Attachment - A

Sally,

It was, as always, a great pleasure speaking with you earlier today. I know the Secretary's visit will go along way toward advancing the cause.

With respect to Jeff Bezos' appointment to the Board, my position is the SF-85 is NOT required and never was and that WHS has been mistaken all along, contributing to months of delays. The argument is laid out below.

If in fact an SF-85 is required, I propose we invoke the Secretary's authority to waive this directive as an exception to policy; it's not law. Since Bezos will not have a clearance, this will not endanger classified information.

Either way, it would be great to resolve this yearlong ambiguity before the Secretary meets with Bezos, and ideally before I got to Amazon on July 19. If not, I propose we move swiftly to nominate Andy Jassey or someone else. He has a clearance and is ready to go.

We will send more info we promised later today.

V/R,
Josh

Sent from my BlackBerry 10 smartphone.
  Original Message
From: Gable, Michael L CIV OSD ODCMO (US) <(b) (6)   >
Sent: Friday, July 7, 2017 12:01 PM
To: Marcuse, Joshua J CIV OSD OSD (US)
Subject: SF-85 Suitability Check Requirement for Jeff Bezos (UNCLASSIFIED)

CLASSIFICATION: UNCLASSIFIED

Josh,

Bottom line up front: I do not believe Jeff Bezos should be required to submit an SF-85 for a suitability check.

Background:
HRD cites the requirement for a suitability check (and SF-85 submission) for Jeff Bezos based on is DoDI 1400.25, Volume 731, August 24, 2012, Enclosure 3, Suitability and Fitness Adjudication for Civilian Employees. I believe they are incorrect in requiring the suitability check because the DoDI identifies that the suitability check is required for "covered positions, as prescribed in part 731 of 5 C.F.R." Subpart 101 of 5 C.F.R. 731 defines a covered position as "a position in the competitive service, a position in the excepted service where the incumbent can be noncompetitively converted to the competitive service, and a career appointment to a position in the Senior Executive Service." Because Jeff Bezos will be appointed as a Board member which is not a competitive appointment and is not eligible to be converted to competitive service position, his position doesn't meet the definition of a covered position and therefore he should not be required to perform a suitability determination.

We've been awaiting a final determination from HRD on this requirement based on the CFR since June 9.

v/r,
Mike

MICHAEL L. GABLE
Director of Operations & Alternate Designated Federal Officer
Defense Innovation Board
9010 Defense Pentagon (Rm (b))
Washington, DC 20301-9010
(b) (6)

CLASSIFICATION: UNCLASSIFIED

FYSA

Sent from my iPhone

Begin forwarded message:

> **From:** "(b) (6)   CDR USN OSD PA (US)"
> (b) (6)
> **Date:** February 23, 2018 at 1:49:44 PM EST
> **To:** "Marcuse, Joshua J HQE OSD OSD (US)" <(b) (6)   >
> **Cc:** "Gable, Michael L CIV OSD ODCMO (US)"
> <(b) (6)   >, "(b) (6)   CIV OSD ODCMO
> (US)" <(b) (6)   >, "(b) (6)   CIV SD"
> <(b) (6)   >, "(b) (6)   CIV (US)"
> (b) (6)
> **Subject: News Story: DIB/Jeff Bezos (Update)**

Josh,
Quick update.
Chris Davenport, Washington Post, provided me a status update on WashPo's report that Jeff Bezos, Washington Post owner and Amazon CEO, is no longer a member of the Defense Innovation Board. WashPo expects to publish today. As you recall, we previously provided coordinated responses to the query. Will keep you posted

(b) (6)

V/R,
(b) (6)
Commander, U.S. Navy
Defense Press Operations
1400 Defense Pentagon, Room (b) (6)
Washington, DC 20301-1400
O: (b) (6)
BB: (b) (6)
E: (b) (6)

thanks

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: ▇▇▇▇
Secure: ▇▇▇▇

-----Original Message-----
From: Mikolay, Justin SES SD
Sent: Wednesday, April 26, 2017 1:11 PM
To: Marcuse, Joshua J CIV OSD OSD (US) <▇▇▇▇>;
Marcuse, Joshua J CIV OSD OSD (US) <▇▇▇▇>
Cc: Donnelly, Sally SES SD <▇▇▇▇>; ▇▇▇▇ LtCol SD
<▇▇▇▇>
Subject: RE: "Innovation Roundup" for Defense Innovation Board Members

Thanks Josh. Re-adding Sally. Sally, note this section:

BEZOS SHARES THOUGHTS ON KEEPING LARGE ORGANIZATIONS AGILE

Jeff Bezos sent his annual letter to Amazon shareholders this month,
explaining how to keep the company from slipping into stasis or irrelevance.
His thoughts echo many of the DIB's comments on how large organizations like
DoD should be run, noting the importance of embracing external trends like
artificial intelligence and machine learning, not letting the process become
the end rather than the means, robust experimentation, and high-velocity
decision-making.

Of particular note is his view that most decisions should probably be made
with about 70% of the information available, because waiting for 90% means
you're too slow -- a lesson the military might want to consider. (This
mirrors advice Gen Colin Powell famously gave that all leaders should make
decisions with 40-70% of info needed.)

Read here:
https://www.recode.net/2017/4/12/15274220/jeff-bezos-amazon-shareholders-let
ter-day-2-disagree-and-commit

-----Original Message-----
From: Marcuse, Joshua J CIV OSD OSD (US)
[▇▇▇▇]
Sent: Wednesday, April 26, 2017 1:09 PM
To: Marcuse, Joshua J CIV OSD OSD (US) <▇▇▇▇>
Subject: FW: "Innovation Roundup" for Defense Innovation Board Members

Innovation Allies,

Periodically I pass along articles and other items of interest to members of the Defense Innovation Board. I thought you might be curious to see what we're reading too. As always, please reach out with suggestions, questions, concerns.

V/R,
Josh

CLASSIFICATION: UNCLASSIFIED

Dear Board Members,

With the April public meeting now behind us and the May 19 trip to DC still nearly a month away, we hope the third "Innovation Roundup" of articles and updates will slake your thirst for DoD information. Here are the highlighted items:

-- A new DIUx report about China's investments in US tech startups has the Pentagon leadership concerned
-- The Air Force orders Northrop to stop working on its AOC solution [not mentioned in the article is DIUx's role in this]
-- How Sec. Mattis can improve civil-military relations
-- An interesting look at how China is making its military leaner, more agile, and better armed with cutting-edge tech
-- Former top Pentagon officials in the previous administration testify on Capitol Hill about major DoD workforce reform
-- Jeff Bezos' annual letter to shareholders details his thoughts on keeping large organizations agile
-- Six New high-level Pentagon nominees may be well-positioned to affect much-needed culture change in the Department
-- Palantir wins 2nd major fight against DoD's procurement system
-- What major tech companies are doing to fill the talent gap in deep learning

We have also included a "quick hits" section with articles on why we are bad at predicting the future of warfare, the Marine Corps' multi-million purchase of a new technology invented by its grunts in the barracks, Sec. Mattis' favorite books and how they've helped him lead, a secret Air Force program that decides who gets promoted years before officers are eligible, and more.

Very Respectfully,

The DIB Staff

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DIUX: CHINA INVESTING IN US TECH STARTUPS, PARTICULARLY IN ARTIFICIAL INTELLIGENCE

The New York Times has a recent two-part series on the extent to which China is investing in or acquiring US tech startups that could have military applications. An internal Pentagon report from DIUx that was led by former Symantec CEO Mike Brown details this trend.

Read here:
https://www.nytimes.com/2017/03/22/technology/china-defense-start-ups.html

And here:
https://www.nytimes.com/2017/04/07/business/china-defense-start-ups-pentagon
-technology.html

Question for the Board: Top what extent do you agree that this presents a threat to US interests? How would you counter it?

****

AIR FORCE ORDERS STOP-WORK ORDER FOR AOC AFTER CONGRESS DECLINES TO CONTINUE FUNDING

The Senate Armed Services Committee refused a request from the Air Force to add money to the AOC 10.2 network, which is now estimated to cost $745 million, following the original estimate of $374 million, and is well behind schedule. Part of this network includes the tanker refueling process (via whiteboard) that the Board observed on its Middle East trip last fall -- a problem that DIUx essentially solved. After DIUx presented its solution to Congress (the same presentation Raj made to the Board on April 4), a series of events unfolded that ultimately led to Congress' decision to no longer fund the Air Force's project, contracted to Northrop Grumman. This article makes no mention of DIUx, however.

Read here:
https://www.bloomberg.com/politics/articles/2017-04-20/northrop-war-planning
-network-halted-by-u-s-over-lack-of-funds

****

HOW SEC. MATTIS CAN IMPROVE CIVIL-MILITARY RELATIONS

Loren Schulman and Mara Karlin -- two former defense civilians -- argue that although current civil-military relations are seen as hitting their lowest point in years, particularly during and immediately after the most recent presidential election, Sec. Mattis is well-positioned to strengthen this dynamic. But doing so requires an understanding of just how fluid and nuanced this dynamic is.

Read here: https://warontherocks.com/2017/04/keeping-up-civ-mil-relations/

****

CHINA MAKING MILITARY LEANER, IMPROVING JOINT OPS CAPABILITY, FOCUSING ON DIGITAL/TECH WARFARE

China's military is undergoing a restructuring of its military to create more decentralized, agile, and well-equipped units less beholden to the current centralized decision-making and logistics structure. This constitutes the second phase of President Xi Jinping's long-term military reforms, focused on the middle ranks of the armed services.

Read here: http://uk.reuters.com/article/uk-china-defence-idUKKBN17L0CZ?il=0

Question for the Board: How does this compare to our own reorganization?

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JOHN HAMRE AND MICHELE FLOURNOY'S HILL TESTIMONY ON DOD WORKFORCE REFORM

Former Deputy Secretary of Defense John Hamre (current President of the Center for Strategic and International Studies) and former Deputy Under Secretary of Defense for Policy Michele Flournoy (current President of the Center for a New American Security) testified in front of the House Armed Services Committee about personnel issues.

They focused their remarks around figuring out how many employees DoD needs and how much it should spend on personnel -- an evaluation effort DoD does not currently do.

Read here:
http://www.defenseone.com/ideas/2017/04/pentagon-misses-target-when-it-comes-its-workforce/137074/

****

BEZOS SHARES THOUGHTS ON KEEPING LARGE ORGANIZATIONS AGILE

Jeff Bezos sent his annual letter to Amazon shareholders this month, explaining how to keep the company from slipping into stasis or irrelevance. His thoughts echo many of the DIB's comments on how large organizations like DoD should be run, noting the importance of embracing external trends like artificial intelligence and machine learning, not letting the process become the end rather than the means, robust experimentation, and high-velocity decision-making.

Of particular note is his view that most decisions should probably be made with about 70% of the information available, because waiting for 90% means you're too slow -- a lesson the military might want to consider. (This mirrors advice Gen Colin Powell famously gave that all leaders should make decisions with 40-70% of info needed.)

Read here:
https://www.recode.net/2017/4/12/15274220/jeff-bezos-amazon-shareholders-letter-day-2-disagree-and-commit

****

SIX NEW DOD NOMINEES IN PLACE TO REFORM BROKEN PROCUREMENT PRACTICES AND OUTDATED CULTURE

Elana Broitman, former Deputy Assistant Secretary of Defense for manufacturing and industrial base policy (now at New America) argues that President Trump's latest high-level Pentagon nominees are a good sign for fixing many of the deep-rooted challenges the DIB has identified. This op-ed also mentions the DIB's overall approach and specifies our recommendations on embracing experimentation, artificial intelligence and machine learning, and further investment in new approaches to innovation -- with observations on each that are based on Broitman's time at the Pentagon.

Read here:
http://breakingdefense.com/2017/03/trump-nominees-signal-hope-for-tech-innov
ation/

Question for the Board: How might you want to engage with these individuals?

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PALANTIR WINS 2ND BATTLE AGAINST DOD PROCUREMENT SYSTEM

On the heels of Palantir's recent court victory over the Army's bidding
process for contracts -- which Palantir claimed was unfair to companies
offering commercially available technology -- the company has won another
fight, this time against the Navy. Similarly, Palantir claimed the Navy's
request for bids to design software unfairly barred companies with
commercially available technology. Rather than go to court, as the Army did,
the Navy canceled the bid request and announced it would reexamine its
approach to acquisitions.

Read here:
https://www.bloomberg.com/news/articles/2017-03-29/palantir-wins-protest-aga
inst-navy-over-contract-bid-request

****

WHAT TECH COMPANIES ARE DOING TO FILL THE ARTIFICIAL INTELLIGENCE TALENT
VACUUM

As deep learning becomes more ubiquitous across industry, there is a race
for talent among the world's largest and most innovative companies. But this
race is different from the one over computer science talent, for which there
is a bigger pool, as this one has more far-reaching implications for
societal change than ever before. And while universities will eventually
catch up with the deep learning revolution, the most prominent Internet
companies aren't waiting around. Instead, they are taking matters into their
own hands.

Read here:
https://www.wired.com/2017/03/took-ai-class-facebookers-literally-sprinting-
get/

****

QUICK HITS
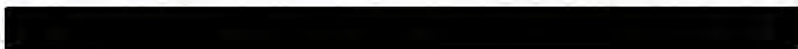
6 illusions about our preparation for future warfare:
https://warontherocks.com/2017/04/mirages-of-war-six-illusions-from-our-rece
nt-conflicts/

The Marine Corps buys a tactical decision-making kit that integrates new
technologies -- and was invented by Marines in the barracks:
https://www.wearethemighty.com/articles/the-marine-corps-just-spent-6-millio
n-on-a-war-tool-invented-in-the-barracks

The possibility that the Army will build a new school on urban warfare to
train soldiers in the future of ground combat:
https://www.wearethemighty.com/articles/the-us-army-may-consider-building-a-

new-urban-warfare-school

Sec. Mattis discusses his favorite books and how they've helped him in his
career:
http://foreignpolicy.com/2017/03/28/book-excerpt-defense-secretary-mattis-di
scusses-his-favorite-books-and-why/

The secret program that grooms the Air Force's anointed leaders:
https://www.jqpublicblog.com/hpo-the-secret-program-that-grooms-the-air-forc
es-anointed-leaders/

How Trump's infrastructure plan could include digital upgrades benefitting
the Pentagon:
https://www.wsj.com/articles/rebuild-our-defenses-for-the-information-age-14
90138210

****

Please send suggestions, links, and other inspiration to the Board or to
(b) (6)

--

Joshua J. Marcuse
Executive Director, Defense Innovation Board
& Innovation Advisor, DCMO
Pentagon (b)
Office (b) (6)
Blackberry (b) (6)
Mobile (b) (6)
NIPR: (b) (6)
SIPR: (b) (6)

agree

Sally Donnelly

Senior Advisor to the Secretary of Defense

Unclass: (b) (6)

Secure: (b) (6)

From: Marcuse, Joshua J HQE OSD OSD (US) [mailto (b) (6)   ]
Sent: Friday, February 23, 2018 5:59 PM
To: Donnelly, Sally SES SD
Subject: Fwd: FYSA: How Jeff Bezos was selected, but never joined, the Defense Innovation Board (Wash Post)

Sally,

This seems fairly innocuous to me. What do you think?

Best,

Josh

Sent from my iPhone

Begin forwarded message:

> **From:** "(b) (6)   CDR USN OSD PA (US)"
> (b) (6)
> **Date:** February 23, 2018 at 5:54:34 PM EST
> **To:** "Marcuse, Joshua J HQE OSD OSD (US)" <(b) (6)   >,
> "Gable, Michael L CIV OSD ODCMO (US)" <(b) (6)   >,
> "(b) (6)   " <(b) (6)   >, "Mooney, Thomas F SES OSD
> ODCMO (US)" <(b) (6)   >, (b) (6)
> CIV (US)" <(b) (6)   >
> **Subject:** Fwd: FYSA: How Jeff Bezos was selected, but never joined, the
> **Defense Innovation Board (Wash Post)**
>
> FYSA. V/R, (b) (6)
>
> How Jeff Bezos was selected, but never joined, the Defense
> Innovation Board
>
> Washington Post | Christian Davenport and Dan Lamothe
>
> The list of luminaries selected for the Defense Innovation Board, an
> advisory council designed to help the Defense Department become
> more technologically adept and efficient, included some of the
> country's most distinguished entrepreneurs, thinkers and innovators.
>
> There was Eric E. Schmidt, the executive chairman of Alphabet, Neil
> deGrasse Tyson, the celebrated astrophysicist and Marne Levine, the
> chief operating officer of Instagram. There was also Jeffrey P. Bezos,
> the billionaire founder of Amazon.com and owner of The

Washington Post.

But Bezos never officially joined the board, the Pentagon acknowledged for the first time in response to questions from The Post. An occasional target of President Trump's tweets, the Amazon chief executive faced questions about his company's business ties to the government and his need to apply for a security clearance.

"Due to the Board's travel schedule and unique approach to its work, and the variety of security, legal, and ethical obligations of serving on a federal advisory committee, both parties mutually agreed to have Mr. Bezos provide individual advice to the Secretary of Defense, rather than continue to pursue his formal nomination to the board," Pentagon spokesman Navy Cmdr. Patrick Evans said in a statement.

Bezos, though a spokesman, declined to comment.

Bezos was invited to join the board during the latter stages of the Obama administration by then-defense secretary Ashton B. Carter, who expressed little concern about whether Bezos received a security clearance, according to a Pentagon official, who spoke on the condition of anonymity to discuss internal deliberations. Bezos's participation without a clearance would have limited what he could see, but Carter at the time saw the innovation board as focusing in part on issues that would not necessarily require one, such as improving the Pentagon's business processes. Carter declined comment through a former Pentagon associate.

But when Jim Mattis became defense secretary in the Trump administration, those selected for the board were asked to submit paperwork to gain a security clearance. Given Bezos' wealth, business interests and holdings, getting a clearance would likely have been an arduous process. Also complicating the matter were concerns over the appearance of a conflict of interest.

Amazon Web Services (AWS) has a $600 million cloud computing contract for the Central Intelligence Agency.

The Pentagon also is getting close to awarding a cloud computing contract of its own, one that could be worth billions of dollars over many years. Many rivals in the industry have already complained that AWS has the inside track for that contract, though the Pentagon has vowed to hold "a full and open competition."

In addition, Blue Origin, Bezos' rocket company, has plans to compete for national security launch contracts, company officials have said.

"At some point, the new team asked, 'Do we want to litigate this any longer?'" the Pentagon official said of Bezos's status. "We have a high regard for him, obviously, but they could never reach an agreement."

Mattis met behind closed doors in Seattle with Bezos on Aug. 10 for two hours on a trip with media that also included stops in Silicon Valley at Google headquarters and the Pentagon's Defense Innovation Unit Experimental (DIUx), an effort established under the

Obama administration to increase collaboration between technology firms and the military.

Numerous media outlets reported at the time that Bezos was a member of the innovation board, though Bezos' name is not listed on the board's website. Neither the Pentagon nor Bezos appeared to seek a correction; Bezos shared a photograph on Twitter of him and Mattis together at Amazon headquarters.

"A pleasure to host #SecDef Jim Mattis at Amazon HQ in Seattle today," Bezos tweeted.

The visit was notable given Trump's history with Bezos. The president has repeatedly accused Bezos of skirting tax rules with Amazon, and of buying The Washington Post to provide political cover for the online retailer. Trump has regularly referred to the newspaper as the "#AmazonWashingtonPost," though Bezos owns the media company personally and Amazon has no control.

Back in 2015, after one such attack, Bezos noted on Twitter how he was "trashed" by Trump, and made a tongue-in-cheek offer to the then president-elect involving his space company, Blue Origin.

"Will still reserve him a seat on the Blue Origin rocket #sendDonaldtospace," he tweeted.

Despite the back-and-forth, Trump invited Bezos along with other tech leaders to Trump Tower in New York to discuss the industry in late December 2016.

But six days after Mattis's August visit to Amazon, Trump took aim at the company once again, accusing the Internet giant of hurting conventional retailers.

"Amazon is doing great damage to tax paying retailers," he tweeted. "Towns, cities and states throughout the U.S. are being hurt - many jobs being lost!"

Though it once did not collect sales taxes, Amazon says it now does for items it sells that are purchased by customers in the 45 states and the District of Columbia that have a sales tax. (Third-party sellers on the site may handle collection differently). The retailer has backed legislation that would require other retailers to do so as well.

The White House said it played no role in selecting members for the innovation board, and referred comments to the Pentagon.

There are currently 13 members on the board. Evans, the Pentagon spokesman, said all members were asked to submit paperwork for a security clearance, but he declined to disclose whether other members have clearances, citing security reasons.

(b) (6)

Office of the Assistant to the Secretary of Defense for Public Affairs

Media Analysis (OMNITEC Solutions, Inc.)

PHONE: (b)(6)

EMAIL: (b) (6)

From:	Donnelly, Sally SES SD
To:	Marcuse, Joshua J HQE OSD OSD (US)
Subject:	Re: Media Query | DIB Questions | Washington Post (Chris Davenport)
Date:	Thursday, February 15, 2018 7:40:58 AM

Thanks. Recommend you or CDR ■■■ put Dana White and Charlie Summers on the emails. When does CDR ■■■ expect story to run?

Sent from my BlackBerry 10 smartphone.
  Original Message
From: Marcuse, Joshua J HQE OSD OSD (US)
Sent: Wednesday, February 14, 2018 7:29 PM
To: Donnelly, Sally SES SD
Subject: FW: Media Query | DIB Questions | Washington Post (Chris Davenport)

Sally,

Chris Davenport from the WaPo came back with 10 additional questions to ■■■ re Bezos and the Board. My proposed draft responses to ■■■ are below. Just providing for your SA / guidance.

I have not yet run these by Iram as I suspect they will change.

