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**From:** Perez, Linda J (GOV)  
**Sent:** Friday, February 11, 2011 8:57 AM  
**To:** Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV); Jones, David T (LAW); Haight, Sunny C (GOV)  
**Subject:** FW: Public records denial appeal

**Linda Perez**  
*Administrative Director*  
**Office of Governor Sean Parnell**

P.O. Box 110001  
Juneau, Alaska 99811-0001  
PHONE: 907.465.3876  
FAX: 907.465.1641

[linda.perez@alaska.gov](mailto:linda.perez@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)

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**From:** Larry Wood [[mailto:](#) [REDACTED] BOI]  
**Sent:** Friday, February 11, 2011 5:55 AM  
**To:** Perez, Linda J (GOV)  
**Subject:** RE: Public records denial appeal

Linda,

I disagree.

The original of the 8 Sept., 2008 letter from LTG Campbell to then Gov. Sarah Palin would certainly be in files at the Governor's office.

I have little doubt that the 4 August, 2008 Report by MAJ Matthew Cooper was also forwarded to the governor's office as a matter of course to justify LTG Campbell's actions with respect to the ASDF, and to demonstrate completion of the investigation of my complaint to then Gov. Sarah Palin.

Further, the 2005 Report by then LTC Robert Doehl is within the Governor's purvey to produce as Commander-in-Chief, ASDF and as the Governor.

I did not make the FOIA request at issue to DMVA.

Again, at least two of the documents are undoubtedly in files from the previous administration at the Governor's offices.

Therefore, the Governor's offices have an obligation to produce what they have.

If it is the intent of the Governor to refuse production, please provide a letter stating such.

Given the time that has tolled with regard to the subject matter of the reports and the letter, redacting should be unnecessary as the decisions and analyses alleged are over two years old.

Granted, DMVA has not only the 2005 Doehl report located, but the other two documents at issue and should be able to produce them for your offices within a matter of hours.

After all, that's what we pay you folks to do, honor the law in a timely and cooperative manner.

I am willing to extend the production time until the 17<sup>th</sup> of Feb, if that would be convenient?

I am further willing to pick up the documents at DMVA, when I see the Commissioner at 1pm that date.

I am willing to make that concession.

Otherwise, the 10 days began to toll with the receipt of the notice of my appeal to the Governor's office.

1. Please provide me a letter with the Governor's intent regarding production, and whether or not copies of the documents would be available for my pick up on the 17th.
2. Please provide the cost of copying so that I might pay the cost, if I am able to pick up the documents on the 17th.
3. Please do so before the 10 workings days have tolled.



Best regards,

**Larry Wood**

Tel: 907- [REDACTED] BOI

Palmer, Alaska

Websites:

Business: [Terra Resources, Ltd.](#)

Family: [Wood Alaska](#)

---

**From:** Perez, Linda J (GOV) [<mailto:linda.perez@alaska.gov>]

**Sent:** Thursday, February 10, 2011 4:06 PM

**To:** [REDACTED] BOI

**Cc:** Pierre, McHugh (MVA); Meyer, Marty A (MVA)

**Subject:** Public records denial appeal

Mr. Wood,

I am responding on behalf of Governor Parnell to your letter dated January 26, 2011. In that letter, you appeal the partial denial of your January 3, 2011, public records request.

As you note in your letter, the regulation that governs appeals from the denial of public records requests is 2 AAC 96.340. Under that regulation, to appeal the denial of your records request, you must submit a written appeal to the head of the agency denying your request. In your case, the agency denying your request is the Department of Military and Veterans' Affairs and the head of that agency is Adjutant General Thomas Katkus. You should therefore submit your appeal to Adjutant General Katkus.

I am forwarding a copy of your January 26 letter to Adjutant General Katkus' office for you.

If you have questions, please contact me.

**Linda Perez**

*Administrative Director*

**Office of Governor Sean Parnell**

P.O. Box 110001  
Juneau, Alaska 99811-0001  
PHONE: 907.465.3876  
FAX: 907.465.1641

[linda.perez@alaska.gov](mailto:linda.perez@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)











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**From:** Katkus, Thomas H (MVA)  
**Sent:** Friday, February 11, 2011 10:49 AM  
**To:** Nizich, Michael A (GOV)  
**Subject:** Fwd: VA Directors Meeting

Mike

I got this update on some VA issues that had some interesting information. I'm forwarding it to you for situational awareness and background information.

Katkus

Sent from electronic mobile device.

Begin forwarded message:

**From:** "Bowen, Verdie A (MVA)" <[verdie.bowen@alaska.gov](mailto:verdie.bowen@alaska.gov)>  
**Date:** February 10, 2011 11:35:38 AKST  
**To:** "Pierre, McHugh (MVA)" <[mchugh.pierre@alaska.gov](mailto:mchugh.pierre@alaska.gov)>  
**Cc:** "Katkus, Thomas H (MVA)" <[thomas.katkus@alaska.gov](mailto:thomas.katkus@alaska.gov)>  
**Subject:** VA Directors Meeting

McHugh,

I thought you would like to get some of the great and not so great highlights from my monthly Directors meeting with Alex Spector at the VA.

If you remember last year our VA Compensation and Pension department failed 13 of 14 areas inspected and this caused a huge storm of investigations by Senator Erich's office. Today I can report some very positive events in the C&P office. This hit some huge milestones. They are 3<sup>rd</sup> in the nation for best claims processing. Also, they are 1<sup>st</sup> in the nation for medical authorizations. Our VSO's are key to this success. What occurred last year after the failure was a comprehensive look into the VA process. They fixed all their broken process in Alaska but this still was not good enough. I set down with Pat Kelly/Director of C&P and set up a cross training program for our VSO's and the VA raters. This training program is a massive success and allows the C&P office the flexibility to fix broken process on the spot and our VSO know everything that is needed to accomplish a successful claim. I will continue to track this closer as we move into the year and I look forward to our C&P office receiving the Quality Star Award this year.

The new VA clinic in Juneau has hit a patient milestone and is now seeing 210 patients. They are working on a temporary Dr fill for now and the permanent Dr will be on staff in March. As this gets more advertisement I can see the patient load increasing to over 500.

Over the next few months I will be working with VA program managers to put together a more comprehensive Benefits pamphlet. My goal is to have every number and benefit a veteran can have or use in the state listed. Alex promised to let me use his staff to put this together. When completed it will help greatly match veteran to benefit.

The not so great Highlight:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] BOI/PR [REDACTED]

[REDACTED]

[REDACTED]

If you have any questions please let me know..

Verdie Bowen Sr.

Verdie Bowen, Sr.

Director, Office of Veterans Affairs

State of Alaska

PO Box 5800 - B216

Ft. Richardson, AK 99505-5800

907.428.6016 (Office)

907. [REDACTED] BOI (Cell)

907.428.6019 (fax)





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**From:** Katkus, Tom MG MIL NG AKARNG <thomas.katkus@us.army.mil>  
**Sent:** Wednesday, February 16, 2011 4:20 AM  
**To:** Nizich, Michael A (GOV)  
**Subject:** Fw: Announcement: Air Force Outstanding Unit Award (AFOUA) Winners for 2010  
**Attachments:** 2010 AFOUA ANNOUNCEMENT MESSAGE.DOC

Mike

Figured you would like to see a bit of positive feedback on what the Alaska Air Guard is doing. The attached letter from Lt Gen Wyatt announces the ANG RECIPIENTS OF THE 2010 AIR FORCE OUTSTANDING UNIT AWARD (AFOUA). The 168th Air Refueling wing is one of the Units receiving this distinction.

This is a very positive reflection of their accomplishments and leadership.

Katkus

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**From:** Wyatt, Harry M Lt Gen MIL USAF NGB/CF [<mailto:Harry.Wyatt@pentagon.af.mil>]  
**Sent:** Wednesday, February 16, 2011 04:02 AM  
**To:** Burks, William R BrigGen USAF ANG NVHQ/TAG; Schwartz, Errol MG NGDC; Katkus, Tom MG MIL NG AKARNG; Blalock, Abner MG NG ALARNG; Wofford, William MG; Salazar, Hugo MG NGAZ; Kight, Mary Brig Gen NGCA; Edwards, Howard M MajGen USAF ANG JFHQ-CO/TAG; Martin, Thaddeus MAJGEN NGCT; Vavala, Francis D MG NGDE; Titshaw, Emmett R Maj Gen NGFL; Nesbitt, William T USA NGGA TAG; Paulino, Benny M. MG GUARNG; Wong, Darryll DM Maj Gen HIANG; Orr, Timothy E. (IA); Sayler, Gary L MajGen USAF ANG HQ-ID/TAG; Enyart, William L MG The Adjutant General; Umbarger, R Martin MG MIL NG IN ARNG; Tafanelli, Lee MG NGKS; Tonini, Edward W Maj Gen NGKY; Landreneau, Bennett MG NG NGLA; Carter, Joseph C L MG NGMA; Adkins, James A. MG MD; Libby, John W MG; Vadnais, Gregory J MG NGMI; Nash, Richard C MG NGMN; Danner, Stephen L MG MIL NG MOARNG; Freeman, William L MG MIL NG MSARNG; Walsh, John E BG MIL NG MTARNG; Lusk, Gregory A MG MIL NG NCARNG; Sprynczynatyk, David A MG MIL NG NDARNG; Lyons, Judd H MG MIL NG NEARNG; Reddel, William N Major General NGNH; TAG-NJ, MG Rieth <[Glenn.Rieth@njdmava.state.nj.us](mailto:Glenn.Rieth@njdmava.state.nj.us)>; Montoya, Kenny C.; Murphy, Patrick A; Ashenhurst, Deborah A MG MIL NG OHARNG; Deering, Myles L MG OK-ARNG; Rees, Raymond F MG NGOR; TAG-PA, Maj Gen Sischo <[stephen.m.sischo@ang.af.mil](mailto:stephen.m.sischo@ang.af.mil)>; Vicens, Antonio J MG MIL NG PR ARNG; Bray, Robert MG; Livingston Jr, Robert E MG NGSC; Doohen, Steven R. Maj Gen NGSD; Haston, Max MG NGTN; Mayorga, Jose S. MG NGTX; Tarbet, Brian L.; Long, Daniel E MG NGVA; Rivera, Renaldo MG; Dubie, Michael D Maj Gen NGVT; Lowenberg, Timothy J MAJ GEN; Dunbar, Donald P Brig Gen NGWI; Tackett, Allen E MG (TAG) WV-ARNG; Wright, Edward MG (WY)  
**Cc:** Rico, Richard F Civ USAF ANG ANGRC/DS; Neal, Brian G Col USAF ANG ANGRC/CC; Beam, Tobi E MSgt USAF ANG NGB/A1PS; Cullens, Gerald R Maj USAF ANG NGB/A1PS; Swanson, Bradley A Col USAF ANG ANGRC/CV; NGB/CF Workflow  
**Subject:** Announcement: Air Force Outstanding Unit Award (AFOUA) Winners for 2010

Adjutants General,

Attached is the announcement message for the 2010 Air Force Outstanding Unit Awards (AFOUA). I ask that this announcement receive the widest dissemination.

Congratulations to all of the winners! Each winner is commended for having been selected from an outstanding group of nominees. The dedication and commitment enable the Air National Guard to continue to fulfill its

commitment  
to the missions and the defense of America.

Again, my congratulations to the best of the best.

