launching and growing a small business, and by 2) helping veterans leverage programs and services for veterans and people with disabilities in a way that furthers their entrepreneurial dreams. The EBV is designed around two central elements: a) focused, practical training in the tools and skills of new venture creation and growth, reflecting issues unique to disability and public benefits programs; and b) the establishment of a support structure for graduates of the program. The practical elements of the program will involve three phases: 1) Delegates participate in a self-study curriculum, facilitated by an online discussion and assessment module, which will be moderated by entrepreneurship faculty and graduate students from one of the partner EBV Universities. During this phase delegates will work on the development of their own business concepts. 2) During the nine-day residency at one of the seven EBV Universities, delegates are exposed to the "nuts and bolts" of business ownership through experiential workshops and lessons from world-class entrepreneurship faculty representing nationally ranked programs around the country. 3)Delegates are provided with ongoing technical assistance from faculty experts at the EBV Universities and EBV partners.

Website: http://whitman.syr.edu/ebv/
Point of Contact: Dr. Mike Haynie, jmhaynie@syr.edu

Veterans Entrepreneurship Program - Oklahoma State University

The Veterans Entrepreneurship Program (VEP) provides an entrepreneurial learning and development opportunity for service-disabled Veterans interested in starting a venture as a means to financial independence or have an existing business that they would like to grow profitably. The VEP is free to eligible Veterans who are selected for the program. VEP's efforts to introduce entrepreneurship ideas and concepts encourages community involvement in illustrating how their principles can be applied to current or potential business models.

Website: www.entrepreneurship.okstate.edu/vep
Point of contact: Dr Mike Morris, Director of the School of Entrepreneurship, mhm@okstate.edu

Supportive Education for the Returning Veteran (SERV) Program

The Supportive Education for the Returning Veteran (SERV) program was created to support the Veteran in his or her return to civilian life, and in an academic environment that would ensure their success in the education, business or career field he or she choose. The program understands that experiences Veterans have had are important in helping them succeed in education or business, but some also cause barriers to learning. SERV addresses those barriers through a special program design, which includes 1) optional attendance of Vets-only General Education classes; 2) the presence of Veterans Administration counselors on campus; 3) SERV staff serving as advocates that cut through "red tape" and guide student Vets in navigating academic and other hurdles.

Website: N/A
Point of contact: Dr. John Schupp, SERV National Director, john.schupp@theservprogram.com

*No endorsement of any named organization is implied.

No Greater Sacrifice

No Greater Sacrifice (NGS) was created to raise funds to support the educational needs of children and families. In so doing, they honor the sacrifice and commitment to the men and women in uniform. NGS accomplishes its mission in part by partnering with charities already on the ground to ensure that children of wounded warriors with a disability rating of 60% or greater will be able to attend and successfully graduate.

Website: www.nogreatersacrifice.org/
Point of contact: Rebekah Lovorn, Executive Director, rebekah@truvoltage.com

Davis & Elkins College

Davis & Elkins College is committed to providing benefits to Veterans to ensure they receive everything they need to obtain a college education. From a specialized Veteran ID card, to VET CONNECT, a program that links faculty and staff members with student Veterans, to the beautifully restored Veterans Lounge in historic Halliehurst, Veterans represent an important and diverse demographic of the Davis & Elkins College community. Additionally, Davis & Elkins reaches out and encourages community involvement in the development of its Veterans programs. It also offers Veterans Upward Bound (VUB), a Department of Education TRIO program. Participants in VUB receive preparation for success at Davis & Elkins College, other colleges and universities, and a variety of post-high school career and technical training institutions.

Website: www.dewv.edu/VeteransServices.cfm
Point of contact: Debbie Larkin, VA School Certifying Official, larkind@dewv.edu

University of Pittsburgh's Veterans Coordinator – Support Services for Student Veterans

From academic and financial aid assistance to career counseling and networking, the University of Pittsburgh offers a range of services and programs specifically designed to provide guidance to student Veterans or active military personnel. In addition, the University offers an array of programs, community services, and activities for adult or nontraditional students that Veteran students may find useful and supportive. If student Veterans have any questions at all, the Director of the Office of Veterans Services is available to assist. If students prefer to speak directly with a person in a particular office within the University, Pitt has identified administrators throughout the campus who are specially prepared to help Veteran students with their most frequently asked questions.

Website: www.veterans.pitt.edu
Point of contact: Ann Marie Rairigh, Director, Office of Veterans Services, amr142@pitt.edu

4. Employment

UBS Veterans Network (UBSVN)

The UBSVN promotes leadership principles, professionalism and service at UBS. Specifically, it focuses on four things: recruiting and retaining talented staff, enhancing the client experience, leadership development, and promoting awareness of Veterans' roles in company culture, business operations, local communities, and client relationships. The goal is a culture of caring, integrity, and pride that builds the firm's reputation as a place where high-quality employees work and clients and prospects want to do business. This effort helps connect Veterans to the organization and its mission, and as a result Veterans are staying at UBS.

Website: N/A
Point of contact: Chris Isola, Veterans Network Coordinator, chris.isola@ubs.com

Microsoft We Still Serve

Microsoft's We Still Serve community supports Veterans and those still active in the National Guard and Reserve in preparing for transition or looking for their next corporate opportunities. The We Still Serve community is a network of Veterans who know what the process of transition from military service to civilian employment is like. Microsoft has a policy of not only honoring Veteran's contributions with words alone, but with "skills, work ethic, and experience." Reflecting this, Veterans can visit the We Still Serve site and enter their branch of military, their job rating or military code, and search for available positions specific to their training.

Website: www.westillserve.com/
Point of contact: RJ Naugle, Veterans Program, Microsoft, robnaug@microsoft.com

*No endorsement of any named organization is implied.

International Brotherhood of Teamsters - Helmets to Hardhats

Making a successful transition from the military into the civilian workforce can be difficult and that is why Helmets to Hardhats (H2H) is dedicated to helping National Guard, Reserve, retired and transitioning active-duty military members connect to quality career and training opportunities in one of America's most challenging and rewarding industries – construction. Although H2H is a Web-based program that requires online registration and provides career postings, its set apart from other initiatives in that it employs several Regional Directors and has many dedicated volunteers who take an active role in connecting Veterans to career and training opportunities. H2H makes the connection between career providers and candidates. Some listings on the H2H Web site are for apprenticeship training opportunities, while others are for careers with public and private employers.

Website: www.helmetstohardhats.org
Point of contact: Elizabeth "Liz" Murray-Belcaster, embconsultants@gmail.com

American Corporate Partners (ACP) - Long-Term Career Development Through Mentoring

ACP is a nationwide mentoring program dedicated to helping Veterans transition from the armed services to the civilian workforce through mentoring, career counseling, and networking with professionals from some of America's largest corporations and select universities. ACP's recruitment of new mentors and the demonstration of their success not only encourage additional involvement but also significantly increases public awareness. ACP is not a jobs program, but a tool for networking and long-term career development.

Website: www.acp-usa.org
Point of contact: Sid Goodfriend, Founder, sgoodfriend@acp-usa.org

Veterans Across America (VAA) - Assisting with Veteran Employment

Veterans Across America is a non-profit organization dedicated to working on behalf of America's Veterans and to creating an employment demand for them among a broad network of leaders of American business and other organizations and institutions.

Website: www.veteransacrossamerica.org
Point of contact: Wesley Poriotis, Founder, wporiotis@veteransacrossamerica.org

SBA Loans and Incentives – Helping Veterans Pursue Business Ownership

The U.S. Small Business Administration's (SBA) Office of Veterans Business Development works to maximize the availability, applicability and usability of SBA's programs for Veterans, service-disabled Veterans, Reserve component members, and their dependents or survivors. Specific programs include: 1) Entrepreneurship Boot Camp for Veterans with Disabilities (EBV), which leverages the skills, resources and infrastructure of higher education to offer experiential training in entrepreneurship and small business management; 2) Women Veterans Igniting the Spirit of Entrepreneurship (V-WISE), which focuses on training, networking and mentorship for women Veterans; and 3) Operation Endure & Grow, which targets National Guard and Reserve members, their families and business partners.

Website: http://www.sba.gov/about-offices-content/1/2985
Point of contact: Bill Elmore, Associate Administrator, answerdesk@sba.gov

5. Peer to Peer – Healthy Lifestyle Alternatives - Health Care

Buddy-to-Buddy Program – A First Line of Defense for Michigan Veterans

In partnership with the Michigan Army National Guard, the University of Michigan Health Center established the Buddy-to-Buddy Veteran Volunteer Program to support Service Members and their families, both pre-deployment and post deployment. This outreach effort encourages community involvement and promotes community services for our reintegrating Veterans, families and families of the fallen. For family members, it also offers programs during deployment. For Service Members enrolled at the University of Michigan, the "peer-to-peer" component of this program is critical to connecting with Service Members and welcoming them into the campus community.

Website: www.buddytobuddy.org
Point of contact: Dr John Greden, Executive Director, gredenj@med.umich.edu

NJ Vets2Vets Hotline

NJ Vet2Vet helpline is the central element in a multi-faceted program developed as a collaboration between the University of Medicine and Dentistry of New Jersey (UMDNJ) and the New Jersey Department of Military and Veteran Affairs. The partnership provides New Jersey soldiers, veterans, and their families with a highly accessible means get support from someone who understands military life. The program, modeled after the highly successful, Cop2Cop program, employs and trains veterans to provide skilled support and case management to veterans in need.

*No endorsement of any named organization is implied.

Website: www.njveteranshelpline.org
Point of contact: Chris Kosseff, Senior VP of Administrations, kosseff@umdnj.edu

The Pathway Home – Caring for the Nation's "New Warriors"

The Pathway Home is a residential, state-licensed care center for the treatment of post-traumatic stress (PTS) and traumatic brain injury (TBI) located on the grounds of The Veterans Home of California in Yountville. It serves all branches of active and non-active military and the National Guard by providing community services for our reintegrating Veterans, Families, and Families of the Fallen. The program offers specialty services through several collaborative partners, including Martinez Veterans Affairs Medical Center (VAMC), San Francisco VAMC, Palo Alto VAMC, Travis Air Force Base and the St. Helena Hospital for Addiction, a TriCare West provider. However, the program is underutilized because of its inability to be reimbursed from TriCare West as a PTS program. The state of California recently recognized the value of The Pathway Home and the care it provides young warriors, awarding the program a $1.3 million onetime, non-competitive grant to keep its doors open through July 2011.

Website: www.thepathwayhome.org
Point of contact: Fred Gusman, Director, fred.gusman@thepathwayhome.org

Veteran Homestead – Serving Veterans in Need on Community College Grounds

The Northeast Veteran Training Rehabilitation Center (NVTRC) offers education and physical, occupational, and emotional therapy with an emphasis on family counseling and the critical life and recreational skills that are often taken for granted. Focusing on Veterans with limb loss, traumatic brain injury, post-traumatic stress, and burns, the NVTRC addresses rehabilitation and community reintegration. Through these community services they restore the whole person to a life in which he or she can live and interact with friends and family in a healthier, more effective manner. The NVTRC is managed by Veteran Homestead, Inc., an independent nonprofit with programs in New England and Puerto Rico, and located on ten acres donated by Mount Wachusett Community College (MWCC) in Gardner, Massachusetts.

Website: www.veteranhomestead.org/facilities/nvtrc.html
Point of contact: Leslie Lightfoot, Executive Director, leslie@veteranhomestead.org

LifeQuest Transitions

Based in Colorado Springs, CO, LifeQuest Transitions takes a unique and results driven approach to assisting military personnel wounded in service. Since its inception a year and a half ago it has had 1300 wounded come through its program with tangible results like increased mobility and strength, decreased depression, reduced medications, and stronger reconnection with families. The organization's next step is to expand the program and develop a coalition of leading practices and treatments for PTS and TBI injuries. LifeQuest Transitions is not an entitlement program but an empowerment program through which participants quickly learn that hard tangible results in their recovery require hard tangible effort. The program increases public awareness that PTS is treatable and one can continue to be a productive member of society.

Website: www.MYLQ.org
Point of contact: CW Connor, Founder/CEO, cw@mylq.org

Phoenix Multisport

Phoenix Multisport fosters a supportive, physically active community for individuals who are recovering from alcohol and substance abuse and those who choose to live a sober life. Through such pursuits as climbing, hiking, running, swimming, road and mountain biking, and other activities, the organization seeks to help its members develop and maintain the emotional strength they need to stay sober.

Website: www.phoenixmultisport.org/
Point of contact: Scott Strode, Executive Director and Founder, scott@phoenixmultisport.org

Vets4Vets - Peer to Peer Mentorship

Vets4Vets is non-profit, non-partisan organization dedicated to helping Iraq and Afghanistan-era Veterans to heal from the psychological injuries of war through the use of peer support. The organization conducts workshops in multiple communities around the country and simultaneously increases public awareness and encourages community involvement. The primary goal is to help Iraq and Afghanistan-era Veterans understand the value of peer support and to regularly use peer support to express their emotions, manage their challenges and ease their reintegration into society.

Website: www.vets4vets.us
Point of contact: Johnny Elvis, johnnyelvis@vets4vets.us

*No endorsement of any named organization is implied.

Vets Prevail - Created For Vets By Vets

The interactive training is delivered online, to reach the modern Veteran, providing a convenient and completely confidential approach to treating deployment-related effects of combat such as PTSD, depression and anxiety. Public Service Announcements created by Vets Prevail have made a dramatic impact on building public awareness of the challenges associated with untreated post traumatic stress in turn having an effect on increasing community involvement.

Website: www.vetsprevail.com
Point of contact: Richard Gengler, President, richard@prevailhs.com

BrainLine.org – Traumatic Brain Injury Resource

BrainLine is a national multimedia project offering information and resources about preventing, treating, and living with TBI. It includes a series of webcasts, an electronic newsletter, and an extensive outreach campaign in partnership with national organizations concerned about traumatic brain injury. BrainLine serves anyone whose life has been affected by TBI, including people with brain injury, their families, professionals in the field, and anyone else in a position to help prevent or ameliorate the toll of TBI. BrainLine is funded by the Defense and Veterans Brain Injury Center, the Primary Operational TBI Component of the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury, through a subcontract award with the Henry M. Jackson Foundation for the Advancement of Military Medicine.

Website: www.brainline.org
Point of contact: Noel Gunther, Executive Director, ngunther@weta.com

Troops First Foundation

Troops First Foundation ("T1F") develops, operates, and supports a synergistic group of wellness, quality-of-life, and sports-based initiatives in support of today's military personnel. In addition, T1F initiatives facilitate a greater recognition and an enhanced understanding of the quality and character of the men and women who volunteer to serve their families, their daily sacrifices and the constant need to evaluate and improve their quality of life. Both non-injured and injured military personnel and their families are served at no cost to them by T1F's strategically integrated quality of life, sports-based and wellness initiatives.

Website: www.troopsfirstfoundation.org/
Point of contact: Rick Kell, Executive Director, rckellco@aol.com

The Home Base Program

The Home Base Program is a partnership between the Red Sox Foundation and Massachusetts General Hospital dedicated to improving the lives of Veterans who deployed in support of the conflicts in Iraq and Afghanistan and life with deployment or combat-related stress and/or traumatic brain injury. It provides clinical care to Veterans, support for their families, offers educational courses and materials for health care providers and the public, and brings world-class researchers together to seek medical breakthroughs in the prevention, diagnosis and treatment of traumatic brain injury and stress-related disorders. Increasing community involvement, the Home Base Program encourages the Boston community to reach out and assist the Veterans and warriors returning to the Boston area as well as encourages the Veterans and their families to not be afraid to ask for help or assistance.

Website: http://www.homebaseprogram.org/
Point of contact: Michael Allard, Chief Operating Officer, mallard1@partners.org

Lakeshore Foundation

Each year, professionals at Lakeshore Foundation serve more than 3,000 individuals with physical disabilities, from babies who are six months old to men and women well into their 90s. Lakeshore meets these individuals' critical needs for access to exercise and recreation opportunities. The organization strives to set a standard in this country and change public perception of people with disabilities by building public awareness and providing invaluable services. The organization have taken this model and applied it wounded, ill and injured active duty and Veterans and Service Members, their families and families of the fallen.

Website: www.lakeshore.org/
Point of contact: Mandy Geoff, MS Coordinator of Lima Foxtrot Programs for Injured Military, mandyg@lakeshore.org

*No endorsement of any named organization is implied.

Higher Ground – Therapeutic Recreation for Veterans and Supporters

Higher Ground (HG) is a rehabilitation program that combines sports, family, and coping therapies to reintegrate severely wounded Veterans. The organization's week-long retreats use adapted outdoor activities as a catalyst for positive change in all aspects of life. Events are free for Veterans and their supporters and cater to specific populations, such as couples, singles, male, and female, in order to create a safe and intimate atmosphere in which to connect. Veterans share struggles related to battle trauma and injuries, while supporters share challenges about health care, parenting, and their role as caregivers. HG commits to three years of follow-up care for each participant, including resources at home and a reintegration budget to provide goods and services specific to recreation pursuits. In partnership with universities, HG also conducts research that proves the lasting efficacy of therapeutic recreation for Veterans.

Point of Contact: Erin Rheinschild, Executive Director erin@svasp.org
Website: www.hgvets.org

U.S. VETS

The mission of U.S. VETS is the successful transition of military Veterans and their families through the provision of housing, counseling, career development and comprehensive support. It provides comprehensive services to Veterans, including case management, employment assistance, job placement, counseling, as well as drug and alcohol free housing. Providing these services encourages more community involvement and builds public awareness. At U.S. VETS facilities, Veterans progress through a seamless continuum of services designed to help them increase their level of responsibility and prepare them to live independently in the community.

Website: www.usvetsinc.org/
Point of contact: Stephen Peck, Senior Vice President, Community Development, sjpeck@usvetsinc.org

Citizen-Soldier Support Program

The mission of the CSSP is to engage and connect military and community service systems to increase the readiness and resiliency of Service Members and their families. CSSP has unified its approach under a single Behavioral Health Initiative to addressing the psychological issues confronting Service Members and their families through evidence-based, best practice online training (www.aheconnect.com/citizensoldier); a robust searchable provider database (www.warwithin.org); and other innovative solutions, including the CSSP Mapping and Data Center (www.unc.edu/cssp/datacenter). CSSP works with partners nationwide and with DoD to develop effective and sustainable military/community partnerships; to build and reinforce the military and civilian capacity of behavioral health professionals, agencies, systems and resources; and to penetrate into geographically isolated, rural and underserved regions to more effectively serve Service Members and their families.

Website: www.citizensoldiersupport.org/
Point of contact: William Abb, Deputy Director, william.abb@unc.edu

6. Legal / Law

Buffalo's Veterans Treatment Court – Addressing Adverse Actions through Mentorships

Veterans and Service Members experience life-changing events, some of which may cause them to react in adverse ways and get into trouble with the law. The Veterans Treatment Court in Buffalo, NY provides a model for addressing these transgressions. The Veterans Treatment Court includes: 1) a judge who understands the unique issues that Veterans and Service Members face and that specialized treatment may be needed, and 2) a mentor system comprised of mentors who understand the Veteran experience firsthand. It has several mentors who are Vietnam War Veterans who offer trust, insight and experience to younger Veterans coming through the court system. This program builds public awareness of the challenges our Veterans and families face and made a significant impact on encouraging community involvement.

Website: www.erie.gov/veterans/veterans_court.asp
Buffalo Veteran Treatment Court Point of contact: Robert Russell, Judge, rrussell@courts.state.ny.us
National Veteran Treatment Court Initiative Point of Contact: Brian Clubb, Project Director, bclubb@nadcp.org

Sequential Intercept Model for Combat Veterans

The Sequential Intercept Model for Combat Veterans centers around four distinct points during which a Veteran may be handled, with special care before, during or after they reach a crisis point. Once identified as a Veteran, the model strives to make it easier to connect him or her (or family members) to appropriate services. The first of the four points is any time before the Veteran comes into contact with law enforcement; the second is when the Veteran comes into contact with law enforcement; the third is post-arrest but pre-trial; and the fourth is the Veterans' court.

Website: N/A
Point of contact**:** Sergeant David Cavanaugh, Dcavanaugh@cityofboise.org

*No endorsement of any named organization is implied.

Stateside Legal

Stateside Legal is for members of the military, Veterans, their families, and advocates to access benefits, find free legal help, and better understand legal issues. It offers a national website focusing on federal programs, which may eventually be expanded to include state-specific information as the organization continues to grow. The goal is to index the best legal information available in one easy-to-use site. Stateside Legal has also offers its own interactive forms, videos, and legal analysis.

Website: www.statesidelegal.org
Point of contact: Nan Heald, Executive Director, nheald@ptla.org

7. Housing

Soldier On

Since 1994, Soldier On has been helping homeless Veterans by providing shelter, counseling, job training, and education. In 2009, the organization broke ground on the Gordon H. Mansfield Veterans community in Pittsfield, MA, and there are two other locations in the development process. Soldier On endeavors to provide Veterans with integrity, dignity, and hope as they transition from homelessness to home ownership. Each location provides opportunities for drug and alcohol addiction treatment, educational services, and job training.

Website: www.wesoldieron.org/
Point of contact: Steve Como, Executive Vice President, vze4t6cw@verizon.net

Veterans Village of San Diego – Dedicated to Leaving No One Behind

Veterans Village of San Diego is dedicated to extending assistance to needy and homeless Veterans of all wars and eras and their families by providing housing, food, clothing, substance abuse recovery and mental health counseling, job training and job search assistance. VVSD provides a continuum of care with a full range of comprehensive and innovative services for military Veterans that encompasses: Prevention; Intervention; Treatment; and Aftercare. VVSD also extends assistance to needy and homeless Veterans and their families by providing: Substance Abuse Recovery; Mental Health Counseling; Job Training and Job Search Assistance; Housing; Food; Clothing; and Legal Services. In their last program year, VVSD placed over 300 homeless Veterans and over 200 other unemployed Veterans into long-term jobs with an average starting wage exceeding $13 per hour. The 60 minutes coverage of VVSD Stand-down significantly increased public awareness nationwide and encouraged community involvement.

Website: www.vvsd.net
Point of contact: Phil Landis, President and CEO, phil.landis@vvsd.net

New Directions – Co-Use of U.S. Department of Veterans Affairs-Owned Land

California has more homeless Veterans than any other state, and the number is only expected to increase as troops return from service in Iraq and Afghanistan. To addresses anticipated needs, New Directions, Inc., a nonprofit with 17 years of experience providing comprehensive community services to Veterans, is partnering with A Community of Friends (ACOF), a nonprofit with more than two decades of experience in developing permanent supportive housing. Their joint plan, called the Housing for Veterans Project, will transform two unused buildings into 147 studio apartments for homeless and disabled Veterans. Buildings 4 and 5 on the Sepulveda grounds, owned by the U.S. Department of Veterans Affairs (VA), will be rehabilitated to accommodate the units, as well as community rooms and dining, recreation and classroom space. The VA owns the property and has granted 75-year leases to New Directions and ACOF for the project, but will not sell the property to New Directions, ACOF or any other entity.

Website: www.newdirectionsinc.org/about_sepulveda.html
Point of Contact: Toni Reinis, Executive Director, treinis@ndvets.org

HELP USA - Helping the Homeless and Low Income Gain Permanent Housing

HELP USA is a non-profit organization whose mission is to help those who are homeless and others in need become and remain self-reliant. It is one of the country's largest builders and operators of service-enriched transitional and low-income permanent housing. It has 19 residential communities in the New York metropolitan area and was recruited to expand its successful model to Philadelphia, Las Vegas, Buffalo, Newark, and Houston. HELP USA's efforts include expanding and increasing public awareness of the issue and encouraging community involvement to address the problem.

Website: www.helpusa.org
Point of contact: Tom Hameline, Senior Vice President, Programs, thameline@helpusa.org

*No endorsement of any named organization is implied.

The Army Distaff Foundation, Inc. (Knollwood)

The mission of the Army Distaff Foundation/Knollwood (501C3) is to provide affordable, secure retirement housing and health care services to retired career officers of all uniformed services and their relatives. Knollwood includes four levels of care: independent living, assisted living, a skilled nursing facility, and the Special Care Center for individuals with Alzheimer's and other forms of dementia. Efforts by the foundation promote community services and increase community involvement that go beyond the current younger generation of Veterans and recognizes the service of early generations, their families and the families of the fallen.

Website: www.armydistaff.org/
Point of contact: Ashleigh Seidler, Director of Development & Capital Campaigns, aseidler@armydistaff.org

New England Center for Homeless Veterans

The Mission of the New England Center for Homeless Veterans is to extend a helping hand to homeless men and women Veterans who are addressing the challenges of addiction, trauma, severe and persistent mental illness, and/or unemployment, and who will commit themselves to sobriety, non-violence, and working for personal change. The organization is recognized as an effective private Veteran's transition program and has had a great impact to building not only public awareness of the homeless Veteran issue but steps to take to correct it.

Website: www.nechv.org
Point of contact: Andy McCawley, President and CEO, andrew.mccawley@nechv.org

The Jericho Project

The Jericho Project's mission is to end homelessness at its roots by creating a community that inspires individual change, fosters sustainable independence, and motivates Veterans and their families to reach their greatest potential. Promoting community services, the Jericho Model has five core components: 1) a sense of community and shared purpose; 2) permanent, affordable housing; 3) comprehensive services; 4) lifetime aftercare; and 5) cost-effective business management. The Jericho Project's goals are to: 1) develop new supportive housing for veterans; 2) create an evidence-based veterans service model built on Jericho's current model; and 3) use strategic efforts to stimulate the further development of supportive and affordable housing initiatives for Veterans worldwide.

Website: www.jerichoproject.org/
Point of contact: Tori Lyon, Executive Director, tlyon@jerichoproject.org

8. Family Enrichment

Camp Better America

Camp Better America (CBA) is a 501(c)(3) organization whose mission is to reconnect military families by giving them the tools they need to create, build and achieve their dreams. CBA's program focuses on the entire military family. CBA's vision is to reach every military family that has served since September 11, 2001.Camp Better America resort-like camps are located all over the country at beautiful privately owned retreats, resorts and ranches, free of charge to military families and usually span over a 4 day period. The atmosphere is family oriented and filled with fun. It is an opportunity for the service member and his/her family to relax, let their walls down and reconnect with each other but same time, they will be exposed to leading experts in the fields of business, mental health, emotional healing, marriage, parenting, physical well being and spiritual needs. CBA focuses on the reconnection and reintegration process for military families after the service member in the family returns from war. Some focus points are on life stress, triggers and coping mechanisms of PTSD and offer extended services to the family including a Military Child Life Program. Their goal is to maintain a relationship with all of the families that come to their camps and continue to offer support, tools and opportunities to these families as they move forward in life.

Website: www.campbetteramerica.org
Point Of Contact: Kathleen Gagg, Co-founder, kathleen.gagg@yahoo.com

Coming Home Project

The Coming Home Project is a 501(c)(3) non-profit organization devoted, since 2006, to providing expert, compassionate care, support, education, and stress management tools for Iraq and Afghanistan veterans, service members, their families, and their service providers. They are an experienced multi-disciplinary team of psychotherapists, veterans and interfaith leaders committed to alleviating the unseen wounds of war. The Coming Home Project addresses the emotional, social, moral, and spiritual injuries and the family challenges experienced during all stages of deployment, especially reintegration. They also offer a continuum of integrative services, from retreats and psychological counseling to training and self-care for service providers and community education and consultation.

Website: www.cominghomeproject.net
Point Of Contact: Dr. Joseph Bobrow, Founder and President, jbobrow@cominghomeproject.net

*No endorsement of any named organization is implied.

Project Sanctuary

Project Sanctuary is 501(c)(3) non-profit organization whose mission is to provide therapeutic, curative, supportive and recreational activities to veterans, active military personnel, their spouses and children in a leisure environment. The organization is unique in that it is designed to offer support to the entire military family. Located in Colorado's Rocky Mountains, six day retreats are filled with Healthy Marriage and Financial Peace classes all while utilizing diversion (recreational) therapy. They provide families with a fun, recreational experience while at the retreat, and the opportunity to tap into vital support structures for the following two years upon returning home. At prescribed times, they devote resources to those with disabilities and those families struggling with the loss of a loved one.

Website: www.projectsanctuary.us
Point Of Contact: Heather Ehle, Executive Director and Founder, Heather@ProjectSanctuary.us

9. Other

Shepherd Center

Shepherd Center is the nation's largest nonprofit hospital devoted to research, medical care, rehabilitation, and advocacy for people with spinal cord injury and disease, acquired brain injury, Multiple Sclerosis, chronic pain, and other neuromuscular problems. Shepherd Center's Mission is to help people with a temporary or permanent disability caused by injury or disease rebuild their lives with hope, independence and dignity, advocating for their full inclusion in all aspects of community life while promoting safety and injury prevention. The SHARE Initiative at Shepherd Center provides rehabilitation and community-based care to U.S. military service members who have served in Iraq and Afghanistan. The program utilizes Shepherd's full rehabilitation continuum of evaluation and treatment services for those who have sustained brain injury, spinal cord injury or blast injury. SHARE provides assistance, support, and education to service members and their families during their recovery treatment and beyond. In addition, the program compiles data that is beneficial to policy and legislative change to provide for unfunded services.

Website: www.shepherd.org
Point of Contact: Susan Johnson, Director of Brain Injury Services, Susan_Johnson@shepherd.org

Center for American Values

The Center for American Values, Inc. is a non-political organization formed in 2010 for charitable and educational purposes. Currently, it is facilitating a collaborative effort to engage communities in Southern Colorado in the discussion about how to improve the lives of returning Veterans by sharing ideas and integrating stakeholders in order to maximize resources and not duplicate efforts. This effort will, in turn, help build public awareness of the issues and challenges in the Colorado Veteran community as well as nationally. The Center's objectives and programs include use of its space for organizations in need of meeting facilities to carry out character and leadership development programs, educational training seminars, executive study groups, ceremonial activities, and outreach activities.

Website: www.americanvaluescenter.org
Point of contact: Drew Dix, Founder, libertyranch@hughes.net

Robin Hood Foundation of NYC

Since 1988, the Robin Hood Foundation has targeted poverty in New York City. By applying sound investment principles to philanthropy, it has helped effective programs save lives and change fates. Its approach is simple: 100 percent of all donations go directly to helping attack the source of a problem at the roots. Recently, this organization has extended this aggressive approach to assist Veterans, their families, and families of the fallen by building public awareness through an information campaign and encouraging community involvement by the programs they support.

Website: www.robinhood.org/home.aspx
Point of contact: Eric Weingartner, Managing Director, Survival, weingartner@robinhood.org

Texas Resources for Iraq-Afghanistan Deployment (TRIAD) Fund

The Texas Resources for Iraq Afghanistan Deployment (TRIAD) Fund was created to provide assistance to current and former military personnel serving in Iraq or Afghanistan and their families. Grants are made to non-profit agencies in Texas that currently serve the military and their families or agencies that could, with additional funding, meet an identified unmet need of this group. Unmet needs may include but are not limited to emergency assistance, temporary lodging, mental health counseling, activities for families and children, transportation, and recovery programs.

Website: www.triadfund.org/
Points of contact**:** The Dallas Foundation, Laura Smith lsmith@dallasfoundation.org, San Antonio Area Foundation**,** Sandie Palomo-Gonzalez, Ph.D. spalomogonzalez@saafdn.org, Permian Basin Area Foundation Guy McCrary, gmccrary@pbaf.org

*No endorsement of any named organization is implied.

California Driver License Declaration – Reaching Out to New Veteran Residents

California has developed a program through which a new resident applying for a driver license is asked to declare whether or not he or she was a member of the Armed Forces. This information is then provided to the state's Department of Veterans Affairs so identified individuals can be linked with other Veterans and provided information on current programs and benefits for which they may be eligible.

Tax Exemptions – Assistance for Wounded Warriors and Families of the Fallen

Several states have introduced legislation to exempt the principal residence of a Veteran (or widow or widower of a Veteran) from taxation of real property if that Veteran has been determined by the U.S. Department of Veterans Affairs (VA) or its successor agency pursuant to federal law to have a certain percentage service-connected, permanent, and total disability. In addition, in some states, disabled Veterans are prevented from participating in the Real Estate Tax Exemption Program due to lump-sum payments from entities such as the VA and the Social Security Administration.

Waiving in-state Tuition Rates for Veterans, Families and Families of the Fallen

The Ohio GI Promise ensures Veterans and their families will be treated as in-state residents for tuition, state educational subsidies and financial aid purposes. Active duty, guard, reserve and their dependents are also eligible for this educational benefit. This benefit could be expanded to other states and could incorporate the families of the fallen.

Website: www.uso.edu/downloads/documents/GIPromiseFactSheet.pdf

Iraq Afghanistan Deployment Impact Fund (IADIF)

With grant distributions of over $250 million, the Iraq Afghanistan Deployment Impact Fund (IADIF) – based at the California Community Foundation in Los Angeles – is the nation's first and largest model of philanthropic intervention in the wellness of Service Members and Veterans. IADIF's support of carefully selected non-profits and the subsequent documentation of best practices at the intersection of philanthropy, the non-profit sector, and deployment related need have dramatically changed the landscape for community-based warrior care. Its director is widely considered to be among the nation's leading experts in this field and is a critical resource for those seeking to implement strategic approaches to the community reintegration of those who have served.

Website: www.calfund.org/learn/iadif.php
Point of contact: Nancy Berglass, Director, nancy@berglassconsulting.com

*No endorsement of any named organization is implied.

A White Paper

Channeling the "Sea of Goodwill" to Sustain the "Groundswell of Support"

Transitioning from Concept to Application

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and
Major Ed Kennedy
and
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Office of the Chairman of the Joint Chiefs of Staff
Warrior and Family Support

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Preface: The "Sea of Goodwill"

Purpose

There is a "Sea of Goodwill" that flows along many paths, at varying rates or speeds, which ebbs and flows into almost every community and neighborhood. The "Sea of Goodwill" is not a specific Department of Defense (DoD) initiative or government program, but rather a description of the desire across the country to support Service members and veterans. This paper briefly discusses the background of the "Sea of Goodwill" and then focuses on ideas and tasks that have a meaningful impact on building public awareness, encouraging community involvement, and promoting community services for Service members, veterans, their families, and the families of the fallen.[1]

Background

The level of support to our returning military, veterans, and their families is high. Active Component Service members, National Guard / Reserves, and Veterans of all generations have shared experiences and needs, as do their families. Our nation is filled with countless donors. They include private, public, faith-based, civic, governmental, and non-governmental organizations whose sole desire is to care for our warriors and families. Communities are comprised of colleges, universities, local agencies, the best of the many national-level warrior, veteran, and family programs, local benevolent organizations, foundations, and the generosity of the American people – all are the basis for the support needed to ensure and improve long term quality of life for our returning Service members, veterans and their families. This overwhelming desire to support is a "Groundswell of Support."

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[1] * "Service members" refers specifically to serving active duty, reserve, or National Guard.
** "Veterans" refers to discharged or retired Service members; anyone who has worn the uniform.
*** "Families" refers specifically to the immediate family members of a Service member or veteran.
**** "Families of the fallen" refers to "Gold Star" families and the families of Service members who have died in the line of duty.

The outpouring of concern, and the subsequent movement to action on the part of millions of Americans to embrace warriors and their families, is overwhelming. This is more than a pool of do-gooders—it is a "Groundswell of Support." But the question, and the challenge, is how can communities across the country best leverage this "Sea of Goodwill" to improve the quality of life of our returning Service members, veterans, families, and families of the fallen. The "Sea of Goodwill" initiative is about matching a community's desire to help with the needs of Service members, veterans, their families, and families of the fallen as they transition. It is the recognition that independent groups working together inside a community-based model can do things to improve long-term quality of life that government just cannot do.

Education; secure and fulfilling employment; and the ability to access health care; information, options, and services are the "trinity" for reintegration success (see Figure 1). Education forms a base from which to build a solid foundation. Equally important are the two sides of the trinity finding meaningful employment and access to health care options and alternatives. Additionally, our returning Service members have proven their desire to serve our nation, and many want to continue their service in diverse areas following their transition to civilian society. Our nation can enable this continuum of service by helping to provide a continuum of care addressing the needs outlined by the trinity.

More than anything else, this concept calls for community leaders to connect with those who served and to look for a way to really assist those veterans and families who are returning. They are great people who will contribute to the community in the future. Community leaders focusing the "Sea of Goodwill" will need to employ four fundamental aspects of management and growth. The "Focus" Venn diagram is designed to illustrate the interconnectedness of Leading, Training, Maintaining, and Caring as related to reaching the Trinity (see figure 2).

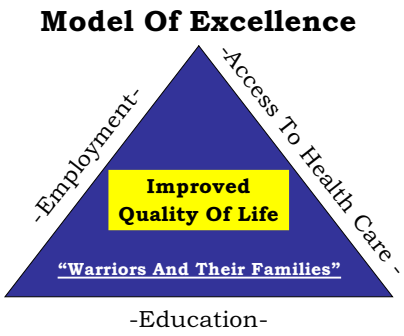


Figure 1: Model of Excellence

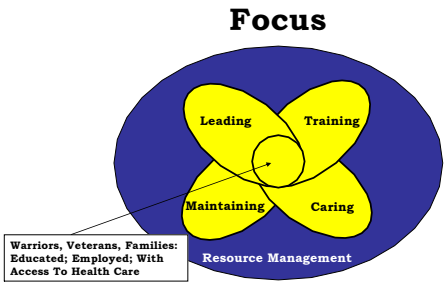


Figure 2: Focus

Goals

The primary goal of channeling the "Sea of Goodwill" is to sustain the "Groundswell of Support" for communities to link existing and potential efforts together to reintegrate and transition veterans and their families into civilian society. This initiative can connect the available resources to the needs – can strengthen our communities and the nation – thereby ensuring the continued success of our all-volunteer force. By not allowing our returning warriors or their families to slip through the cracks in the support structure, we ensure they thrive as contributing members of their community.

The challenge is to move the "American public" from unaware to action. In many cases, the public is unaware of the needs or the means to satisfy those needs. The American public knows who we are, but they do not know us. For them, the need may be simply a matter of education. American business, education, healthcare, and community leaders can be better informed of the needs and innovative examples that produce solutions for veteran reintegration and transition. Within communities, connecting ideas and tasks that will have a meaningful impact requires the following:

- Building public awareness
- Encouraging community involvement

- Promoting community services for returning Service members, veterans, families, and families of the fallen

Objectives

The following objectives can be attained by communities using a community-based model. These objectives recognize that all opportunities and needs exist on a continuum. Meeting those needs requires leaders to approach solutions in a holistic way.[2] Only through a holistic approach of education, secure and fulfilling employment; and the ability to access health care, information, options, and services can the "Groundswell of Support" enable our nation's Service members, their families, and the families of the fallen during their reintegration back into civilian life and lead productive sustainable lives.

- Education--All have access, and are competitive for graduation from universities, colleges, trade schools, and other degree-producing institutions of higher learning.
- Employment--All are competitive, recruited, accommodated, and retained for employment after their transition out of Service.
- Health Care--All have access to health care, information, options, and services.
    - Services--Link national, state, and local community outreach to Service members, veterans, their families, and the families of the fallen regarding quality of life opportunities.

[2] Nancy Berglass led the efforts behind the *Iraq Afghanistan Deployment Impact Fund (IADIF*), a groundbreaking grants program that has distributed nearly $250 million and strengthened the capacities of nonprofit organizations serving the unmet needs of men, women, and families impacted by deployment to Iraq and Afghanistan. She provided expert views describing solutions that must be seen in a continuum and therefore organization must look at assisting veterans and families in a holistic approach.

Introduction

> "The only way you can scale this to the tens of thousands, hundreds of thousands who are returning home is really through communities and community leadership. So I would hope that they would inspire local leaders to take the lead, work together, figure out what the challenges are locally, and how to try to make that work together."[3]
>
> - Admiral Mike Mullen

In the White Paper titled "Sea of Goodwill," the authors described the reintegration trinity of education, employment, and access to health care that serves to improve the quality of life for Service members, veterans, families, and families of the fallen. The "Sea of Goodwill" was heavily distributed and overwhelmingly well received, to the point of almost being unanimously accepted as the primer for reintegration reading; however, the main criticism was that the paper did not articulate "how to solve the problem." While the purpose of this paper is not to tell communities "how to solve the problem," it does provide thoughts on how best to meet the needs of our returning warriors, families, and families of the fallen by providing the core principles behind successful programs and initiatives nationwide.[4] In order to channel the "Sea of Goodwill" to sustain the "Groundswell of Support," and to transition theory from concept into practical application, the desired outcome is not necessarily to prompt communities to replicate these programs in their area or modify their community to fit these programs, rather to apply these core principles as they develop their own individual community plans of action. ***Ultimately, the principles discussed in this paper are focused on ideas and tasks that will have a meaningful impact***

[3] April 4, 2011 Chairman's Conversation with the Country at the City Club of Boise; available from http://www.jcs.mil/speech.aspx?id=1578; internet; accessed 6 June 2011.

[4] These concepts and principles are based on visits to nearly 300 geographic communities and meeting directly or indirectly with 20,000 organizations, and meeting with close to 90,0000 Service members, veterans, their families, and the families of the fallen in the 15 months.

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on building public awareness, encouraging community involvement, and promoting community services for veterans, their families, and the families of the fallen.[5]

Goals

The first goal of these initiatives across the country is to build public awareness of the existing issues, needs, challenges, and programs; and to identify the gaps that are currently going unfulfilled in terms of support for veterans and their families. This is done through a variety of means, but generally requires someone with a voice and a platform or the desire and commitment, to initiate action within the community. This individual, or group of individuals, does not necessarily need to be an official leader in the community or of a specific organization. Rather, he or she must have the ability to voice concerns to an audience willing to listen and be inspired to take action. Given that the American people know who those that have served in the military are but do not understand the needs, they do not know how to help. The goal of building public awareness goes beyond simple communication. It must inform to the point of inspiring action, inciting groups to fill the gaps, bringing synergy to disparate efforts, and turning the "Hooah into DO-A."

Once the community is informed and ready to take action, the next goal is to encourage community involvement. Realizing that each community is unique, involvement can mean many different things, depending on the specific community and its resources and capacity to fill those specific needs. Community can refer to a geographical location, such as a neighborhood, town, city, or even state. It can also refer to a group of organizations, such as a community of colleges, or a type of

[5] Representations of ideas, efforts, and techniques in this paper are provided by officers working for the Chairman of the Joint Chiefs of Staff from 2008 - 2011 tasked specifically with solving the problem of achieving improved quality of life for our service men and women, their families, and the families of the fallen. These officers include: COL David W. Sutherland, COL Craig Osborne, COL Christian Macedonia, CAPT Matt Berta, Mr. James Lorraine, Mr. Richard Osial, LTC Tony Forbes, LtCol Dennis Hart, Chaplain (LTC) J. Maddox Woodbery, MAJ John Copeland, MAJ Ed Kennedy, LCDR Kimberly Mitchell, MAJ Ann Curtis, MAJ John Hawkins, and CPT Chris Manglicmot, and CPT Dennis Skelton.

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organization, such as a specific business. Community involvement must go further than small gestures. It means more than going over and shoveling someone's front walk in the winter or taking wounded warriors to a ball game and putting them on the jumbo-tron. It is more than just donating money. Instead, it is about making a personal connection to the warrior or the family member. To clarify this point, small gestures are extremely appreciated and nothing in this paper is intended to contradict that or is intended to halt those efforts. Rather, the focus of this paper is on the long-term capacity for greatness of a warrior, a family member, or a family member of the fallen. To achieve that capacity for greatness, it is going to take much more than small gestures. It requires holistic efforts linked to improving quality of life and enabling graduation; recruiting, accommodating, and retaining in meaningful employment; and information and options relative to their wellness.

The last goal is promoting community services. This ranges from encouraging organizations to continue their efforts to ensuring individual awareness of their resources and capacity. There are hundreds of thousands of programs that already exist nationally and within communities, each with their own target audience, objectives, resources available, capacities and desired end states. It is extremely important to recognize that the "Sea of Goodwill" is ever expanding, and the desire to support the warrior and his or her family is a constant. While it is not the intent of this paper to provide an analysis of those programs, it is important for individuals and individual organizations to assess whether the programs in their communities are effective. Collaborating within the community to take advantage of partnerships enables awareness.

Sending troops to combat is a political decision. While not always the case, the American people over the past decade have demonstrated that despite being involved in controversial conflicts; the nation can separate the warrior from the war and recognize the need to ensure both the warrior and their family is well cared for as a result of their personal commitment and service to their country. Understanding that the desire to support our heroes is strong and increasing, the actions of individuals who align with

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that desire vary widely. A need remains to support and encourage those individuals and organizations to start programs, or to modify existing programs that include veterans and their families, but also to continue connecting those groups and organizations to the veterans in order increase their effectiveness and continual evaluation for success. It is important to note that if the target of an organization's efforts is not aware of the services being offered, the services will go unused; and the program will essentially be ineffective. It is essential to use a variety of methods to promote these community services to the user, including word of mouth, web portals, and broad, aggressive marketing campaigns; but most importantly, partnering with like minded groups and individuals within the "Groundswell of Support."

This paper intends to stand alone as an outline of core principles to achieve the task of harnessing the "Sea of Goodwill" to sustain the "Groundswell of Support." It does assume an understanding of the concepts outlined in the preface that are based on the "Sea of Goodwill" white paper illustrating the need and the focus. In addition, it may be extremely beneficial to use this paper in conjunction with the Innovative Examples provided by the Office of the Chairman of the Joint Chiefs of Staff Warrior and Family Support Office. The Innovative Examples provide concrete examples of current programs that have demonstrate these principles in action. Those specific programs are in Appendix A.

Keys to Success

The following are a few keys to successful reintegration programs based on the demonstrated success of various organizations nationwide. While not all are applicable or appropriate for all communities, they can prove useful for understanding, accountability, and in application.

Target and Scope

Programs should clearly define their target and scope, both internally for purposes of program development and externally for purposes of demonstrating impact. However, it is important to keep in mind that the overall target group considered in this paper includes not only Service members and veterans, but also their families, and the families of the fallen. Reflecting this, programs are encouraged to be inclusive, not exclusive, in considering their target populations. Merriam-Webster defines *veteran* as either an old Soldier of long service or a former member of the armed forces,[6] and herein lies some of the problem with using the word *veteran*. Occasionally, an individual who served but did not deploy does not consider him or herself to be a veteran, or an individual from a younger generation that has served may not consider him or herself to be a veteran. Perhaps a more appropriate and relevant definition would be: a person who has served, or is serving, in the armed forces. Families also have unique needs and are a major influence on the needs of those that have served. The families' sacrifice and contribution often affect a Service member's success. Individual programs need to decide their target audience, and it is not the position of this paper to require any organization to include or exclude anyone. Rather it is to ensure that, depending on the nature of the program, all veterans and their families are at least considered. Any model of care must take into account the impact that the family has on the veteran, and that the veteran has on the families. Programs should realize this continuum.

Unique Needs of Females

Initiatives also need to take into account the unique needs of female veterans. Today's conflicts have no front lines. Understanding that women make up 14 percent of the military forces, this results in females often being involved in both indirect and direct combat action despite DoD limitations placed on women serving in direct combat roles. This technical discrepancy occasionally results in female

[6] Merriam-Webster, "Veteran;" available from http://www.merriam-webster.com/dictionary/veterans?show=1&t=1306009112; internet; accessed 6 June 2011.

Service members not receiving the same benefits that their male counterparts receive, especially when it comes to diagnosing and treating post-traumatic stress. While the government attempts to rectify this gap through policy, female warriors are in need of further support. Regardless of government programs or benefits, any program that addresses veterans or Service members must consider the unique needs of our females, including differences of perception of their service, differences in response to traumatic events or issues related to sexual assault. Many females have not, and will not, report assault. At the risk of stereotyping female warriors, a few of those unique needs for some female warriors may include not feeling comfortable discussing their experiences in a room full of their male counterparts. Or, a male Soldier that gets shot in the calf may be upset that it ruined his tattoo, while a female Soldier may wonder if her husband will still find her attractive. Cookie-cutter solutions for veteran challenges simply will not always work on all veterans, and nowhere is this clearer than with our female veteran. Initiatives must be flexible and innovative in their application to allow for improved quality of life for all those that have served.

Partnerships

While the partnering of different community programs, a community-based model, or a public-private model may be challenging at times, the power of such partnerships is undeniable. One challenge often discovered is the inability of some organizations to lower their defenses enough to discuss with another similar organization the various ways in which they are unique, overlapping, or similar. However, when organizations do come together, the discussion is often both enlightening and beneficial for both sides, creating synergistic energies and opportunities to share best practices to fill voids through collaboration. While public-private partnerships can be powerful, and should definitely be pursued for long-term solutions, private partnerships can often be accomplished quicker and be more effective. Over the past decade there has been an amazing amount of money spent on various programs and a

significant amount of goodwill and desire to help; however, there has also been a great amount of duplication of effort, lack of cooperation and missed opportunities. Organizations partnering with similar groups, or organizations focused on the same population but with different goals, can be extremely powerful meeting warrior and family needs from a holistic perspective.

Funding

Having a community-based conduit for resources, with staying power, is a significant part of the solution; and philanthropy clearly drives innovation and action. Groundswell without focus is not effective. In order to figure out the model that will work in the long-run, it is critical for any organization to understand the various sources from which they can receive funding, whether public or private, personal or endowment. Generally speaking, there are three types of organizations: those that are great at what they do, but lack the ability to raise funds; those that are great at fund raising, but lack the expertise to address needs; and those that are both great at what they do and good at raising funds to sustain themselves. It is important for an organization to identify where it lies on that band and then improve upon its weaknesses or seek out organizations with whom they can partner. A model that does not plan for the long term will eventually fail. It is essential for all programs to identify their long-term funding course and method for sustainability because veterans and their families will be reintegrating into society for decades.

Philanthropy can have a significant impact by informing, encouraging, and sustaining non-profits to address the needs of Service members, veterans, families, and families of the fallen. While financial support is an obvious way that philanthropy can have a positive impact on addressing the needs, there are ways other than financial support that they can assist. Both community and endowment foundations can play an integral role by informing organizations that they support the needs of the military and veteran communities. One foundation has begun a "Did You Know" campaign, where it shares daily

statistics and facts about the needs and challenges veterans face. Foundations can also review the programs they already fund and see where programs that are not including the needs of military members or families could be expanded or adjusted to include those that have served, as well as their families. The community foundation and corporate foundations have been critical leaders and very responsive.

Needs on a Continuum

The overriding premise is that needs and opportunities exist on a continuum; therefore, meeting all needs necessitates a holistic approach addressing education, employment, and access to health care. Addressing one aspect without considering the other two is planning for only partial success. Service members and their families are not typically going to ask for assistance even when needed. When help is offered, one may hear "give it to my buddy in the bed next to me instead." Military members and their families are taught to make due with what they have, accomplish the mission, and move on. Because of this mentality, military veterans and military families are not accustomed to asking for help, and it often takes an outside force to realize this, and then step in when needed. An example alluded to earlier as a great opportunity missed occurs when professional sports teams bring warriors to a ball game, put them on the jumbo-tron, make everyone feel good about themselves for a few hours, after which everyone goes their own separate directions. While not suggesting this is done maliciously, nor requesting professional sports teams not recognize Service members, veterans, families, or the families of the fallen, this scenario could be a great opportunity to go further and actually connect, and stay connected, to those individuals. Such engagements should develop into internships, mentorship opportunities, offer use of team training facilities, or connecting them to other community services that join people to community resources that can help them thrive.

Big Six

Any organization or individual that is involved, or desires to get involved, in assisting the needs of Service members, veterans, families, or families of the fallen need to ensure whatever they are doing is going to have a positive effect in the long term. No matter what needs they determine exist, what areas they decide to address, and what means they choose to address those needs, their actions need to not cause more harm than good. The following are guidelines that apply to all organizations involved in this effort (see figure 3).

Big Six: Rules for Supporting Service members, veterans, military families, and families of the fallen[7]

1. Actions and discussions are about THEIR needs, never about what you do.
2. Realize that each individual is unique and therefore has unique needs.
3. If you think you're doing it better than anyone else or the only one doing it, someone else is doing it and doing it better.
4. Never make a commitment you cannot, do not, or will not keep.
5. Build for the long run and have a meaningful and personal impact.
6. If you start to think it's about you, that's when it's time to get out.

Figure 3: The Big Six

Methods to Sustain the "Groundswell of Support"

The following sections of the paper outline approaches that communities can sustain the "Groundswell of Support." The following are not intended to be all-inclusive or necessary for all communities to be successful. They simply include the principles and models of successful innovative examples from across the country and hopefully provoke thoughts and ideas from other communities on ways to address the needs in their community. The intent of this document is not to provide the solution

[7] Rick Kell of Troops First Foundation shared Rules 4, 5, and 6 to ensure organizations genuinely operate to support Service members, veterans, military families,, and families of the fallen.

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for all communities; but rather, a host of ideas to pull from, modify, and adapt for their communities with the end result being Service members, veterans, families, and families of the fallen achieving their full potential.