Best,
Josh

-----Original Message-----
From: Marcuse, Joshua J HQE OSD OSD (US)
Sent: Wednesday, February 14, 2018 7:27 PM
To: ■■■ CDR USN OSD PA (US) <■■■ >
Cc: Gable, Michael L CIV OSD ODCMO (US) <■■■ >
Subject: RE: Media Query | DIB Questions | Washington Post (Chris Davenport)

■■■

Here is what we recommend we say.

Best,
Josh

Q1. Do all members on the Defense Innovation Board have a security clearance? At what level? Are any on the board with some level of provisional clearance?

A1. Each nominee was asked to submit paperwork for a security clearance. Security clearances are granted on a need-to-know basis. For security reasons, we do not disclose the status or level of any individual's clearance.

Q2. Did board members go on a trip to Asia yet? If so, who went? What recommendations did they make?

A2. A small group of Board members traveled to Asia in September 2017. Participants included Dr. Eric Schmidt, Dr. Michael McQuade, Mr. Milo Medin, and Dr. Neil deGrasse Tyson. This was a research trip focused on how to enhance warfighter lethality in a forward-deployed environment and on how to build innovation capacity among

allies and partners. The insights the Board gleaned from this trip contributed generally to the recommendations they have already written and the Board's ongoing research and analysis.

Q3. The board has made at least 16 recommendations. What are the status of them now?

A3. The Board has developed and voted on 14 recommendations so far. Two recommendations introduced last October continue to be refined; we anticipate they will be considered again at our upcoming meeting in April 2018.

Q4. Has anyone been identified to take Bezos's slot on the board?

A4. The Department of Defense actively works to identify outstanding leaders who have a track record of leading large, innovative organizations, have led transformative change in government, or are experts on the types of challenges DoD face to help identify and achieve long-needed reform within DoD.

Q5. Was Bezos ever officially on the Board?

A5. Jeff Bezos was invited to join the Defense Innovation Board, but has not formally done so. He continues to be a trusted advisor to the Secretary of Defense as a leader in innovation and technology across multiple industries.

Q6. We understand that Bezos declined to go through the clearance process? Can you confirm that? Did he give a reason as to why he declined to go through the process?

A6. Mr. Bezos' choices pertaining to a security clearance is a personal matter and out of respect for his privacy, the Department cannot comment on that, and would defer to Mr. Bezos.

Q7. Was there an attempt to grant him a waiver and keep him on the board?
A7. At the point that Mr. Bezos was invited to join the Board, a variety of options were considered about how to maximize the value of his participation, should he decide to accept the invitation. Due to the Board's travel schedule and unique approach to its work, and the variety of security, legal, and ethical obligations of serving on a federal advisory committee, both parties mutually agreed to have Mr. Bezos provide individual advice to the Secretary of Defense, rather than continue to pursue his formal nomination to the Board.

Q8. Does this site have the most up-to-date Charter on it? http://innovation.defense.gov/About1/

A8. Yes.

Q9. How many active members does the board currently have?

A9. There are 13 DIB members. They can be found on our website: http://innovation.defense.gov/Members/

Q10. Old membership plans capped the number of members at 15, but later ones expanded it to 20. What prompted the change?

A10. Soon after it was launched, the Secretary of Defense's office decided to increase the maximum size of the Defense Innovation Board by five members from 15 to 20 for two reasons: first, to give the next Secretary ample opportunity to appoint new members at any time, should he choose to do so; and second, to give the Board room to expand, if it took on more projects, or needed specialized expertise in particular additional areas.

-----Original Message-----
From: (b) (6) CDR USN OSD PA (US)
Sent: Wednesday, February 14, 2018 3:25 PM
To: Marcuse, Joshua J HQE OSD OSD (US) <(b) (6) >
Cc: Gable, Michael L CIV OSD ODCMO (US)(b) (6) >
Subject: Media Query | DIB Questions | Washington Post (Chris Davenport)

Josh,
WashPo reporter Chris Davenport has come back with more questions about Jeff Bezos and DIB make up. Once we

(DIB and PA) draft responses, I can let CMO know before we provide the answers to WashPo.

====== Begin Query ======
A few follow-ups for you, if I may. Some are general questions about the composition and work of the Defense Innovation Board; others are more specific to Bezos. Feel free to reach out if we can provide additional clarity. I'm copying my colleague Dan Lamothe as well. We'd like to have answers by Friday if that's doable.

Q1. Do all members on the Defense Innovation Board have a security clearance? At what level? Are any on the board with some level of provisional clearance?
A1.

Q2. Did board members go on a trip to Asia yet? If so, who went? What recommendations did they make?
A2.

Q3. The board has made at least 16 recommendations. What are the status of them now?
A3.

Q4. Has anyone been identified to take Bezos's slot on the board?
A4. The Department of Defense actively works to identify outstanding leaders who have a track record of leading large, innovative organizations, have led transformative change in government, or are experts on the types of challenges DoD face to help identify and achieve long-needed reform within DoD.

Q5. Was Bezos ever officially on the Board?
A5. Jeff Bezos was invited to join the Defense Innovation Board, but has not formally done so. He continues to be a trusted advisor to the Secretary of Defense as a leader in innovation and technology across multiple industries.

Q6. We understand that Bezos declined to go through the clearance process? Can you confirm that? Did he give a reason as to why he declined to go through the process?
A6. Jeff Bezos was invited to join the Defense Innovation Board, but has not formally done so. He continues to be a trusted advisor to the Secretary of Defense as a leader in innovation and technology across multiple industries.

Q7. Was there an attempt to grant him a waiver and keep him on the board?
A7.

Q8. Does this site have the most up-to-date Charter on it? http://innovation.defense.gov/About1/
A8.

Q9. How many active members does the board currently have?
A9. There are 13 active DIB members. They can be found on our website: http://innovation.defense.gov/Members/

Q10. Old membership plans capped the number of members at 15, but later ones expanded it to 20. What prompted the change?
A10.

====== End Query ======

(b) (6)

V/R,
(b) (6)
Commander, U.S. Navy
Defense Press Operations
1400 Defense Pentagon, Room (b)
Washington, DC 20301-1400
O: (b) (6)
BB: (b) (6)
E: (b) (6)

Ok. Very good. Thanks for the steer

Sent from my iPhone

On Feb 22, 2018, at 3:54 PM, Donnelly, Sally SES SD <(b) (6)   > wrote:

> Is Satya Nadella? Is Jamie Dimon? Who is and who isn't? I would stay away from any of that.
> Sally Donnelly
> Senior Advisor to the Secretary of Defense
> Unclass: (b) (6)
> Secure: (b) (6)
>
> **From:** Marcuse, Joshua J HQE OSD OSD (US)
> [mailto (b) (6)   ]
> **Sent:** Thursday, February 22, 2018 3:51 PM
> **To:** Donnelly, Sally SES SD <(b) (6)   >
> **Subject:** Re: Media Query | DIB Roster / Jeff Bezos | Freelance Writer Tim Schwab
> Ok. I think Dan lamothe and I settled on "informal advisor" — ok Or no?
> I'll correct (b) (6)   quote
>
> Sent from my iPhone
>
> On Feb 22, 2018, at 3:49 PM, Donnelly, Sally SES SD <(b) (6)   >
> wrote:
>
>> Except 'trusted advisor to the SD' is not accurate.
>> He is the CEO of a large American firm. He has no special access.
>> Sally Donnelly
>> Senior Advisor to the Secretary of Defense
>> Unclass: (b) (6)
>> Secure: (b) (6)
>>
>> **From:** Marcuse, Joshua J HQE OSD OSD (US)
>> [mailto (b) (6)   ]
>> **Sent:** Thursday, February 22, 2018 3:43 PM
>> **To:** Donnelly, Sally SES SD <(b) (6)   >
>> **Subject:** Fwd: Media Query | DIB Roster / Jeff Bezos | Freelance Writer
>> Tim Schwab
>> Interesting.....
>> I told (b) (6) this was a fine approach
>>
>> Sent from my iPhone
>>
>> Begin forwarded message:
>>
>>> **From:** "(b) (6)   CDR USN OSD PA (US)"
>>> <(b) (6)   >

Date: February 22, 2018 at 3:24:44 PM EST
To: "Gable, Michael L CIV OSD ODCMO (US)"
< (b) (6) >, "Marcuse, Joshua J
HQE OSD OSD (US)"
< (b) (6) >
**Subject: Media Query | DIB Roster / Jeff Bezos |
Freelance Writer Tim Schwab**

Josh,
Tim Schwab, a freelancer who is working on a story to
pitch to a media outlet, asked the following about Jeff
Bezos. I recommend we provide one statement in
response. My recommended statement is below the
questions. After we take a look, I'll give a heads up to
Iram Ali. Then I'll loop in the Tom Mooney and (b) (6)
in CMO's office. Also I'll reach out to Chris
Davenport to let him know someone is sniffing around.
He asked me to let him know.

===== Begin Questions =====

I'm a journalist with a couple questions about the
Defense Innovation Board's member roster.

- Is Jeff Bezos still a member of the board?
- If not, when did he leave the board?
- What were his dates of service?
- Why did he leave the board?

Tim Schwab

===== End Questions =====

===== Begin Draft Response =====

Jeff Bezos was invited to join the Defense Innovation
Board, but has not formally done so. He continues to be
a trusted advisor to the Secretary of Defense as a leader
in innovation and technology across multiple industries.

A variety of options were considered about how to
maximize the value of his participation, should he decide
to accept the invitation. Due to the Board's travel
schedule and unique approach to its work, and the
variety of security, legal, and ethical obligations of
serving on a federal advisory committee, both parties
mutually agreed to have Mr. Bezos provide individual
advice to the Secretary of Defense, rather than continue
to pursue his formal nomination to the Board.

===== End Draft Response =====

(b) (6)

V/R,
(b) (6)
Commander, U.S. Navy
Defense Press Operations
1400 Defense Pentagon, Room (b) (6)
Washington, DC 20301-1400
O: (b) (6)
BB: (b) (6)
E: (b) (6)

-----Original Message-----
From: Gable, Michael L CIV OSD ODCMO (US)
Sent: Thursday, February 22, 2018 9:18 AM
To: (b) (6)   CDR USN OSD PA (US)
(b) (6)
Subject: RE: [Non-DoD Source] Question about DIB member roster

(b) (6)

Looks like he's a freelancer. I found this on him.
http://timothywschwab.com/ and
https://twitter.com/timothywschwab?lang=en.

Mike

-----Original Message-----
From: Gable, Michael L CIV OSD ODCMO (US)
Sent: Wednesday, February 21, 2018 5:45 PM
To: (b) (6)   CDR USN OSD PA (US)
(b) (6)
Subject: FW: [Non-DoD Source] Question about DIB member roster

(b) (6)

Please see below. Do you want to handle the response?

Mike

-----Original Message-----
From: Tim Schwab
[mailto: (b) (6)   ]
Sent: Wednesday, February 21, 2018 3:07 PM
To: Gable, Michael L CIV OSD ODCMO (US)

< (b) (6) >
Subject: [Non-DoD Source] Question about DIB
member roster

Michael,

I'm a journalist with a couple questions about the
Defense Innovation Board's member roster.

Is Jeff Bezos still a member of the board?
If not, when did he leave the board?
What were his dates of service?
Why did he leave the board?

Thanks,

--

Tim Schwab

From:	Marcuse, Joshua J HQE OSD OSD (US)
To:	Donnelly, Sally SES SD
Subject:	Re: Media Query	Jeff Bezos and DIB	Washington Post (Chris Davenport)
Date:	Thursday, January 25, 2018 8:08:05 PM

I see that perspective. What angle do you recommend?

Feel free to call me if that's easier. (b) (6)

Sent from my iPhone

On Jan 25, 2018, at 4:28 PM, Donnelly, Sally SES SD <(b) (6) > wrote:

> I'd get OSDPA's view...that may raise more questions than it answers...?
>
> Sent from my BlackBerry 10 smartphone.
>
> **From:** Marcuse, Joshua J HQE OSD OSD (US)
> **Sent:** Thursday, January 25, 2018 7:23 PM
> **To:** Donnelly, Sally SES SD
> **Subject:** Re: Media Query | Jeff Bezos and DIB | Washington Post (Chris Davenport)
>
> Ok.
>
> I spoke to Iram Ali, amazon PR, whose been my counterpart on this from the start.
>
> We came up with this, would welcome your feedback:
>
> "Jeff Bezos was nominated for the Board, and his nomination is still pending."
>
> This is factually correct, but obviously we're not getting into the business re his security clearance, etc
>
> V/r,
> Josh
>
>
> Sent from my iPhone
>
> On Jan 25, 2018, at 4:03 PM, Donnelly, Sally SES SD <(b) (6) > wrote:
>
> > Assume CDR (b) will do...
> >
> > Sent from my BlackBerry 10 smartphone.
> >
> > **From:** Marcuse, Joshua J HQE OSD OSD (US)
> > **Sent:** Thursday, January 25, 2018 7:02 PM
> > **To:** Donnelly, Sally SES SD
> > **Subject:** Re: Media Query | Jeff Bezos and DIB | Washington Post (Chris Davenport)
> >
> > The request came through OSDPA. would you like Dana to handle it?
> >
> > Sent from my iPhone

On Jan 25, 2018, at 3:54 PM, Donnelly, Sally SES SD
<(b) (6)   > wrote:

> I would have OSDPA handle, of course in coordination with
> amazon pr.
>
> Sent from my BlackBerry 10 smartphone.

From: Marcuse, Joshua J HQE OSD OSD (US)
Sent: Thursday, January 25, 2018 6:49 PM
To: Donnelly, Sally SES SD
Subject: Fwd: Media Query | Jeff Bezos and DIB | Washington Post
(Chris Davenport)

Sally,

Any guidance on how you want us to handle this?

Recognize their are sensitivities re the cloud contract.

With your permission, I'll ask Iram Ali, from amazon GR.

Best,
Josh

Sent from my iPhone

Begin forwarded message:

> **From:** "Gable, Michael L CIV OSD ODCMO (US)"
> <(b) (6)   >
> **Date:** January 25, 2018 at 1:14:57 PM PST
> **To:** "(b) (6)   CDR USN OSD PA (US)"
> (b) (6)   , "Marcuse, Joshua J
> HQE OSD OSD (US)"
> <(b) (6)   >
> **Subject: RE: Media Query | Jeff Bezos and DIB |
> Washington Post (Chris Davenport)**
>
>
> (b) (6)
>
> I thought that we had crafted language for this
> previously. Please let me know if you need me to go
> hunting for the language we had discussed before
> when we were prepping for the last public meeting
> when we first removed him from our membership
> slide.
>
> Mike
>
> -----Original Message-----

From: (b) (6) CDR USN OSD PA (US)
Sent: Thursday, January 25, 2018 3:53 PM
To: Gable, Michael L CIV OSD ODCMO (US)
(b) (6) >; Marcuse, Joshua J
HQE OSD OSD (US)
(b) (6)
Subject: Media Query | Jeff Bezos and DIB |
Washington Post (Chris Davenport)

Josh/Michael,
This day has come. WashPo submitted the following
media query re: Jeff Bezos and DIB.

===== Begin Query =====

I noticed that Jeff Bezos is no longer listed as a
member of the Defense Innovation Board on your
website. Can you confirm that he's no longer a
member? And if so, when he left the board and why?
We had reported that he was a member a while back
and want to close the loop: Caution-
https://www.washingtonpost.com/news/checkpoint/wp/2016/07/26/increasingly-
eclectic-pentagon-innovation-board-adds-neil-
degrasse-tyson-jeff-bezos/?utm_term=.4087b5c2f9d6

===== End Query =====

I know this is "delicate." Let's discuss please. Thanks.

(b) (6)

V/R,
(b) (6)
Commander, U.S. Navy
Defense Press Operations
1400 Defense Pentagon, Room (b) (6)
Washington, DC 20301-1400
O: (b) (6)   <tel (b) (6)   >
BB: (b) (6)   <tel (b) (6)   >
E: (b) (6)
<mailto (b) (6)   >

Sent from my iPhone

Begin forwarded message:

From: "Davenport, Christian"
<(b) (6)
<mailto (b) (6)   >>
Date: January 25, 2018 at 15:29:53 EST
To: (b) (6)

<mailto (b) (6)   > "
<(b) (6)
<mailto (b) (6)   >>

Subject: [Non-DoD Source] Defense Innovation Bd
from wash post

All active links contained in this email were disabled.
Please verify the identity of the sender, and confirm
the authenticity of all links contained within the
message prior to copying and pasting the address to a
Web browser.

_____

Hi Cdr. (b)   .

Chris Davenport from The Washington Post here. I
notice that Jeff Bezos is no longer listed as a member
of the Defense Innovation Board on your website.
Can you confirm that he's no longer a member? And
if so, when he left the board and why? We had
reported that he was a member a while back and want
to close the loop: Caution-
https://www.washingtonpost.com/news/checkpoint/wp/2016/07/26/increasingly-
eclectic-pentagon-innovation-board-adds-neil-
degrasse-tyson-jeff-bezos/?utm_term=.4087b5c2f9d6

Many thanks in advance for your help.

Best,

Chris Davenport

The Washington Post

(b) (6)

From:	[b] (6) Lt Col USAF OSD PA (US)
To:	Donnelly, Sally SES SD
Cc:	White, Dana W SES OSD (US); Summers, Charles E II SES OSD PA (US); [b] (6) COL USARMY OSD PA (US)
Subject:	UPDATE | Jeff Bezos and the Defense Innovation Board | Washington Post (Chris Davenport)
Date:	Friday, February 16, 2018 2:00:33 PM
Attachments:	180216 Jeff Bezos_DIB Media Query from the Washington Post.docx

Ma'am,

Ms. White asked that I send you an update on the Wash Post query on Jeff Bezos and the Defense Innovation Board. See attached from COL [b] (6) team.

Thanks!

V/R,
[b] (6)

Lt Col [b] (6)
Senior Military Assistant
Office of the Assistant to the Secretary of Defense for Public Affairs
Pentagon [b]
Office: [b] (6)   (DSN: [b] (6)   )
[b] (6)

Media Query from the Washington Post
Jeff Bezos and the Defense Innovation Board

Background

Chris Davenport, Washington Post, requested confirmation that Jeff Bezos, Washington Post owner and Amazon CEO, is no longer a member of the Defense Innovation Board. Coordinating with DIB and CMO for response. Below are responses that were coordinated with Josh Marcuse, DIB Executive Director. Mr. Marcuse contacted Mr. Bezos' office to ensure they were aware that we were contacted by the reporter.

Additionally, Mr. Davenport asked, "Can you confirm that the reason why Jeff Bezos has not formally joined the board is because he declined to submit the paperwork necessary for his security clearance, and that even though the Pentagon wanted to grant him a waiver, the waiver was denied?"

Initial Query (Response has been provided to the reporter)
Q1. I noticed that Jeff Bezos is no longer listed as a member of the Defense Innovation Board on your website. Can you confirm that he's no longer a member? And if so, when he left the board and why? We had reported that he was a member a while back and want to close the loop.
A1. Jeff Bezos was invited to join the Defense Innovation Board, but has not formally done so. He continues to be a trusted advisor to the Secretary of Defense as a leader in innovation and technology across multiple industries.

Follow Up Questions (Responses have not been sent to the reporter yet. We plan to send today.)
Q1. Do all members on the Defense Innovation Board have a security clearance? At what level? Are any on the board with some level of provisional clearance?
A1. Each nominee was asked to submit paperwork for a security clearance. Security clearances are granted on a need-to-know basis. For security reasons, we do not disclose the status or level of any individual's clearance.

Q2. Did board members go on a trip to Asia yet? If so, who went? What recommendations did they make?
A2. A small group of Board members traveled to Asia in September 2017. Participants included Dr. Eric Schmidt, Dr. Michael McQuade, Mr. Milo Medin, and Dr. Neil deGrasse Tyson. This was a research trip focused on how to enhance warfighter lethality in a forward-deployed environment and on how to build innovation capacity among allies and partners. The insights the Board gleaned from this trip contributed generally to the recommendations they have already written and the Board's ongoing research and analysis.

Q3. The board has made at least 16 recommendations. What are the status of them now?
A3. The Board has developed and voted on 14 recommendations so far. Two recommendations introduced last October continue to be refined; we anticipate they will be considered again at our upcoming meeting in April 2018.

Q4. Has anyone been identified to take Bezos's slot on the board?
A4. The Department of Defense actively works to identify outstanding leaders who have a track record of leading large, innovative organizations, have led transformative change in government, or are experts on the types of challenges DoD face to help identify and achieve long-needed reform within DoD.

Q5. Was Bezos ever officially on the Board?
A5. Jeff Bezos was invited to join the Defense Innovation Board, but has not formally done so. He continues to be a trusted advisor to the Secretary of Defense as a leader in innovation and technology across multiple industries.

Q6. We understand that Bezos declined to go through the clearance process? Can you confirm that? Did he give a reason as to why he declined to go through the process?
A6. Mr. Bezos' choices pertaining to a security clearance is a personal matter and out of respect for his privacy, the Department cannot comment on that, and would defer to Mr. Bezos.

Q7. Was there an attempt to grant him a waiver and keep him on the board?
A7. At the point that Mr. Bezos was invited to join the Board, a variety of options were considered about how to maximize the value of his participation, should he decide to accept the invitation. Due to the Board's travel schedule and unique approach to its work, and the variety of security, legal, and ethical obligations of serving on a federal advisory committee, both parties mutually agreed to have Mr. Bezos provide individual advice to the Secretary of Defense, rather than continue to pursue his formal nomination to the Board.

Q8. Does this site have the most up-to-date Charter on it? http://innovation.defense.gov/About1/
A8. Yes.