If you have any questions, my POC for Special Trophies and Awards is MSgt  
Tobi Beam, DSN 327-0001, email [tobi.beam@ang.af.mil](mailto:tobi.beam@ang.af.mil)

v/r  
Bud

HARRY M. WYATT, III  
Lieutenant General, USAF  
Director, Air National Guard

FROM  
NGB CRYSTAL CITY VA NGB/A1

INFO

LOG # 11-004

7 JANUARY 2011

UNCLAS

SUBJECT: ANG RECIPIENTS OF THE 2010 AIR FORCE OUTSTANDING UNIT AWARD (AFOUA) (SIGNED BY LIEUTENANT GENERAL HARRY M. WYATT III, DIRECTOR, AIR NATIONAL GUARD)

1. REQUEST THIS MESSAGE RECEIVE WIDEST DISSEMINATION. THE PURPOSE OF ANNOUNCING RECIPIENTS OF THE AFOUA TO THE ADJUTANTS GENERAL (TAGS) IS TO ALLOW TAGS OF WINNING ORGANIZATIONS THE OPPORTUNITY TO BE THE FIRST TO OFFER THEIR CONGRATULATIONS.

2. PLEASE PASS MY PERSONAL CONGRATULATIONS TO THE FOLLOWING ORGANIZATIONS FOR BEING SELECTED AS RECIPIENTS OF THE AFOUA BASED UPON MERITORIOUS SERVICE:

A. 125TH SPECIAL TACTICS SQUADRON, OREGON AIR NATIONAL GUARD, 1 OCT 09 – 30 SEP 10

B. 193RD SPECIAL OPERATIONS WING, PENNSYLVANIA AIR NATIONAL GUARD, 1 OCT 09 - 30 SEP 10

C. 116TH WEATHER FLIGHT, WASHINGTON AIR NATIONAL GUARD, 1 NOV 09 – 31 OCT 10

D. 221ST COMBAT COMMUNICATIONS SQUADRON, TEXAS AIR NATIONAL GUARD, 1 OCT 08 – 30 SEP 10

E. 128TH AIR CONTROL SQUADRON, WISCONSIN AIR NATIONAL GUARD, 1 NOV 08 – 30 OCT 10

F. 270TH AIR TRAFFIC CONTROL SQUADRON, OREGON AIR NATIONAL GUARD, 1 SEP 08 – 31 AUG 10

G. 126TH SUPPLY CHAIN MANAGEMENT SQUADRON, ILLINOIS AIR NATIONAL GUARD, 1 JULY 08 – 30 JUNE 10

H. 290TH JOINT COMMUNICATIONS SQUADRON, FLORIDA AIR  
NATIONAL GUARD, 1 APR 08 – 31 MAR 10

I. 114TH RANGE OPERATIONS SQUADRON, FLORIDA AIR  
NATIONAL GUARD, 1 OCT 09 – 30 SEP 10

J. 111TH AIR SUPPORT OPERATIONS SQUADRON, WASHINGTON AIR  
NATIONAL GUARD, 1 OCT 09 – 30 SEP 10

K. 238TH AIR SUPPORT OPERATIONS SQUADRON, MISSISSIPPI AIR  
NATIONAL GUARD, 1 OCT 08 – 30 SEP 10

L. 119TH COMMAND AND CONTROL SQUADRON, TENNESSE AIR  
NATIONAL GUARD BASE, 1 OCT 09 - 30 SEP 10

M. 103RD AIRLIFT WING, CONNECTICUT AIR NATIONAL GUARD,  
1 JUL 09 - 15 OCT 10

N. 109TH AIRLIFT WING, NEW YORK AIR NATIONAL GUARD,  
1 OCT 08- 30 SEP 10

O. 172ND AIRLIFT WING, MISSISSIPPI AIR NATIONAL GUARD, 1 JUL 08  
– 30 JUN 10

P. 182ND AIRLIFT WING, ILLINOIS AIR NATIONAL GUARD, 1 OCT 08 –  
30 SEP 10

Q. 133RD AIRLIFT WING, MINNESOTA AIR NATIONAL GUARD,  
1 OCT 09 – 30 SEP 10

R. 132ND FIGHTER WING, IOWA AIR NATIONAL GUARD, 1 NOV 08 –  
31 OCT 10

S. 158TH FIGHTER WING, VERMONT AIR NATIONAL GUARD, 1 SEP 08  
– 31 AUG 10

T. 159TH FIGHTER WING, LOUISIANA AIR NATIONAL GUARD,  
1 OCT 08 – 30 SEP 10

U. 174TH FIGHTER WING, NEW YORK AIR NATIONAL GUARD,  
1 NOV 08-31 OCT 10

V. 180TH FIGHTER WING, OHIO AIR NATIONAL GUARD, 1 NOV 08 –  
31 OCT 10

W. 188TH FIGHTER WING, ARKANSAS AIR NATIONAL GUARD,  
1 OCT 08 – 30 SEP 10

X. 567TH AIR FORCE BAND, MASSACHUSETTS AIR NATIONAL  
GUARD, 1 OCT 08 – 30 SEP 10

Y. 105TH MAINTENANCE GROUP, NEW YORK AIR NATIONAL GUARD,  
1 JAN 09 – 1 OCT 10

Z. 126TH MAINTENANCE GROUP, ILLINOIS AIR NATIONAL GUARD,  
1 OCT 08 – 30 SEP 10

AA. 149TH MAINTENANCE GROUP, TEXAS AIR NATIONAL GUARD,  
1 JUL 08 – 30 JUN 10

BB. 141ST OPERATIONS GROUP, WASHINGTON AIR NATIONAL  
GUARD, 1 OCT 08 – 30 SEP 10

CC. 147TH OPERATIONS GROUP, TEXAS AIR NATIONAL GUARD,  
1 SEP 08 – 31 AUG 10

DD. 281ST COMBAT COMMUNICATIONS GROUP, RHODE ISLAND AIR  
NATIONAL GUARD, 1 OCT 08 – 30 SEPT 10

EE. 251ST COMMUNICATIONS GROUP, OHIO AIR NATIONAL GUARD,  
1 AUG 08 - 31 JUL 10

FF. 119TH WING, NORTH DAKOTA AIR NATIONAL GUARD, 1 OCT 09 -  
30 SEP 10

GG. 116TH AIR CONTROL WING, GEORGIA AIR NATIONAL GUARD,  
1 OCT 08 – 30 SEP 10

HH. 106TH RESCUE WING, NEW YORK AIR NATIONAL GUARD,  
1 SEP 09 – 1 OCT 10

II. 163RD RECONNAISSANCE WING, CALIFORNIA AIR NATIONAL  
GUARD, 1 MAY 08 – 30 APR 10

JJ. 134TH AIR REFUELING WING, TENNESSEE AIR NATIONAL GUARD,  
1 NOV 08 – 31 OCT 10

KK. 157TH AIR REFUELING WING, NEW HAMPSHIRE AIR NATIONAL  
GUARD, 1 SEP 08 – 31 AUG 10



LL. 168TH AIR REFUELING WING, ALASKA AIR NATIONAL GUARD,  
1 OCT 08 – 30 SEP 10

MM. 1ST AIR FORCE, NORTHERN COMMAND, TYNDALL AIR FORCE  
BASE, FLORIDA, 1 NOV 08 – 31 OCT 10

3. THE COMPETITION WAS EXTREMELY KEEN, AND EACH WINNER IS  
COMMENDED FOR HAVING BEEN SELECTED FROM AN OUTSTANDING  
GROUP OF NOMINEES. THE DEDICATION AND COMMITMENT OF THE  
MEMBERS OF THESE ORGANIZATIONS ENABLE THE AIR NATIONAL GUARD  
TO FULFILL ITS COMMITMENT TO THE MISSIONS OF PEACEKEEPING,  
HUMANITARIAN RELIEF, DOMESTIC IMPROVEMENT, AND MOST  
IMPORTANT OF ALL - DEFENSE OF AMERICA. AGAIN, MY  
CONGRATULATIONS TO THE BEST OF THE BEST.

4. AWARD ELEMENTS (PLAQUE, CERTIFICATE, CITATION, AND SPECIAL  
ORDER) WILL BE MAILED TO THE STATE HEADQUARTERS FOR  
PRESENTATION. STREAMERS SHOULD BE ORDERED IN ACCORDANCE  
WITH AIR FORCE INSTRUCTION 36-2803, ATTACHMENT 2, PARAGRAPH A2.2.  
ALL ASSIGNED OR ATTACHED PERSONNEL WHO SERVED WITH THE  
ORGANIZATION DURING THE INCLUSIVE AWARD PERIOD ARE  
AUTHORIZED WEAR OF THE AFOUA RIBBON OR APPROPRIATE CLUSTER IF  
THEY DIRECTLY CONTRIBUTED TO THE MISSION AND ACCOMPLISHMENTS  
OF THE ORGANIZATION IAW AFI 36-2803, CHAPTER 4, PARAGRAPH 4.2.  
CIVILIANS ARE AUTHORIZED WEAR OF THE AFOUA LAPEL BUTTON.

POC FOR SPECIAL TROPHIES AND AWARDS IS MASTER SERGEANT TOBI  
BEAM, NGB/A1PS, DSN 327-0001, TOBI.BEAM@ANG.AF.MIL.

DRAFTERS NAME/RANK  
TOBI BEAM, MSGT, USAF  
NGB/A1PS, DSN 327-0001

//SIGNED//

RELEASERS\_NAME/RANK/OFFICE  
HARRY M WYATT III, LT GEN, USAF, NGB/CF

---

**From:** Perez, Linda J (GOV)  
**Sent:** Thursday, March 03, 2011 1:54 PM  
**To:** Larry Wood  
**Cc:** Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV); Jones, David T (LAW); Haight, Sunny C (GOV)  
**Subject:** RE: Public records request  
**Attachments:** lwood 2-11-11 response.pdf

Mr. Wood,

Attached is our response to your February 11<sup>th</sup> email records request.

**Linda Perez**  
*Administrative Director*  
**Office of Governor Sean Parnell**

P.O. Box 110001  
Juneau, Alaska 99811-0001  
PHONE: 907.465.3876  
FAX: 907.465.1641

[linda.perez@alaska.gov](mailto:linda.perez@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)

---

**From:** Larry Wood [[mailto:](#) [REDACTED] BOI]  
**Sent:** Friday, February 11, 2011 5:55 AM  
**To:** Perez, Linda J (GOV)  
**Subject:** RE: Public records denial appeal

Linda,  
I disagree.

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After all, that's what we pay you folks to do, honor the law in a timely and cooperative manner.

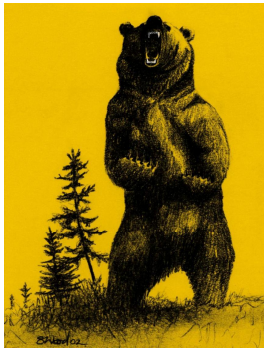
I am willing to extend the production time until the 17<sup>th</sup> of Feb, if that would be convenient?

I am further willing to pick up the documents at DMVA, when I see the Commissioner at 1pm that date.

I am willing to make that concession.

Otherwise, the 10 days began to toll with the receipt of the notice of my appeal to the Governor's office.

1. Please provide me a letter with the Governor's intent regarding production, and whether or not copies of the documents would be available for my pick up on the 17<sup>th</sup>.
2. Please provide the cost of copying so that I might pay the cost, if I am able to pick up the documents on the 17<sup>th</sup>.
3. Please do so before the 10 workings days have tolled.



Best regards,

**Larry Wood**

Tel: 907- [redacted] BOI

Palmer, Alaska

Websites:

Business: [Terra Resources, Ltd.](#)

Family: [Wood Alaska](#)

---

**From:** Perez, Linda J (GOV) [<mailto:linda.perez@alaska.gov>]

**Sent:** Thursday, February 10, 2011 4:06 PM

**To:** [redacted] BOI

**Cc:** Pierre, McHugh (MVA); Meyer, Marty A (MVA)

**Subject:** Public records denial appeal

Mr. Wood,

I am responding on behalf of Governor Parnell to your letter dated January 26, 2011. In that letter, you appeal the partial denial of your January 3, 2011, public records request.

As you note in your letter, the regulation that governs appeals from the denial of public records requests is 2 AAC 96.340. Under that regulation, to appeal the denial of your records request, you must submit a written appeal to the head of the agency denying your request. In your case, the agency denying your request is the Department of Military and Veterans' Affairs and the head of that agency is Adjutant General Thomas Katkus. You should therefore submit your appeal to Adjutant General Katkus.