Community Action Teams

One successful way to harness the sustainment of the "Groundswell of Support" is through community action teams (CAT).[8] A CAT is an organization, based on the recognition that there are just some things that government cannot provide, that pulls in the various community services to discuss and assess the needs of veterans, families, and families of the fallen, and then develops a plan to meet those needs. The CAT aligns the myriad of support that will provide a meaningful impact. A CAT requires leadership and focus to identify gaps in resources and reduce duplication, and if effective, to create a synergy of effort while addressing the needs. CATs are already operating in communities across the country and, to varying degrees, are effectively leveraging resources to have honest discussions about the needs of the veteran

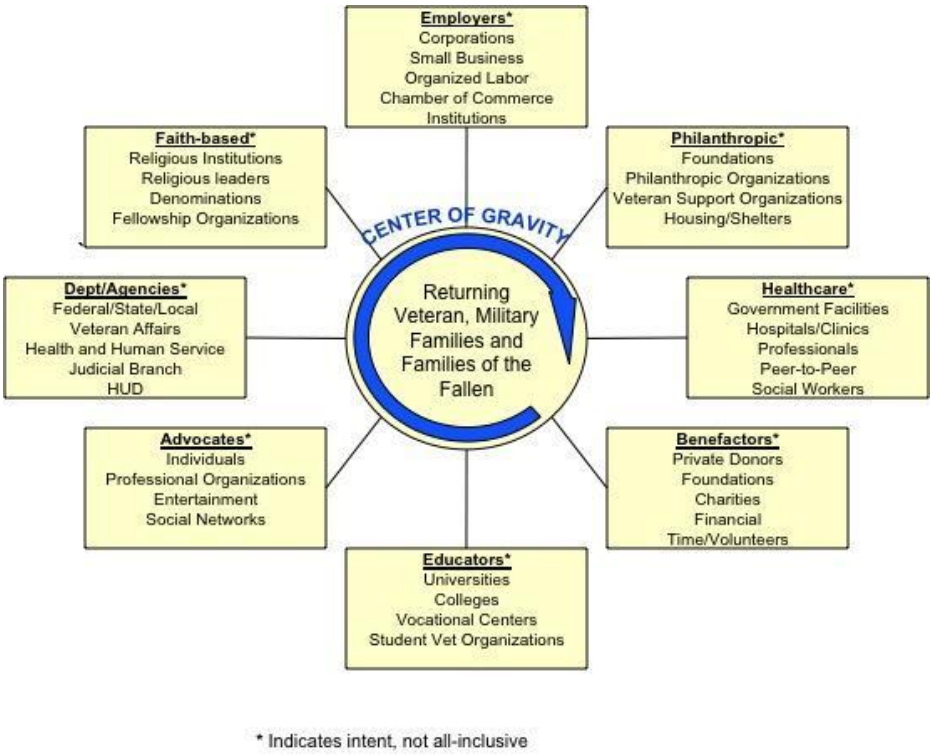


Figure 4: Community Action Team

[8] The Community Action Team (CAT) model was created by Jack Lengyel as a way to collate the available support to a community's reintegrating warriors and families.

and their families. They are not policy directed from a superior organization, but are grassroots, honest, and pure. These CATs do not require much financial support; rather, they just need leadership, encouragement, and involvement. They bring innovation and flexibility because they are partner-centric networks.

Leadership

Critical to the initial success of a community action team is a leader, or a leadership team, stepping forward and taking charge. Initially, a newly established group will be difficult to direct or gain consensus. This is when an individual, or for large groups, a small team of advisors, can come forward and have a significant impact to sustaining the momentum. While all members of the community action team are important and critical to long-term success, it is important to first establish the group so that it has staying power.

Assessment

The group should conduct a thorough assessment of its community, identify available resources, and determine who is not present and who should be represented in the discussion. The assessment should pinpoint gaps that exist between what veterans and families need and what is already available. Sometimes the team will identify that there are already organizations designed to fill certain gaps, but that organization may have a different target audience. This is where the community action team can identify ways to incorporate that existing group in the discussion, modify an organization's mission to fill a gap, or figure out some other way to help meet needs using national, state/regional, and local resources.

Location

It is also important to identify a routine meeting location or locations and set a schedule of when the larger group can come together. Similarly, a long-term goal for the community action team should

be to create a brick and mortar location or identify an organization that already could serve as one, where a veteran or family members can come when they need assistance. An ideal scenario would be when an individual is leaving the military and moving back to community X, he or she knows to go to a specific location where resources would be available or at least easily identifiable. Likewise, veterans already living in community X should know that if they need something, there is a place where they can ask for help. Again, that location will vary by community based on needs, resources available, and how the community decides to solve this challenge. Many communities are black holes for reintegration and transition services. Although disparate services exist, it becomes a scavenger hunt to find them. Many web portals are helpful, but in the end, those that have given so much come home to their families, neighbors, and communities, not web portals or big government programs.

Education

Many veterans are using the Post 9-11 GI Bill, a phenomenal opportunity for them to earn a degree at little to no cost; however, many encounter significant difficulty completing the degree. Studies by the U.S. Department of Veterans Affairs (VA) and some leading universities have shown a significantly high rate of attrition within the first year after transitioning from the military. One explanation for this is the difference in experiences between the veteran and his or her classmates. For example, a 22- or 23-year-old veteran may have had one or two combat tours, may have witnessed detonations of Improvised Explosive Devices, been shot at, and even lost some dear friends. Such experiences are a world away, literally and figuratively, from those of a recent high school graduate. Veterans may not be able to relate and establish connections to their classmates. This disconnection may make it significantly more difficult for the veteran student to focus on studying and staying in school. They become bored. That is where two programs in particular, veteran networks and mentor/protégé programs, are having a dramatic impact on student veterans' success.

Student Veteran Networks

Student veteran networks and mentorship/protégé programs are two initiative community-based models that have been extremely successful. Even more powerful than a mentorship program is a protégé program, this is not about the mentor but rather about helping the protégé achieve his or her capacity for greatness. Regardless of how it is titled, the protégé's mentor may or may not have served in the military, but he or she has been where the veteran is now - in school and transitioning to the workforce. Some models have used varying levels of mentors, from a peer to a corporate executive. One model in particular has three levels of mentorship: a peer mentor who focuses on both the daily life of class and student activities; a local leader mentor who is a little removed, more professional, but still readily available to assist; and finally a corporate mentor who has the bigger picture in mind and whose real focus is on easing the transition from student to career.

Nationwide, many student veteran networks are also having significant impact on the success of student veterans. Each has unique characteristics, but generally a student veteran network is an organization that exists to facilitate veterans meeting other veterans, sharing challenges, finding solutions to common problems, and bonding with someone who has been in their shoes, or more importantly, in their boots. The most effective models involve a college or university providing veterans with a physical location where they can meet, leave books after the semester for the next cohort to use, and have fellowship with each other. Student veteran networks often incorporate a tutor system to ensure the veteran understands his or her classes and learns the material. Many networks use this opportunity to share information or organize activities such as community service or social events. This location then also serves as a spot for the community to reach out and assist the student veteran. In other effective models, the school administration has assisted with the development of a protégé program linked to the community ensuring each student veteran has a mentor, and in those cases the veterans are thriving.

Veterans Coordinator

Another successful technique is for a college or university to identify a veterans coordinator who focuses on the veteran from a holistic perspective, not just the veteran interaction with the VA and finances. This coordinator can identify the needs of the veterans and find ways to facilitate a healthy and successful transition. Veteran coordinators can also review college or university policies and see if such policies take the veteran's unique needs into consideration and then recommend changes. Furthermore, they can recommend curriculum changes that include life experience credit for classes or training the veteran accrued while serving on active duty. Another opportunity for the coordinator is to help educators understand the unique needs of the veterans in their classroom. Often the need is just for the professor to ask the right questions of the veteran to get them to open up, or to connect and relate. Using initiatives that make efforts about abilities and not focusing on disabilities requires faculty development, counselor training, and alumni involvement & awareness.

Employment

If veterans do not transition to an educational institution upon leaving the military, they typically enter the workforce and look for a job. When a Service member leaves the military, a service-oriented industry, and transitions to the business world, where the focus is often on the financial bottom line, many have difficulty relating. This is why some companies have started veteran networks within their organizations, through which veterans can come together to discuss ethical leadership in the business community. Discussions also help veterans understand how they can translate their military skills and leadership into the business world. This effort helps connect veterans to the organization and the organization's mission. As a result, veteran attrition is reduced.

Educate the Employer

Part of the challenge, similar to the challenges being encountered at colleges and universities, is that there is a need to educate employers to understand veterans' unique needs and challenges. One of the first things a company should do is an assessment to understand how many veterans are already working for them and who they are. Many companies are shocked by the number of veterans already in, or not in, their organization. One company uses this opportunity to identify veterans, connect with them, and assign them as peer mentors for incoming veterans. Regardless of whether the mentor is a veteran or not, just having that personal connection can be invaluable during the transition period. Even organizations that are veteran friendly can benefit from reflecting on the way they treat this group of workers. Often companies put veteran issues in their diversity section, an organization that already handles issues focused on workers with special needs, gender issues, race issues, sexual orientation, etc. However, what this often fails to account for is veterans fall into those categories, veterans have special needs, veterans are difference races, veterans have various sexual orientations, etc. One of the more appropriate models is to ensure this remains a Human Resources mission or a corporate leadership responsibility. These recommendations are not about asking for special privileges, they are about connecting and accommodating so that the veteran or family member will thrive.

Veterans Representation with the Chamber of Commerce

Some Chambers of Commerce have developed an innovative solution by identifying a veterans' coordinator or even started a separate veterans' Chamber of Commerce. In smaller communities, the chamber may appoint a veteran coordinator to identify opportunities for veterans and look for ways to assist veteran-owned businesses. In larger communities, a veterans' Chamber of Commerce dedicated to serving just the needs of veteran-owned businesses may be appropriate. The methods these individual Chambers utilize can vary, but effectively bringing veteran-owned businesses together with non-veteran-

owned businesses to foster commerce and assist in job growth benefits the veteran business, as well as the community as a whole.

Credentialing and Licensing

The military invests quality training to Service members such as life-saving skills or even driving skills to support and win our nations wars. However, as these highly skilled Service members reintegrate into society, they are unable to transfer their skills to be employed on their expertise without being credentialed or licensed again. Veterans must start over and relearn skills that they have mastered while serving, which sets them back to be employed until they complete the credentialing and licensing courses. Organizations, such as organized labor, have taken initiatives to align military skills and assist transitioning veterans to apply their experience back into society quickly. Credentialing and licensing committees must participate in the discussion to ease or allow transferable skills to society. This allows those that have served a step-up to reaching their potential in society.

Peer-to-Peer Health Care

One of the most effective health care models involves peer-to-peer counseling as military members generally can relate to others who understand their experiences and day-to-day challenges. Depending on their specialty while serving in uniform, a Service member is part of a team or squad or some sort of unit where he or she has at least one or two friends with whom he or she can share everything. This bond formed through service, combat, and sacrifice, is like no other. That concept is still applicable, and useful, during transition and reintegration. Programs that encourage the gathering of military members in some forum have extraordinarily positive effects on their mental health and ability to achieve their full potential.

Younger veterans are typically interested in healthy, active lifestyles and as a result, the best peer-to-peer models for them involve events with such a focus. Various models, whether they incorporate rock climbing, mountain biking, or hiking, other activities and recreations draw in the younger veteran. Without realizing it, they are forming bonds with fellow veterans and civilians interested in similar activities, discovering alternatives to drugs, alcohol and other depression-inducing forces, and, in turn, building a solid social support network. The peer-to-peer model works so well because a veteran is more likely to open up to another veteran, one with a shared understanding and shared experiences and not exclusive.

Family Enrichment

The family is the lifeline to the Service member. Although they are not standing on the frontlines, they are deeply involved in the war fighting effort. The family's participation in the reintegration and transition process is critical and essential to ensure improved quality of life for both the veteran and the families, and must be considered in the continuum of the holistic care. Many organizations focus on providing supportive services for the optimal development of children and families. Organizations like this commit to strong partnerships with family and community agencies and organizations to develop and provide programs that achieve the best results for children and families. The deliberate effort to support the children and families are essential to a veteran's reintegration process.

Additional Models for Sustaining the "Groundswell of Support"

While the reintegration trinity of education, employment, and access to health care remains the base model for meeting the needs of veterans and their families and helping them achieve long-term quality of life, there are a few other efforts worth mentioning. The following sections are included to

ensure awareness of the power and impact these types of organizations are having with reintegration. With a better understanding of the following types of programs, other organizations will be able to utilize their resources in a more efficient manner to reach their objectives.

Linking Donors to Needs - Web Portals

Another opportunity is to expand collaboration and information sharing through web portals in a partner-centric approache to reduce costs, competition, and duplication of efforts. The basic fundamental of a web portal is to assist community organizations in helping veterans, Service members, and families to access the wide range of services and resources available to them during transition and community reintegration. Community organizations are encouraged to contribute information and resources to these portals as a way to expand their reach and effectiveness. Characteristics of successful web portals are that they are all encompassing, easy to use, reliable, and free to the user as well as the providing organization.

The ability to access resources at all levels, from local, to state, to nationwide, is critical. A web portal that limits available resources to only those of a local government or certain sector will simply not be as effective as one that includes all available resources and empowers the user to decide which to access. Portals should be simple and quick. A portal that is not simple to use or does not provide reliable information will also be ineffective; it needs to provide accurate information quickly in order to be effective and for the user to continue to use it. A web portal that limits access or requires the organization or user to pay fees significantly reduces effectiveness. For example, it might exclude some organizations because they will spend too much on advertising or administrative costs leaving little for actual assistance.

In addition to ease of use and reliability of site, it is important for web portals to focus on content development. While the pool of available resources is large and ever increasing, web portals must

ensure they are capturing these new sites, but even more importantly, that they are listing the quality sites. Sites need to not only be accurate and current, but they need to focus on capturing the effective organizations that are meeting the needs of our returning warriors. Along the same lines of development for CATs, education programs and veteran employment networks, web portals need to include all of those options and maintain current information to remain relevant.

Guerrilla Marketing Campaign

Community public service announcement (PSA) campaigns drive awareness and influence action, while also encouraging individuals to seek assistance. The impact professional sports teams, celebrities, and major public organizations can have on the community through PSAs is powerful. The opportunity for some organizations to build public awareness of the needs of Service members, veterans, families, and families of the fallen is limitless. Consider the impact the National Football League and Yoplait yogurt have had for breast cancer awareness. These two organizations have taken a leading role in building public awareness for the need to get screened, and tested to support research, and to contribute to community organizations time and messaging. Professional sports teams, public organizations and private companies can do for veterans, families, and families of the fallen what the NFL and Yoplait have done for breast cancer awareness.

NFL players wear pink throughout October, and discussions in and out of stadiums routinely focus on breast cancer, creating heightened awareness. Similarly, during a different month, professional sports organizations could wear camouflage gloves and shoes, and swing a camouflage bat, or run with a camouflage ball. Coupled with a solid public relations campaign, this could have an equally powerful impact on building public awareness of veterans' needs. Yellow ribbons on cars that read "Support the Troops" are nice, but they could go further by informing the reader of a website, a web portal or an organization where they could learn more about how to help veterans in their community. This

campaign plan could have a significant impact to building public awareness and understanding that this is more than just about money or resources; it's about time and making a connection in order to ensure veterans achieve their full potential.

Veterans Treatment Courts

Veterans and Service members experience life-changing events, some of which may cause them to lose focus, make small mistakes, and get into trouble with the law. The Veterans Treatment Court concept was started in 2008 in Buffalo, New York, to address the unique veteran needs; and the model has been duplicated in 73 other communities in 25 states so far.[9] There are two keys to the success of a Veterans Treatment Court: the judge and the mentors. A judge should understand the unique issues veterans and Service members face and the specialized treatment that may be needed as a result. The motto of some of the judges' is to avoid the same people, going to the same places, and doing the same things that landed them in the legal situation in which they find themselves. In addition to changing their behavior, ensuring the veteran is enrolled in the VA and connected to the available community resources is critical.

The second key to success is a system comprised of mentors who understand the veteran experience firsthand. Some Veterans Treatment Court mentors have served, others just want to help; but regardless of background, they offer trust, insight, and experience to younger veterans coming through the court system. Veterans Treatment Courts may require funding, but mostly they just require people to give of their time. However, reports of a very low recidivism rate and the cost-benefit analysis of one recuperated veteran alone clearly illustrate their financial success as well. These programs provide an effective model for addressing transgressions and are exceptional examples of the effect one can have when the individual makes, and sustains, contact with a veteran in need.

[9] National Drug Court "Justice For Vets" available from http://www.nadcp.org/JusticeForVets; internet; accessed 6 June 11.

Housing

It is estimated that there are more than 107,000 homeless veterans on the streets every night, and that number does not include the number of veterans who live from couch to couch.[10] We must consider homeless veterans outside of the commonly understood sense of living on the street, under bridges, or in downtown mission. Rather, some are also living in their cars, or "couch surfing," living temporarily with friends or extended families.[11] Although there are organizations that aim to end homelessness, a noble goal, models that simply put a homeless veteran in a house are not sufficient. There is more to the battle against homelessness than just putting a roof over a veteran's head. Homelessness is often accompanied by some sort of substance abuse of alcohol, illegal drugs or prescription pharmaceuticals. Without treatment, a house only masks the deeper problem. The most successful programs combine drug and alcohol treatment with peer counseling or another program to address potential mental health needs as well. The veteran homelessness problem may be chronic, and without addressing the root cause of the problem, the fix will only be temporary. Community service providers linked to vocational rehabilitation, behavioral health support, education credentialing and licensing are critical to improving access and options to healthcare.

Homelessness Prevention

All Grant and Per Diem (GDP) programs, nearly 500 across the nation, are part of a local health-centered, veteran service, delivery network; and, therefore, are ideally situated to serve as veteran service centers. Modifying existing initiatives to allow these programs the flexibility for a full-time staff to effectively serve the demand for assistance and to provide counseling, referrals, and other assistance to veterans in crisis will benefit long term solutions.

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[10] Veterans Affairs, Homeless Veterans; available at http://www.va.gov/HOMELESS/index.asp; internet; accessed 6 June 2011.
[11] US VETS, Addressing the Needs of Homeless Veterans of OIF/OEF/OND Conflicts; available at www.usvetsinc.org internet, accessed on 8 Aug 2011.

Communities without a GPD program or Vet Center may consider applying for funding assistance to establish veteran service centers. Using a partner centric approach, the VA Medical Centers within the service area of these organizations could monitor assistance requests, referrals, and outcomes to evaluate the veteran service center's performance.

Organizations with programs that fund these service centers may be more effective if they incorporate the following to ensure a comprehensive and higher impact effort towards homelessness. Based on extensive discussion with leading executives in the homeless prevention sector, these initiatives must consider a wider spectrum of services such as:[12]

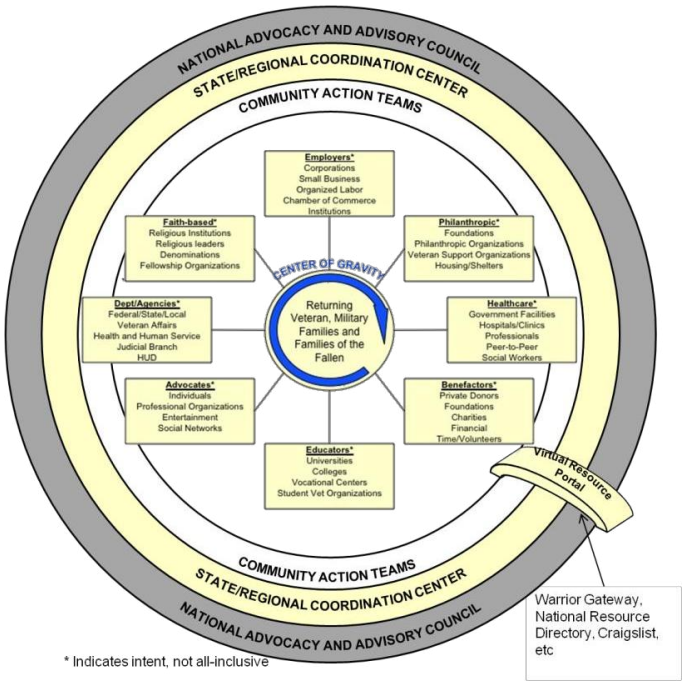
- Provide transportation assistance to critical VA or community health services
- Provide mentors and/or follow-up counseling
- Provide scheduled on-site VA benefits counseling and application assistance
- Participate in local Continuum of Care process as verified veteran service providers
- Increase veteran access to housing through partnerships, effective referrals
- Demonstrate close relationships with DVOP/LVERs and job placement success
- Provide access to financial counseling/credit repair services
- Demonstrate strong partnership with county or other local Veteran Service Officers
- Provide referrals to affordable child care
- Provide referrals to legal assistance

[12] This comprehensive set of services is based on the discussions on September 30, 2011 between top executives in the homelessness sector (John Driscoll of the National Coalition of Homeless Veterans, Steve Peck of US VETS, Jack Downing of Solider On, Phil Landis of Veterans Village of San Diego) and ADM Mullen and selected staff.

The Nation-wide Network of Support for Veterans and Families

The core principles outlined in this paper are based on numerous conversations with leaders, scholars, and experts from the veteran, business, entertainment, financial, sports, education, health care, philanthropy, and faith-based communities. This paper recognizes that it is only through constant interaction and engagements with transitioning Service members, veterans, families, and families of the fallen that this information can be acquired and synthesized. Clearly, there is a need for organizations to remain connected and advised in which this paper offers the Nation-wide Network of Support for Veterans and their Families Model promoting this positive environment.

This model harnesses the synergy of partnership, networking, and collaboration through a flat organizational environment. With the understanding that there is a "Sea of Goodwill," the model applies the concept of aligning donors to better serve those who have served US. The goal of the model is to promote grassroots involvement through building public awareness, encouraging community involvement, and promoting community services. Through these goals and a supportive environment for communities to become more involved, a "Groundswell of Support" emerges, as networks of communities based on partner-centric views will continually develop grassroots solutions throughout the nation. The community-based solutions ultimately avoid the bureaucratic obstacles to support those that have served US.



Three functional layers assist in governing these networks of communities and institutionalize that the center of gravity is the connections at the community level to provide a comprehensive service to our heroes (bottom up approach). First, Community Action Teams are established to meet the needs, connect organizations, and harness resources at all levels. Second, the State/Regional Coordination Center further connects CATs, aligns goals and resources, and advocates their efforts to the national level. Finally, the National Advocacy and Advisory Council facilitates public/private partnership, advocates for both donors and those with needs, advises decision makers and the independent organizations that assist in these efforts. The functions of the model promote grassroots initiatives as each community and heroes are unique on their situation.

Conclusion

There are Service members, veterans, families, and families of the fallen living in all communities across the country, and they need support. Outlined in this paper are just a few of the ways individuals and organizations can have a dramatic impact on the lives of our warriors and their families. Cookie cutter solutions will not meet all the needs of our returning warriors and their families. Nor can government solve all the problems outlined in this paper or be the only ones to provide solutions. Only through a dedicated effort on the behalf of civilian communities across the country will we be successful in reintegrating our warriors and their families. Programs and organizations are having a positive impact when they do one, if not all three, of the following: 1) Build public awareness; 2) Encourage community involvement; and 3) Promote community services for returning veterans, families, and families of the fallen. Working toward these three goals clearly communicates a pledge of appreciation for today's veterans, families and families of the fallen, as well as those of tomorrow, and will have a lasting effect on all achieving their capacity for greatness.

"The willingness with which our young are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation."

- George Washington, 1789

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A White Paper

Sea of Goodwill

Matching the Donor to the Need

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Office of the Chairman of the Joint Chiefs of Staff
Warrior and Family Support

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Sea of Goodwill

Matching the Donor to the Need

Introduction

> "Our men and women in uniform stand watch abroad and more are readying to deploy. To each and every one of them, and to the families who bear the quiet burden of their absence, Americans are united in sending one message: we honor your service, we are inspired by your sacrifice, and you have our unyielding support." [1] "And just as they must have the resources they need in war, we all have a responsibility to support them when they come home." [2] - President Barack Obama

President Obama's message is accurate. We, the citizens of the United States of America, have a responsibility to support our Service men and women for life. However, his comment should not be misconstrued as an indictment that Americans have not been doing so. The highest levels of government are so committed to this support that warrior and family support efforts are now incorporated into the national security decision making process during monthly Interagency Policy Committee and routinely held Deputy and Principal Committee meetings. Today, unlike any generation in history, citizens across the country are supportive in word and deed of the American Active Duty, Reserve, and National Guard Soldier, Sailor, Airman, Marine, and Coast Guardsman. Our nation is so full of support for our Service members it is difficult to illustrate all the organizations and individuals trying to do their part to support our veterans. Admiral Michael Mullen, the Chairman of the Joint Chiefs of Staff, calls this a "Sea of Goodwill" of American support.[3] He notes, "The challenge…is how do you connect that sea of goodwill to the need?" [4]

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[1] February 24, 2009 Presidential Address to Joint Session of Congress; Available from http://www.whitehouse.gov/the_press_office/remarks-of-president-barack-obama-address-to-joint-session-of-congress/; internet; accessed 9 February 2010.

[2] January 27, 2010 Presidential "State of the Union Address"; available from http://www.whitehouse.gov/the-press-office/remarks-president-state-union-address; internet; accessed 9 February 2010.

[3] Mike Mullen, "Honoring life on Memorial Day" *The Washington Times*. May 26, 2008. Available from http://www.washingtontimes.com/news/2008/may/26/honoring-life-on-memorial-day; internet; accessed on 25 February 2010.

[4] Brain Injury Research Warrants Urgency; available from http://www.defense.gov/news/newsarticle.aspx?id=56537; internet; accessed 9 February 2010.

In *On War*, Carl von Clausewitz identified cities, specifically capitals, as a nation's center of gravity because they are "the center of all political and social activity".[5] They are designed to sustain the economic, political, and life support needs of not only the inhabitants of that city, but the entire national population. Our nation's cities and towns may also be described as a system of systems.

Shimon Naveh, the director and senior lecturer of the Department of History and Security Studies Program at the Cummings Center, suggested the aim of any system is its main source of strength. [6] If one refers to Joint and Army doctrinal definitions as they relate to sources of power and physical strength, it follows that the aim of the system may be defined as the system's center of gravity. The aim becomes the center of gravity because if the aim is adversely affected, the system no longer functions effectively.[7]

The potential of the Sea of Goodwill is not just the nation's government, non-governmental agencies, benevolent organizations, and institutes of higher learning. Its potential is in the heart of our nation's communities – the citizens of those towns and cities. The aim of this Sea of Goodwill is matching donors with the needs of Service members, veterans, their families, and the families of the fallen.

The country understands the interdependent relationship and responsibility of all participants, military and civilian, to care for our veterans and families. However, we may not have a clear understanding of how each support the other. Some of us are sergeants, commanders, captains, and generals who lead men and women into harm's way on faraway fields to preserve liberty. Others are community leaders, college deans, CEOs, and presidents who lead

[5] Carl Von Clauswitz, *On War* (Princeton: Princeton University Press, 1984).
[6] Dr. Shimon Naveh was the Senior Lecturer of the Department of History and Security Studies Program and Director at the Cummings Center. Shimon Naveh, *In Pursuit of Military Excellence: The Evolution of Operational Theory*. Oregon: Frank Cass Publishers (1997).
[7] Ibid

men and women in education, productivity, and change on the fields of capitalism and philanthropy.

There are at least 400,000 uniform resource locators (URLs) for donors - organizations that support our Service men and women. They include veterans' service organizations. [8] Donors may also be found on sources like the National Resource Directory - a Web site, published by the Office of the Secretary of Defense, for wounded, ill, and injured Services members, veterans, their families, and those who support them.[9] Other venues to locate support are collated on Web sites like "Warrior Gateway" or "military.com"[10] They may also be institutions, businesses, healthcare facilities and organizations, financial institutions, and other infrastructure that advance society.

The Sea of Goodwill assists our veterans in achieving the capacity for greatness that exists in them, their families, and the families of our fallen as they transition into civilian society. A successful transition and continued support will enhance not only veterans and families, but also the community. A veteran comes from an experienced and talented group that has demonstrated a willingness to serve their nation and community. This paper will enable a shared vision that is understood by both civilian and military members. It will provide a suggested

[8] Veteran's Affairs. "Veterans Service Organizations." Available at http://www1.va.gov/vso/. Inclusion of an organization in the directory does not constitute approval or endorsement by VA or the United States Government of the organization or its activities. Some VSOs are "chartered", which means they are federally chartered and/or recognized or approved by the VA Secretary for purposes of preparation, presentation, and prosecution of claims under laws administered by the Department of Veterans Affairs. Inclusion of non-chartered organizations does not constitute or reflect VA recognition of said organization and its representatives for purposes of representation of VA claimants."

[9] National Resource Directory. Available at http://www.nationalresourcedirectory.gov/. The National Resource Directory (NRD) provides access to services and resources at the national, state and local levels that support recovery, rehabilitation and community reintegration. Visitors can find information on a variety of topics including benefits & compensation, education & training, employment, family & caregiver support, health, homeless assistance, housing, transportation & travel and other services & resources.

[10] Business Executives for National Security. "Warrior Gateway." Available at http://warriorgateway.org/; "Military – All the Benefits of Service." Available at http://www.military.com/.

general azimuth towards which all of these diverse, well-meaning actors can channel their efforts to provide the most good for those they so strongly and lovingly wish to help.

Thesis

Returning to regular duty after exposure to combat is difficult, but with the right resources, reintegration into a known organization with familiar faces is achievable. In sharp contrast, a Service member faces enormous difficulties when trying to reintegrate into civilian society after facing combat, rigorous military training, or complicated recovery procedures after sustaining a wound, illness, or injury. As the political scientist and author Samuel Huntington pointed out, too often civilian society and military culture are the antithesis of each other.[11]

This does not mean that our nation's communities are not supportive of the military. Instead, it means that a Service member's return to a civilian society, whether known or unknown, is different from a return to a known military unit. Societies in which a Service member grew up may or may not have changed, but invariably, the Service member will have changed in different ways from the society with which he was familiar.

Military norms and societal norms tend to differ. When complicated with a wound, illness, or injury, whether that wound is visible or not, the merging of these norms is difficult. Societal reintegration requires linked and integrated approaches to education, employment, healthcare, mentorship, spiritual support, housing, and support opportunities involving family, friends, and the community.

Given the current state of strong societal support and civilian-military relations at the grass-roots level, it is possible for communities and our nation to provide the "reintegration trinity" of education; a meaningful and secure career; and the ability to access quality, long-term

[11] Samuel P. Huntington. *The Soldier and the State: The Theory and Politics of Civil-Military Relations*. (Massachusetts: Belknap Press. 1957).

medical and psychological healthcare that is needed for our military veterans and their families to stay competitive and productive.[12] This support not only empowers veterans and families to lead a more productive life, it gives them the means to exercise a continuum of service to their community and/or the nation.[13]

End-State

The mission is to leverage the Sea of Goodwill to provide this trinity by matching donors with the needs of Service members, veterans, their families, and the families of the fallen as they transition. It is vital that we provide and support a lifetime continuum of care to our warriors, veterans, and families through access to education, employment opportunities, and healthcare for all who honorably served our nation. This will ensure they thrive as contributing members of their community.

Current Situation

The state of civilian support to our returning and reintegrating military, veterans, and families is high. Our nation is filled with countless donors. They are private, public, faith-based, governmental, and non-governmental organizations whose sole desire is to care for our warriors and families. Communities, comprised of colleges, universities, local agencies; the best of the many national-level wounded warrior and family programs; local benevolent organizations; and the generosity of the American people, are the foundation for the support needed to ensure and

[12] Representations of ideas, efforts, and techniques in this paper are provided by officers working for the Chairman of the Joint Chiefs of Staff from 2008 - 2010 tasked specifically with solving the problem of achieving improved quality of life for our service men and women, their families, and the families of our fallen. These officers include: COL David W. Sutherland, Mr. James Lorraine, COL Craig Osborne, COL Christian Macedonia, Chaplain (LTC) J. Maddox Woodbery, MAJ John Copeland, Maj John Hawkins, and CPT Dennis Skelton.

[13] The idea of a "continuum of service" comes from an unpublished paper title "The Case for a (Distributed) National Service Academy: Putting our Veterans Back to Work" written by Hiram Chodosh and CAPT Wayne Porter, USN. "…Veterans can either be seen as an impending unemployment liability or as a wonderful untapped pool of experience and talent. Our country needs a structured program that can provide a continuum of service for our Veterans, while simultaneously satisfying the nation's requirements for talented and experienced personnel across the spectrum of public service."

improve long-term quality of life for veterans and families. The outpouring of concern and the subsequent movement to action on the part of millions of Americans to embrace warriors and their families is overwhelming. This is more than a pool of do-gooders—it is a Sea of Goodwill; our nation needs a method to navigate this sea.

A community-based solution is required for channeling the tide of this Sea of Goodwill to assist high-and low-risk Service members, veterans, and families as they adjust and reintegrate into civilian life.[14] Prioritizing and linking the needs of warriors and families with donors in an organized fashion will allow a better application of resources. We can organize these efforts in a clear way; bridge the gap between Service and veteran transition; offer our wounded, ill, and injured a better lifetime continuum of care; and support them and their family.

The strength and competence of our all-volunteer force is essential to our national security. Just as speedy recovery is essential to our readiness for future operations, the knowledge that a warrior and his family will be supported and reintegrated into civilian society is essential to morale and maintaining our volunteer force. Americans must recognize their responsibility to ease the strains of the military and spread the demands of war evenly throughout society. The most practical and helpful way for citizens to fulfill their obligation is through practical support of the American military force during service and beyond.

The Family

The scope of this project is wide and the President's message was clear – America must support its men and women in uniform and their families. That said, it is important to define

[14] United States Code 37. "Pay and Allowances of the Uniformed services" (2003). Available from section 411h(b) of title 37, United States Code. Accessed on 18 February 2010. Families defined as "(A) the member's spouse; (B) children of the member (including stepchildren, adopted children, and illegitimate children); (C) parents of the member or persons in loco parentis to the member, as provided in paragraph (2); and (D) siblings of the member. (2) Parents of a member or persons in loco parentis to a member include fathers and mothers through adoption and persons who stood in loco parentis to the member for a period not less than one year immediately before the member entered the uniformed service."

"family" as it pertains to the Sea of Goodwill. The nation's military family includes not just those men and women who serve everyday in uniform, but also those military and interagency service veterans who have taken off the uniform, through honorable discharge and/or retirement, in favor of returning to civilian life. Our military family also includes those wounded, ill, and injured warriors who are trying desperately to adjust to a new normal everyday. They may remain on active or reserve duty in a military community or have faced medical discharge from the Service they so loyally served. At the center of our nation's military family is our Service members' family. The families of our fallen and the families associated with each one of our returning, retiring, and reintegrating Service members must be supported by their community as they supported their loved ones during active duty.

The Community

No single agency or organization has the manpower, resources, or intellectual capital to provide a lifetime of care and support to our military family. We, as a nation, must build key partnerships and link national and local community efforts. If the Sea of Goodwill is leveraged by leaders and citizens wanting to contribute, the military family will strengthen our communities, which in turn, will strengthen our nation.

Local, state, and federal governmental agencies, and hundreds of non-governmental organizations, institutions of higher learning, local community-based organizations, and local businesses already provide many veterans and their families' the inspiration, mentorship, resources, and focus to ensure success in post-Service life. Tying together the support offered by these organizations is the key concept of the Sea of Goodwill.

The Sea of Goodwill is not another social program. It does not advocate for new programs or negate those that are already ongoing. It simply attempts to tie together the actions

of the government and local communities so we, as a nation, can work as a team to provide the highest level of quality our veterans, Service members and their families deserve.

Objectives

Goal

The goal of the Sea of Goodwill is to link public, private, and governmental support for Service members; veterans; recovering wounded, ill, and injured warriors; Service member and veteran immediate family members; and the immediate surviving family members of Service members who have died in the line of duty, through a common understanding of what is required to ensure a sustainable life in civilian society. Education, secure employment, and quality health care, are the foundation upon which the Sea of Goodwill can build.

Objectives

The following objectives can be attained by communities using the Sea of Goodwill. Only through education; secure and fulfilling employment; and the ability to access health care, information, options, and services can our nation's Service members, their families, and the families of the fallen truly reintegrate back into civilian life and lead productive sustainable lives.

1. Service members, veterans, and families of the fallen have access, the financial means, and are competitive for admission to universities, colleges, trade schools, and other degree-producing institutions of higher learning.
2. Service members, veterans, and families of the fallen are competitive for employment after their transition out of Service.
3. Service members, their families, and the families of the fallen have access to health care, information, options, and services.

4. Link national, state, and local community outreach to Service members, veterans, their families, and the families of the fallen regarding quality of life opportunities.

A Model of Excellence

Many agencies and organizations are already providing unprecedented levels of support to our nation's Service members and their families. Each agency, organization, or individual provides a different expertise, contribution, or set of skills to reach a variety of differing objectives. Some of these are tied to mental and psychological health, some to education, many to quality of life, and still others to employment for wounded warriors. Some are simply trying to provide general information for reintegrating Service members, while others want to narrow their information to spouses of deceased warriors. These are all noble and vital. This Sea of Goodwill must be linked around the same objectives, with each agency, organization, community, or individual defining their own way to achieve one of the three sides of the reintegration trinity of education, employment, and healthcare.

The Wholistic Balance (The Trinity)

Throughout history, military philosophers have used a trinity as a tool to define and describe the necessary pillars of success in war. History has shown that if a force has any one side of their trinity out of synch with the other two sides, they will lose the war. Carl von Clausewitz, in his classic book *On War*, described the war trinity as (1) governmental policy, (2) military professionalism, and (3) popular support – with all three being equally significant.[15]

Although it is clear from his writings that Clausewitz was referring to popular support of the war in question, one can draw a deeper meaning from the term "support." The whole of the nation must support the individual Service member as well. Education, employment, and

[15] Michael Howard, *Clausewitz: A Very Short Introduction. (*New York, NY: Oxford University Press, 2002).

healthcare are the key components necessary to ensuring Service members and their families achieve this seamless transition back into civilian society. These three components make up the reintegration trinity.

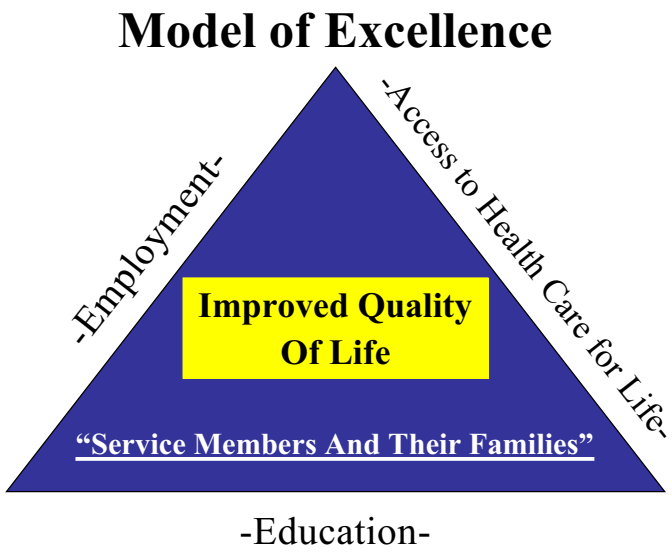


Figure 1 – Model of Excellence [16]

Education

Thomas Jefferson said, "To penetrate and dissipate these clouds of darkness, the general mind must be strengthened by education." [17] The mortar of a community is its schools. Institutions of higher learning link community, spiritual, business, social, and benevolent support to opportunities.[18] Providing community and on-campus developmental programs will ensure

[16] The "Trinity" of Education, Employment, and Access to Long Term Healthcare are the foundations or "Objectives" used to reach the overall goal of improved quality of life through matching donors to needs.
[17] Thomas Jefferson, 1762-1826; Author. The Declaration of Independence; United States President (1801-1809); available from http://thinkexist.com/quotation/to_penetrate_and_dissipate_these_clouds_of/179252.html, internet; accessed 10 February 2010.
[18] Using Institutes of higher education as a foundation for the "Sea of Goodwill" originated from Mr. Jack Lengyel, software executive and former sports official of Marshall University, University of Akron, Heidelberg College, Cornell, and the College of Wooster and Mr. Jim Lorrain, Special Assistant to the Chairman of the Joint Chiefs of Staff for Warrior and Family Support from June – October, 2009.

both growth and educational support to all veterans. Rising tides raise all boats. Educated veterans will not just improve themselves and their families; they will improve society through increased career performance and productivity to their community.

The Post 9-11 GI Bill provides the financial support to veterans for their education. But the non-financial issues such as belonging to a community or integrating into civilian life cannot be legislated -- they have to be part of the culture. This is how Sea of Goodwill helps us realize the full benefits of the GI Bill. Mentoring for families, paying for college preparation classes for children of fallen heroes, or providing full tuition for children or spouses of the wounded are all ways the Sea of Goodwill can help.

Employment

Approximately 300,000 Service members are currently working through the symptoms of post traumatic stress, and nearly 10 percent of Service members were either wounded or required hospitalization while in Iraq.[19] As of 2007, over 1.8 million Service members have deployed since 2001. Of those, approximately 38 percent of all active duty Service members and 49 percent of the National Guard have reported psychological symptoms on post-deployment health assessments.[20] With growing operations in Afghanistan and other Overseas Contingency Operations, these numbers will only grow.

Our nation's wounded, ill, or injured Service members will likely seek to return to communities while recovering and/or determining how to adjust their life according to their injury or illness. No single group is most at risk. The warrior who served our nation, but never saw battle; the warrior who saw battle, but never was wounded; and those who bear the scars of

[19] RAND Survey (2008), "One In Five Iraq and Afghanistan Veterans Suffer from PTSD or Major Depression;" available from http://www.rand.org/news/press/2008/04/17/; internet; accessed 10 February 2010.
[20] Department of Defense Task Force on Mental Health. *An achievable vision: Report of the Department of Defense Task Force on Mental Health.* (Falls Church, VA: Defense Health Board. 2007).

battle are all at some level of risk based on their own resiliency, abilities, social support, and initiative.

Rewarding and fulfilling employment in mainstream society is necessary, not only for financial well-being, but also for the mental and emotional support that a rewarding or satisfying occupation can provide. The sense of contribution alone may be enough to jumpstart the reintegration process. Employers must fully understand the unique aspects of some Service members. For example, the emotional strain and rigors of combat can reduce trust. Media and military culture can further erode a Service member's trust of the civilian population. Service members moving into a bottom line company may not feel as though team work, something ingrained in military culture, is appreciated or recognized. These perceived differences should not, however**,** preclude an employer from reaching out to the transitioned Service member. The experience, skills, and critical thinking abilities that help make our nation's military great are highly valuable to the civilian workforce.

A career though, is not just about the Service member who is employed. It is also about the employer and the bottom line. Although the Sea of Goodwill includes public and private institutions opening their doors to our Service family, we cannot let the Sea of Goodwill allow the Service member to become a charity case - quite the opposite is anticipated. An educated and healthy citizen with real experience, gained through military service, has a proven track record for increasing productivity and growing a business' bottom line.[21]

[21] For example, United Services Automobile Association (USAA) shows military service in a post-military career is a force multiplier for increasing productivity and growing the bottom line of a business. Liz Conklyn, the executive vice president of People Services at USAA says, "The leadership traits, work ethic and shared experiences that come with being a part of the military community are a valuable asset and a key ingredient to our success in providing empathetic and best-in-class service to our customers."

Accessing Healthcare

To sustain growth, a steady, productive workforce must be healthy. If Service members and families are to reintegrate into society, a wholistic approach must be taken to ensure access to life-long, world-class quality health care is available.

Some Service members are suffering from combat and operational stress, Traumatic Brain Injuries, and traumatic loss of limbs, sight, and mobility directly incurred in service to their nation. Still other active and separating Service members are dealing with other non-combat related health issues. Although Service members wounded or injured in the line of duty are afforded top-notch health care through the Department of Veteran's Affairs, there remain many areas in which the systems that promote this world class health care can be improved.

Even some of the nation's best treatment facilities, including those in the VA, still don't fully understand the unique needs of our Service members. Post Traumatic Stress, Traumatic Brain Injury, and above-the-knee blast amputations are not something most health care providers are accustomed to treating. Tricare, Medicare, and Medicaid remain steadfast in covering the various aspects of healthcare for our transitioned Service members. There remain gaps, though, between services the provider will cover and the variety of procedures and recovery needed for some of the complex wounds and illnesses of our Service members.

Healthcare eligibility for the families of Service members remains problematic. Many family members of the severely physically and mentally wounded are forced to leave their jobs to serve as non-medical attendants and care givers. This effectively takes family members out of their employer's health care coverage and leaves them without access to healthcare.

Taking care of the families who are taking care of their loved one is essential to ensure a healthy family unit and an environment that promotes healing. The Sea of Goodwill can assist

by supporting the family member care provider in a variety of ways. Donations of tangibles can help, but equally important is the intangible of time. Elements of the Sea of Goodwill can volunteer to provide respite childcare to give the spouse a break, or can volunteer to run errands. These are ways, beyond governmental assistance, to assist family members as they provide direct care.

A healthy, working society is more productive. A healthy individual is also able to glean more from an education. An educated individual is more competitive and better able to serve as an employee in a community.

Focus.

The Sea of Goodwill is already established throughout the nation. Linking the Sea of Goodwill, and ultimately building and maintaining it as a long-term solution to military family support, requires a concerted effort and continuous refinement.

Focusing the Sea of Goodwill requires employing four fundamental aspects of management and growth. They are Leading, Caring, Training, and Maintaining. None are independent and individual failures in one area can be improved by strength in another area. This is total commitment of effort to ensure our Service members and their families are educated, employed, and cared for with the ability to access long-term**,** world-class healthcare.

Leading

The Army defines leading as "influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization."[22] Leadership in the Sea of Goodwill takes many forms. Community leaders may provide the motivation to the community organizations or individuals needed to direct their goodwill to the

[22] FM 6-22 - *Army Leadership Competent, Confident, and Agile.* (Headquarters, Department of the Army, Washington, DC, 2006).

right individual. These same organizations may, in-turn, provide the direction a Service member or family needs to locate the available resources, thus giving purpose to their reintegration. The efforts will only get better through understanding, training, and preserving the hard work and pool of resources.

Caring

The military uses the term caring as empathy or "the ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions." [23] This definition of caring is most fitting to the Sea of Goodwill because of the emphasis placed on understanding a fellow man's viewpoint and background.

Service members endure different hardships from those experienced by civilians. These hardships are not necessarily more difficult or nobler, but different. Our military attempts to address these differences with its serving members as they separate. Of course, the lifestyle change at the end of military service is hard for many Service members to adjust quickly. Communities must attempt to recognize the difficulties a separated Service member may be going through as they return to their community.

Training

Merriam-Webster defines training as "to teach so as to make fit, qualified, or proficient". [24] To this, we might also add that training can also make one more aware. The dress-right-dress "gray buildings" that Huntington so poignantly refers to as "military" is not a reality in civilian life.[25] An Iraq or Afghanistan trooper suffering daily from Traumatic Brain Injury, maneuvering

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[23] FM 6-22 - *Army Leadership Competent, Confident, and Agile.* (2006). Headquarters, Department of the Army, Washington, DC, 2006).
[24] Merriam-Webster Dictionary. Available from http://www.merriam-webster.com/dictionary. Accessed on 13 February 2010.
[25] Samuel P. Huntington, *The Soldier and the State: The Theory and Politics of Civil-Military Relations*. (Massachusetts: Belknap Press, 1957).

a new prosthetic leg, or experiencing the struggles of Post Traumatic Stress as well as the recent widow with three children just trying to make it to the end of the day, may be hard for a town not yet affected by the war to truly embrace. Educating communities, as well as our Service members, on effective ways to integrate both is a key to success.

Maintaining

Maintaining is "To continue; carry on, keep up; Preserve or retain; Sustain." [26] Maintaining should not be confused with stagnation or lack of growth. Community leaders developing systems and synchronizing efforts towards education, employment, and healthcare must build the Sea of Goodwill and maintain that new threshold. Alternatively, maintenance refers to the relationships established between the Sea (the thousands of donors) and the family (the military, Service members, veterans, and families). If the military and this Sea of Goodwill fail to maintain the momentum of this concerted effort, our nation's troops, their families, and our communities will suffer.

[26] *The American Heritage Dictionary, New College Edition*. American Heritage Publishing Company., INC. Boston, 1975).

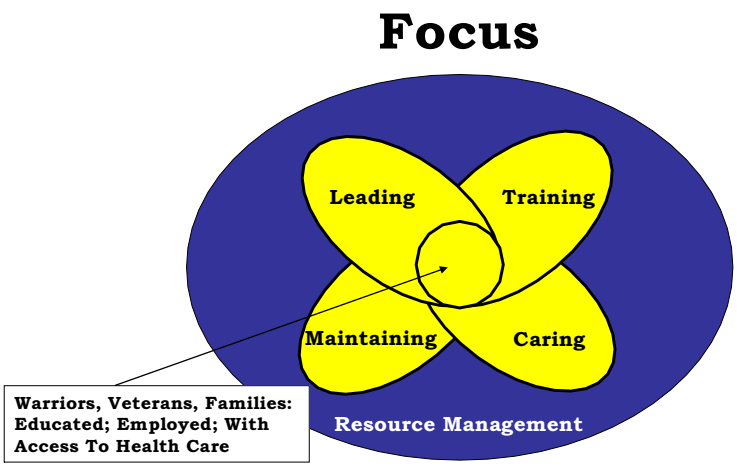


Figure 1 – Focus[27]

Implementation

Any planner will tell you that a project is 80 percent planning and only 20 percent execution. That certainly holds true for a new project, but is hardly so simply stated for one already in motion. Synchronizing a series of on-going projects is akin to turning a fleet of carriers in a small harbor. It takes precision, skill, and coordination. But most of all, it takes communication to successfully start off in a new, unified direction once again. Successfully streamlining the efforts can be done in three phases – Planning and Garnering Support, Implementation and Assessment, and Reform.

Phase I: Planning and Garnering Support

This phase is ongoing. Selected institutions of higher learning, non-profit organizations, non-governmental organizations, community leaders, and businesses are the key players in what

[27] The "Focus" Ven diagram is designed to illustrate the interconnectedness of Leading, Training, Maintaining, and Caring as related to Warriors and Families reaching the Trinity.

is already a strong Sea of Goodwill. Each have "nuggets of gold" placed throughout the system.[28] Accurately identifying these donors and matching needs to their on-going support is essential.

Education is the foundation of the trinity and necessary for successful reintegration of our Service members and their families. Whether it is through sports or education, colleges and universities are, unequivocally, the hub of many communities. Businesses provide input and best practices regarding hiring opportunities and business expectations of our reintigrating Service members and their families. Selected health care systems are essential to maintaining focus on the healthcare segment of the trinity. Non-profits and non-governmental organizations have already given so much and are dedicated to continuing their support. Without them, the Sea of Goodwill would not exist.

A rudimentary framework for consideration to continue planning is:

1. Analysis of preexisting governmental structures, donors, and institutions that assist our veterans and their families.

2. Identification of gaps and seams that exist in resources, requirements, information, and an understanding of the unique needs of Service members, veterans, their families, and the families of the fallen.

3. Identification of resourced agencies (domestic & local, national, governmental, non-profit, or NGO) tasked against the trinity of education, employment, and healthcare.

[28] On 11 February 2010, Admiral Michael Mullen referred to the many organizations, agencies, communities, and individuals already supporting warriors, veterans, and families – the donors – as "nuggets of gold" He stressed the need to align the right donor to the need.

4. Synchronized ways in which a community (or multi-lateral organization such as a district/region) communicates with citizens, donors, institutions, and other governmental/non-governmental organizations.

The intent behind the formulation of planning and garnering support is the advancement of programs, communities, and societal institutions and capabilities to a point of improved quality of life for our veterans and families.

Phase II: Implementation and Assessment

National implementation is the organized linkage of efforts to meet the unique needs of warriors and their families. This is done by community leaders using resources available from donors across the spectrum of institutions, government agencies, and benevolent groups throughout the nation. Jack Lengyel calls this collective group "Community Action Teams."[29] These teams are a way for communities to pull together and organize their Sea of Goodwill. Application criteria at the local level should assess the donor's ability to meet the needs using the following criteria: Enduring vice Temporary; Responsive vice Bureaucratic; Personal vice Impersonal; Adaptable vice Cumbersome; Discreet vice Indiscreet; Unique vice Specialized; Peer-to-Peer vice Directed; Honest vice Regulated; High quality vice Good. Assessing these criteria will allow community leaders to develop for the long term.

Phase III: Reform

This phase will be enduring. It will take into account changing economic and security situations that affect our Service members, and evolving science that changes educational and healthcare practices. Reform is a nuanced and time-intensive undertaking requiring the

[29] The Community Action Teams (CAT) model was created by Jack Lengyel as a way to collate the available support to a community's reintigrating warriors and families. The CAT provides the leadership needed to organize the information and available resources. Resources may come from Non-Governmental Organizations, Federal and State Organizations, and Donors. Information may come in the form websites like Warrior Gateway or Military.com. These teams can manage smaller, more focused teams to assist individual and family needs.

understanding and assimilation of lessons learned, both internal and external, as well as a desire to progress, rather than looking to the past. Local community leaders must allow for and encourage reform efforts while accepting support, resources, and expertise from partner organizations and institutions. As government efforts and legislation take hold, the need for donor support should take an ever decreasing supporting role and begin to fade into the background.