Q9. How many active members does the board currently have?
A9. There are 13 DIB members. They can be found on our website:
http://innovation.defense.gov/Members/

Q10. Old membership plans capped the number of members at 15, but later ones expanded it to 20. What prompted the change?
A10. Soon after it was launched, the Secretary of Defense's office decided to increase the maximum size of the Defense Innovation Board by five members from 15 to 20 for two reasons: first, to give the next Secretary ample opportunity to appoint new members at any time, should he choose to do so; and second, to give the Board room to expand, if it took on more projects, or needed specialized expertise in particular additional areas.

Thanks Sally. I'm tracking. Cdr (b) (6) noted he didn't seem to have his angle. I'll have the team re engage. I appreciate the heads up.

Best

Dana

Ms. Dana W. White

ATSD/PA

(b) (6)

On Feb 11, 2018, at 2:15 PM, Donnelly, Sally SES SD <(b) (6)   > wrote:

> Josh Marcuse called to make sure I was aware of a story that the WaPo is working on a story about Jeff Bezos/the DIB and possibly other aspects of Bezos/Amazon. The reporter is named Chris Davenport(who-according to the Post website-covers defense and space industries and wrote a book on Elon Musk and Bezos).
> Josh has worked with (b) (6) from OSDPA on Davenport's initial queries, but Josh does not have a good sense of what the story is actually about.
> Given the prominence of Mr Bezos, the importance of the DIB(the SD mentioned it repeatedly on the Hill last week); the background of Bezos' invite to the DIB, the SD's visit to Amazon, etc, wanted to make sure all are aware.
> Recommend it worth figuring out what Mr Davenport's approach is.
>
> Sent from my BlackBerry 10 smartphone.

From:	Joel Hinzman
To:	Saunders, Karen D CIV OSD OUSD ATL (US)
Cc:	DeMartino, Tony SES SD; Donnelly, Sally SES SD
Subject:	RE: Meeting request for Safra Catz, CEO, Oracle
Date:	Tuesday, February 20, 2018 9:46:55 AM
Attachments:	image001.gif
	image002.gif

Karen,

Safra has been asked to speak at an event at that time, but Ken Glueck, (Senior Vice President, Office of the CEO) who is travelling with Safra is available.

With your permission, and if Ms. Lord is still available, we'd like to make that time work. I don't believe they have met.

Happy to give you more background and greatly appreciate your understanding.

Sincerely,

-Joel Hinzman

--

Joel Hinzman | Senior Director - Government Affairs

Phone: +(b) (6) | Fax: +(b) (6) | Mobile: +(b) (6)

Oracle Corporate Affairs

1015 15th Street, NW Suite 250 | Washington, DC 20005

 Oracle is committed to developing practices and products that help protect the environment

From: Saunders, Karen D CIV OSD OUSD ATL (US) [mailto:(b) (6)   ]
Sent: Friday, February 16, 2018 6:34 AM
To: Joel Hinzman
Cc: DeMartino, Anthony G SES (US) ; Donnelly, Sally B SES (US)
Subject: RE: Meeting request for Safra Catz, CEO, Oracle

Joel –

On behalf of the DoD, Hon Lord will be available to meet with Ms. Catz on 22 Feb, 1100-1130. Please let me know if this time is available and if Ms. Catz will accept this invitation.

Thank you –

Karen

Karen D. H. Saunders

Chief of Staff

OUSD (AT&L)

3140 Defense Pentagon, Room (b) (6)

Washington, DC 20301-3140

(O) (b) (6)

(BB) (b) (6)

From: Joel Hinzman [mailto:(b) (6)   ]
Sent: Wednesday, February 14, 2018 4:08 PM
To: (b) (6)   CIV SD <(b) (6)   >
Cc: Sweeney, Kevin SES SD <(b) (6)   >; Donnelly, Sally SES SD <(b) (6)   >; Kenneth Glueck <(b) (6)   >
Subject: Meeting request for Safra Catz, CEO, Oracle

Dear (b) (6)   ,

Next week, Safra Catz, CEO of Oracle, will be in D.C. and would like to opportunity to meet with Secretary Mattis to discuss his modernization agenda, share some insight from her experience at Oracle, and explore having him out to visit the Oracle team and meet some of the veterans, reservists and guardsman working at Oracle. We recognize that he has had the chance to meet with fellow tech CEOs from Amazon and Google, but given Safra's unique experience, we think it would be a good use of his time.

She will be in town 21, 22, and 23 FEB and can make herself available when his schedule permits (except for 1300 to 1400 on 22 Feb). And if Secretary Mattis is unavailable, Safra would be honored to meet with Deputy Secretary Shanahan.

Sincerely,

Joel Hinzman

Joel Hinzman

Senior Director - Government Affairs

Oracle

Ok =)

-----Original Message-----
From: Donnelly, Sally SES SD [mailto █████ (b) (6) █████]
Sent: Tuesday, February 27, 2018 2:17 PM
To: Marcuse, Joshua J HQE OSD OSD (US) < █████ (b) (6) █████ >
Subject: RE: send me meber list

Lets call me former senior advisor to SD since I have no connection with any private firm. :)

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6)
Secure: (b) (6)

-----Original Message-----
From: Marcuse, Joshua J HQE OSD OSD (US)
[mailto █████ (b) (6) █████]
Sent: Tuesday, February 27, 2018 2:06 PM
To: Donnelly, Sally SES SD < █████ (b) (6) █████ >
Subject: RE: send me meber list

That makes more sense...

Board Member Proposed Names

.   Request assistance with approval of Defense Innovation Board (general) members to fill 7 vacancies on DIB

o   Andy Jassy, Amazon Web Services*
o   Daphne Koller OR Daniela Rus (data SMEs)
o   Helen Greiner, CyPhy Works
o   Gen John Allen (ret), Brookings*
o   Marc Andreessen, Andreessen Horowitz*
o   Raj Shah, former DIUx*
o   Sally Donnelly, SBD Associates*

* Confirmed interest

_____

SUBCOMMITTEES

.   Request assistance with approval of subcommittee members, Workforce, Behavior & Culture subcommittee (potential nominees)
o   Chris Fussell, Partner, McChrystal Group and author of "Team of Teams"*
o   Dan Heath, author of "Switch" and "Made to Stick"

o   Dan Pink, Author of "Drive"

o   Emily Ma, Head of Special Projects, X, Alphabet & Stanford School of Business

o   Eric Ries, entrepreneur known for beginning lean startup movement*

o   Erin Henkel, Portfolio Director, IDEO

o   Linda Rottenberg, CEO and co-founder, Endeavor

o   Liz Wiseman, author of "Multipliers" and "Rookie Smarts" and former Oracle University and Oracle HR executive

o   Susan Charnaux, Managing Director of HR, Accenture

* Confirmed interest

.   Request assistance with approval of subcommittee members, Software Acquisition and Practices (SWAP) Working Group (potential nominees)

o   Gilman Louie, Partner, Alsop-Louie Partners*

o   Haley Van Dyck, Co-founder, US Digital Service

o   Mina Hsiang, Former Executive Director, HHS Digital Service

o   Nan Mattai, SVP of Engineering & IT, Rockwell Collins

o   Pierre Chao, Founder & Managing Partner, Renaissance Strategic Advisors

o   Trae Stephens, Partner, Founders Fund*

o   Will Grannis, Chief Technology Officer, Google Cloud Services*

* Confirmed interest

- SOCOM + Michele, Amelia, Charlotte, Jim, Mark

Diane, Michele, Amelia, Charlotte,

I just spoke to Commander (b) (6) from SOCOM and here is the latest information.
When:

- The Commander offered up 3-5 on Monday December 18th after their meeting with Sheryl Sanberg from Facebook which takes place from 1330 to 1430.
- Tuesday afternoon from 1300-1600, then potentially dinner for those who are available. No promises on dinner yet.
  - o Tues at 1300 is probably my preferred time slot as Monday is only two hours and simply not enough time.

Also, (b)(3) 50 U.S.C. 3024(i)(1) is not a place that AWS personnel schedule/hold meetings. This is a government to government facility that the IC rents from AWS. Sometime, but not often, the Government invites AWS to attend these meetings.

I'm going to have to shift this from CIC to an AWS building in San Fran, San Jose or somewhere else. Anybody have insight on where we could host this meeting?

Speakers:
1. Mr. Bill Vass, accepted but not for Tuesday
2. Mr. Mark Ryland, accepted but not for Tuesday.
3. Dr. Matt Wood (TBD)

VR,

Nate

From: (b) (6) CDR USSOCOM SOCOM DXO [mailto (b) (6)]
Sent: Monday, December 04, 2017 11:56 AM
To: Mangan, Nate ; Ficarra, Diane
Cc: Donnelly, Sally SES SD ; (b) (6) COL USSOCOM SOCOM XO ; (b) (6) CDR USSOCOM SOCOM SOCC ; Chronis, Jennifer ; (b) (6) COL USSOCOM SOCOM SOCC-CAG
Subject: RE: (FYI) Tentative dates and agenda for USSOCOM Silicon Valley trip

Nate,

Are you fully recovered from last week?

Very Respectfully

CDR (b) (6)

U.S. Special Operations Command Headquarters

NIPR (b) (6)

SIPR (b) (6)

COMM (b) (6)   DSN (b) (6)

BB (b) (6)

SCAMPI (b) (6)

DRSN (b) (6)

From: (b) (6) CDR USSOCOM SOCOM DXO
Sent: Tuesday, November 28, 2017 1:44 PM
To: 'Mangan, Nate' <(b) (6) >; Ficarra, Diane <(b) (6) >
Cc: Donnelly, Sally SES SD <(b) (6) >; (b) (6) COL USSOCOM SOCOM XO
<(b) (6) >; (b) (6) CDR USSOCOM SOCOM SOCC
<(b) (6) >; Chronis, Jennifer <(b) (6) >; (b) (6) COL
USSOCOM SOCOM SOCC-CAG <(b) (6) >
Subject: RE: (FYI) Tentative dates and agenda for USSOCOM Silicon Valley trip

Hi Nate,

I did, trust you did as well. No worries on the delay, I hope you and the rest of the crew (and 40,000 more of your closest AWS friends) have a good time in Vegas. Unfortunately, I could not peel away to attend.

Slight change to our schedule: We are shifting our departure a day to the right. We will depart Monday (18 Dec) morning, vice Sunday afternoon, and arrive at Moffett Field around 11am PDT. We are working four other visits simultaneously so we have a degree of flexibility with when we start.

Can we pencil in a 12pm start on Monday, 18 Dec with a 9am Tuesday start as an alternate / backup? Give us a week to deconflict these times with our other visits. We will circle back with you on the Monday or Tuesday dinner sometime early next week when General Thomas returns from his vacation.

Again, enjoy your time in Vegas. I will try to watch tonight's live stream and some the other talks once the videos are uploaded. Happy to see AWS Rekognition is now able to detect 100 faces in an image vice the previous 15—a welcome surprise I discovered this weekend.

Very Respectfully

CDR (b) (6)

U.S. Special Operations Command Headquarters
NIPR (b) (6)
SIPR (b) (6)
COMM (b) (6) DSN (b) (6)
BB (b) (6)
SCAMPI (b) (6)
DRSN (b) (6)
-----Original Message-----
From: Mangan, Nate [mailto (b) (6)]
Sent: Tuesday, November 28, 2017 12:49 PM
To: (b) (6) CDR USSOCOM SOCOM DXO <(b) (6) >; Ficarra, Diane
<(b) (6) >
Cc: Donnelly, Sally SES SD <(b) (6) >; (b) (6) COL USSOCOM SOCOM XO
<(b) (6) >; (b) (6) CDR USSOCOM SOCOM SOCC

(b) (6) ; Chronis, Jennifer <(b) (6) >; (b) (6) COL
USSOCOM SOCOM SOCC-CAG <(b) (6) >
Subject: [Non-DoD Source] RE: (FYI) Tentative dates and agenda for USSOCOM Silicon Valley trip
Good Afternoon Commander (b) (6) ,

I hope you are doing well and enjoyed your Thanksgiving Holiday. Most of us at AWS are attending our annual "AW re:Invent" conference this week so I apologize for the delay on the agenda.

Following up on your previous email, you mentioned 3-4 hours on Monday December 18th. What time would you like to start? Also, are we planning on dinner Sunday night or Monday night? Either works for us.

Below Agenda to date, see attached SECDEF Agenda. I'm working on confirming everyone, our AWS re:Invent conference has grabbed the attention of a large section of our Executive Speakers so I'm a bit delayed on confirming all speakers.

Agenda: 1 hour each.

Artificial Intelligence and Machine Learning for the Department of Defense Dr. Matt Wood (Bio attached)

Edge Compute and Storage Solutions for the Department of Defense Bill Vass (Bio Attached)

TBD Speaker.

Sir,

I'm still lining up one other speaker but wanted to touch base and make sure we are on the same page.

Please call if you have a questions.

VR,

Nate

Nate Mangan

AWS Defense Programs

(b) (6)

"I will seek to establish a culture of innovation across the Department."

SEC DEF James Mattis

Please register for AWS re:Invent 2017

[CAUTION] https://www.portal.reinvent.awsevents.com/portal/newreg.ww [CAUTION]

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

From: (b) (6) CDR USSOCOM SOCOM DXO [mailto (b) (6)]

Sent: Thursday, November 16, 2017 6:31 AM

To: Mangan, Nate <(b) (6) >; Ficarra, Diane <(b) (6) >

Cc: Donnelly, Sally SES SD <(b) (6) >; (b) (6) COL USSOCOM SOCOM XO

<(b) (6) >; (b) (6) CDR USSOCOM SOCOM SOCC

<(b) (6) >; Chronis, Jennifer <(b) (6) >; (b) (6) COL

USSOCOM SOCOM SOCC-CAG <(b) (6) >

Subject: RE: (FYI) Tentative dates and agenda for USSOCOM Silicon Valley trip

Nate,

Thank you. Look forward to the visit and iterating on the agenda and topics with you. I will have GEN Thomas reach out to GEN McDew prior to the visit. Great phone call yesterday: I hope I provided some definitive left and right limits for the visit and what we want GEN Thomas to walk away with to enable him to drive (some much needed) change across our SOCOM enterprise.

Very Respectfully

CDR (b) (6) ███████████
███████████████████████████ U.S. Special Operations Command
Headquarters NIPR (b) (6) ███████████ SIPR (b) (6) ████ COMM (b) (6) ██████
██ DSN (b) (6) ██ BB (b) (6) ██ SCAMPI (b) (6) ██ DRSN (b) (6) ██████
-----Original Message-----
From: Mangan, Nate [mailto (b) (6) ████████████]
Sent: Wednesday, November 15, 2017 4:04 PM
To: (b) (6) ████████ CDR USSOCOM SOCOM DXO <(b) (6) ██████████████>; Ficarra, Diane
<(b) (6) ██████████>
Cc: Donnelly, Sally SES SD <(b) (6) ███████████>; (b) (6) ████████ COL USSOCOM SOCOM XO
<(b) (6) ████████>; (b) (6) ████████ CDR USSOCOM SOCOM SOCC
<(b) (6) ████████>; Chronis, Jennifer <(b) (6) ██████████ >
Subject: [Non-DoD Source] RE: (FYI) Tentative dates and agenda for USSOCOM Silicon Valley trip
CDR (b) (6),

Sir, thank you for your time today discussing the upcoming meeting in Cupertino, CA. See attached
Cloud Journey Simulation and Executive Advisory Overview.

Based on our call we will be discussing:

1. Machine Learning

2. Artificial Intelligence

3. Culture shift in organizations moving to cloud.

4. See GE Case study. [CAUTION] [CAUTION] https://aws.amazon.com/solutions/case-
studies/general-electric/ [CAUTION] [CAUTION]

US TRANSCOM Article.

[CAUTION] [CAUTION] https://federalnewsradio.com/defense-main/2017/11/with-help-from-diux-
transcom-on-track-to-conduct-dods-first-large-scale-cloud-migration/ [CAUTION] [CAUTION]

Once I get the agenda/speakers lined up, I will forward to you and the team.

VR,

Nate

-----Original Message-----
From: (b) (6) ████████ CDR USSOCOM SOCOM DXO [mailto (b) (6) ████████████]
Sent: Tuesday, November 14, 2017 8:13 AM
To: Ficarra, Diane <(b) (6) ████████>
Cc: Donnelly, Sally SES SD <(b) (6) ███████████>; (b) (6) ████████ COL USSOCOM SOCOM XO
<(b) (6) ████████>; (b) (6) ████████ CDR USSOCOM SOCOM SOCC
<(b) (6) ████████>; Chronis, Jennifer <(b) (6) ████████ >; Mangan, Nate
<(b) (6) ██████████>
Subject: (FYI) Tentative dates and agenda for USSOCOM Silicon Valley trip

Good morning Diane,

Returning to the office after a four-day weekend: I am available anytime this afternoon (11:00a-
2:30p EST) or tomorrow (11:00a-3:00p). Right now, we are looking to fly out on Sunday, 17 Dec
(opportunity for a dinner engagement that evening), conduct meetings and tours on Monday and
Tuesday, and then fly back Tuesday afternoon. Timewise, let's plan on a 2-3 hour Amazon visit. That
should give us a good line in the sand to deviate from. We can discuss the intent of the visit and
desired content in our phone call. Please let me know if any of the above time windows work for you
and your team.

I cc'd Nate Mangan (AWS Defense Programs): Jennifer asked him to help coordinate our 4-6 Nov trip when we were originally contemplating swinging through Seattle.

Look forward to working with you.

Very Respectfully

CDR (b) (6) ███████████

███████████████████████ U.S. Special Operations Command

Headquarters NIPR (b) (6) ███████ SIPR (b) (6) ███████ COMM (b) (6) ████

███ DSN (b) (6) ██ BB (b) (6) ██ SCAMPI (b) (6) ██ DRSN (b) (6) ██

From:	Gibson, John H II HON (US)
To:	Donnelly, Sally SES SD
Cc:	DeMartino, Tony SES SD; (b) (6) CIV SD
Subject:	RE: (U) Boards
Date:	Tuesday, January 16, 2018 12:21:36 PM

CLASSIFICATION: UNCLASSIFIED

Sally,

Absolutely on all fronts. See you later this week.

Safe and fruitful travels.

Jay

CLASSIFICATION: UNCLASSIFIED

-----Original Message-----
From: Donnelly, Sally SES SD [mailto (b) (6)   ]
Sent: Tuesday, January 16, 2018 10:06 AM
To: Gibson, John H II HON (US) <(b) (6)   >
Cc: DeMartino, Anthony G SES (US) <(b) (6)   >; (b) (6)   CIV SD
<(b) (6)   >
Subject: Boards

Hi Jay,
 Hope you had a good weekend.
 Could we get together on boards this week or next.just a heads up but when Microsoft CEO Satya Nadella was in last week he recommended to the boss that he appoint Microsoft's Kurt DelBene to the DIB. I have a bio which I can sent you. In the rains-it-ours category, I assume tomorrow during a meeting Amazon will recommend AWS CEO Andy Jassy be appointed. Obviously any appointment is the choice of you, the DSD and the SD, but wanted to give you a heads up. I can talk ftf when I am back tomorrow.

From:	Donnelly, Sally SES SD
To:	Karem, Robert S HON OSD OUSD POLICY (US)
Cc:	(b) (6)　　　　　COL USARMY CENTCOM CCCG (US)
Subject:	Re: Manama Dialogue Private Dinner
Date:	Friday, December 8, 2017 9:35:56 AM

Full faith and confidence in you! Press part of the 'geography'

Sent from my BlackBerry 10 smartphone.

From: Karem, Robert S HON OSD OUSD POLICY (US)
Sent: Friday, December 8, 2017 9:16 AM
To: Donnelly, Sally SES SD
Cc: (b) (6)　　　　　COL USARMY CENTCOM CCCG (US)
Subject: Re: Manama Dialogue Private Dinner

Sally:

I will also attend, as will the rest of the US delegation. We'll make sure to mind our behavior around the press!

RSK

Sent from my iPhone

On Dec 8, 2017, at 3:17 PM, Donnelly, Sally SES SD <(b) (6)　　　　　> wrote:

> Great. Tnx. Hope you are well.
>
> Sent from my BlackBerry 10 smartphone.
> Original Message
> From: (b) (6)　　　　COL USARMY CENTCOM CCCG (US)
> Sent: Friday, December 8, 2017 7:10 AM
> To: Donnelly, Sally SES SD; Karem, Robert S HON OSD OUSD POLICY (US)
> Subject: RE: Manama Dialogue Private Dinner
>
>
> Sally,
>
> GEN Votel will attend the Ambassador's dinner tomorrow night. Should be a good event. Please see below for a list of distinguished invitees.
>
> It's all locked in. Best,
>
> (b) (6)
>
>
> Invitees:
>
> Ben Hubbard

Middle East Correspondent, The New York Times

Bernard Dunn

President, Boeing Middle East; Vice President, Boeing International

David Petraeus (General (Retd))

Chairman, Kohlberg Kravis Roberts and Co

Eric Schmitt

National Security Correspondent, New York Times

James F Jeffrey

Distinguished Fellow, Washington Institute for Near East Policy

Jason Isaacson

Associate Executive Director, Policy; Managing Director, Government and International Affairs, American Jewish Committee

(b)(6) (Colonel)

(b)(6) Iran, Iraq, Syria, and Lebanon, NSC

John Aquilino (Vice Admiral)

Commander, US Naval Forces Centeral Command, US 5th Fleet, CMF

John Miller (Vice Admiral)

President and Chief Executive Officer, The Fozzie Miller Group

Joseph Votel (General)

Commander, US Central Command

Justin Siberell (Ambassador)

Ambassador of the US to Bahrain

Karen Young (Dr.)