I am forwarding a copy of your January 26 letter to Adjutant General Katkus' office for you.

If you have questions, please contact me.

**Linda Perez**

*Administrative Director*

**Office of Governor Sean Parnell**

P.O. Box 110001

Juneau, Alaska 99811-0001

PHONE: 907.465.3876

FAX: 907.465.1641

[linda.perez@alaska.gov](mailto:linda.perez@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)









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fax: 907-465-3532



Governor Sean Parnell  
STATE OF ALASKA

550 West 7th Avenue #1700  
Anchorage, Alaska 99501  
907-269-7450  
fax 907-269-7463  
www.gov.alaska.gov  
Governor@alaska.gov

March 3, 2011

Mr. Lawrence Wood  
4750 Wolverine Road  
Palmer, AK 99645  
Via email: [REDACTED]

BOI

Dear Mr. Wood:

I am responding to your February 11, 2011, request to the Governor's Office for copies of the September 8, 2008, letter from Lieutenant General Campbell to then-Governor Sarah Palin; the August 4, 2008, report by Major Matthew Cooper; and a September 23, 2005, report by Lieutenant Colonel Robert Doehl.

The Governor's Office does not have a copy of Lieutenant Colonel Doehl's report. Copies of the other records you requested are attached. I redacted the copy of Major Cooper's report, based on the attorney-client and deliberative process privileges. Alaska Rule of Evidence 503 describes the attorney-client privilege. The Alaska Supreme Court's decisions in *Gwich'in Steering Committee v. State*, 10 P.3d 572 (Alaska 2000), *Capital Information Group v. State*, 923 P.2d 29 (Alaska 1996), and *Doe v. Superior Court*, 721 P.2d 617 (Alaska 1986), among others, describe the deliberative process privilege.

I am waiving the fee for the enclosed copies, as AS 40.25.110(d) permits, because waiver is in the public interest, the fee would be \$5.00 or less, and the cost of arranging for payment would exceed the amount of the fee.

This response constitutes a partial denial of your records request. For that reason I am required to provide you the following information. I have been delegated the authority to deny public records requests for the Office of the Governor. If you wish, you may administratively appeal this partial denial of your request by complying with the procedures of 2 AAC 96.340. You also have the option of obtaining immediate judicial review of this partial denial by seeking an injunction from the superior court under AS 40.25.125. Choosing not to pursue an injunction in superior court will have no adverse effect on your rights in the administrative appeal. An administrative appeal from

Lawrence Wood

- 2 -

March 3, 2011

the denial of a request for public records requires no appeal bond. Copies of 2 AAC 96.335 – 2 AAC 96.350 are enclosed.

Sincerely,

Linda J. Perez  
Administrative Director

Enclosures

cc: Michael Nizich, Chief of Staff

*BOI/PR/FPA*

*BOI/PR/FPA*

*BOI/PR/FPA*

*BOI/PR/FPA*



*BOI/PR/FPA*

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*BOI/PR/FPA*

*BOI/PR/FPA*

---

**From:** Nizich, Michael A (GOV)  
**Sent:** Thursday, March 03, 2011 3:45 PM  
**To:** Katkus, Thomas H (ANG) (thomas.katkus@alaska.gov)  
**Subject:** FW: ANG 3/297th. gear issue:

Everyone else is listed on this email so you should see this as well

**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](mailto:mike.nizich@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)

**From:** J Czech [mailto: [REDACTED] PR]  
**Sent:** Thursday, March 03, 2011 2:12 PM  
**To:** Clifton, John R (MVA); Wiederspohn, Pamela E (MVA); Suson, Benjamin T (MVA); Stowers, Daniel J (ANG); Smith, Steven R (MVA); Petty, Ervin A (MVA); Nishimoto, Ginger S (MVA); Nichols, Brent A (MVA); Luther, Jolund B (MVA); Lee, David (MVA); Cockrell, Robert A (GOV); Nizich, Michael A (GOV); Fradley, Tara D (GOV)  
**Subject:** ANG 3/297th. gear issue:

ANG,

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Josh Czech

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**From:** Katkus, Thomas H (MVA)  
**Sent:** Thursday, March 03, 2011 7:44 PM  
**To:** Nizich, Michael A (GOV)  
**Subject:** Re: ANG 3/297th. gear issue:

Thanks. Looks like I'm the only person he didn't send it to. Other folks had already sent their copy.

Thanks

Katkus

Sent from electronic mobile device.

On Mar 3, 2011, at 16:45, "Nizich, Michael A (GOV)" <[mike.nizich@alaska.gov](mailto:mike.nizich@alaska.gov)> wrote:

Everyone else is listed on this email so you should see this as well

**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](mailto:mike.nizich@alaska.gov)

[www.gov.state.ak.us](http://www.gov.state.ak.us)

**From:** J Czech [mailto:] *PR*  
**Sent:** Thursday, March 03, 2011 2:12 PM  
**To:** Clifton, John R (MVA); Wiederspohn, Pamela E (MVA); Suson, Benjamin T (MVA); Stowers, Daniel J

(ANG); Smith, Steven R (MVA); Petty, Ervin A (MVA); Nishimoto, Ginger S (MVA); Nichols, Brent A (MVA); Luther, Jolund B (MVA); Lee, David (MVA); Cockrell, Robert A (GOV); Nizich, Michael A (GOV); Fradley, Tara D (GOV)

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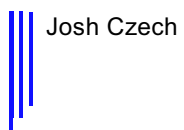
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---

**From:** Katkus, Tom MG MIL NG AKARNG <thomas.katkus@us.army.mil>  
**Sent:** Wednesday, March 09, 2011 8:53 PM  
**To:** Nizich, Michael A (GOV)  
**Subject:** Fw: Alaska Active Guard Reservists Prepare for Management Board  
**Attachments:** image002.jpg; Alaska Active Guard Reservists Prepare for Management Board.docx

Mike

Below is the article that clarifies the Active Service Management Board (ASMB) that I talked about yesterday. This is the next friction point for those that are both vocal and fear they won't fare well when ranked against their peers.

Katkus

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

From: Hayes, Guy (MVA sponsored) [<mailto:guy.hayes@alaska.gov>]  
Sent: Monday, March 07, 2011 12:38 PM  
To: undisclosed-recipients <undisclosed-recipients;>  
Subject: Alaska Active Guard Reservists Prepare for Management Board

For Immediate Release

March 7, 2011

By: Capt. Amy B. Slinker

Alaska Active Guard Reservists Prepare for Management Board

CAMP DENALI, Alaska - In his position as Master Resilience Trainer and Suicide Prevention Program Manager, Sgt. 1st Class Samuel Ethridge tracks stress that Soldiers experience in the Alaska Army National Guard.

Recently, Ethridge identified that the most prevalent concern among senior Active Guard Reserve (AGR) officers and noncommissioned officers centers on this spring's Active Service Management Board (ASMB). Ethridge says it's no secret that while he and his AGR peers compile their board packets, they are wondering what the future holds.

"There are a lot of mixed emotions about it [the ASMB]," Ethridge said. "I'm lucky in the aspect that I'm in my nineteenth year and already forecasted that I would be done at year 20. I've come to terms with that decision -- others who may want to stay in past 20 years are scared

because they haven't thought about what they're going to do."

An ASMB is a tool for life cycle management of qualified AGR Soldiers with 18 or more years of active service who fall into the zone of consideration.

If AGR programs exceed their controlled grade authorizations, they are required to hold a board each year until they are within their authorization.

"All of the states took a pretty significant cut on their AGR strength over the next 3-5 years," AGR branch manager Chief Warrant Officer Tammy Kostoff said. Kostoff is managing this year's ASMB.

"In Alaska, we're on the horizon to lose up to 40 slots in 3 to 5 years," Kostoff said. "We're not going to be able to do that from normal attrition."

Kostoff explained that a board was not held last year because five AGR slots were reduced due to normal attrition.

Some states hold the board every year. Because the board has not been held in the Alaska Army Guard in several years, Kostoff said that some AGRs are nervous about the board and concerned they could lose their full time job.

"They're not really losing their job; they're still going to get a retirement. They just may not get to spend 30 years in the AGR program in Alaska," Kostoff said. "The only people being looked at have 18 years or more, so they are already guaranteed 20 years and will get a retirement. Anything past that is gravy."

By holding the ASMB, the Alaska Army National Guard is implementing a plan to meet the National Guard Bureau (NGB) requirement to reduce those 40 positions over a span of several years, instead of reducing 40 people at once, according to Kostoff.

Lt. Col. John McShane, deputy chief of staff for personnel, G-1, explained that the board would position future leaders for the Alaska Army National Guard.

"This process may free up positions to open the way for junior Soldiers



to move into in the future," McShane said. "If you are selected by the board, be proud of what you've done and allow others to continue your success and legacy."

Kostoff advises AGRs to approach the ASMB with a positive attitude and read the guidance provided by NGB and Alaska's AGR staff to understand the ASMB background and board process.

On Sept. 17, 2010, memorandums announcing the 2011 AGR Active Service Management Boards for officers and enlisted personnel were issued to all states and territories from Gen. Craig R. McKinley, chief, National Guard Bureau.

The Alaska National Guard then issued a memorandum dated Oct. 17, 2010 to officer and enlisted AGRs, serving as notification that the board will consider them this year through an ASMB. The AGR personnel identified for consideration include those who have completed 18 or more years of active service as of Dec. 31, 2010.

Once the consideration roster was built, Kostoff eliminated those AGRs exempt from this year's board according to the following criteria set by NGB:

- \* Already have an approved retirement request
- \* Are currently on their initial 3-year AGR tour
- \* Will reach age 60 within 18 months after the date the board is scheduled to convene
- \* Completed less than 12 months of Active Duty Service Obligation incurred due to school completion as of the convene date of the board
- \* Are a nominative Command Sergeant Major serving in the AGR program
- \* Were conditionally promoted to Sergeant Major
- \* Currently serve as a command chief warrant officer
- \* Were considered on a selection board 12 months prior

The Oct. 17, 2010 Alaska National Guard memorandum also served notification to each AGR to initiate a thorough review of their individual records. A Lifecycle Management Board Checklist was enclosed with the notification, providing guidance for reviewing and updating records.

AGRs were instructed to compile the items on the checklist and email those documents to AGR Section Noncommissioned Officer-In-Charge Master

Sgt. Jody Heffele at [jody.heffele@us.army.mil](mailto:jody.heffele@us.army.mil) <<mailto:jody.heffele@us.army.mil>> . All documents were required to be submitted by the last day of February. Heffele will now assemble the packets and each person will meet with him to verify their contents.

Kostoff advises that Soldiers pay close attention to the standards for the ASMB. They are described in detail in the NGB Memorandum of Instruction.

"The board is looking at an overall picture of each person's career," Kostoff said. "It's based on Gen. McKinley's Memorandum of Instruction that outlines very specific criteria he wants the board to look at; fitness, ability to deploy, assignments, diversity -- all of the things that he envisions as a well-rounded AGR person."

Kostoff emphasizes that each Soldier is responsible for building his or her individual packet, and should contact their unit administrative representative if they have questions or come across any problems.

"The Alaska Army National Guard needs to restructure personnel to meet our reduction in force requirements set by NGB," said Brig. Gen. Randy Banez, assistant adjutant general, Alaska Army National Guard. "It is critical that we methodically approach this requirement and implement specific measures to ensure the constitution of a fair and non-biased process."

An officer and an enlisted board are scheduled to convene separately, but simultaneously, from April 5-7 <x-apple-data-detectors://6> .

In an effort to reduce even a perception of favoritism, Maj. Gen. Thomas Katkus, adjutant general, Alaska National Guard requested that voluntary National Guard leaders from across the country serve as board members.