Conclusion

The men and women of our all-volunteer force have already demonstrated they are willing to serve the nation. The objective is building capacity within our local communities to assist Service members, veterans, and their families. This capacity must outlive current conflicts and be comprehensive enough to link donors from an existent Sea of Goodwill to unique and special needs.

To build or rebuild a capability is to assume that either it does not exist, that it is adequate in nature yet not fully linked, or that it is inadequate to meet the needs that exist. While the first may be easily proven, the latter two requires an in-depth assessment. The building or rebuilding of basic necessities, care for the visible and invisible wounds, and reintegration with families is an absolute requirement for short-term stability. Yet the building or rebuilding of larger entities such as education, employment, and access to healthcare for life, require a more sophisticated analysis of the needs and the local society's donor support. Rather than simply stating our objective is to enable our veterans and their families, and to link support mechanisms, we should seek to reform our institutions to a standard and capability that will offer a better chance of sustaining for the long haul.

To plan, implement, and reform local efforts at the grass root levels and societal institutions is not a national-level task. It is imperative that the reform requirements be evaluated and analyzed at the community level to ensure donor support is actually meeting the needs. All relevant departments, agencies, institutions, and benevolent organizations at the national level and local level must be brought into the planning process at inception, if the extent of their required involvement is to be realized.

Experience has shown that true reform is impossible without developing a robust civilian society upon which cultural institutions are grounded. Likewise, civilian society, by its very nature, is derived from grass roots initiatives. Civilian society grows when citizens join together for the betterment of each other and their cultural entities. The Sea of Goodwill improves outcome and closes gaps that exist in the transition of our military veterans into civilian society.

Just as the Greatest Generation was, today's young veterans are our future leaders. Supporting them now will ensure the cycle of volunteerism and provide opportunities for the continuum of service needed to keep hope alive for generations of warriors to come.

> "There's a lot of change going on…how we touch people throughout our country that are out there in what I call this sea of goodwill, who want to help our people and their families…we have got to figure out a way to do that."
>
> – Admiral Michael Mullen, United States Navy [30]

[30] Military Health Systems Conference. The Chairman of the Joint Chief's of Staff Address. 15 January 2010.

From: Katkus, Tom MG MIL NG AKARNG <thomas.katkus@us.army.mil>
Sent: Thursday, January 19, 2012 10:49 AM
To: Nizich, Michael A (GOV)
Subject: Fw: National Guardsman found dead in home
Attachments: image003.jpg; Shane Guszregan.jpg

Mike

[redacted] BOI/PR/FPA/LE [redacted]

Katkus

----- Original Message -----
From: Hayes, Guy (MVA sponsored) [mailto:guy.hayes@alaska.gov]
Sent: Thursday, January 19, 2012 10:41 AM
To: undisclosed-recipients <undisclosed-recipients:;>
Subject: National Guardsman found dead in home

FOR IMMEDIATE RELEASE
January 18, 2012

National Guardsman found dead in home

CAMP DENALI, Alaska- The Alaska Army National Guard member found deceased in his home in Anchorage, Jan. 17, has been identified as Sgt. Shane L. Guszregan, 30, of Palmer.

The Soldier was assigned to Echo Company, 1-207th Aviation, Alaska Army National Guard.

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The cause of death remains under investigation by the Anchorage Police Department.

The next of kin have been notified.

A memorial is scheduled for 2 p.m., Monday, at Soldiers' Chapel on Joint Base Elmendorf-Richardson.

###

Major Guy Hayes

Director of Public Affairs

Alaska National Guard

Comm: 907-428-6030

DSN: 317-384-4030

Fax: 907-428-6035

Cell: [redacted] BOI

Facebook: www.facebook.com/AKNationalGuard

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Maj. Gen. Tom Katkus
Commissioner / Adjutant General
P.O. Box 112500
Juneau, AK 99811-2500
www.dmva.alaska.gov

STATE OF ALASKA
DEPARTMENT OF MILITARY & VETERANS AFFAIRS

Office of Public Affairs
PO Box 5800, Camp Denali
Ft Richardson, Alaska 99505-5800
Tele: 907-428-6031
Fax: 907-428-6035

Press Release

OFFICE OF PUBLIC AFFAIRS

FPA

From: Nizich, Michael A (GOV)
Sent: Thursday, January 19, 2012 4:42 PM
To: Parnell, Governor (GOV sponsored)
Cc: Sims, Cynthia M (GOV)
Subject: FW: National Guardsman found dead in home
Attachments: image003.jpg; Shane Guszregan.jpg

fyi

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

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PHONE: 907.465.3500
FAX: 907.465.3532

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www.gov.state.ak.us

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Mike

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BOI/PR/FPA/LE

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From: Sims, Cynthia M (GOV)
Sent: Thursday, January 19, 2012 5:00 PM
To: Nizich, Michael A (GOV)
Subject: RE: National Guardsman found dead in home

Did you let Sharon know yet?

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
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To: Sims, Cynthia M (GOV)
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no

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Chief of Staff
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FYI

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Deputy Chief of Staff
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Youtube: www.youtube.com/user/NationalGuardAlaska

From: Ramseur, David (Begich) <David_Ramseur@begich.senate.gov>
Sent: Saturday, March 24, 2012 11:35 AM
To: Nizich, Michael A (GOV)
Subject: National Guard allegations
Attachments: Next Investigation - Copy.docx

Here's that report I mentioned. Our staff talked to a couple of legislators Friday who had not yet seen this letter so don't know what sort of circulation it has received.

David Ramseur
Chief of Staff
Office of U.S. Senator Mark Begich
202-224-3004
E-newsletter signup: begich.senate.gov



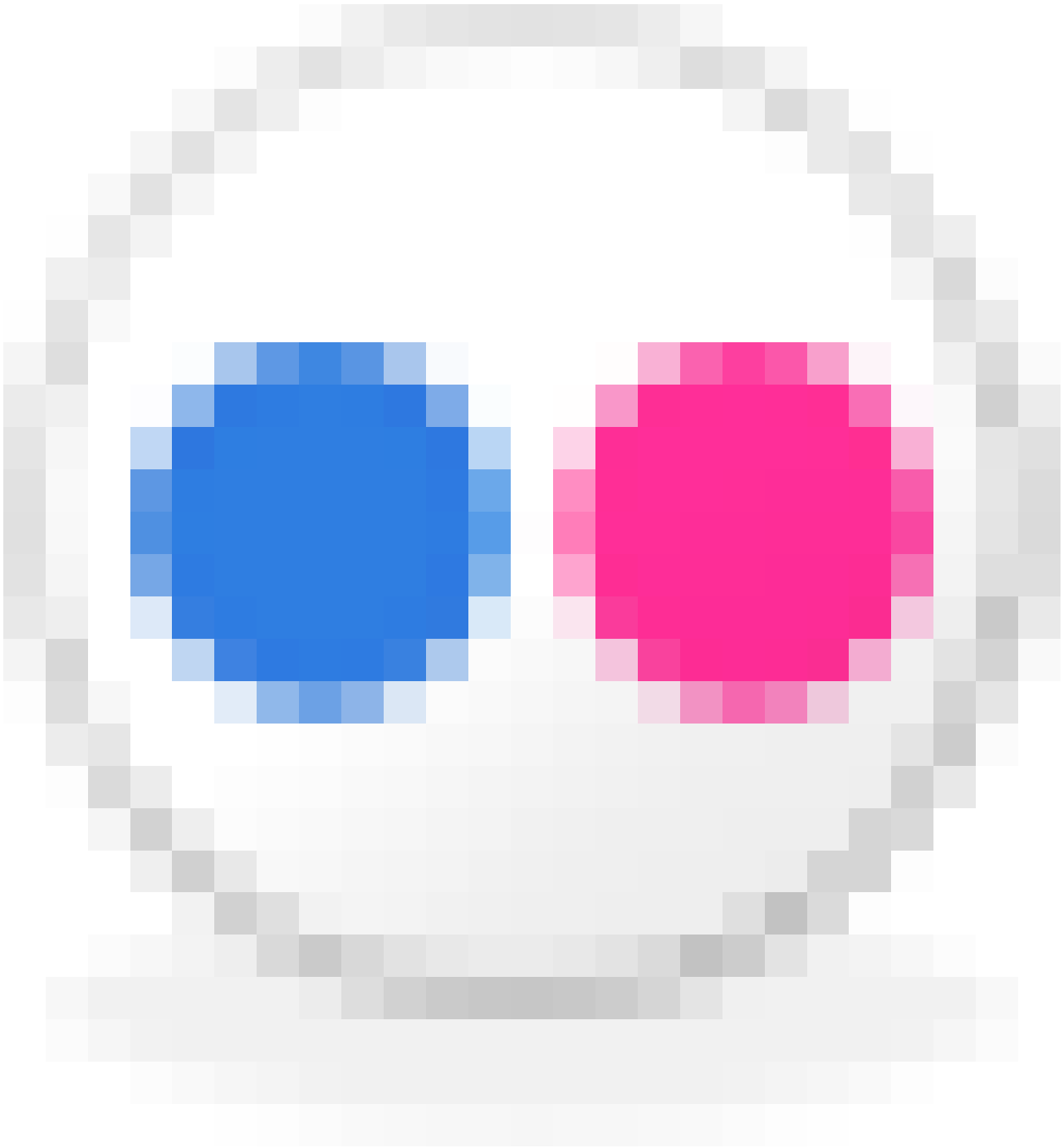

MARK
BEGICH
ALASKA











Friends of the Alaska National Guard

Joint Base Elmendorf/Richardson, Alaska

21 March 2012

An open letter to the Alaska State Legislature,

Leaders must be held to a higher standard given they set the conditions for how an organization runs. A dynamic leader inspires their followers; a corrupt leader destroys the team from within. This is the unfortunate history of two leaders who have been party to the undoing of a proud organization. One leader is guilty by acts of commission, the other by acts of omission.

Major General Tom Katkus has been the Adjutant General of the Alaska National Guard for the past two years and the Assistant Adjutant General-Army for three years previous to that. During his time as a general in the Guard, the following events have taken place:



The aforementioned issues are documented and easily substantiated via Freedom of Information requests queried from the Inspector General or other public sources. These activities reflect only the most severe offenses in the organization, and are indicators of the dereliction of duty by MG Tom Katkus as he failed in his performance as a general in the Alaska National Guard.

While it is unfortunate what MG Katkus has done, it is even more regrettable that another senior leader in the State of Alaska has overlooked the misconduct. Governor Sean Parnell and his staff were notified of these issues on multiple occasions by more than a dozen mid- to high ranking officers in the Alaska National Guard. While the governor has listened to the concerns of the leaders in the organization, he has failed to investigate the facts surrounding MG Katkus and the corruption within the Alaska National Guard. For example, the following issues were presented to Governor Parnell or his staff:

Personnel/AS 39.25.080/2 AAC 07.910/BOI/Privacy

From: Nizich, Michael A (GOV)
Sent: Wednesday, April 18, 2012 7:35 AM
To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA)
Subject: FW: National Guard letter
Attachments: Begich Mark (AK) inquiry_CNGB response.pdf

Looks like they will be investigating.

Call me.

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Ramseur, David (Begich) [mailto:David_Ramseur@begich.senate.gov]
Sent: Tuesday, April 17, 2012 1:31 PM
To: Nizich, Michael A (GOV)
Subject: National Guard letter

Mike:
Wanted to make sure you saw a copy of this.

David Ramseur
Chief of Staff
Office of U.S. Senator Mark Begich
202-224-3004
E-newsletter signup: begich.senate.gov



NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

APR 10 2012

Chief, National Guard Bureau

The Honorable Mark Begich
United States Senate
Washington, DC 20510

Dear Senator Begich:

Thank you for bringing your concerns regarding the Alaska National Guard to my attention. The National Guard appreciates the seriousness of the issues raised in your inquiry and I assure you they will be thoroughly investigated. I have forwarded a copy of the material to the Department of the Army and the Department of the Air Force. All allegations involving senior officials will be investigated by the appropriate service Inspector General.

I have directed the National Guard Bureau Sexual Assault Prevention and Response (SAPR) Office to contact the Alaska National Guard Sexual Assault Prevention and Response Coordinator to verify that all reported cases have been handled or are being handled appropriately. Additionally, I have directed my SAPR Office to make Alaska a top priority for their Staff Assistance Visit program.

Finally, I have asked the Director of the Air National Guard to send a team to Alaska to conduct a thorough assessment of the 176th Wing and the 168th Wing.

As more information becomes available, I will keep you updated. In the meantime, should you have any questions about this matter please contact the Director of the National Guard Bureau's Legislative Liaison, Brigadier General Wilton S. Gorkse at (571) 256-7339.

Sincerely,

Craig R. McKinley
General, US Air Force
Chief, National Guard Bureau

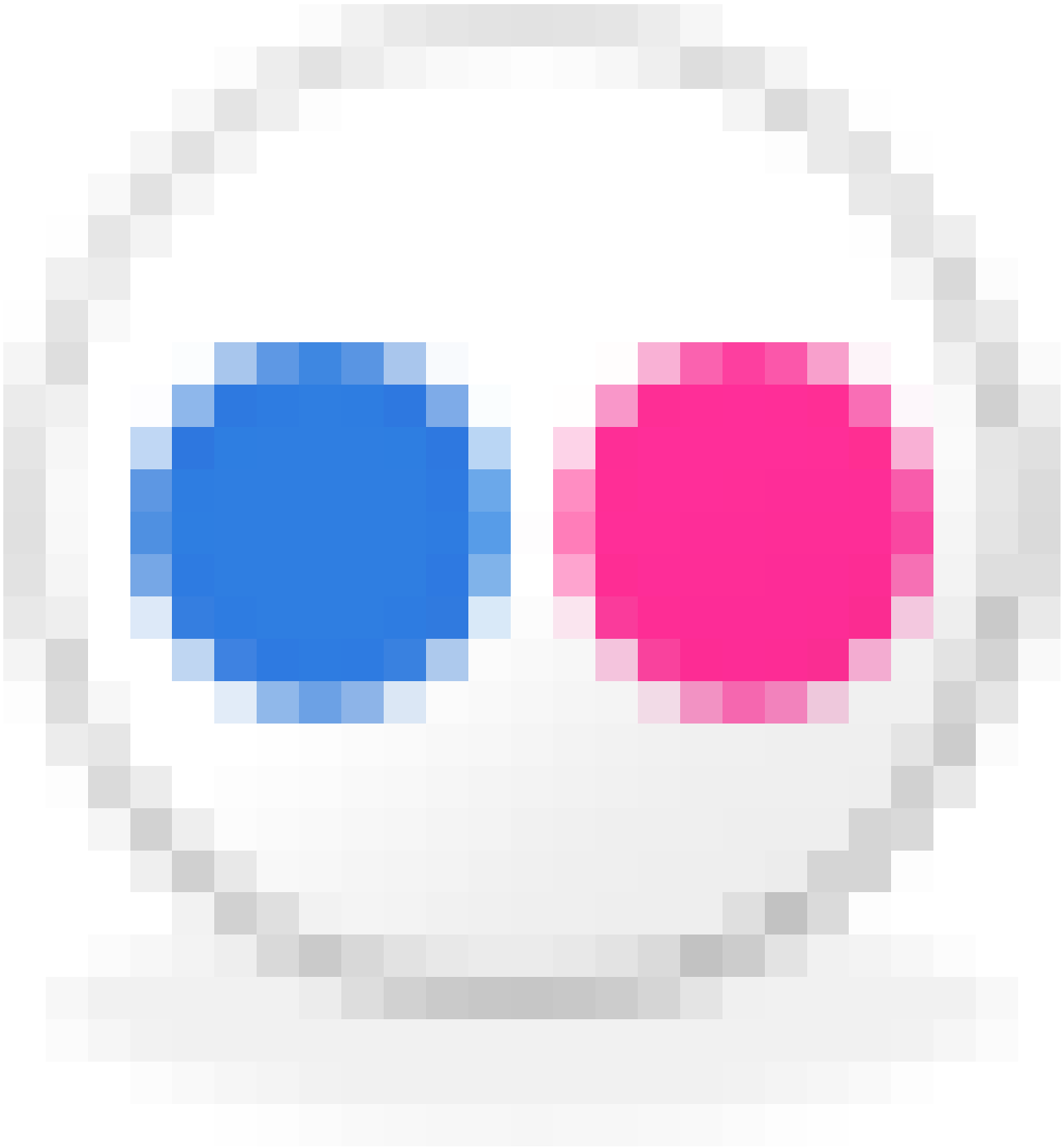

MARK
BEGICH
ALASKA











From: Katkus, Thomas H (MVA)
Sent: Monday, August 27, 2012 4:16 PM
To: Nizich, Michael A (GOV); Geraghty, Michael C (LAW)
Cc: Bailar, Susan L LTC NGAK (DMVA Sponsored); Pierre, McHugh (MVA)
Subject: Fwd: Wednesday End of Day

Mike & Mike

[redacted]

EA

Katkus

Sent from electronic mobile device.

Begin forwarded message:

> **From:** "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
> **Date:** August 27, 2012 15:51:28 AKDT
> **To:** "Katkus, Tom BG NGAK (DMVA Sponsored)" <thomas.katkus@us.army.mil>, "Katkus, Thomas H (MVA)" <thomas.katkus@alaska.gov>
> **Subject: FW: Wednesday End of Day**
>
> Here's the email from Bridges.
> Thanks.
>
> McHugh Pierre
> Deputy Commissioner
> Department of Military and Veterans Affairs
> 907-428-6003 Anchorage Office
>
> -----Original Message-----
> From: Bridges, Leon M BG MIL NG AK ARNG [mailto:mike.bridges@us.army.mil]
> Sent: Thursday, August 23, 2012 12:59 PM
> To: Pierre, McHugh (MVA)
> Subject: Fw: Wednesday End of Day
>
> BG Mike Bridges
> Commander and Assistant Adjutant General-Army

Alaska Army National Guard
907-[BOI]

Sent via my Blackberry

----- Original Message -----
From: WENKE, DONALD S Col USAF ANG 176 WG/CC [mailto:donald.wenke@us.af.mil]
Sent: Wednesday, August 22, 2012 05:47 PM
To: Bridges, Leon M BG MIL NG AK ARNG
Subject: Fw: Wednesday End of Day

Sir

Per our conversation. #3 is of note. Please refer this information to Col Bailar and TAG.

Sw

Donald S. Wenke, Col, AKANG
Commander, 176 Wing
DSN [BOI]
Cell [BOI]

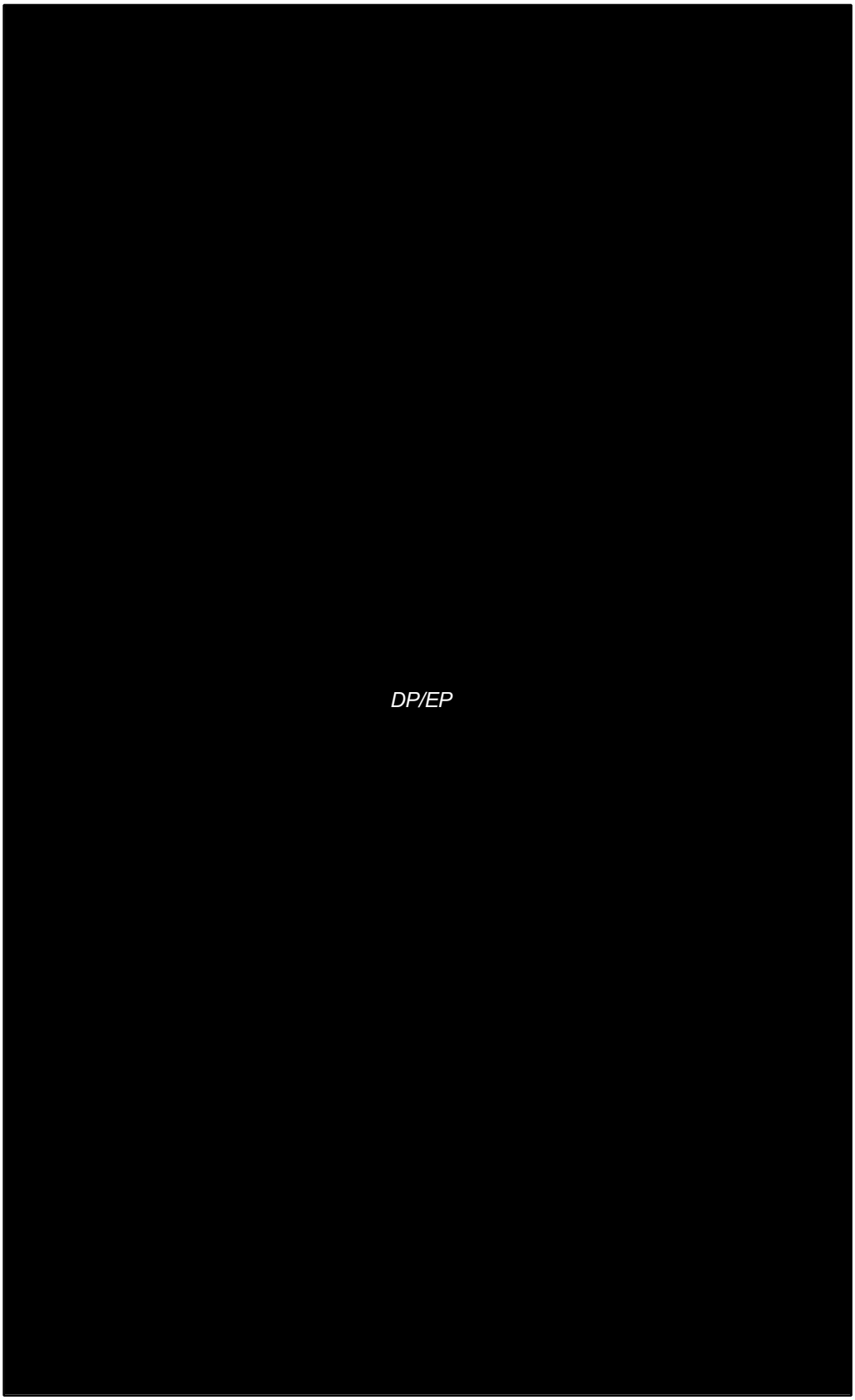
----- Original Message -----
From: DOEHL, ROBERT A Col USAF ANG 176 WG/CV
Sent: Wednesday, August 22, 2012 04:00 PM
To: WENKE, DONALD S Col USAF ANG 176 WG/CC
Subject: Wednesday End of Day

Col Wenke

[DP/EP]

[EA]


EA


DP/EP

[redacted] DP/EP

VR,
Bob

ROBERT A. K. DOEHL
Colonel, AKANG
Vice Commander, 176th Wing
Tel (Comm): 907-551-1761
Tel (DSN): [redacted] BOI
BB: [redacted] BOI
Cell: [redacted] BOI

From: Nizich, Michael A (GOV)
Sent: Monday, August 27, 2012 4:44 PM
To: Dahlstrom, Nancy A (GOV)
Subject: FW: Wednesday End of Day

fyi

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Katkus, Thomas H (MVA)
Sent: Monday, August 27, 2012 4:16 PM
To: Nizich, Michael A (GOV); Geraghty, Michael C (LAW)
Cc: Bailar, Susan L LTC NGAK (DMVA Sponsored); Pierre, McHugh (MVA)
Subject: Fwd: Wednesday End of Day

Mike & Mike

[redacted]

EA

Katkus

Sent from electronic mobile device.

Begin forwarded message:

> **From:** "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
> **Date:** August 27, 2012 15:51:28 AKDT
> **To:** "Katkus, Tom BG NGAK (DMVA Sponsored)" <thomas.katkus@us.army.mil>, "Katkus, Thomas H (MVA)" <thomas.katkus@alaska.gov>
> **Subject: FW: Wednesday End of Day**

Here's the email from Bridges.
Thanks.

McHugh Pierre
Deputy Commissioner
Department of Military and Veterans Affairs
907-428-6003 Anchorage Office

-----Original Message-----
From: Bridges, Leon M BG MIL NG AK ARNG [mailto:mike.bridges@us.army.mil]
Sent: Thursday, August 23, 2012 12:59 PM
To: Pierre, McHugh (MVA)
Subject: Fw: Wednesday End of Day

BG Mike Bridges
Commander and Assistant Adjutant General-Army
Alaska Army National Guard
907-[redacted BOI]

Sent via my Blackberry

----- Original Message -----
From: WENKE, DONALD S Col USAF ANG 176 WG/CC [mailto:donald.wenke@us.af.mil]
Sent: Wednesday, August 22, 2012 05:47 PM
To: Bridges, Leon M BG MIL NG AK ARNG
Subject: Fw: Wednesday End of Day

Sir

Per our conversation. #3 is of note. Please refer this information to Col Bailar and TAG.

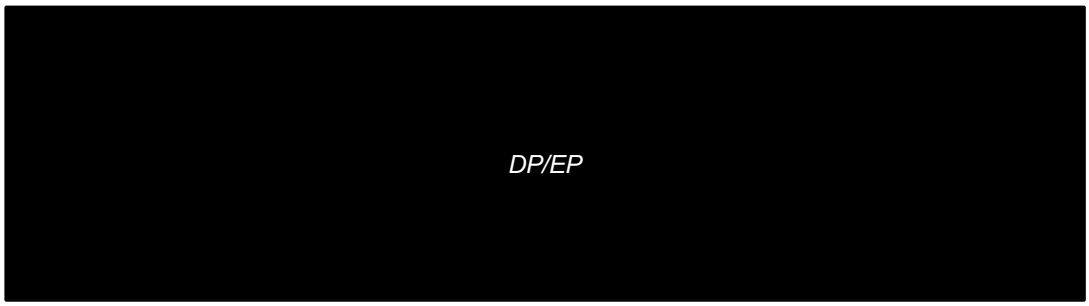
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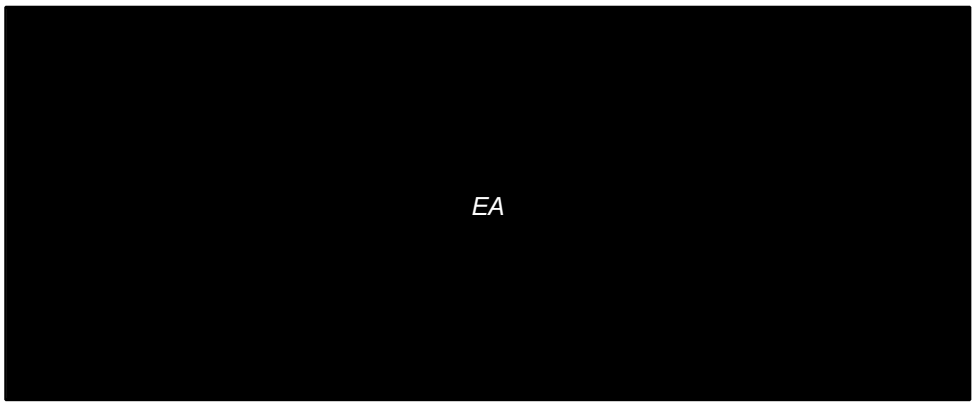
Donald S. Wenke, Col, AKANG
Commander, 176 Wing
DSN [redacted BOI]
Cell [redacted BOI]

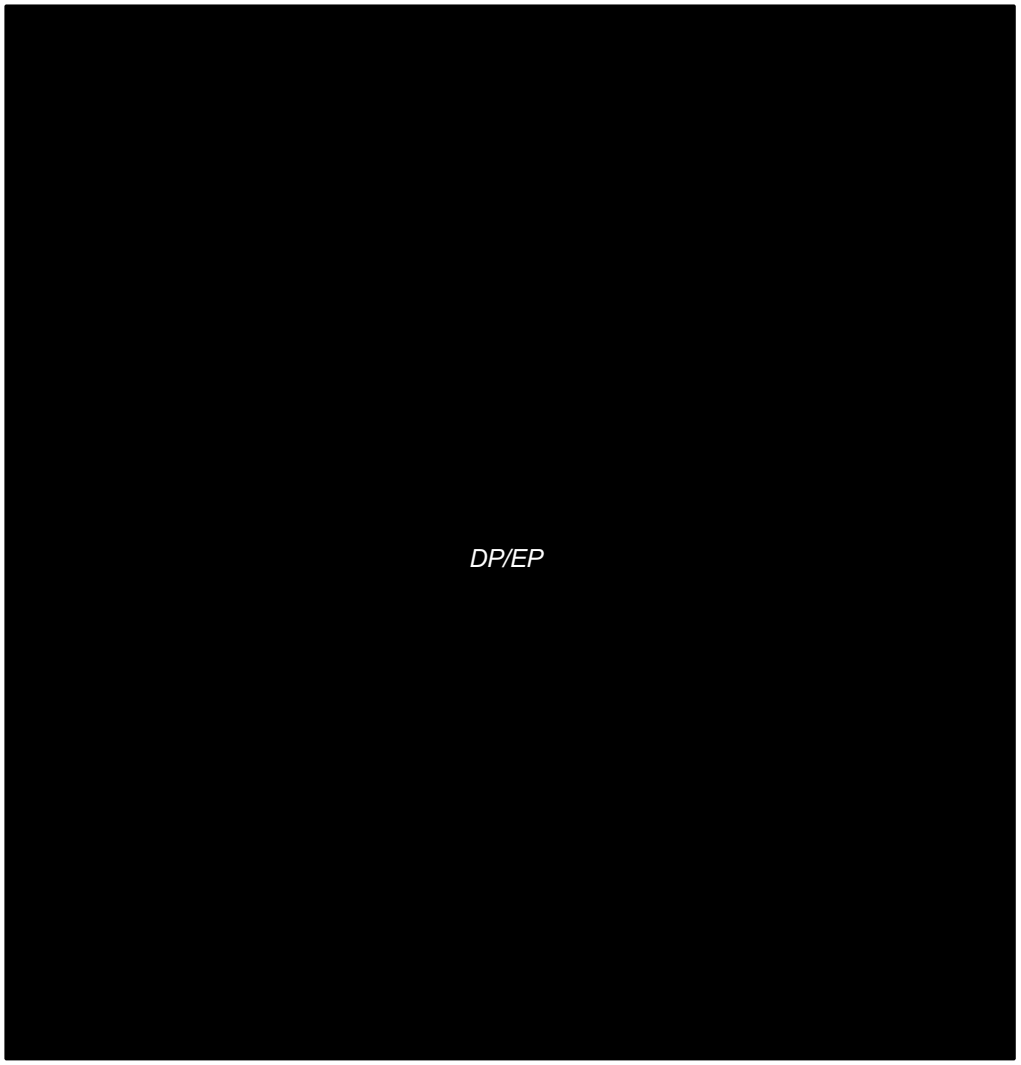
----- Original Message -----
From: DOEHL, ROBERT A Col USAF ANG 176 WG/CV
Sent: Wednesday, August 22, 2012 04:00 PM
To: WENKE, DONALD S Col USAF ANG 176 WG/CC
Subject: Wednesday End of Day

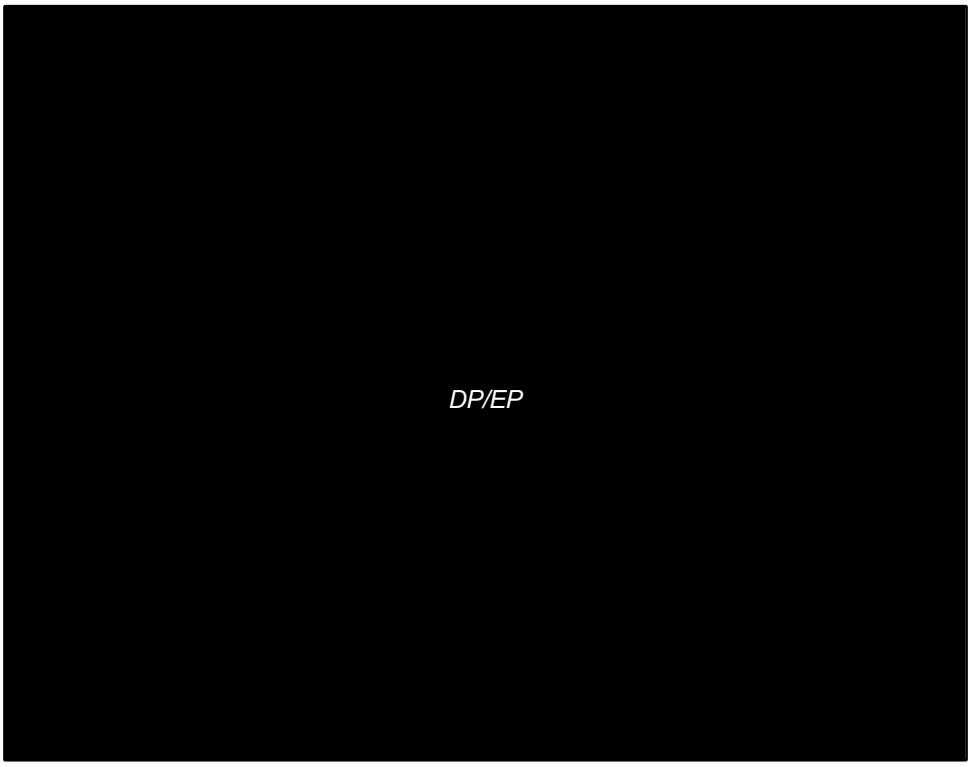
Col Wenke

[redacted DP/EP]


DP/EP


EA


DP/EP



VR,
Bob

ROBERT A. K. DOEHL
Colonel, AKANG
Vice Commander, 176th Wing
Tel (Comm): 907-551-1761
Tel (DSN): BOI
BB: BOI
Cell: BOI

From: Dahlstrom, Nancy A (GOV)
Sent: Monday, August 27, 2012 5:40 PM
To: Nizich, Michael A (GOV)
Subject: Re: Wednesday End of Day

Thanks.

Sent from my iPhone

On Aug 27, 2012, at 8:43 PM, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

> fyi
>
> **Mike Nizich**
>
> Chief of Staff
>
> Office of Governor Sean Parnell
>
> Alaska State Capitol Building
>
> Third Floor
>
> Juneau, AK 99811
>
> PHONE: 907.465.3500
>
> FAX: 907.465.3532
>
> mike.nizich@alaska.gov
>
> www.gov.state.ak.us
>
> **From:** Katkus, Thomas H (MVA)
> **Sent:** Monday, August 27, 2012 4:16 PM
> **To:** Nizich, Michael A (GOV); Geraghty, Michael C (LAW)
> **Cc:** Bailar, Susan L LTC NGAK (DMVA Sponsored); Pierre, McHugh (MVA)
> **Subject:** Fwd: Wednesday End of Day

Mike & Mike



Katkus

Sent from electronic mobile device.

Begin forwarded message:

> **From:** "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
> **Date:** August 27, 2012 15:51:28 AKDT
> **To:** "Katkus, Tom BG NGAK (DMVA Sponsored)" <thomas.katkus@us.army.mil>, "Katkus, Thomas H (MVA)" <thomas.katkus@alaska.gov>
> **Subject: FW: Wednesday End of Day**
>
> Here's the email from Bridges.
> Thanks.
>
> McHugh Pierre
> Deputy Commissioner
> Department of Military and Veterans Affairs
> 907-428-6003 Anchorage Office
>
> -----Original Message-----
> From: Bridges, Leon M BG MIL NG AK ARNG
> [mailto:mike.bridges@us.army.mil]
> Sent: Thursday, August 23, 2012 12:59 PM
> To: Pierre, McHugh (MVA)
> Subject: Fw: Wednesday End of Day
>
> BG Mike Bridges

Commander and Assistant Adjutant General-Army
Alaska Army National Guard
907-[BOI]

Sent via my Blackberry

----- Original Message -----
From: WENKE, DONALD S Col USAF ANG 176 WG/CC
[mailto:donald.wenke@us.af.mil]
Sent: Wednesday, August 22, 2012 05:47 PM
To: Bridges, Leon M BG MIL NG AK ARNG
Subject: Fw: Wednesday End of Day

Sir

Per our conversation. #3 is of note. Please refer this information to Col Bailar and TAG.

Sw

Donald S. Wenke, Col, AKANG
Commander, 176 Wing
DSN [BOI]
Cell [BOI]

----- Original Message -----
From: DOEHL, ROBERT A Col USAF ANG 176 WG/CV
Sent: Wednesday, August 22, 2012 04:00 PM
To: WENKE, DONALD S Col USAF ANG 176 WG/CC
Subject: Wednesday End of Day

Col Wenke

[DP/EP]

[EA]

[redacted]

EA

[redacted]

DP/EP

[redacted]

[redacted]
DP/EP

VR,
Bob

ROBERT A. K. DOEHL
Colonel, AKANG
Vice Commander, 176th Wing
Tel (Comm): 907-551-1761
Tel (DSN): [redacted] BOI
BB: [redacted] BOI
Cell: [redacted] BOI

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From: Katkus, Tom MG MIL US NG AK ARNG <thomas.katkus@us.army.mil>
Sent: Monday, November 05, 2012 11:54 AM
To: Nizich, Michael A (GOV)
Subject: Fw: Air Force Budget update -- Hill activity

Info.

----- Original Message -----
From: Orr, Timothy E MG NG US USA
Sent: Monday, November 05, 2012 11:19 AM
To: NGGB TAGs
Subject: FW: Air Force Budget update -- Hill activity

FYSA - I wanted all of you to have visibility of what was put out to your Governor's Offices by NGA this afternoon, in the event you are called by your Governor. [redacted]
DP

-----Original Message-----
From: Hogsett, Heather [mailto:HHogsett@NGA.ORG]
Sent: Monday, November 05, 2012 12:07 PM
To: Council of Governors
Cc: HHS Reps (hhsreps@talk.nga.org); dodcouncil@talk.nga.org
Subject: Air Force Budget update -- Hill activity

To: Washington Representatives

Re: Air Force Budget Update

As you know, the National Guard Bureau held a meeting last Friday with the Adjutants General (TAGs) to discuss a new proposal from the Air Force for the
FY2013 budget. [redacted]
DP

We will follow up with additional information as it becomes available but wanted you to be aware should you hear from your Congressional delegations.

Heather E. Hogsett

Director, Committee on Health & Homeland Security

National Governors Association

(202)624-5360

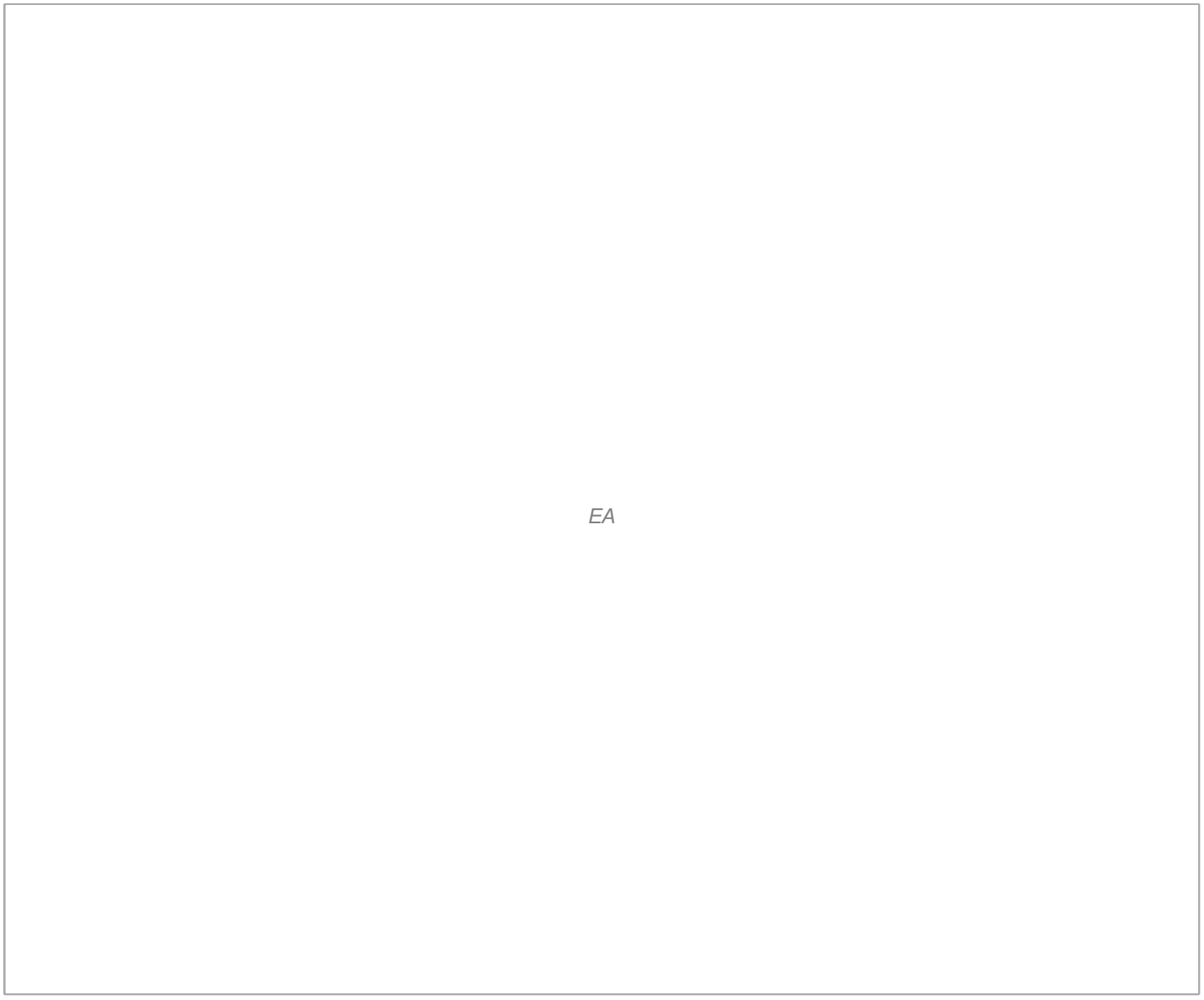
hhogsett@nga.org

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You are currently subscribed to [dodcouncil] as timothy.orr@us.army.mil.
To unsubscribe, send a blank email to
leave-216442-158352.f578d1ead3a9a60632449eb3e5ee51ae@talk.nga.org.

Visit the NGA web site at http://www.nga.org


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From: Dahlstrom, Nancy A (GOV)
Sent: Thursday, November 08, 2012 6:39 AM
To: Nizich, Michael A (GOV)
Subject: Fwd: Council of Governors Letter to the Air Force
Attachments: CoG - Donley and Welsh AF Budget November 2012.pdf.pdf; ATT00001.htm

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** "Martin, Kristine D (GOV)" <kristine.martin@alaska.gov>
> **Date:** November 8, 2012 6:05:21 AM AKST
> **To:** "Katkus, Tom BG NGAK (DMVA Sponsored)" <thomas.katkus@us.army.mil>, "Knudson, Kip C (GOV)" <kip.knudson@alaska.gov>
> **Cc:** "Dahlstrom, Nancy A (GOV)" <nancy.dahlstrom@alaska.gov>, "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
> **Subject: FW: Council of Governors Letter to the Air Force**
>
> FYI
>
> In the attached letter, the governors request the details of the proposal in writing so that they can begin to review it and propose to add the FY2013 budget to the agenda for the upcoming November 13 Council meeting with Defense Deputy Secretary Carter. Consistent with past practice, all governors will be asked for their review and feedback on the Air Force's proposal once it is made available.
>
> And, I received this back from Nathan Bergerbest the other day in response to my question about whether or not he was aware of what the AF was doing:

[redacted]
DP
[redacted]

From: Hogsett, Heather [mailto:HHogsett@NGA.ORG]
Sent: Wednesday, November 07, 2012 4:06 PM
To: Reps
Cc: dodcouncil@talk.nga.org; HHS Reps (hhsreps@talk.nga.org); Brian McManus; Dan Wilmot (dan.wilmot@governor.state.tx.us); David Hensley; Erik Johnson; Jamie Shuster; Lauren LePage; Todd Smith (GA)
Subject: Council of Governors Letter to the Air Force

To: Washington Representatives

Re: Letter from Council of Governors Co-Chairs to the Air Force

The attached letter was sent this afternoon by Governor Branstad and Governor Gregoire – co-chairs of the Council of Governors (Council) – to Air Force Secretary Michael Donley and Air Force Chief of Staff General Mark Welsh regarding the Air Force's latest FY2013 budget proposal.

The letter discusses governors' efforts earlier this year to work with the Air Force to find a compromise. The Department of Defense (DoD) ended those efforts and submitted a revised budget request to Congress in late March. At that time, governors asked their Congressional delegations to support the Air National Guard (ANG) by preserving FY2012 manpower and aircraft in order to allow time for the Council to work with DoD to develop a process to ensure governors' priorities are better reflected in future years' budgets.



In the attached letter, the governors request the details of the proposal in writing so that they can begin to review it and propose to add the FY2013 budget to the agenda for the upcoming November 13 Council meeting with Defense Deputy Secretary Carter. Consistent with past practice, all governors will be asked for their review and feedback on the Air Force's proposal once it is made available.

If you have any questions, please feel free to contact Heather Hogsett (hhogsett@nga.org; 202-624-5360) or Erin Cohan (ecohan@nga.org; 202-624-5317).

Heather E. Hogsett

Director, Committee on Health & Homeland Security

National Governors Association

(202)624-5360

hhogsett@nga.org

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You are currently subscribed to [reps] as kristine.martin@alaska.gov.
To unsubscribe, send a blank email to leave-216504-161969.020854ed101efc16e9b8fda8dc739fb1@talk.nga.org.



Iowa



Washington

November 7, 2012

The Honorable Michael Donley
Secretary
U.S. Air Force
The Pentagon
Washington, D.C. 20318

General Mark Welsh
Chief of Staff
U.S. Air Force
The Pentagon
Washington, D.C. 20318

Dear Secretary Donley and General Welsh:

As co-chairs of the Council of Governors (Council), we acknowledge your recent communication with Adjutants General (TAGs) on a modified proposal for the U.S. Air Force's Fiscal Year 2013 budget. However, we write to express our concern and disappointment with the lack of transparency and sudden rush to brief Congress when the proposal has yet to be shared or discussed with the Council and, through the Council, with all other governors.

As you recall, we attempted to work with you in early March to find a compromise to the Air Force's budget request that would have better recognized the Air National Guard's (ANG's) importance to our national defense and its ability to sustain military power and capabilities at a fraction of the cost to taxpayers. At that time, we expressed our concerns regarding the disproportionate impact of the Air Force budget proposal on ANG manpower, airlift capability and fighter aircraft.

In late March, you terminated these discussions and the Office of the Secretary of Defense (OSD) began an internal review of the Air Force's budget proposal. In late April, Secretary Panetta wrote to us and shared copies of a revised budget proposal the Department of Defense (DoD) had already submitted to Congress – a proposal previously offered by the Air Force that failed to address our concerns. Since then, governors have worked with our Congressional delegations to halt the disproportionate FY2013 reductions to ANG weapons systems, unit structure, and manpower in order to allow time to continue working on a process to better incorporate ANG capabilities, cost effectiveness, and governors' domestic security requirements into the DoD budget.

After months without communication from DoD regarding the FY2013 Air Force budget, the National Guard Bureau called TAGs to Washington, DC to attend a briefing on a new Air Force proposal last Friday, November 2. Due to the short notice, many TAGs were unable to attend and sent representatives with minimal background on previous negotiations with the Council or our collective Statement of Principles. TAGs and TAG representatives were given no information in advance of the meeting nor were they provided any written materials at the meeting that could be reviewed at the time or shared with their respective

governors following the meeting. To be clear, neither the governors nor their TAGs have taken a position on this latest proposal from the Air Force and have yet to see any specifics in writing.

Our shared Statement of Principles states "Federal resource allocation or reallocation proposals that would impact the National Guard or military operations in support of domestic civil authorities will be discussed and views and information exchanged with the Council of Governors in advance of formally requesting, submitting or implementing any such federal resource allocation or reallocation action." No specifics or written proposals have been shared with the Council, so we currently do not have any review action before us. Until we are able to see a proposal and discuss it with all governors, there can be no representation that this proposal meets the needs of states. We request that Pentagon leaders honor commitments to engage with the nation's governors through the Council to resolve concerns over the Air Force FY2013 budget.

Throughout this year, we have made clear our willingness to continue working with you to find a better path forward. Since the Council's last meeting in July, we have worked with DoD to develop a draft consultative process to ensure that governors' priorities are better incorporated into future years' budget requests. We are scheduled to discuss the draft future years' consultative process with Deputy Secretary Carter on November 13 and would be happy to add a discussion of the FY13 budget situation to the meeting agenda.

Sincerely,



Governor Terry E. Branstad
Co-Chair
Council of Governors



Governor Christine O. Gregoire
Co-Chair
Council of Governors

cc: The Honorable Leon Panetta, Secretary of Defense
The Honorable Ashton Carter, Deputy Secretary of Defense
The Honorable Paul Stockton, Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs
General Frank Grass, Chief, National Guard Bureau
Lieutenant General Bud Wyatt, Director, Air National Guard

From: Dahlstrom, Nancy A (GOV)
Sent: Monday, December 17, 2012 1:13 PM
To: Nizich, Michael A (GOV); Sims, Cynthia M (GOV)
Subject: FW: Short Suspense

Mike,

[redacted] DP/EP

Nancy Dahlstrom
Director of Anchorage Office
Office of Governor Sean Parnell

550 West 7th Avenue,Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

Nancy.dahlstrom@alaska.gov
www.gov.state.ak.us

-----Original Message-----
From: Katkus, Thomas H (MVA)
Sent: Monday, December 17, 2012 11:58 AM
To: Dahlstrom, Nancy A (GOV)
Subject: Short Suspense

Nancy

Major points in consideration for the NDAA conference activity.

There are two major points that TAGs and the CoG are trying to see come out of conference. [redacted]

[redacted]

[redacted] DP [redacted]



Katkus

Sent from electronic mobile device.

From: Nizich, Michael A (GOV)
Sent: Monday, January 28, 2013 7:58 AM
To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA)
Cc: Dahlstrom, Nancy A (GOV)
Subject: FW: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process
Attachments: 2013-01-15_Final Draft Consultative Process_as of 1800.docx; Memo re CoG consultative process on Guard budget (Jan 2013).docx

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Guilford, Nikki [mailto:NGuilford@NGA.ORG]
Sent: Monday, January 28, 2013 6:39 AM
To: Governors Chiefs of Staff
Cc: Hogsett, Heather
Subject: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process

M E M O R A N D U M

To: Washington Representatives
Adjutants General
Cc: Chiefs of Staff
Homeland Security Advisors
Emergency Management Directors
From: Heather Hogsett, NGA/Council of Governors Staff
Re: GOVERNORS' REVIEW REQUESTED -- Consultative Process on the National Guard Budget

The attached document entitled *"Proposed State-Federal Consultative Process for Programming and Budgetary Proposals Affecting the National Guard"* is being shared with all governors' offices for their review.

DP

Gubernatorial feedback is requested to ensure the Council of Governors (Council) is able to represent the views of all governors when this document will be discussed and possibly finalized at the next Council meeting on February

25. ***Please provide your governor's views on the attached document by 5:00 pm EST on Wednesday, February 13 to Erin Cohan at ecohan@nga.org.***

To facilitate feedback, NGA will be hosting a conference call for staff to discuss the document:

Monday, February 4 at 3:30 pm EST

BOI

Background

In response to governors' concerns regarding the U.S. Air Force's Fiscal Year 2013 budget request and its disproportionate impact on the National Guard, Defense Secretary Leon Panetta agreed to work with governors to put a process in place to ensure that state perspectives are better incorporated into future years' budget proposals.

The attached document was developed and negotiated through the Council with various offices within DoD, including the Office of the Secretary of Defense, Homeland Defense and Americas' Security Affairs and the National Guard Bureau.

Summary of the Proposal

DP

Next Steps

DP

Contact
If you have any questions, please contact Heather Hogsett (hhogsett@nga.org or 202.624.5360) or Erin Cohan (ecohan@nga.org or 202.624.5317).

Heather E. Hogsett
Director, Committee on Health & Homeland Security
National Governors Association
(202)624-5360
hhogsett@nga.org

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You are currently subscribed to [reps] as hhogsett@nga.org.
To unsubscribe, send a blank email to leave-218759-147056.f7e87e90c6269f97034901c2239a4715@talk.nga.org.
The information contained in this electronic transmission, including any attachments, is for the exclusive use of the intended recipient(s) and may contain information that is privileged, proprietary, and/or confidential. If the reader of this transmission is not an intended recipient, or a person responsible for delivering it to the intended recipient, you are hereby notified that any review, dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please immediately notify the sender and delete this message.