Senior Resident Scholar, Arab Gulf States Institute

Katada Zaman

IISS - Bahrain

Keith Alexander (General (Retd))

Chief Executive Officer, IronNet Cybersecurity

Mark Fitz

IISS - USA

Matthew Mcinnes

Policy Planning, Dept of State

Miles Hansen

Director, Gulf Affairs, NSC

Nancy Ziuzin Schlegel

Vice President, International Government Affairs, Lockheed Martin Corporation

Rick Groesch

Regional Vice President, Middle East, Lockheed Martin Corporation

Robert Karem

Asst. Secretary for International Security Affairs, Dept. of Defense

Teresa Carlson

Executive Vice President, Public Services Worldwide, Amazon Web Services

Timothy Lenderking

Deputy Assistant Secretary for Arabian Peninsula Affairs, Dept of Defense

Vance Serchuk

Principal, Kohlberg Kravis Roberts Global Institute

-----Original Message-----
From: Donnelly, Sally SES SD [mailto:(b) (6)   ]
Sent: Thursday, December 07, 2017 6:05 PM
To: Karem, Robert S HON OSD OUSD POLICY (US); (b) (6)
COL USARMY CENTCOM CCCG (US)
Subject: FW: Manama Dialogue Private Dinner

Robert, (b) ,
Sheikh Abdullah is the younger son of HRH who I have known for many years. I
know you both are busy.
Call if any questions.
Sally

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6)
Secure: (b) (6)

-----Original Message-----
From: Amb. Abdulla R. AlKhalifa [mailto (b) (6)]
Sent: Thursday, December 7, 2017 4:32 PM
To: Donnelly, Sally SES SD < (b) (6)
Subject: Manama Dialogue Private Dinner

Dear Sally,

Greetings from 35k feet en route to Bahrain where I shall be attending the
Manama Dialogue.

My Defense Attache is trying to reach out to both General Joseph Votel and
Robert Karem in an effort to extend an invitation for dinner catered to some US
delegates to have them meet their counterparts in Bahrain along the sidelines the
Manama Dialogue. It would be my pleasure if they could attend. The dinner will
be at our residence in West riffa on Saturday December 9 at 7:30pm. I hope you
can help facilitate since their hard to get.

Thank you and wishing you a blessed holiday season in advance.

Best,

Abdulla R.

Sally,
Of course I have time for a call. Sorry for the delay, was in meetings. Number is ███ (b) (6) ███.
V/r,
Josh

Sent from my iPhone

> On Dec 7, 2017, at 12:57 PM, Donnelly, Sally SES SD < ███ (b) (6) ███ > wrote:
>
> Excellent. Also, time for a quick call? Number?
>
> Sally Donnelly
> Senior Advisor to the Secretary of Defense
> Unclass: ███ (b) (6) ███
> Secure: ███ (b) (6) ███
>
>
> -----Original Message-----
> From: Marcuse, Joshua J CIV OSD OSD (US)
> [mailto ███ (b) (6) ███]
> Sent: Thursday, December 7, 2017 12:47 PM
> To: Donnelly, Sally SES SD < ███ (b) (6) ███ >
> Subject: RE: The Software Roundtable Saga: Latest Installment
>
> Sally,
>
> She could, but my ability to predict or influence what Ellen does has proven
> quite limited; we will do our best to get her to:
>
> - DIUx, which includes a showcase of DIUx portfolio companies
> - Google, Microsoft, and/or Amazon
> - Tech roundtable with VC firms, industry leaders, and academics, etc.
>
> We will also offer up:
>
> - Tesla factory tour (which we got for Lt Gen Shanahan and was fascinating)
> + meeting (hardware + software / additive manufacturing)
> - NVIDIA (AI / ML, microprocessors)
> - Galvanize San Francisco campus (tech accelerator & data science / coding
> academy)
> - Stanford d.school or IDEO
>
> Of course we will keep you posted throughout; my next meeting with you is
> slated (at least tentatively) for Tues 12/12 at 1500.
>
> We will definitely say to Teresa and Doug the meeting is postponed, not
> canceled, as you suggest.
>
> Very Respectfully,

> Josh
>
>
> -----Original Message-----
> From: Donnelly, Sally SES SD [mailto (b) (6)]
> Sent: Thursday, December 7, 2017 12:35 PM
> To: Marcuse, Joshua J CIV OSD OSD (US) < (b) (6) >
> Subject: RE: The Software Roundtable Saga: Latest Installment
>
> Thanks.
> Please keep me up to date on the scope of the trip.
> I would say those engagements are simply postponed...I assume she could go
> see their outposts in CA? Also, Microsoft?
>
>
>
> Sally Donnelly
> Senior Advisor to the Secretary of Defense
> Unclass: (b) (6)
> Secure: (b) (6)
>
>
> -----Original Message-----
> From: Marcuse, Joshua J CIV OSD OSD (US)
> [mailto (b) (6)]
> Sent: Thursday, December 7, 2017 12:28 PM
> To: Donnelly, Sally SES SD < (b) (6) >
> Subject: The Software Roundtable Saga: Latest Installment
>
>
> Sally,
>
> Here is an update on the Dec 14 software roundtable:
>
> First, thank you for your helpful introductions to your contacts in the
> community.
>
> Second, after some back-and-forth, Ellen's front office decided to postpone
> a Dec 14 roundtable, decline a briefing from DIUx and DDS, and accepted an
> invitation to go to California on a DIB-planned visit in late January, date
> tbd. This is great news!
>
> Third, while this process unfolded, we did invite Teresa Carlson, Doug
> Philippone, Hamid Bilgari, and Joseph Bradley to attend. Teresa and Doug
> accepted, Hamid declined, and Joseph hasn't replied. Our intention is to let
> them know them all know this is canceled as politely as possible and invite
> them to provide input to our software acquisition reform study. Please do
> let me know if you want to handle it differently.
>
> V/R,
> Josh
>
>
>
> Joshua J. Marcuse
> Executive Director, Defense Innovation Board
> & Innovation Advisor, DCMO

> Pentagon (b) (6)
> Office (b) (6)
> Blackberry (b) (6)
> Mobile (b) (6)
> NIPR: (b) (6)
> SIPR: (b) (6)
>
>

Thank you so much

Sent from my BlackBerry 10 smartphone.
 Original Message
From: Marcuse, Joshua J CIV OSD OSD (US)
Sent: Wednesday, November 15, 2017 6:56 PM
To: Donnelly, Sally SES SD
Subject: Reactions to DSD Cloud Oped (UNCLASSIFIED)

CLASSIFICATION: UNCLASSIFIED

Sally,

Here is a smattering of the most interesting responses to the DSD's oped on cloud in Defense One.

These are top people I trust. The last two I included at length because they come from Army officers who now work at Google and Amazon respectively on cloud services so they have knowledge of both worlds.

Best,
Josh

Feedback from Top VCs and Tech Investors and a CEO:

.   On the one hand, yes, it sounds great and is right in line with the trends out here. On the other hand, as we discussed, there are other issues that are driving/deepening massive trust and communication wedges between the defense/intelligence community and the Valley. This is just the latest:
Caution-https://www.justice.gov/opa/speech/deputy-attorney-general-rod-j-rosenstein-delivers-remarks-encryption-united-states-naval < Caution-https://www.justice.gov/opa/speech/deputy-attorney-general-rod-j-rosenstein-delivers-remarks-encryption-united-states-naval > I really wish there was a completely different dynamic between DC and the Valley these days. Both sides could really benefit, and the country as a whole. The status quo is terrible. In any event, I remain a big fan of what you and the Secretary are doing, and we will continue to help however we can!

.   Article is too short to be meaningful. Good news is that its easy to fill in by actually explaining to the reader WHY machine learning, elastic computing (not inclusive btw) actually matter...and candidly what they actually are. Most people don't know. The recommendations are pablum starting with making an announcement on FBO. Need to consider non-traditional outlets for getting this out there. The only folks who monitor FBO are the heritage defense suppliers who are part of the problem. Overall the article reads more like a press release with far too many assertions that aren't backed up.

.   Congratulations. Great piece!   And I love the decision to engage Chris Lynch and the DDS team (cc'd) I am a big fan of theirs. Indeed, I just saw Chris give a great talk at a JSOC Apollo Data Summit event yesterday. . Let me know how I can help. And congrats again on a great article and (Chris) on a great talk.

.   Pretty good - though this primarily focuses on: 1. Opening up pathways for large tech companies (Amazon, Google, Microsoft) to compete with more traditional defense players (the Primes, Dell, IBM, etc). 2. The DOD catching up with existing tech being used across industry rather than any real "innovation". Good directionally, but still a lot to be done to reroute funding going into the bad actors into companies that have the capacity to deliver new capabilities. Obviously, this is what you guys are working on (THANK YOU). :)   As always, let me know if

there's anything I can do to help!

.   It's good. Read it when it came out. You must force yourselves to carve out space for non-traditional players or your calendar will be filled up by large, cash-rich Beltway bandits who will slowly eat your internal organs. :)

Feedback from Congressional Staff: "Extremely positive. It bounced around relevant SASC staff."

Very Senior Former Gov Tech Leaders / Think Tank Experts:

.   Solid work. I'd make sure to always include the following 3 together: data science, machine learning, AI

.   I am intrigued and excited about the potential here. It strikes me as a very different paradigm from the Joint Information Environment (JIE), which seems much more oriented on developing a more static model for DoD organic IT infrastructure, but I may be misreading the intent here or how it relates to the JIE. I have a very positive reaction to DDS leading the effort. I can envision this as a warfighter SIG type effort where the DDS folks help the Deputy task and monitor the services implementation although I'm sure the bureaucratic hurdles will be even more staggering than they were for rapid acquisition.

.   Love it. Wonder how you can better work with FedRamp to accelerate the same goals. I'm a big believe in FedRamp program in theory to push cloud adoption across gov't (it vets cloud providers, encourages security standards, do 1 ATO once for all federal agencies) but they are limited in staff/budget so can be slow for a vendor to get approved, plus they lack enforcement authority (which makes it tough for some vendors to spend $ to get Fedramp approved if can go around it). For small companies, the cost of going through FedRamp can be cost prohibitive - perhaps DoD & FedRamp could provide grants or loans or investment (like In-Q-Tel) for companies smaller to go through process.

Top Tech Industry Exec / Veteran #1:

Establish a CTO for each service, have them sit on the exec committee with USDS. That will give the recommendations teeth and ease change management friction. USDS need allies in the svcs that speak their language and are in the larger orgs Having separate group that are already outsiders that don't sweat/bleed/train with uniformed services will keep them on the fringe unfortunately.

Something has to be done wrt security and cert/accredit. Pace of change and novel approaches far outpace buying process. If virtual private network in cloud can be pulled up and down at will, who cares if it isn't hardened in the classic sense? Run a batch compute job to get an answer to an important question, and blow away the resources/VMs. That's a capability you don't get by buying a private cloud. Big difference between private and public cloud. All vendors have key management service that makes breaking the encryption of ephemeral resources highly unlikely. Easy as push button in menu.
Insist that tech vendors provide organic professional services for first projects. You want them responsible for project success, not just tech performance. And it will teach them about what is really painful so they can learn to be better and improve their products quickly.

Do one year commits in contracting, but have all years beyond that optional.
I like the tone of the msg, but need to keep USDS from becoming hollow committee.

Top Tech Industry Exec / Veteran #2:

██

I saw this and immediately wanted to reach out. I read the RFI on FedBizOps, too. It seems odd that they're asking for information instead of proposals, but that's just my take. Most of those questions in it can be answered by talking to their friends at the CIA who have a $60M contract with AWS for cloud. They have learned a lot over the last 3 years.

Overall, when I read the op-ed, my gut said: "The DoD/IC is its own worst enemy." The limiting factors preventing the CIA from having parity with commercial cloud offerings stem from 2 approval mechanisms: 3rd party vendors in our marketplace and security clearances.

3rd Party Vendors: The RFI specifically delineates between IaaS, PaaS, and SaaS and that makes sense. But, one of the factors hindering migration/adoption is a lack of approved 3rd party PaaS vendors who can offer server instance images (specific server configurations with operating system and security services baked in) that the CIA want.

Clearances: We simply don't have enough cleared engineers to push more services into that region any faster. The backlog of ~450 days is insane and the fact that even my own DoD TS clearance was not approved for cross-over is a symptom of how bad this particular process is.

More broadly, one of the biggest lessons from the CIA's experience is the way that the contract was constructed so that subordinate echelons could migrate workloads to our cloud without having to go through the contracting process - it was just viewed as part of the original contract. This has given so much more independence for each agency to pick and choose what they want and when they want. It hasn't been perfect, but that's a big advantage.

Lastly, one of the dumbest things that I have seen so far is that consulting firms who rely on AWS are simply reselling AWS to the federal government. This happens in our ITAR/HIPPA compliant GovCloud and it boggles my mind. My sense is that this stems from how the FedRAMP website is setup to not give preference to any vendors, but instead customers get bids from firms that clearly don't make any sense and simply never see that they're either being overcharged or getting decreased support at the same price.

Joshua J. Marcuse
Executive Director, Defense Innovation Board
& Innovation Advisor, DCMO
Pentagon (b) (6)
Office (b) (6)
Blackberry (b) (6)
Mobile (b) (6)
NIPR: (b) (6)
SIPR: (b) (6)

CLASSIFICATION: UNCLASSIFIED

excellent

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: ████
Secure: ████

-----Original Message-----
From: DeMartino, Tony SES SD
Sent: Monday, August 14, 2017 7:20 AM
To: Donnelly, Sally SES SD <████>
Subject: FW: SD Action Report

Betweeen us -- To the Microsoft vs Amazon discussion.

Tony DeMartino
Chief of Staff, DSD
Direct: ████

-----Original Message-----
From: Roper, William [mailto:████]
Sent: Sunday, August 13, 2017 3:58 PM
To: Shanahan, Patrick HON SD <████>
Subject: Re: SD Action Report

Microsoft is trying to enter the game, especially on ML, but is still a gen
behind Amazon and Google in my estimation. Correspondingly, they're less
likely to win on the first round of leasing but probably more likely to
undertake Gov't-funded R&D if it eventually improved their commercial
competitiveness. There are several areas like this where we ought to have
active investments like AI auditability, neural net confidence, and counter
AI. We're going to need these before the commercial world will.

One area I think Microsoft is ahead is augmented reality (AR) and virtual
reality (VR), though Sony and Facebook are close behind. The DoD doesn't
have active engagement with the video game industry (dumb) even though they
are trailblazing how to take complicated info from an environment and
display it so intuitively that people sitting around the world can act as
integrated teams. How else do we think our operators are going to control
myriad autonomous things and work togetherness though physically separated?

BL-if we have the discipline to avoid modifying commercial tech too much,
and lease when even possible, we should be able to use our significant R&D
budget to encourage increased competitiveness while still having access to
best-of-market products. The hard part will be changing the acquisition

process to adopt/adapt vice build.

-Will

> On Aug 13, 2017, at 2:22 PM, Shanahan, Patrick HON SD
> <(b) (6)   > wrote:
>
> How do the Microsofts of the world fit into the equation?
>
> -----Original Message-----
> From: Roper, William [mailto:(b) (6)   ]
> Sent: Saturday, August 12, 2017 3:29 PM
> To: Shanahan, Patrick HON SD (b) (6)   >; Lord, Ellen M HON
> (US) <(b) (6)   >
> Subject: SD Action Report
>
>
> Hope you're both having a good Saturday. Below is my action report from
the
> Secretary's trip It's a bit lengthy, so here's the bottom line:
>
> SD now believes in Cloud tech and wants to move the Department to it; we
> have the baton on pulling together a plan for him.
>
> Cheers,
> Will
>
> The SECDEF had a good trip to Seattle and Silicon Valley. Although many
> technologies were discussed, Cloud was the centerpiece: why the tech
sector
> moved to it, challenges in doing so, and the security and
analytics/machine
> learning (ML) benefits of doing so. The last area is where the SD did most
> of his most probing.
>
> All companies did a good job fielding questions and explaining their
> technologies, and we had ample opportunity to put things in a strategic
> context for the Boss. I believe the following four points summarize his
> takeaways:
>
> 1. Our traditional networks trust all the software on every authorized
> computer; modern Clouds trust no software on any computer. Implication for
> DoD: larger physical security cost, much more infrequent software updates
>
> 2. Our traditional networks unquestioningly trust all users on them;
modern
> Clouds continually question all users. Implication for DoD: much greater
> insider threat vulnerability
>
> 3. Our traditional networks contain mostly disparate, unique software;
> modern Clouds have mostly common software stacks at all echelons.
> Implication for DoD: no ability to sim the network, no ability to upgrade
> software continually, no platform for ML
>
> 4. Our traditional networks physically separate data based on mission and
> classification; modern Clouds digitally separate data (using encryption)
> based on user credentials. Implication for DoD: no central data lake for

> analytics and ML, no central large-scale compute, much larger network
> overhead, larger physical security, larger insider threat vulnerability
>
> By the time the trip had completed, SD shifted from skeptical to convinced
> that we must move to the Cloud to remain competitive in development,
> efficient in administration, and lethal in operations. I got the action
(at
> least six times) to meet with you both and pull together a plan. I had a
> chance to discuss what that plan might look like with SD before he
departed.
> He liked the ideas, so I'll summarize them below:
>

>
> II. We should pick pilot organization(s) as prototypes before attempting a
> broader implementation. This would let us incorporate lessons learned from
> our own successes and failures. I recommend NGA and Transcom because both
> have (a) worked with me on this concept prior to this trip, (b)
> forward-leaning leaders (Robert Cardillo and GEN McDew, respectively); (c)
> large caches of mission-relevant unclassified data (broadens our industry
> base); and (d) missions that strongly overlap with commercial ML (e.g.,
> computer vision, logistics optimization). The Boss liked both potential
> bellwethers.
>
> III. We should lease--vice buy--the compute, processing, and platform for
> the Cloud because the lease price per rack is low. This keeps us
up-to-date
> with the latest tech and obviates the need for Gov't maintainers. It
should
> also simplify contracting.
>
> IV. While doing the pilots, we should concurrently build the Department
plan
> with periodic updates as we learn.
>
> Finally, none of these specifics are set in stone in his mind. They made
the
> potential way ahead more tangible, but the pen is in our hands on how to
do
> it.
>
> Overall, great trip with an important decision: this is long overdue! I
> don't see a way to win if we don't treat data as ammo; compute, as its
gun,
> connectedness, as its logistics; and learning systems, as its trigger
> puller. It's certainly something we should discuss at the strategy session
> next week. Should be fun. :)
>
> -WR
>
>
>
>
>

From:	Donnelly, Sally SES SD
To:	DeMartino, Tony SES SD
Subject:	Re: SD Action Report
Date:	Saturday, August 12, 2017 4:27:13 PM

Beaut tnx

Sent from my BlackBerry 10 smartphone.
 Original Message
From: DeMartino, Tony SES SD
Sent: Saturday, August 12, 2017 3:56 PM
To: Donnelly, Sally SES SD
Subject: FW: SD Action Report

SA. NODIS Please.

-----Original Message-----
From: Roper, William [mailto (b) (6)   ]
Sent: Saturday, August 12, 2017 3:29 PM
To: Shanahan, Patrick HON SD <(b) (6)   >: Lord, Ellen M HON (US)
<(b) (6)   >
Subject: SD Action Report

Hope you're both having a good Saturday. Below is my action report from the Secretary's trip It's a bit lengthy, so here's the bottom line:

SD now believes in Cloud tech and wants to move the Department to it; we have the baton on pulling together a plan for him.

Cheers,
Will

The SECDEF had a good trip to Seattle and Silicon Valley. Although many technologies were discussed, Cloud was the centerpiece: why the tech sector moved to it, challenges in doing so, and the security and analytics/machine learning (ML) benefits of doing so. The last area is where the SD did most of his most probing.

All companies did a good job fielding questions and explaining their technologies, and we had ample opportunity to put things in a strategic context for the Boss. I believe the following four points summarize his takeaways:

1. Our traditional networks trust all the software on every authorized computer; modern Clouds trust no software on any computer. Implication for DoD: larger physical security cost, much more infrequent software updates

2. Our traditional networks unquestioningly trust all users on them; modern Clouds continually question all users. Implication for DoD: much greater insider threat vulnerability

3. Our traditional networks contain mostly disparate, unique software; modern Clouds have mostly common software stacks at all echelons. Implication for DoD: no ability to sim the network, no ability to upgrade software continually, no platform for ML

4. Our traditional networks physically separate data based on mission and classification; modern Clouds digitally separate data (using encryption) based on user credentials. Implication for DoD: no central data lake for analytics and ML, no central large-scale compute, much larger network overhead, larger physical security, larger insider threat vulnerability

By the time the trip had completed, SD shifted from skeptical to convinced that we must move to the Cloud to remain competitive in development, efficient in administration, and lethal in operations. I got the action (at least six times) to meet with you both and pull together a plan. I had a chance to discuss what that plan might look like with SD before he departed. He liked the ideas, so I'll summarize them below:

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III. We should lease--vice buy--the compute, processing, and platform for the Cloud because the lease price per rack is low. This keeps us up-to-date with the latest tech and obviates the need for Gov't maintainers. It should also simplify contracting.

IV. While doing the pilots, we should concurrently build the Department plan with periodic updates as we learn.

Finally, none of these specifics are set in stone in his mind. They made the potential way ahead more tangible, but the pen is in our hands on how to do it.

Overall, great trip with an important decision: this is long overdue! I don't see a way to win if we don't treat data as ammo; compute, as its gun; connectedness, as its logistics; and learning systems, as its trigger puller. It's certainly something we should discuss at the strategy session next week. Should be fun. :)

-WR

Hi Sally,

Just following up with a bit more information for you. I have attached the specific agenda that we used to brief Secretary Mattis in August. We proposed the same agenda to GEN Thomas's team when we connected with them last month. (b)(3) 50 U.S.C. 3024(i)(1)

Here is a bit more information on our Silicon Valley location. I have also attached a document with more details. The AWS Cloud Innovation Center (CIC) in Silicon Valley is one of several AWS CICs. It directs activities which activate, accelerate, and facilitate public sector digital transformation efforts. This CIC is used by US Federal customers, including the Intelligence Community.