Katkus stated emphatically that "every affected member deserves the opportunity to have their future with the Alaska National Guard, considered through a fair and impartial review of their record with no external influence, bias, or perception."

The board members will meet in an undisclosed location and are prohibited from revealing that they are even serving on the board. In an effort to prevent them from having any preconceived intent while evaluating AGRs, they will not be informed of the reductions needed for the Alaska Army National Guard force structure.

An Order of Merit List will be built off of the board scores, and any reductions that need to be made will be taken from the bottom of the list.

Katkus is the final approving authority on only the enlisted board results. Once completed, the state has 15 days to send the results to NGB with his signature confirming the decisions. NGB has 15 days to approve or disapprove the results based on whether the board was conducted according to regulations.

For officers, the state has 15 days to send those results to NGB. NGB has 15 days to review, then submits to the chief, National Guard Bureau (CNGB). CNGB has 4-6 weeks to provide an approval or disapproval response to the Alaska National Guard.

Once the Alaska National Guard receives this final approval, AGRs must be notified of the results within seven days. First, a senior leader and HRO representative will personally notify anyone who is on the release roster. After that, those AGRs who will be retained are sent an email and hard copy notification.

Based on that timeline, Alaska National Guard enlisted AGRs are scheduled to be notified of results mid-May, and officers will likely be notified in mid to late June.

"Anyone who is not being retained will then have 30 days after receiving the results to decide what they want to do," Kostoff said. "They can choose to be a traditional M-day Soldier, apply for technician jobs, retire, or apply for AGR jobs in other states."

Kostoff also explained that the Soldier will have 9-12 months before any action happens, allowing time to use up any leave and search for a job if needed.

She noted that preparing for this board doesn't happen overnight; AGRs should continuously strive for excellence and manage their career.

"There are very strict regulations we have to follow to wear the uniform full time. Manage your height and weight, manage your PT, manage your military and civilian education, and to some extent manage your assignments," said Kostoff. "Position yourself so that when a board like this comes up and you just happen to be one of those who may be reduced, you are the best and brightest of that group of people."

###

Major Guy Hayes

Chief of Public Affairs

Alaska National Guard

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DSN: 317-384-4030

Fax: 907-428-6035

Cell: 907-382-5189

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**Press Release**  
**For Immediate Release**  
**March 7, 2011**  
By: Capt. Amy B. Slinker

OFFICE OF PUBLIC AFFAIRS

## **Alaska Active Guard Reservists Prepare for Management Board**

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AGRs were instructed to compile the items on the checklist and email those documents to AGR Section Noncommissioned Officer-In-Charge Master Sgt. Jody Heffele at [jody.heffele@us.army.mil](mailto:jody.heffele@us.army.mil). All documents were required to be submitted by the last day of February. Heffele will now assemble the packets and each person will meet with him to verify their contents.

Kostoff advises that Soldiers pay close attention to the standards for the ASMB. They are described in detail in the NGB Memorandum of Instruction.

"The board is looking at an overall picture of each person's career," Kostoff said. "It's based on Gen. McKinley's Memorandum of Instruction that outlines very specific criteria he wants the board to look at; fitness, ability to deploy, assignments, diversity -- all of the things that he envisions as a well-rounded AGR person."

Kostoff emphasizes that each Soldier is responsible for building his or her individual packet, and should contact their unit administrative representative if they have questions or come across any problems.

"The Alaska Army National Guard needs to restructure personnel to meet our reduction in force requirements set by NGB," said Brig. Gen. Randy Banez, assistant adjutant general, Alaska Army National Guard. "It is critical that we methodically approach this requirement and implement specific measures to ensure the constitution of a fair and non-biased process."

An officer and an enlisted board are scheduled to convene separately, but simultaneously, from [April 5-7](#).

In an effort to reduce even a perception of favoritism, Maj. Gen. Thomas Katkus, adjutant general, Alaska National Guard requested that voluntary National Guard leaders from across the country serve as board members.

Katkus stated emphatically that "every affected member deserves the opportunity to have their future with the Alaska National Guard, considered through a fair and impartial review of their record with no external influence, bias, or perception."

The board members will meet in an undisclosed location and are prohibited from revealing that they are even serving on the board. In an effort to prevent them from having any preconceived intent while evaluating AGRs, they will not be informed of the reductions needed for the Alaska Army National Guard force structure.

An Order of Merit List will be built off of the board scores, and any reductions that need to be made will be taken from the bottom of the list.

Katkus is the final approving authority on only the enlisted board results. Once completed, the state has 15 days to send the results to NGB with his signature confirming the decisions. NGB has 15 days to approve or disapprove the results based on whether the board was conducted according to regulations.

For officers, the state has 15 days to send those results to NGB. NGB has 15 days to review, then submits to the chief, National Guard Bureau (CNGB). CNGB has 4-6 weeks to provide an approval or disapproval response to the Alaska National Guard.

Once the Alaska National Guard receives this final approval, AGRs must be notified of the results within seven days. First, a senior leader and HRO representative will personally notify anyone who is on the release roster. After that, those AGRs who will be retained are sent an email and hard copy notification.

Based on that timeline, Alaska National Guard enlisted AGRs are scheduled to be notified of results mid-May, and officers will likely be notified in mid to late June.

"Anyone who is not being retained will then have 30 days after receiving the results to decide what they want to do," Kostoff said. "They can choose to be a traditional M-day Soldier, apply for technician jobs, retire, or apply for AGR jobs in other states."

Kostoff also explained that the Soldier will have 9-12 months before any action happens, allowing time to use up any leave and search for a job if needed.

She noted that preparing for this board doesn't happen overnight; AGRs should continuously strive for excellence and manage their career.

"There are very strict regulations we have to follow to wear the uniform full time. Manage your height and weight, manage your PT, manage your military and civilian education, and to some extent manage your assignments," said Kostoff. "Position yourself so that when a board like this comes up and you just happen to be one of those who may be reduced, you are the best and brightest of that group of people."

###



**Maj. Gen. Tom Katkus**  
*Commissioner /  
Adjutant General*  
P.O. Box 112500  
Juneau, AK 99811-2500  
[www.dmva.alaska.gov](http://www.dmva.alaska.gov)



**Office of Public Affairs**

*P.O. Box 5800, Camp Denali  
Ft Richardson, Alaska 99505-5800  
Tele: 907-428-6031  
Fax: 907-428-6035*

**Press Release**

**OFFICE OF PUBLIC AFFAIRS**

---

**From:** Kelly, Peter G (GOV)  
**Sent:** Wednesday, April 27, 2011 3:10 PM  
**To:** Nizich, Michael A (GOV)  
**Cc:** Ruaro, Randall P (GOV)  
**Subject:** FW: Investigation

Mike,

*DP/EP*

Pete

---

**From:** Ruaro, Randall P (GOV)  
**Sent:** Tuesday, April 26, 2011 1:14 PM  
**To:** Kelly, Peter G (GOV)  
**Subject:** RE: Investigation

Thanks Pete.

---

**From:** Kelly, Peter G (GOV)  
**Sent:** Tuesday, April 26, 2011 12:22 PM  
**To:** Katkus, Tom BG NGAK (DMVA Sponsored); Pierre, McHugh (MVA)  
**Cc:** Ruaro, Randall P (GOV)

**Subject:** Investigation  
**Importance:** High

General Katkus and McHugh;

*DP/EP*

Thank you .

Pete Kelly  
Special Assistant  
Office of Governor Parnell

---

**From:** Katkus, Thomas H (MVA)  
**Sent:** Thursday, October 17, 2013 3:59 PM  
**To:** Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)  
**Subject:** Fwd: media questions on Alaska National Guard

Mike, Cindy and Sharon

*DP*

DP

THOMAS H. KATKUS

Commissioner

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or

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

Sent from electronic mobile device.

Begin forwarded message:

**From:** "Cockerham, Sean" <[scockerham@mcclatchydc.com](mailto:scockerham@mcclatchydc.com)>

**Date:** October 16, 2013 at 10:33:32 AKDT

**To:** <[thomas.katkus@alaska.gov](mailto:thomas.katkus@alaska.gov)>

**Subject:** media questions on Alaska National Guard

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[REDACTED]

[REDACTED]

[REDACTED] BOI/PR/LE/FPA

Thanks much. My direct phone number is 202-383-6016.

Sean

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Sean Cockerham  
National Correspondent  
McClatchy Newspapers  
Washington Bureau  
[\(202\) 383-6016](tel:2023836016)

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**Sent:** Thursday, October 17, 2013 4:11 PM  
**To:** Katkus, Thomas H (MVA); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)  
**Subject:** RE: media questions on Alaska National Guard

*DP*

**Mike Nizich**  
Chief of Staff  
Office of Governor Sean Parnell

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FAX: 907.465.3532

[mike.nizich@alaska.gov](mailto:mike.nizich@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)

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Mike, Cindy and Sharon

*DP*



*DP*

THOMAS H. KATKUS

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[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

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3. What exactly has the guard done about the sexual assault complaints over the past five years?

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[REDACTED]

[REDACTED]

BOI/LE/PR/FPA

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Sean

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**From:** Leighow, Sharon W (GOV)  
**Sent:** Thursday, October 17, 2013 4:47 PM  
**To:** Katkus, Thomas H (MVA); Nizich, Michael A (GOV); Sims, Cynthia M (GOV)  
**Subject:** RE: media questions on Alaska National Guard

General Katkus-

Just for my own knowledge:

*DP/EP*

Does this mean only 8 cases were prosecuted since 2009?

Sharon Leighow  
Press Secretary  
Office of Governor Sean Parnell

(907) 269-7450 Anchorage  
(907) 465-3500 Juneau  
BOI cell

[www.gov.alaska.gov](http://www.gov.alaska.gov)  
[Follow the Governor on Facebook](#)

---

**From:** Katkus, Thomas H (MVA)  
**Sent:** Thursday, October 17, 2013 3:59 PM  
**To:** Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)  
**Subject:** Fwd: media questions on Alaska National Guard

Mike, Cindy and Sharon

*DP*

*DP*

THOMAS H. KATKUS

Commissioner

Department of Military and Veterans' Affairs - The Adjutant General

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BO//PR/LE/FPA

Thanks much. My direct phone number is 202-383-6016.

Sean

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**From:** Sims, Cynthia M (GOV)  
**Sent:** Thursday, October 17, 2013 4:58 PM  
**To:** Nizich, Michael A (GOV); Katkus, Thomas H (MVA); Leighow, Sharon W (GOV)  
**Subject:** RE: media questions on Alaska National Guard

DP

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

550 West 7<sup>th</sup> Avenue, Suite 1700  
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**From:** Nizich, Michael A (GOV)  
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**To:** Katkus, Thomas H (MVA); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)  
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DP

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*DP*

DP

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**From:** Katkus, Thomas H (MVA)  
**Sent:** Thursday, October 17, 2013 5:08 PM  
**To:** Sims, Cynthia M (GOV)  
**Subject:** Re: media questions on Alaska National Guard


Thanks Cindy. I'll adjust accordingly.

THOMAS H. KATKUS

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or

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

Sent from electronic mobile device.

On Oct 17, 2013, at 16:57, "Sims, Cynthia M (GOV)" <[cindy.sims@alaska.gov](mailto:cindy.sims@alaska.gov)> wrote:

*DP/EP*

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[Thomas.Katkus@alaska.gov](mailto:Thomas.Katkus@alaska.gov)

or

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

Sent from electronic mobile device.

Begin forwarded message:

**From:** "Cockerham, Sean" <[scockerham@mcclatchydc.com](mailto:scockerham@mcclatchydc.com)>

**Date:** October 16, 2013 at 10:33:32 AKDT

**To:** <[thomas.katkus@alaska.gov](mailto:thomas.katkus@alaska.gov)>

**Subject:** media questions on Alaska National Guard

Major General Katkus,

Hello, my name is Sean Cockerham and I'm a reporter in Washington, D.C. for McClatchy Newspapers, a chain that includes the Anchorage Daily News and 30 other newspapers around the country.