****

NGA Office of Management Consulting & Training (OMCT)
Listserv for Governors' Chiefs of Staff

To post questions/comments to subscribed members, email: chiefs@talk.nga.org
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DRAFT DRAFT DRAFT
As of 6:00 PM

Proposed State-Federal Consultative Process for Programming and Budgetary Proposals Affecting the National Guard

January 15, 2013

DP

DP

DP

DP

Jack Markell
Governor of Delaware
Chair

Mary Fallin
Governor of Oklahoma
Vice Chair

Dan Crippen
Executive Director

January 28, 2013

M E M O R A N D U M

To: Washington Representatives
Adjutants General
Cc: Chiefs of Staff
Homeland Security Advisors
Emergency Management Directors
From: Heather Hogsett, NGA/Council of Governors Staff
Re: GOVERNORS' REVIEW REQUESTED -- Consultative Process on the National Guard Budget

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To facilitate feedback, NGA will be hosting a conference call for staff to discuss the document:

Monday, February 4 at 3:30 pm EST

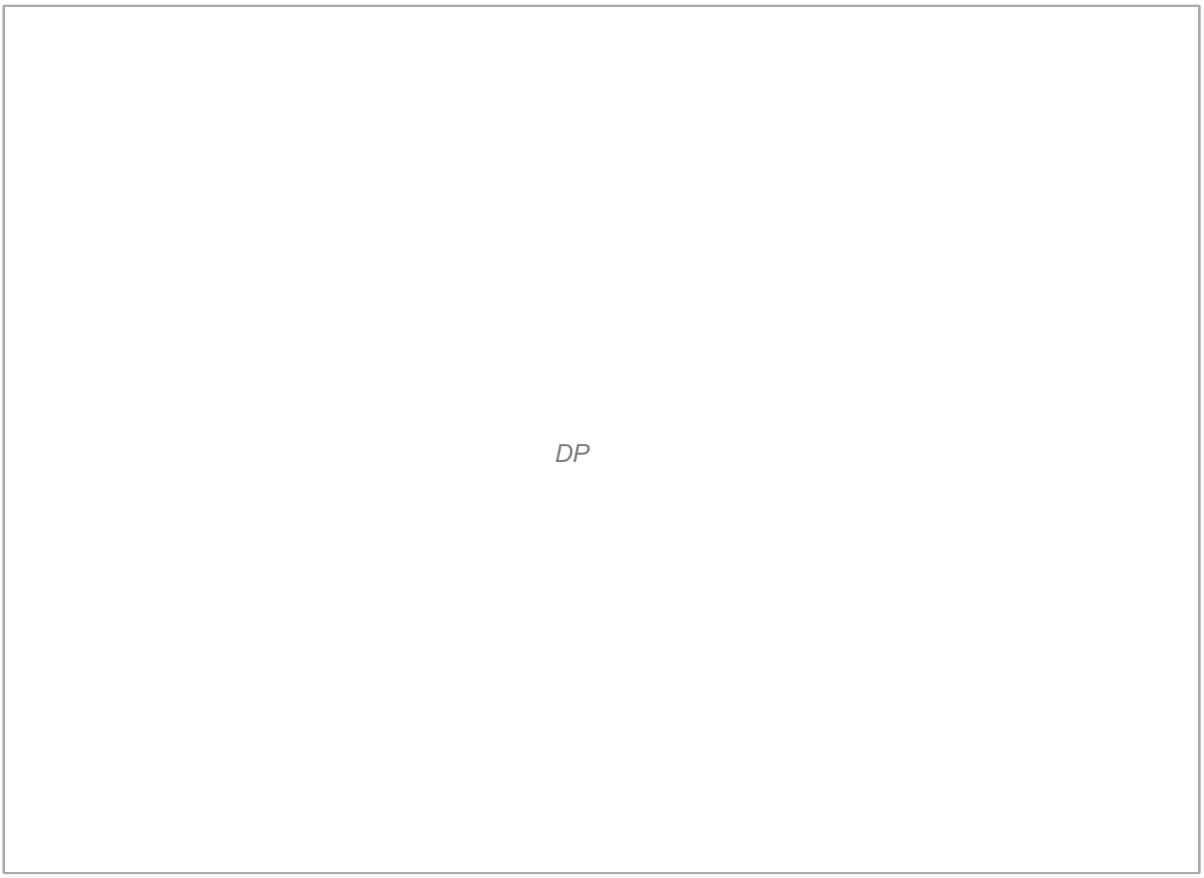
BOI

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Summary of the Proposal

DP



Next Steps



Contact

If you have any questions, please contact Heather Hogsett (hhogsett@nga.org or 202.624.5360) or Erin Cohan (ecohan@nga.org or 202.624.5317).

From: Knudson, Kip C (GOV)
Sent: Monday, January 28, 2013 10:38 AM
To: Dahlstrom, Nancy A (GOV); Katkus, Thomas H (MVA); Pierre, McHugh (MVA); Nizich, Michael A (GOV)
Subject: FW: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process
Attachments: 2013-01-15_Final Draft Consultative Process_as of 1800.docx; Memo re CoG consultative process on Guard budget (Jan 2013).docx

This looks like a dramatic improvement over not being consulted. NGA and Council of Governor welcome all comments.

Kip Knudson
Director of State/Federal Relations
Office of Governor Sean Parnell
State of Alaska
Hall of the States
444 North Capitol St, NW Suite 336
Washington DC 20001

202/624-5859 office
BOI cell
kip.knudson@alaska.gov



From: Hogsett, Heather [mailto:HHogsett@NGA.ORG]
Sent: Monday, January 28, 2013 9:25 AM
To: Reps
Cc: HHS Reps (hhsreps@talk.nga.org); dodcouncil@talk.nga.org; Brian McManus; Dan Wilmot (dan.wilmot@governor.state.tx.us); David Hensley; Erik Johnson; Jamie Shuster; Lauren LePage; Todd Smith (GA)
Subject: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process

M E M O R A N D U M

To: Washington Representatives
Adjutants General
Cc: Chiefs of Staff
Homeland Security Advisors
Emergency Management Directors
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Heather E. Hogsett
Director, Committee on Health & Homeland Security
National Governors Association
(202)624-5360
hhogsett@nga.org

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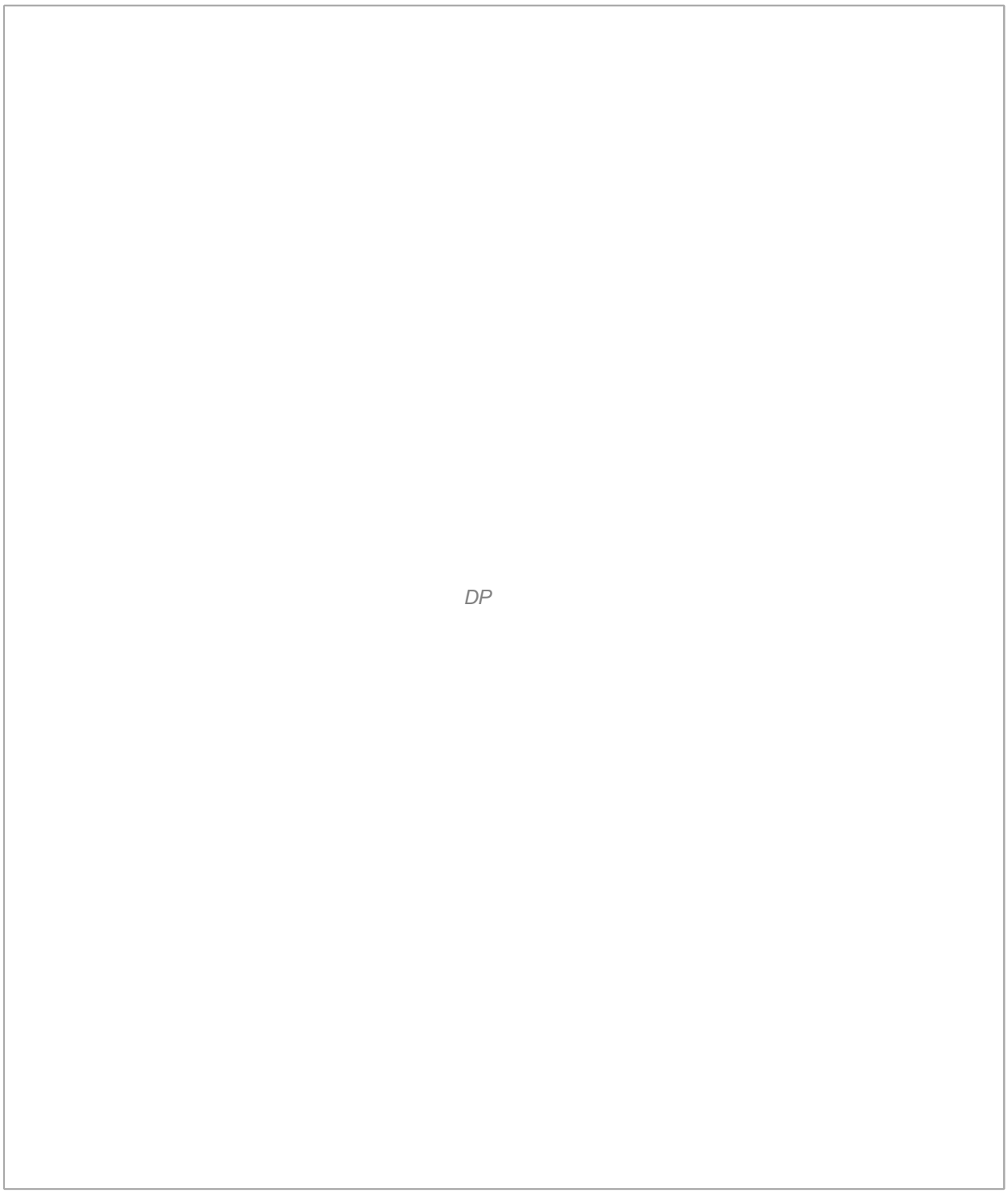
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DRAFT DRAFT DRAFT
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January 15, 2013



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State of Alaska
CHOOSES
RESPECT
chooserespect.alaska.gov

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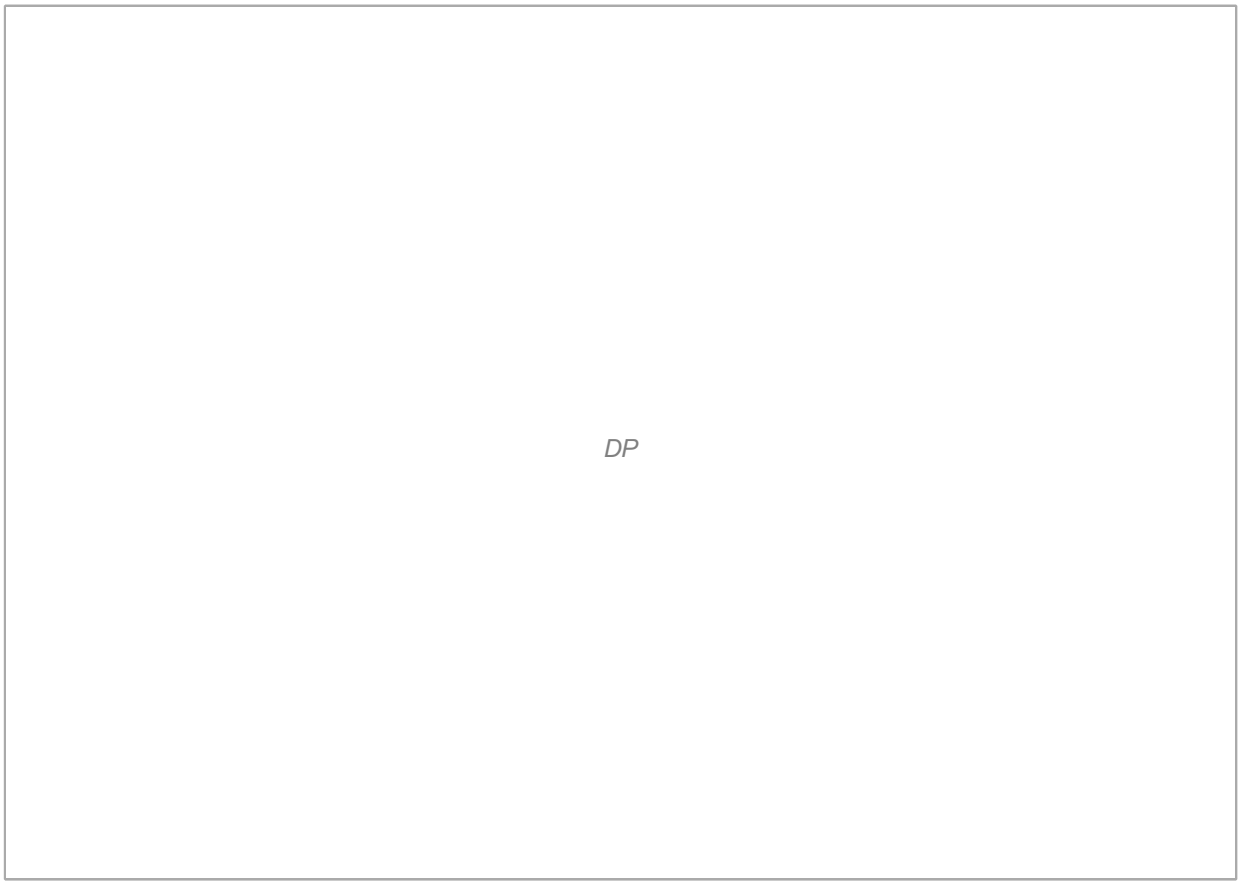
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From: Katkus, Thomas H (MVA)
Sent: Monday, January 28, 2013 11:57 AM
To: Nizich, Michael A (GOV)
Subject: Re: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process

Mike

EP/DP

Katkus

Sent from electronic mobile device.

On Jan 28, 2013, at 7:58, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

EP/DP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Guilford, Nikki [mailto:NGuilford@NGA.ORG]
Sent: Monday, January 28, 2013 6:39 AM
To: Governors Chiefs of Staff
Cc: Hogsett, Heather
Subject: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process

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hhogsett@nga.org

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<2013-01-15_Final Draft Consultative Process_as of 1800.docx>

<Memo re CoG consultative process on Guard budget (Jan 2013).docx>

From: Nizich, Michael A (GOV)
Sent: Monday, January 28, 2013 12:20 PM
To: Buck, Margaret S G (GOV)
Subject: FW: GOVERNORS' REVIEW REQUESTED: Council of Governors DoD Budget Process
Attachments: 2013-01-15_Final Draft Consultative Process_as of 1800.docx; Memo re CoG consultative process on Guard budget (Jan 2013).docx

EP/DP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

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Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

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DR.

January 15, 2013

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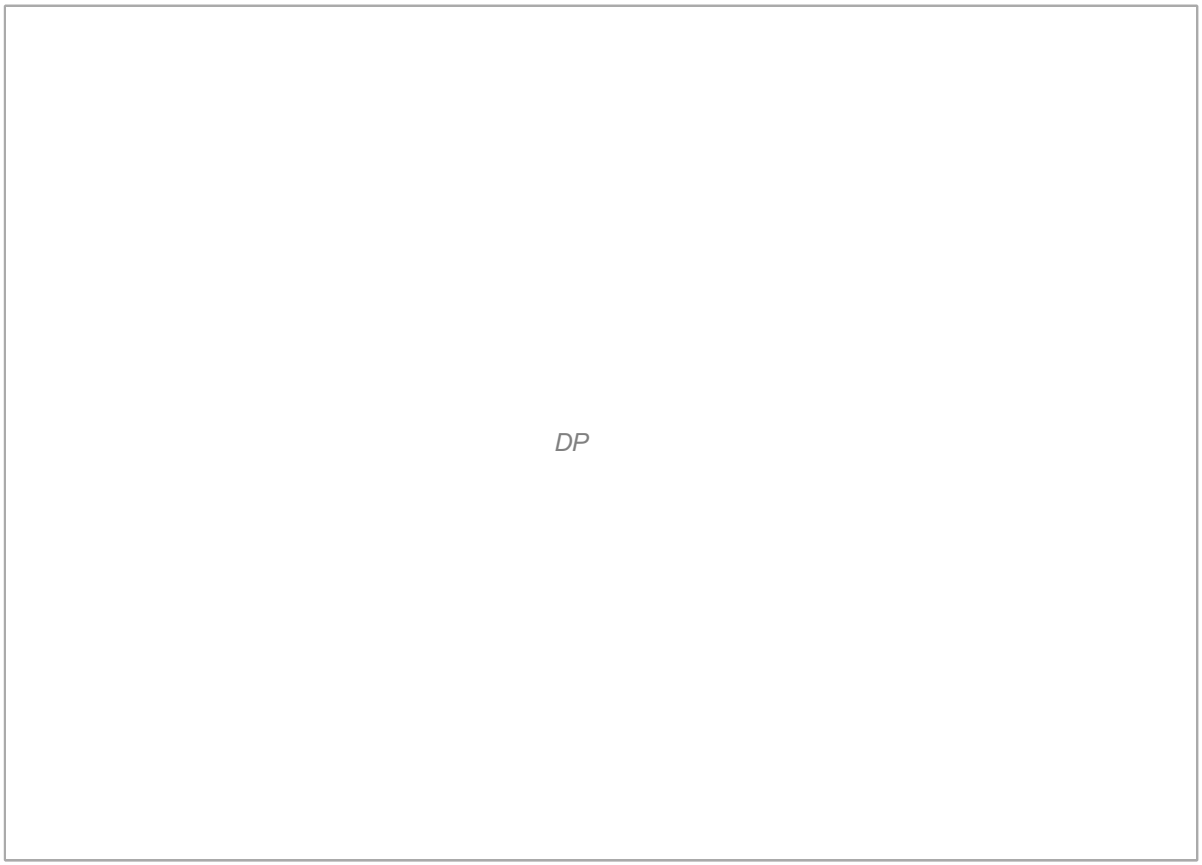
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From: Dahlstrom, Nancy A (GOV)
Sent: Friday, February 01, 2013 9:13 PM
To: Nizich, Michael A (GOV); Katkus, Thomas H (MVA); Pierre, McHugh (MVA)
Subject: Fwd: Kodiak Entertainment Group

Gen. Katkus,
[redacted DP/EP]
Thank you, Nancy

Sent from my iPhone

Begin forwarded message:

> **From:** Christoper Bydalek <[redacted BOI]
> **Date:** February 1, 2013 7:21:58 PM AKST
> **To:** <Senator_Kevin_Meyer@legis.state.ak.us>
> **Cc:** <nancy.dahlstrom@alaska.gov>
> **Subject: Kodiak Entertainment Group**
>
> Senator Meyer, Ms Dahstrom;
>
> What I'm trying to point out to you here, and I know it's hard because you both have an enormous amount of respect for Tom Katkus and the military establishment, but what you have here is a failure of leadership, not only on General Katkus' part, but on yours as well.
>
> And trust me, with a nephew as a law enforcement officer, and a cousin as a minister, I get it. I have a tremendous amount of respect for law enforcement, the military and of faith.
>
> I get it Kevin, nobody is above the law, and if laws are being broken in the AKARNG then it's going to come out, you won't be able to cover this up, too many people are already talking.
>
> You can ignore me if you like, but you can't ignore the truth.
>
> The truth is that [redacted BOI], owner of the Bereanwatchmen.com website, registered to PO BOX 5800 Ft Rich, Alaska, is a pornographer.
>
> That's right, the former [redacted BOI] is a pornographer.
>
> Not only that, he [redacted BOI] in his porno business.

I don't make these allegations lightly Mr. Meyer, Ms. Dahlstrom, see for yourself. There are plenty of references to Alaska and the military and I have screen shots of all of it.

Yes, Kevin, Nancy, character DOES count, it's not creepy enough that he used a military address to register his website, but that he was a recruiter, the [redacted BOI] and he runs a pornographic website on the side.

How creepy is that ?

There's a lot more to this story, but I'm not going to share it here. Follow the links, see for yourself, use the wayback machine at archive.org

You'll probably want to take a shower afterwords because it is just flat out creepy.

Holy Roller Soldier by day, Pornographer by night.....Gotta love it.

If that's not a complete failure of good judgement, I don't know what is. The guy should have at least set up a shell company or two to insulate himself from it, but he wasn't even bright enough to do that.

That's creepy, and just plain dumb.....[redacted BOI] for Christ's sake.....Gross.

I hope that you both have a great weekend, I've got 3 FOIA's ready to go, I'm hoping to knock out a couple of more by Monday, we'll get to the bottom of this, eh ?

Remember, the cover up is always, always worse than the crime

Best,

Chris Bydalek
2803 Valleywood Drive
Anchorage, AK 99517
[redacted BOI]

http://www.bereanwatchmen.com/

http://whois.domaintools.com/bereanwatchmen.com

Registrant:

JRSki

POBOX 5800

Ft Richardson, AK 99505

US

Kodiak Entertainment Group:

http://commerce.alaska.gov/CBP/Main/CorporationDetail.aspx?id=67284D

Business Corporation

Entity #:67284D

Status:Involuntarily Dissolved

AK Formed Date:7/15/1999

Duration/Expiration:Perpetual

Home State:ALASKA

Next Biennial Report Due:1/2/2003

Entity Mailing Address:

Entity Physical Address: 1120 E HUFFMAN RD PMB 355, ANCHORAGE, AK 99515

[redacted] Director, President, Secretary, Treasurer, Vice President 100

Filed Documents

Date Filed Type Filing Certificate

7/15/1999 Creation Filing

8/3/1999 Biennial Report

1/10/2001 Biennial Report

6/13/2003 Election or Resolution to Dissolve

8/4/2003 Agent Change

10/31/2003 Admin Dissolution

11/4/2003 Withdraw/Dissolve/Cancel

Google this:

"1120 E HUFFMAN RD 355 ANCHORAGE, AK 99515" =

http://tinyurl.com/ap757ps

and you get:

Roxy's Panty Raid ...

www.roxyspantyraid.com/photo.htm...

regarding the aforementioned may be addressed to webmaster@keg2000.com and or

Kodiak Group, 1120 E. Huffman Rd. #355, Anchorage, AK 99515.

Noelle's HotBods - Slammin' Amateur and Bikini Page

www.noelles-hotbods.com/indexmain.html

webmaster@keg2000.com and or

Kodiak Group, 1120 E. Huffman Rd. #355, Anchorage, AK 99515.

From: Dahlstrom, Nancy A (GOV)
Sent: Saturday, February 02, 2013 5:27 PM
To: Nizich, Michael A (GOV)
Subject: Fwd: Kodiak Entertainment Group

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** "Katkus, Thomas H (MVA)" <thomas.katkus@alaska.gov>
> **Date:** February 2, 2013 3:30:42 PM AKST
> **To:** BG Leon Mike Bridges <leon.m.bridges.mil@mail.mil>
> **Cc:** "Dahlstrom, Nancy A (GOV)" <nancy.dahlstrom@alaska.gov>, "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
> **Subject: Fwd: Kodiak Entertainment Group**
>
> Mike
>
> [redacted] DP/EP [redacted]
>
> Thank you.
>
> Katkus
>
> Sent from electronic mobile device.
>
> Begin forwarded message:
>
> > **From:** "Dahlstrom, Nancy A (GOV)" <nancy.dahlstrom@alaska.gov>
> > **Date:** February 1, 2013, 21:13:19 AKST
> > **To:** "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov>, "Katkus, Thomas H (MVA)" <thomas.katkus@alaska.gov>, "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov>
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How creepy is that ?

There's a lot more to this story, but I'm not going to share it here. Follow the links, see for yourself, use the wayback machine at archive.org

You'll probably want to take a shower afterwords because it is just flat out creepy.

Holy Roller Soldier by day, Pornographer by night.....Gotta love it.

If that's not a complete failure of good judgement, I don't know what is. The guy should have at least set up a shell company or two to insulate himself from it, but he wasn't even bright enough to do that.

That's creepy, and just plain dumb.....[redacted BOI] for Christ's sake.....Gross.

I hope that you both have a great weekend, I've got 3 FOIA's ready to go, I'm hoping to knock out a couple of more by Monday, we'll get to the bottom of this, eh ?

Remember, the cover up is always, always worse than the crime

Best,

Chris Bydalek
2803 Valleywood Drive
Anchorage, AK 99517
[redacted BOI]

http://www.bereanwatchmen.com/

http://whois.domaintools.com/bereanwatchmen.com

Registrant:

JRSki

POBOX 5800

Ft Richardson, AK 99505

US

Kodiak Entertainment Group:

http://commerce.alaska.gov/CBP/Main/CorporationDetail.aspx?id=67284D

Business Corporation

Entity #:67284D

Status:Involuntarily Dissolved

AK Formed Date:7/15/1999

Duration/Expiration:Perpetual

Home State:ALASKA

Next Biennial Report Due:1/2/2003

Entity Mailing Address:

Entity Physical Address: 1120 E HUFFMAN RD PMB 355, ANCHORAGE, AK 99515

[redacted] Director, President, Secretary, Treasurer, Vice President 100

Filed Documents

Date Filed Type Filing Certificate

7/15/1999 Creation Filing

8/3/1999 Biennial Report

1/10/2001 Biennial Report

6/13/2003 Election or Resolution to Dissolve

8/4/2003 Agent Change

10/31/2003 Admin Dissolution

11/4/2003 Withdraw/Dissolve/Cancel

Google this:

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http://tinyurl.com/ap757ps

and you get:

Roxy's Panty Raid ...

www.roxyspantyraid.com/photo.htm...

regarding the aforementioned may be addressed to
webmaster@keg2000.com and or

Kodiak Group, 1120 E. Huffman Rd. #355, Anchorage, AK 99515.

Noelle's HotBods - Slammin' Amateur and Bikini Page

www.noelles-hotbods.com/indexmain.html

webmaster@keg2000.com and or

Kodiak Group, 1120 E. Huffman Rd. #355, Anchorage, AK 99515.

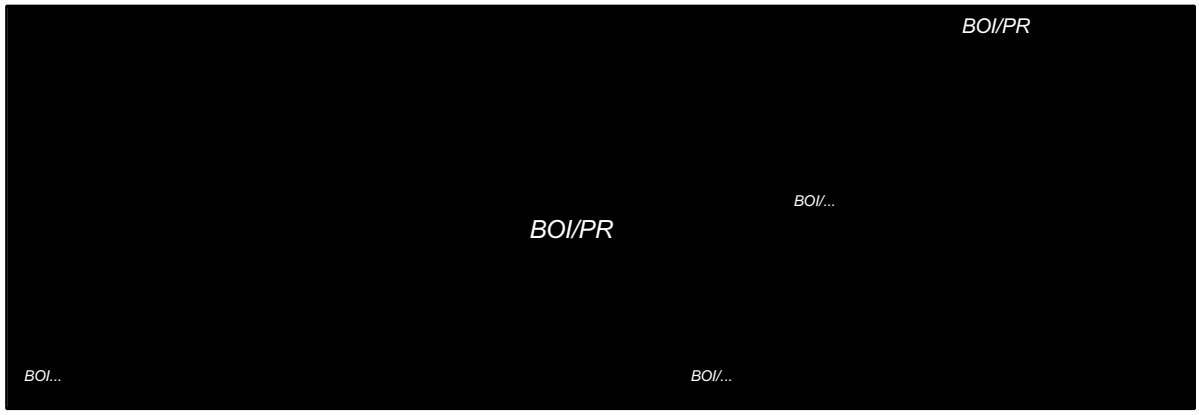
From: Dahlstrom, Nancy A (DOL)
Sent: Friday, January 10, 2014 8:55 PM
To: Nizich, Michael A (GOV)
Subject: Fwd: Toxic Leadership in the Army

FYI

Sent from my iPhone, please disregard typo's or word changes.

Begin forwarded message:

> **From:** Chris Bydalek <[redacted BOI]>
> **Date:** January 10, 2014 at 8:51:36 PM AKST
> **To:** <thomas.katkus@alaska.gov>, <leon.bridges@alaska.gov>, <john.woyte@us.army.mil>, <nancy.dahlstrom@alaska.gov>
> **Subject: Toxic Leadership in the Army**
>
> Tom, Mike, Nancy & John -
>
> You really should listen to this story, if you're serious about changing the toxic atmosphere of your organization.
>
> You know, I'm not an Army guy, and there's some ways about the way you do business that didn't make any sense to me.
>
> If you listen to this story, "Smoking him" is a term that I've tried to describe to you, even though I didn't that's what I was witnessing.



> Toxic. Abusive. Bullying. Narcissistic.
>
> [redacted BOI/PR]
>
> And then he turned target on me. I swear to God as my witness, it's one of the most bewildering things that I've ever encountered.

Nice job guys, thanks for the support. I hope that someday somebody gets to the bottom of the problems that you have out there, I really truly do. There are a lot of good people out there who don't deserve this kind of treatment.

Oh, and I'm sorry. I'm sorry to bother with this petty crap, it will end now.

Thank you for your service.

Christopher T. Bydalek

http://www.npr.org/2014/01/06/259422776/army-takes-on-its-own-toxic-leaders

Top commanders in the U.S. Army have announced publicly that they have a problem: They have too many "toxic leaders" — the kind of bosses who make their employees miserable. Many corporations share a similar problem, but in the Army's case, destructive leadership can potentially have life or death consequences. So, some Army researchers are wondering if toxic officers have contributed to soldiers' mental health problems.

One of those researchers is Dave Matsuda. In 2010, then-Brig. Gen. Pete Bayer, who was supervising the Army's drawdown in Iraq, asked Matsuda to study why almost 30 soldiers in Iraq had committed or attempted suicides in the past year.

"We got to a point where we were exceptionally frustrated by the suicides that were occurring," Bayer says "And quite honestly feeling — at least I was — helpless to some degree that otherwise good young men and women were taking their lives."

Matsuda might seem like an unconventional choice to study Army suicides. He's an anthropologist; the Army hired him to advise U.S. commanders on how to understand what was really going on below the surface in Iraq. But Bayer says those skills are what prompted him to ask Matsuda to look below the surface of the suicide problem in the Army.

"What we valued about [Matsuda], as well as a few others who worked for us, was he didn't wear a uniform. He wasn't one of us, so to speak," Bayer says.

Whenever a soldier committed suicide, Bayer says, a team of Army investigators would essentially ask the same questions: What was wrong with the individual soldier? Did he or she have a troubled childhood or mental health problems? Did the soldier just break up with a partner or spouse? Was he or she in debt? The answer was often "yes." But Bayer says he felt part of the puzzle was missing.

“ And I just had, like, feelings, like, that nothing's ever going to change. I'm going to get [expletive] every day, and I just don't want this anymore. And I just felt like I wanted to kill myself.

- Frank Costabile

"We decided we were going to take a look at it from a different angle," he says.

So Matsuda looked at the cases of eight soldiers who had recently killed themselves and interviewed friends of the victims.

"I crisscrossed Iraq and interviewed 50 soldiers," Matusda recalls.

A more complicated story began to emerge, he says. In addition to major problems in their personal lives, the victims also had a leader who made their lives hell — sometimes a couple of leaders — Matsuda says. The officers would "smoke" them, as soldiers call it.

"Oftentimes platoon leaders will take turns seeing who can smoke this guy the worst. Seeing who can dream up the worst torture, seeing who can dream up the worst duties, seeing who can make this guy's life the most miserable," says Matusda.

He says the evidence did not show that the soldiers' leaders caused them to commit suicide. But the soldiers' friends said leaders had helped push them over the brink.

"When you're ridden mercilessly, there's just no letup, a lot of folks begin to fold," Matsuda says. He submitted a report stating: "[S]uicidal behavior can be triggered by ... toxic command climate."

Research At The War College

This was not the first time that an Army researcher had raised the issue of toxic leadership. In 2003, the secretary of the Army asked researchers at the Army War College in Pennsylvania to study a question:



NPR interviewed dozens of current or former soldiers who said they have struggled under toxic leaders.

iStockphoto

"Given an institutional objective to establish and maintain effective command climate," Secretary Thomas White Jr. wrote, "how can the Army effectively assess leaders to prevent those with destructive leadership styles?"

"The first thing that struck me was, what a good question," says retired Col. George Reed, who was director of Command and Leadership Studies at the War College. "It was not a question that we had wrestled with before."

Reed and a colleague interviewed dozens of officers who were attending the War College. He says most of them told stories about recent encounters with leaders whom they said were toxic. He says the soldiers were talking about something worse than incompetent bosses: They said toxic leaders were abusive and self-aggrandizing, arrogant and petty, and "unconcerned about, or oblivious to, staff or troop morale."

Toxic leaders were also good at snowing their superiors — so they kept getting promoted. Reed says after *Military Review* published his article about the study, he was flooded with emails from other soldiers who complained about the toxic leaders they knew

"The stories just poured out at that point," Reed, who now teaches leadership studies at University of San Diego, says. "It was distressing because the Army is a world-class organization and at some point you have to ask, 'No, really? Are we tolerating this kind of leadership behavior?' "

Gradually, some generals started to ask that question and a few years ago they ordered researchers to do the first nationwide study to help answer it. Researchers based at the Center for Army Leadership at Fort Leavenworth in Kansas surveyed more than 22,000 troops in 2009 and 2010. Most commanders received good ratings, some even got great ratings. But the study found that roughly 20 percent of soldiers reported their own leaders were what researchers called toxic.

NPR has interviewed dozens of current or former soldiers who say they have struggled under those kinds of leaders. We found one of them, Frank Costabile, at a center for homeless vets in Las Vegas. The Army discharged him last year after the third time he threatened or attempted suicide.

"I'm doing better," says Costabile, who had been a private first class fueling helicopters, tanks and trucks. "After my last suicide attempt, they gave me a new medication."

Costabile says he never heard the term toxic leadership while he was in the Army. But he says some of his own leaders started tormenting him psychologically three years ago in Afghanistan, and the abuse continued when he came home in 2011 to Fort Carson in Colorado. He says those leaders didn't scream at him, they ostracized him. And the more he felt like he was falling apart, the worse it got. Army records show he had "major depressive episodes" and "multiple hospitalizations."

"Like the kid that was picked last for kickball in school, you know? I get the jobs that nobody wanted to do. Take out the trash, you're going to sweep the floor, you're going to mop the hallway. And it's like, why?" Costabile says.

Army records show that Costabile stopped eating more than a few bites each day; he lost 30 pounds in a month. His wife found him lying on the bathroom floor after he took dozens of antidepressants and other pills. But some officers said he was faking it.

"And I just had feelings, like, that nothing's ever going to change," Costabile says. "I'm going to get [expletive] every day, and I just don't want this anymore. And I just felt like I wanted to kill myself."

The Army Defines Toxic Leadership

Lt. Gen. David Perkins, who commands the Combined Arms Center at Fort Leavenworth, says he knows how toxic leadership can hurt soldiers — and the Army.



Gen. David Perkins, who led the first troops into downtown Iraq in 2003, now runs the Combined Arms Center at Fort Leavenworth in Kansas. He says toxic leadership could have life or death consequences.

Getty Images

"If we don't do something about toxic leadership, I mean in the end, not to be too dramatic, but it does have life or death consequences. And quite honestly, we owe it to the American public," Perkins says.

He continues: "I can just tell you from experience ... that if you have toxic leadership, people will get sort of what we call the 'foxhole mentality.' They'll just hunker down and no one is taking what we call prudent risk." Perkins led the first U.S. Army troops into downtown Baghdad after the U.S. invaded Iraq in 2003. "They're not being innovative, they're not being creative. And some people who are toxic leaders, they might be able to get some short-term results and get an immediate mission at hand done. But in the process, they are destroying the organization and destroying their people."

Perkins says the first step to figuring out what to do about toxic leaders was to define the problem. So in 2012, the Army revised its leadership bible, Army Doctrine Publication 6-22, to detail what toxic leadership means for the first time.

The manual now states:

> "Toxic leadership is a combination of self-centered attitudes, motivations, and behaviors that have adverse effects on subordinates, the organization, and mission performance. This leader lacks concern for others and the climate of the organization, which leads to short- and long-term negative effects. The toxic leader operates with an inflated sense of self-worth and from acute self-interest. Toxic leaders consistently use dysfunctional behaviors to deceive, intimidate, coerce, or unfairly punish others to get what they want for themselves. The negative leader completes short-term requirements by operating at the bottom of the continuum of commitment, where followers respond to the positional power of their leader to fulfill requests. This may achieve results in the short term, but ignores the other leader competency categories of leads and develops. Prolonged use of negative leadership to influence followers undermines the followers' will, initiative, and potential and destroys unit morale."

The Army then launched a pilot project to take a second step toward dealing with the problem: In addition to having leaders evaluate their subordinates, as just about every institution does, they asked subordinates to evaluate their leaders — anonymously. The pilot project evaluated only eight commanders, in what the Army and management specialists call a 360 evaluation, but Perkins says the Army plans to expand the system by October 2014.

Meanwhile, Army commanders have taken more aggressive steps: They have kicked a small number of officers out of their jobs for being toxic. And the issue is becoming part of a national conversation. Sen. Kirsten Gillibrand (D-N.Y.) told the Senate chamber recently that destructive leaders are one reason why the number of sexual assaults in the military is so high. "You've just heard from these victims, there are too many command climates that are toxic," she said.

Some of the Army researchers who first raised the issue of toxic leadership say this is clearly a new world. Still, they're concerned that Army leaders are not moving fast enough to confront it.

Walter Ulmer, a retired general who led forces in Vietnam, calls toxic leadership an "institutional cancer." He says he's "enthusiastic and optimistic" that top officials are publicly discussing the problem and debating ways to combat it, but he says the Army strategies like the new officer evaluation system are just one step.

According to the Army's plans, for example, it will ask subordinates to anonymously evaluate roughly 1,100 battalion and brigade commanders by late next year But there are more than 100,000 officers in the Army, from noncommissioned sergeants to generals.

If you used a 10-point scale to rate how well the Army is doing tackling toxic leadership, Ulmer — whose papers on the issue are taught in the Army's command schools — says, "I guess I give it maybe, maybe a six."

The Army is doing more about toxic leaders than at any time in the past, he says, but there is "still a long way to go."

Matsuda, the researcher who concluded that toxic leaders had played a role in the suicides of eight soldiers in Iraq, says even though the study was small and anecdotal, it raises a big question: Have toxic leaders played a role in many more suicides?

The Army and the National Institutes of Mental Health have launched the biggest study yet of why soldiers kill themselves. One of the study's directors says that they're only just starting to ask whether there might be a link with toxic leadership.

Subject: [redacted] *MTG: GEN Grass, Chief of Ntl. Guard Bureau
Location: JNU - Governor's Office

Start: Wed 1/29/2014 11:30 AM
End: Wed 1/29/2014 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Sims, Cynthia M (GOV)
Required Attendees: Nizich, Michael A (GOV)

STAFF: COS
TOPIC: [redacted]
CONFIRMED/ENTERED: Have email into Nicholas/Pierre to confirm for this date/time/location – 01.24.14 - jlm

Contact: Nicholas Forbes
Phone: 907-428-6011, Cell: [redacted]
Email: nicholas.m.forbes.mil@mail.mil

ONLY AVAIL for GEN Grass would be this date - 11:30-12:00 p.m. JNU on way to ANC

Subject: [redacted]*MTG: GEN Grass, Chief of Ntl. Guard Bureau
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STAFF: COS
TOPIC: [redacted]
[redacted]
CONFIRMED/ENTERED: Have email into Nicholas/Pierre to confirm for this date/time/location – 01.24.14 - jlm

Contact: Nicholas Forbes
Phone: 907-428-6011, Cell: [redacted]
Email: nicholas.m.forbes.mil@mail.mil

ONLY AVAIL for GEN Grass would be this date - 11:30-12:00 p.m. JNU on way to ANC

From: Pierre, McHugh (MVA)
Sent: Wednesday, April 30, 2014 4:48 PM
To: Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)
Cc: Katkus, Thomas H (MVA); Katkus, Thomas H MG USARMY NG AKARNG (US)
Subject: FW: Sexual Assaults

I thought this was something you might want to see.
Thanks.

McHugh Pierre
Deputy Commissioner
Department of Military and Veterans Affairs
907-428-6003 Anchorage office

From: Olmstead, Candis Maj (MVA sponsored)
Sent: Wednesday, April 30, 2014 4:35 PM
To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA); Bridges, Leon M BG MIL NG AK ARNG (mike.bridges@us.army.mil); Brig Gen Timothy O'Brien; 'BG Catherine Jorgensen'
Cc: nicholas.m.forbes.mil@mail.mil
Subject: Sexual Assaults

Sirs and Ma'am,

In reviewing the sexual assault data from Octavia, it occurred to me that Sean Cockerham started us on a path where we've been focusing on total number of reports instead of total number of reports where the perpetrator is a member of the AKNG.

I assume the "29 reported sexual assaults in the Alaska National Guard" statement that was in Sean Cockerham's first article back in October was a response to a question from him about how many reports of sexual assault have we had.

I think the real question is "how many members of the Alaska National Guard have assaulted other members of the Alaska National Guard?"

Because the point that the politicians, naysayers and media seem to be trying to make is that there are a lot of sexual assaults within our organization.

The fact that we provide services to victims as a resource that most organizations don't offer in-house has been lost in the mix.

FACT: In 2013 and 2014 combined, there has been ONE report of sexual assault committed by a member of the Alaska National Guard. (Where the assault *took place* in 2013 or 2014.)

[redacted] *DP*

V/r
Candis

CANDIS A. OLMSTEAD, Maj, AKANG
Director, Public Affairs
Alaska National Guard
Department of Military and Veterans Affairs
Desk [redacted] Main 907-428-6031
Cell [redacted] Fax 907-428-6035
PA requests: mvapublicaffairs@alaska.gov
www.facebook.com/AlaskaNationalGuard
www.youtube.com/NationalGuardAlaska

From: Sims, Cynthia M (GOV)
Sent: Thursday, May 01, 2014 1:51 AM
To: Pierre, McHugh (MVA)
Cc: Nizich, Michael A (GOV); Leighow, Sharon W (GOV); Katkus, Thomas H (MVA); Katkus, Thomas H MG USARMY NG AKARNG (US)
Subject: Re: Sexual Assaults

Thanks, McHugh.

Sent from my iPhone

On May 1, 2014, at 2:47 AM, "Pierre, McHugh (MVA)" <mchugh.pierre@alaska.gov> wrote:

> I thought this was something you might want to see.
> Thanks.
>
> McHugh Pierre
> Deputy Commissioner
> Department of Military and Veterans Affairs
> 907-428-6003 Anchorage office

From: Olmstead, Candis Maj (MVA sponsored)
Sent: Wednesday, April 30, 2014 4:35 PM
To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA); Bridges, Leon M BG MIL NG AK ARNG (mike.bridges@us.army.mil); Brig Gen Timothy O'Brien; 'BG Catherine Jorgensen'
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V/r
Candis

CANDIS A. OLMSTEAD, Maj, AKANG
Director, Public Affairs
Alaska National Guard
Department of Military and Veterans Affairs
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Cell [redacted] *BOI* Fax 907-428-6035
PA requests: mvapublicaffairs@alaska.gov
www.facebook.com/AlaskaNationalGuard
www.youtube.com/NationalGuardAlaska

From: Nizich, Michael A (GOV)
Sent: Thursday, May 01, 2014 7:54 AM
To: Parnell, Governor (GOV sponsored)
Subject: FW: Sexual Assaults

Interesting point that definitely got lost in all this

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

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Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

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To: Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)
Cc: Katkus, Thomas H (MVA); Katkus, Thomas H MG USARMY NG AKARNG (US)
Subject: FW: Sexual Assaults

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Deputy Commissioner
Department of Military and Veterans Affairs
907-428-6003 Anchorage office

From: Olmstead, Candis Maj (MVA sponsored)
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To: Katkus, Thomas H (MVA); Pierre, McHugh (MVA); Bridges, Leon M BG MIL NG AK ARNG (mike.bridges@us.army.mil); Brig Gen Timothy O'Brien; 'BG Catherine Jorgensen'
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[redacted] *DP*

V/r
Candis

CANDIS A. OLMSTEAD, Maj, AKANG
Director, Public Affairs
Alaska National Guard
Department of Military and Veterans Affairs
Desk [redacted] *BOI* Main 907-428-6031
Cell [redacted] *BOI* Fax 907-428-6035
PA requests: mvapublicaffairs@alaska.gov
www.facebook.com/AlaskaNationalGuard
www.youtube.com/NationalGuardAlaska

From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, May 21, 2014 9:29 AM
To: Nizich, Michael A (GOV)
Subject: Re: DODIG/ARMY IG CLOSURE

[redacted] DP/EP

Sent from my iPhone

On May 21, 2014, at 8:09 AM, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

[redacted] DP/...

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

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Third Floor
Juneau, AK 99811
PHONE: 907.465.3500
FAX: 907.465.3532

mike.nizich@alaska.gov
www.gov.state.ak.us

From: Knudson, Kip C (GOV)
Sent: Wednesday, May 21, 2014 6:41 AM
To: Nizich, Michael A (GOV); Katkus, Thomas H (MVA)
Subject: Fwd: DODIG/ARMY IG CLOSURE

[redacted] [redacted] DP/EP

Sent from my iPhone

Begin forwarded message:

> **From:** "Bergerbest, Nathan (Murkowski)" <Nathan_Bergerbest@murkowski.senate.gov>
> **Date:** May 21, 2014 at 10:38:54 AM EDT
> **To:** Kip Knudson <kip.knudson@alaska.gov>
> **Subject: DODIG/ARMY IG CLOSURE**

<Senator Murkowski_IG letter May 21 2014.pdf>

From: Parnell, Governor (GOV sponsored)
Sent: Wednesday, May 21, 2014 9:30 AM
To: Nizich, Michael A (GOV)
Subject: Re: DODIG/ARMY IG CLOSURE

DP/EP

Sent from my iPhone

On May 21, 2014, at 8:09 AM, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov> wrote:

DP/EP

Mike Nizich
Chief of Staff
Office of Governor Sean Parnell

Alaska State Capitol Building
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Sent: Wednesday, May 21, 2014 6:41 AM
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Subject: Fwd: DODIG/ARMY IG CLOSURE

DP/EP

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Begin forwarded message:

> **From:** "Bergerbest, Nathan (Murkowski)" <Nathan_Bergerbest@murkowski.senate.gov>
> **Date:** May 21, 2014 at 10:38:54 AM EDT
> **To:** Kip Knudson <kip.knudson@alaska.gov>
> **Subject: DODIG/ARMY IG CLOSURE**

<Senator Murkowski_IG letter May 21 2014.pdf>

From: Nicole Guihaumé <[redacted]>
Sent: Saturday, June 28, 2014 7:43 AM
To: ARTHUR.WILLIAMS@WEST.BOEING.COM; Adil@unitedsoiltechnologies.com; [redacted]; AirportInfoCenter@dfwairport.com; [redacted]; [redacted]; [redacted]; [redacted]; BOWLINGA@BRAGG.ARMY.MIL; BassM@ftknox6-emh3.army.mil; Bernard.Nosal@yng.afres.af.mil; [redacted]; Blair.Diederich@osan.af.mil; [redacted]; [redacted]; [redacted]; Byron.Hummel@LA-NGB.ARMY.MIL; [redacted]; Carlos.Ibanez@woodgroup.com; [redacted]; Charles.Pinkham@mebngr.ang.af.mil; Charlie.Smith@Luke.AFB.mil; CharlieF@gac-cargo.com; Chris_Painter@AMRCorp.com; [redacted]; Christopher.Forno@Sheppard.AF.MIL; Clarence.S.Lester-II@Boeing.com; Claude.lessard@nftc.com; Craig.Burns@americawest.com; Craig.King@atk.com; CustomerCare@ihs.com; DANIEL.NICA@TURBOMECA.COM; DAVID.ACOSTA@LANGLEY.AF.MIL; DAVID.ECCLI@AEROJET.COM; DBarber@perrymanco.com; DByars@bellhelicopter.textron.com; DDIESEL@AKS.COM; [redacted]; DERRICK.HARRY@ANG.AG.MIL; DHecht@march.af.mil; DOMINGUEZRJ2@MSN.COM; DThompson@Kennedymfg.com; DWells@zoomit.sikorsky.com; Damien@wghco.com; Dan.Ferns@BAESYSTEMS.COM; David.Mitchell@siinet.ngc.com; David.Owen@kaman.com; David.Zapinski@seattleaero.com; DavidR@SpritAir.com; Davidr@cdsbytes.com; Dbras@acutecprecision.com; Debra.Dukes-1@ksc.nasa.gov; Dennis.Bourgault@ctbrad.ang.af.mil; Dentongr@pweh.com; Diana.Krekelberg@seattleaero.com; Douglas.Sturtz@PSS.Boeing.com; [redacted]; EDWARD.LUTHER@NAF10.AFRES.AF.MIL; Edward.Herrara@state.nm.us; Edward.Needens@beale.af.mil; Erika_Lucas@okcommerce.gov; [redacted]; FUTURETMN@ENGINEER.COM; Frank.Maynarich@yokota.af.mil; Frank.Navarrette@aa.com; Frank@si-forest.com; GAndrews@trimilford.com; GDarrow@panamacademy.com; GSMITH@MSJAN.ANG.AF.MIL; [redacted]; Gaellad@optonline.net; Galen.Reed@BAESYSTEMS.COM; Garry@uscomputer.com; Gary.Reid@IDBOIS.ANG.AF.MIL; George.Bartuska@Polk-Fl.net; George.Cushman@ae.ge.com; George.Hutchins@grissom.af.mil; Gpsiksasmarcom@utc.com; Gregory.Ingram@dcma.mil; [redacted]; Hankerst@hurlburt.af.mil; [redacted]; Howard.Nam@cbol.com; INFO@KIPPERTOOL.COM; InspectorGeneral@panynj.gov; Irina.Obrzhutovich@Pelican.com; Iwona.bochenska@illinois.gov; J.WILSON@lmco.com; JAMES.A.TANZEY@LMCO.COM; JAMES.HENRY@LANGLEY.AF.MIL; [redacted]; JEFFTAYLOR@TORRNET.COM; JEZLER@RUAG.COM; JFARLAND@PIT.AFRES.AF.MIL; [redacted]; JKLOPP@WIMSN.ANG.AF.MIL; JMONGIEL@MASSPORT.COM; JOEDALE@USAIRWAYS.COM; JRivera2@bellhelicopter.textron.com; JRowlett@NORDAM.com; JScott@perrymanco.com; Jack.Skinner@niagarafalls.af.mil; JackRDillon@DRS-PCT.COM; James.Cade@tinker.af.mil; James.J.Colnar@gd-is.com; James.Mason@barksdale.af.mil; James.Rooney@westover.af.mil; James.Rose@mildenhall.af.mil; Jason.Bracht@luke.af.mil; Jason.Williams@knox.army.mil; Jaysond.Porter@Aerojet.com; Jeffrey.a.riechmann@lmco.com; Jeffrey.r.lee1@navy.mil; Jeremy.Johnson@seattleaero.com; Jesse_Garcia@okcommerce.gov; [redacted]; Jim.stephan@delta.com; Jimmy.Hagin@robins.af.mil; [redacted]

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Cc: Bill Gates; Ginni Rometty; Jim McNerney; neil.planzer@boeing.com; paul.planzer@atca.org; Barack Obama; james.comey@ic.fbi.gov; john.brennan@cia.gov; hishammuddin@mot.gov.my; obaliu@icao.int; maznah@perdana.org.my; Fred Bonner; Karen Donohue; willie.gregory@seattle.gov; judith hightower; kimi.kondo@seattle.gov; steve rosen; Mike.muth@usdoj.gov; avril.haines@cia.gov

Subject: IC3 complaint against Rothschild

Attachments: IC3 complaint Nicole Guihaume -3- against Rothschild family.pdf; IC3 complaint Nicole Guihaume -2-.pdf; IC3 complaint Nicole Guihaume -1-.pdf; mail à Hamzah Zainudin 7 juin 2014.pdf; Zion-a.pdf; Zion.pdf

Hi,

It seems as if we were at a moment reality must be faced. For the first time the ICC has in its jail a president who was elected. His rival was not even able to face the second round, and harassed the one who was with Laurent Gbagbo -Henri Konan Bedie- to finally appear as president. Rothschild family is behind all these abuses. They can occur only because they silence persons.

It is not easy for me to send mails. I am not fluent, make a lot of mistakes. The point is we all need these abuses to be addressed. We must act to stop them. I don't want another 9/11 to occur. I know they plan it. The only way to prevent it is to widely communicate. Blackmails are used to make such events possibles. Do glance at the IC3 complaints I join, and you will see how Bill Gates who is in copy has been deceived. I also join you mails I sent concerning MH370 and wish that you look at the ones who received them and did not oppose a word. Passengers are either actors or true ones and alive. Their relatives face quite a hard time. I act as if I was one of them.

I wish not to disturb, apologize if I do so,

Best regards,

Nicole Guihaume

COMPLAINT REFERRAL FORM

Complaint ID: I13123111126565512

The following information was provided by the victim and may be forwarded to the appropriate law enforcement or regulatory agencies.

Date: 12/31/2013 11:26:56

Victim Information

Name:	Nicole Guihaume
Business Name:	
Age:	50 - 59
Gender:	F
Address:	9 rue des Perichaux
City:	Paris
Do you live within the city limits?:	Yes
County:	
State:	
Country:	France
Zip Code/Route:	75015
Phone number:	0155769184
Email Address:	nicguihaume@msn.com

Name of your local police or sheriff's office:
Nicole Guihaum?

Is the complaint you are filing related to the Internet or an online service? Yes

Do you have pertinent documents in paper form? Yes

Information about the Individual/Business that victimized you

Business Name:
Name:
Gender: U
Address:
City:
State:
Country:
Zip Code/Route:
Phone number:
Email Address:

Other Identifiers

Web Site:
IP Address:
IRC Server:
Chat Room Name:
Usenet Newsgroup:
Other:

Monetary Loss

If you lost money from the incident you are reporting, please specify the total dollar amount of your loss.
0

Please indicate the means of payment (select all that apply)

- ☐ Cash
- ☐ Cashier's Check
- ☐ Check/Debit Card
- ☐ Credit Card
- ☐ Money Order
- ☐ Wire Transfer
- ☐ Other (Specify)

Did you use a third party online payment service such as PayPal, BidPay, Escrow? [left blank]

Description of the Incident

Describe in your own words how you have been victimized.