CIC Silicon Valley exists to provide the national security community with access to industry leading innovations on AWS. Government customers meet with, learn from, and influence commercial investments in innovation and technologies that benefit the community and accelerate access via AWS commercial cloud services available at the unclassified, secret and top secret level. CIC Silicon Valley is an essential hub supporting the IC's digital transformation effort.

We would be happy to work with General Thomas's staff in advance of his visit to not only brief agenda topics of interest to him, but also to follow up with proofs of concept on specific projects related to AI, Machine Learning, or Computing at the Tactical Edge.

Hope this helps. We will standby for further guidance.

Jennifer

From: Chronis, Jennifer
Sent: Friday, November 10, 2017 10:47 AM
To: 'Donnelly, Sally SES SD'
Cc: Carlson, Teresa
Subject: SOCOM Commander

Hi Sally,

We are interested in hosting the SOCOM Commander for a briefing, and can do so (b)(3) 50 U.S.C. 3024(i)(1) in Seattle, whatever he prefers.

His office (LtCol (b) (6) , CDR (b) (6) , COL (b) (6)) reached out to me about a month ago and we had tentatively agreed that we would host him in Seattle and present the same set of topics that we did to Secretary Mattis (Security, AI/ML, Computing at the Tactical Edge). We were given a target window of December 12-18. I put Nate Mangan on point to work with CDR (b) (6) and just this week he informed us that they were working with someone else on the visit so we've been a bit unclear.

If General Thomas is interested in visiting us in Silicon Valley, we would propose a similar agenda to what we had planned for Seattle, with added emphasis on the innovation work we are doing in Silicon Valley for the Intelligence Community.

If you could provide us with a POC to coordinate either or both visits, we will get it underway.
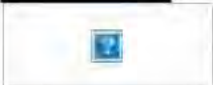
Thank you

Jennifer
Jennifer Chronis
General Manager, DoD
Amazon Web Services

Thanks, Josh. For group SA, here's my trip write up for DSD and Ms. Lord. Cheers, Will

The SECDEF had a good trip to Seattle and Silicon Valley. Although many technologies were discussed, Cloud was the centerpiece: why the tech sector moved to it, challenges in doing so, and the security and analytics/machine learning (ML) benefits of doing so. The last area is where the SD did most of his most probing.

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(b)(3) 50 U.S.C. 3024(i)(1)

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-WR

> On Aug 16, 2017, at 2:12 PM, Marcuse, Joshua J CIV OSD OSD (US) < ███████ (b) (6) ███████ > wrote:
>
> Sally, Will, Justin,
> I did my best to capture the main points from yesterday's lunch and took a crack at highlighting implied tasks. Please let me know what I missed or got wrong.
> Best,
> Josh
>
> Joshua J. Marcuse
> Executive Director, Defense Innovation Board
> & Innovation Advisor, DCMO
> Pentagon (b) (6)
> Office (b) (6)
> Blackberry (b) (6)
> Mobile (b) (6)
> NIPR: (b) (6)
> SIPR: (b) (6)
>
>
> <Summary of Cloud Meeting_15 Aug 2017v2.docx>

AMAZON WEB SERVICES
PRESENTATION TO THE SECRETARY OF DEFENSE
Thursday, August 10, 2017
Seattle, WA, USA

0930-0935	Welcome & Kickoff	Teresa Carlson
0935-0945	AWS in the Department of Defense	Jennifer Chronis, Jim Caggy
0945-1005	Security	CJ Moses, Alexander Watson
1005-1025	Artificial Intelligence and Machine Learning for the Department of Defense	Matt Wood, Ranju Das
1025-1055	Edge Compute and Storage Solutions for the Department of Defense	Bill Vass, Colin Lazier

Customer Innovation Center (CIC)

AWS Public Sector Customer Innovation Center (CIC) in Silicon Valley is designed to support our U.S. government customers and partners serving that community.

As the cloud becomes core to spurring agility across government, AWS will act as a connector between like-minded customers who can work together to drive applied innovation in achieving their mission.

To that end, we are creating CICs to facilitate customer-to-customer and partner interactions to identify, document, enhance, and share successful governmental solutions, including education and non-profit, customers.

Contact Information

Amazon Web Services

Rich Julien
(b) (6)

Rachel Conan
(b) (6)

(b)(3) 50 U.S.C. 3024(i)(1), (b) (6)

(b)(3) 50 U.S.C. 3024(i)(1)

(b)(3) 50 U.S.C. 3024(i)(1) has been created to allow Federal Customers to leverage the Amazon C2S investment and accelerate adoption of existing software technology via the C2S Marketplace to solve mission critical challenges by:

- Accelerating innovation to production
- Simplifying acquisition
- Streamlining implementation

C2S Access Service

The Goal of the C2S Access Service is to facilitate the application, adaptation and acceleration of commercial cloud services.

The C2S Access service enables ICMP publishers and MSP/SaaS vendors to better support their capabilities deployed to the IC by providing:

- Access to restricted national security infrastructure
  - Cleared Facility with access to TS Network
  - Classified workstation, secure communications, meeting rooms

- Security Support / Sponsor Approval
  - Clearances for IC MP publishers to facilitate technical support
  - New applicant ~6 month process / Cross over allowed
  - IC MP approvals and a Usage/Security Support Addendum

- Cost Model
  - Workspace on Demand – Variable price per seat per day depending on commitment
  - Clearance Processing – Variable price for new applicant, cross over or annual sustainment

Each Customer Innovation Center supports a specific Customer/Sponsor

This sponsor serves as the Executive Agent for the CIC as well as provides a contract vehicle or method that allows operational transition of outcomes.
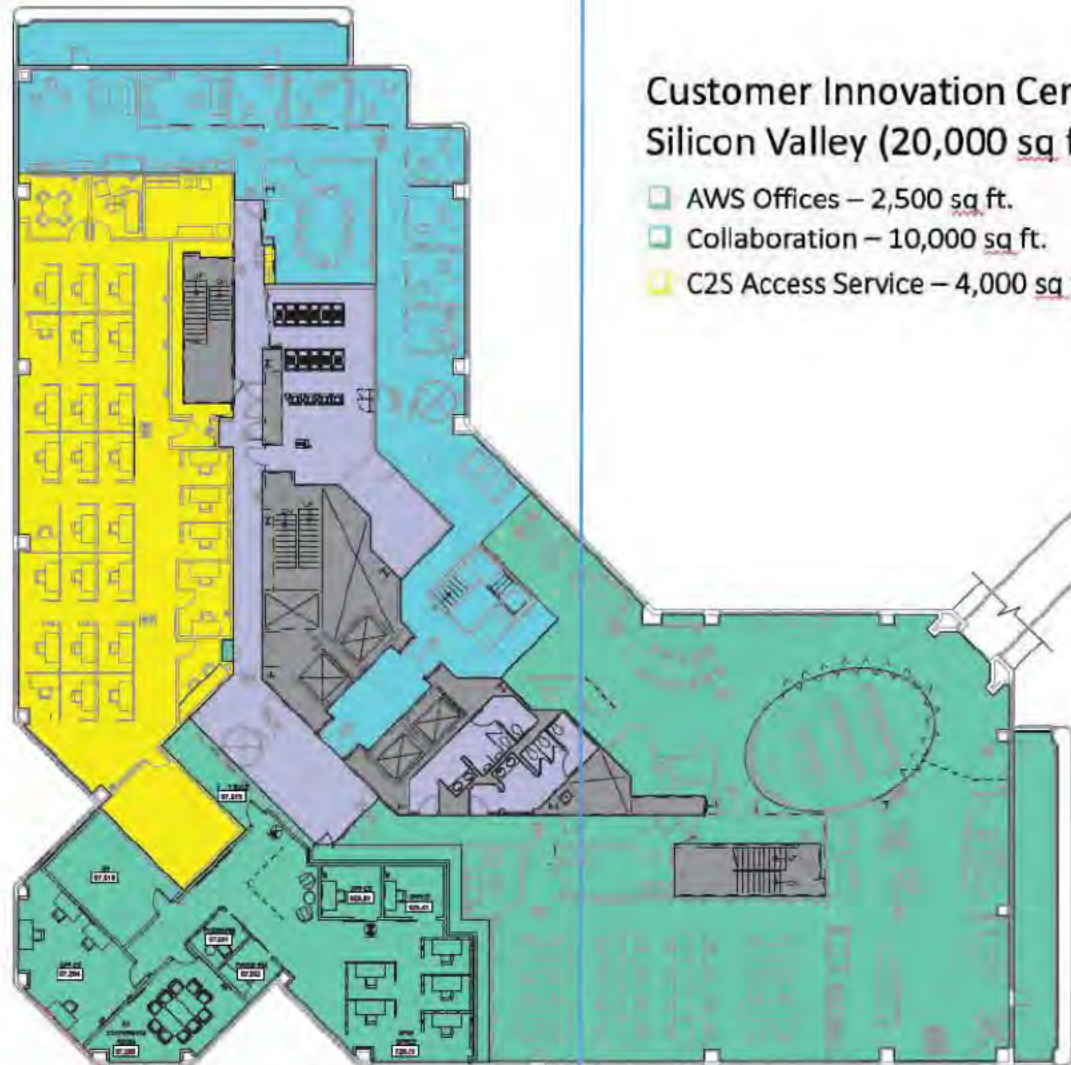
Customer Innovation Center (CIC) Silicon Valley (20,000 sq ft.)

- ☐ AWS Offices – 2,500 sq ft.
- ☐ Collaboration – 10,000 sq ft.
- ☐ C2S Access Service – 4,000 sq ft.

Each Customer/Sponsor provides Committed Participation – Full-time staff who assist the CIC team in:

- Development, prioritization and selection of Challenge Topics
- Subject Matter Expertise to plan, coordinate and conduct challenges

From:	White, Dana W SES OSD (US)
To:	Donnelly, Sally SES SD
Cc:	(b) (6) ████ Col SD; (b) (6) ████ CIV SD; (b) (6) ██ CIV SD; (b) (6) LtCol SD
Subject:	RE: Low viz at Amazon, right? (UNCLASSIFIED)
Date:	Tuesday, August 8, 2017 4:47:34 PM

CLASSIFICATION: UNCLASSIFIED

Sally,

Traveling press is not going with SD/delegation to Amazon. Lt Col (b) (6) ████ has coordinated with travel operations (Col. (b) (6) ██) to have the delegation move separately that morning and go straight to the airport.

I'll call you about the WH.
Dana

-----Original Message-----
From: Donnelly, Sally SES SD [mailto (b) (6) ██████████]
Sent: Tuesday, August 8, 2017 3:10 PM
To: White, Dana W SES OSD (US) (b) (6) ████████ >
Cc: (b) (6) ██████ Col SD < (b) (6) █████ >; (b) (6) ████ CIV SD
< (b) (6) ████ >; (b) (6) ████ CIV SD < (b) (6) ████ >; (b) (6) ██ LtCol SD
< (b) (6) ████ >
Subject: Low viz at Amazon, right?

Dana,
 Couple questions if I may: What will press do while boss at Amazon? Does WH know our sked out West? Who exactly?

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6) ██████
Secure: (b) (6) ████

CLASSIFICATION: UNCLASSIFIED

Hi everyone-

I will set up a conference call for 3pm tomorrow.

-----Original Message-----
From: (b) (6) CIV SD [mailto (b) (6)]
Sent: Sunday, August 6, 2017 6:02 PM
To: Chronis, Jennifer < (b) (6) >
Cc: (b) (6) LtCol SD < (b) (6) >; Mikolay, Justin SES SD < (b) (6) >; Ali, Iram
< (b) (6) >; Ficarra, Diane < (b) (6) >; Donnelly, Sally SES SD
< (b) (6) >
Subject: Re: SecDef Visit Next Week

Jennifer/Diane:

Assuming it still works, let's go with 3pm tomorrow.

Iram, that time ok for you?

What phone number should we use?

- (b) (6)

Sent from my iPhone

> On Aug 4, 2017, at 6:48 PM, Chronis, Jennifer < (b) (6) > wrote:
>
> Thanks (b) (6) . I can do 1-130 or anytime between 2-4 if that works. I have added my assistant, Diane, who can help shuffle some things around if necessary. Let's please also include Iram as she has been on point as you know.
>
> Thanks again
> Jennifer
>
> -----Original Message-----
> From: (b) (6) CIV SD [mailto (b) (6)]
> Sent: Friday, August 04, 2017 6:45 PM
> To: Chronis, Jennifer < (b) (6) >
> Cc: (b) (6) LtCol SD < (b) (6) >; Mikolay, Justin SES SD
> < (b) (6) >; Ali, Iram < (b) (6) >; Ficarra,
> Diane < (b) (6) >; Donnelly, Sally SES SD
> < (b) (6) >
> Subject: RE: SecDef Visit Next Week
>
> Jennifer,
>
> Happy to set up a call among the three of us. Unfortunately, pre-8:30 on Monday won't work for us. What's the earliest time you can talk in the afternoon?
>

> In any event, look forward to talking.
>
> Best,
> (b) (6)
>
> -----Original Message-----
> From: Chronis, Jennifer [mailto: (b) (6)]
> Sent: Friday, August 4, 2017 4:57 PM
> To: Donnelly, Sally SES SD < (b) (6) >
> Cc: (b) (6) CIV SD < (b) (6) >; (b) (6) LtCol
> SD < (b) (6) >; Mikolay, Justin SES SD < (b) (6) >;
> Ali, Iram < (b) (6) >; Ficarra, Diane < (b) (6) >
> Subject: Re: SecDef Visit Next Week
>
> Thanks so much Sally. I know Iram (who works for Steve Block now) has been well connected with ▮▮ but we'd
be happy to talk with will, Justin and ▮▮ as well. My Monday morning is tight but I could do anything prior to 830
or later in the day. Let me know who to coordinate with.
>
> Thanks!
> Jennifer
>
> Sent from my iPhone
>
>> On Aug 4, 2017, at 4:40 PM, Donnelly, Sally SES SD < (b) (6) > wrote:
>>
>> Hey Jennifer,
>> Let's get (b) (6) , Justin Mikolay and LtCol (b) (6) on the phone early Monday am. I am flying back
from Europe and may not be available, but ▮▮ has been running point. Using one example of DOD obstacles to
cloud(if that what is below) would be helpful. Also security security security of cloud.
>> Oh yeah, and if we see power point, that will not be helpful. :)
>>
>> Sent from my BlackBerry 10 smartphone.
>> From: Chronis, Jennifer
>> Sent: Friday, August 4, 2017 10:19 PM
>> To: Donnelly, Sally SES SD
>> Subject: SecDef Visit Next Week
>>
>>
>> Hi Sally,
>>
>> Hope you are doing well. I miss working with you!
>>
>> Two questions: 1) Do you have some time to talk briefly in advance of the SecDef's visit next week? I'd just
like to hear what landmines we should avoid, if any, and get your general guidance.
>>
>> 2) See below on challenges we are still seeing with DoD CIO wrt cloud and major policy blockers. Interested if
this is something you might be able to put a bug in some ears about.
>>
>> Call me anytime. I am working 24/7 as usual. :) Jennifer
>>
>> (b) (6)
>> Begin forwarded message:
>> From: "(b) (6) GS-14 USAF HAF AFSEC/SEAC"
>> < (b) (6) >
>> Date: August 3, 2017 at 8:26:39 AM PDT
>> To: "Mangan, Nate" < (b) (6) <mailto (b) (6) >
>> Subject: FW: CAP Waiver

\>\> See below.

\>\>

\>\> We are at tipping point, where DISA/DoD CIO is trying to kill the Cloud and A6 just cried uncle. We are engaging with our new General today and possibly soon with Mr. Kim.....or the highest point on the chain. It is time for the big guns....Is Jassy ready to weigh in with the Service Secretaries?

\>\>

\>\> v/r,

\>\>

\>\> (b)

\>\>

\>\>

\>\> (b) (6)   , GS-14, DAF

\>\> HQ AFSEC/SEA

\>\> Acting CIO & Chief, Information Technology & Cyberspace Operations

\>\>

\>\> 9700 Avenue G SE Kirtland AFB, NM 87117

\>\> DSN: (b) (6)   ; Comm: (b) (6)

\>\> Cell: (b) (6)

\>\>

\>\>

\>\> -----Original Message-----

\>\> From: (b) (6)   GS-13 USAF AFSEC AFSEC/SEAC

\>\> Sent: Thursday, August 03, 2017 9:15 AM

\>\> To: (b) (6)   GS-14 USAF HAF AFSEC/SEAC

\>\> < (b) (6)   \>\>

\>\> Subject: FW: CAP Waiver

\>\>

\>\>

\>\>

\>\>

\>\> Best,

\>\> (b) (6)   , GS-13, DAF

\>\> HAF AFSEC/SEAC

\>\> IT Specialist (INFOSEC), ISSM

\>\>

\>\> 9700 Avenue G SE Kirtland AFB, NM 87117

\>\> DSN: (b) (6)   ; Comm: (b) (6)

\>\> Cell: (b) (6)

\>\>

\>\>

\>\> -----Original Message-----

\>\> From: (b) (6)   Lt Col USAF SAF-CIO A6 (US)

\>\> [mailto (b) (6)   ]

\>\> Sent: Tuesday, July 25, 2017 11:14 AM

\>\> To: (b) (6)   M GS-13 USAF AFSEC AFSEC/SEAC

\>\> < (b) (6)   ,

\>\> (b) (6)   CIV OSD DOD CIO (US)

\>\> < (b) (6)

\>\> (b) (6)   CIV OSD DOD CIO (US)

\>\> < (b) (6)   \>\>

\>\> Cc: (b) (6)   CIV US Air Force HAF U S AIR FORCE HQ/CIO A6

\>\> < (b) (6)   \>\>;

\>\> (b) (6)   GS-14 USAF HAF AFSEC/SEAC

\>\> < (b) (6)   \>\>;

\>\> (b) (6)   GS-14 USAF AFSEC AFSEC/SEAC

\>\> < (b) (6)   .

>> [REDACTED] Capt USAF HAF U S AIR FORCE HQ/SAF/CIO A6
>> [REDACTED] >>;
>> [REDACTED] CTR (US)
>> [REDACTED] >>
>> Subject: RE: CAP Waiver
>>
>> Great points, [REDACTED] .
>>
>> Very similar can be said about USTRANSCOM/AMC missions that rely heavily on commercial partners, SOCOM/AFSOC missions that deploy operators around the world, pay and finance functions, etc. An assumption that most mission activity is conducted exclusively inside the DODIN doesn't account for these...In the AF we have over 1200 whitelisted apps, not counting public affairs. While we might be able to decommission some of those apps, and a few are IL2, that still leaves approximately 1000 public facing apps to support AF missions.
>>
>> V/R,
>> [REDACTED]
>>
>>
>> [REDACTED] , Lt Col, USAF
>> SAF/CIO A6SE
>> Enterprise IT Integration Division, Rm [REDACTED]
>> Comm: [REDACTED]
>> DSN: [REDACTED]
>>
>> -----Original Message-----
>> From: [REDACTED] GS-13 USAF AFSEC AFSEC/SEAC
>> [mailto [REDACTED]]
>> Sent: Tuesday, July 25, 2017 10:45 AM
>> To: [REDACTED] CIV OSD DOD CIO (US)
>> [REDACTED]

>>; [REDACTED] CIV OSD DOD CIO (US)
>> [REDACTED] >>
>> Cc: [REDACTED] CIV USAF SAF-CIO A6 (US)
>> [REDACTED] >>;
>> [REDACTED] Lt Col USAF SAF-CIO A6 (US)
>> [REDACTED] >>;
>> [REDACTED] CIV USAF AFSEC (US)
>> [REDACTED] >>;
>> [REDACTED] CIV USAF AFSEC (US)
>> [REDACTED] >>
>> Subject: CAP Waiver
>>
>> [REDACTED] ,
>> Air Force Safety Center's mission is to Safeguard Airmen, Protect Resources, and Preserve Combat Readiness. We are painfully aware that the most fatal operational space for our airmen is off-duty, particularly in personally-owned vehicles. Fatalities from off-duty mishaps are more than double all other incidents combined. We are transitioning to proactive safety to address this phenomenal risk to our airmen, and proactive safety requires that every airman be a sensor--at all times.
>>
>> In support of this effort, we have to allow reporting of hazards, incidents, and mishaps from any location to protect our airmen at home, in theater, or in any other area where they may be exposed to risk. Additionally, we have no control over when and where those hazards are realized as mishaps; so our safety investigation personnel are often called out to remote locations with time-sensitive reporting requirements and need to have access to systems without access to DODIN connection points.
>>
>> Our system does maintain low-level PII, occupationally-relevant PHI, and Safety-Privileged Information, but our

mission and its implication for life-safety provides a reward for the risk of that minimal data on the internet. To that end, we need to pursue a CAP waiver--I am more than happy to make our systems available to penetration testing, auditing, review, or any other process or workflow to prove our posture. I believe we are secured to at least industry-best-practice levels, and am always willing to learn, adapt, and increase that posture. We are not pursuing a waiver to avoid or circumvent policy, but to perform a mission that is by nature agile and flexible. Without that flexibility, airmen lives are lost and our mission is degraded.

\>\>

\>\>

\>\> Best,

\>\> (b) (6)   , GS-13, DAF

\>\> HAF AFSEC/SEAC

\>\> IT Specialist (INFOSEC), ISSM

\>\>

\>\> 9700 Avenue G SE Kirtland AFB, NM 87117

\>\> DSN: (b) (6)   ; Comm: (b) (6)

\>\> Cell: (b) (6)

\>\>

\>

Thanks [redacted].