I am writing a story about sexual assaults in the Alaska National Guard. Several current and former members of the guard tell me there is a serious sexual assault problem that was left unaddressed for years.

I wanted you to have an opportunity to respond before we publish the story. Please get back to me in the next two days.

Here are the specific questions I have:

1. I am told that Lt. Col. Jane Wawersik is conducting an investigation of sexual assaults allegedly committed by members of the Alaska Army National Guard's recruiting and retention unit.

Is that correct?

What prompted the investigation and when did it begin?

What are the names and ranks of the soldiers who are under investigation?

What, if any, action has the guard taken against them?

When will the investigation be concluded?

Is there any indication that members of the recruiting and retention unit were also involved in dealing drugs?



2. I am told the broader sexual assault problem in the Alaska National Guard has been going on for years. Why did it take so long for this investigation to happen?

3. What exactly has the guard done about the sexual assault complaints over the past five years?

4. Do you have statistics on reported sexual assaults in the Alaska National Guard over the past five years?

If so, how many do your numbers show?

5. Retired Lt. Col. Ken Blalock says he brought sexual assault victims to the Anchorage police and governor's office, but nothing came of it except he got in trouble with his chain of command. "I reported to police and the next thing I know I was getting my butt chewed by General Katkus for going out of the chain of command with this stuff," he said.

Is that an accurate characterization? Did you ever discourage anyone from taking complaints to law enforcement? Did you ever involve law enforcement in this issue and, if not, why not?

Has law enforcement taken any action against your soldiers for sexual assault within the past five years?

6. I am also told sexual harassment is a substantial problem in the Alaska National Guard. Is that the case and, if so, what has the guard done about it?

7. What is the current status of the following soldiers?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

BOI/PR/LE/FPA

Thanks much. My direct phone number is 202-383-6016.

Sean

--

Sean Cockerham  
National Correspondent  
McClatchy Newspapers  
Washington Bureau  
[\(202\) 383-6016](tel:2023836016)

McCLATCHY NEWSPAPERS: Miami Herald \* Kansas City Star \* Fort Worth Star-Telegram \* Sacramento Bee \* Anchorage Daily News \* Beaufort Gazette \* Belleville News Democrat \* The (Biloxi) Sun Herald \* Bradenton Herald \* Charlotte Observer \* Columbia State \* Columbus (GA) Ledger-Enquirer \* Fresno Bee \* Island Packet in Bluffton, SC \* Lexington Herald-Leader \* Macon Telegraph \* el Nuevo Herald \* Merced Sun-Star \* Modesto Bee \* The (Monterey County) Herald \* The (Myrtle Beach) Sun News \* Olathe Daily News \* Raleigh News & Observer \* Rock Hill Herald \* The (San Luis Obispo) Tribune \* (State College) Centre

Daily Times \* Tacoma News Tribune \* Tri-City Herald in Kennewick, WA \*  
The Wichita Eagle \* The Idaho Statesman \* The (Olympia) Olympian \* The  
Bellingham Herald

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**From:** Katkus, Thomas H (MVA)  
**Sent:** Thursday, October 17, 2013 5:09 PM  
**To:** Nizich, Michael A (GOV)  
**Subject:** Re: media questions on Alaska National Guard

Thanks Mike.

THOMAS H. KATKUS

Commissioner

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: [\(907\) 428-6006](tel:9074286006)

MOBILE: PR

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or

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

Sent from electronic mobile device.

On Oct 17, 2013, at 16:11, "Nizich, Michael A (GOV)" <[mike.nizich@alaska.gov](mailto:mike.nizich@alaska.gov)> wrote:

*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](mailto:mike.nizich@alaska.gov)

[www.gov.state.ak.us](http://www.gov.state.ak.us)

---

**From:** Katkus, Thomas H (MVA)

**Sent:** Thursday, October 17, 2013 3:59 PM

**To:** Nizich, Michael A (GOV); Sims, Cynthia M (GOV); Leighow, Sharon W (GOV)

**Subject:** Fwd: media questions on Alaska National Guard

Mike, Cindy and Sharon

*DP*

DP

THOMAS H. KATKUS

Commissioner

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: [\(907\) 428-6006](tel:(907)428-6006)

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or

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

Sent from electronic mobile device.

Begin forwarded message:

**From:** "Cockerham, Sean" <[scockerham@mcclatchydc.com](mailto:scockerham@mcclatchydc.com)>

**Date:** October 16, 2013 at 10:33:32 AKDT

**To:** <[thomas.katkus@alaska.gov](mailto:thomas.katkus@alaska.gov)>

**Subject:** media questions on Alaska National Guard

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Thanks much. My direct phone number is 202-383-6016.

Sean

--

Sean Cockerham  
National Correspondent  
McClatchy Newspapers  
Washington Bureau  
[\(202\) 383-6016](tel:2023836016)

McCLATCHY NEWSPAPERS: Miami Herald \* Kansas City Star \* Fort Worth Star-Telegram \* Sacramento Bee \* Anchorage Daily News \* Beaufort Gazette \* Belleville News Democrat \* The (Biloxi) Sun Herald \* Bradenton Herald \* Charlotte Observer \* Columbia State \* Columbus (GA) Ledger-Enquirer \* Fresno Bee \* Island Packet in Bluffton, SC \* Lexington Herald-Leader \* Macon Telegraph \* el Nuevo Herald \* Merced Sun-Star \* Modesto Bee \* The (Monterey County) Herald \* The (Myrtle Beach) Sun News \* Olathe Daily News \* Raleigh News & Observer \* Rock Hill Herald \*The (San Luis Obispo) Tribune \* (State College) Centre Daily Times \* Tacoma News Tribune \* Tri-City Herald in Kennewick, WA \* The Wichita Eagle \* The Idaho Statesman \* The (Olympia) Olympian \* The Bellingham Herald

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**From:** Katkus, Thomas H (MVA)  
**Sent:** Sunday, October 27, 2013 10:02 AM  
**To:** Nizich, Michael A (GOV)  
**Subject:** Begich Mark (AK) inquiry\_CNGB response  
**Attachments:** Begich Mark (AK) inquiry\_CNGB response.pdf

Mike

Just for background, Senator Begich's statement "Begich said his inquiries led to a National Guard Bureau review of the Alaska Guard. While it didn't tackle the scope of the sexual assault issue, Begich said he thinks it triggered a broader review" was a bit disingenuous. Gen McKinley sent an NGB team up in April 2012 to specifically look into the AKNG sexual assault program. Their only area of concern in their findings centered on how we did data entry in their new tracking system, which we quickly corrected.

Read more here: <http://www.adn.com/2013/10/27/3143834/alaska-national-guard-unit-being.html#storylink=cpy>



THOMAS H. KATKUS

Commissioner

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: [\(907\) 428-6006](tel:9074286006)

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or

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

Sent from electronic mobile device.





**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

---

**From:** Nizich, Michael A (GOV)  
**Sent:** Sunday, October 27, 2013 8:29 PM  
**To:** Fowler, Micaela R (GOV)  
**Subject:** Fwd: Begich Mark (AK) inquiry\_CNGB response  
**Attachments:** Begich Mark (AK) inquiry\_CNGB response.pdf; ATT00001.htm

Please print

Sent from my iPhone

Begin forwarded message:

**From:** "Katkus, Thomas H (MVA)" <[thomas.katkus@alaska.gov](mailto:thomas.katkus@alaska.gov)>  
**Date:** October 27, 2013, 10:02:09 AM AKDT  
**To:** "Nizich, Michael A (GOV)" <[mike.nizich@alaska.gov](mailto:mike.nizich@alaska.gov)>  
**Subject:** Begich Mark (AK) inquiry\_CNGB response

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THOMAS H. KATKUS

Commissioner

Department of Military and Veterans' Affairs - The Adjutant General

OFFICE: [\(907\) 428-6006](tel:(907)428-6006)

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Sent from electronic mobile device.





**NATIONAL GUARD BUREAU**

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WASHINGTON DC 20301-1636

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Chief, National Guard Bureau

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Sincerely,

  
Craig R. McKinley  
General, US Air Force  
Chief, National Guard Bureau

---

**From:** Meyer, Marty A (MVA)  
**Sent:** Friday, December 06, 2013 10:36 AM  
**To:** Sims, Cynthia M (GOV); Nizich, Michael A (GOV); Brakes, Heather K (GOV)  
**Cc:** Fowler, Micaela R (GOV); Katkus, Thomas H (MVA); Katkus, MG Thomas; Pierre, McHugh (MVA)  
**Subject:** Draft letter reply to Senator Fred Dyson  
**Attachments:** Trip report - SAV AK Jun12.docx; Alaska SAPR SAV Out Brief (12 Jun 12).pptx; Draft Letter to Sen Dyson.doc; Letter from Senator Dyson RE NGB Site Visit Report.pdf

Attached please find a letter from Senator Fred Dyson to MG Katkus, [REDACTED]

[REDACTED]  
[REDACTED] DP/EP [REDACTED]  
[REDACTED]

Thank you and have a great weekend!

Marty Meyer  
907-428-6008

---

**From:** Katkus, Thomas H MG USARMY NG AKARNG (US) [<mailto:thomas.h.katkus.mil@mail.mil>]  
**Sent:** Thursday, December 05, 2013 4:11 PM  
**To:** Meyer, Marty A (MVA)  
**Subject:** (UNCLASSIFIED)

Classification: UNCLASSIFIED  
Caveats: NONE

THOMAS H. KATKUS  
MG, AKARNG  
Department of Military and Veterans' Affairs - The Adjutant General-Alaska

OFFICE: (907) 428-6006  
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[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)  
or  
[Thomas.Katkus@alaska.gov](mailto:Thomas.Katkus@alaska.gov)

Classification: UNCLASSIFIED  
Caveats: NONE



UNCLASSIFIED



*National Guard Bureau  
Sexual Assault Prevention and  
Response Team  
Alaska Staff Assistance Visit  
Out-Brief*

UNCLASSIFIED

UNCLASSIFIED



## *Out-Brief Agenda*

- Alaska SAPR Program's History
- Sustain:
- Improve:
- Way Ahead:

UNCLASSIFIED



UNCLASSIFIED



## *Program History*

- Trained capable personnel selected and in place at JFHQ
- 176<sup>th</sup> WG SAPR program exhibits stability with trained SARCs and VAs over implementation history
- 168<sup>th</sup> ARW SAPR program currently exhibits transition and displays movement toward stability
- Trends indicate that Alaska may have more sexual assault incidents occurring than are reported

UNCLASSIFIED

UNCLASSIFIED



## *Sustain*

### ARNG:

- Continue to emphasize SHARP Three Tier Training

### JOINT:

- Continue effective integration with joint partners, active duty component, and local civilian coalitions
- Continued leadership emphasis to support TAG's SAPR policy
- Maintain positive relationship with SEEM to ensure appropriate reporting and confidentiality procedures for SH and SA

### ANG:

- Sustain BIT emphasis until completed – 30 Jun 12
- Do not combine SH and SA training for ANG
- Collaborate with JFHQ for SAPR VA use/training/tracking

UNCLASSIFIED

UNCLASSIFIED



*Improve*

## ARNG:

- Input FY 10-12 ARNG case data into SADMS
- Identify and train ARNG Soldiers in 80 hour SHARP

## JOINT:

- Identify and validate all SAPR VAs with appropriate documentation
- Establish SOP on handling NG LODs for both Services
- Include all current MOUs and MOAs in JFHQ Continuity Files

## ANG:

- Complete VA background checks/formalize documentation
- Accomplish VA SEI updates and confirm with BETM
- Ensure necessary waiver documentation for WESO PD

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UNCLASSIFIED



## *Way Ahead*

### ARNG:

- Finalize plans for 80 hr SHARP training and personnel
- Critical G3 and Training NCOs are inputting SHARP training data into DTMS

### JOINT:

- JFHQ SARC career develop in budget/financial management
- Develop detailed SOP for full SAPR implementation
- Utilize existing tools to assess command climate
- SAPR inclusion in pre-command course per JCS Strategic Direction on SAPR
- Utilize SMEs in training lower level SMs to enhance SAPR message

### ANG:

- Refresher training for SAPR VAs in August
- New ANG SAPR training plan in place for FY 13
- Selection of 168<sup>th</sup> ARW SARC

UNCLASSIFIED

*DP/EP*

*DP/EP*

*DP/EP*





# ALASKA STATE LEGISLATURE



## SENATOR FRED DYSON SENATE DISTRICT F

November 26, 2013

Major General Thomas H. Katkus  
Department of Military & Veterans Affairs  
P.O. Box 5800  
Fort Richardson, Alaska 99505

Re: 2012 National Guard Bureau's Site Assistance Visit Report, Alaska National Guard

Major General Katkus,

I thank you for your service to all Alaskans in your role as Adjutant General and Commissioner of the Department of Military & Veterans Affairs. I appreciated you and Dep. Commissioner Pierre's visit to my office earlier this month in response to my inquiry about the recent public reports of sexual assault and misconduct of Alaska National Guard employees against Guard employees, civilian job applicants, and other persons.