I am harassed since sixteen years in the aim to disqualify Bill Gates. He noticed me briefly at a professionnal event in 1990 and then heard from me on 1997, the 28th of October. This day I had a phone call from Michel Lacombe MSFT EMEA CEO, who I knew as I worked in Microsoft France in 1989.
Since this phone call, I am hacked. I filed complaints in France, CEDH, failed, but wrote since the first August 2013 to Robert Hare, Paul Babiak and others specialists with Bill Gates in CC, explaining what happens to me and sending copies of Bill Gates google news in which notes I wrote on this harassment on a mediapart blog appeared. Actually all the mails I try to send are blocked, as to nw3c.org. I cannot even access to their website. I have been blacklisted, and it is not by someone who received a mail from me, because the persons who already received one, always can receive. I sent mails to Microsoft Shareholders, boards, executives. Received no complaint for that. This situation is known.
By the way, I entered 0$ as loss of money. If is impossible to evaluate. They broke my life. I write they because it is not only one person, and I am not parano. If I were, I do think I would have complaints, having sent the mails I evoked to Microsoft shareholders, Board, executives, and mental health specialists.

Please indicate any medium used by the individual/business in the course of the incident.

- [ ] Bulletin board
- [ ] Chat room
- [x] Email
- [ ] Fax
- [ ] In person
- [ ] Internet messaging
- [ ] Mail
- [ ] Newsgroup
- [ ] Telephone
- [ ] Web site
- [ ] Wire
- [x] Other

Please indicate the initial means of contact with the individual/business that victimized you.

Other

Was this initial means of contact unsolicited/uninvited?

Yes

What was your relationship with the individual/business you are complaining about prior to the incident you are reporting?

no prior relationship

Did you conduct any research on the individual/business prior to the incident?

No

How much time has passed since you determined you were victimized?

6 months or more

Contact Information

Are there witnesses or other victims to this crime?

As told, I exposed very many informations in mails I sent to Robert Hare, Paul Babiak, Stephen Walt, John Mearsheimer and others.

Have you reported this crime to any law enforcement or government agencies?

- ☐ Better Business Bureau
- ☐ Consumer protection agency
- ☐ Individual/business that victimized you
- ☑ Police/other law enforcement
- ☐ Private attorney

Provide the specific name of each organization, contact name, contact phone number, email address, date reported, and report number (if known).

The last one was the European Court of Human Rights. My complaint was seen by Mississ Gillet, number 41930/10 Guihaume c/ France. It was rejected on the 14th of February 2012.
Prior to this request I did a refere in Paris on the 19th of April 2010, alone, and then asked for help for fees. It was refused by Bernard Stirn.

Supplemental Information

---------- 01/06/2014 15:50:29 ----------

I am very surprised because I already provided an update, contrary to what is written, and I communicated it as soon as done to Bill Gates, Robert Hare, Paul Babiak, Stephen Walt, John Mearsheimer, Seattle's Mayor and Judges. I did it four days ago. I am not fluent, but as I communicated this update to these persons, I choose to write the same one, just correct a mistake on a word. I add that I did not see when I registered my name indicated in place of « sheriff ». Of course, it is wrong. I ignore how it appeared there.
Bill Gates is another victim, having been targeted by the manoeuvers done against me, and having been pushed out of Microsoft. Moreover, medias target him continuously. He managed to have someone protecting me by helping to understand via my computer, which is the source of the notes I wrote on blogs which appear in news. This is by this way I know Bill Gates wants to come back to Microsoft, what I wrote, and which appeared in news, but the medias prevent him to make his desire public, and Mediapart closes each blog I open after a short while. It is the only way to appear in news for a blogger.
He is also a witness. Moreover, I do think two phone calls were registered. The first one I evoked was between Michel Lacombe and I on the 28th of October 1997. The second is one Bernard Vergnes, who created Microsoft France in 1983, Microsoft Europe in 1989, and Microsoft EMEA, promised me to make after I exposed him what I endured. He promised on the 28th of January 2005, a friday and the aim was to search infos concerning what happened to me. On Monday 31 January 2005 Christophe Aulnette, Microsoft France CEO "resigned". It was told to the employees via mail by Jean-Philippe Courtois. The same day, it was told he would go in Altran, where I regretted not to have been as they proposed me when I went to work at Microsoft. He stayed there less than two years. The cell phone number of Bernard Vergnes is 0032478500506. I did not speak him since June 2010. At the time I wrote him an email at bernard@vergnes.be, address he gave me that day for he left Microsoft in 2003.
I wrote an open letter to Jean-Philippe Courtois which is on a blog at my name and I received no complaint. I sent it via mail to him, but the address was wrong, and CC Bill Gates, and all the members of the board, as well as to Heidrick and Shuttles who was chosen for the CEO search.
The harassment also occurred by contacts taken with members of my family in the aim to obtain false

testimony, such as the assertion I would never have worked. I have an elder sister who is attorney and managed with the french judge to prevent me to see the file concerning my mother being placed under guardianship. The records are lies. I only could see them because I made an appeal, for my mother asked me to be the one who would care her.

---------- 01/08/2014 06:00:57 ----------

I ask for this file to be considered as an emergency, because of my mother, and because of Microsoft, whose situation cannot continue the way it does since 23 August.

I write this second complement in this aim. It concerns one charactéristic that France shares with USA and which is the place of the zionist lobby. I wrote in my first complement that there had been anormal contacts with members of my family -as family, we met huge problems after my parents divorced and I am the younger who cared long of my mother, had no more relations with my brother and sisters when the harassment began-.

Concerning these contacts, for example, my mail box was hacked in June 2010 precisely at the moment the Council of State had to decide if the legal fees could be payed for me. A mail was sent in my name to one of my nieces who is attorney. I had not spoken with her since 1995, and after these 15 years, she received an evident fraud, a mail I could not have written, saying I was in Africa and asked for her help. She answered to this fraudulent mail, asking for precisions, with her signing as attorney. I replied that my mail box had been hacked. The point is the moment it happened is quite bizarre. Two weeks later, the Council of State refused to pay legal fees, so I went to the ECHR.

Later, during the procedure for my mother to be placed under guardianship, as she is 92 and has developped huge memory difficulties at the time I was harassed and noticed curious things happening to her, the judge who had to decide for the guardianship has been very rude with me. I was in Montpellier where my mother live as she asked me for help. My four brother and sisters lied changing the words of her doctor, saying I was a danger for her, what is not true. She asked me to care her. It was evident that the words her doctor wrote had been changed, but the judge behaved as if she had not seen it, and organised a hearing with my three sisters without saying a word to my mother neither to me. We ignored the appointment. It had to be on the 20 of April 2012, a Friday. The Sunday before, my sister attorney phoned my mother whose answers I heard, being at her home. She verified few words such as Friday, Tribunal, and the presence of my sister. After this phone call she was in a wrong state, so I proposed her to go to the tribunal on Monday and ask. We went there and were told they forgot to call us up, gave our notices. The day after my mother was ill. I called doctors on urgency. On Friday 20, she was not there, I was, and wait long during my three sisters were heard. Then, I have been, and it was terrible. Not even a word could say the way they treated me. At the end, the guardianship was given to a professionnal and in March 2013 to my sister attorney and to the mother of my niece who wrote me June 2010.

I can do nothing for my mother. They refuse her cares she needs and asks for, which her doctor wrote as necessary at the time I was at her home. They changed the doctor. He has always refused to confirm I was a danger.

We are in 2014, I use to phone my mother regularly and she suffers not to have a place where she could meet other people, share activities. I proposed a professionnal place very near her home in June 2012. It was refused. She lacks it.

She is a victim too, and I suffer for that.

I think all these things could not have occured without zionist lobby in action. As it is in, there is no law, but its law. As they decided to use every possible manoeuvres to obtain wrong things written on me, they oppose to each proposition I make. The judge even asked that I leave my mother at a time she really needed help and asked me to stay. The judge sent an usher to see if I was always there. It was illegal. The usher came on June 2012. I stayed in Montpellier until December 4. During November, the guardian did not give one euro to my mother. They tried to demonstrate I stole her, but could not for I do not.

Concerning Microsoft, I understood during the last days of September that Bill Gates wanted to come back as CEO. October the first, reuters accepted anonimity though it is evident the three shareholders are Ballmer, Marquardt and Turner, and they launched a defamation campaign again Bill Gates. I wrote to each shareholder and executive, member of the board of Microsoft I found, and gave my testimony of what has been done to me, and to Bill Gates at the same time. He always chairs the board but this morning again reuters wrote there is two insider contenders, what is false, and they know it ; I sent them, Bloomberg, CBS, Newscorps screenshots of the notes I wrote in my mediapart blog saying Bill Gates wants to come back, November the 16. He was in CC, as Microsoft board and executive. He is still targeted. And all the employees of Microsoft are concerned. Only a lobby can behave that way.

---------- 01/31/2014 20:12:06 ----------

This third complement comes after the last article done by Bloomberg, saying that Microsoft next CEO is likely to be Satya Nadella. This apparently does not concern me. The fact is it does. As written earlier, I receive help from a connection on my computer. I did not precise that in fact there are two opposite connections, one protecting me from the other, what I understood only in 2008. Until this understanding, it has been much than hard to live. I did not try to commit suicide since 2008 –neither did I before the harassment–, what confirms me my understanding is correct. The years before 2008, I tried many times because I understood nothing to what was done to me. It was terrible, I thought I was targeted by a bipolar, asked doctors if I could have imagined what happened to me, and they did not think so.

The fact is I sent this complaint to Bill Gates, to the Mayor and the Judges of Seatlle, as well as to the Board the executives, and the shareholders of Microsoft, professionals of mental health, and other sectors. There has been no denial, no complaint.

At the moment, Bill Gates cannot help me, and the harassment was so hard I have not worked since it began. It began at a moment I suffered of tuberculosis. I am now quite isolated, as a consequence. For example, August 21, Cameroonvoice published a note I had written on the harassment. I proposed it to another website, and they answered to my mail exposing there understanding, writing on men of power being harassed and blackmailed, and proposed me to do a video which would complete the text ; I accepted and it was done by deception. Their aim was to make a video without any link with Bill Gates. They told it was evident I was harassed, but it was not in relation with him. Many persons contacted me in a deception aim. Two days after Cameroonvoice published my note, Steve Ballmer resigned. It was August 23.

I absolutely did not think that Bill Gates could desire to come back. I understood it by the connection, and also, I red an article written by Henry Makow, July the 7, and it is quite clear that Bill Gates is blackmailed as are many men of power. The only fact that this article exists proves it, as well as it proves that Gates Sr and Melinda Gates are concerned too. In fact, as time goes on, it becomes evident that there is a problem concerning Microsoft, and the medias interfere in a way they should not. Michaël Bloomberg obtained Bill Gates to say he wanted to stay at the Foundation, but at the same time, this complaint does exist. This does confirm the blackmail. I guess some video taken by deception exists and the threat is "either you confirm your involvement in the Fondation, or we make it viral".

As long as this situation exists, I suffer of the consequences this severe harassment let on my life. I am 54, to find a new job is much than hard. I red on the web testimonies of Joan Brewer, and legal proofs of what she endured. She wrote that Bill Gates did not protect himself, and that Gates Sr harassed her. I guess he also prevented me to obtain justice in France and behind the ECHR. Today, I received a bad new from the Tribunal of Grande Instance where I had another complaint for hacking (N° 11203002115). I gave the name, the facebook page, the IP of the second connection. This man who operates under the name of Paul Maurer and appears as 5209 concerning FB page at this name is after me since March 2010 -before, I was hacked too, but had no way to know by who-. It became clear when I opened a blog on the Nouvel Observateur where I opened the comments. He sent more than 500 abuse reports for my blog, harassed websites to close blogs I opened to appear in news, and is quite nervous. He once sent 15 abuse reports during the hour after I transfered a blog comment to a lawyer whom I thought would be helped by it. I gave the Prosecutor the proofs by the IP I had of him by the blog. I gave very many proofs. They refuse to recognize what appeared clearly to the man with whom I had a hearing. He wrote a wrong report, writing a bad french with many mistakes, what I noticed because it is quite hard to read such writing, and I wondered why he did this job. Nevertheless I insisted and he wrote one or two things he noticed and which were clear. Paul Maurer has also opened seven blogs where he only defames me as on his facebook page. He writes I fear to file a defamation complaint because I write I know the zionist lobby is at the origine of the harassment and in France you cannot criticize behavior of Jewish People without being accused of antisemitism. Moreover, he knows I have no chance of success, because France is under zionist control. We recently had a Day of Anger because people are exhausted and see much clearly the way we are deceived and prevented to even name the source of our problems as soon as a Jewish person is concerned. We cannot even say it is not normal to have two presidents and a candidate of Jewish origine, though these community represents one per cent of the population.

COMPLAINT REFERRAL FORM

Complaint ID: I1405020546129712

The following information was provided by the victim and may be forwarded to the appropriate law enforcement or regulatory agencies.

Date: 05/02/2014 05:46:12

Victim Information

Name:	Nicole Guihaume
Business Name:	
Age:	50 - 59
Gender:	F
Address:	9 rue des Perichaux
City:	Paris
Do you live within the city limits?:	Yes
County:	
State:	
Country:	France
Zip Code/Route:	75015
Phone number:	0155769184
Email Address:	nicguihaume@msn.com

Name of your local police or sheriff's office:
I do ignore it

Is the complaint you are filing related to the Internet or an online service? Yes

Do you have pertinent documents in paper form? Yes

Information about the Individual/Business that victimized you

Business Name:	Microsoft
Name:	Steve Anthony Ballmer
Gender:	M
Address:	Redmond WA 98052-7329
City:	
State:	Washington
Country:	United States
Zip Code/Route:	
Phone number:	4258828080
Email Address:	steveb@microsoft.com

Other Identifiers

Web Site:
IP Address:
IRC Server:
Chat Room Name:
Usenet Newsgroup:
Other:

Monetary Loss

If you lost money from the incident you are reporting, please specify the total dollar amount of your loss.
0

Please indicate the means of payment (select all that apply)

- ☐ Cash
- ☐ Cashier's Check
- ☐ Check/Debit Card
- ☐ Credit Card
- ☐ Money Order
- ☐ Wire Transfer
- ☑ Other (Specify)To be evaluated

Did you use a third party online payment service such as PayPal, BidPay, Escrow? No

Description of the Incident

Describe in your own words how you have been victimized.

This complaint is a new one that I add to the first one I filed on December 2013, the 31, number I1312311126565512. I wish to communicate an identity which is, for sure, concerned by what happened to me, Microsoft, which is surely not the only one, but is concerned. It is by Steve Ballmer and by David Marquardt among others.

As exposed in my first complaint, I am harassed since 16 years, in relation to Microsoft. I was used to target Bill Gates.

I wrote a network was behind what I endure, I named Rothschild family in another complaint I have before the ICC since 2009, January 12 -OTP-CR 78/09-. In fact all indicates the father of Bill Gates is their lawyer and played an active role in destabilizing me, as well as him.

The point is the world is now facing MH370 and its disappearance. Having a connexion which helps me on my computer, I can say for sure this is another Rothschild mafia plot done in an aim of revenge and of power affirmation. Sarah Bajc seems to be known since quite a time by Bill Gates, as well as Ginni Rometty who is the CEO of IBM and Jim McNerney, the CEO of Boeing. She has been chosen to seduce Philip Wood, as in the past, to seduce and deceive Bill Gates, registering private scenes which are since they exist used to blackmail him.

I sent many emails to them as well as to President Obama, head officers of Dutch Royal Air Force who intercepted a cargo 777 on March 25, during the NSS, as israeli embassies were on strike, after Philip Wood sent a message on archive4 forum, with a pic taken with his iphone, revealing he is prisoner in Diego Garcia. These mails have numbered receivers, more than 500, I sent some as well to eurodeputies as to Microsoft shareholders, and executives among others. I did not receive a denial, but using MSN which is my email address became harder and harder. Being hacked since years, I am used to that, but it became much hard than ever, and much hard in MSN than in Gmail where I have another box, reason why I file this complaint.

I guess MH370 was conceived to silence all opponents possible to zionist domination. Microsoft is for sure in the plot, targeting me since years -I wrote an email to Steve Ballmer in 2010, March 29 on the subject-. If I think several persons are concerned, I name Steve Ballmer because he wanted to be CEO, and indead took the place of Bill Gates, resigned after a note I wrote on the harassment was published by Cameroonvoice 2013, August, the 21st, and David Marquardt, precisely because a niece of mine who is lawyer and whom I did not see since 1995, works in Paris by Kramer Lewin Naftalis and Frankel since 2014, January the first. I guess there are good reasons for this, such as one I learnt as I commented an article on MH370. Paul Maurer who hacks me since at least March 2010 wrote I had been locked in a mental asylum from June to November 2012, what is absolutely false, I never was and immediately put on line my social security recips which show few fees. The aim is to disqualify me by false testimonies of my relatives and false documents. I was, during the period he wrote on, in Montpellier by my mother, and a huge number of proofs exist. I guess everything has been done to be sure I would not be aware of these false allegations, and so, unable to defend myself.

The same thing happens when I cannot send emails from MSN, and when, in France, my charged letters are lost.

Impeaching me to send emails from MSN -I took many screenshots- is a huge aggression. MH370 as many others manoeuvres are done to silence me -if I am not the only one, I feel concerned-, and as long as I cannot obtain justice, my life is quite hard, with few money, without any insertion, this harassment taking all the place, using my nerves.

The point is I cannot file this complaint without insisting on the fact all indicate passengers and their relatives are for the large majority actors. Americans and french ones are not. Two nuclear false flags were in the making -two 777 are evoked on the internet, the malaisian one, and its twin in Tel Aviv, which stayed a month in Tarbes/Lourdes, October 2013-, one, as President Obama told he feared at the end of NSS, on Manhattan, the other one on Marseille, in the south of France -a blog in french, islamic intelligence documents it-. Philip Wood is prisoner because he would have been presented as culprit, what would have given of America and of IBM a monstruous image. As he sent this message, the false flags in the making went awry, and the purpose now is to avoid responsibility by saying the plane vanished what we all know is impossible, even as did Mahathir Mohamad, by saying Boeing is responsible.

America was targeted, this is a huge signal that this plot has to be exposed, and actions taken to impeach harassments to be again perpetuated. Blocking emails must be stopped, and for myself, I truly need Microsoft troubles to be solved, I cannot afford longer suffering.

Concerning the evaluation of the prejudice, as in my first complaint, I enter 0, which is false. It is much than huge, cannot be evaluated directly.

Please indicate any medium used by the individual/business in the course of the incident.

- [ ] Bulletin board
- [ ] Chat room
- [x] Email
- [ ] Fax
- [ ] In person
- [ ] Internet messaging
- [ ] Mail
- [ ] Newsgroup
- [ ] Telephone
- [ ] Web site
- [ ] Wire
- [ ] Other

Please indicate the initial means of contact with the individual/business that victimized you.

Other

Was this initial means of contact unsolicited/uninvited?

Yes

What was your relationship with the individual/business you are complaining about prior to the incident you are reporting?

no prior relationship

Did you conduct any research on the individual/business prior to the incident?

No

How much time has passed since you determined you were victimized?

6 months or more

Contact Information

Are there witnesses or other victims to this crime?

Bill Gates, Ginni Rometty, Jim McNerney, as well as Philip Wood and other MH370 true passengers. I shall send this complaint to them and to President Obama, and put it on line.

Have you reported this crime to any law enforcement or government agencies?

- ☐ Better Business Bureau
- ☐ Consumer protection agency
- ☐ Individual/business that victimized you
- ☑ Police/other law enforcement
- ☐ Private attorney

Provide the specific name of each organization, contact name, contact phone number, email address, date reported, and report number (if known).

In the mails I sent I put the ICC as receiver, for I have a complaint before it, OTP-CR 78/09

I reported the harassment in several procedures which where blocked, I guess by the father of Bill Gates. I never before name Microsoft as culprit, though it is.

Supplemental Information

---------- 05/08/2014 09:25:56 ----------

I must insist on the fact that I defend myself alone, and being tired by these years of harassment. I filed complaints in France ; they failed. I went to the ECHR ; it failed too. This exposes the way transnational networks operate. The harassment is linked to Microsoft. I went in no other place where such a power exists and is visible. Moreover the father of Bill Gates is lawyer, was president of Washington and Seattle boards. I was very surprised in October 2013, as I did understand nothing to the signs I identified on my computer until I realized the only explanation was that huge conflicts existed, what became clearer as I red Joan Brewer. In her notes, Gates Senior appears as very dangerous. She, for example, wrote that one of his daughters had to flew away to protect herself. She also asked Bill Gates by email why he did not protect himself. I am used since years to notice a strong reaction as soon as Rothschild family appears in the news or as I reed something upon it. I saw that the book John Reeves wrote in 1887 was digitized for Microsoft in 2007, before Bill Gates left. Finally, I did as I often do : I wrote notes and tested in a way I am used to. I only share what is confirmed. Doing so, I felt some fear, I had never done such a thing to write of a man I do not even know that he was abused by his father and his clients when he was a child. Since long, of course, I wondered why such a young boy as Bill Gates was when he began to develop his ability spent such a time in computers and only in computers. I thought it was his way to find a solution to a problem he had, and at the same time to escape something which might have been a danger. The danger could only have been in his family and this explained me why he was sensitive to the phone call I had in 1997, October 28th. I told I met huge difficulties since the beginning of my lifetime.

I nevertheless know I file a complaint in the United States, being French. I can imagine it looked at as a problem, but without Microsoft, which is an american corporation, I guess I would have experienced a normal life. It seems as if I became a danger for my own country concerning damages it did to me, in a transnational context. There are these false allegations I named concerning the fact I have been told as locked in a mental asylum, what I have never been. Sometimes, when I phone to my mother, she insists a lot for me to come and see her, what I shall surely not do, because of these allegations, and because I do

not want to be locked. She can ask for me to come in a way I recognize her, but also does it as if she was asked to do so.

I evoked the fact that since last January a niece of mine works in a company directed by Alexander Marquardt. This is the same transnational connection. David Marquardt is in Microsoft Board since 1981.

I must say I am always afraid of mistakes. I feel exposed to do some because this situation is so complex ; not even a word is pronounced, I write notes which are quite disturbing, receive no denial, no complaint. I do so because I feel it necessary. It demands me a lot. I have not worked since years because the harassment began as I was ill, and was so hard I have not succeeded in finding a new job or creating my own one. Since the 8 of April I sent many mails with President Obama as receiver. I thought it would be for a short time, never imagined that one month later I would continue. I do.

Yesterday a man sent a mail at 21:30 to the list I sent one at 21:29. He was not in the list. It means someone sent him and he answered. I guess it was done by hacking, cannot imagine a person doing so without having been told precisely before. For a person who receives these two mails without being careful, I appear as exagerating, sending the same one twice in 2 minutes.

The fact is since 2005, at a precise moment I often told I appreciated that my pilates teacher expressed twice the exercice we were going to do, things often occur to me twice. Mails are sent me twice, addressed by persons I do not even know as well as DVD I bought, I had refunds which came twice, red comments on blog I frequented sent twice and the person who managed the blog let them. I went to the conclusion it was part of the steganography conceived. Once again, I did not feel me concerned but Bill Gates. I am considered as a tool since 16 years.

I wish this transnational aspect shall be considered because it is so important, and at the same time because french people as american people as the whole of us have to go through this mafia. It is a very dangerous one, surely the most dangerous mankind has met.

---------- 05/22/2014 04:35:17 ----------

Each person who googles my name can find false allegations such as I would have pychiatric troubles, I would have been locked in a mental asylum. I have no way to stop this harassment. Paul Maurer opened one more blog recently. I asked Over-Blog to close it, they did not, though it is illegal to open a blog where you only defame a person you harass. As already written, he does so since more than four years, comments after me as soon I do and defames, what would be impossible without hacking my computer. There is no limit in his writtings, he says I went to nazis meetings what I never did, use a picture of another woman in a nazi reunion, tells it is me. No one stops him. He seems to be a tool of the mafia.

At the same time, as exposed in my first complement, I feel very concerned by MH370 disappearance, and I have the connection I evoked on my blog. I follow all what I feel clear, and in this situation, I sent mails saying that MH370 is in Diego Garcia. I sent some to Barack Obama, James Comey and John Brennan as well as to Admiral Thomas K. Shannon, Matthew Vandersluis and Christopher Atkinson who are both in Diego Garcia. The only answers I received are from persons who are in a way or another concerned by MH370.

- Microsoft tried to silence me by an executive assistant, James Kehm, who wrote me he would contact authorities if I did not stop to send emails. I answered twice and the second time wrote he knew authorities were already informed, and put Bill Gates, James Comey and John Brennan in copy. After this he stopped, but dared send two threatening mails, though Bill Gates did not oppose a thing to my

complaint. This, in my opinion, exposes the way the zionist lobby puts its grip on Microsoft by deception, lies and threats.

- GA Telesis who owns the second 777 received also mails as I found istat file and did not select but send to the whole. GA Telesis answered to the whole list in an ironic way, asking to be removed from the list. Both the executive vice president Andrew Toutt and the sales director Adam Lockhart did so. Their aim was some others to follow them. Some in fact did, but very few. I received 30 demands on the complete file. The fact is it was GA Telesis which is exposed as owning this 777 in Tel Aviv.

- Only one person wrote on the subject directly, Pete Dumont, ATCA CEO, after receiving a mail whose title is « MH370 is in Diego Garcia ». He wrote « no it is not, I have friends there » though he received a collective mail and should have glanced at the addresses who received it. At the moment I replied, I felt the connection very present by the immediate registration, and the number of times it appeared. I verified as I always do, and replied, expressing it would be very surprising people such as the ones I named let me continue if I failed. He replied I could ramble on all what I like but the airplane was not in Diego Garcia. The latter collective mail was sent, I can register it, but not a single one was received, they all came back as being badly addressed. I noticed it was after this exchange and found curious this reaction, the only one concerning the facts. I thought ATCA might have intervened to cut the communication between the plane and the environment on the 8th of March. Verified as I always do. It appeared to be true. I looked after more infos on ATCA and saw that two persons named Planzer are involved in it, one being possibly the father of the other one. Neil Planzer of Boeing seats on the board. Paul Planzer name is quoted on the video which presents the 2013 ATCA cyber security day. As I observed that, I thought to my family, to the false testimonies which have been done. I recognized the way every relation is scrutinized in the aim to find a failure, a fragility to use, and father-son relations are complex enough to imagine possible to obtain from a son an involvment in a scenario which he will only know for part.

More the time goes on, harder it is to publicly expose the truth. Not to expose it would lead to an acceptation such manœuvres to be done again. Deceptions such as the ones Sarah Bajc practices would continue to be used and it is told many Congressmen are under such blackmails as videos becoming viral if they do not act as the mafia which initiates this sexpionage asks. These manœuvres as well as the use of relatives to involve them in a wrong scenario to link them and the one who is targeted are used as a step, a way to impose nuclear attacks and wars by silencing possible opponents.

I am in such a situation I can expose facts upon which I have validation. I did it. It seems impossible all the mails I sent without any opposition would lead to nothing. I even used US army files I found. One has to go out this tragedy. If this complaint could help to do so, it would for sure not erase the years I endured but they would have led to a solution, and I would have fought for collective changes which are necessary if we want this earth to be safe. I shall send this complaint with its two complements to former addresses I used in the aim to make it widely known.

---------- 06/09/2014 05:55:46 ----------

Nothing has changed since my last complement. I send 5 mails of 500 addresses each day. It is hard, but I feel having no choice. When I think to the persons I name in this complaint who receive these 5 mails each day, I conclude they are linked too, in a way or another. For example, from my point of view, Boeing could tell the truth concerning MH370. The fact is, and I noticed it clearly during Microsoft CEO search, medias write what they want, translate falsely, refuse to publish anything which goes against Rothschild agenda. Since the end of the XIX° in French we have books, for example Demachy ones, which clearly expose that medias are under Rothschild control. Moreover, this situation does not only concern

the medias, but every place where infos can appear. I was surprised to see that Over-Blog did not close the last blog Paul Maurer opened to defame me. I glanced at the evolution of the Society and saw that since April the 15th, it is earned by Fimalac, whose CEO is Marc Ladreit de Lacharrière. Véronique Morali has an important place in it, and she seats on the board of the financial company Edmond de Rothschild.

During Microsoft CEO search I noticed the way medias pushed for Alan Mulally who worked in Boeing before Ford. They insisted so much, in such a visible way, I looked a bit more on what was written on him, and I saw he was the one who proposed the 787 which met huge problems. Jim McNerney did not valid the idea first, but then he did, and there are these problems which are presented by some blogs as a god thing for Airbus whose failures are known. I also noticed that Mulally ran for Boeing CEO position, after Harry Stonecipher had to go because of an affair related by a so-called anonymous letter. At the moment I looked after these infos, I wrote notes on a Nouvel Obs blog. October the 16th, I wrote one in which I compared Alan Mulally and Steve Ballmer plotting against Harry Stonecipher and Bill Gates. After this one, not even another note stayed published. As soon as they appeared, they disappeared. Googling my name leads to this blog whose last note is this one. Paul Maurer used to close the blog I had on the Nouvel Obs in 2011. I first thought it was him, but realized he gained no advantage to this situation. Bill Gates did.

Things seem as if persons in a position of power but not zionists met huge opposition, and were targeted in a way to link them. Strange enough, it is an employee of Airbus who designed Mulally as responsible for 787 failures. In 2013, the 24th January a WSJ article whose title is the wo men behind the 787 reported Richard Leblanc words saying Jim McNerney should express himself much more on these failures. I do think he is wise not to do so. Medias use every possible thing to push their explanation, and write few on the responsibility of Mulally. This led me to the conclusion he might work for a small foreign country which has his grip on many western countries. If he had been Boeing CEO after Harry Stonecipher, the company might have had much more problems. Of course I am French, and Airbus is French. Nevertheless it is always the same transnational story, the aim to control and impose its law. On April the 26th I wrote a mail to Alan Mulally and Steve Ballmer saying MH370 was their revenge plot. I put it on line. It is still on my blog. It has been received by a huge number of persons. The point is Jim McNerney being CEO, Mulally was not, and the control was less effective on Boeing. This and other things explain the desire of revenge.

I saw in April a video on blood moons which used eschatology charts. I looked after them, which were, and are not anymore on the Sonoma University website. They are done by a Zionist surely taught by a rabbi. I registered all them, and send in my mails two texts and charts named, for the demise of America, scales, and for Malaysia as a place for antechrist during October the 8th, birthing. I wonder where these theories come from because they endanger the whole world for the beliefs of few persons, and Malaysia appears as a point of focus in 2014, what it, in fact, does but earlier than written, maybe because of a panic.

What we now see is a crazy situation, Sarah Bajc leading a group of families and proposing money for persons who could give infos. She would not do anything else if she wanted to push the search in confusion. It is always the same scenario where the large majority is endangered by a small minority. Moreover it is impossible to know if some others than her are engaged in this action. The medias let her communicate whatever she wants and they have serious reasons to do so. They used the private videos she took by deception to blackmail Bill Gates. They know the truth and lie since the beginning as usual, and President Obama was clear when he did his joke on CNN on May, the 3rd.

This situation is not recent. The fact is it has to be solved. I recognize I often doubt. Nothing prepared me to what I experience and I never looked after money neither power. The fact is I send these mails precisely because I feel asked to, and I am in confidence with the ones who ask. Since last July I exposed

myself as I never did before, and I do not appreciate to do so. The fact is Ballmer resigned. Everything has been done to impose Mulally who would have kept him the seat worm during a short time. They failed. I guess we are in a time where changes are necessary for the whole, reason why I spend this time looking after directories to make this situation the most widely known possible. I fail, mix addresses I should not. The worse in my opinion would be to know and to let this situation as it is now.

I shall communicate this complaint as usual, and add Interpol in my receivers what I forgot since the beginning.

COMPLAINT REFERRAL FORM

Complaint ID: I1406260652514072

The following information was provided by the victim and may be forwarded to the appropriate law enforcement or regulatory agencies.

Date: 06/26/2014 06:52:51

Victim Information

Name: Nicole Guihaume
Business Name:
Age: 50 - 59
Gender: F
Address: 9 rue des Perichaux
City: Paris
Do you live within the city limits?: Yes
County:
State:
Country: France
Zip Code/Route: 75015
Phone number: 0155769184
Email Address: nicguihaume@msn.com

Name of your local police or sheriff's office:
I do ignore it

Is the complaint you are filing related to the Internet or an online service? Yes

Do you have pertinent documents in paper form? Yes

Information about the Individual/Business that victimized you

Business Name: Rothschild family
Name: David Rothschild
Gender: M
Address:
City:
State:
Country:
Zip Code/Route:
Phone number:
Email Address:

Other Identifiers

Web Site:
IP Address:
IRC Server:
Chat Room Name:
Usenet Newsgroup:
Other:

Monetary Loss

If you lost money from the incident you are reporting, please specify the total dollar amount of your loss.
999999999

Please indicate the means of payment (select all that apply)

- ☐ Cash
- ☐ Cashier's Check
- ☐ Check/Debit Card
- ☐ Credit Card
- ☐ Money Order
- ☐ Wire Transfer
- ☐ Other (Specify)

Did you use a third party online payment service such as PayPal, BidPay, Escrow? [left blank]

Description of the Incident

Describe in your own words how you have been victimized.

Rothschild family is behind the multiple aggressions I faced and documented in my two others IC3 complaints. It seems to be named in the phone call Bernard Vergnes had January 2005, the 28th with Christophe Aulnette, and such a proof has to be listened to. It is clear that Bill Gates has a copy and wishes to communicate it. As soon as the FBI will work on it, the nuclear false flag will come to an end. MH370 will be solved. Passengers freed.

ICC confirmed the charges against Laurent Gbagbo, and though an appeal is possible, media expose he will face trial. His lawyer, a Jewish, probably Zionist one, repeats it will be francafrique trial. France is targeted as America is. Such a trial would be the only possible for Laurent Gbagbo who was elected, but the truth is France is not responsible, but Rothschild family is. Ouattara did not obtain enough votes to come to the second round, but Bedie was and had 600 000 votes stolen. This exposes clearly to the world and to each one of us the fact that there is no limit. I have experienced it for years.

Six months ago I filed my first IC3 complaint, as soon as I discovered this possibility. I hoped it would be examined quickly, as a single phone call has to be listened to. The fact is it has not been to date. Bill Gates has proofs, and I guess Ginni Rometty and Jim McNerney have some too. I really wish to be heard this time.

Please indicate any medium used by the individual/business in the course of the incident.

- [ ] Bulletin board
- [ ] Chat room
- [x] Email
- [ ] Fax
- [ ] In person
- [ ] Internet messaging
- [ ] Mail
- [ ] Newsgroup
- [ ] Telephone
- [ ] Web site
- [ ] Wire
- [x] Other

Please indicate the initial means of contact with the individual/business that victimized you.

Other

Was this initial means of contact unsolicited/uninvited?

Yes

What was your relationship with the individual/business you are complaining about prior to the incident you are reporting?

no prior relationship

Did you conduct any research on the individual/business prior to the incident?

No

How much time has passed since you determined you were victimized?

6 months or more

Contact Information

Are there witnesses or other victims to this crime?

Bill Gates, Ginni Rometty, Jim McNerney, Philip Wood, Laurence Wattrelos and her children, their relatives among others.

Have you reported this crime to any law enforcement or government agencies?

- [ ] Better Business Bureau
- [ ] Consumer protection agency
- [ ] Individual/business that victimized you
- [x] Police/other law enforcement
- [ ] Private attorney

Provide the specific name of each organization, contact name, contact phone number, email address, date reported, and report number (if known).

ICC complaint OTP-CR 78/09
ECHR Guihaume c/France 41930/10 rejected on 14th February 2012
TGI Paris 11203002115 rejected 27th January 2014
IC3 I1312311126565512 31st December 2013
IC3 I1405020546129712 2nd May 2014

Nicole Guihaumé <nicole.guihaume8@gmail.com>

MH370 : rothschild's plots must end

Nicole Guihaumé <nicole.guihaume8@gmail.com> 7 juin 2014 11:41
À : hamzah@kppk.gov.my
Cc : angus.houston@infrastructure.gov.au, Bill Gates <billg@microsoft.com>, Barack Obama <presidency@whitehouse.gov>, Ginni Rometty <ginni_rometty@ibm.com>, Jim McNerney <jim.mcnerney@boeing.com>, james.comey@ic.fbi.gov, john.brennan@cia.gov, Azman.ahmad@malaysiaairlines.com, Kyle.Scherrer@ic.fbi.gov, Tony.Abbott.MP@aph.gov.au, W.Truss.MP@aph.gov.au, aduan@mot.gov.my, Ahmad Ikmal Ismail <aikmalismail@gmail.com>, ali@pmo.gov.my, azhar@dca.gov.my, dhc@indianhighcommission.com.my, Fred Bonner <fred.bonner@seattle.gov>, fspol@indianhighcommission.com.my, guna@dca.gov.my, icaohq@icao.int, judith hightower <judith.hightower@seattle.gov>, Karen Donohue <karen.donohue@seattle.gov>, kathryn.turman@ic.fbi.gov, kimi.kondo@seattle.gov, longsw@mot.gov.my, max.green@ntsb.gov, maznah@perdana.org.my, neil.planzer@boeing.com, obaliu@icao.int, paul.planzer@atca.org, Kementerian Pertahanan <portal@mod.gov.my>, ppm@pmo.gov.my, rbenjamin@icao.int, secgen@icao.int, staci.beers@ic.fbi.gov, steve rosen <steve.rosen@seattle.gov>, willie.gregory@seattle.gov, thomas.k.shannon@navy.mil, matthew.vandersluis@navy.mil, christopher.atkinson@navy.mil

Hi,

I sent yo this mail yesterday, and you did not received it. It came back as spam. I try once more. I joined PDF which are here :
- my two IC3 complaints which shows the way zionists operate to take control on key positions, specifically Microsoft,
- some mails I sent, and
- documents written by a Zionist regretting to ignore who learnt him what he presented in his files. Concerning Malaysia in 2014, Birthing docs are importants, concerning the so-called demise of America, Scales ones are astonishing.

Best regards,

Nicole Guihaumé

---------- Forwarded message ----------
From: **Mail Delivery Subsystem** <mailer-daemon@googlemail.com>
Date: 2014-06-06 18:46 GMT+02:00
Subject: Delivery Status Notification (Failure)
To: nicole.guihaume8@gmail.com

Delivery to the following recipient failed permanently:

hamzah@kppk.gov.my

Technical details of permanent failure:
Message rejected. See http://support.google.com/mail/bin/answer.py?answer=69585 for more information.

----- Original message -----

MIME-Version: 1.0
X-Received: by 10.43.117.133 with SMTP id fm5mr6744314icc.3.1402066549865;
Fri, 06 Jun 2014 07:55:49 -0700 (PDT)
Received: by 10.64.246.132 with HTTP; Fri, 6 Jun 2014 07:55:44 -0700 (PDT)
Date: Fri, 6 Jun 2014 16:55:44 +0200

Message-ID: <CAFyYNqmHcj=iByk4LKtPnjBoN1e5gc8nmQP5zFyp9tFW-p5qxQ@mail.gmail.com>
Subject: MH370 : rothschild's plots must end
From: =?UTF-8?Q?Nicole_Guihaum=C3=A9?= <nicole.guihaume8@gmail.com>
To: hamzah@kppk.gov.my
Cc: angus.houston@infrastructure.gov.au, Bill Gates <billg@microsoft.com>,
Barack Obama <presidency@whitehouse.gov>, Ginni Rometty <ginni_rometty@ibm.com>,
Jim McNerney <jim.mcnerney@boeing.com>, james.comey@ic.fbi.gov, john.brennan@cia.gov,
Azman.ahmad@malaysiaairlines.com, Kyle.Scherrer@ic.fbi.gov,
Tony.Abbott.MP@aph.gov.au, W.Truss.MP@aph.gov.au, aduan@mot.gov.my,
Ahmad Ikmal Ismail <aikmalismail@gmail.com>, ali@pmo.gov.my, azhar@dca.gov.my,
dhc@indianhighcommission.com.my, Fred Bonner <fred.bonner@seattle.gov>,
fspol@indianhighcommission.com.my, guna@dca.gov.my, icaohq@icao.int,
judith hightower <judith.hightower@seattle.gov>, Karen Donohue <karen.donohue@seattle.gov>,
kathryn.turman@ic.fbi.gov, kimi.kondo@seattle.gov, longsw@mot.gov.my,
max.green@ntsb.gov, maznah@perdana.org.my, neil.planzer@boeing.com,
obaliu@icao.int, paul.planzer@atca.org,
Kementerian Pertahanan <portal@mod.gov.my>, ppm@pmo.gov.my, rbenjamin@icao.int,
secgen@icao.int,
staci.beers@ic.fbi.gov, steve rosen <steve.rosen@seattle.gov>,
willie.gregory@seattle.gov, thomas.k.shannon@navy.mil,
matthew.vandersluis@navy.mil, christopher.atkinson@navy.mil
Content-Type: multipart/mixed; boundary=bcaec517c920bf34d204fb2c0e56

Please, do pay attention to the PDF I join you. Do glance at the addresses
I once again put in CC, and act from this awareness.

Best regards,

Nicole Guihaumé

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11 pièces jointes

I1312311126565512-5.pdf
40K

I1405020546129712 (2).pdf
81K

Envoi 24 mai 2014-2 complément plainte IC3.pdf
169K

MH370 mail sur aspect réincarnation-Salem.pdf
198K

MH370 et réincarnation-Parlement Européen-2 13 mai 2014.pdf
158K

OTP-CR 78-09 Complément sur MH370.pdf
658K

mail Angus Houston 06 juin 2014.pdf
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Scales-a.pdf
440K

Birthing.pdf
1848K

Birthing-a.pdf
452K

Scales.pdf

3215K

THE TRIUMPH OF ZION

& THE FIRST GREAT WAR OF THE 21ST CENTURY

Protocols of the Learned Elders of ZION

by Luis B. Vega
vegapost@hotmail.com
PDF chart online at: www.sonoma.edu/users/v/vegalu/eschatology_files/Zion.pdf

*For **Zion's** sake I will not keep silent, and for **Jerusalem**'s sake I will not be quiet, until her righteousness goes forth as brightness, and her salvation as a **burning torch.*** – Isaiah 62:1

The purpose of this essay with chart (*see pdf link above*) is to consider the meaning of the word '*Zion*' and how particular interpretations of it might possibly affect humanity's existence on a global scale in the near future. This study will look at the multifaceted meaning and dimensions of what *Zion* is and is not. In this context, several aspect of 'Zionism' will be highlighted and inferred to, as a result of notable interpretations throughout the centuries. This study is based on a Christian perspective taking only what has been already been made public and published about the different meanings of *Zion*, *Zionism* and the *Protocols of Zion* -weather considered fictional or factual. These assertions and chart are for illustration purposes only.

The definitions of what *Zion* is alluding in particular to, will be examined given the different references of what *Zion* and *Zionism* was, is and will be -as declared in the Judeo-Christian Bible. The varying degree of meaning of *Zionism* will be taken from interpretations within the *Old and New Testament Bible, The work of Josephus* & the *Protocols of Zion.* The *Protocols of Zion* is said to be a hoax by some and accurate by others. The *Protocols* may be true or not, but all one has to do is to study its goals throughout history. One has to only ascertain if the 'Protocols' goals have come to fruition or not and/or if they are being orchestrated right before our very eyes -if you have eyes to see.

It is no big secret that several *luciferian* entities and like-minded *Secret Societies* of the world have taken and twisted certain aspects of the meaning of *Zion* and *Zionism* for their diabolical goals. For one, such *Secret Societies* have consolidated almost all power and resources on Earth for a purpose. Given the current political & spiritual condition of the Middle East in particular, and the world in general, it appears that this purpose is to now initiate the final 3rd World War on Earth –as it is in Heaven. According to this interpretation of this *luciferian Zionist* theology, it is required to usher in their False *Messiah.* Their False Messiah or AntiChrist will come out of the great ensuing *chaos* that will bring about the *New World Order* (NWO) for him to rule over. This great World War will culminate in the Earthly *Zion* of lucifer, Jerusalem in Israel.

This study will thus examine the coming World War 3. Perhaps this future World War, that may usher in this luciferian *Zionist New World Order*, might be based on a past mathematical pattern or principle. Given this mathematical premise, perhaps the prior World Wars have been planned & synchronized mathematically by those that subscribe to the antithesis of the Biblical *Zion* as described & declared in the Judeo-Christian Bible.

Mathematics and sacred geometry is used to describe to certain degrees the *Zion* in the Bible. For example, the Bible gives us the direction and measurements of the *Zion* -that is the New Jerusalem to come down in the Book of Revelation. We will see that the Earthly *Zion* of Jerusalem in Israel also mirrors the celestial Zion, to a certain degree of geometry throughout its topography & layout. (*See Chart for illustration*)

Which Zion?

The *illuminati* and the *occult* have taken over certain aspects of the identity and meaning of the True *Zion* of YHWH. Their quest is to replace GOD's *Zion* with lucifer's counterfeit *Zion,* if not in Heaven itself, then on Earth. It is to be a *City set on a Hill* as the True *Zion* of YHWH is, on the *Mountain* of the LORD on the *Sides of the North*. The City or the Heavenly True *Zion* is described to be like a *Burning Torch.* Interestingly, the description bears resemblance to lucifer's name, the 'light-bearer' or torch. He falsely portrays himself as *Prometheus* who gave his 'burning torch' of illumination and wisdom to Mankind in anticipation of it. As a token of this brilliance, lucifer bestowed so called 'light' or illumination to help a fallen Human Race become 'God' in his version of *Zion*.

To the *Secret Societies*, *illuminati, occult*, etc., lucifer is thus worshiped as the supreme *Light Being*. It is lucifer who wants *Zion* for his glory, not for Jesus Christ's glory. It is lucifer that wants to overthrow the true *Zion* of YHWH and create it after his own likeness due to his lust and pride. These luciferians see Jesus Christ as being the evil one -hindering the godhood of Humanity & seek justice for their Master lucifer because he was expelled from GOD's *Zion*. As this war has raged on, the Human Race has been involved in this *Celestial Conflict* for *Zion*. It was lucifer who convinced Adam and Eve of his version of *Zion* where one could be 'like God' etc.

Because of this lust and pride for absolute power and knowledge, Lucifer's notion of *Zion* has been both now the aspiration of, not only lucifer himself but of a fallen Humanity. Since Genesis 1, lucifer has taken this conflict over *Zion* to Humanity since the Garden of Eden. This 'choice' was presented & sold to Humanity then & there. It was done through deception & a lie, since lucifer is the Father of Lies according to Jesus Christ. The Bible states that lucifer pursued Humanity that it is he that bestows this celestial *Zionist* domain to humanity –just like Christ has promised *Zion* (New Jerusalem) to His Followers. It is lucifer that has used & uses Humanity against the LORD to help obtain it.

This promise of *Zion* by Lucifer to his followers has come with delegated satanic power at the highest levels in all human institutions; this power is used both for good and/or evil. Humanity has gone down the same path as lucifer seeking lust and power, but hose that follow and bow the knee to lucifer are deceived. They do no realize that they are just being used as means to an end. The inevitable aim of lucifer is to totally eradicate the whole Creation of Mankind. To this aim has lucifer strived to eradicate Humanity off the face of the Earth and especially GOD's People since the Creation of Mankind–The Jewish race in general and Followers of Jesus Christ.

One reason is that lucifer is jealous of Humanity and seeks to destroy it. For one, the Sovereign LORD chose Humanity to die for and redeem through *God the Son* on the Cross. Christ did not choose to do this for lucifer or his Angels as the Book of Hebrews states. Another reason lucifer detests Humanity is that they are made in *GOD's image* with beauty, a *soul* and *free will.* The Bible even declares that in the end, the Redeemed of the LORD will even be judging Lucifer's fallen angels that rebelled with him.

The Celestial Rebellion

A *Heavenly Conflict* in the True *Zion* occurred in Heaven in *Eternity Past* according to the Biblical narrative of several Books of the Bible. A satanic rebellion against the Holy & Sovereign LORD of *Zion*–as described in the Old & New Testament happened. For all intensive purposes, Heaven or *Zion* has been and is in a state of war ever since. This *Angelic Rebellion* was led by *Halliel* (Helel), AKA lucifer. The name lucifer is where we have the root word and get 'hallelujah' or praise from. His name also means the 'light bearer' that describes *Zion* in appearance – like a light or lamp set above a table. Because of this rebellion in the Heavenly *Zion*, there is now a totally opposite meaning ascribed to the word & meaning of *Zion*. He has misinterpreted & distorted what *Zion or Zionism* really is.

This Celestial War for *Zion* by Lucifer and his followers against the True Christ from *Zion*, has reverberated right down to the political and cultural Earthly battles for humanity's soul. To this end, Lucifer is still convincing many of Humanity in each successive generation. He is using the same false promises that an eventual victory over the True *Zion* of YHWH can be obtained. The final showdown will culminate in the *Battle of Armageddon* near the geographical *Zion* in the Middle East, i.e., Jerusalem, Israel. There will be one last attempt to assault the Celestial *Zion* by Lucifer before this final battle. According to the Bible, Lucifer's attempt will be thwarted by Michael and his angels, before lucifer & his minions will be permanently cast down to Earth during some point in the coming *Tribulation* spoken of by the Prophet Daniel.

This 'casting down' is when Satan and his minions will be thrown to Earth from the Heavenlies. At this point, lucifer will never again to have judicial access before the LORD to accuse the Brethren. Many Biblical Scholars believe that this will coincide with either the *Rapture of the Church* or when the *Tribulation's* 1260 day-count is met somewhere within the time-span of the *Tribulation* that is to come on Earth.

Some Biblical Scholars have delineated Satan's 'casting down' in stages that mirror and compliment the 5 *I Wills* that lucifer accreted against the Sovereign Lord of Zion –as disclosed in the Old Testament. According to the Old & New Testament, Lucifer is cast down:

1. From Heaven itself, the Throne Room of the LORD to the Heavenlies
2. From the Heavenlies, the Cosmos or Planetary realm to the 'Heavenlies'
3. From the Heavenlies, that is the 'air' as in Principalities of the Air or atmosphere to Earth
4. From the Earth to the inner part of the Earth such as Tartarus, Hades ie, the Pit
5. From the Pit to the Lake of Fire that burns forever & ever

This Angelic Conflict against the True *Zion* of GOD in Heaven is about to now involve Mankind directly by way of the Middle East where the Earthly *Zion* is. We are currently witnessing this build-up as the whole of the Mediterranean is on edge with economies collapsing, civil unrest, the radicalization of Islam and persecution and slaughter of Christians. It will involve a build-up of perhaps the Psalm 83 War & the Nuclear Destruction of Damascus as portrayed in Isaiah 17. This 3rd World War (Gog-Magog War) and eventually lead to the Battle of Armageddon at Christ's physical return to Earth at the end of the Tribulation –whenever that is.

In the Book of Revelation, we see the culminating battle for *Zion* on Earth at the Valley of Megiddo. We also get to see on which side Humanity will end up on. On one hand you see the Vision of the Jewish Apostle John wherein Christ Jesus along with His Redeemed are as an *Army of Clouds* coming out of the True *Zion* in Heaven. They are following Christ on a White Horse –coming down to Earth. On Earth, you see the vision of the multitudes of world armies gathered by Lucifer through the False Christ at the Earthly *Zion*, Jerusalem to battle against the True Christ, Jesus.

The Definitions OF ZION
The definition of the word *Zion* has many dimensions to it. Primarily it is ascribed to a *City* where the True God of Heaven dwells in. GOD in His quest to dwell with His Creation of Mankind has mirrored His Heavenly Throne on Earth. GOD chose a special geographical place for it on Earth –it is in Jerusalem, Israel. *Zion* is also ascribed to a *Celestial City* that comes down to Earth superimposed onto the Earthly *Zion* of Earth, Jerusalem. This place is referred to as the *New Jerusalem* and the *Bride of Christ* according to the Book of Revelation. (*See chart for illustration*) Zion is also ascribed to the Mountain that the City is founded on –both in Heaven and on Earth. Here is a brief summary list of at least 7 definitions of the word *Zion*. *Zion* is:

1. A City: in Heaven, on Earth & yet to come on Earth
2. A Mountain: in Heaven & on Earth
3. A Religion-primarily Jewish in nature with some Evangelical Christian support
4. A Race-primarily Jewish, although some Rastafarians would dispute this
5. A Political Movement
6. A Global Movement
7. A satanic antithesis to the Zion of YHWH

Given the development of the concept of *Zion* over the centuries, you can see that the definition has taken on more than just a Biblical definition. The notion of the word *Zion* has come to include some specific inferences to a specific race, religion & politic. These overtones have also gone well beyond the association that had mainly been ascribed to the Jewish religion. For example, the current Jewish theology includes a myriad of additional extra-theology such as the *Talmud* that in many cases, nullifies the Commandments of the Sacred Scriptures of the Law and the Prophets. The *Talmud* is also very hostile towards Christianity & Jesus Christ in particular.

Furthermore, some groups within the Jewish Faith have solely developed a purely racial and/or political association and identity devoid of any primary religious affiliation to the Commandments of the YHWH. Other elements of what a *Jew* is, on the other hand have totally veered off to such an interpretation of the meaning of *Zion* that it actually is diametrically opposed to the original orthodox view to the point that it also totally replaces the tenants of GOD's Commandments.