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6)
Secure: (b) (6)

-----Original Message-----
From: (b) (6) CIV OSD OGC (US) [mailto: (b) (6)]
Sent: Monday, July 31, 2017 2:14 PM
To: Donnelly, Sally SES SD < (b) (6) >
Subject: Amazon Meeting

Hi Sally,

You asked whether you could join the Secretary in meeting with Amazon given your previous provision of consulting services to Amazon Web Services. As you know, 5 C.F.R. §2635.502 provides that an employee should not participate in a particular matter where the employee has a covered relationship with a party to that matter and a reasonable person with knowledge of the relevant facts would question the employee's impartiality in the matter. An employee has a covered relationship with any entity for whom the employee served as a consultant during the last year.

Based on the information you provided, the purpose of the visit is merely to learn about how Amazon has been able to successfully structure their logistics, perform data analytics, and incentivize their workforce. You will be in "receive mode" and there is no intent for this meeting to result in any decision or recommendation that would impact Amazon or its financial situation. There is also no current or pending contract, project, or other action to which Amazon is or may be a party.

Accordingly, it does not appear that there is any particular matter in which you would be participating and you may attend the meeting without implicating the provisions of Section 502. Please let me know if you have any additional questions.

v/r
(b)
(6)
Senior Attorney
Standards of Conduct Office
DoD Office of General Counsel
(b) (6)

They are all to be listed as Assets. When you open FDM (https://www.fdm.army.mil/FDM/) - under the ASSETS tab - click on the ADD ASSET button - and then add each entry individually. Just as we went through this morning, you will choose the radio button to indicate if it is or is not employment-related. Choose the appropriate owner button (self, spouse, dependent child). Then complete the remainder just as was done on your prior entries.

Again, I'm available to review everything before you go final.

V/r,

(b) (6)

-----Original Message-----
From: Donnelly, Sally SES SD [mailto: (b) (6)]
Sent: Monday, May 01, 2017 11:58 AM
To: (b) (6) CIV OSD OGC (US)
Cc: (b) (6) LtCol SD; 'Rich Gross'
Subject: RE: Reminders for Remaining 278 Questions - Per our Conversations This Morning

Thank you very much (b) (6).
Also, one more question: my husband and a dependet child have stock in three companies: Amazon, Sanmina and GE. Do I need to list those in a separate location?

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6)
Secure: (b) (6)

-----Original Message-----
From: (b) (6) CIV OSD OGC (US)
[mailto: (b) (6)]
Sent: Monday, May 1, 2017 11:22 AM
To: Donnelly, Sally SES SD < (b) (6) >
Cc: (b) (6) LtCol SD < (b) (6) >
Subject: Reminders for Remaining 278 Questions - Per our Conversations This Morning

Ms. Donnelly,

It was very nice meeting with you this morning.

From my notes, there are two items that still need further input:

    1.   Under COMPENSATION / SBD Advisors: You must check your records to ensure that none of the entities currently listed on your report implemented confidentiality agreements that preclude the inclusion of their information being cited on your report. Keep in mind these must be bonafide/signed non-disclosure agreements.

2.   Under ASSETS / IRA Holdings TWC and AOL: You have confirmed that the AOL and Time Warner Cable are investments in company stock - separate from your defined contribution plan (401k) with your former employer.   You stated that these assets are held within your personal IRA account.   You must verify their "current" values - AND - you must confirm the amounts of income earned for the reported period (all of CY 2016 through the date of filing) - and the types (dividends or capital gains) of any such earned income.

Feel free to contact me if you have additional questions. Due to the slowed pace of my voice, I may have to answer by email - or I can come back to your office. It's literally only a few steps away.

V/r.

(b) (6)

Government Ethics Paralegal
Department of Defense
Standards of Conduct Office
1600 Defense Pentagon, Room (b) (6)
Washington, DC 20301-1600

Phone: (b) (6)
Fax: (b) (6)

(b) (6)

From: Donnelly, Sally SES SD
To: DeMartino, Tony SES SD
Subject: Fw: Cloud Update
Date: Saturday, August 19, 2017 10:12:07 PM

Awesome, thanks. I will connect direct with Ellen. One note: The entire idea of 'milcloud' is questionable.

Sent from my BlackBerry 10 smartphone.

From: DeMartino, Tony SES SD
Sent: Saturday, August 19, 2017 9:37 PM
To: Bingen, Kari A HON (US); Daigle, Robert B HON (US); Lord, Ellen M HON (US)
Cc: (b) (6) MAJ SD; (b) (6) CIV SD; Donnelly, Sally SES SD; (b) (6) CIV SD; Zangardi, John A SES OSD DOD CIO (US)
Subject: FW: Cloud Update

Kari/Bob, both of you have talked to me about Cloud and the desire to see progress on your independent initiatives. As a result, I am looping you into this discussion with Ellen and John Z. I've asked (b) (6) and team to capture all the on-going efforts and provide a consolidated list of these activities for the Deputy.
He will be happy to hear that CIO is looking for ways to move forward.
Thanks,
Tony

From: Lord, Ellen M HON (US) [mailto (b) (6)]
Sent: Saturday, August 19, 2017 5:13 PM
To: Zangardi, John A SES OSD DOD CIO (US)
Cc: Shanahan, Patrick HON SD ; DeMartino, Tony SES SD ; Michelli, Thomas Patrick SES OSD DOD CIO (US) ; (b) (6) CIV SD ; McFarlane, Matthew BG SD ; Roper, William B HQE (US)
Subject: Re: Cloud Update
Excellent!

Ellen M. Lord
USD(AT&L)
Pentagon (b) (6)

NIPR: (b) (6)
SIPR: (b) (6)

On Aug 19, 2017, at 12:30 PM, Zangardi, John A SES OSD DOD CIO (US) < (b) (6) > wrote:

> Standing by to meet. I will give my staff a heads up to work some time.
> OBTW, I have been pushing on to move forward on cloud for some time. Glad to see the push.
> V\R, Z
>
> John A. Zangardi
> Acting DoD CIO
> (b) (6)

On Aug 19, 2017, at 12:06 PM, Lord, Ellen M HON (US)
< (b) (6)   > wrote:

John-
Let's get together on Monday. Will and I spoke late last week about a
plan to quickly move forward.
Ellen

Ellen M. Lord
USD(AT&L)
Pentagon (b) (6)

NIPR: (b) (6)
SIPR: (b) (6)

On Aug 18, 2017, at 5:52 PM, Zangardi, John A SES OSD DOD CIO
(US) <   (b) (6)   > wrote:

Secretary Shanahan,
I wanted to follow-up on Will Roper's email regarding
SD's trip to the West Coast. I apologize about the length
of this email.
I am encouraged about the Secretary's interest and want
to report that we have been working to deliver Cloud
services to the Department. DoD CIO is in full support
of the move to the Cloud.
We are implementing our second generation of Cloud
service capabilities leveraging both Commercial and
Private Cloud offerings and are picking up velocity in
moving data and applications to those services.
We currently have hundreds of production and proof of
concept/pilot programs underway in Commercial or
Private Cloud settings with many more in the pipeline.
Our pilots and programs encompass Cloud Service
offerings for infrastructure, platform and software
services and
        - Amazon Web Services (AWS) is currently the
        leading cloud service provider for DoD's
        unclassified workload with over 115 projects.
        - We recently awarded MilCloud 2.0, taking
        lessons we learned with MilCoud 1.0. This is our
        second generation Private Cloud managed by
        DISA,
        - A major commercial Software as a Service Cloud
        initiative is the Defense Enterprise Office Suite
        (DEOS) which will provide office productivity and
        collaboration tools for ~ 4 million from a
        Commercial Cloud provider.

Currently, there is no enterprise initiative directing all
data storage and compute capabilities to transition to

Cloud services. Usage of Cloud services is driven by the business case, and we would anticipate that this approach would continue as we learn from ongoing efforts. Cost is a major driver, but security of our information is just as important. Lessons learned thus far have identified the following challenges:

Acquisition and Contracting Approaches.

- Acquisition Strategy: The Department has no single approach to accessing cloud services. Lessons learned from the Intelligence community's move to a central cloud service for its 17 agencies, AWS C2S, provides us evidence that in certain functional areas we will want to pursue a similar strategy to improve data sharing and security. Due to a requirements scope limitation in the current contract arrangement, the non-intelligence portions of the Department will not be able to leverage the AWS C2S vehicle. We are exploring alternative approaches.

- We need to ensure our requirements are not over prescriptive and enable collaboration with or cloud service providers to ensure the most innovative, cost effective and secure implementation approaches.

- The requirements artifacts associated with contracts, must clearly define our expectations with regard to DoD unique equities, such as data rights, data security and data transition, and the evaluation criteria and source selection process must weigh the cost and risks to the government and providers. We've had two significant technical level engagements in the last two months with the "big five" of Amazon, Microsoft, Google, Oracle and IBM to collaboratively help us work through our challenges in contracting.

- Ensuring competitive pricing throughout the lifecycle of the relationship with the Cloud service provider will also be a challenge that will have to be addressed in our contracting approach and our management of these services on the government side.

- Cloud Services program management will not look like typical weapon system program management. The entities responsibility for managing these efforts will have to have strong contracting expertise, but will also need technical and cyber expertise for interface management and data protection.

Legacy applications.

- DoD has many legacy applications that were not

designed to run in Commercial Cloud architecture. We are taking intermediate steps such as virtualization. This will most likely be the long pole in the tent.

Cybersecurity
- Many Cloud providers do not meet minimum DoD Cybersecurity requirements.
- Two current examples of Commercial Cloud implementations we worked with industry in cybersecurity risk trade-offs include the new DoD electronic health record system MHS Genesis (commercially hosted/provided by Cerner) and the proof of concept/pilot for a next generation Defense Travel System (commercially hosted/provided by Cerner). In both cases the commercial provider was not meeting appropriate cybersecurity standards. We then collaboratively assisted them to come up to standard while making conscious cost and risk tradeoffs in the process.
Mission environments.
- A Marine Expeditionary Force in Afghanistan for example is in a Disconnected, Intermittently or Low-bandwidth connected (DIL) environment that will often if not always keep them out of the Cloud. We are working solutions with industry.
- The use mix of private and commercial cloud capabilities could be mission dependent. The cost differential between private and commercially hosted cloud services is also significant. Clear policy standards and risk management criteria will be critical in determining what and where data assets, applications and services will be hosted.
Because of these variables, I see the DoD approach to the cloud as a mixture of public, private and hybrid.

As your PSA in this area I am taking lead and am in tight collaboration and with Congress, White House/OMB, USD(I), USD (AT&L), DCMO, Joint Staff J6, the Military Departments, and Cyber Command and industry. With your support we bring ever more speed to capability in the cloud.
V/R, Z

John A. Zangardi
Acting DoD CIO

From:	Mikolay, Justin SES SD
To:	"Raj Shah"
Cc:	Donnelly, Sally SES SD
Subject:	RE: Cloud Computing (UNCLASSIFIED)
Date:	Friday, August 25, 2017 4:22:19 PM

Amen. This is a great note from Enrique. Sally is already working angles with this note providing but targeting data (who to crush) and ammunition (reason to crush)....

From: Raj Shah [mailto:(b) (6)]
Sent: Friday, August 25, 2017 1:07 PM
To: Mikolay, Justin SES SD
Cc: Donnelly, Sally SES SD
Subject: Fwd: Cloud Computing (UNCLASSIFIED)

Justin, Sally:

We'll have a revised doc to you soon, but want to share the feedback from the guy leading our software efforts. It is crucial that the sd memo crush the bureaucratic impediments. As most things, this is not a technology problem.

Raj

Begin forwarded message:

> **From:** Enrique Oti <(b) (6)>
> **Date:** August 25, 2017 at 10:59:15 MDT
> **To:** Greg Oslan <(b) (6)>
> **Cc:** Raj Shah <(b) (6)>, Sean Heritage <(b) (6)>
> **Subject: Re: Cloud Computing (UNCLASSIFIED)**

Raj,

I just got off the phone with the AWS team putting together the Secret-level AWS cloud. It should go live in November. I'm very excited about that.

They said that they had a great meeting with SECDEF, but their talks last week with DoD/CIO and DISA were "interesting." (b)(3) 50 U.S.C. 3024(i)(1)

This is obviously a showstopper for the entire DoD.

The second issue will be contracting. AWS does not know exactly who will take lead in DoD to establish a contract (I think it should be us), but they are trying to prove to DoD/CIO that this is enough demand in the DoD to warrant a contract. The AWS team thinks that 25th AF may be tasked to do this, but not until next Spring/Summer.

I think this is absolute BS....the demand is massive. SIPRNET is the DoD warfighting network. everything we do for AOC and the rest of the ops community should be riding AWS SIPR. This is probably why there is pushback. I will make some edits to the document. My biggest concern right now is implementing an agile security model. I am being beaten down daily by various IA organizations who demand lost of paperwork but add no real security.

This should be fun.

Enrique

Thanks, Tony, for looping us in. I would absolutely like to engage with the group to contribute on this.

Todd Lowery also supported the SD's West Coast trip and was able to discuss the IC's cloud efforts. The USDI staff has been working with the CIO staff on getting them awareness of, and access to, the IC's cloud activities. There is also a security/threat piece we look at, as well, which John highlights below.

Regards,
Kari

-----Original Message-----
From: DeMartino, Tony SES SD [mailto (b) (6)　　　　　　]
Sent: Saturday, August 19, 2017 9:37 PM
To: Bingen, Kari A HON (US) <(b) (6)　　　　　>; Daigle, Robert B HON (US)
(b) (6)　　　　　>; Lord, Ellen M HON (US) <(b) (6)　　　　>
Cc: (b) (6)　　MAJ SD <(b) (6)　　>; (b) (6)　　CIV SD <(b) (6)　　　>;
Donnelly, Sally B SES (US) <(b) (6)　　>; (b) (6)　　CIV SD <(b) (6)　　>;
Zangardi, John A SES OSD DOD CIO (US) <(b) (6)　　>
Subject: FW: Cloud Update

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I've asked ▉▉ and team to capture all the on-going efforts and provide a consolidated list of these activities for the Deputy.

He will be happy to hear that CIO is looking for ways to move forward.

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Sent: Saturday, August 19, 2017 5:13 PM
To: Zangardi, John A SES OSD DOD CIO (US) <(b) (6)　　　　>
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<(b) (6)　　>; (b) (6)　　CIV SD <(b) (6)　　>; McFarlane, Matthew BG
SD <(b) (6)　　>; Roper, William B HQE (US) <(b) (6)　　>
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Excellent!

Ellen M. Lord

USD(AT&L)

Pentagon (b) (6)

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NIPR: (b) (6)   <mailto:(b) (6)   >

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> (b) (6)

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>> USD(AT&L)

>> Pentagon (b) (6)

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>> NIPR: (b) (6)   <mailto:(b) (6)   >

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<(b) (6)   <mailto (b) (5)   > > wrote:

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V/R, Z

John A. Zangardi

Acting DoD CIO

(b) (6)

From:	Carlson, Teresa
To:	Donnelly, Sally SES SD; Chronis, Jennifer
Cc:	Beach, Nathan
Subject:	Re: SOCOM Commander - a little more info
Date:	Friday, November 10, 2017 1:04:43 PM
Attachments:	image001.png

Dear Sally,
Please let us know your thoughts on this agenda?

Warm Regards,
T-

Teresa Carlson
VP, Worldwide Public Sector
██ ██

On Nov 10, 2017, at 1:02 PM, Chronis, Jennifer <██ ██> wrote:

> Hi Sally,
> Just following up with a bit more information for you. I have attached the specific agenda that we used to brief Secretary Mattis in August. We proposed the same agenda to GEN Thomas's team when we connected with them last month. ████
> ███████████████████
>
> Here is a bit more information on our Silicon Valley location. I have also attached a document with more details. The AWS Cloud Innovation Center (CIC) in Silicon Valley is one of several AWS CICs. It directs activities which activate, accelerate, and facilitate public sector digital transformation efforts. This CIC is used by US Federal customers, including the Intelligence Community.
> CIC Silicon Valley exists to provide the national security community with access to industry leading innovations on AWS. Government customers meet with, learn from, and influence commercial investments in innovation and technologies that benefit the community and accelerate access via AWS commercial cloud services available at the unclassified, secret and top secret level. CIC Silicon Valley is an essential hub supporting the IC's digital transformation effort.
> We would be happy to work with General Thomas's staff in advance of his visit to not only brief agenda topics of interest to him, but also to follow up with proofs of concept on specific projects related to AI, Machine Learning, or Computing at the Tactical Edge. Hope this helps. We will standby for further guidance.
> Jennifer
>
> **From:** Chronis, Jennifer
> **Sent:** Friday, November 10, 2017 10:47 AM
> **To:** 'Donnelly, Sally SES SD' <██ ██>
> **Cc:** Carlson, Teresa <██ ██>
> **Subject:** SOCOM Commander
> Hi Sally,

We are interested in hosting the SOCOM Commander for a briefing, and can do so ██ ███████████████████ in Seattle, whatever he prefers.

His office (LtCol (b) (6) ████, CDR (b) (6) █████, COL (b) (6) █████████) reached out to me about a month ago and we had tentatively agreed that we would host him in Seattle and present the same set of topics that we did to Secretary Mattis (Security, AI/ML, Computing at the Tactical Edge). We were given a target window of December 12-18. I put Nate Mangan on point to work with CDR ██ ██ and just this week he informed us that they were working with someone else on the visit so we've been a bit unclear.

If General Thomas is interested in visiting us in Silicon Valley, we would propose a similar agenda to what we had planned for Seattle, with added emphasis on the innovation work we are doing in Silicon Valley for the Intelligence Community.

If you could provide us with a POC to coordinate either or both visits, we will get it underway.

Thank you

Jennifer

Jennifer Chronis

General Manager, DoD

Amazon Web Services

(b) (6) ███████████

███████████

From:	Donnelly, Sally SES SD
To:	Donnelly, Sally SES SD
Subject:	Fw: (U) JROCM Signed!!!
Date:	Friday, December 29, 2017 3:45:27 PM

Sent from my BlackBerry 10 smartphone.

From: Chris Lynch
Sent: Friday, December 22, 2017 1:14 PM
To: Donnelly, Sally SES SD
Cc: DeMartino, Tony SES SD; (b) (6) CIV SD
Subject: Re: (U) JROCM Signed!!!

Also... it normally takes years and we did it in months.

Chris

Sent from my iPhone

On Dec 22, 2017, at 1:12 PM, Chris Lynch (b) (6) wrote:

> This aligns all of the MilDeps to our Cloud initiative. The exciting thing is it gives
> us their requirements which can then be funneled into the RFP. That is a huge win
> for us, as those cross functional requirements validate the need of JEDI (The
> Cloud) for the military, weapons, and warfighting systems.
>
> Chris
>
> Sent from my iPhone
>
> On Dec 22, 2017, at 12:05 PM, Donnelly, Sally SES SD
> (b) (6) wrote:
>
>> Excellent. Can you take two sentences on the high side if necessary and
>> tell me what it means.
>> Sally Donnelly
>> Senior Advisor to the Secretary of Defense
>> Unclass: (b) (6)
>> Secure: (b) (6)
>> **From:** Chris Lynch [mailto (b) (6)
>> **Sent:** Friday, December 22, 2017 12:05 PM
>> **To:** DeMartino, Tony SES SD <(b) (6) >: Donnelly,
>> Sally SES SD (b) (6)
>> **Cc:** (b) (6) CIV SD (b) (6)
>> **Subject:** Fwd: (U) JROCM Signed!!!
>> Joint Enterprise Defense Infrastructure now has a signed JROCM.
>> Yes.

Chris
Sent from my iPhone

Begin forwarded message:

From: "Sutherland, Cynthia E CIV JS J6 (US)"
<(b) (6)   >
Date: December 22, 2017 at 11:57:50 AM EST
To: (b) (6)   '(b) (6)
(Data) Col USAF JS J6 (US)"
<(b) (6)   >, (b) (6)
<(b) (6)   >, (b) (6)   "(b) (6)   >,
"(b) (6)   "' <(b) (6)   >, Alex
Romero (b) (6)
Cc: '(b) (6)   CIV JS J6 (US)"
<(b) (6)   >, '(b) (6)
CAPT USN (US)"
<(b) (6)   >, '(b) (6)   Lt
Col USAF JS J6 (US)"
<(b) (6)   >
Subject: (U) JROCM Signed!!!

CLASSIFICATION: UNCLASSIFIED
Guys,
Wanted to let you know the VCJCS signed the JROCM.
I sent it on the high side to CAPT (b) (6)   email.
Have a happy holidays.

(b) (6)

Sr. Cybersecurity Analyst
Cyberspace Division
Joint Chiefs of Staff, J-6
P: (b) (6)
DSN: (b) (6)
OCONUS: (b) (6)
N: (b) (6)
S: (b) (6)

CLASSIFICATION: UNCLASSIFIED

Enjoy Easter Island. DSD wants to talk a program with you when you are back in town – Navy related.

D

Tony DeMartino
Chief of Staff, DSD
Direct: (b) (6)

From: Donnelly, Sally SES SD
Sent: Tuesday, December 19, 2017 12:18 PM
To: 'Roper, William' <(b) (6) >; DeMartino, Tony SES SD <(b) (6) >
Cc: (b) (6) CIV SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; Beermann-Curtin, Sharon <(b) (6) >; (b) (6)
Subject: RE: SCO PM

Rgr thanks.

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6)
Secure: (b) (6)

From: Roper, William [mailto:(b) (6)]
Sent: Tuesday, December 19, 2017 9:47 AM
To: Donnelly, Sally SES SD <(b) (6) >; DeMartino, Tony SES SD <(b) (6) >
Cc: (b) (6) CIV SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; Beermann-Curtin, Sharon <(b) (6) >; (b) (6)
Subject: Re: SCO PM

Sally, Tony, for clarification, NSS (mainly Rob) is driving this train, so our position is whatever and however the bosses want to support. But if we think DoD executing a 5G pathfinder is a good idea (and I do) then we'd run it just like any other project. On the commercial side, 5G is where a lot of the machine-to-machine transactions are going to happen, and we're behind the power curve as it is on machine learning. I'd hope we could use a pathfinder like this to build greater DOD awareness about ML and make us more of a thought partner with industry.