I asked you in this meeting about the 2012 National Guard Bureau's Site Assistance Visit Report concerning the Alaska National Guard, but I did not refer to it by its correct name. You and Dep. Comm. Pierre said you were not familiar with this report. This report was carried out at the direction of General Frank J. Grass, Chief of the National Guard Bureau, and Lt. General Stanley E. Clark, Director, Air National Guard. I have since learned that this report of investigation concerning the Alaska National Guard was focused on the issues of sexual assault, sexual misconduct and other Alaska National Guard discipline matters.

I trust that Governor Parnell received a copy of this report. If possible, I would like a copy. I would appreciate you summarizing for me the outcomes of this report and what resulting action items were implemented in the Alaska National Guard to strengthen its culture against sexual violence and misconduct.

Respectfully,

A handwritten signature in dark ink, appearing to read "Fred Dyson".

Fred Dyson

cc: Honorable Governor Sean Parnell

12-02-13P01:20 RCVD

MEMORANDUM FOR Director, J1, National Guard Bureau, 111 South George Mason Drive,  
Arlington, VA 22204

SUBJECT: Sexual Assault Prevention and Response (SAPR) Staff Assistance Visit (SAV),  
Alaska National Guard

1. A SAPR Staff Assistance Visit (SAV) was conducted on 11-12 June 2012 to the Alaska Joint Force Headquarters in Anchorage, Alaska. NGB staff members participating in the SAV were Jane Lux, NGB J1 SAPR Program Chief, MAJ Tela McFadden, ARNG Sexual Harassment and Assault Response and Prevention (SHARP) Branch Chief, and 1stLt Lori Alix, NGB/A1S SAPR Program Manager.

2. The objectives of the SAV were to:

- a. Meet with state Joint, ARNG, and ANG leadership to provide an overview of SAPR/SHARP program policy requirements and answer questions
- b. Assist new JFHQ and Wing Sexual Assault Response Coordinators (SARCs) on steps to set up program and review checklists for program development
- c. Define sexual assault reporting standard operating procedures and ensure SARCs have access to all data management systems for documenting reports
- d. Present an understanding and update on NGB and DoD SAPR goals and initiatives

3. State leadership and employees present for the initial in brief:

1) MG Katkas – AK Adjutant General; 2) BG Bridges - ATAG; 3) Col O'Brian 168<sup>th</sup> Wing Commander; Col Wenke, 176<sup>th</sup> Wing Commander; 4) COL Williams – USPFO; 5) Col Bailar, AK – NG JAG; 6) Octavia Thompson-JFHQ SARC; 7) Maj Bailey, 176<sup>th</sup> Wing SARC; 8) Maj Hunstein, 168<sup>th</sup> SARC 9) Col Grunwald – HRO & J1 Director 9) Col Lincoln, AKANG CoS; 10) LTC Schell, ARNG Asst COS; 11) Lt Col McPhetres, ANG DoS 12) LTC Koch, Chaplain. 13) CMSgt Calvin-WG/Command Chief- 176<sup>th</sup>; 14) CCSM Gordon Choate, CSM Pamela Harrington, CW2 Nicholas Forbes, CMSgt Timothy Delph, COL Hunt Kerrigan, COL Michael Thompson; 15) Lt Col Kay Spear-Budd, Family Program Chief and Alt JFHQ SARC

4. Background on reasons Alaska was selected for a Staff Assistance Visit:

a. The previous full-time JFHQ SARC was initially hired as a temporary technician. When the temporary position expired, the state created a contract for her to continue in the role. During the time she served as JFHQ SARC, she did not report state ARNG sexual assaults into the Army's system of records, SADMS. Additionally, she was often late or did not input required metrics into the GKO SAPR site. When this issue was brought to her and her immediate leadership, she regularly stated that she had site accessibility problems with her computer. That prevented her from uploading the data into the system. There was no problem with access from

the NGB side and it was recommended that she work with her state Help Desk to resolve the problem.

b. The NGB J1 SAPR Program Chief, met with Brig Gen McManus, AK CoS, when she visited NGB late in 2011. At that time, documentation was provided to Brig Gen McManus about some of the problems with the contract JFHQ SARC. Although the SARC was a skilled trainer and victim advocate, she did not regularly meet program management requirements to document cases in systems of record.

c. The state advertised the JFHQ SARC position for hire as a technician and a new JFHQ SARC was hired in February 2012. Additionally, the two Wing SARCs were new to the positions and were trained by NGB SAPR in December 2011. It was important to provide support and program guidance to help create a positive climate where the new SARCs could be successful and meet program requirements.

d. The SAV to Alaska was moved up in the SAPR team's priority to respond to an IG report and congressional inquiry to the CNGB from Senator Mark Begich. There was a concern within the inquiry that not all sexual assaults were being reported. It was not clear in the IG report whether reports in Alaska were not being reported to NGB, or whether sexual assault victims did not have confidence in coming forward to report to SARCs or VAs.

#### 5. SAV Process:

a. The SAV included an initial SAPR 101 briefing for AK leadership on day one of the visit. The briefing began at 0800 at the AK National Guard JFHQ with good attendance from state leadership. The initial briefing slide details the SAPR program elements. The initial elements fall to the SARC and Victim Advocates to provide training, victim advocacy, and prevention awareness. The last element is accountability, which falls to leadership. MG Katkas expressed the opinion that accountability is dependent on whether or not leadership is aware of a sexual assault report and leadership cannot be held accountable for offenders if there is no knowledge of the sexual assault.

b. There were questions from those in attendance that addressed the SAPR processes and roles of commanders and specific questions about restricted and unrestricted reports are handled.

c. The TAG stated that all sexual assault reports are investigated by local law enforcement through a Memorandum of Agreement. The ANG SAPR Program Manager expressed concerns that AFOSI may not be called if an assault of an ANG member occurred while in an active service status or on Joint Base Richardson/Elmendorf. Her concern was based on the AFI 36-6001 guidance that requires any sexual assault an active duty installation involving an ANG member who was in a duty status, must be investigated and reported to AFOSI. MG Katkas stated that all AK National Guard reports go to the local civilian law enforcement based on their memorandum of agreement.

d. After the SAPR 101 briefing, MG Katkas requested a separate meeting with the NGB SAPR team and the JFHQ and Wing SARCs. During the private meeting, MG Katkas stated that

he believed his SAPR program was solid. He brought up the IG and Congressional Inquiry as being the reason for the NGB visit. The NGB J1 SAPR Program Chief reiterated that although the SAV's priority was elevated due to the IG complaint, the team's function was to provide a staff assistance visit and the team was not acting as an inspection team.

e. The ARNG SHARP branch chief, J1 SAPR Program Chief then broke to meet separately with the JFHQ SARC. The ANG SAPR Program Manager met with the two Wing SARCs.

f. Program managers discussed SAPR and SHARP program implementation. There were no major program concerns or misunderstandings from the SARCs about program policy or procedures that were evident. However, the Wing SARCs, who are co-located with active duty AF bases, were not aware of and had not seen the Memorandum of Agreement with local law enforcement for jurisdiction authority that was discussed by the TAG during the in-brief. It was recommended that all MOAs be included in continuity books for the program by the SARCs.

g. The program managers discussed with the SARCs whether or not they perceived any command climate issues that may prevent victims of sexual assault from coming forward with a report to a SARC or victim advocate. The 176<sup>th</sup> WG SARC reported that they recently had received an anonymous statement in as AFCAST (Safety Survey-SAF) that statement "I can think of three women who have been assaulted in our Wing and are afraid to report it." The ANG SAPR program manager provided guidance and various options as the best way to handle and response to an anonymous survey. The Wing SARC outlined steps he has already put in place since he was trained in December 2011. He and the new JFHQ SARC are working jointly to better market the program, ensure all Bystander Intervention Training is completed for airmen, execute all meetings as required, ensure Victim Advocates receive annual refresher training, and display prevention materials with information about the DoD Safe Helpline resource.

h. The joint base environment for the active component and the National Guard appear to be working well and the JFHQ and Wing SARCs collaborate for training and response support.

i. The meetings with the JFHQ SARC and Wing SARCs concluded at approximately 1700. The NGB program managers provided suggestions for improvement. Those areas centered on ensuring proper documentation. Recommendations included: input of prior ARNG sexual assault reports in SADMS by the JFHQ SARC; validation and identification of all trained SAPR VAs in the state; completion of all SAPR VA background checks in preparation for VA credentialing requirements; appropriate waiver requests on file; training of ARNG SARC/SHARP personnel in the required T10 80-hour training; and documentation of all MOAs and MOUs in continuity books.

#### 6. After SAV:

a. The NGB SAPR Team joined the SARCs and many of the state leaders for dinner that evening at a local restaurant. The evening offered the opportunity to emphasis the positive

efforts being put forward by the new SARC's at the JFHQ and the 176<sup>th</sup> and 168<sup>th</sup> Wings. It also offered the opportunity for the team to meet Governor Parnell, who happened to be at the same restaurant that evening for a political event. MG Katkas introduced the governor to the NGB Team.

b. The NGB SAPR team provided an out brief the following morning, 12 June, for the TAG and some of the leadership who had been present at the in brief. The briefing focused on the state's SAPR program history, areas they should sustain, improve, and plan for in the future. The out brief slides are included with this trip report.

7. Lessons learned:

a. State leadership initially perceived the SAV to be an inspection. The SAPR team's purpose is to provide support and guidance and that can be misinterpreted if a SAV is conducted prior to an IG team's visit.

b. The SAV was productive and all new SARC's appear to have a clear understanding of tasks and actions that are needed to move the program implementation ahead.

Respectfully submitted,

JANE LUX  
NGB-J1 SAPR Program Chief  
Office: 703-601-0577  
Cell: [REDACTED] BOI  
[Jane.Lux@us.army.mil](mailto:Jane.Lux@us.army.mil)  
6 July 2012

---

**From:** Dahlstrom, Nancy A (DOL)  
**Sent:** Friday, December 13, 2013 4:21 PM  
**To:** Nizich, Michael A (GOV)  
**Cc:** Leighow, Sharon W (GOV)  
**Subject:** ANG Accusations

FYI

---

**From:** Chris Bydalek [[mailto:](#) [REDACTED] BOI]  
**Sent:** Friday, December 13, 2013 2:45 PM  
**To:** Bowen, Verdie A (MVA); Bridges, Leon M (ANG); Katkus, Thomas H (MVA); Dahlstrom, Nancy A (DOL)  
**Subject:** the way it is

In all of my years as a government contractor, prior military, as a small business owner, as someone who has worked in commercial and public media, I've never witnessed or have been a part of such a dysfunctional organization as I was when I worked for Mr. Timothy Crawford in the DOIM J-6 shop.