Here are some primary inferences –more in detail of the word Zion, that in some cases might overlap or might well be diametrically opposed to each other:

Spiritual ZION
At the highest definition of *Zion*, you will find it ascribed to an all-powerful, righteous and loving Creator at abodes in *Mt. Zion* on the *Sides of the North in* Heaven –wherever that may be. It is where the LORD's Throne is at and all that is just, holy and righteous emanates from. This level can only be achieved by putting one's faith and trust in the work of GOD the SON, Jesus Christ, the Jewish Messiah. It is not by being birthed to a race, or a religion, politics, or works that one can access or be ushered in this true utopia that resides in Heaven & one day will come down to Earth as the Bible describes.

The Bible declares, that the Redeemed of the True Messiah, Christ Jesus, not Lucifer and his minions are to be the *Co-Heirs* with Christ to all that the LORD has, i.e., *Zion*. The inheritance of Christ to Abraham's Seed (both Jews & Gentiles), pertains particularly for those that have the same Faith as Abraham. This Faith of Abraham is pertaining to those, that like Abraham, who saw the coming of the Redeemer, Jesus Christ believed GOD -as though GOD had already redeemed. To such of like Faith, they are not only promised an Earthy *Zion* as in the past as in the Promised Land of Israel, but are promised a Heavenly *Zion* for the future to come as well.

The plans of Lucifer's *Global Zionist* and his followers are particularly designed against those Followers of the True *Spiritual Zionist* & that of its rightful LORD, Jesus Christ. The antithesis to this notion of *Zion* is what Lucifer and his followers seek to establish in its place with Lucifer's image and likeness. It has been done through religious works, politics, and globalization to usher in this satanic utopian *New Age* on Earth. This plan is currently being planned out for the Coming *New Age* on Earth. During the Tribulation to come, Lucifer and his servants will be allowed to have total power and dominion of the Earthly *Zion*, but just for 42 months.

Religious ZION
There those that consider themselves to be *Religious Zionists*. It is a theological interpretation that GOD, with the help of mankind, primarily through the Jewish religion, race and tenants of its Faith will establish GOD's *Zion* on Earth in Jerusalem. This aspiration is believed to be done through adherence to the Law and by doing good works. Those that abide & ascribe to this type of interpretation of *Zion* are still looking for the 1st Coming of the *Messiah* no less. The notion that Jesus Christ, being a Jew from the Tribe of Judah was the True *Messiah* back in AD 30-33 was rejected by the *Religious Zionist* that ruled Israel then. Although many Jews believed and followed this Rabbi, the Nation was exiled and Judaism thereafter went through some theological permutations as a result.

On the whole, most that ascribe to this definition of *Religious Zionism* would consider themselves to be 'Jewish'. It maybe a bit more complicated than this in that one can be Jewish as a race and a culture but not necessarily in practice as far as its religion is concerned. Many Orthodox, Conservative and Reformed Jews do genuinely seek the God of Abraham, Isaac and Jacob. Others would either call themselves or identify as being 'Jews' but are completely atheists & secular. Most noticeably, it is the Orthodox Settlers within Israel that see the regathering of the Jews to the Promised Land of Israel as a 'Sign' before the *Messiah* is to come in our Generation. They also aspire to re-built the Jewish Temple of worship on Mt. Zion (Moriah) in Jerusalem, some day.

You also do not have to be 'Jewish' to be a *Religious Zionist*. There are many Evangelical Christians that see themselves as such. In some cases, Evangelicals seek to support Israel & the Jewish Nation as the New Testament prescribes. Other tenants of Christianity have misinterpreted theology that seeks to 'replace' Israel with the Christian Church, etc. *Religious Zionist* has had a disdain for the followers of what they are told and believe to be a false Rabbi –Jesus Christ that is seeking to destroy their 'Jewishness'. There is currently a law that Christians can not proselytize to Jews in Israel, despite Israel's so called 'democracy' & respect of religious freedom. It is not entirely the case.

Political ZION
There those that consider themselves to be *Political Zionists*. They are the ones along with the help of other *Religious and/or Global Zionist* movements that established the Nation of Israel after World War 2. This interpretation of *Zionism* provided a vehicle to prophetically allow for the return of those *Religious Zionists*, practicing Jews and/or believers of the Torah to return to God's Land.

Many *Political Zionists* can also be considered *Religious Zionists* while others within the *Religious Zionist* camp totally disown and/or don't accept the political state of Israel until Messiah returns. For example the Orthodox Jewish young males did not have to enlist & service in the Israel Defense Force IDF until recently.

Nonetheless, *Religious Zionists* seek foremost to establish & maintain the State of Israel among the Nations of the world. This *Zion* or Israel has geographical & international borders regardless of any spiritual/religious domain. Some *Political Zionist* are actually very hostel toward the Gospel of Christ. They believe that the State of Israel is only for the Jews and that any non-Jew or Israeli that does not identify himself/herself as 'Jewish' has no right to the Land.

Global ZION
There those that consider themselves to be *Global Zionists*. These don't ascribe to the *Spiritual* nor *Religious* definitions of *Zion*. At this level, being a *Zionist* is not relegated to the religious or ethnicity of the Jewish nation, although most would claim to be 'Jewish'. There are those who say that the *Global Zionists* exist behind the veneer of either or the *Political Zionist* or *Religious Zionist* definition of what *Zion* is. Many may indeed be tied to the Jewish religion, race or culture -to some degree; however most that ascribe to this version of *Zion* are far removed from the original definition of the True *Zion* of GOD.

These *Global Zionist*s are the ones that have sought to acquire all power & wealth of the world in past, present & future ages. These *Global Zionists* have always been the rulers of the world that have been in league with the world banks, education, military, media and religious institutions of the world. Their plans are evidently not the ones espoused by the Jewish God of the Bible.

The goals and plans of the *Global Zionist* have not been hidden in secret but they have actually publically announced. They do ascribe to a religious creed, but it is not to that of the Jewish religion of the Bible. These are those that ascribe to the *Protocol's* version of *Zion*. Thus their 'Great Work' is seen as a just cause, in pure humanist perspectives, to ultimately help usher in the Earthly *Zion*. This has been done primarily through *Secret Societies*, the occult & world organizations like the United Nations.

Luciferian ZION
There those that consider themselves to be *luciferian Zionists*. The *Zionist* at this luciferian level do have a spiritual affiliation; they are not atheist at all. These make up the so called *Elders of Zion* that are nothing more than a League of men & women joined to the spiritual Rebellion of lucifer' *Zion* against YHWH's *Zion*. These *luciferian Zionists* seek to do celestial battle for the Throne of GOD. In the *Tribulation* that is prophesied to come shortly, this struggle will physically manifest itself on Earth through the attempts of lucifer to occupy the physical *Zion* of God, that is Jerusalem.

Within this Earthly *Zion*, it will be precisely at the 3rd Temple in which lucifer himself - once physically possessing the Antichrist, will seat himself on the *Ark of the Covenant* proclaiming to be 'god' and demanding the world to worship him as such from Mt. *Zion* in Jerusalem. To this end, Lucifer's followers or the so-called *Learned Elders* cloak themselves with the word 'Jewish' –either politically, racially or religiously to mask themselves & usurp the *Birth Right* of Israel. This Birth Right is related to the very ancient promises GOD Himself gave to Abraham.

The Promise was that the descendants of Abraham of like Faith would someday be the Head and not the Tail of the Nations of the world and inherit the True *Zion* in which the architect and builder was GOD Himself. Those that follow this luciferian interpretation & aspiration of *Zion* have used & use all the prior forms of *Zionism* except the True *Spiritual Zionist* to advance their satanic goals. Given this context of one of the meanings of Zionism, there is clearly a luciferian 'Zionist' quest for global domination & consolidation of power & a final World War is needed for their *Zion* to be realized. There is clear evidence that the first 2 World Wars were induced and financed by such a cabal with this end. For the purposes of this study, an exact date of the 1st & 2nd World Wars will be projected out onto a timeline for an estimation of the next possible World War to come.

The 1st Great War of the 21st Century

The coming 1st Great War of the 21st Century is what many Bible Scholars have proposed to be a series of 2 prophesied events – primarily **1)** the Psalm 83 Arab-Israeli War & **2)** the *Destruction of Damascus* based on Isaiah 17. Some have proposed that this likely scenario will lead up to the culminating *Gog-Magog* War of Ezekiel 38. For a further study on the stages of the coming World War, you can refer to several other charts on the subject online:

-*World War 3*
-*Israeli Nuclear Arsenal*

If in the Fall or Winter of **2012** is the start of the Psalm 83 War followed by Isaiah 17 destruction of Damascus, the Gog-Magog War will follow then in **2013.** Israel will thereafter dwell in 'safety' & un-walled cities. It will take 7 months to bury all the dead and 7 YEARS to burn up the fuel. Here are some possible figures:

2013 + 7 Jewish Years (7 Jewish Years = 360 Days)
= 360 Days x 7 Years = 2520 Days

IF from May 20, 2013 is the start of World War 3 to start
MAY 20, 2013 + 2520 Days =

APRIL 14, 2019 *(approximation only)*

This *Gog-Magog War* could very well be that prophesied 3rd World War in the 21st Century. It is not to be confused with the Gog-Magog War II that also occurs at the end of the *1000 Year Millennial Reign* of Christ on Earth. What is of interest is that given the proposed mathematical pattern set from the prior 2 World Wars, this coming 3rd World War corresponds to the *Tetrad* of 2014-2015. When the 1st & 2nd World Wars are factored into a function of the *Golden Ratio* or *Phi,* the *Tetrads* seems to emerge as a result.

The assertion that there is a *Golden Ration* pattern leading up to WW3 is only speculative. It is solely based on an approximate mathematical calculation that is projected from the end-dates of the first 2 World Wars. However, it does appear that, given the *Golden Ratio*, this pattern as applied to the prior World Wars fits perfectly. The Ratio fits when one ascribes **a)** the total number of years the 1st & 2nd World Wars lasted & **b)** you take into account only the END DATES as a function of the *Golden Ratio* pattern. (*see chart for illustration*)

The **1st World War** was approximately **4 Years** & the **2nd World War** was exactly **6 Years** in duration. With this combination of a **4-6** factor, the *Golden Ratio* therefore would yields a mathematical *3rd World War* of approximately *2 Years* in length. The Golden Ratio sequence for a 4-6 coefficient yield 2. (4-6-2 or 6-4-2)

World War 1 = ***4*** *Years*
World War 2 = ***6*** *Years*
Thus…
World War 3 = ***2*** *Years*

Given that lucifer mimics and uses the universal laws of the true Creation YHWH for his purposes, it would not be a far stretch of the imagination if perhaps the mathematical factor of the *Golden Ratio* proportion would be ascribed to the prior and coming World War. If this scenario does not pertain to a coming World War, there still might be a specific mathematical correlation to some specific event in 2014-2015 -IF the pattern holds true.

2014-2015
The occult and lucifer use dates and times of world events as time pieces; certain events are time-markers for their ever unfolding diabolical agenda against YHWH and His Followers. The events that have been used the most as bench markers is war. For example, at any given time on Earth there are over 150 armed conflicts going on. Wars initiated by the luciferians on Earth have been very affective in reducing/murdering populations and furthering the process of attempting to overthrow GOD's True *Zion* & establish Lucifer's *Zion*, at least on Earth.

What is unique about a such a *Tetrad* is that all the 4 consecutive dates fall on Jewish Holy Feast Days of either *Passover* or *Sukkot (*Tabernacles). It was also a time in which Jerusalem was recaptured since AD 70 during the 1967-1968 *Tetrad*. This up-coming *Tetrad* could also correlated exactly within the time period that the next World War is to occur in which perhaps once again, Jerusalem will be in the eye of the 'Prophetic Storm'. This *Tetrad* of 2014-15 would be the 8th Total Lunar Moon Eclipses since the birth of Jesus Christ. For a further study on the Tetrads, you can refer to several other charts on the subject online.

-*The Solar Eclipse Patterns*
-*The Lunar Eclipse Patterns*
-*The Dissection of a Tetrad*
-*The Last Decade*
-*The Fibonacci Solaris Pattern*
-*The Ecliptic Time Clock*

But if it does turn out to be World War 3, then this future time, therefore will be significant in more ways than one. It would not only be significant astrologically, politically and geographically, but in terms of End Time Prophecy as it relates to the Rapture of the Church, the advent of the AntiChrist, the Tribulation & the 2nd Coming of Jesus Christ.

Through such writings as *Albert Pike's Morals & Dogmas* and the *Protocols of Zion*, nations are to be derailed to the point of total economic and moral collapse that as chaos reigns in the street as a result of World War 3, the average citizenry will beg for the AntiChrist to take over –rights for 'security'. They erroneously believe that the entire world will accept the Jewish Messiah, a direct descendant of King David. This is not Jesus Christ they are talking about, but to the AntiChrist.

THE PROTOCOLS OF ZION

The *Protocols of Zion* are the strategy to take over the world. It is said to be a fabrication but if you are a careful student of history and its variations, you can discern that all the objectives have been met, just about now. Even if it is a forgery, the underlying tenants and goals parallel those of other Secret Orders like the *Freemasons,* the *Tri-Lateral Commission*, *Cabalists*, *Lucius Trust,* etc. The goal of the *Protocols* is to take over every facet of humanity at any cost or means, even at the expense of *Political and Religious Zionist*.

The aim of these luciferian *pseudo-Zionist* has been to erode the moral fiber of society by infiltrating every aspect of a nations' resources, wealth and people through the control of the economy, media, politics, education, military and religion. The *Protocols* have just 1 last World War left to finalize their *New World Order*. It has gotten to the point now where the *Global Zionists* have now total control of the world's media, movie and music industries, banks, militaries and education that seek to control the masses. The *New Age* is what the *Protocols* speak about & has been preparing the world for by a designed accelerated implosion of all that is good, moral and just leading up to these *Last Days*.

The *Protocols of Lucifer* can be read in the *Protocols or the Learned Elders of Zion*. It is no secret that the Luciferian vision is published for all to read and discern. GOD want humanity to see what His version of *Zion* will be like also. GOD is inviting any & all of Humanity to be part of this True utopia that is to come on Earth; all expense paid by the gracious substitutionary atonement of Christ on the Cross. Jesus Christ is the only ticket and door to get in.

By contrast, Lucifer is attempting to establish his Zion on Earth and is using any means possible, spiritual, political… to reach this goal. Foremost, his goal is to establish a One World Government, a *New World Order* in which all is standardized related to Humanity's economy and spirituality. By such means, lucifer will be able to totally control the masses that remain once the 3rd World War ignites & the NWO is initiated thereafter. It is the very 'protocols' of the *Brave New World* book's game plan. The difference is that the technology has finally arrived to carry out what Hitler and other AntiChrist types had failed to do.
|
Many enemies of the Jews & Jewish nation assert that the *Protocols* are an evil master plan designed and followed by *Globalists Zionist* bankers or 'money changers' to rule the world at any means. Others have used it to instill anti-Semitic world views against the 'Jews' as a whole, meaning the entire Jewish race regardless of ethnic background or religious degree in observance to the Torah. These *Globalist Zionists* believe their luciferian Messiah will usher in the Golden Age once again in which lucifer, the Fallen Angles and their prodigy, the *Nephillim* reigned over the world with an enslaved Human Race.

One thing most would agree on, the luciferian *pseudo-Zionist* detest the Bible; the Old & New Testament because it speaks of the true *Triumph of Zion* –that of the True Christ, Jesus. While on Earth, Jesus confronted these so called *pseudo-Zionists* that made their way up to every position of power in Israel –as they do now in every nation. In the days of Christ on Earth, very position within Israel's Education, Commerce, the Temple Priesthood, the Military and the Sanhedrin was filled with lucifer's men.

JESUS CHRIST, THE LORD OF ZION

Christ came from the Throne of the True *Zion* in Heaven to the Earthly one; it paled in comparison & condition. Jesus came in humility & grace to take His rightful place in the Throne of this earthly descendant, King David. But GOD's people at that time, as in most times previously, did not take kind to having something they did not deem worthy to rule over them; as with Moses for example.

This streak of stubbornness and rebellion within God's Earthly People runs hard & deep in the Religion they construed out of God's commandments since Moses. After numerous Prophets were sent to both Israel and Judah, the LORD of Zion Himself came to tell them and show them their errors. The New Testament records that Christ deemed His Earthly People unfaithful tenants in GOD's Earthly *Zion*. Their ultimate rejection of Jesus –as LORD of Zion led to their exile worldwide and expulsion from the Promised Land of *Zion*. The *Religious Zionists* sought and still seek salvation & Eternal Life by works and not Grace. They rejected the *Messiah* due to this notion because Jesus was not up to their religious standards, as it is today. In Jesus' day, such men as Barabbas, would have been part of the *Sadducees*. Such aspired for a 'political' solution of liberating *Zion* or Israel from the Romans.

The ruling priestly class of false *Religious Zionists* felt threatened that their political & religious positions would be lost because of Jesus. According to the Bible, they rather ascribed & bowed down to Caesar's throne as their King than to the promised *Messiah*. They preferred a *Political Zionist* named Barabbas that led armed revolts to be released instead of *Messiah* on that *Passover* eve before Jesus was to be falsely accused, tried and crucified. They did not want the *Gospel of Jesus Christ* that offered only a future Kingdom –*Zion*, not realizing that salvation from sin, death & lucifer's possession was of the utmost importance to take care of first.

Jesus Christ and Lucifer demonstrated in full public view the true nature & purpose of their version of *Zion* they were offering. Christ exposed satan as a Murderer from the beginning that he is. The law of satan's Zion is that which only seeks to kill, steal and destroy. The *Religious Zionists* got offended because Christ went so far as to tell them that they were really '*sons taking after the nature of their father lucifer'*. Jesus described them as 'white washed tombs, hypocrites, actors, imposters, vipers, den of thieves, the false circumcision, wolves in sheep clothing, Synagogues of Satan' etc. These were however in league with the false *Political Zionists* controlling the gathering of taxes required by the Romans and with the false *Religious Zionists* controlling the "market and exchange" set-up at the Temple Mount.

It was these types of false *Zionists* that Jesus overturned their 'Banks'…or *banca. Banca* comes from the Latin word 'bench' whereby people would come up to a money lender sitting at his bench dispensing loans and trade for the Temple Shekels for example. Jesus drove their *Money Changers* out of the Temple. Wall Street could use such a cleansing by Christ now as the very same people then have now bankrupted the nations through their deceptive markets, usury & government sponsored bailouts.

Nothing is wrong with legal and honest commerce but such abused the system to rob GOD's People by usury/interest & by using uneven balances that the LORD detested. Christ drove such thieves & robbers from His Temple as He will at His 2nd Coming. For the Jewish Nation, this national preeminence has not happened because the Nation as a whole rejected Jesus Christ as their Savior and Lord. Instead, the LORD exiled them once again as He had done to Babylon. This time it was to the 4 Corners of the World. They were to be re-gathered at the *End of the Age*. Israel, as a Nation-State will only be the Head of the Nations when Jesus Christ returns to set up His Earthly Kingdom on Earth –from Jerusalem during the 1000 Year *Millennium*.

After the Rapture

Even though a state of war, a spiritual war ensues, Christ Jesus promised that the Gates of Hell or lucifer's *Zion* will not prevail against the Church on Earth. What this has meant since the Resurrection of *Messiah* is that the Church has been attacked in every stage of growth, every generation and in every nation. The Church may be beaten down and trodden, persecuted and killed but as a whole, it can not die because its very life is in Christ Jesus who rose from the dead. Christ at the Cross defeated lucifer, sin, death and secured a future *Zion* for His followers as He resurrected. The Triumph of *Zion* has been secured despite Lucifer's quest to destroy any godly institutions of the world.

Despite the waves of constant persecutions over the centuries, His Church has this same Resurrection Power against Lucifer, his demons, and his league of men & women that are with him in struggle against the Body of Christ. Soon, as promised though, the Church will be Raptured to the Banqueting Halls of the True *Zion*. Christ promised His Followers that He would be leaving only to prepare 'mansion' in *Zion*. It will be at the Rapture of the Church that this is to happen when Christ comes for His Redeemed & ushers them in to Glory.

Despite this prophetic certainty, the *Elders* of the Satanic *Zion* still seek to do Lucifer's 'Great Work' even more adamantly after the Rapture. This will be the case as 'signs & wonders' and power of pure evil will be unrestrained by the Holy Spirit as a whole against Lucifer and his minions. After the Rapture happens, the aim of Lucifer will be to concentrate on totally taking over the Nation of Israel. Such will be called the 'Learned Elders of Zion' even. These where the very ones that accused, condemned & sentenced the True Messiah of the True Zion, Israel on Earth to death. They are the ones that have made war with God's People throughout the ages. These are the very ones that will make war with *The Lamb* (Jesus Christ) & His followers at His 2nd Coming.

Perhaps many will believe in Jesus Christ as the True Lord of Zion when the Rapture happens. For sure, the Jewish Nation as a whole, will see Him, 'whom they have pierced' at Jesus' 2nd coming in Power and Glory. It will only take the physical return of the Messiah to have those that ascribe to this version of a *Religious Zion* to see that Jesus Christ is who He said He was. It will be much like the analogy of Joseph revealing himself to his brothers that sold him out –much like Judas did with Christ.

In the meanwhile, Christians need to be careful and discern between what the LORD calls *Zion* and what man or lucifer calls *Zion*. Just because a people take on a name does not mean that there is a blanket support or justification for what actions they take in its name. As it pertains to the physical nation-state of Israel, it is particularly evident that the rebirth of 'Israel' as a nation was something that the Sovereign Lord of the Universe allowed and is using for His will, purpose & plan.

THE TRIUMPH OF ZION

There will be a Triumph of Zion but it depends on what type of theology you ascribe to and what definition of Zion you hold to be true.

The Triumph of Zionism involves the work of Jesus Christ who came, when back to and will return from the True Zion. Jesus Christ triumphed on the Cross as God, the Son. Jesus Christ is the only one who triumphed over sin, Satan and death when He rose physically from the grave.

The Triumph of Zionism involves the restoration of Eden that was lost at the hands of Lucifer. The title deed to the Earth and Humanity has been restored by Jesus Christ from the clutches of Lucifer. It will be Lucifer & his Luciferian Zionists that will be cast down from Heaven & thereafter to the 'Pit' & ultimately to the Lake of Fire.

The Triumph of Zionism involves the coming down of the New Jerusalem, the Zion of God from Heaven to Earth after the 1000 year Millennial reign of Christ on Earth after the Tribulation. The True Zion of God, triumphs over the false luciferian counterfeit Zion because Christ is the LORD of Lords & KING of Kings.

The Triumph of Zionism involves the eventual enthronement of the Rightful King, Jesus as absolute sovereignty and majesty of the LORD YHWH, Creator of the Heavens and Earth. It will be at His Judgment Seat where all will bow the knee & confess that Jesus is LORD. May it be so.

THE TRIUMPH OF ZION

& THE 1ST GREAT WAR OF THE 21ST CENTURY

The purpose of this chart is to consider the meaning of the word '*Zion*' & how particular interpretations of it might possibly affect humanity's existence on a global scale in the near future. This study is based on a Christian perspective taking only what has been already been made public & published about the different meanings of *Zion*, *Zionism* & the *Protocols of Zion* -weather considered fictional or factual. This chart will thus examine the coming World War 3. This future World War, that may usher in this luciferian *Zionist New World Order*, might be based on a past mathematical pattern or principle. Given this mathematical premise, perhaps the prior World Wars have been planned & synchronized mathematically by those that subscribe to the antithesis of the Biblical *Zion* as described & declared in the Judeo-Christian Bible. Mathematics & sacred geometry is used to describe *Zion* in the Bible.

The Triumph of Zionism involves the coming down of the New Jerusalem, the *Zion* of God from Heaven to Earth after the 1000 year Millennial reign of Christ on Earth after the Tribulation. The True *Zion* of God, triumphs over the false luciferian counterfeit *Zion* because Christ is the LORD of Lords & KING of Kings. The Triumph of Zionism involves the eventual enthronement of the Rightful King, Jesus as absolute sovereignty & majesty of the LORD YHWH, Creator of the Heavens & Earth. It will be at His Judgment Seat where all will bow the knee & confess that Jesus is LORD.



HEAVENLY ZION

PAST eternity

HEAVENLIES

THRONE OF GOD IN HEAVEN TEMPLE (YHWH)

LUCIFERIAN COUNTERFET ZION

SATANIC REBELLION

6 5

11: When you see this combination in any aspect, it denotes a portal or 'door' between Earth & Heavenlies

FUTURE eternity

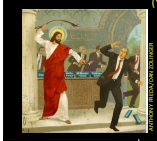
NEW JERUSALEM

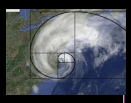
CITY OF GOD COMES DOWN FROM HEAVEN

MIRROR - REFLECTION

THE BRIDE OF CHRIST

PRESENT EARTH





EARTHLY ZION

THRONE OF GOD JERUSALEM, ISRAEL TEMPLE

WORLD WAR 3
Ezekiel 38 War

If **2012** is the start of the Psalm 83 War followed by Isaiah 17 destruction of Damascus, the Gog-Magog War will follow then in **2013**. Israel will thereafter dwell in 'safety' & unwalled cities. It will take 7 months to bury all the dead & 7 YEARS to burn up the fuel.

2013 + 7 Jewish Years
7 Jewish Years = 360 Days
360 Days x 7Years = 2520 Days
IF from May 20, 2013 war starts
MAY 20, 2013 + 2520 Days =

APRIL 14, 2019
approximation only

WORLD WAR I
JUL 28, 1914 - Nov 11, 1918
1567 Days or
223 weeks
(322 Skull & Bones)
2+2+3 =
7 4 YEARS

WORLD WAR II
SEP 1, 1939 - SEP 1, 1945
6 Years or
313 weeks
3+1+3 =
7 6 YEARS

WORLD WAR III (?)
Golden Ratio Proportions
2013-2015
a function of
7 2 ? YEARS

golden ratio

6 → 4 → 2

Φφ

1910 1915 1920 1925 1930 1935 1940 1945 1950 1955 1960 1965 1970 1975 1980 1985 1990 1995 2000 2005 2010 2015 2020

END END ~66 Years from End of WW2 to 2012 END?

Earthly Mt. Zion, Jerusalem



(4) TOTAL LUNAR ECLIPSES
✡ = On Jewish Feast Days (Moedim)
1-2014 on Apr 14 Passover
2-2014 on Oct 08 Sukkot
3-2015 on Apr 04 Passover
4-2015 on Sep 28 Sukkot

2012 TETRAD
2 Year Period
2013 2014 2015

JERUSALEM

The LORD uses mathematics & sacred geometry in His Creation & with the Heavenly *Zion*. For example, the Bible gives us the direction & measurements of the *Zion* to come down in the Book of Revelation. We will see that so too the Earthly *Zion* of Jerusalem will thus mirror a certain degree of geometry throughout its topography & layout.

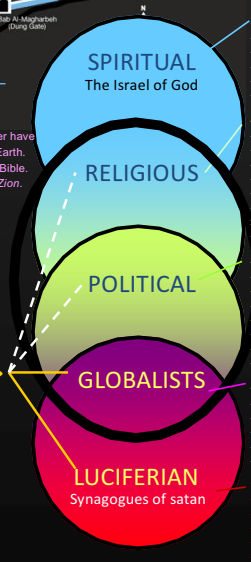


There is a 'Protocol' to take over the world, both YHWH & lucifer have a vision & plan to eventually establish their version of *Zion* on Earth. The 'Protocols' of YHWH can be found in the Jewish-Christian Bible. The following is lucifer's 'Game-Plan to usher in his version of *Zion*.

Protocols of Zion

Place agents and helpers everywhere
control media and use it in propaganda to further plans
Start fights between different races, classes and religions
Use bribery, threats and blackmail to get plans implemented
Use Freemasonic Lodges to attract potential public officials
Appeal to successful people's egos
Appoint puppet leaders who can be controlled by blackmail
Replace royal rule with socialist rule, communism, despotism
Abolish rights/freedoms, except right of force used by State
Sacrifice people (including Jews sometimes) when necessary
Eliminate religion; replace it with science and materialism
Control education spread deception and destroy intellect
Rewrite history for Zion's benefit
Create entertaining distractions
Corrupt minds with filth and perversion
Encourage people to spy on one another
Keep the masses in poverty and perpetual labor
Take possession of all wealth, property and (especially) gold
Use gold to manipulate the markets, cause depressions etc.
Introduce a progressive tax on wealth
Replace sound investment with speculation
Make long-term interest-bearing loans to governments
Give bad advice to governments and everyone else

Dimensions of Zionism



-TRUE ZION OF YHWH
-Followers of Christ
-Under the Law of Christ
-Holy Spirit filled Body of Christ
-The Bride of Christ
-The Heavenly Jerusalem (Zion)

-'RELIGIOUS ZIONIST'
-Orthodox Jews
-Reformed Jews
-(Pharisees like Apostle Paul)
-(Esseins)
-Jewish Settlers
-The Religious Zion is against the Spiritual Zion (Flesh vs. Spirit)
-Some Evangelical Christians

-'POLITICAL ZIONISTS'
-Political Parties
-Jewish Congresses. AIPAC
-Belfour Declaration
-Geographic borders
-Ben Gurion May 14, 1948
-Some Political Zionist can be
-Religious Zionist & vise-versa.

-'GLOBAL ZIONISTS'
-Can be non-Jewish
-Masons & Occult
-Secret Societies
-Protocols of Zion
-Priory of Zion

-'LUCIFERIAN ZIONISTS'
-Seek to take Heavenly Zion
-Will attempt 2nd try in Last Days
-Seeks to Unite all World
-Seeks worship for lucifer
-Christ Jesus overcame him, the World, Sin & Death.

The LORD YHWH which is of God the Creator established Zion in Heaven on the Sides of the North seeking those that will worship in Spirit & Truth. Those that follow the Ways of the LORD through Christ Jesus can inherit this Celestial City that has been promised by Faith & not works of the Law.

The Dark Lord: Hallel the Arch-Cherub that Covered the Throne on Mt. Zion in Heaven. He ensued a revolution to take Zion. This foiled plan has him attempting to establish his earthly throne on the Earthly Mt. Zion in Israel.

The concept of *Zion* over the centuries has taken on more than just a Biblical definition. The notion of the word *Zion* has come to include some specific inferences to a specific race, religion & politic. These overtones have also gone well beyond the association that had mainly been ascribed to the Jewish religion.

It is no big secret that several *luciferian* entities & like-minded *Secret Societies* of the world have taken & twisted certain aspects of the meaning of *Zion* & *Zionism* for their diabolical goals. For one, such *Secret Societies* have consolidated almost all power & resources on Earth for a purpose.

Given the current political & spiritual condition of the Middle East in particular, & the world in general, it appears that this purpose is to now initiate the final 3rd World War on Earth –as it is in Heaven. According to this interpretation of this *luciferian Zionist* theology, it is required to usher in their False *Messiah* out of the great ensuing *chaos* that will bring about the *New World Order* (NWO) for him to rule over. This war will culminate in the Earthly *Zion* of God, Jerusalem in Israel.

The *illuminati* & the *occult* have taken over certain aspects of the identity & meaning of the True *Zion* of YHWH. Their quest is to replace GOD's *Zion* with lucifer's counterfeit *Zion*, if not in Heaven itself, then on Earth. It is to be a *City set on Hill* as the True *Zion* of YHWH is, on the *Mountain* of the LORD on the *Sides of the North*. It is to be seen like a *Burning Torch* that it is but not for Jesus Christ's glory but for lucifer's, the 'light-bearer' is named after

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SOME SOURCES
-Bible
-Jewish Antiquities
-NASA.org
-DateandDate.org
-Protocols of the Learned Elders of Zion
-Wikipedia.org

From: Sims, Cynthia M (GOV)
Sent: Saturday, June 28, 2014 8:19 AM
To: Cockrell, Robert A (GOV)
Subject: Fwd: IC3 complaint against Rothschild
Attachments: IC3 complaint Nicole Guihaume -3- against Rothschild family.pdf; ATT00001.htm; IC3 complaint Nicole Guihaume -2-.pdf; ATT00002.htm; IC3 complaint Nicole Guihaume -1-.pdf; ATT00003.htm; mail à Hamzah Zainudin 7 juin 2014.pdf; ATT00004.htm; Zion-a.pdf; ATT00005.htm; Zion.pdf; ATT00006.htm

It appears this has gone to many different states - I have no idea what it's about and I have not opened any attachments yet, but wanted you to be aware in case you're hearing anything from other states.

Cindy

Sent from Cindy's iPhone

Begin forwarded message:

From: Nicole Guihaumé <[redacted BOI]>
Date: June 28, 2014, 11:42:41 AM EDT
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Subject: IC3 complaint against Rothschild

Hi,

It seems as if we were at a moment reality must be faced. For the first time the ICC has in its jail a president who was elected. His rival was not even able to face the second round, and harassed the one who was with Laurent Gbagbo -Henri Konan Bedie- to finally appear as president. Rothschild family is behind all these abuses. They can occur only because they silence persons.

It is not easy for me to send mails. I am not fluent, make a lot of mistakes. The point is we all need these abuses to be addressed. We must act to stop them. I don't want another 9/11 to occur. I know they plan it. The only way to prevent it is to widely communicate. Blackmails are used to make such events possibles. Do glance at the IC3 complaints I join, and you will see how Bill Gates who is in copy has been deceived. I also join you mails I sent concerning MH370 and wish that you look at the ones who received them and did not oppose a word. Passengers are either actors or true ones and alive. Their relatives face quite a hard time. I act as if I was one of them.

I wish not to disturb, apologize if I do so,

Best regards,

Nicole Guihaume

COMPLAINT REFERRAL FORM

Complaint ID: I13123111126565512

The following information was provided by the victim and may be forwarded to the appropriate law enforcement or regulatory agencies.

Date: 12/31/2013 11:26:56

Victim Information

Name:	Nicole Guihaume
Business Name:	
Age:	50 - 59
Gender:	F
Address:	9 rue des Perichaux
City:	Paris
Do you live within the city limits?:	Yes
County:	
State:	
Country:	France
Zip Code/Route:	75015
Phone number:	0155769184
Email Address:	nicguihaume@msn.com

Name of your local police or sheriff's office:
Nicole Guihaum?

Is the complaint you are filing related to the Internet or an online service? Yes

Do you have pertinent documents in paper form? Yes

Information about the Individual/Business that victimized you

Business Name:
Name:
Gender: U
Address:
City:
State:
Country:
Zip Code/Route:
Phone number:
Email Address:

Other Identifiers

Web Site:
IP Address:
IRC Server:
Chat Room Name:
Usenet Newsgroup:
Other:

Monetary Loss

If you lost money from the incident you are reporting, please specify the total dollar amount of your loss.
0

Please indicate the means of payment (select all that apply)

- ☐ Cash
- ☐ Cashier's Check
- ☐ Check/Debit Card
- ☐ Credit Card
- ☐ Money Order
- ☐ Wire Transfer
- ☐ Other (Specify)

Did you use a third party online payment service such as PayPal, BidPay, Escrow? [left blank]

Description of the Incident

Describe in your own words how you have been victimized.

I am harassed since sixteen years in the aim to disqualify Bill Gates. He noticed me briefly at a professionnal event in 1990 and then heard from me on 1997, the 28th of October. This day I had a phone call from Michel Lacombe MSFT EMEA CEO, who I knew as I worked in Microsoft France in 1989.
Since this phone call, I am hacked. I filed complaints in France, CEDH, failed, but wrote since the first August 2013 to Robert Hare, Paul Babiak and others specialists with Bill Gates in CC, explaining what happens to me and sending copies of Bill Gates google news in which notes I wrote on this harassment on a mediapart blog appeared. Actually all the mails I try to send are blocked, as to nw3c.org. I cannot even access to their website. I have been blacklisted, and it is not by someone who received a mail from me, because the persons who already received one, always can receive. I sent mails to Microsoft Shareholders, boards, executives. Received no complaint for that. This situation is known.
By the way, I entered 0$ as loss of money. If is impossible to evaluate. They broke my life. I write they because it is not only one person, and I am not parano. If I were, I do think I would have complaints, having sent the mails I evoked to Microsoft shareholders, Board, executives, and mental health specialists.

Please indicate any medium used by the individual/business in the course of the incident.

- [ ] Bulletin board
- [ ] Chat room
- [x] Email
- [ ] Fax
- [ ] In person
- [ ] Internet messaging
- [ ] Mail
- [ ] Newsgroup
- [ ] Telephone
- [ ] Web site
- [ ] Wire
- [x] Other

Please indicate the initial means of contact with the individual/business that victimized you.

Other

Was this initial means of contact unsolicited/uninvited?

Yes

What was your relationship with the individual/business you are complaining about prior to the incident you are reporting?

no prior relationship

Did you conduct any research on the individual/business prior to the incident?

No

How much time has passed since you determined you were victimized?

6 months or more

Contact Information

Are there witnesses or other victims to this crime?

As told, I exposed very many informations in mails I sent to Robert Hare, Paul Babiak, Stephen Walt, John Mearsheimer and others.

Have you reported this crime to any law enforcement or government agencies?

- ☐ Better Business Bureau
- ☐ Consumer protection agency
- ☐ Individual/business that victimized you
- ☑ Police/other law enforcement
- ☐ Private attorney

Provide the specific name of each organization, contact name, contact phone number, email address, date reported, and report number (if known).

The last one was the European Court of Human Rights. My complaint was seen by Mississ Gillet, number 41930/10 Guihaume c/ France. It was rejected on the 14th of February 2012.
Prior to this request I did a refere in Paris on the 19th of April 2010, alone, and then asked for help for fees. It was refused by Bernard Stirn.

Supplemental Information

---------- 01/06/2014 15:50:29 ----------

I am very surprised because I already provided an update, contrary to what is written, and I communicated it as soon as done to Bill Gates, Robert Hare, Paul Babiak, Stephen Walt, John Mearsheimer, Seattle's Mayor and Judges. I did it four days ago. I am not fluent, but as I communicated this update to these persons, I choose to write the same one, just correct a mistake on a word. I add that I did not see when I registered my name indicated in place of « sheriff ». Of course, it is wrong. I ignore how it appeared there.
Bill Gates is another victim, having been targeted by the manoeuvers done against me, and having been pushed out of Microsoft. Moreover, medias target him continuously. He managed to have someone protecting me by helping to understand via my computer, which is the source of the notes I wrote on blogs which appear in news. This is by this way I know Bill Gates wants to come back to Microsoft, what I wrote, and which appeared in news, but the medias prevent him to make his desire public, and Mediapart closes each blog I open after a short while. It is the only way to appear in news for a blogger.
He is also a witness. Moreover, I do think two phone calls were registered. The first one I evoked was between Michel Lacombe and I on the 28th of October 1997. The second is one Bernard Vergnes, who created Microsoft France in 1983, Microsoft Europe in 1989, and Microsoft EMEA, promised me to make after I exposed him what I endured. He promised on the 28th of January 2005, a friday and the aim was to search infos concerning what happened to me. On Monday 31 January 2005 Christophe Aulnette, Microsoft France CEO "resigned". It was told to the employees via mail by Jean-Philippe Courtois. The same day, it was told he would go in Altran, where I regretted not to have been as they proposed me when I went to work at Microsoft. He stayed there less than two years. The cell phone number of Bernard Vergnes is 0032478500506. I did not speak him since June 2010. At the time I wrote him an email at bernard@vergnes.be, address he gave me that day for he left Microsoft in 2003.
I wrote an open letter to Jean-Philippe Courtois which is on a blog at my name and I received no complaint. I sent it via mail to him, but the address was wrong, and CC Bill Gates, and all the members of the board, as well as to Heidrick and Shuttles who was chosen for the CEO search.
The harassment also occurred by contacts taken with members of my family in the aim to obtain false

testimony, such as the assertion I would never have worked. I have an elder sister who is attorney and managed with the french judge to prevent me to see the file concerning my mother being placed under guardianship. The records are lies. I only could see them because I made an appeal, for my mother asked me to be the one who would care her.

---------- 01/08/2014 06:00:57 ----------

I ask for this file to be considered as an emergency, because of my mother, and because of Microsoft, whose situation cannot continue the way it does since 23 August.

I write this second complement in this aim. It concerns one charactéristic that France shares with USA and which is the place of the zionist lobby. I wrote in my first complement that there had been anormal contacts with members of my family -as family, we met huge problems after my parents divorced and I am the younger who cared long of my mother, had no more relations with my brother and sisters when the harassment began-.

Concerning these contacts, for example, my mail box was hacked in June 2010 precisely at the moment the Council of State had to decide if the legal fees could be payed for me. A mail was sent in my name to one of my nieces who is attorney. I had not spoken with her since 1995, and after these 15 years, she received an evident fraud, a mail I could not have written, saying I was in Africa and asked for her help. She answered to this fraudulent mail, asking for precisions, with her signing as attorney. I replied that my mail box had been hacked. The point is the moment it happened is quite bizarre. Two weeks later, the Council of State refused to pay legal fees, so I went to the ECHR.

Later, during the procedure for my mother to be placed under guardianship, as she is 92 and has developped huge memory difficulties at the time I was harassed and noticed curious things happening to her, the judge who had to decide for the guardianship has been very rude with me. I was in Montpellier where my mother live as she asked me for help. My four brother and sisters lied changing the words of her doctor, saying I was a danger for her, what is not true. She asked me to care her. It was evident that the words her doctor wrote had been changed, but the judge behaved as if she had not seen it, and organised a hearing with my three sisters without saying a word to my mother neither to me. We ignored the appointment. It had to be on the 20 of April 2012, a Friday. The Sunday before, my sister attorney phoned my mother whose answers I heard, being at her home. She verified few words such as Friday, Tribunal, and the presence of my sister. After this phone call she was in a wrong state, so I proposed her to go to the tribunal on Monday and ask. We went there and were told they forgot to call us up, gave our notices. The day after my mother was ill. I called doctors on urgency. On Friday 20, she was not there, I was, and wait long during my three sisters were heard. Then, I have been, and it was terrible. Not even a word could say the way they treated me. At the end, the guardianship was given to a professionnal and in March 2013 to my sister attorney and to the mother of my niece who wrote me June 2010.

I can do nothing for my mother. They refuse her cares she needs and asks for, which her doctor wrote as necessary at the time I was at her home. They changed the doctor. He has always refused to confirm I was a danger.

We are in 2014, I use to phone my mother regularly and she suffers not to have a place where she could meet other people, share activities. I proposed a professionnal place very near her home in June 2012. It was refused. She lacks it.

She is a victim too, and I suffer for that.

I think all these things could not have occured without zionist lobby in action. As it is in, there is no law, but its law. As they decided to use every possible manoeuvres to obtain wrong things written on me, they oppose to each proposition I make. The judge even asked that I leave my mother at a time she really needed help and asked me to stay. The judge sent an usher to see if I was always there. It was illegal. The usher came on June 2012. I stayed in Montpellier until December 4. During November, the guardian did not give one euro to my mother. They tried to demonstrate I stole her, but could not for I do not.

Concerning Microsoft, I understood during the last days of September that Bill Gates wanted to come back as CEO. October the first, reuters accepted anonimity though it is evident the three shareholders are Ballmer, Marquardt and Turner, and they launched a defamation campaign again Bill Gates. I wrote to each shareholder and executive, member of the board of Microsoft I found, and gave my testimony of what has been done to me, and to Bill Gates at the same time. He always chairs the board but this morning again reuters wrote there is two insider contenders, what is false, and they know it ; I sent them, Bloomberg, CBS, Newscorps screenshots of the notes I wrote in my mediapart blog saying Bill Gates wants to come back, November the 16. He was in CC, as Microsoft board and executive. He is still targeted. And all the employees of Microsoft are concerned. Only a lobby can behave that way.

---------- 01/31/2014 20:12:06 ----------

This third complement comes after the last article done by Bloomberg, saying that Microsoft next CEO is likely to be Satya Nadella. This apparently does not concern me. The fact is it does. As written earlier, I receive help from a connection on my computer. I did not precise that in fact there are two opposite connections, one protecting me from the other, what I understood only in 2008. Until this understanding, it has been much than hard to live. I did not try to commit suicide since 2008 –neither did I before the harassment–, what confirms me my understanding is correct. The years before 2008, I tried many times because I understood nothing to what was done to me. It was terrible, I thought I was targeted by a bipolar, asked doctors if I could have imagined what happened to me, and they did not think so.

The fact is I sent this complaint to Bill Gates, to the Mayor and the Judges of Seatlle, as well as to the Board the executives, and the shareholders of Microsoft, professionals of mental health, and other sectors. There has been no denial, no complaint.

At the moment, Bill Gates cannot help me, and the harassment was so hard I have not worked since it began. It began at a moment I suffered of tuberculosis. I am now quite isolated, as a consequence. For example, August 21, Cameroonvoice published a note I had written on the harassment. I proposed it to another website, and they answered to my mail exposing there understanding, writing on men of power being harassed and blackmailed, and proposed me to do a video which would complete the text ; I accepted and it was done by deception. Their aim was to make a video without any link with Bill Gates. They told it was evident I was harassed, but it was not in relation with him. Many persons contacted me in a deception aim. Two days after Cameroonvoice published my note, Steve Ballmer resigned. It was August 23.

I absolutely did not think that Bill Gates could desire to come back. I understood it by the connection, and also, I red an article written by Henry Makow, July the 7, and it is quite clear that Bill Gates is blackmailed as are many men of power. The only fact that this article exists proves it, as well as it proves that Gates Sr and Melinda Gates are concerned too. In fact, as time goes on, it becomes evident that there is a problem concerning Microsoft, and the medias interfere in a way they should not. Michaël Bloomberg obtained Bill Gates to say he wanted to stay at the Foundation, but at the same time, this complaint does exist. This does confirm the blackmail. I guess some video taken by deception exists and the threat is "either you confirm your involvement in the Fondation, or we make it viral".

As long as this situation exists, I suffer of the consequences this severe harassment let on my life. I am 54, to find a new job is much than hard. I red on the web testimonies of Joan Brewer, and legal proofs of what she endured. She wrote that Bill Gates did not protect himself, and that Gates Sr harassed her. I guess he also prevented me to obtain justice in France and behind the ECHR. Today, I received a bad new from the Tribunal of Grande Instance where I had another complaint for hacking (N° 11203002115). I gave the name, the facebook page, the IP of the second connection. This man who operates under the name of Paul Maurer and appears as 5209 concerning FB page at this name is after me since March 2010 -before, I was hacked too, but had no way to know by who-. It became clear when I opened a blog on the Nouvel Observateur where I opened the comments. He sent more than 500 abuse reports for my blog, harassed websites to close blogs I opened to appear in news, and is quite nervous. He once sent 15 abuse reports during the hour after I transfered a blog comment to a lawyer whom I thought would be helped by it. I gave the Prosecutor the proofs by the IP I had of him by the blog. I gave very many proofs. They refuse to recognize what appeared clearly to the man with whom I had a hearing. He wrote a wrong report, writing a bad french with many mistakes, what I noticed because it is quite hard to read such writing, and I wondered why he did this job. Nevertheless I insisted and he wrote one or two things he noticed and which were clear. Paul Maurer has also opened seven blogs where he only defames me as on his facebook page. He writes I fear to file a defamation complaint because I write I know the zionist lobby is at the origine of the harassment and in France you cannot criticize behavior of Jewish People without being accused of antisemitism. Moreover, he knows I have no chance of success, because France is under zionist control. We recently had a Day of Anger because people are exhausted and see much clearly the way we are deceived and prevented to even name the source of our problems as soon as a Jewish person is concerned. We cannot even say it is not normal to have two presidents and a candidate of Jewish origine, though these community represents one per cent of the population.

COMPLAINT REFERRAL FORM

Complaint ID: I1405020546129712

The following information was provided by the victim and may be forwarded to the appropriate law enforcement or regulatory agencies.

Date: 05/02/2014 05:46:12

Victim Information

Name:	Nicole Guihaume
Business Name:	
Age:	50 - 59
Gender:	F
Address:	9 rue des Perichaux
City:	Paris
Do you live within the city limits?:	Yes
County:	
State:	
Country:	France
Zip Code/Route:	75015
Phone number:	0155769184
Email Address:	nicguihaume@msn.com

Name of your local police or sheriff's office:
I do ignore it

Is the complaint you are filing related to the Internet or an online service? Yes

Do you have pertinent documents in paper form? Yes

Information about the Individual/Business that victimized you

Business Name:	Microsoft
Name:	Steve Anthony Ballmer
Gender:	M
Address:	Redmond WA 98052-7329
City:	
State:	Washington
Country:	United States
Zip Code/Route:	
Phone number:	4258828080
Email Address:	steveb@microsoft.com

Other Identifiers

Web Site:
IP Address:
IRC Server:
Chat Room Name:
Usenet Newsgroup:
Other:

Monetary Loss

If you lost money from the incident you are reporting, please specify the total dollar amount of your loss.
0

Please indicate the means of payment (select all that apply)

- ☐ Cash
- ☐ Cashier's Check
- ☐ Check/Debit Card
- ☐ Credit Card
- ☐ Money Order
- ☐ Wire Transfer
- ☑ Other (Specify)To be evaluated

Did you use a third party online payment service such as PayPal, BidPay, Escrow? No

Description of the Incident

Describe in your own words how you have been victimized.

This complaint is a new one that I add to the first one I filed on December 2013, the 31, number I1312311126565512. I wish to communicate an identity which is, for sure, concerned by what happened to me, Microsoft, which is surely not the only one, but is concerned. It is by Steve Ballmer and by David Marquardt among others.

As exposed in my first complaint, I am harassed since 16 years, in relation to Microsoft. I was used to target Bill Gates.

I wrote a network was behind what I endure, I named Rothschild family in another complaint I have before the ICC since 2009, January 12 -OTP-CR 78/09-. In fact all indicates the father of Bill Gates is their lawyer and played an active role in destabilizing me, as well as him.

The point is the world is now facing MH370 and its disappearance. Having a connexion which helps me on my computer, I can say for sure this is another Rothschild mafia plot done in an aim of revenge and of power affirmation. Sarah Bajc seems to be known since quite a time by Bill Gates, as well as Ginni Rometty who is the CEO of IBM and Jim McNerney, the CEO of Boeing. She has been chosen to seduce Philip Wood, as in the past, to seduce and deceive Bill Gates, registering private scenes which are since they exist used to blackmail him.

I sent many emails to them as well as to President Obama, head officers of Dutch Royal Air Force who intercepted a cargo 777 on March 25, during the NSS, as israeli embassies were on strike, after Philip Wood sent a message on archive4 forum, with a pic taken with his iphone, revealing he is prisoner in Diego Garcia. These mails have numbered receivers, more than 500, I sent some as well to eurodeputies as to Microsoft shareholders, and executives among others. I did not receive a denial, but using MSN which is my email address became harder and harder. Being hacked since years, I am used to that, but it became much hard than ever, and much hard in MSN than in Gmail where I have another box, reason why I file this complaint.

I guess MH370 was conceived to silence all opponents possible to zionist domination. Microsoft is for sure in the plot, targeting me since years -I wrote an email to Steve Ballmer in 2010, March 29 on the subject-. If I think several persons are concerned, I name Steve Ballmer because he wanted to be CEO, and indead took the place of Bill Gates, resigned after a note I wrote on the harassment was published by Cameroonvoice 2013, August, the 21st, and David Marquardt, precisely because a niece of mine who is lawyer and whom I did not see since 1995, works in Paris by Kramer Lewin Naftalis and Frankel since 2014, January the first. I guess there are good reasons for this, such as one I learnt as I commented an article on MH370. Paul Maurer who hacks me since at least March 2010 wrote I had been locked in a mental asylum from June to November 2012, what is absolutely false, I never was and immediately put on line my social security recips which show few fees. The aim is to disqualify me by false testimonies of my relatives and false documents. I was, during the period he wrote on, in Montpellier by my mother, and a huge number of proofs exist. I guess everything has been done to be sure I would not be aware of these false allegations, and so, unable to defend myself.

The same thing happens when I cannot send emails from MSN, and when, in France, my charged letters are lost.

Impeaching me to send emails from MSN -I took many screenshots- is a huge aggression. MH370 as many others manoeuvres are done to silence me -if I am not the only one, I feel concerned-, and as long as I cannot obtain justice, my life is quite hard, with few money, without any insertion, this harassment taking all the place, using my nerves.

The point is I cannot file this complaint without insisting on the fact all indicate passengers and their relatives are for the large majority actors. Americans and french ones are not. Two nuclear false flags were in the making -two 777 are evoked on the internet, the malaisian one, and its twin in Tel Aviv, which stayed a month in Tarbes/Lourdes, October 2013-, one, as President Obama told he feared at the end of NSS, on Manhattan, the other one on Marseille, in the south of France -a blog in french, islamic intelligence documents it-. Philip Wood is prisoner because he would have been presented as culprit, what would have given of America and of IBM a monstruous image. As he sent this message, the false flags in the making went awry, and the purpose now is to avoid responsibility by saying the plane vanished what we all know is impossible, even as did Mahathir Mohamad, by saying Boeing is responsible.

America was targeted, this is a huge signal that this plot has to be exposed, and actions taken to impeach harassments to be again perpetuated. Blocking emails must be stopped, and for myself, I truly need Microsoft troubles to be solved, I cannot afford longer suffering.

Concerning the evaluation of the prejudice, as in my first complaint, I enter 0, which is false. It is much than huge, cannot be evaluated directly.

Please indicate any medium used by the individual/business in the course of the incident.

- [ ] Bulletin board
- [ ] Chat room
- [x] Email
- [ ] Fax
- [ ] In person
- [ ] Internet messaging
- [ ] Mail
- [ ] Newsgroup
- [ ] Telephone
- [ ] Web site
- [ ] Wire
- [ ] Other

Please indicate the initial means of contact with the individual/business that victimized you.