I'm on Easter Island today with limited comms, but (b) (6) is synch with me on the initiative. If you need anything today, he has the baton. Just wanted to clarify that we're trying to be helpful to the NSS by doing some sous cheffing for them but are making it clear that we are not the decision authority.

Cheers,
Will

On Dec 19, 2017, at 8:05 AM, (b) (6)   > wrote:

Sir / Ma'am

In coordination with the Rob Spalding I have prepared a pathfinder brief, that said yesterday's NSS release necessitates a few updates to our proposed project plan. Those updates will be completed by noon today.

- Dr. Roper is on annual leave until the new year- I am available upon request.

r/,

(b) (6)
Strategic Capabilities Office

(b) (6)   office

-----Original Message-----
From: Donnelly, Sally SES SD [mailto:(b) (6)   ]
Sent: Tuesday, December 19, 2017 7:52 AM
To: DeMartino, Tony SES SD <(b) (6)   >; (b) (6)
(b) (6)
Cc: (b) (6)   CIV SD <(b) (6)   >; (b) (6)   CIV
SD <(b) (6)   >
Subject: RE: SCO PM

Rgr. I asked Capt (b) (6) to speak to Rob Spaulding(NSC) to determine exactly what is being asked.

Sally Donnelly

Senior Advisor to the Secretary of Defense

Unclass: (b) (6)

Secure: (b) (6)

From: DeMartino, Tony SES SD
Sent: Tuesday, December 19, 2017 7:12 AM
To: Donnelly, Sally SES SD <(b) (6)   >; (b) (6)
Cc: (b) (6)   CIV SD <(b) (6)   >; (b) (6)   CIV
SD <(b) (6)   >
Subject: RE: SCO PM

Thanks Sally. We are still looking for specifics in writing. Only have verbal from
you and a couple of strings of emails.
D

Tony DeMartino

Chief of Staff, DSD

Direct: (b) (6)

From: Donnelly, Sally SES SD
Sent: Tuesday, December 19, 2017 5:52 AM
To: (b) (6)   >
Cc: (b) (6)   CIV SD <(b) (6)   >; DeMartino, Tony SES
SD (b) (6)   >
Subject: RE: SCO PM

(b)
(6)   ,

Cced above.

I have cced Chief of Staff Tony Demartino for awareness.

DSD office also leading on cloud, with Chris Lynch of DDS in tacon. Do you
know Chris?

Sally Donnelly

Senior Advisor to the Secretary of Defense

Unclass: (b) (6)

Secure: (b) (6)

From: (b) (6)   ]
Sent: Monday, December 18, 2017 10:41 PM
To: Donnelly, Sally SES SD <(b) (6)   >
Subject: Fwd: SCO PM

Ma'am

In contacting (b)   I received an out of office reply. Is there anyone else in the
DSD Office that I should be coordinating with prior to his return on the 27th.

r/,

(b) (6)

Special Advisor to the Director

Secretary of Defense

Strategic Capabilities Office

(b) (6)   office

(b) (6)   cell

(b) (E)

Begin forwarded message:

   From: "Donnelly, Sally SES SD" <(b) (6)

<mailto:(b) (6) >>
   Date: December 14, 2017 at 12:35:11 PM EST
   To: "'Roper, William'" <(b) (6)
<mailto:(b) (6) >>, (b) (6)
                                                                                >>,
"(b) (6)   CIV SD" <(b) (6)
<mailto:(b) (6)   >>
   Cc: "Beermann-Curtin, Sharon" <(b) (6)
<mailto:(b) (6)   >>, "Spalding, Rob S. EOP/NSC"
<(b) (6)   <mailto (b) (6)   >>
   Subject: RE: SCO PM

Tracking. Looping in (b) (6) in DSD office.

Sally Donnelly

Senior Advisor to the Secretary of Defense

Unclass: (b) (6)

Secure: (b) (6)

From: Roper, William [mailto:(b) (6)   ]
Sent: Thursday, December 14, 2017 12:13 PM
To: (b) (6)
                                         >>
Cc: Donnelly, Sally SES SD (b) (6)
<mailto:(b) (6)   >>; Beermann-Curtin, Sharon
<(b) (6)   <mailto (b) (6)   >>;
Spalding, Rob S. EOP/NSC <(b) (6)
<mailto:(b) (6)   >>
Subject: Re: SCO PM

Hi, Sally. For clarity, should DSD approve the reprogramming, we would lead a
pathfinder as part of the broader WH initiative that Rob has been pulling together.
(b) (6)   (who's also working Cloud) will be our PM, and a good one, I might say.

Cheers, Will

On Dec 14, 2017, at 2:01 PM, (b) (6) > wrote:

Ma'am,

Per Rob's note I have been tasked to lead the 5G initiative. Pending your availability, SCO is prepared to engage on the topic.

Thanks for your time in advance,

r/,

(b) (6)

Special Advisor to the Director,
Cyber Initiatives
Office of the Secretary of Defense
Strategic Capabilities Office

(b) (6)

(b) (6)   (NIPR)
(b) (6)

-----Original Message-----
From: Spalding, Rob S. EOP/NSC [mailto(b) (6)]
Sent: Wednesday, December 13, 2017 2:31 PM
To: 'Donnelly, Sally SES SD' <(b) (6)
<mailto:(b) (6)   >>
Cc: (b) (6)
                                    >
Subject: SCO PM

Sally,

Will's out of the country, so I wanted to connect you with (b) (6) who is working the 5G project. I expect to have some communication soon requesting action on the reprogramming.

Best,

Rob

Rob Spalding

Senior Director

Strategic Planning and Assessment

National Security Council

Office: (b) (6)

From:	Gibson, John H II HON (US)
To:	DeMartino, Tony SES SD; Lord, Ellen M HON OSD OUSD ATL (US); Daigle, Robert B HON (US); Chris Lynch
Cc:	Mooney, Thomas F SES OSD ODCMO (US); (b) (6) CIV SD; (b) (6) CIV SD; Donnelly, Sally SES SD; Saunders, Karen D CIV OSD OUSD ATL (US); (b) (6) CIV SD; (b) (6) CIV SD; McFarlane, Matthew BG SD
Subject:	RE: Cloud Discussion with DSD - includes several taskers (UNCLASSIFIED)
Date:	Tuesday, November 14, 2017 11:52:31 AM

CLASSIFICATION: UNCLASSIFIED

CLASSIFICATION: UNCLASSIFIED
Tony,

Thanks for the heads up and lean forward. I will begin integrating into this effort to support and facilitate this both in the short and long terms - all with the common goal of contributing to the objective of efficiencies across the department.

Safe travels.

JHG

CLASSIFICATION: UNCLASSIFIED

-----Original Message-----
From: DeMartino, Tony SES SD [mailto (b) (6)]
Sent: Tuesday, November 14, 2017 10:07 AM
To: Gibson, John H II HON (US) <(b) (6) >; Lord, Ellen M HON OSD OUSD ATL (US) <(b) (6) >; Daigle, Robert B HON (US) <(b) (6) >; Chris Lynch <(b) (6) >
Cc: Mooney, Thomas F SES OSD ODCMO (US) <(b) (6) >; (b) (6) CIV SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; Donnelly, Sally B SES (US) <(b) (6) >; Saunders, Karen D CIV OSD OUSD ATL (US) <(b) (6) >; (b) (6) CIV SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; McFarlane, Matthew BG SD <(b) (6) >
Subject: FW: Cloud Discussion with DSD - includes several taskers

Jay, wanted you to know that we are moving out on the cloud initiative. Now that you are on the team, we should discuss how CMO will be involved going forward.

DSD and I were discussing responsibility for this over the longer term. Ellen has us up and moving (thank you) -- for the DSD this is also about savings and efficiencies, which he will look to you to help drive.

We all should huddle prior to our next session with the DSD.

Thanks,
D

From: DeMartino, Tony SES SD
Sent: Friday, November 10, 2017 1:24 PM
To: Lord, Ellen M HON OSD OUSD ATL (US) <(b) (6) >; Daigle, Robert B HON (US) <(b) (6) >; Chris Lynch <(b) (6) >
Cc: Norquist, David L HON OSD OUSD C (US) <(b) (6) >; McFarlane, Matthew BG SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; (b) (6) CIV OSD (US) <(b) (6) >; (b) (6) Col SD <(b) (6) >;

Subject: Cloud Discussion with DSD - includes several taskers

My notes from the Cloud Discussion – Friday 11:00. Intent is to keep everyone aware of state of play and taskers comments from DSD:

Bottomline for DSD - Need to generate savings from DoD's movement to the cloud. Need some understanding of what scale will be for this initial (0-3 year?) period. How large is our initial target for signup to the cloud? It needs to be larger than 1%, but remain manageable. Next Cloud meeting will be a session with everyone in the room and talk down the list of deliverables - when Team Cloud is ready to discuss

DSD comments taskings:
-     Need a baseline gantt Chart (DDS has specifics) Include the time windows for any contract decisions; DSD reiterated he wants visibility and approval for these decisions
-     What is the Acquisition Strategy, Security Strategy - explain in a succinct paper provided as read aheads for next cloud session
-     How will we scale it - concern is this could gain momentum fast and we don't want to lose control of it
-     Business case (CAPE) - How does an organization sign up; intent is for that organization to sunset/divorce from current cloud-storage operations to allow DOD to coup savings
-     Worry the most - MUST NOT have any handshake deals with a contractor and we have to remain flexible to shift to a different provider down the road
-     Talked three Cloud areas(?) 1. Business Cloud   2. Operations Cloud   3. Weapons Cloud
o   Tools and techniques are similar but hardening and security are different
-     Open to the first cloud contract being single source OR multiple source - layout all options and recommendations from Team Cloud
-     Closed out with discussion of savings and the significance this could have for the Department (CAPE - check in with me on this point)

Thanks,
D

Tony DeMartino
Chief of Staff
Deputy Secretary of Defense.
Room [b] [
Direct: [b] [6]
Alternate: [b] [6]

CLASSIFICATION: UNCLASSIFIED

That would be exceedingly helpful. We were going to try to track them down. Thank you.

Sent from my iPhone

On Dec 5, 2017, at 8:02 AM, Donnelly, Sally SES SD <(b) (6)   > wrote:

> Obviously, Oracle, SAP, IBM would be on the list as well
> Sally Donnelly
> Senior Advisor to the Secretary of Defense
> Unclass: (b) (6)
> Secure: (b) (6)
> From: Marcuse, Joshua J CIV OSD OSD (US) [mailto:(b) (6)   ]
> Sent: Tuesday, December 5, 2017 7:49 AM
> To: Donnelly, Sally SES SD <(b) (6)   >
> Subject: Re: Organizing a Software Roundtable for Ellen Lord on 12/14
> Thank you. This is perfect. Best, Josh
>
> Sent from my iPhone
>
> On Dec 4, 2017, at 9:41 PM, Donnelly, Sally SES SD <(b) (6)   >
> wrote:
>
>> I know a couple, and assume u have Google lined up.
>> Doug Philippone, Palantir
>> Leigh Madden, Microsoft
>> Theresa Carlson, AWS
>> Hamid Biglari, Point 72(NYC)
>> Joseph Bradley, Uptake Technologies(Chicago)
>> Sent from my BlackBerry 10 smartphone.
>>
>>> From: Marcuse, Joshua J CIV OSD OSD (US)
>>> Sent: Monday, December 4, 2017 4:12 PM
>>> To: Donnelly, Sally SES SD
>>> Subject: Re: Organizing a Software Roundtable for Ellen Lord on 12/14
>>> Ideally we want individual executives from firms so we know we're
>>> putting the right people in front of her.
>>>
>>> Sent from my iPhone
>>>
>>> On Dec 4, 2017, at 3:59 PM, Donnelly, Sally SES SD
>>> <(b) (6)   > wrote:
>>>
>>>> Ok. There are organizations(the software alliance, etc
>>>> etc)...that what u are thinking? Or want reps from firms?
>>>> Sent from my BlackBerry 10 smartphone.
>>>>
>>>>> From: Marcuse, Joshua J CIV OSD OSD (US)

Sent: Monday, December 4, 2017 3:57 PM
To: Donnelly, Sally SES SD
Subject: Re: Organizing a Software Roundtable for Ellen Lord on 12/14

Sally,

I meant outside the building. Ellen is requesting the "outside the beltway" views.

I'd love to include you, but I feel it's Ellen's show and her place to decide.

How about we do a meeting with the same visitors for you and those reps before or after?

THe chance to meet with you as well as her would double the odds anyone would fly to dc on no notice.

Best,

Josh

Sent from my iPhone

On Dec 4, 2017, at 3:21 PM, Donnelly, Sally SES SD <(b) (6) ▮▮▮▮▮> wrote:

> Josh,
>
> I would like to come, and I think ▮▮ and Dan from DSD office would be good(if you meant inside the building). Or did you mean outside?
>
> Sent from my BlackBerry 10 smartphone.
> Original Message
> From: Marcuse, Joshua J CIV OSD OSD (US)
> Sent: Monday, December 4, 2017 3:18 PM
> To: Donnelly, Sally SES SD
> Subject: Organizing a Software Roundtable for Ellen Lord on 12/14
>
>
> Sally,
>
> Below: FYSA re AT&L-sponsored, DIB staff-organized software industry discussion for Ellen. I am coordinating behind the scenes with Raj and Chris Lynch.
>
> Please let me know if you want to pass me names of people to invite. It's short notice, so... we're trying to do our best.
>
> Also, sat down with Chip Colbert today at Ori Brafman's recommendation. What an outstanding guy!

V/R,
Josh

-----Original Message-----
From: Marcuse, Joshua J CIV OSD OSD (US)
Sent: Monday, December 4, 2017 1:44 PM
To: (b) (6) ; McQuade, J Michael UTCHQ
(b) (6)
Jen Pahlka
(b) (6)
Milo Medin
(b) (6)
Richard Murray
(b) (6)

CTR (US)
<(b) (6) >
Cc: (b) (6)
'Kim Cooper' <(b) (6) >;
'Brian Thompson' <(b) (6)

'Ann Hiatt'
<(b) (6)

'McDonald, Kathleen A UTCHQ'
(b) (6)

'Janelle Rice'
(b) (6) >; OSD
Pentagon ODCMO List Defense Innovation
Board <(b) (6)

Subject: 12/14: Invitation to Meet with
Under Secretary of Defense for Acquisition,
Tech & Logistics (UNCLASSIFIED)

Colleagues,

When Richard, Michael, and Milo met with Under Secretary Lord on Nov 17, she suggested it would be helpful to her if we arranged for her a roundtable discussion on software acquisition reform (separate from our current study on software) to discuss "how to get DoD on the commercial software curve?" After some consultation with her team, we have settled on Dec 14; which is quite soon. I've invited a sub-set of the Board that is working on our study and is conversant on these matters. Please do let me know if you can attend and also who else you might suggest from the wider world of tech. We are also talking to Raj and Chris.

Proposed agenda is below.

V/R,
Josh

============

Dear Board Members,

The Under Secretary of Defense for Acquisition, Technology & Logistics is hosting a software development and acquisition roundtable discussion on Thursday, December 14, 2017 from 12:30-2:30pm EST at the Pentagon. If your schedule permits, we would greatly appreciate your participation. (This is an in-person meeting and we're exploring a dial-in option.)

The purpose of this meeting is to convene a small group of tech industry leaders to discuss how software-led advances are transforming the way companies acquire and field the latest software developments to accelerate innovation and enhance competitiveness, and furthermore, seek your advice on how the Defense Department can adopt similar practices to increase warfighter lethality and sustain the U.S. military's technological superiority.

This industry dialogue is part of a broader DoD effort to expand partnerships with the

tech community and imbue a spirit of entrepreneurship and innovative business practices into the Department's culture and operations.

We believe your expertise and unique perspective on these topics would add enormous value to the conversation, so please let us know if you are able to participate. We will provide additional details about the agenda and logistical instructions once we receive your RSVP.

Event: "Accelerating the DoD Software Adoption Curve" Roundtable Discussion
Date: Thursday, December, 14, 2017 from 12:30-2:30pm EST
Location: Pentagon

We understand this is short notice and appreciate your consideration. Our goal is to conduct a series of senior leader engagements in both California and Washington, DC over the next year, so we expect many opportunities to work together in the future.

Please feel free to reach out with any questions, and we look forward to hearing from you or a member of your team soon.

Thank you,
Josh

DRAFT AGENDA

Discussion Topics:

1. Receive "state of play" from key industry stakeholders on software-led transformations within the tech community and the emerging battlefield implications (~30 mins)
- Highlight advances in big data analytics, automation, AI/ML, etc.

2. Learn about the tech sector's "software adoption curve" (~30 mins)
- Use specific examples from companies

represented at the roundtable
- Share industry best practices (e.g. DevOps, agile, user-focused requirements; organizational processes optimized for speed; increasing R&D investments, modernizing IT infrastructure and abundant compute power; recruiting and developing STEM talent; promoting a culture of innovation, etc.)

3. Understand the gap and compare how DoD acquires software (~30 mins)
- Discuss examples of DoD software adoption for comparison (probably already understood but could help fully scope the problem)
- Hear from executives who have direct experience working with DoD (i.e. highlight the barriers, prolonged procurement timelines, and other disincentives but also discuss success cases using alternative pathways)

4. Improve how to do business with non-traditionals (~30 mins)
- Understand that non-traditional, commercial tech is driving software advances and is critical to the future of DoD (i.e. not simply a niche market)
- Learn how DIUx and others are solving some of these problems and seek advice from panelists on how to replicate and scale successful practices across the DoD (e.g. CAOC, software as a service models)

Joshua J. Marcuse
Executive Director, Defense Innovation Board
& Innovation Advisor, DCMO
Pentagon (b) (6)
Office (b) (6)
Blackberry (b) (6)
Mobile (b) (6)
NIPR (b) (6)

SIPR: (b) (6)

CLASSIFICATION: UNCLASSIFIED

Me

Sent from my BlackBerry 10 smartphone

From: Chris Lynch
Sent: Tuesday, October 31, 2017 11:09 PM
To: Donnelly, Sally SES SD
Cc: Sharon Woods
Subject: Fwd: DOD/Cloud Memo

Obvs not going to SD. Who should I send to? Since SD already met with Google and Amazon one meeting with Microsoft would be good. Should I send this to you or to Kevin?

Begin forwarded message:

From: Leigh Madden (b) (6)
Subject: Re: DOD/Cloud Memo
Date: October 31, 2017 at 9:09:59 PM EDT
To: Chris Lynch (b) (6)

Chris,
Satya would like to send Secretary Mattis an email directly regarding getting together. Can you provide me his email address?

Thank you,

Leigh Madden | General Manager | Defense | Microsoft | (b) (6)

From: Leigh Madden
Sent: Friday, September 29, 2017 1:10:59 PM
To: Chris Lynch; (b) (6)
Cc: Sharon Woods; (b) (6) ; Derek Strausbaugh; Wes Anderson
Subject: RE: DOD/Cloud Memo
Chris,
I am working with Satya's scheduler on proposed dates.
On a separate topic, you requested engineer to engineer sessions, as well as change management related to cloud migration discussions with your DDS team. I have included Derek Strausbaugh, from the Azure team for engineering topics and Wes Anderson, who leads our customer success organization, for change management topics.
We would like to get moving quickly with your team on these discussions. Derek will have the lead for the Microsoft team.
V/r,
Leigh

From: Chris Lynch [mailto (b) (6)
Sent: Thursday, September 28, 2017 7:22 PM
To: Leigh Madden (b) (6) ; (b) (6)
Cc: Sharon Woods (b) (6) , (b) (6)
Subject: Re: DOD/Cloud Memo
Leigh - Both SD front office and DSD front office let me know Oct 6th is not going to work. They asked for possible future dates?

Chris
Sent from my iPhone

On Sep 27, 2017, at 11:23 PM, Chris Lynch (b) (6) wrote:

Hi Leigh - Request 1 is in SD office. Hopefully will hear back soon and connect you directly.
Adding Deap from my team for request 2!
Chris
Sent from my iPhone

On Sep 26, 2017, at 3:46 PM, Leigh Madden (b) (6) wrote:

Chris,

Checking back with you on 2 topics:

1. SecDef/Satya meeting – any updates or is there someone I should be working with on his staff?
2. I emailed you and Sharon invitations to the Microsoft Government Cloud Forum on Oct 17. We have a DoD track planned with a primary focus on Azure. Will you or any of your team members be available to participate?

V/r,

Leigh

From: Leigh Madden
Sent: Wednesday, September 20, 2017 11:12 PM
To: Chris Lynch (b) (6)
Cc: Sharon Woods (b) (6) ; (b) (6)
Subject: RE: DOD/Cloud Memo

Chris,

Two topics for discussion:

- Leveraging the intelligent cloud and the intelligent edge for operational advantage in cyberspace and on the battlefield
- Microsoft's perspective on hybrid cloud computing and our use of Azure Stack to extend cloud computing capabilities to the warfighter in tactical and disconnected/intermittently connected environments

Please let me know if you need anything else.

-Leigh

From: Chris Lynch [mailto (b) (6)
Sent: Wednesday, September 20, 2017 9:17 PM
To: Leigh Madden (b) (6)
Cc: Sharon Woods (b) (6) ; (b) (6)
Subject: Re: DOD/Cloud Memo

Leigh can you give me two discussion topics I can pass on to Mattis? This will help focus the meeting.