I've described to you just some of what I witnessed, racism, time card fraud, petty theft, it was all there under one roof.

There is a culture of dysfunction in that organization that goes way beyond Tim Crawford, and we're now reading about it in the press.

Rape, sexual assault, kidnapping, embezzlement and quite possibly and more than likely, murder.

I'm sorry that General Katkus has to spend so much time spinning the story and covering these crimes up, but if the man had an ounce of integrity he'd face these problems head on and deal with the perpetrators swiftly.

Instead, he's protecting at least one perpetrator, a known pornographer who was using Guard resources for his own personal gain.

Where is the honor in that ?

[REDACTED] BOI/PR

That's called re-victimizing the victim, and from what I understand it did not make some people very happy.

Where is the honor in using a sacred Veteran's Day ceremony to spin the sexual assault problem to make it look like they are actually doing something about the problem, when in reality they are continuing to go after whistleblowers by discrediting them, and in the case of one former member of the AKARNG, going as far as vandalizing his house ?

Of course there is no honor in any of this behavior, it's indicative of a command that has operated in the shadows with no oversight for far too long.

[REDACTED] BOI/PR

And finally, what have you done for the family of [REDACTED] BOI/PR ?

In a year in which our political leaders are going to be asking for our votes, two people who will be getting some heat will be Dan Sullivan and Sean Parnell.

Two men who have been silent on this issue since it's been brought up in the media.

At some point I can promise you that they will be made to answer pointed questions about this subject, on the record for the whole world to hear.

Their silence, and your silence, is deafening.

Chris Bydalek  
Anchorage, AK  
USAF Veteran 1982 - 1986

BOI

---

**From:** Fowler, Micaela R (GOV)  
**Sent:** Monday, December 16, 2013 11:26 AM  
**To:** Sims, Cynthia M (GOV)  
**Cc:** Nizich, Michael A (GOV); Brakes, Heather K (GOV)  
**Subject:** FW: Draft letter reply to Senator Fred Dyson  
**Attachments:** Trip report - SAV AK Jun12.docx; Alaska SAPR SAV Out Brief (12 Jun 12).pptx; Draft Letter to Sen Dyson.doc; Letter from Senator Dyson RE NGB Site Visit Report.pdf

DP/EP

Thanks!

---

**From:** Meyer, Marty A (MVA)  
**Sent:** Friday, December 06, 2013 10:36 AM  
**To:** Sims, Cynthia M (GOV); Nizich, Michael A (GOV); Brakes, Heather K (GOV)  
**Cc:** Fowler, Micaela R (GOV); Katkus, Thomas H (MVA); Katkus, MG Thomas; Pierre, McHugh (MVA)  
**Subject:** Draft letter reply to Senator Fred Dyson

Attached please find a letter from Senator Fred Dyson to MG Katkus, [REDACTED]

DP/EP

Thank you and have a great weekend!

Marty Meyer  
907-428-6008

---

**From:** Katkus, Thomas H MG USARMY NG AKARNG (US) [<mailto:thomas.h.katkus.mil@mail.mil>]  
**Sent:** Thursday, December 05, 2013 4:11 PM  
**To:** Meyer, Marty A (MVA)  
**Subject:** (UNCLASSIFIED)

Classification: UNCLASSIFIED  
Caveats: NONE

THOMAS H. KATKUS  
MG, AKARNG  
Department of Military and Veterans' Affairs - The Adjutant General-Alaska

OFFICE: (907) 428-6006  
MOBILE: (907) [REDACTED] BOI  
DSN: (317) 384-4050  
FAX: (907) 428-6019



Email:

[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)

or

[Thomas.Katkus@alaska.gov](mailto:Thomas.Katkus@alaska.gov)

Classification: UNCLASSIFIED

Caveats: NONE

UNCLASSIFIED



*National Guard Bureau  
Sexual Assault Prevention and  
Response Team  
Alaska Staff Assistance Visit  
Out-Brief*

UNCLASSIFIED

UNCLASSIFIED



## *Out-Brief Agenda*

- Alaska SAPR Program's History
- Sustain:
- Improve:
- Way Ahead:

UNCLASSIFIED

UNCLASSIFIED



## *Program History*

- Trained capable personnel selected and in place at JFHQ
- 176<sup>th</sup> WG SAPR program exhibits stability with trained SARCs and VAs over implementation history
- 168<sup>th</sup> ARW SAPR program currently exhibits transition and displays movement toward stability
- Trends indicate that Alaska may have more sexual assault incidents occurring than are reported

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## *Sustain*

### ARNG:

- Continue to emphasize SHARP Three Tier Training

### JOINT:

- Continue effective integration with joint partners, active duty component, and local civilian coalitions
- Continued leadership emphasis to support TAG's SAPR policy
- Maintain positive relationship with SEEM to ensure appropriate reporting and confidentiality procedures for SH and SA

### ANG:

- Sustain BIT emphasis until completed – 30 Jun 12
- Do not combine SH and SA training for ANG
- Collaborate with JFHQ for SAPR VA use/training/tracking

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*Improve*

## ARNG:

- Input FY 10-12 ARNG case data into SADMS
- Identify and train ARNG Soldiers in 80 hour SHARP

## JOINT:

- Identify and validate all SAPR VAs with appropriate documentation
- Establish SOP on handling NG LODs for both Services
- Include all current MOUs and MOAs in JFHQ Continuity Files

## ANG:

- Complete VA background checks/formalize documentation
- Accomplish VA SEI updates and confirm with BETM
- Ensure necessary waiver documentation for WESO PD

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UNCLASSIFIED



## *Way Ahead*

### ARNG:

- Finalize plans for 80 hr SHARP training and personnel
- Critical G3 and Training NCOs are inputting SHARP training data into DTMS

### JOINT:

- JFHQ SARC career develop in budget/financial management
- Develop detailed SOP for full SAPR implementation
- Utilize existing tools to assess command climate
- SAPR inclusion in pre-command course per JCS Strategic Direction on SAPR
- Utilize SMEs in training lower level SMs to enhance SAPR message

### ANG:

- Refresher training for SAPR VAs in August
- New ANG SAPR training plan in place for FY 13
- Selection of 168<sup>th</sup> ARW SARC

UNCLASSIFIED

*DP/EP*



*DP/EP*

*DP/EP*



# ALASKA STATE LEGISLATURE



## SENATOR FRED DYSON SENATE DISTRICT F

November 26, 2013

Major General Thomas H. Katkus  
Department of Military & Veterans Affairs  
P.O. Box 5800  
Fort Richardson, Alaska 99505

Re: 2012 National Guard Bureau's Site Assistance Visit Report, Alaska National Guard

Major General Katkus,

I thank you for your service to all Alaskans in your role as Adjutant General and Commissioner of the Department of Military & Veterans Affairs. I appreciated you and Dep. Commissioner Pierre's visit to my office earlier this month in response to my inquiry about the recent public reports of sexual assault and misconduct of Alaska National Guard employees against Guard employees, civilian job applicants, and other persons.

I asked you in this meeting about the 2012 National Guard Bureau's Site Assistance Visit Report concerning the Alaska National Guard, but I did not refer to it by its correct name. You and Dep. Comm. Pierre said you were not familiar with this report. This report was carried out at the direction of General Frank J. Grass, Chief of the National Guard Bureau, and Lt. General Stanley E. Clark, Director, Air National Guard. I have since learned that this report of investigation concerning the Alaska National Guard was focused on the issues of sexual assault, sexual misconduct and other Alaska National Guard discipline matters.

I trust that Governor Parnell received a copy of this report. If possible, I would like a copy. I would appreciate you summarizing for me the outcomes of this report and what resulting action items were implemented in the Alaska National Guard to strengthen its culture against sexual violence and misconduct.

Respectfully,

A handwritten signature in black ink, appearing to read "Fred Dyson".

Fred Dyson

cc: Honorable Governor Sean Parnell

12-02-13P01:20 RCVD

MEMORANDUM FOR Director, J1, National Guard Bureau, 111 South George Mason Drive,  
Arlington, VA 22204

SUBJECT: Sexual Assault Prevention and Response (SAPR) Staff Assistance Visit (SAV),  
Alaska National Guard

1. A SAPR Staff Assistance Visit (SAV) was conducted on 11-12 June 2012 to the Alaska Joint Force Headquarters in Anchorage, Alaska. NGB staff members participating in the SAV were Jane Lux, NGB J1 SAPR Program Chief, MAJ Tela McFadden, ARNG Sexual Harassment and Assault Response and Prevention (SHARP) Branch Chief, and 1stLt Lori Alix, NGB/A1S SAPR Program Manager.

2. The objectives of the SAV were to:

- a. Meet with state Joint, ARNG, and ANG leadership to provide an overview of SAPR/SHARP program policy requirements and answer questions
- b. Assist new JFHQ and Wing Sexual Assault Response Coordinators (SARCs) on steps to set up program and review checklists for program development
- c. Define sexual assault reporting standard operating procedures and ensure SARCs have access to all data management systems for documenting reports
- d. Present an understanding and update on NGB and DoD SAPR goals and initiatives

3. State leadership and employees present for the initial in brief:

1) MG Katkas – AK Adjutant General; 2) BG Bridges - ATAG; 3) Col O'Brian 168<sup>th</sup> Wing Commander; Col Wenke, 176<sup>th</sup> Wing Commander; 4) COL Williams – USPFO; 5) Col Bailar, AK – NG JAG; 6) Octavia Thompson-JFHQ SARC; 7) Maj Bailey, 176<sup>th</sup> Wing SARC; 8) Maj Hunstein, 168<sup>th</sup> SARC 9) Col Grunwald – HRO & J1 Director 9) Col Lincoln, AKANG CoS; 10) LTC Schell, ARNG Asst COS; 11) Lt Col McPhetres, ANG DoS 12) LTC Koch, Chaplain. 13) CMSgt Calvin-WG/Command Chief- 176<sup>th</sup>; 14) CCSM Gordon Choate, CSM Pamela Harrington, CW2 Nicholas Forbes, CMSgt Timothy Delph, COL Hunt Kerrigan, COL Michael Thompson; 15) Lt Col Kay Spear-Budd, Family Program Chief and Alt JFHQ SARC

4. Background on reasons Alaska was selected for a Staff Assistance Visit:

a. The previous full-time JFHQ SARC was initially hired as a temporary technician. When the temporary position expired, the state created a contract for her to continue in the role. During the time she served as JFHQ SARC, she did not report state ARNG sexual assaults into the Army's system of records, SADMS. Additionally, she was often late or did not input required metrics into the GKO SAPR site. When this issue was brought to her and her immediate leadership, she regularly stated that she had site accessibility problems with her computer. That prevented her from uploading the data into the system. There was no problem with access from

the NGB side and it was recommended that she work with her state Help Desk to resolve the problem.

b. The NGB J1 SAPR Program Chief, met with Brig Gen McManus, AK CoS, when she visited NGB late in 2011. At that time, documentation was provided to Brig Gen McManus about some of the problems with the contract JFHQ SARC. Although the SARC was a skilled trainer and victim advocate, she did not regularly meet program management requirements to document cases in systems of record.

c. The state advertised the JFHQ SARC position for hire as a technician and a new JFHQ SARC was hired in February 2012. Additionally, the two Wing SARCs were new to the positions and were trained by NGB SAPR in December 2011. It was important to provide support and program guidance to help create a positive climate where the new SARCs could be successful and meet program requirements.

d. The SAV to Alaska was moved up in the SAPR team's priority to respond to an IG report and congressional inquiry to the CNGB from Senator Mark Begich. There was a concern within the inquiry that not all sexual assaults were being reported. It was not clear in the IG report whether reports in Alaska were not being reported to NGB, or whether sexual assault victims did not have confidence in coming forward to report to SARCs or VAs.