Other

Was this initial means of contact unsolicited/uninvited?

Yes

What was your relationship with the individual/business you are complaining about prior to the incident you are reporting?

no prior relationship

Did you conduct any research on the individual/business prior to the incident?

No

How much time has passed since you determined you were victimized?

6 months or more

Contact Information

Are there witnesses or other victims to this crime?

Bill Gates, Ginni Rometty, Jim McNerney, as well as Philip Wood and other MH370 true passengers. I shall send this complaint to them and to President Obama, and put it on line.

Have you reported this crime to any law enforcement or government agencies?

- ☐ Better Business Bureau
- ☐ Consumer protection agency
- ☐ Individual/business that victimized you
- ☑ Police/other law enforcement
- ☐ Private attorney

Provide the specific name of each organization, contact name, contact phone number, email address, date reported, and report number (if known).

In the mails I sent I put the ICC as receiver, for I have a complaint before it, OTP-CR 78/09

I reported the harassment in several procedures which where blocked, I guess by the father of Bill Gates. I never before name Microsoft as culprit, though it is.

Supplemental Information

---------- 05/08/2014 09:25:56 ----------

I must insist on the fact that I defend myself alone, and being tired by these years of harassment. I filed complaints in France ; they failed. I went to the ECHR ; it failed too. This exposes the way transnational networks operate. The harassment is linked to Microsoft. I went in no other place where such a power exists and is visible. Moreover the father of Bill Gates is lawyer, was president of Washington and Seattle boards. I was very surprised in October 2013, as I did understand nothing to the signs I identified on my computer until I realized the only explanation was that huge conflicts existed, what became clearer as I red Joan Brewer. In her notes, Gates Senior appears as very dangerous. She, for example, wrote that one of his daughters had to flew away to protect herself. She also asked Bill Gates by email why he did not protect himself. I am used since years to notice a strong reaction as soon as Rothschild family appears in the news or as I reed something upon it. I saw that the book John Reeves wrote in 1887 was digitized for Microsoft in 2007, before Bill Gates left. Finally, I did as I often do : I wrote notes and tested in a way I am used to. I only share what is confirmed. Doing so, I felt some fear, I had never done such a thing to write of a man I do not even know that he was abused by his father and his clients when he was a child. Since long, of course, I wondered why such a young boy as Bill Gates was when he began to develop his ability spent such a time in computers and only in computers. I thought it was his way to find a solution to a problem he had, and at the same time to escape something which might have been a danger. The danger could only have been in his family and this explained me why he was sensitive to the phone call I had in 1997, October 28th. I told I met huge difficulties since the beginning of my lifetime.

I nevertheless know I file a complaint in the United States, being French. I can imagine it looked at as a problem, but without Microsoft, which is an american corporation, I guess I would have experienced a normal life. It seems as if I became a danger for my own country concerning damages it did to me, in a transnational context. There are these false allegations I named concerning the fact I have been told as locked in a mental asylum, what I have never been. Sometimes, when I phone to my mother, she insists a lot for me to come and see her, what I shall surely not do, because of these allegations, and because I do

not want to be locked. She can ask for me to come in a way I recognize her, but also does it as if she was asked to do so.

I evoked the fact that since last January a niece of mine works in a company directed by Alexander Marquardt. This is the same transnational connection. David Marquardt is in Microsoft Board since 1981.

I must say I am always afraid of mistakes. I feel exposed to do some because this situation is so complex ; not even a word is pronounced, I write notes which are quite disturbing, receive no denial, no complaint. I do so because I feel it necessary. It demands me a lot. I have not worked since years because the harassment began as I was ill, and was so hard I have not succeeded in finding a new job or creating my own one. Since the 8 of April I sent many mails with President Obama as receiver. I thought it would be for a short time, never imagined that one month later I would continue. I do.

Yesterday a man sent a mail at 21:30 to the list I sent one at 21:29. He was not in the list. It means someone sent him and he answered. I guess it was done by hacking, cannot imagine a person doing so without having been told precisely before. For a person who receives these two mails without being careful, I appear as exagerating, sending the same one twice in 2 minutes.

The fact is since 2005, at a precise moment I often told I appreciated that my pilates teacher expressed twice the exercice we were going to do, things often occur to me twice. Mails are sent me twice, addressed by persons I do not even know as well as DVD I bought, I had refunds which came twice, red comments on blog I frequented sent twice and the person who managed the blog let them. I went to the conclusion it was part of the steganography conceived. Once again, I did not feel me concerned but Bill Gates. I am considered as a tool since 16 years.

I wish this transnational aspect shall be considered because it is so important, and at the same time because french people as american people as the whole of us have to go through this mafia. It is a very dangerous one, surely the most dangerous mankind has met.

---------- 05/22/2014 04:35:17 ----------

Each person who googles my name can find false allegations such as I would have pychiatric troubles, I would have been locked in a mental asylum. I have no way to stop this harassment. Paul Maurer opened one more blog recently. I asked Over-Blog to close it, they did not, though it is illegal to open a blog where you only defame a person you harass. As already written, he does so since more than four years, comments after me as soon I do and defames, what would be impossible without hacking my computer. There is no limit in his writtings, he says I went to nazis meetings what I never did, use a picture of another woman in a nazi reunion, tells it is me. No one stops him. He seems to be a tool of the mafia.

At the same time, as exposed in my first complement, I feel very concerned by MH370 disappearance, and I have the connection I evoked on my blog. I follow all what I feel clear, and in this situation, I sent mails saying that MH370 is in Diego Garcia. I sent some to Barack Obama, James Comey and John Brennan as well as to Admiral Thomas K. Shannon, Matthew Vandersluis and Christopher Atkinson who are both in Diego Garcia. The only answers I received are from persons who are in a way or another concerned by MH370.

- Microsoft tried to silence me by an executive assistant, James Kehm, who wrote me he would contact authorities if I did not stop to send emails. I answered twice and the second time wrote he knew authorities were already informed, and put Bill Gates, James Comey and John Brennan in copy. After this he stopped, but dared send two threatening mails, though Bill Gates did not oppose a thing to my

complaint. This, in my opinion, exposes the way the zionist lobby puts its grip on Microsoft by deception, lies and threats.

- GA Telesis who owns the second 777 received also mails as I found istat file and did not select but send to the whole. GA Telesis answered to the whole list in an ironic way, asking to be removed from the list. Both the executive vice president Andrew Toutt and the sales director Adam Lockhart did so. Their aim was some others to follow them. Some in fact did, but very few. I received 30 demands on the complete file. The fact is it was GA Telesis which is exposed as owning this 777 in Tel Aviv.

- Only one person wrote on the subject directly, Pete Dumont, ATCA CEO, after receiving a mail whose title is « MH370 is in Diego Garcia ». He wrote « no it is not, I have friends there » though he received a collective mail and should have glanced at the addresses who received it. At the moment I replied, I felt the connection very present by the immediate registration, and the number of times it appeared. I verified as I always do, and replied, expressing it would be very surprising people such as the ones I named let me continue if I failed. He replied I could ramble on all what I like but the airplane was not in Diego Garcia. The latter collective mail was sent, I can register it, but not a single one was received, they all came back as being badly addressed. I noticed it was after this exchange and found curious this reaction, the only one concerning the facts. I thought ATCA might have intervened to cut the communication between the plane and the environment on the 8th of March. Verified as I always do. It appeared to be true. I looked after more infos on ATCA and saw that two persons named Planzer are involved in it, one being possibly the father of the other one. Neil Planzer of Boeing seats on the board. Paul Planzer name is quoted on the video which presents the 2013 ATCA cyber security day. As I observed that, I thought to my family, to the false testimonies which have been done. I recognized the way every relation is scrutinized in the aim to find a failure, a fragility to use, and father-son relations are complex enough to imagine possible to obtain from a son an involvment in a scenario which he will only know for part.

More the time goes on, harder it is to publicly expose the truth. Not to expose it would lead to an acceptation such manœuvres to be done again. Deceptions such as the ones Sarah Bajc practices would continue to be used and it is told many Congressmen are under such blackmails as videos becoming viral if they do not act as the mafia which initiates this sexpionage asks. These manœuvres as well as the use of relatives to involve them in a wrong scenario to link them and the one who is targeted are used as a step, a way to impose nuclear attacks and wars by silencing possible opponents.

I am in such a situation I can expose facts upon which I have validation. I did it. It seems impossible all the mails I sent without any opposition would lead to nothing. I even used US army files I found. One has to go out this tragedy. If this complaint could help to do so, it would for sure not erase the years I endured but they would have led to a solution, and I would have fought for collective changes which are necessary if we want this earth to be safe. I shall send this complaint with its two complements to former addresses I used in the aim to make it widely known.

---------- 06/09/2014 05:55:46 ----------

Nothing has changed since my last complement. I send 5 mails of 500 addresses each day. It is hard, but I feel having no choice. When I think to the persons I name in this complaint who receive these 5 mails each day, I conclude they are linked too, in a way or another. For example, from my point of view, Boeing could tell the truth concerning MH370. The fact is, and I noticed it clearly during Microsoft CEO search, medias write what they want, translate falsely, refuse to publish anything which goes against Rothschild agenda. Since the end of the XIX° in French we have books, for example Demachy ones, which clearly expose that medias are under Rothschild control. Moreover, this situation does not only concern

the medias, but every place where infos can appear. I was surprised to see that Over-Blog did not close the last blog Paul Maurer opened to defame me. I glanced at the evolution of the Society and saw that since April the 15th, it is earned by Fimalac, whose CEO is Marc Ladreit de Lacharrière. Véronique Morali has an important place in it, and she seats on the board of the financial company Edmond de Rothschild.

During Microsoft CEO search I noticed the way medias pushed for Alan Mulally who worked in Boeing before Ford. They insisted so much, in such a visible way, I looked a bit more on what was written on him, and I saw he was the one who proposed the 787 which met huge problems. Jim McNerney did not valid the idea first, but then he did, and there are these problems which are presented by some blogs as a god thing for Airbus whose failures are known. I also noticed that Mulally ran for Boeing CEO position, after Harry Stonecipher had to go because of an affair related by a so-called anonymous letter. At the moment I looked after these infos, I wrote notes on a Nouvel Obs blog. October the 16th, I wrote one in which I compared Alan Mulally and Steve Ballmer plotting against Harry Stonecipher and Bill Gates. After this one, not even another note stayed published. As soon as they appeared, they disappeared. Googling my name leads to this blog whose last note is this one. Paul Maurer used to close the blog I had on the Nouvel Obs in 2011. I first thought it was him, but realized he gained no advantage to this situation. Bill Gates did.

Things seem as if persons in a position of power but not zionists met huge opposition, and were targeted in a way to link them. Strange enough, it is an employee of Airbus who designed Mulally as responsible for 787 failures. In 2013, the 24th January a WSJ article whose title is the wo men behind the 787 reported Richard Leblanc words saying Jim McNerney should express himself much more on these failures. I do think he is wise not to do so. Medias use every possible thing to push their explanation, and write few on the responsibility of Mulally. This led me to the conclusion he might work for a small foreign country which has his grip on many western countries. If he had been Boeing CEO after Harry Stonecipher, the company might have had much more problems. Of course I am French, and Airbus is French. Nevertheless it is always the same transnational story, the aim to control and impose its law. On April the 26th I wrote a mail to Alan Mulally and Steve Ballmer saying MH370 was their revenge plot. I put it on line. It is still on my blog. It has been received by a huge number of persons. The point is Jim McNerney being CEO, Mulally was not, and the control was less effective on Boeing. This and other things explain the desire of revenge.

I saw in April a video on blood moons which used eschatology charts. I looked after them, which were, and are not anymore on the Sonoma University website. They are done by a Zionist surely taught by a rabbi. I registered all them, and send in my mails two texts and charts named, for the demise of America, scales, and for Malaysia as a place for antechrist during October the 8th, birthing. I wonder where these theories come from because they endanger the whole world for the beliefs of few persons, and Malaysia appears as a point of focus in 2014, what it, in fact, does but earlier than written, maybe because of a panic.

What we now see is a crazy situation, Sarah Bajc leading a group of families and proposing money for persons who could give infos. She would not do anything else if she wanted to push the search in confusion. It is always the same scenario where the large majority is endangered by a small minority. Moreover it is impossible to know if some others than her are engaged in this action. The medias let her communicate whatever she wants and they have serious reasons to do so. They used the private videos she took by deception to blackmail Bill Gates. They know the truth and lie since the beginning as usual, and President Obama was clear when he did his joke on CNN on May, the 3rd.

This situation is not recent. The fact is it has to be solved. I recognize I often doubt. Nothing prepared me to what I experience and I never looked after money neither power. The fact is I send these mails precisely because I feel asked to, and I am in confidence with the ones who ask. Since last July I exposed

myself as I never did before, and I do not appreciate to do so. The fact is Ballmer resigned. Everything has been done to impose Mulally who would have kept him the seat worm during a short time. They failed. I guess we are in a time where changes are necessary for the whole, reason why I spend this time looking after directories to make this situation the most widely known possible. I fail, mix addresses I should not. The worse in my opinion would be to know and to let this situation as it is now.

I shall communicate this complaint as usual, and add Interpol in my receivers what I forgot since the beginning.

COMPLAINT REFERRAL FORM

Complaint ID: I140626065251 4072

The following information was provided by the victim and may be forwarded to the appropriate law enforcement or regulatory agencies.

Date: 06/26/2014 06:52:51

Victim Information

Name:	Nicole Guihaume
Business Name:	
Age:	50 - 59
Gender:	F
Address:	9 rue des Perichaux
City:	Paris
Do you live within the city limits?:	Yes
County:	
State:	
Country:	France
Zip Code/Route:	75015
Phone number:	0155769184
Email Address:	nicguihaume@msn.com

Name of your local police or sheriff's office:
I do ignore it

Is the complaint you are filing related to the Internet or an online service? Yes

Do you have pertinent documents in paper form? Yes

Information about the Individual/Business that victimized you

Business Name: Rothschild family
Name: David Rothschild
Gender: M
Address:
City:
State:
Country:
Zip Code/Route:
Phone number:
Email Address:

Other Identifiers

Web Site:
IP Address:
IRC Server:
Chat Room Name:
Usenet Newsgroup:
Other:

Monetary Loss

If you lost money from the incident you are reporting, please specify the total dollar amount of your loss.
999999999

Please indicate the means of payment (select all that apply)

- ☐ Cash
- ☐ Cashier's Check
- ☐ Check/Debit Card
- ☐ Credit Card
- ☐ Money Order
- ☐ Wire Transfer
- ☐ Other (Specify)

Did you use a third party online payment service such as PayPal, BidPay, Escrow? [left blank]

Description of the Incident

Describe in your own words how you have been victimized.

Rothschild family is behind the multiple aggressions I faced and documented in my two others IC3 complaints. It seems to be named in the phone call Bernard Vergnes had January 2005, the 28th with Christophe Aulnette, and such a proof has to be listened to. It is clear that Bill Gates has a copy and wishes to communicate it. As soon as the FBI will work on it, the nuclear false flag will come to an end. MH370 will be solved. Passengers freed.

ICC confirmed the charges against Laurent Gbagbo, and though an appeal is possible, media expose he will face trial. His lawyer, a Jewish, probably Zionist one, repeats it will be francafrique trial. France is targeted as America is. Such a trial would be the only possible for Laurent Gbagbo who was elected, but the truth is France is not responsible, but Rothschild family is. Ouattara did not obtain enough votes to come to the second round, but Bedie was and had 600 000 votes stolen. This exposes clearly to the world and to each one of us the fact that there is no limit. I have experienced it for years.

Six months ago I filed my first IC3 complaint, as soon as I discovered this possibility. I hoped it would be examined quickly, as a single phone call has to be listened to. The fact is it has not been to date. Bill Gates has proofs, and I guess Ginni Rometty and Jim McNerney have some too. I really wish to be heard this time.

Please indicate any medium used by the individual/business in the course of the incident.

- [ ] Bulletin board
- [ ] Chat room
- [x] Email
- [ ] Fax
- [ ] In person
- [ ] Internet messaging
- [ ] Mail
- [ ] Newsgroup
- [ ] Telephone
- [ ] Web site
- [ ] Wire
- [x] Other

Please indicate the initial means of contact with the individual/business that victimized you.

Other

Was this initial means of contact unsolicited/uninvited?

Yes

What was your relationship with the individual/business you are complaining about prior to the incident you are reporting?

no prior relationship

Did you conduct any research on the individual/business prior to the incident?

No

How much time has passed since you determined you were victimized?

6 months or more

Contact Information

Are there witnesses or other victims to this crime?

Bill Gates, Ginni Rometty, Jim McNerney, Philip Wood, Laurence Wattrelos and her children, their relatives among others.

Have you reported this crime to any law enforcement or government agencies?

- [ ] Better Business Bureau
- [ ] Consumer protection agency
- [ ] Individual/business that victimized you
- [x] Police/other law enforcement
- [ ] Private attorney

Provide the specific name of each organization, contact name, contact phone number, email address, date reported, and report number (if known).

ICC complaint OTP-CR 78/09
ECHR Guihaume c/France 41930/10 rejected on 14th February 2012
TGI Paris 11203002115 rejected 27th January 2014
IC3 I1312311126565512 31st December 2013
IC3 I1405020546129712 2nd May 2014

Nicole Guihaumé <nicole.guihaume8@gmail.com>

MH370 : rothschild's plots must end

Nicole Guihaumé <nicole.guihaume8@gmail.com> 7 juin 2014 11:41
À : hamzah@kppk.gov.my
Cc : angus.houston@infrastructure.gov.au, Bill Gates <billg@microsoft.com>, Barack Obama <presidency@whitehouse.gov>, Ginni Rometty <ginni_rometty@ibm.com>, Jim McNerney <jim.mcnerney@boeing.com>, james.comey@ic.fbi.gov, john.brennan@cia.gov, Azman.ahmad@malaysiaairlines.com, Kyle.Scherrer@ic.fbi.gov, Tony.Abbott.MP@aph.gov.au, W.Truss.MP@aph.gov.au, aduan@mot.gov.my, Ahmad Ikmal Ismail <aikmalismail@gmail.com>, ali@pmo.gov.my, azhar@dca.gov.my, dhc@indianhighcommission.com.my, Fred Bonner <fred.bonner@seattle.gov>, fspol@indianhighcommission.com.my, guna@dca.gov.my, icaohq@icao.int, judith hightower <judith.hightower@seattle.gov>, Karen Donohue <karen.donohue@seattle.gov>, kathryn.turman@ic.fbi.gov, kimi.kondo@seattle.gov, longsw@mot.gov.my, max.green@ntsb.gov, maznah@perdana.org.my, neil.planzer@boeing.com, obaliu@icao.int, paul.planzer@atca.org, Kementerian Pertahanan <portal@mod.gov.my>, ppm@pmo.gov.my, rbenjamin@icao.int, secgen@icao.int, staci.beers@ic.fbi.gov, steve rosen <steve.rosen@seattle.gov>, willie.gregory@seattle.gov, thomas.k.shannon@navy.mil, matthew.vandersluis@navy.mil, christopher.atkinson@navy.mil

Hi,

I sent yo this mail yesterday, and you did not received it. It came back as spam. I try once more. I joined PDF which are here :
- my two IC3 complaints which shows the way zionists operate to take control on key positions, specifically Microsoft,
- some mails I sent, and
- documents written by a Zionist regretting to ignore who learnt him what he presented in his files. Concerning Malaysia in 2014, Birthing docs are importants, concerning the so-called demise of America, Scales ones are astonishing.

Best regards,

Nicole Guihaumé

---------- Forwarded message ----------
From: **Mail Delivery Subsystem** <mailer-daemon@googlemail.com>
Date: 2014-06-06 18:46 GMT+02:00
Subject: Delivery Status Notification (Failure)
To: nicole.guihaume8@gmail.com

Delivery to the following recipient failed permanently:

hamzah@kppk.gov.my

Technical details of permanent failure:
Message rejected. See http://support.google.com/mail/bin/answer.py?answer=69585 for more information.

----- Original message -----

MIME-Version: 1.0
X-Received: by 10.43.117.133 with SMTP id fm5mr6744314icc.3.1402066549865;
Fri, 06 Jun 2014 07:55:49 -0700 (PDT)
Received: by 10.64.246.132 with HTTP; Fri, 6 Jun 2014 07:55:44 -0700 (PDT)
Date: Fri, 6 Jun 2014 16:55:44 +0200

Message-ID: <CAFyYNqmHcj=iByk4LKtPnjBoN1e5gc8nmQP5zFyp9tFW-p5qxQ@mail.gmail.com>
Subject: MH370 : rothschild's plots must end
From: =?UTF-8?Q?Nicole_Guihaum=C3=A9?= <nicole.guihaume8@gmail.com>
To: hamzah@kppk.gov.my
Cc: angus.houston@infrastructure.gov.au, Bill Gates <billg@microsoft.com>,
Barack Obama <presidency@whitehouse.gov>, Ginni Rometty <ginni_rometty@ibm.com>,
Jim McNerney <jim.mcnerney@boeing.com>, james.comey@ic.fbi.gov, john.brennan@cia.gov,
Azman.ahmad@malaysiaairlines.com, Kyle.Scherrer@ic.fbi.gov,
Tony.Abbott.MP@aph.gov.au, W.Truss.MP@aph.gov.au, aduan@mot.gov.my,
Ahmad Ikmal Ismail <aikmalismail@gmail.com>, ali@pmo.gov.my, azhar@dca.gov.my,
dhc@indianhighcommission.com.my, Fred Bonner <fred.bonner@seattle.gov>,
fspol@indianhighcommission.com.my, guna@dca.gov.my, icaohq@icao.int,
judith hightower <judith.hightower@seattle.gov>, Karen Donohue <karen.donohue@seattle.gov>,
kathryn.turman@ic.fbi.gov, kimi.kondo@seattle.gov, longsw@mot.gov.my,
max.green@ntsb.gov, maznah@perdana.org.my, neil.planzer@boeing.com,
obaliu@icao.int, paul.planzer@atca.org,
Kementerian Pertahanan <portal@mod.gov.my>, ppm@pmo.gov.my, rbenjamin@icao.int,
secgen@icao.int,
staci.beers@ic.fbi.gov, steve rosen <steve.rosen@seattle.gov>,
willie.gregory@seattle.gov, thomas.k.shannon@navy.mil,
matthew.vandersluis@navy.mil, christopher.atkinson@navy.mil
Content-Type: multipart/mixed; boundary=bcaec517c920bf34d204fb2c0e56

Please, do pay attention to the PDF I join you. Do glance at the addresses
I once again put in CC, and act from this awareness.

Best regards,

Nicole Guihaumé

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11 pièces jointes

I1312311126565512-5.pdf
40K

I1405020546129712 (2).pdf
81K

Envoi 24 mai 2014-2 complément plainte IC3.pdf
169K

MH370 mail sur aspect réincarnation-Salem.pdf
198K

MH370 et réincarnation-Parlement Européen-2 13 mai 2014.pdf
158K

OTP-CR 78-09 Complément sur MH370.pdf
658K

mail Angus Houston 06 juin 2014.pdf
274K

Scales-a.pdf
440K

Birthing.pdf
1848K

Birthing-a.pdf
452K

Scales.pdf

3215K

THE TRIUMPH OF ZION

& THE FIRST GREAT WAR OF THE 21ST CENTURY

Protocols of the Learned Elders of ZION

by Luis B. Vega
vegapost@hotmail.com
PDF chart online at: www.sonoma.edu/users/v/vegalu/eschatology_files/Zion.pdf

*For **Zion's** sake I will not keep silent, and for **Jerusalem**'s sake I will not be quiet, until her righteousness goes forth as brightness, and her salvation as a **burning torch.*** – Isaiah 62:1

The purpose of this essay with chart (*see pdf link above*) is to consider the meaning of the word '*Zion*' and how particular interpretations of it might possibly affect humanity's existence on a global scale in the near future. This study will look at the multifaceted meaning and dimensions of what *Zion* is and is not. In this context, several aspect of 'Zionism' will be highlighted and inferred to, as a result of notable interpretations throughout the centuries. This study is based on a Christian perspective taking only what has been already been made public and published about the different meanings of *Zion*, *Zionism* and the *Protocols of Zion* -weather considered fictional or factual. These assertions and chart are for illustration purposes only.

The definitions of what *Zion* is alluding in particular to, will be examined given the different references of what *Zion* and *Zionism* was, is and will be -as declared in the Judeo-Christian Bible. The varying degree of meaning of *Zionism* will be taken from interpretations within the *Old and New Testament Bible, The work of Josephus* & the *Protocols of Zion.* The *Protocols of Zion* is said to be a hoax by some and accurate by others. The *Protocols* may be true or not, but all one has to do is to study its goals throughout history. One has to only ascertain if the 'Protocols' goals have come to fruition or not and/or if they are being orchestrated right before our very eyes -if you have eyes to see.

It is no big secret that several *luciferian* entities and like-minded *Secret Societies* of the world have taken and twisted certain aspects of the meaning of *Zion* and *Zionism* for their diabolical goals. For one, such *Secret Societies* have consolidated almost all power and resources on Earth for a purpose. Given the current political & spiritual condition of the Middle East in particular, and the world in general, it appears that this purpose is to now initiate the final 3rd World War on Earth –as it is in Heaven. According to this interpretation of this *luciferian Zionist* theology, it is required to usher in their False *Messiah.* Their False Messiah or AntiChrist will come out of the great ensuing *chaos* that will bring about the *New World Order* (NWO) for him to rule over. This great World War will culminate in the Earthly *Zion* of lucifer, Jerusalem in Israel.

This study will thus examine the coming World War 3. Perhaps this future World War, that may usher in this luciferian *Zionist New World Order*, might be based on a past mathematical pattern or principle. Given this mathematical premise, perhaps the prior World Wars have been planned & synchronized mathematically by those that subscribe to the antithesis of the Biblical *Zion* as described & declared in the Judeo-Christian Bible.

Mathematics and sacred geometry is used to describe to certain degrees the *Zion* in the Bible. For example, the Bible gives us the direction and measurements of the *Zion* -that is the New Jerusalem to come down in the Book of Revelation. We will see that the Earthly *Zion* of Jerusalem in Israel also mirrors the celestial Zion, to a certain degree of geometry throughout its topography & layout. (*See Chart for illustration*)

Which Zion?

The *illuminati* and the *occult* have taken over certain aspects of the identity and meaning of the True *Zion* of YHWH. Their quest is to replace GOD's *Zion* with lucifer's counterfeit *Zion,* if not in Heaven itself, then on Earth. It is to be a *City set on a Hill* as the True *Zion* of YHWH is, on the *Mountain* of the LORD on the *Sides of the North*. The City or the Heavenly True *Zion* is described to be like a *Burning Torch.* Interestingly, the description bears resemblance to lucifer's name, the 'light-bearer' or torch. He falsely portrays himself as *Prometheus* who gave his 'burning torch' of illumination and wisdom to Mankind in anticipation of it. As a token of this brilliance, lucifer bestowed so called 'light' or illumination to help a fallen Human Race become 'God' in his version of *Zion*.

To the *Secret Societies*, *illuminati, occult*, etc., lucifer is thus worshiped as the supreme *Light Being*. It is lucifer who wants *Zion* for his glory, not for Jesus Christ's glory. It is lucifer that wants to overthrow the true *Zion* of YHWH and create it after his own likeness due to his lust and pride. These luciferians see Jesus Christ as being the evil one -hindering the godhood of Humanity & seek justice for their Master lucifer because he was expelled from GOD's *Zion*. As this war has raged on, the Human Race has been involved in this *Celestial Conflict* for *Zion*. It was lucifer who convinced Adam and Eve of his version of *Zion* where one could be 'like God' etc.

Because of this lust and pride for absolute power and knowledge, Lucifer's notion of *Zion* has been both now the aspiration of, not only lucifer himself but of a fallen Humanity. Since Genesis 1, lucifer has taken this conflict over *Zion* to Humanity since the Garden of Eden. This 'choice' was presented & sold to Humanity then & there. It was done through deception & a lie, since lucifer is the Father of Lies according to Jesus Christ. The Bible states that lucifer pursued Humanity that it is he that bestows this celestial *Zionist* domain to humanity –just like Christ has promised *Zion* (New Jerusalem) to His Followers. It is lucifer that has used & uses Humanity against the LORD to help obtain it.

This promise of *Zion* by Lucifer to his followers has come with delegated satanic power at the highest levels in all human institutions; this power is used both for good and/or evil. Humanity has gone down the same path as lucifer seeking lust and power, but hose that follow and bow the knee to lucifer are deceived. They do no realize that they are just being used as means to an end. The inevitable aim of lucifer is to totally eradicate the whole Creation of Mankind. To this aim has lucifer strived to eradicate Humanity off the face of the Earth and especially GOD's People since the Creation of Mankind–The Jewish race in general and Followers of Jesus Christ.

One reason is that lucifer is jealous of Humanity and seeks to destroy it. For one, the Sovereign LORD chose Humanity to die for and redeem through *God the Son* on the Cross. Christ did not choose to do this for lucifer or his Angels as the Book of Hebrews states. Another reason lucifer detests Humanity is that they are made in *GOD's image* with beauty, a *soul* and *free will.* The Bible even declares that in the end, the Redeemed of the LORD will even be judging Lucifer's fallen angels that rebelled with him.

The Celestial Rebellion

A *Heavenly Conflict* in the True *Zion* occurred in Heaven in *Eternity Past* according to the Biblical narrative of several Books of the Bible. A satanic rebellion against the Holy & Sovereign LORD of *Zion*–as described in the Old & New Testament happened. For all intensive purposes, Heaven or *Zion* has been and is in a state of war ever since. This *Angelic Rebellion* was led by *Halliel* (Helel), AKA lucifer. The name lucifer is where we have the root word and get 'hallelujah' or praise from. His name also means the 'light bearer' that describes *Zion* in appearance – like a light or lamp set above a table. Because of this rebellion in the Heavenly *Zion*, there is now a totally opposite meaning ascribed to the word & meaning of *Zion*. He has misinterpreted & distorted what *Zion or Zionism* really is.

This Celestial War for *Zion* by Lucifer and his followers against the True Christ from *Zion*, has reverberated right down to the political and cultural Earthly battles for humanity's soul. To this end, Lucifer is still convincing many of Humanity in each successive generation. He is using the same false promises that an eventual victory over the True *Zion* of YHWH can be obtained. The final showdown will culminate in the *Battle of Armageddon* near the geographical *Zion* in the Middle East, i.e., Jerusalem, Israel. There will be one last attempt to assault the Celestial *Zion* by Lucifer before this final battle. According to the Bible, Lucifer's attempt will be thwarted by Michael and his angels, before lucifer & his minions will be permanently cast down to Earth during some point in the coming *Tribulation* spoken of by the Prophet Daniel.

This 'casting down' is when Satan and his minions will be thrown to Earth from the Heavenlies. At this point, lucifer will never again to have judicial access before the LORD to accuse the Brethren. Many Biblical Scholars believe that this will coincide with either the *Rapture of the Church* or when the *Tribulation's* 1260 day-count is met somewhere within the time-span of the *Tribulation* that is to come on Earth.

Some Biblical Scholars have delineated Satan's 'casting down' in stages that mirror and compliment the 5 *I Wills* that lucifer accreted against the Sovereign Lord of Zion –as disclosed in the Old Testament. According to the Old & New Testament, Lucifer is cast down:

1. From Heaven itself, the Throne Room of the LORD to the Heavenlies
2. From the Heavenlies, the Cosmos or Planetary realm to the 'Heavenlies'
3. From the Heavenlies, that is the 'air' as in Principalities of the Air or atmosphere to Earth
4. From the Earth to the inner part of the Earth such as Tartarus, Hades ie, the Pit
5. From the Pit to the Lake of Fire that burns forever & ever

This Angelic Conflict against the True *Zion* of GOD in Heaven is about to now involve Mankind directly by way of the Middle East where the Earthly *Zion* is. We are currently witnessing this build-up as the whole of the Mediterranean is on edge with economies collapsing, civil unrest, the radicalization of Islam and persecution and slaughter of Christians. It will involve a build-up of perhaps the Psalm 83 War & the Nuclear Destruction of Damascus as portrayed in Isaiah 17. This 3rd World War (Gog-Magog War) and eventually lead to the Battle of Armageddon at Christ's physical return to Earth at the end of the Tribulation –whenever that is.

In the Book of Revelation, we see the culminating battle for *Zion* on Earth at the Valley of Megiddo. We also get to see on which side Humanity will end up on. On one hand you see the Vision of the Jewish Apostle John wherein Christ Jesus along with His Redeemed are as an *Army of Clouds* coming out of the True *Zion* in Heaven. They are following Christ on a White Horse –coming down to Earth. On Earth, you see the vision of the multitudes of world armies gathered by Lucifer through the False Christ at the Earthly *Zion*, Jerusalem to battle against the True Christ, Jesus.

The Definitions OF ZION
The definition of the word *Zion* has many dimensions to it. Primarily it is ascribed to a *City* where the True God of Heaven dwells in. GOD in His quest to dwell with His Creation of Mankind has mirrored His Heavenly Throne on Earth. GOD chose a special geographical place for it on Earth –it is in Jerusalem, Israel. *Zion* is also ascribed to a *Celestial City* that comes down to Earth superimposed onto the Earthly *Zion* of Earth, Jerusalem. This place is referred to as the *New Jerusalem* and the *Bride of Christ* according to the Book of Revelation. (*See chart for illustration*) Zion is also ascribed to the Mountain that the City is founded on –both in Heaven and on Earth. Here is a brief summary list of at least 7 definitions of the word *Zion*. *Zion* is:

1. A City: in Heaven, on Earth & yet to come on Earth
2. A Mountain: in Heaven & on Earth
3. A Religion-primarily Jewish in nature with some Evangelical Christian support
4. A Race-primarily Jewish, although some Rastafarians would dispute this
5. A Political Movement
6. A Global Movement
7. A satanic antithesis to the Zion of YHWH

Given the development of the concept of *Zion* over the centuries, you can see that the definition has taken on more than just a Biblical definition. The notion of the word *Zion* has come to include some specific inferences to a specific race, religion & politic. These overtones have also gone well beyond the association that had mainly been ascribed to the Jewish religion. For example, the current Jewish theology includes a myriad of additional extra-theology such as the *Talmud* that in many cases, nullifies the Commandments of the Sacred Scriptures of the Law and the Prophets. The *Talmud* is also very hostile towards Christianity & Jesus Christ in particular.

Furthermore, some groups within the Jewish Faith have solely developed a purely racial and/or political association and identity devoid of any primary religious affiliation to the Commandments of the YHWH. Other elements of what a *Jew* is, on the other hand have totally veered off to such an interpretation of the meaning of *Zion* that it actually is diametrically opposed to the original orthodox view to the point that it also totally replaces the tenants of GOD's Commandments.

Here are some primary inferences –more in detail of the word Zion, that in some cases might overlap or might well be diametrically opposed to each other:

Spiritual ZION
At the highest definition of *Zion*, you will find it ascribed to an all-powerful, righteous and loving Creator at abodes in *Mt. Zion* on the *Sides of the North in* Heaven –wherever that may be. It is where the LORD's Throne is at and all that is just, holy and righteous emanates from. This level can only be achieved by putting one's faith and trust in the work of GOD the SON, Jesus Christ, the Jewish Messiah. It is not by being birthed to a race, or a religion, politics, or works that one can access or be ushered in this true utopia that resides in Heaven & one day will come down to Earth as the Bible describes.

The Bible declares, that the Redeemed of the True Messiah, Christ Jesus, not Lucifer and his minions are to be the *Co-Heirs* with Christ to all that the LORD has, i.e., *Zion*. The inheritance of Christ to Abraham's Seed (both Jews & Gentiles), pertains particularly for those that have the same Faith as Abraham. This Faith of Abraham is pertaining to those, that like Abraham, who saw the coming of the Redeemer, Jesus Christ believed GOD -as though GOD had already redeemed. To such of like Faith, they are not only promised an Earthy *Zion* as in the past as in the Promised Land of Israel, but are promised a Heavenly *Zion* for the future to come as well.

The plans of Lucifer's *Global Zionist* and his followers are particularly designed against those Followers of the True *Spiritual Zionist* & that of its rightful LORD, Jesus Christ. The antithesis to this notion of *Zion* is what Lucifer and his followers seek to establish in its place with Lucifer's image and likeness. It has been done through religious works, politics, and globalization to usher in this satanic utopian *New Age* on Earth. This plan is currently being planned out for the Coming *New Age* on Earth. During the Tribulation to come, Lucifer and his servants will be allowed to have total power and dominion of the Earthly *Zion*, but just for 42 months.

Religious ZION
There those that consider themselves to be *Religious Zionists*. It is a theological interpretation that GOD, with the help of mankind, primarily through the Jewish religion, race and tenants of its Faith will establish GOD's *Zion* on Earth in Jerusalem. This aspiration is believed to be done through adherence to the Law and by doing good works. Those that abide & ascribe to this type of interpretation of *Zion* are still looking for the 1st Coming of the *Messiah* no less. The notion that Jesus Christ, being a Jew from the Tribe of Judah was the True *Messiah* back in AD 30-33 was rejected by the *Religious Zionist* that ruled Israel then. Although many Jews believed and followed this Rabbi, the Nation was exiled and Judaism thereafter went through some theological permutations as a result.

On the whole, most that ascribe to this definition of *Religious Zionism* would consider themselves to be 'Jewish'. It maybe a bit more complicated than this in that one can be Jewish as a race and a culture but not necessarily in practice as far as its religion is concerned. Many Orthodox, Conservative and Reformed Jews do genuinely seek the God of Abraham, Isaac and Jacob. Others would either call themselves or identify as being 'Jews' but are completely atheists & secular. Most noticeably, it is the Orthodox Settlers within Israel that see the regathering of the Jews to the Promised Land of Israel as a 'Sign' before the *Messiah* is to come in our Generation. They also aspire to re-built the Jewish Temple of worship on Mt. Zion (Moriah) in Jerusalem, some day.

You also do not have to be 'Jewish' to be a *Religious Zionist*. There are many Evangelical Christians that see themselves as such. In some cases, Evangelicals seek to support Israel & the Jewish Nation as the New Testament prescribes. Other tenants of Christianity have misinterpreted theology that seeks to 'replace' Israel with the Christian Church, etc. *Religious Zionist* has had a disdain for the followers of what they are told and believe to be a false Rabbi –Jesus Christ that is seeking to destroy their 'Jewishness'. There is currently a law that Christians can not proselytize to Jews in Israel, despite Israel's so called 'democracy' & respect of religious freedom. It is not entirely the case.

Political ZION
There those that consider themselves to be *Political Zionists*. They are the ones along with the help of other *Religious and/or Global Zionist* movements that established the Nation of Israel after World War 2. This interpretation of *Zionism* provided a vehicle to prophetically allow for the return of those *Religious Zionists*, practicing Jews and/or believers of the Torah to return to God's Land.

Many *Political Zionists* can also be considered *Religious Zionists* while others within the *Religious Zionist* camp totally disown and/or don't accept the political state of Israel until Messiah returns. For example the Orthodox Jewish young males did not have to enlist & service in the Israel Defense Force IDF until recently.

Nonetheless, *Religious Zionists* seek foremost to establish & maintain the State of Israel among the Nations of the world. This *Zion* or Israel has geographical & international borders regardless of any spiritual/religious domain. Some *Political Zionist* are actually very hostel toward the Gospel of Christ. They believe that the State of Israel is only for the Jews and that any non-Jew or Israeli that does not identify himself/herself as 'Jewish' has no right to the Land.

Global ZION

There those that consider themselves to be *Global Zionists*. These don't ascribe to the *Spiritual* nor *Religious* definitions of *Zion*. At this level, being a *Zionist* is not relegated to the religious or ethnicity of the Jewish nation, although most would claim to be 'Jewish'. There are those who say that the *Global Zionists* exist behind the veneer of either or the *Political Zionist* or *Religious Zionist* definition of what *Zion* is. Many may indeed be tied to the Jewish religion, race or culture -to some degree; however most that ascribe to this version of *Zion* are far removed from the original definition of the True *Zion* of GOD.

These *Global Zionist*s are the ones that have sought to acquire all power & wealth of the world in past, present & future ages. These *Global Zionists* have always been the rulers of the world that have been in league with the world banks, education, military, media and religious institutions of the world. Their plans are evidently not the ones espoused by the Jewish God of the Bible.

The goals and plans of the *Global Zionist* have not been hidden in secret but they have actually publically announced. They do ascribe to a religious creed, but it is not to that of the Jewish religion of the Bible. These are those that ascribe to the *Protocol's* version of *Zion*. Thus their 'Great Work' is seen as a just cause, in pure humanist perspectives, to ultimately help usher in the Earthly *Zion*. This has been done primarily through *Secret Societies*, the occult & world organizations like the United Nations.

Luciferian ZION

There those that consider themselves to be *luciferian Zionists*. The *Zionist* at this luciferian level do have a spiritual affiliation; they are not atheist at all. These make up the so called *Elders of Zion* that are nothing more than a League of men & women joined to the spiritual Rebellion of lucifer' *Zion* against YHWH's *Zion*. These *luciferian Zionists* seek to do celestial battle for the Throne of GOD. In the *Tribulation* that is prophesied to come shortly, this struggle will physically manifest itself on Earth through the attempts of lucifer to occupy the physical *Zion* of God, that is Jerusalem.

Within this Earthly *Zion*, it will be precisely at the 3rd Temple in which lucifer himself - once physically possessing the Antichrist, will seat himself on the *Ark of the Covenant* proclaiming to be 'god' and demanding the world to worship him as such from Mt. *Zion* in Jerusalem. To this end, Lucifer's followers or the so-called *Learned Elders* cloak themselves with the word 'Jewish' –either politically, racially or religiously to mask themselves & usurp the *Birth Right* of Israel. This Birth Right is related to the very ancient promises GOD Himself gave to Abraham.

The Promise was that the descendants of Abraham of like Faith would someday be the Head and not the Tail of the Nations of the world and inherit the True *Zion* in which the architect and builder was GOD Himself. Those that follow this luciferian interpretation & aspiration of *Zion* have used & use all the prior forms of *Zionism* except the True *Spiritual Zionist* to advance their satanic goals. Given this context of one of the meanings of Zionism, there is clearly a luciferian 'Zionist' quest for global domination & consolidation of power & a final World War is needed for their *Zion* to be realized. There is clear evidence that the first 2 World Wars were induced and financed by such a cabal with this end. For the purposes of this study, an exact date of the 1st & 2nd World Wars will be projected out onto a timeline for an estimation of the next possible World War to come.

The 1st Great War of the 21st Century

The coming 1st Great War of the 21st Century is what many Bible Scholars have proposed to be a series of 2 prophesied events – primarily **1)** the Psalm 83 Arab-Israeli War & **2)** the *Destruction of Damascus* based on Isaiah 17. Some have proposed that this likely scenario will lead up to the culminating *Gog-Magog* War of Ezekiel 38. For a further study on the stages of the coming World War, you can refer to several other charts on the subject online:

-*World War 3*
-*Israeli Nuclear Arsenal*

If in the Fall or Winter of **2012** is the start of the Psalm 83 War followed by Isaiah 17 destruction of Damascus, the Gog-Magog War will follow then in **2013.** Israel will thereafter dwell in 'safety' & un-walled cities. It will take 7 months to bury all the dead and 7 YEARS to burn up the fuel. Here are some possible figures:

2013 + 7 Jewish Years (7 Jewish Years = 360 Days)
= 360 Days x 7 Years = 2520 Days

IF from May 20, 2013 is the start of World War 3 to start
MAY 20, 2013 + 2520 Days =

APRIL 14, 2019 *(approximation only)*

This *Gog-Magog War* could very well be that prophesied 3rd World War in the 21st Century. It is not to be confused with the Gog-Magog War II that also occurs at the end of the *1000 Year Millennial Reign* of Christ on Earth. What is of interest is that given the proposed mathematical pattern set from the prior 2 World Wars, this coming 3rd World War corresponds to the *Tetrad* of 2014-2015. When the 1st & 2nd World Wars are factored into a function of the *Golden Ratio* or *Phi,* the *Tetrads* seems to emerge as a result.

The assertion that there is a *Golden Ration* pattern leading up to WW3 is only speculative. It is solely based on an approximate mathematical calculation that is projected from the end-dates of the first 2 World Wars. However, it does appear that, given the *Golden Ratio*, this pattern as applied to the prior World Wars fits perfectly. The Ratio fits when one ascribes **a)** the total number of years the 1st & 2nd World Wars lasted & **b)** you take into account only the END DATES as a function of the *Golden Ratio* pattern. (*see chart for illustration*)

The **1st World War** was approximately **4 Years** & the **2nd World War** was exactly **6 Years** in duration. With this combination of a **4-6** factor, the *Golden Ratio* therefore would yields a mathematical *3rd World War* of approximately *2 Years* in length. The Golden Ratio sequence for a 4-6 coefficient yield 2. (4-6-2 or 6-4-2)

World War 1 = ***4*** *Years*
World War 2 = ***6*** *Years*
Thus…
World War 3 = ***2*** *Years*

Given that lucifer mimics and uses the universal laws of the true Creation YHWH for his purposes, it would not be a far stretch of the imagination if perhaps the mathematical factor of the *Golden Ratio* proportion would be ascribed to the prior and coming World War. If this scenario does not pertain to a coming World War, there still might be a specific mathematical correlation to some specific event in 2014-2015 -IF the pattern holds true.

2014-2015
The occult and lucifer use dates and times of world events as time pieces; certain events are time-markers for their ever unfolding diabolical agenda against YHWH and His Followers. The events that have been used the most as bench markers is war. For example, at any given time on Earth there are over 150 armed conflicts going on. Wars initiated by the luciferians on Earth have been very affective in reducing/murdering populations and furthering the process of attempting to overthrow GOD's True *Zion* & establish Lucifer's *Zion*, at least on Earth.

What is unique about a such a *Tetrad* is that all the 4 consecutive dates fall on Jewish Holy Feast Days of either *Passover* or *Sukkot (*Tabernacles). It was also a time in which Jerusalem was recaptured since AD 70 during the 1967-1968 *Tetrad*. This up-coming *Tetrad* could also correlated exactly within the time period that the next World War is to occur in which perhaps once again, Jerusalem will be in the eye of the 'Prophetic Storm'. This *Tetrad* of 2014-15 would be the 8th Total Lunar Moon Eclipses since the birth of Jesus Christ. For a further study on the Tetrads, you can refer to several other charts on the subject online.

-*The Solar Eclipse Patterns*
-*The Lunar Eclipse Patterns*
-*The Dissection of a Tetrad*
-*The Last Decade*
-*The Fibonacci Solaris Pattern*
-*The Ecliptic Time Clock*

But if it does turn out to be World War 3, then this future time, therefore will be significant in more ways than one. It would not only be significant astrologically, politically and geographically, but in terms of End Time Prophecy as it relates to the Rapture of the Church, the advent of the AntiChrist, the Tribulation & the 2nd Coming of Jesus Christ.

Through such writings as *Albert Pike's Morals & Dogmas* and the *Protocols of Zion*, nations are to be derailed to the point of total economic and moral collapse that as chaos reigns in the street as a result of World War 3, the average citizenry will beg for the AntiChrist to take over –rights for 'security'. They erroneously believe that the entire world will accept the Jewish Messiah, a direct descendant of King David. This is not Jesus Christ they are talking about, but to the AntiChrist.

THE PROTOCOLS OF ZION

The *Protocols of Zion* are the strategy to take over the world. It is said to be a fabrication but if you are a careful student of history and its variations, you can discern that all the objectives have been met, just about now. Even if it is a forgery, the underlying tenants and goals parallel those of other Secret Orders like the *Freemasons,* the *Tri-Lateral Commission*, *Cabalists*, *Lucius Trust,* etc. The goal of the *Protocols* is to take over every facet of humanity at any cost or means, even at the expense of *Political and Religious Zionist*.

The aim of these luciferian *pseudo-Zionist* has been to erode the moral fiber of society by infiltrating every aspect of a nations' resources, wealth and people through the control of the economy, media, politics, education, military and religion. The *Protocols* have just 1 last World War left to finalize their *New World Order*. It has gotten to the point now where the *Global Zionists* have now total control of the world's media, movie and music industries, banks, militaries and education that seek to control the masses. The *New Age* is what the *Protocols* speak about & has been preparing the world for by a designed accelerated implosion of all that is good, moral and just leading up to these *Last Days*.

The *Protocols of Lucifer* can be read in the *Protocols or the Learned Elders of Zion*. It is no secret that the Luciferian vision is published for all to read and discern. GOD want humanity to see what His version of *Zion* will be like also. GOD is inviting any & all of Humanity to be part of this True utopia that is to come on Earth; all expense paid by the gracious substitutionary atonement of Christ on the Cross. Jesus Christ is the only ticket and door to get in.

By contrast, Lucifer is attempting to establish his Zion on Earth and is using any means possible, spiritual, political… to reach this goal. Foremost, his goal is to establish a One World Government, a *New World Order* in which all is standardized related to Humanity's economy and spirituality. By such means, lucifer will be able to totally control the masses that remain once the 3rd World War ignites & the NWO is initiated thereafter. It is the very 'protocols' of the *Brave New World* book's game plan. The difference is that the technology has finally arrived to carry out what Hitler and other AntiChrist types had failed to do.
|
Many enemies of the Jews & Jewish nation assert that the *Protocols* are an evil master plan designed and followed by *Globalists Zionist* bankers or 'money changers' to rule the world at any means. Others have used it to instill anti-Semitic world views against the 'Jews' as a whole, meaning the entire Jewish race regardless of ethnic background or religious degree in observance to the Torah. These *Globalist Zionists* believe their luciferian Messiah will usher in the Golden Age once again in which lucifer, the Fallen Angles and their prodigy, the *Nephillim* reigned over the world with an enslaved Human Race.

One thing most would agree on, the luciferian *pseudo-Zionist* detest the Bible; the Old & New Testament because it speaks of the true *Triumph of Zion* –that of the True Christ, Jesus. While on Earth, Jesus confronted these so called *pseudo-Zionists* that made their way up to every position of power in Israel –as they do now in every nation. In the days of Christ on Earth, very position within Israel's Education, Commerce, the Temple Priesthood, the Military and the Sanhedrin was filled with lucifer's men.

JESUS CHRIST, THE LORD OF ZION

Christ came from the Throne of the True *Zion* in Heaven to the Earthly one; it paled in comparison & condition. Jesus came in humility & grace to take His rightful place in the Throne of this earthly descendant, King David. But GOD's people at that time, as in most times previously, did not take kind to having something they did not deem worthy to rule over them; as with Moses for example.

This streak of stubbornness and rebellion within God's Earthly People runs hard & deep in the Religion they construed out of God's commandments since Moses. After numerous Prophets were sent to both Israel and Judah, the LORD of Zion Himself came to tell them and show them their errors. The New Testament records that Christ deemed His Earthly People unfaithful tenants in GOD's Earthly *Zion*. Their ultimate rejection of Jesus –as LORD of Zion led to their exile worldwide and expulsion from the Promised Land of *Zion*. The *Religious Zionists* sought and still seek salvation & Eternal Life by works and not Grace. They rejected the *Messiah* due to this notion because Jesus was not up to their religious standards, as it is today. In Jesus' day, such men as Barabbas, would have been part of the *Sadducees*. Such aspired for a 'political' solution of liberating *Zion* or Israel from the Romans.

The ruling priestly class of false *Religious Zionists* felt threatened that their political & religious positions would be lost because of Jesus. According to the Bible, they rather ascribed & bowed down to Caesar's throne as their King than to the promised *Messiah*. They preferred a *Political Zionist* named Barabbas that led armed revolts to be released instead of *Messiah* on that *Passover* eve before Jesus was to be falsely accused, tried and crucified. They did not want the *Gospel of Jesus Christ* that offered only a future Kingdom –*Zion*, not realizing that salvation from sin, death & lucifer's possession was of the utmost importance to take care of first.

Jesus Christ and Lucifer demonstrated in full public view the true nature & purpose of their version of *Zion* they were offering. Christ exposed satan as a Murderer from the beginning that he is. The law of satan's Zion is that which only seeks to kill, steal and destroy. The *Religious Zionists* got offended because Christ went so far as to tell them that they were really '*sons taking after the nature of their father lucifer'*. Jesus described them as 'white washed tombs, hypocrites, actors, imposters, vipers, den of thieves, the false circumcision, wolves in sheep clothing, Synagogues of Satan' etc. These were however in league with the false *Political Zionists* controlling the gathering of taxes required by the Romans and with the false *Religious Zionists* controlling the "market and exchange" set-up at the Temple Mount.

It was these types of false *Zionists* that Jesus overturned their 'Banks'…or *banca. Banca* comes from the Latin word 'bench' whereby people would come up to a money lender sitting at his bench dispensing loans and trade for the Temple Shekels for example. Jesus drove their *Money Changers* out of the Temple. Wall Street could use such a cleansing by Christ now as the very same people then have now bankrupted the nations through their deceptive markets, usury & government sponsored bailouts.

Nothing is wrong with legal and honest commerce but such abused the system to rob GOD's People by usury/interest & by using uneven balances that the LORD detested. Christ drove such thieves & robbers from His Temple as He will at His 2nd Coming. For the Jewish Nation, this national preeminence has not happened because the Nation as a whole rejected Jesus Christ as their Savior and Lord. Instead, the LORD exiled them once again as He had done to Babylon. This time it was to the 4 Corners of the World. They were to be re-gathered at the *End of the Age*. Israel, as a Nation-State will only be the Head of the Nations when Jesus Christ returns to set up His Earthly Kingdom on Earth –from Jerusalem during the 1000 Year *Millennium*.