#### 5. SAV Process:

a. The SAV included an initial SAPR 101 briefing for AK leadership on day one of the visit. The briefing began at 0800 at the AK National Guard JFHQ with good attendance from state leadership. The initial briefing slide details the SAPR program elements. The initial elements fall to the SARC and Victim Advocates to provide training, victim advocacy, and prevention awareness. The last element is accountability, which falls to leadership. MG Katkas expressed the opinion that accountability is dependent on whether or not leadership is aware of a sexual assault report and leadership cannot be held accountable for offenders if there is no knowledge of the sexual assault.

b. There were questions from those in attendance that addressed the SAPR processes and roles of commanders and specific questions about restricted and unrestricted reports are handled.

c. The TAG stated that all sexual assault reports are investigated by local law enforcement through a Memorandum of Agreement. The ANG SAPR Program Manager expressed concerns that AFOSI may not be called if an assault of an ANG member occurred while in an active service status or on Joint Base Richardson/Elmendorf. Her concern was based on the AFI 36-6001 guidance that requires any sexual assault an active duty installation involving an ANG member who was in a duty status, must be investigated and reported to AFOSI. MG Katkas stated that all AK National Guard reports go to the local civilian law enforcement based on their memorandum of agreement.

d. After the SAPR 101 briefing, MG Katkas requested a separate meeting with the NGB SAPR team and the JFHQ and Wing SARCs. During the private meeting, MG Katkas stated that

he believed his SAPR program was solid. He brought up the IG and Congressional Inquiry as being the reason for the NGB visit. The NGB J1 SAPR Program Chief reiterated that although the SAV's priority was elevated due to the IG complaint, the team's function was to provide a staff assistance visit and the team was not acting as an inspection team.

e. The ARNG SHARP branch chief, J1 SAPR Program Chief then broke to meet separately with the JFHQ SARC. The ANG SAPR Program Manager met with the two Wing SARCs.

f. Program managers discussed SAPR and SHARP program implementation. There were no major program concerns or misunderstandings from the SARCs about program policy or procedures that were evident. However, the Wing SARCs, who are co-located with active duty AF bases, were not aware of and had not seen the Memorandum of Agreement with local law enforcement for jurisdiction authority that was discussed by the TAG during the in-brief. It was recommended that all MOAs be included in continuity books for the program by the SARCs.

g. The program managers discussed with the SARCs whether or not they perceived any command climate issues that may prevent victims of sexual assault from coming forward with a report to a SARC or victim advocate. The 176<sup>th</sup> WG SARC reported that they recently had received an anonymous statement in as AFCAST (Safety Survey-SAF) that statement "I can think of three women who have been assaulted in our Wing and are afraid to report it." The ANG SAPR program manager provided guidance and various options as the best way to handle and response to an anonymous survey. The Wing SARC outlined steps he has already put in place since he was trained in December 2011. He and the new JFHQ SARC are working jointly to better market the program, ensure all Bystander Intervention Training is completed for airmen, execute all meetings as required, ensure Victim Advocates receive annual refresher training, and display prevention materials with information about the DoD Safe Helpline resource.

h. The joint base environment for the active component and the National Guard appear to be working well and the JFHQ and Wing SARCs collaborate for training and response support.

i. The meetings with the JFHQ SARC and Wing SARCs concluded at approximately 1700. The NGB program managers provided suggestions for improvement. Those areas centered on ensuring proper documentation. Recommendations included: input of prior ARNG sexual assault reports in SADMS by the JFHQ SARC; validation and identification of all trained SAPR VAs in the state; completion of all SAPR VA background checks in preparation for VA credentialing requirements; appropriate waiver requests on file; training of ARNG SARC/SHARP personnel in the required T10 80-hour training; and documentation of all MOAs and MOUs in continuity books.

#### 6. After SAV:

a. The NGB SAPR Team joined the SARCs and many of the state leaders for dinner that evening at a local restaurant. The evening offered the opportunity to emphasis the positive

efforts being put forward by the new SARC's at the JFHQ and the 176<sup>th</sup> and 168<sup>th</sup> Wings. It also offered the opportunity for the team to meet Governor Parnell, who happened to be at the same restaurant that evening for a political event. MG Katkas introduced the governor to the NGB Team.

b. The NGB SAPR team provided an out brief the following morning, 12 June, for the TAG and some of the leadership who had been present at the in brief. The briefing focused on the state's SAPR program history, areas they should sustain, improve, and plan for in the future. The out brief slides are included with this trip report.

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b. The SAV was productive and all new SARC's appear to have a clear understanding of tasks and actions that are needed to move the program implementation ahead.

Respectfully submitted,

JANE LUX  
NGB-J1 SAPR Program Chief  
Office: 703-601-0577  
Cell: [REDACTED] BOI  
[Jane.Lux@us.army.mil](mailto:Jane.Lux@us.army.mil)  
6 July 2012



---

**From:** Sims, Cynthia M (GOV)  
**Sent:** Monday, December 16, 2013 12:03 PM  
**To:** Meyer, Marty A (MVA); Nizich, Michael A (GOV); Brakes, Heather K (GOV)  
**Cc:** Fowler, Micaela R (GOV); Katkus, Thomas H (MVA); Katkus, MG Thomas; Pierre, McHugh (MVA)  
**Subject:** RE: Draft letter reply to Senator Fred Dyson  
**Attachments:** Draft Letter to Sen Dyson.doc

Hi Marty ... [REDACTED]

[REDACTED] DP/EP [REDACTED]

Let me know if you have any questions. Thanks and Merry Christmas!! ☺

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

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

[cindy.sims@alaska.gov](mailto:cindy.sims@alaska.gov)  
[www.gov.state.ak.us](http://www.gov.state.ak.us)  
[Follow the Governor on Facebook](#)

---

**From:** Meyer, Marty A (MVA)  
**Sent:** Friday, December 06, 2013 10:36 AM  
**To:** Sims, Cynthia M (GOV); Nizich, Michael A (GOV); Brakes, Heather K (GOV)  
**Cc:** Fowler, Micaela R (GOV); Katkus, Thomas H (MVA); Katkus, MG Thomas; Pierre, McHugh (MVA)  
**Subject:** Draft letter reply to Senator Fred Dyson

Attached please find a letter from Senator Fred Dyson to MG Katkus, [REDACTED]

[REDACTED] DP/EP [REDACTED]

Thank you and have a great weekend!  
Marty Meyer  
907-428-6008

---

**From:** Katkus, Thomas H MG USARMY NG AKARNG (US) [<mailto:thomas.h.katkus.mil@mail.mil>]  
**Sent:** Thursday, December 05, 2013 4:11 PM  
**To:** Meyer, Marty A (MVA)  
**Subject:** (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: NONE

THOMAS H. KATKUS

MG, AKARNG

Department of Military and Veterans' Affairs - The Adjutant General-Alaska

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or

[Thomas.Katkus@alaska.gov](mailto:Thomas.Katkus@alaska.gov)

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Caveats: NONE

*DP/EP*

*DP/EP*

*DP/EP*



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**Subject:** RE: Draft letter reply to Senator Fred Dyson

Hi Cindy,

[REDACTED] DP/EP [REDACTED]  
[REDACTED]

Thanks!

---

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Hi Marty ...

[REDACTED] DP/EP [REDACTED]  
[REDACTED]  
[REDACTED]

Let me know if you have any questions. Thanks and Merry Christmas!! ☺

**Cindy Sims**  
*I Choose Respect*  
**Deputy Chief of Staff**  
**Director of International Trade**  
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550 West 7<sup>th</sup> Avenue, Suite 1700  
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[REDACTED] DP/EP [REDACTED]  
[REDACTED]

Thank you and have a great weekend!  
Marty Meyer  
907-428-6008

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**Sent:** Thursday, December 05, 2013 4:11 PM  
**To:** Meyer, Marty A (MVA)  
**Subject:** (UNCLASSIFIED)

Classification: UNCLASSIFIED  
Caveats: NONE

THOMAS H. KATKUS  
MG, AKARNG  
Department of Military and Veterans' Affairs - The Adjutant General-Alaska

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[thomas.h.katkus.mil@mail.mil](mailto:thomas.h.katkus.mil@mail.mil)  
or  
[Thomas.Katkus@alaska.gov](mailto:Thomas.Katkus@alaska.gov)

Classification: UNCLASSIFIED  
Caveats: NONE





---

**From:** Nizich, Michael A (GOV)  
**Sent:** Sunday, January 12, 2014 9:30 PM  
**To:** Pierre, McHugh (MVA)  
**Subject:** Fwd: Toxic Leadership in the Army

DP/EP

Sent from my iPad

Begin forwarded message:

**From:** "Dahlstrom, Nancy A (DOL)" <[nancy.dahlstrom@alaska.gov](mailto:nancy.dahlstrom@alaska.gov)>  
**Date:** January 10, 2014 8:55:15 PM AKST  
**To:** "Nizich, Michael A (GOV)" <[mike.nizich@alaska.gov](mailto:mike.nizich@alaska.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](mailto:thomas.katkus@alaska.gov)>, <[leon.bridges@alaska.gov](mailto:leon.bridges@alaska.gov)>, <[john.woyte@us.army.mil](mailto:john.woyte@us.army.mil)>, <[nancy.dahlstrom@alaska.gov](mailto: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.

Smoking him. That's what Tim Crawford and Terry Walker used to do to [REDACTED] BOI/PR, they would push his buttons and make him feel insecure and insignificant about his job.

It would make him very, very angry when they did this, he even confided in me once, claiming that that's what they were doing. I was skeptical, I thought that he was just paranoid, until I actually witnessed Terry Walker and Tim Crawford doing it to [REDACTED] BOI/...

Terry was even gleeful about it.

I asked her stop, I explained to her that there was residual side effects to their behavior, getting [BOI...] all spun up over some silly thing, and then having [BOI...] take it out on Derrick, Garry and I.

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.

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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.

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"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," Matsuda 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 Matsuda.

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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?"

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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.

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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.



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**From:** Pierre, McHugh (MVA)  
**Sent:** Monday, January 13, 2014 12:27 PM  
**To:** Nizich, Michael A (GOV)  
**Subject:** RE: Toxic Leadership in the Army

[REDACTED]  
[REDACTED]  
[REDACTED] DP/EP [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Thanks.

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

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**From:** Nizich, Michael A (GOV)  
**Sent:** Sunday, January 12, 2014 9:30 PM  
**To:** Pierre, McHugh (MVA)  
**Subject:** Fwd: Toxic Leadership in the Army

[REDACTED] DP/EP [REDACTED]

Sent from my iPad

Begin forwarded message:

**From:** "Dahlstrom, Nancy A (DOL)" <[nancy.dahlstrom@alaska.gov](mailto:nancy.dahlstrom@alaska.gov)>  
**Date:** January 10, 2014 8:55:15 PM AKST  
**To:** "Nizich, Michael A (GOV)" <[mike.nizich@alaska.gov](mailto:mike.nizich@alaska.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](mailto:thomas.katkus@alaska.gov)>, <[leon.bridges@alaska.gov](mailto:leon.bridges@alaska.gov)>, <[john.woyte@us.army.mil](mailto:john.woyte@us.army.mil)>, <[nancy.dahlstrom@alaska.gov](mailto: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.

Smoking him. That's what Tim Crawford and Terry Walker used to do to [REDACTED] BOI/PR, they would push his buttons and make him feel insecure and insignificant about his job.

It would make him very, very angry when they did this, he even confided in me once, claiming that that's what they were doing. I was skeptical, I thought that he was just paranoid, until I actually witnessed Terry Walker and Tim Crawford doing it to BOI/...

Terry was even gleeful about it.

I asked her stop, I explained to her that there was residual side effects to their behavior, getting BOI/... all spun up over some silly thing, and then having BOI/... take it out on Derrick, Garry and I.

Toxic. Abusive. Bullying. Narcissistic.

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.

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Getty Images

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