After the Rapture

Even though a state of war, a spiritual war ensues, Christ Jesus promised that the Gates of Hell or lucifer's *Zion* will not prevail against the Church on Earth. What this has meant since the Resurrection of *Messiah* is that the Church has been attacked in every stage of growth, every generation and in every nation. The Church may be beaten down and trodden, persecuted and killed but as a whole, it can not die because its very life is in Christ Jesus who rose from the dead. Christ at the Cross defeated lucifer, sin, death and secured a future *Zion* for His followers as He resurrected. The Triumph of *Zion* has been secured despite Lucifer's quest to destroy any godly institutions of the world.

Despite the waves of constant persecutions over the centuries, His Church has this same Resurrection Power against Lucifer, his demons, and his league of men & women that are with him in struggle against the Body of Christ. Soon, as promised though, the Church will be Raptured to the Banqueting Halls of the True *Zion*. Christ promised His Followers that He would be leaving only to prepare 'mansion' in *Zion*. It will be at the Rapture of the Church that this is to happen when Christ comes for His Redeemed & ushers them in to Glory.

Despite this prophetic certainty, the *Elders* of the Satanic *Zion* still seek to do Lucifer's 'Great Work' even more adamantly after the Rapture. This will be the case as 'signs & wonders' and power of pure evil will be unrestrained by the Holy Spirit as a whole against Lucifer and his minions. After the Rapture happens, the aim of Lucifer will be to concentrate on totally taking over the Nation of Israel. Such will be called the 'Learned Elders of Zion' even. These where the very ones that accused, condemned & sentenced the True Messiah of the True Zion, Israel on Earth to death. They are the ones that have made war with God's People throughout the ages. These are the very ones that will make war with *The Lamb* (Jesus Christ) & His followers at His 2nd Coming.

Perhaps many will believe in Jesus Christ as the True Lord of Zion when the Rapture happens. For sure, the Jewish Nation as a whole, will see Him, 'whom they have pierced' at Jesus' 2nd coming in Power and Glory. It will only take the physical return of the Messiah to have those that ascribe to this version of a *Religious Zion* to see that Jesus Christ is who He said He was. It will be much like the analogy of Joseph revealing himself to his brothers that sold him out –much like Judas did with Christ.

In the meanwhile, Christians need to be careful and discern between what the LORD calls *Zion* and what man or lucifer calls *Zion*. Just because a people take on a name does not mean that there is a blanket support or justification for what actions they take in its name. As it pertains to the physical nation-state of Israel, it is particularly evident that the rebirth of 'Israel' as a nation was something that the Sovereign Lord of the Universe allowed and is using for His will, purpose & plan.

THE TRIUMPH OF ZION

There will be a Triumph of Zion but it depends on what type of theology you ascribe to and what definition of Zion you hold to be true.

The Triumph of Zionism involves the work of Jesus Christ who came, when back to and will return from the True Zion. Jesus Christ triumphed on the Cross as God, the Son. Jesus Christ is the only one who triumphed over sin, Satan and death when He rose physically from the grave.

The Triumph of Zionism involves the restoration of Eden that was lost at the hands of Lucifer. The title deed to the Earth and Humanity has been restored by Jesus Christ from the clutches of Lucifer. It will be Lucifer & his Luciferian Zionists that will be cast down from Heaven & thereafter to the 'Pit' & ultimately to the Lake of Fire.

The Triumph of Zionism involves the coming down of the New Jerusalem, the Zion of God from Heaven to Earth after the 1000 year Millennial reign of Christ on Earth after the Tribulation. The True Zion of God, triumphs over the false luciferian counterfeit Zion because Christ is the LORD of Lords & KING of Kings.

The Triumph of Zionism involves the eventual enthronement of the Rightful King, Jesus as absolute sovereignty and majesty of the LORD YHWH, Creator of the Heavens and Earth. It will be at His Judgment Seat where all will bow the knee & confess that Jesus is LORD. May it be so.

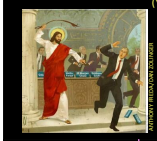
THE TRIUMPH OF ZION

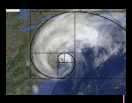
& THE 1ST GREAT WAR OF THE 21ST CENTURY

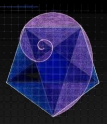
The purpose of this chart is to consider the meaning of the word '*Zion*' & how particular interpretations of it might possibly affect humanity's existence on a global scale in the near future. This study is based on a Christian perspective taking only what has been already been made public & published about the different meanings of *Zion*, *Zionism* & the *Protocols of Zion* -weather considered fictional or factual. This chart will thus examine the coming World War 3. This future World War, that may usher in this luciferian *Zionist New World Order*, might be based on a past mathematical pattern or principle. Given this mathematical premise, perhaps the prior World Wars have been planned & synchronized mathematically by those that subscribe to the antithesis of the Biblical *Zion* as described & declared in the Judeo-Christian Bible. Mathematics & sacred geometry is used to describe *Zion* in the Bible.

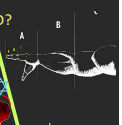
The Triumph of Zionism involves the coming down of the New Jerusalem, the *Zion* of God from Heaven to Earth after the 1000 year Millennial reign of Christ on Earth after the Tribulation. The True *Zion* of God, triumphs over the false luciferian counterfeit *Zion* because Christ is the LORD of Lords & KING of Kings. The Triumph of Zionism involves the eventual enthronement of the Rightful King, Jesus as absolute sovereignty & majesty of the LORD YHWH, Creator of the Heavens & Earth. It will be at His Judgment Seat where all will bow the knee & confess that Jesus is LORD.











HEAVENLY ZION
PAST eternity
HEAVENLIES
THRONE OF GOD IN HEAVEN TEMPLE (YHWH)
LUCIFERIAN COUNTERFET ZION
SATANIC REBELLION
6
5
11: When you see this combination in any aspect, it denotes a portal or 'door' between Earth & Heavenlies
FUTURE eternity
NEW JERUSALEM
CITY OF GOD COMES DOWN FROM HEAVEN
MIRROR - REFLECTION
THE BRIDE OF CHRIST
PRESENT
EARTH
EARTHLY ZION
THRONE OF GOD
JERUSALEM, ISRAEL
TEMPLE

WORLD WAR I
JUL 28, 1914 - Nov 11, 1918
1567 Days or
223 weeks
(322 Skull & Bones)
2+2+3 =
7 4 YEARS

WORLD WAR II
SEP 1, 1939 - SEP 1, 1945
6 Years or
313 weeks
3+1+3 =
7 6 YEARS

WORLD WAR III (?)
Golden Ratio Proportions
2013-2015
a function of
7 2 ? YEARS

golden ratio
6 → 4 → 2
Φφ

APRIL 14, 2019
approximation only

1910 1915 1920 1925 1930 1935 1940 1945 1950 1955 1960 1965 1970 1975 1980 1985 1990 1995 2000 2005 2010 2015 2020

END
END
~66 Years from End of WW2 to 2012
END?

WORLD WAR 3
Ezekiel 38 War

If 2012 is the start of the Psalm 83 War followed by Isaiah 17 destruction of Damascus, the Gog-Magog War will follow then in 2013. Israel will thereafter dwell in 'safety' & unwalled cities. It will take 7 months to bury all the dead & 7 YEARS to burn up the fuel.

2013 + 7 Jewish Years
7 Jewish Years = 360 Days
360 Days x 7Years = 2520 Days
IF from May 20, 2013 war starts
MAY 20, 2013 + 2520 Days =

Earthly Mt. Zion, Jerusalem



(4) TOTAL LUNAR ECLIPSES
= On Jewish Feast Days (Moedim)
1-2014 on Apr 14 Passover
2-2014 on Oct 08 Sukkot
3-2015 on Apr 04 Passover
4-2015 on Sep 28 Sukkot

2012 TETRAD
2 Year Period
2013 2014 2015

JERUSALEM

The LORD uses mathematics & sacred geometry in His Creation & with the Heavenly *Zion*. For example, the Bible gives us the direction & measurements of the *Zion* to come down in the Book of Revelation. We will see that so too the Earthly *Zion* of Jerusalem will thus mirror a certain degree of geometry throughout its topography & layout.

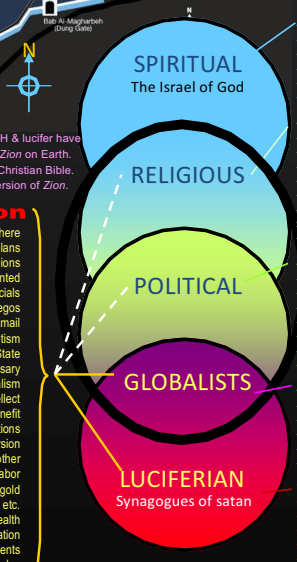


There is a 'Protocol' to take over the world, both YHWH & lucifer have a vision & plan to eventually establish their version of *Zion* on Earth. The 'Protocols' of YHWH can be found in the Jewish-Christian Bible. The following is lucifer's 'Game-Plan to usher in his version of *Zion*.

Protocols of Zion

Place agents and helpers everywhere
control media and use it in propaganda to further plans
Start fights between different races, classes and religions
Use bribery, threats and blackmail to get plans implemented
Use Freemasonic Lodges to attract potential public officials
Appeal to successful people's egos
Appoint puppet leaders who can be controlled by blackmail
Replace royal rule with socialist rule, communism, despotism
Abolish rights/freedoms, except right of force used by State
Sacrifice people (including Jews sometimes) when necessary
Eliminate religion; replace it with science and materialism
Control education spread deception and destroy intellect
Rewrite history for Zion's benefit
Create entertaining distractions
Corrupt minds with filth and perversion
Encourage people to spy on one another
Keep the masses in poverty and perpetual labor
Take possession of all wealth, property and (especially) gold
Use gold to manipulate the markets, cause depressions etc.
Introduce a progressive tax on wealth
Replace sound investment with speculation
Make long-term interest-bearing loans to governments
Give bad advice to governments and everyone else

Dimensions of Zionism



-TRUE ZION OF YHWH
-Followers of Christ
-Under the Law of Christ
-Holy Spirit filled Body of Christ
-The Bride of Christ
-The Heavenly Jerusalem (Zion)

-'RELIGIOUS ZIONIST'
-Orthodox Jews
-Reformed Jews
-(Pharisees like Apostle Paul)
-(Esseins)
-Jewish Settlers
-The Religious Zion is against the Spiritual Zion (Flesh vs. Spirit)
-Some Evangelical Christians

-'POLITICAL ZIONISTS'
-Political Parties
-Jewish Congresses. AIPAC
-Belfour Declaration
-Geographic borders
-Ben Gurion May 14, 1948
-Some Political Zionist can be -Religious Zionist & vise-versa.

-'GLOBAL ZIONISTS'
-Can be non-Jewish
-Masons & Occult
-Secret Societies
-Protocols of Zion
-Priory of Zion

-'LUCIFERIAN ZIONISTS'
-Seek to take Heavenly Zion
-Will attempt 2nd try in Last Days
-Seeks to Unite all World
-Seeks worship for lucifer
-Christ Jesus overcame him, the World, Sin & Death.

The LORD YHWH which is of God the Creator established Zion in Heaven on the Sides of the North seeking those that will worship in Spirit & Truth. Those that follow the Ways of the LORD through Christ Jesus can inherit this Celestial City that has been promised by Faith & not works of the Law.

The Dark Lord: Hallel the Arch-Cherub that Covered the Throne on Mt. Zion in Heaven. He ensued a revolution to take Zion. This foiled plan has him attempting to establish his earthly throne on the Earthly Mt. Zion in Israel.

The concept of *Zion* over the centuries has taken on more than just a Biblical definition. The notion of the word *Zion* has come to include some specific inferences to a specific race, religion & politic. These overtones have also gone well beyond the association that had mainly been ascribed to the Jewish religion.

It is no big secret that several *luciferian* entities & like-minded *Secret Societies* of the world have taken & twisted certain aspects of the meaning of *Zion* & *Zionism* for their diabolical goals. For one, such *Secret Societies* have consolidated almost all power & resources on Earth for a purpose.

Given the current political & spiritual condition of the Middle East in particular, & the world in general, it appears that this purpose is to now initiate the final 3rd World War on Earth –as it is in Heaven. According to this interpretation of this *luciferian Zionist* theology, it is required to usher in their False *Messiah* out of the great ensuing *chaos* that will bring about the *New World Order* (NWO) for him to rule over. This war will culminate in the Earthly *Zion* of God, Jerusalem in Israel.

The *illuminati* & the *occult* have taken over certain aspects of the identity & meaning of the True *Zion* of YHWH. Their quest is to replace GOD's *Zion* with lucifer's counterfeit *Zion*, if not in Heaven itself, then on Earth. It is to be a *City set on Hill* as the True *Zion* of YHWH is, on the *Mountain* of the LORD on the *Sides of the North*. It is to be seen like a *Burning Torch* that it is but not for Jesus Christ's glory but for lucifer's, the 'light-bearer' is named after

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LUIS B. VEGA
vegapost@hotmail.com
www.sonoma.edu/users/v/vegalu/eschatology
FOR ILLUSTRATION PURPOSES ONLY

SOME SOURCES
-Bible
-Jewish Antiquities
-NASA.org
-DateandDate.org
-Protocols of the Learned Elders of Zion
-Wikipedia.org

From: Mason, Janice L (GOV)
Sent: Thursday, September 04, 2014 5:06 PM
To: Sims, Cynthia M (GOV)
Subject: See below

Importance: High

Cindy – in today's Meltwater News (located 5 down from top). Lists Governor as in attendance -

Janice Mason
Executive Scheduler
Office of Governor Sean Parnell

Alaska State Capitol Building
Third Floor
Juneau, Alaska 99811
PHONE: 907.465.3500
FAX: 907.465.3889

janice.mason@alaska.gov
www.gov.state.ak.us

Follow the Governor on Facebook

From: Gebel, Emily C (GOV)
Sent: Thursday, September 04, 2014 5:02 PM
To: Mason, Janice L (GOV)
Subject: FW: 33 hits from Meltwater News

In case you need to forward. ☺

Emily Gebel
Constituent Relations Specialist
Office of Governor Sean Parnell

Phone: (907) 465-3981 | Fax: (907) 465-3532
emily.gebel@alaska.gov
www.gov.state.ak.us
Follow the Governor on Facebook

From: afternoonreport@meltwaternews.com [mailto:afternoonreport@meltwaternews.com]
Sent: Thursday, September 04, 2014 2:30 PM
To: GOV Press Daily Clips
Subject: 33 hits from Meltwater News

Your contact person:
Kris Williams | kris.williams.cs@meltwater.com | 415-544-7658

meltwater news

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Report Overview

AGENT	MEDIA TYPE	HITS
Gov. Sean Parnell	News	11 in 9 hours
State News- Alaskan Press	News	6 in 9 hours
State News- International Press	News	3 in 9 hours
State News - Selected Key Publications	News	13 in 9 hours

Gov. Sean Parnell

Walker-Mallott ticket makes governor race into a contest

The Alaska Journal of Commerce | 09/04/14 10:27

*The Alaska governor s race, previously thought to be a sleeper with incumbent **Gov. Sean Parnell** a virtual shoe-in for reelection in a three -way...*

WORDS MATCHED Parnell, Gov, governor, Gov. Sean Parnell

Archive · Share · Translate

Walker, Mallott combine tickets against Parnell

The Alaska Journal of Commerce | 09/04/14 10:27

*...joined forces in a self-proclaimed unity ticket against incumbent Republican **Gov. Sean Parnell**. Walker continues as candidate for **governor** , with...*

WORDS MATCHED Parnell, Gov, governor, government, Gov. Sean Parnell

Archive · Share · Translate

USDA Grants Governor's Request to Purchase Surplus Pink Salmon

Alaska Business Monthly | 09/04/14 09:10

*...Purchase Surplus Pink Salmon September 3, 2014, Anchorage, Alaska **Governor Sean Parnell** issued the following statement after learning the U.S .*

WORDS MATCHED Parnell, Governor, Governor Parnell, Governor Sean Parnell

Archive · Share · Translate

IN BRIEF - USDA to buy up to USD 13 million in canned pink salmon

FIS | 09/04/14 09:01

*...glut that has weighed down prices for Alaska fishermen. In July 2014 , **Gov. Sean Parnell** asked the USDA to buy USD 37 million worth of canned...*

WORDS MATCHED Parnell, Gov, Gov. Sean Parnell

Archive · Share · Translate

Alaska Airlines Center Grand Opening Ribbon-Cutting Sept. 5

Alaska Business Monthly | 09/04/14 08:38

...Opening Celebration WHO University of Alaska Anchorage Alaska Airlines ***Governor Sean Parnell*** *Mayor WHAT Alaska Airlines Center Grand Opening ...*

WORDS MATCHED Parnell, Governor, Governor Sean Parnell Archive · Share · Translate

USDA to buy up to $13M in canned pink salmon

The Dispatch | 09/04/14 08:06

...ease a glut that has weighed down prices for Alaska fishermen. In July , ***Gov. Sean Parnell*** *asked the USDA to buy $37 million worth of canned fish...*

WORDS MATCHED Parnell, Gov, Gov. Sean Parnell Archive · Share · Translate

U.S. Department of Agriculture to buy up to $13 million in canned pink salmon

MassLive.com | 09/04/14 08:00

...ease a glut that has weighed down prices for Alaska fishermen. In July , ***Gov. Sean Parnell*** *asked the USDA to buy $37 million worth of canned fish...*

WORDS MATCHED Parnell, Gov, Gov. Sean Parnell Archive · Share · Translate

Which States Have the Best Technology? [Government Technology ::]

Latin America - IP Communications | 09/04/14 06:51 3 other sources...

...2014 legislative Unsession that included an online tool sought ideas for ***government*** *reform. CIO Carolyn* ***Parnell*** *was honored as one of* ***Government****...*

WORDS MATCHED Parnell, Government, government Archive · Share · Translate

Democrats see chance in Kansas Senate race -- after Democrat drops out

The Hays Daily News | 09/04/14 05:37

...independent. The two agreed joining forces was the only way to defeat Republican ***Gov. Sean Parnell****, Mallott said. "I could see no way forward...*

WORDS MATCHED Parnell, Gov, Gov. Sean Parnell Archive · Share · Translate

Unity Revisited One Day After Announcement

KTUU.com | 09/04/14 01:46

...Bill Walker says teaming up with Mallott was the only way to potentially beat ***Gov. Sean Parnell****. "It was clear that somebody had to make a move...*

WORDS MATCHED Parnell, Gov, Gov. Sean Parnell Archive · Share · Translate

Democratic nominee Chad Taylor drops out of Kansas Senate race

The Washington Post | 09/03/14 09:54

...ticket of independent Bill Walker, who is looking to unseat Republican ***Gov. Sean Parnell****. Sean Sullivan has covered national politics for The...*

WORDS MATCHED Parnell, Gov, Gov. Sean Parnell Archive · Share · Translate

See More Results

State News- Alaskan Press

Treadwell Reacts to Native Voting Rights Ruling

Alaska Business Monthly | 09/04/14 10:15

*...v. Treadwell. In July 2013, two individual voters and four **tribal** councils sued the **Alaska** Division of Elections, alleging that the state s efforts...*

WORDS MATCHED native, Alaska, tribal, Native Archive · Share · Translate

Alaska Natives Win Landmark Voting Rights Lawsuit

Alaska Business Monthly | 09/04/14 10:15

*...Win Landmark Voting Rights Lawsuit ANCHORAGE In an historic victory for **Alaska Native** voters, a Federal Court in Anchorage found the State of...*

WORDS MATCHED Alaska, tribal, Native Archive · Share · Translate

NOVAGOLD and the National Fish and Wildlife Foundation (NFWF) Collaborate to Protect, Conserve and Restore Alaska's Fish and Wildlife

Alaska Business Monthly | 09/04/14 09:48

*...RIT program, the initiative will provide summer internships through the **Alaska Native** Science and Engineering Program (ANSEP) to local students...*

WORDS MATCHED Alaska, Native Archive · Share · Translate

Arctic Daily Update: September 4, 2014

Alaska Business Monthly | 09/04/14 09:41

*...the value of northern research in support of sound decision-making for **oil** and **gas** management. **Alaska** Policy Commission. November 17 -18, 2014...*

WORDS MATCHED gas, Alaska, oil Archive · Share · Translate

Alaska Air Guardsmen rescue two hikers from Copper Mountain

Alaska Business Monthly | 09/04/14 09:41

*...and the unstable terrain. The National Park Service and **Alaska State Trooper** personnel in Port Alsworth contacted the Alaska Rescue Coordination ...*

WORDS MATCHED State Trooper, Alaska Archive · Share · Translate

AGDC Makes Key Hires

Alaska Business Monthly | 09/04/14 09:10

*...Reflect Expanded Corporate Mission and Authority Anchorage, AK The **Alaska Gasline** Development Corporation (AGDC) today announced Changes Reflect...*

WORDS MATCHED gas, Pipeline, North Slope, Alaska, Gasline, Gas, oil Archive · Share · Translate

See More Results

State News- International Press

Alaska leads nation with welfare recipients

Yahoo!7 Finance | 09/04/14 10:11 4 other sources...

*...state-by-state tally of public assistance rates shows nearly 7 percent of **Alaska** families receive **government** help, the **Alaska** Dispatch News reported (http://is.gd/K6hRAZ).*

WORDS MATCHED Alaska, government, Native Archive · Share · Translate

Body of Alaska serial killer's victim exhumed

Yahoo! Singapore News | 09/04/14 10:03 1 other source...

*"The Frozen Ground," which starred Nicolas cage as an **Alaska State Trooper** investigating the slayings. Actor John Cusack portrayed Hansen . Hansen...*

WORDS MATCHED State Trooper, Alaska Archive · Share · Translate

'We just want her to be identified': Body of Alaska serial killer victim exhumed 30 years after she was found dead

Thisismoney.co.uk | 09/04/14 00:00 1 other source...

*'The Frozen Ground,' which starred Nicolas Cage as an **Alaskan State Trooper** investigating the slayings, with actor John Cusack portraying Hansen .*

WORDS MATCHED State Trooper, Alaskan Archive · Share · Translate

See More Results

State News - Selected Key Publications

Alaska commercial salmon harvest tops 146 million

The Alaska Journal of Commerce | 09/04/14 10:27

***Alaska** commercial **salmon** harvest tops 146 million **Alaska** s commercial **salmon** catch continues to climb, reaching 146 million fish through Sept .*

WORDS MATCHED salmon, Alaska Archive · Share · Translate

Company proposes LNG site at Port Mac for in-state use

The Alaska Journal of Commerce | 09/04/14 10:27

*...with Totem Ocean Trailer Express, a shipping company that also serves **Alaska**. TOTE will be converting **oil**-fueled container vessels for its Florida-based...*

WORDS MATCHED Alaska, oil Archive · Share · Translate

Interior group aims to simplify gas conversions

The Alaska Journal of Commerce | 09/04/14 10:27

*...private investment into Alaska, he said. We want to provide **Alaska gas** to Alaskans first and foremost. When the Legislature approved more than...*

WORDS MATCHED gas, Alaska Archive · Share · Translate

AJOC EDITORIAL: Is Begich this afraid of Dan Sullivan?

The Alaska Journal of Commerce | 09/04/14 10:27

*...EDITORIAL: Is Begich this afraid of Dan Sullivan? It sure didn t take long for the **Alaska** U.S. **Senate** race to turn ugly. It sure didn t take long for...*

WORDS MATCHED Senate, Alaska Archive · Share · Translate

FISH FACTOR: Banning Russian seafood would pinch its king crab sales

The Alaska Journal of Commerce | 09/04/14 10:27

*...an economic analysis of Alaska s mariculture potential. The **Alaska Fisheries** Development Foundation believes it can be a billion dollar industry...*

WORDS MATCHED Fisheries, Alaska Archive · Share · Translate

Movers & Shakers 09/07/14

The Alaska Journal of Commerce | 09/04/14 10:27

*...officer. Tisher joins Ahtna from Ukpeaġvik Iñupiat Corp., an **Alaska Native** village corporation with $300 million in revenues and more than 40...*

WORDS MATCHED Alaska, Native Archive · Share · Translate

Bulletin 09/07/14

The Alaska Journal of Commerce | 09/04/14 10:27

*...none and this is a great step for our business. As an **Alaska Native** company, we are always striving to provide the best possible service for...*

WORDS MATCHED Alaska, Tribal, Native Archive · Share · Translate

Officials amend disclosures in response to APOC complaints

The Alaska Journal of Commerce | 09/04/14 10:27

*...Classic and other outreach and lobbying of public officials regarding **fisheries** management. The **Alaska** Public Offices Commission will hear three...*

WORDS MATCHED fisheries, Alaska Archive · Share · Translate

Begich campaign drops attack ad after family protests

The Alaska Journal of Commerce | 09/04/14 10:27

*Begich campaign drops attack ad after family protests JUNEAU Television ads in **Alaska** s U.S. **Senate** race have been pulled by the two major party...*

WORDS MATCHED Senate, Alaska Archive · Share · Translate

Alaska leads nation with welfare recipients

Fairbanks Daily News-Miner (AP) | 09/04/14 10:05

*...state-by-state tally of public assistance rates shows nearly 7 percent of **Alaska** families receive **government** help, the **Alaska** Dispatch News reported (http://is.gd/K6hRAZ).*

WORDS MATCHED Alaska, government, Native Archive · Share · Translate

Judge orders state to help Yup'ik, Gwich'in voters

The Alaska Journal of Commerce | 09/04/14 09:17

*...(AP) A federal judge has ordered the state to help some **Alaska Native** language speakers understand their ballots. ANCHORAGE (AP) A federal judge...*

WORDS MATCHED native, Alaska, Native Archive · Share · Translate

Finger-pointing by campaigns over debates

Juneau Empire | 09/04/14 07:53

*...JUNEAU There is finger-pointing between the two major U.S. **Senate** campaigns in **Alaska** over debates. JUNEAU There is finger-pointing between the...*

WORDS MATCHED Senate, Alaska, Native Archive · Share · Translate

Body of Alaska serial killer's victim exhumed

Fairbanks Daily News-Miner (AP) | 09/04/14 07:09

*"The Frozen Ground," which starred Nicolas cage as an **Alaska State Trooper** investigating the slayings. Actor John Cusack portrayed Hansen . Hansen...*

WORDS MATCHED State Trooper, Alaska Archive · Share · Translate

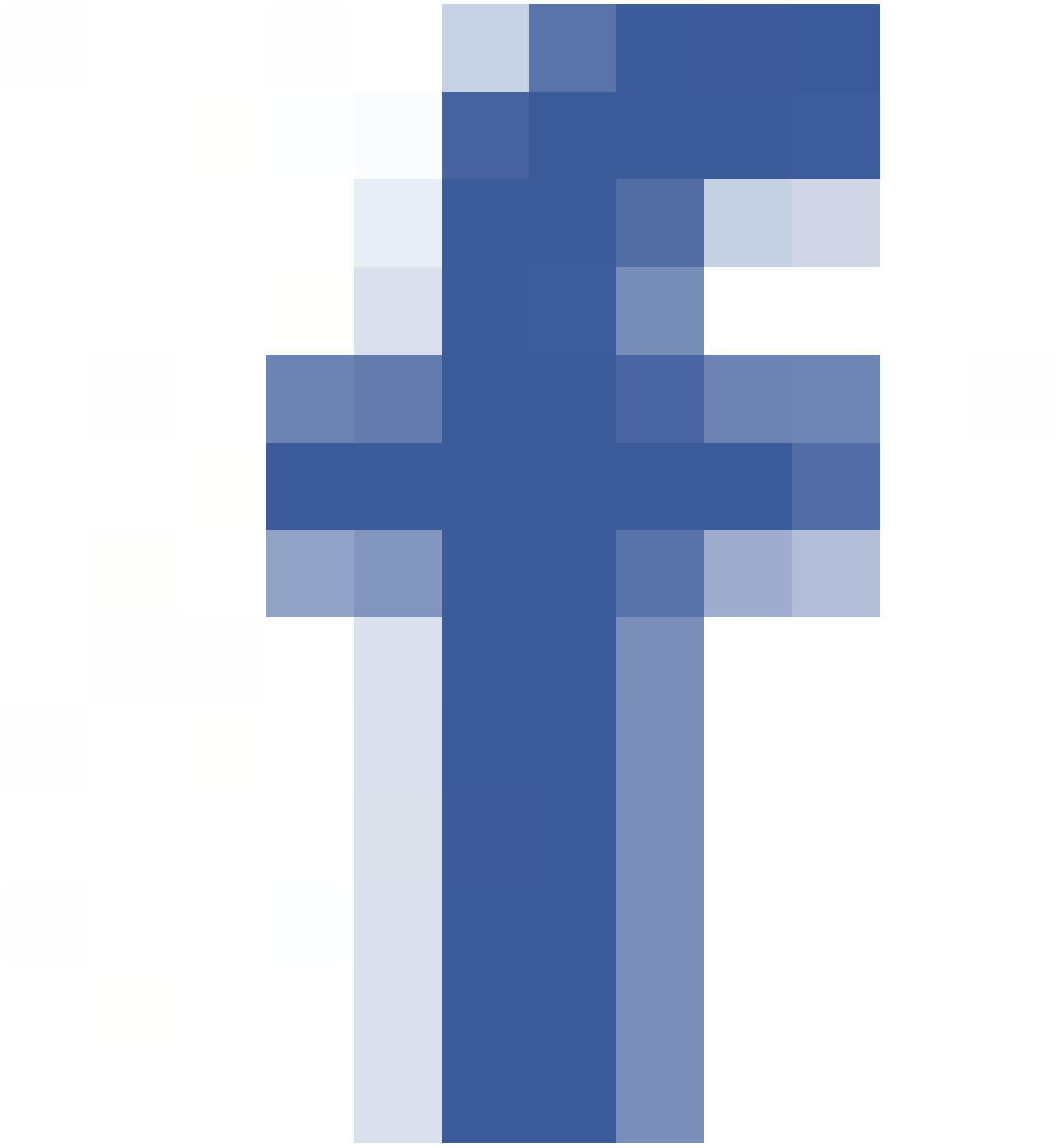
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From: Tepas, Katherine H (GOV)
Sent: Tuesday, September 09, 2014 7:44 AM
To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** Chris Bydalek <[redacted BOI]>
> **Date:** September 9, 2014 6:19:51 AM AKDT
> **To:** <katherine.tepas@alaska.gov>
> **Subject: Alaska National Guard**
>
> Dear Ms Tepas -
>
> I notice that you were once a member of the Alaska State Troopers.
>
> I just wanted to say that your handling of the reports of rape and sexual assault in the Alaska National Guard is, to say the least, disgraceful.



Disgusted,

Chris Bydalek
Anchorage, AK
[redacted]

From: Robinson, Benjamin A (GOV)
Sent: Tuesday, September 09, 2014 7:46 AM
To: Tepas, Katherine H (GOV); Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Subject: RE: Alaska National Guard

[redacted] DP/EP
[redacted] B...

Ben Robinson
Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.alaska.gov

From: Tepas, Katherine H (GOV)
Sent: Tuesday, September 09, 2014 7:44 AM
To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** Chris Bydalek <[redacted] BOI >
> **Date:** September 9, 2014 6:19:51 AM AKDT
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Disgusted,

Chris Bydalek
Anchorage, AK
BOI/PR

From: Sims, Cynthia M (GOV)
Sent: Tuesday, September 09, 2014 7:47 AM
To: Cockrell, Robert A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from Cindy's iPhone

Begin forwarded message:

> **From:** "Robinson, Benjamin A (GOV)" <benjamin.robinson@alaska.gov>
> **Date:** September 9, 2014 at 7:45:47 AM AKDT
> **To:** "Tepas, Katherine H (GOV)" <katherine.tepas@alaska.gov>, "Sims, Cynthia M (GOV)" <cindy.sims@alaska.gov>, "Nizich, Michael A (GOV)" <mike.nizich@alaska.gov>
> **Subject: RE: Alaska National Guard**
>
> [redacted] *DP/EP*
>
> **Ben Robinson**
> Director of Constituent Relations
> Office of Governor Sean Parnell
>
> Alaska State Capitol
> P.O. Box 110001
> Juneau, AK 99811
> Phone: (907) 465-3500
> Fax: (907) 465-3532
>
> benjamin.robinson@alaska.gov
> www.gov.alaska.gov

From: Tepas, Katherine H (GOV)
Sent: Tuesday, September 09, 2014 7:44 AM
To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from my iPhone

Begin forwarded message:

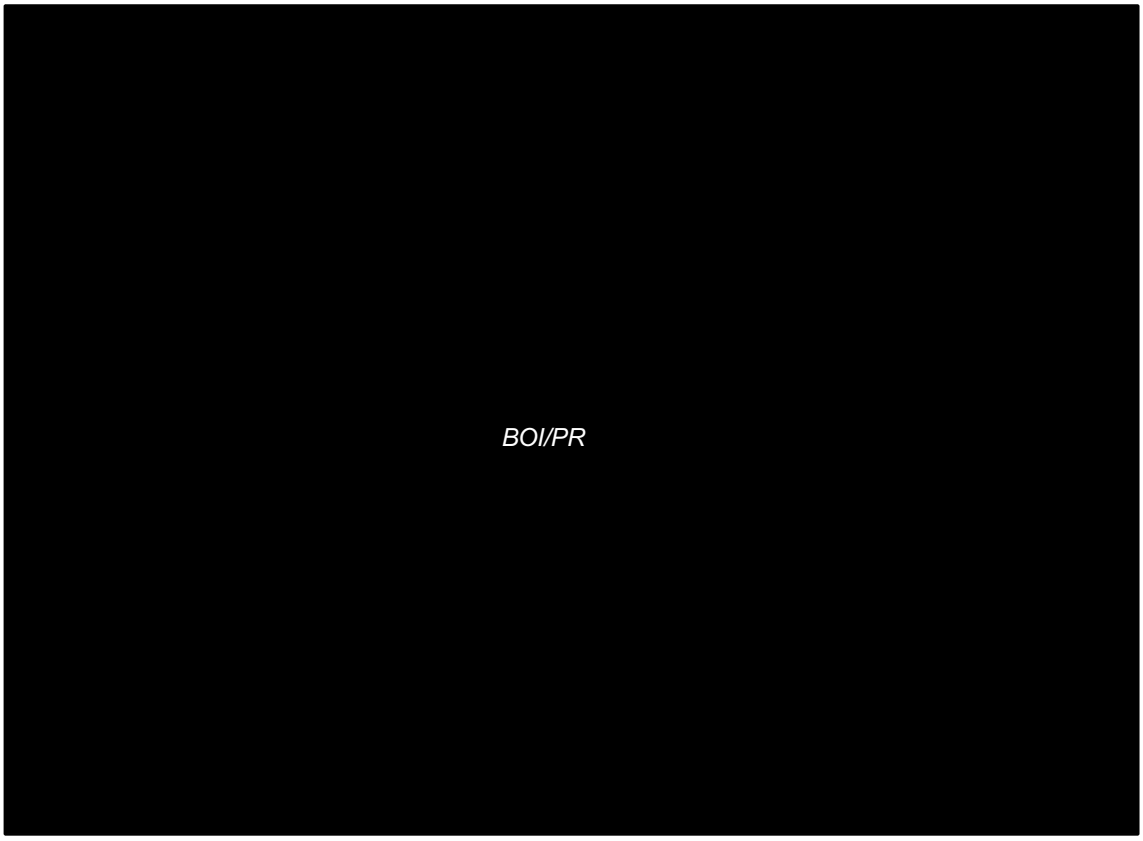
> **From:** Chris Bydalek <[redacted] *BOI*>
> **Date:** September 9, 2014 6:19:51 AM AKDT

To: <katherine.tepas@alaska.gov>
Subject: Alaska National Guard

Dear Ms Tepas -

I notice that you were once a member of the Alaska State Troopers.

I just wanted to say that your handling of the reports of rape and sexual assault in the Alaska National Guard is, to say the least, disgraceful.



Disgusted,

Chris Bydalek
Anchorage, AK
BOI

From: Sims, Cynthia M (GOV)
Sent: Sunday, September 21, 2014 3:02 PM
To: Tepas, Katherine H (GOV)
Cc: Nizich, Michael A (GOV)
Subject: RE: Alaska National Guard

Katie … can you get me a briefing paper on the [BOI/PR] case from APD or Troopers – whomever handled the investigation. Thank you.

Cindy Sims
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
Follow the Governor on Facebook
I Choose Respect

From: Tepas, Katherine H (GOV)
Sent: Tuesday, September 09, 2014 7:44 AM
To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from my iPhone

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[redacted]
BOI/PR

Disgusted,

Chris Bydalek
Anchorage, AK
[redacted]
BOI

From: Tepas, Katherine H (GOV)
Sent: Sunday, September 21, 2014 5:49 PM
To: Sims, Cynthia M (GOV)
Cc: Nizich, Michael A (GOV)
Subject: Re: Alaska National Guard

I will have to check but I believe it is APD. I will call Mew in the am.
KT

Sent from my iPhone

On Sep 21, 2014, at 3:02 PM, "Sims, Cynthia M (GOV)" <cindy.sims@alaska.gov> wrote:

> Katie … can you get me a briefing paper on the [BOI/PR] case from APD or Troopers – whomever handled the investigation. Thank you.
>
> Cindy Sims
> ***Deputy Chief of Staff***
> ***Director of International Trade***
> **Office of Governor Sean Parnell**
>
> 550 West 7th Avenue, Suite 1700
> Anchorage, Alaska 99501
> PHONE: 907.269.7450
> FAX: 907.269.7463
>
> cindy.sims@alaska.gov
> www.gov.state.ak.us
> Follow the Governor on Facebook
> *I Choose Respect*

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To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
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FYI

Sent from my iPhone

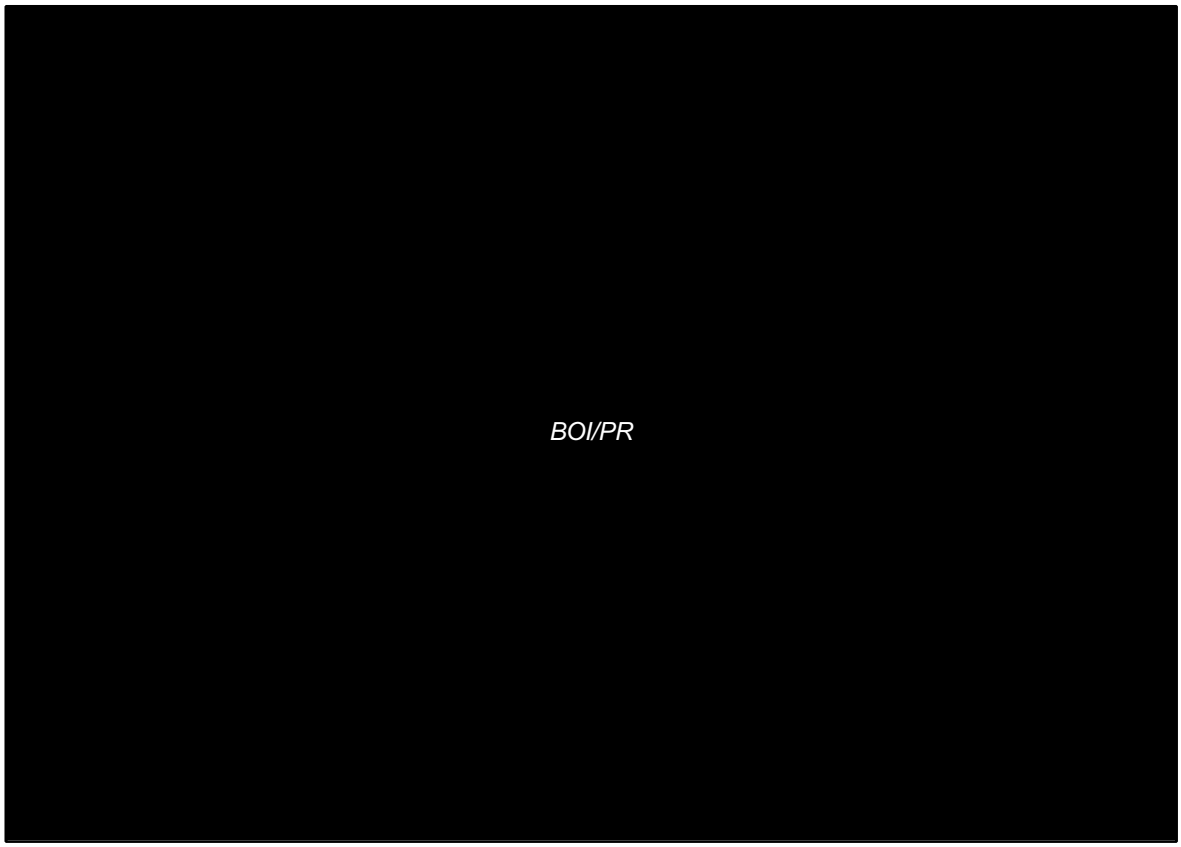
Begin forwarded message:

> **From:** Chris Bydalek <[BOI]>
> **Date:** September 9, 2014 6:19:51 AM AKDT
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Dear Ms Tepas -

I notice that you were once a member of the Alaska State Troopers.

I just wanted to say that your handling of the reports of rape and sexual assault in the Alaska National Guard is, to say the least, disgraceful.



Disgusted,

Chris Bydalek
Anchorage, AK
BOI

From: Fradley, Tara D (GOV)
Sent: Friday, September 26, 2014 2:31 PM
To: Sims, Cynthia M (GOV)
Subject: FW: FW: Public Records Act request re National Guard

Importance: High

From: Governor Sean Parnell (GOV sponsored)
Sent: Friday, September 26, 2014 2:29 PM
To: Hull, Angela (GOV)
Cc: Fradley, Tara D (GOV)
Subject: FYI: FW: Public Records Act request re National Guard
Importance: High

FYI: Public Records request.

Megan Wall
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

megan.wall@alaska.gov
www.gov.state.ak.us

From: brucio@nventure.com [mailto:brucio@nventure.com]
Sent: Friday, September 26, 2014 2:23 PM
To: Parnell, Sean R (GOV)
Subject: Public Records Act request re National Guard

Governor Sean Parnell

550 W. 7th St, Suite 1700

Anchorage, AK 99501

Dear Governor Parnell,

Under the authority of the Public Records Act, I am writing to request the full Office of Complex Investigations

(OCI) report and any appended documents related to the report, with the understanding that individuals' names, addresses, and identifiers may be redacted to protect individual privacy.

In addition, please include all correspondence between former Adjutant General Thomas Katkus and either the Anchorage Police Department and/or the Alaska State Troopers. That correspondence should include emails sent using both the state email system as well as Tom Katkus' private email.

1. All correspondence or meeting notes between Katie Tepas or Cindy Sims and:

Ken Blalock (spelled Blalock or Blaylock), Rick (or Richard) Koch, Ted (or Theodore) McGovern, [redacted] BOI/PR, Thomas (Tom) Katkus, Matt Friese, (Chaplain) Cavens and McHugh Pierre.

2. All records and meeting notes involving correspondence to or from Katie Tepas or Cindy Sims that include the words (including in the content of the correspondence or in to the "to" or "from" field in emails or the sender/recipient of hard mail):

Blalock

Blaylock

McGovern

Koch

[redacted] BOI/PR

[redacted]

Katkus

chaplains

Nieves

Wawersik

DeHaas

McManus

Friese

Cavens

As you know, you have 10 days to respond to this request. Thank you.

Sincerely,

Bruce Dougherty

4500 Southpark Bluff Dr

Anchorage AK 99516

From: Sims, Cynthia M (GOV)
Sent: Tuesday, September 30, 2014 8:44 PM
To: Fradley, Tara D (GOV)
Subject: RE: FW: Public Records Act request re National Guard

Tara – this needs to go to Randy and Angela.

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
Follow the Governor on Facebook

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To: Sims, Cynthia M (GOV)
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Importance: High

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Sent: Friday, September 26, 2014 2:29 PM
To: Hull, Angela (GOV)
Cc: Fradley, Tara D (GOV)
Subject: FYI: FW: Public Records Act request re National Guard
Importance: High

FYI: Public Records request.

Megan Wall
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

megan.wall@alaska.gov
www.gov.state.ak.us

From: brucio@nventure.com [mailto:brucio@nventure.com]
Sent: Friday, September 26, 2014 2:23 PM
To: Parnell, Sean R (GOV)
Subject: Public Records Act request re National Guard

Governor Sean Parnell

550 W. 7th St, Suite 1700

Anchorage, AK 99501

Dear Governor Parnell,

Under the authority of the Public Records Act, I am writing to request the full Office of Complex Investigations (OCI) report and any appended documents related to the report, with the understanding that individuals' names, addresses, and identifiers may be redacted to protect individual privacy.

In addition, please include all correspondence between former Adjutant General Thomas Katkus and either the Anchorage Police Department and/or the Alaska State Troopers. That correspondence should include emails sent using both the state email system as well as Tom Katkus' private email.

1. All correspondence or meeting notes between Katie Tepas or Cindy Sims and:

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Blalock

Blaylock

McGovern

Koch

BOI/PR

BOI/PR

Katkus

chaplains

Nieves

Wawersik

DeHaas

McManus

Friese

Cavens

As you know, you have 10 days to respond to this request. Thank you.

Sincerely,

Bruce Dougherty

4500 Southpark Bluff Dr

Anchorage AK 99516

From: Fradley, Tara D (GOV)
Sent: Wednesday, October 01, 2014 8:17 AM
To: Sims, Cynthia M (GOV)
Subject: RE: FW: Public Records Act request re National Guard

It went to them, but I wanted you to see it too so you were aware. ☺ Good morning! You were sure busy last night

Tara Fradley
Assistant to the Deputy Chief of Staff
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

tara.fradley@alaska.gov
www.gov.alaska.gov
Follow the Governor on Facebook

From: Sims, Cynthia M (GOV)
Sent: Tuesday, September 30, 2014 8:44 PM
To: Fradley, Tara D (GOV)
Subject: RE: FW: Public Records Act request re National Guard

Tara – this needs to go to Randy and Angela.

Cindy Sims
I Choose Respect
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

cindy.sims@alaska.gov
www.gov.state.ak.us
Follow the Governor on Facebook

From: Fradley, Tara D (GOV)
Sent: Friday, September 26, 2014 2:31 PM
To: Sims, Cynthia M (GOV)
Subject: FW: FW: Public Records Act request re National Guard
Importance: High

From: Governor Sean Parnell (GOV sponsored)
Sent: Friday, September 26, 2014 2:29 PM

To: Hull, Angela (GOV)
Cc: Fradley, Tara D (GOV)
Subject: FYI: FW: Public Records Act request re National Guard
Importance: High

FYI: Public Records request.

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4500 Southpark Bluff Dr

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From: Fradley, Tara D (GOV)
Sent: Wednesday, October 01, 2014 10:31 AM
To: Sims, Cynthia M (GOV)
Subject: RE: FW: Public Records Act request re National Guard

Will do!

Tara Fradley
Assistant to the Deputy Chief of Staff
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
Anchorage, Alaska 99501
PHONE: 907.269.7450
FAX: 907.269.7463

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To: Fradley, Tara D (GOV)
Subject: RE: FW: Public Records Act request re National Guard

Thanks ☺ Yes, I was busy but feel better about somewhat knowing where everything is. I still have quite a few emails I need to deal with and phone calls to make, but between today and then on Friday I'll try to get through all those. Please print out all Guard emails that I need to respond to or call on so I have those on Friday.

Thank you!!

Cindy Sims
Deputy Chief of Staff
Director of International Trade
Office of Governor Sean Parnell

550 West 7th Avenue, Suite 1700
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Subject: RE: FW: Public Records Act request re National Guard

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Sincerely,

Bruce Dougherty

4500 Southpark Bluff Dr

Anchorage AK 99516

Nizich, Michael A (GOV)

From: Chris Bydalek <[BOI]>
Sent: Monday, April 28, 2014 6:13 AM
To: Tepas, Katherine H (GOV)
Cc: Leighow, Sharon W (GOV); Nizich, Michael A (GOV); Geraghty, Michael C (LAW)
Subject: Litmus test for reporting rape and sexual assualt

Dear Ms Tepas -

[BOI/PR]

Sincerely,

Chris Bydalek
Anchorage, AK
[BOI]

Nizich, Michael A (GOV)

From: Tepas, Katherine H (GOV)
Sent: Tuesday, September 09, 2014 7:44 AM
To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from my iPhone

Begin forwarded message:

From: Chris Bydalek <[BOI]>
Date: September 9, 2014 6:19:51 AM AKDT
To: <katherine.tepas@alaska.gov>
Subject: Alaska National Guard

Dear Ms Tepas -

I notice that you were once a member of the Alaska State Troopers.

I just wanted to say that your handling of the reports of rape and sexual assault in the Alaska National Guard is, to say the least, disgraceful.

[BOI/PR]

Disgusted,

Chris Bydalek
Anchorage, AK
[redacted]

Nizich, Michael A (GOV)

From: Robinson, Benjamin A (GOV)
Sent: Tuesday, September 09, 2014 7:46 AM
To: Tepas, Katherine H (GOV); Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Subject: RE: Alaska National Guard

[redacted] *DP/EP*

Ben Robinson
Director of Constituent Relations
Office of Governor Sean Parnell

Alaska State Capitol
P.O. Box 110001
Juneau, AK 99811
Phone: (907) 465-3500
Fax: (907) 465-3532

benjamin.robinson@alaska.gov
www.gov.alaska.gov

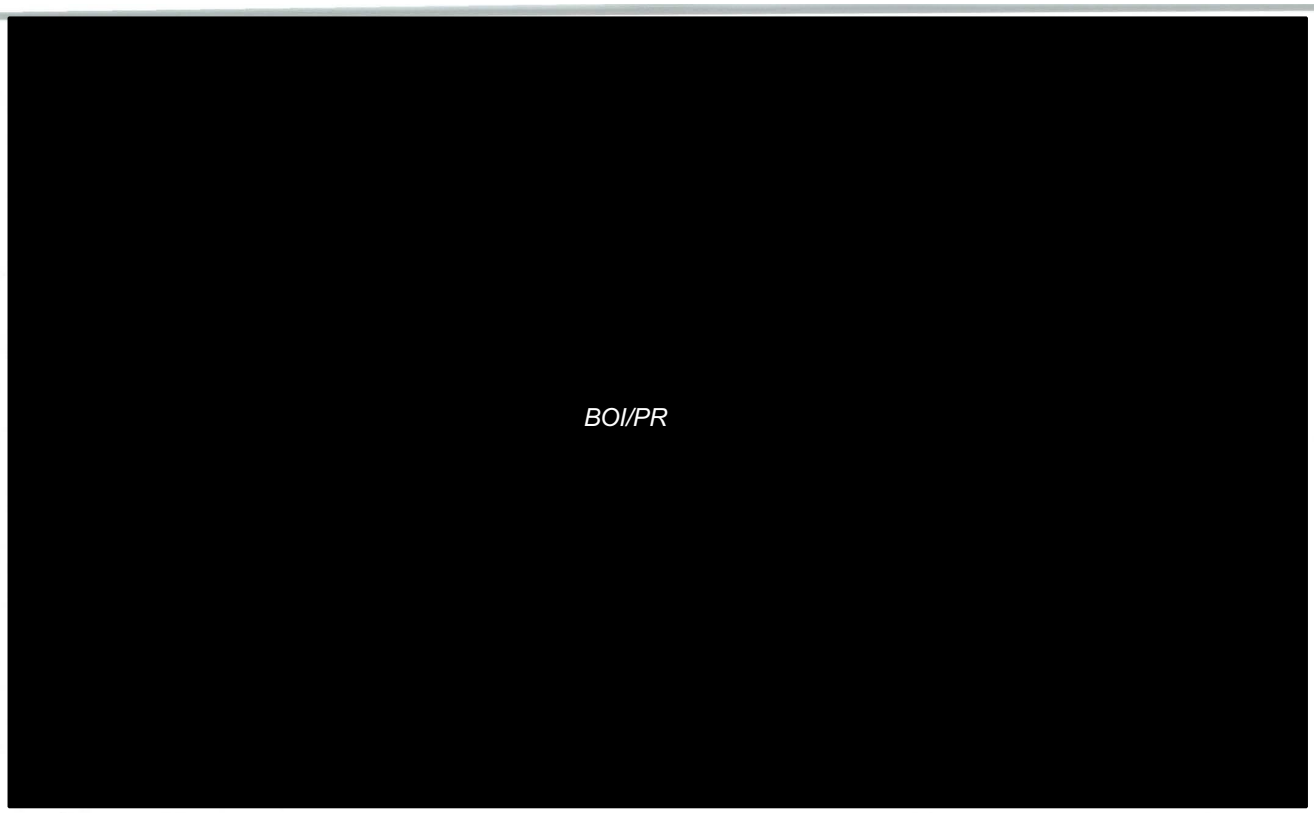
From: Tepas, Katherine H (GOV)
Sent: Tuesday, September 09, 2014 7:44 AM
To: Sims, Cynthia M (GOV); Nizich, Michael A (GOV)
Cc: Robinson, Benjamin A (GOV)
Subject: Fwd: Alaska National Guard

FYI

Sent from my iPhone

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Anchorage, AK
BOI