Chris
Sent from my iPhone

On Sep 20, 2017, at 9:01 PM, Leigh Madden (b) (6) wrote:

> Chris and Sharon,
>
> Thank you for the opportunity to meet with both of you this morning. As the next step, I will ask my engineering leads from the Azure team to immediately engage to ensure we get you the information you need as you move into the solicitation phase.
>
> Chris – thank you for the offer to forward my request for a meeting with Satya to the SecDef's staff. Satya will be in town on Oct 4, so I'd like to see if there is a chance for a meeting then.
>
> V/r,
> Leigh
>
> Leigh Madden | General Manager | U.S. Defense | Microsoft | (b) (6)
>
> **From:** Chris Lynch [mailto (b) (6)
> **Sent:** Tuesday, September 19, 2017 9:52 PM
> **To:** Leigh Madden (b) (6)
> **Cc:** (b) (6) ; Sharon Woods (b) (6)
> **Subject:** Re: DOD/Cloud Memo
>
> Hi Leigh - Unfortunately I have a new conflict in the morning and won't be able to meet until 9:30. I apologize for the late notice.
>
> Sharon can meet at 9 and I can jump in for the last 30 mins. This is our first meeting so I thought I'd give you the option to keep it as is or we could push to Friday. I'm fine with either option.
>
> Let me know which option works best for you and thanks for putting up with our crazy schedules. Looking forward to connecting.

Chris
Sent from my iPhone

On Sep 19, 2017, at 9:20 AM, Leigh Madden ██ ██ wrote:

██ ,
9-10 will work.
V/r,
Leigh Madden | General Manager | Defense | Microsoft |
██ ██

From: ██ ██
Sent: Tuesday, September 19, 2017 1:16:21 AM
To: Leigh Madden
Cc: Sharon Woods; Chris Lynch
Subject: Re: DOD/Cloud Memo
Leigh,
I apologize for delay in response. Unfortunately Chris is no longer available on Wednesday from 10-11am. Does your schedule have availability from 9-10am on Wednesday morning? If not, I would like to propose sometime on Thursday between 1-4pm. Please let me know at your soonest convenience.
Respectfully,

██ ██
Deputy Chief of Staff | Defense Digital Service
Office of the Secretary of Defense
Pentagon ██ | Washington, DC
Work Mobile: ██ ██
On Sun, Sep 17, 2017 at 11:16 PM, Leigh Madden
██ ██   wrote:

██ ,
I am available on Wed from 10-11am. I can meet at the Pentagon.
V/r,
Leigh

Leigh Madden | General Manager | U.S. Defense | Microsoft | ██ ██
From: ██ ██
Sent: Sunday, September 17, 2017 10:01 PM
To: Leigh Madden ██ ██
Cc: Sharon Woods ██ ██   Chris Lynch
██ ██
Subject: Re: DOD/Cloud Memo
Ms. Madden,
Chris and Sharon have availability Tuesday 3-4pm, Wednesday 10-11am, and Thursday between 1-4pm. Is there a time within those windows that work best for your schedule? Please let me know at your soonest convenience.

Respectfully,

██ ██
Deputy Chief of Staff | Defense Digital Service
Office of the Secretary of Defense
Pentagon ██ | Washington, DC
Work Mobile: ██ ██
On Sun, Sep 17, 2017 at 4:52 PM, Chris Lynch ██ ██
wrote:

██ will help us find a time. Talk soon.

Chris
Sent from my iPhone

On Sep 15, 2017, at 9:55 PM, Leigh Madden
(b) (6) wrote:

Chris,

Thank you for the quick response. Is there a good time next week to connect with you and Sharon?

V/r,

Leigh Madden | General Manager | Defense | Microsoft | (b) (6)

From: Chris Lynch (b) (6)
Sent: Friday, September 15, 2017 6:20 PM
Subject: DOD/Cloud Memo
To: Leigh Madden
(b) (6)
Cc: Sharon Woods (b) (6)
(b) (6)

Hi Leigh - John forwarded your email about the Accelerating Cloud Enterprise Adoption Memorandum that went out. My team is lead on the initiative for the first phase.

I've cc'd Sharon Woods who is a key player on the project from the Defense Digital Service side.

Looking forward to chatting,

Chris

From:	Donnelly, Sally SES SD
To:	"Sharon Woods"; Chris Lynch
Cc:	DeMartino, Tony SES SD; Roper, William; (b) (6) MAJ SD; Mikolay, Justin SES SD
Subject:	RE: Cloud Computing (UNCLASSIFIED)
Date:	Monday, August 28, 2017 10:02:55 AM

Thanks Sharon.

Sounds exactly right to keep the momentum of what the SecDef learned on the West Coast, and the vision of the DSD moving fast.

Sally Donnelly

Senior Advisor to the Secretary of Defense

Unclass: (b) (6)

Secure: (b) (6)

From: Sharon Woods [mailto (b) (6)]

Sent: Monday, August 28, 2017 9:40 AM

To: Chris Lynch

Cc: DeMartino, Tony SES SD ; Roper, William ; Donnelly, Sally SES SD ; (b) (6) MAJ SD

Subject: Re: Cloud Computing (UNCLASSIFIED)

(b)(3) 50 U.S.C. 3024(i)(1)

Please note that Ms. Lord of USD (AT&L) has financial conflicts of interest relative to this effort and cannot be involved in any capacity unless otherwise cleared by DoD OGC.

v/r,

Sharon

Sharon Woods

General Counsel, Defense Digital Service

(b) (6)

On Mon, Aug 28, 2017 at 7:03 AM, Chris Lynch (b) (6) > wrote:

> The big thing here is to move very fast (at gov speed sadly still) on phase 1 and acquire the services. Will be on email and feel free to call as well.

> Chris

> Sent from my iPhone

> On Aug 28, 2017, at 12:57 PM, DeMartino, Tony SES SD (b) (6) > wrote:
>
> Will/Chris, roger. Tracking Chris is chasing reindeer up in Norway for a week or so. As long as we are in synch and continue to refine a plan going forward, we will be good.
>
> I have already backbriefed the DSD that you two are moving out.
>
> Will, we are coming to DARPA tomorrow. I expect we can catch up then.
>
> Thanks,
> Tony
>
> Tony DeMartino
> Chief of Staff, DSD

> Direct: (b) (6) ███████████
>
>
> -----Original Message-----
> From: Chris Lynch [mailto:(b) (6) ███████████
> Sent: Sunday, August 27, 2017 5:53 PM
> To: Roper, William (b) (6) ██████████ >
> Cc: Donnelly, Sally SES SD (b) (6) ███████████ ; DeMartino, Tony SES SD
< (b) (6) ████████ >; (b) (6) ███ MAJ SD < (b) (6) ████ >; Sharon
Woods < (b) (6) ████████ >
> Subject: Re: Cloud Computing (UNCLASSIFIED)
>
> Will - thanks for sending this.
>
> As Will mentioned, the approach would be to split up the workload into two different
phases:
>
> 1- Acquiring cloud services we can use on unclassified, secret, and (likely) TS/SCI across
all DOD on a modern day cloud platform provider. DDS will be driving this part as we all
agreed this will have some substantial fights along the way and this is something we are
willing to take on. These fights are worth it or else we will spend years easing our way into
things that the rest industry moved onto many years ago.
> 2- Modernizing an agency onto that cloud platform (from #1). I was surprised NGA is not
heavily invested in C2S so they would be a good candidate. That being said DDS and SCO
both have great relationships with TRANSCOM so that would be one we could help the
most with.
>
> The plan this week - I have asked Sharon Woods (cc'd) to start to get things put together
at DDS for this while I'm on vacation this week. You may recall Sharon led the DDS effort
with White House and VA on the medical system negotiations we did earlier this year and is
an acquisition lawyer (and she did an awesome job on that).
>
> Let's do this.
>
> Chris
>
>> On Aug 27, 2017, at 8:50 PM, Roper, William < (b) (6) ████████ > wrote:
>>
>>
>> Tony, Sally, unsure if Chris was able to close the loop with you, but I was able to speak
with him Friday. BL- think we're all in agreement on what to do, just using different
definitions of pathfinder. For me, it's Cloud (easier) + virtualizing legacy software (harder)
so that all facets of a mission are running on Cloud. We don't have enough tech experts to
move the DoD all at once, so we'll have to go in phases and start somewhere. Chris agrees
that transcon and NGA are good places to start. Chris' position is that on the Cloud piece,
we should pick the DoD-wide commercial cloud provider(s) upfront and not punt the
decision to the end of an experimental period. Local software and data would then move
over depending on local priorities and funding. I agree with his view.
>>
>> TL;DR: We all agree we should make a department-wide cloud choice upfront and make

transcom/NGA the first orgs to move all their ops into it.
>>
>> Chris, did I capture your view correctly?
>>
>> Cheers, Will
>>
>>> On Aug 25, 2017, at 10:32 AM, Chris Lynch <(b) (6)██████> wrote:
>>>
>>> Will ring in on this. I feel very strongly we need no pathfinders.(b)(3) 50 U.S.C. 3024(i)(1)
██████████████████████████████████████ Will send thoughts later
this afternoon.
>>>
>>> Chris
>>>
>>> Sent from my iPhone
>>>
>>>> On Aug 25, 2017, at 9:21 AM, Roper, William <(b) (6)████████████> wrote:
>>>>
>>>>
>>>> One more thing: the money, measures of effectiveness, and timeline
>>>> are me writing what I would want. They should be vetted before any
>>>> memos are signed. -W
>>>>
>>>>> On Aug 25, 2017, at 9:14 AM, Roper, William (b) (6)███████████> wrote:
>>>>>
>>>>>
>>>>> Hi, Tony. I wrote the draft memo for AT&L, so you have my comments
>>>>> by default. Certainly welcome Chris' input. My big point is that
>>>>> this should be a service vice acquisition, meaning I'd like the
>>>>> Cloud provider to do most of the heavy lifting, executing what has
>>>>> typically been done by CIOs and DISA. But we do have to be an
>>>>> informed customer in her Gov't and not paint ourselves in a single
>>>>> vendor corner. Cheers, Will
>>>>>
>>>>>> On Aug 25, 2017, at 9:04 AM, Donnelly, Sally SES SD (b) (6)█████████████>
wrote:
>>>>>>
>>>>>> Good call. Needs a good scrub, IMO since many think milcloud has
>>>>>> not provided the agility, security and capability promised...but
>>>>>> Chris and Will know better.
>>>>>>
>>>>>>
>>>>>>
>>>>>> Sally Donnelly
>>>>>> Senior Advisor to the Secretary of Defense
>>>>>> Unclass:(b) (6)███████
>>>>>> Secure:(b) (6)██████
>>>>>>
>>>>>> -----Original Message-----
>>>>>> From: DeMartino, Tony SES SD

>>>>>> Sent: Friday, August 25, 2017 9:02 AM
>>>>>> To: 'Roper, William' <(b) (6)   >; 'Chris Lynch'
>>>>>> <(b) (6)   >
>>>>>> Cc: Donnelly, Sally SES SD (b) (6)   >; (b) (6)
>>>>>> MAJ SD <(b) (6)   >
>>>>>> Subject: FW: Cloud Computing (UNCLASSIFIED)
>>>>>>
>>>>>> Chris/Will, can you two read through this memo -- provide comments
>>>>>> in track changes or a separate email and send back to us and Sally
>>>>>> as we all work Cloud for DOD.
>>>>>> Thanks,
>>>>>> Tony
>>>>>>
>>>>>> -----Original Message-----
>>>>>> From: Lord, Ellen M HON (US) [mailto (b) (6)   ]
>>>>>> Sent: Friday, August 25, 2017 6:58 AM
>>>>>> To: Shanahan, Patrick HON SD <(b) (6)   >
>>>>>> Subject: Cloud Computing (UNCLASSIFIED)
>>>>>>
>>>>>> CLASSIFICATION: UNCLASSIFIED
>>>>>>
>>>>>> Pat-
>>>>>>
>>>>>> A cross-functional team (AT&L, CIO, CAPE, Intel, etc.) has been
>>>>>> working moving DoD to the cloud. The approach is multiple steps in
>>>>>> order to start small, iterate, learn and continue to migrate.
>>>>>> Below is Will Roper's summary of the team's technical approach and
>>>>>> attached is Shay Assad's documentation of the team's contracting approach.
>>>>>>
>>>>>> We will continue pressing forward and are interested in your
>>>>>> thoughts and feedback.
>>>>>>
>>>>>> Thank you,
>>>>>> Ellen
>>>>>>
>>>>>>
>>>>>>
>>>>>>
>>>>>> BACKGROUND: During his trip to the West Coast, Secretary Mattis
>>>>>> discussed the security and performance benefits of Cloud
>>>>>> technology with industry leaders. Hearing the current progress of
>>>>>> large-scale data processing, encryption, transport, and machine
>>>>>> learning technologies, the SECDEF concluded moving the Department
>>>>>> to the Cloud a necessary step for keeping our fighting force informed, equipped,
and lethal on tomorrow's battlefield.
>>>>>> He subsequently tasked Department leadership for an implementation plan.
>>>>>> This is a summary of that plan.
>>>>>>
>>>>>> APPROACH: Acknowledging the many "scattered Clouds" across DoD, it
>>>>>> is the absence of an enterprise approach that prevents us from

>>>>>> achieving the device-to-data-centric paradigm shift that occurred
>>>>>> in many commercial sectors. As the DoD represents a wide cross
>>>>>> section of analogous sectors plus additional military-unique
>>>>>> components, an enterprise shift to the Cloud, done all at once,
>>>>>> would doubtlessly be slow, deaf to lessons learned, and suboptimal
>>>>>> in applying best industry practices where applicable. As such, the SECDEF will designate two organizations, namely U.S.
>>>>>> Transportation Command (USTRANSCOM) and the National
>>>>>> Geospatial-Intelligence Agency (NGA), to act as pathfinders based
>>>>>> on organizational willingness, availability of applicable data,
>>>>>> differing degrees of classified data, variety of legacy software
>>>>>> requiring virtualization, and ability to apply commercial deep
>>>>>> learning. Cloud migration and operationalizing machine learning
>>>>>> are mandatory criteria for success: other strongly encouraged ones
>>>>>> include buying Cloud as a service vice acquisition; lessening
>>>>>> physical security through software and data integrity checks vice
>>>>>> controlled custody of hardware; employing user pattern of life
>>>>>> analysis to detect insider threats, achieving 10% cost efficiency
>>>>>> concurrent with 10% performance increase; employing
>>>>>> enterprise-wide, commercially-inspired software stacks for
>>>>>> continuous software development (in app layers) while protecting continuity of operations (in operating system layers); and employing digital vice physical separation of classified data.
>>>>>>
>>>>>> In achieving these criteria, each pathfinder will coordinate with
>>>>>> their counterpart organization to determine whether their approach
>>>>>> is organizationally tailored or generic. Wherever possible,
>>>>>> generic approaches will be attempted to determine suitability as enterprise solutions.
>>>>>>
>>>>>> Concurrent with the pathfinder, a cross functional team will
>>>>>> develop an implementation roadmap for the DoD. Lessons learned
>>>>>> from the pathfinder will be incorporated quarterly. This roadmap
>>>>>> will recommend phasing, funding, organizational restructuring, and
>>>>>> authorities necessary to complete enterprise transition to the Cloud.
>>>>>>
>>>>>> FUNDING: A total of $50M will be reprogrammed in FY18 for each
>>>>>> pathfinder to develop a contracting strategy while data transition
>>>>>> and annotation long leads begin immediately. Future funding will
>>>>>> be allocated in the PB19 budget.
>>>>>>
>>>>>> TIMELINE: Each pathfinder will complete in no more than four years
>>>>>> with Department-wide completion in no more than ten. (We went to
>>>>>> the Moon in ten years; we can certainly achieve this with the
>>>>>> right urgency.)
>>>>>>
>>>>>>
>>>>>> CLASSIFICATION: UNCLASSIFIED
>

--
Sharon Woods
General Counsel, Defense Digital Service
Pentagon, Room (b) (6)
(b) (6)

Coming

Chris

Sent from my iPhone

> On Aug 24, 2017, at 12:53 PM, Donnelly, Sally SES SD <██████████████████> wrote:
>
> Do it quick!
>
> Sally Donnelly
> Senior Advisor to the Secretary of Defense
> Unclass: ████████████
> Secure: ████████████
>
> -----Original Message-----
> From: Chris Lynch [mailto:████████████]
> Sent: Thursday, August 24, 2017 12:49 PM
> To: Donnelly, Sally SES SD <████████████████>
> Subject: Let me lead cloud tiger team
>
> Not Ellen. I will swing by and explain.
>
> Chris
>
> Sent from my iPhone

Nice writeup on our work on OCX/GPS.

Chris

Sent from my iPhone

Begin forwarded message:

Resent-From: <(b) (6)   >
From: "Wilson, Burke E (Ed) Maj Gen USAF OSD OUSD POLICY (US)"
(b) (6)
Date: April 11, 2017 at 8:16:57 AM EDT
To: "Lynch, Christopher B (Chris) CIV (US)"
<(b) (6)   >
Subject: GPS OCX Program

Chris,
In case you hadn't seen...nice article on your team's effort on the GPS/OCX
testing activities. Kudos!
v/r
Ed

Maj Gen Burke "Ed" Wilson
Deputy Principal Cyber Advisor
OUSD(P)/HD&GS
Unclass: (b) (6)
NSTS: (b) (6)
NIPR: (b) (6)
SIPR: (b) (6)
JWICS: (b) (6)

==========================

Amazon cloud, automation help resuscitate OCX program
Defense News, April 6, 2017

By Valerie Insinna

COLORADO SPRINGS, Colo. — When Raytheon ran into trouble developing
the U.S. Air Force's next-generation GPS control stations, it turned to a tiny
Pentagon office populated with technology geeks from Silicon Valley for
software help.

The Operational Control System program — called OCX for short — had been

plagued with cost overruns and scheduling delays for years, culminating in a breach of the Nunn-McCurdy provision last year, which requires military services to notify Congress if a weapons program's cost per unit increases 25 percent or more above the current baseline estimate.

But the program is back on track, said Bill Sullivan, Raytheon's program manager, and suggestions provided by the Defense Digital Service proved transformational.

"It was taking us over two weeks of time, 80 hours of time, to build a unit of software, do some unit testing, do some functional testing and then get results out the back end," he told reporters at Space Symposium. "By introducing these commercial software best practices, we've shortened that to three hours."

The Defense Digital Service, or DDS, formed in 2015 as one of former Defense Secretary Ash Carter's pet projects meant to take technical innovation from the commercial sector and bring it to the Pentagon. Until recently, the office was most famous for spearheading efforts like the department's bug bounty program, but the Air Force disclosed earlier this year DDS employees were also at work on acquisition programs, with OCX as the flagship.

So, what did DDS do to revamp OCX?

First, Raytheon adopted DevOps, an up-and-coming style of software development that injected automation into the process, Sullivan said.

"When a developer writes some new code and checks it into the system, builds are automatically kicked off, unit tests which have been written are automatically run, the results are automatically processed … and then all software developers can get access to the results at the same time," he explained. The software tools running those tests are typically commercial off-the-shelf, but are customized by Raytheon.

Although DevOps is a commercial best practice, it hadn't filtered into a major Defense Department acquisition program until DDS suggested using it on OCX.

Another new element for a military weapons program is the use of Amazon Web Services' cloud computing platform for integration and testing — although not deployment — of unclassified software elements.

"What that does for us it provides an ability to really just be a lot more nimble in terms of environment," Sullivan said. "Instead of having to find space and having to go buy a bunch of servers and rack them up, the virtual nature of the cloud provides you the ability to very quickly stand up an environment and then tear it down when you're done and then start all over again."

That has enabled Raytheon to write and check code more quickly and freed the company from hardware constraints, he added.

OCX is now progressing according to schedule. The company recently wrapped

up the factory qualification of Block 0 — an early iteration runs the system's launch and checkout system — and is set to deliver it in September or October. The system has been deployed at Schriever Air Force Base, Colorado, and currently is going through site acceptance testing, Sullivan said.

The launch of the first GPS III satellite will occur in March 2018, but OCX won't become fully operational until 2020 when Block 1 comes online. Block 1 will add more cybersecurity functionality to the system, and Raytheon has finished coding six of seven Block 1 software iterations and integrated five of them, Sullivan said.

The company continues to work with the Air Force Digital Service team, the service's offshoot of DDS that spawned last year, he added.

"It's been kind of an evolution. It's impossible to learn everything in a day, so we continue to try to do the things necessary that we think will give us the value for the amount of investment that we put into it to succeed in the program," he said.

Air Force acquisition leaders are interested in broadening the Air Force Digital Service's work to other software-heavy weapons programs. Earlier this year, Lt. Gen. Arnold Bunch, the service's top uniformed acquisition official, said he and his civilian counterpart, Darlene Costello, were making a list of potential programs that could benefit from the office's expertise.

From:	DeMartino, Tony CIV SD
To:	Donnelly, Sally SES SD; Chris Lynch
Subject:	RE: Maj (b) (6) at Defense Digital Service
Date:	Monday, February 27, 2017 6:20:07 PM

Chris is going to talk to the 1-star about way forward.

D

From: Donnelly, Sally SES SD
Sent: Monday, February 27, 2017 1:58 PM
To: Chris Lynch ; DeMartino, Tony CIV SD
Subject: Re: Maj (b) (6) at Defense Digital Service

Ok my recommendation is to keep in mil chain...reattack with Adm. Faller and I will backstop.

Ok?

Sally Donnelly

Senior Advisor

to the Secretary of Defense

Unclass: (b) (6)

Secure: (b) (6)

From: Chris Lynch
Sent: Monday, February 27, 2017 1:08 PM
To: Donnelly, Sally SES SD; DeMartino, Tony CIV SD
Subject: Fwd: Maj (b) (6) at Defense Digital Service

Need some quick help. Spoke with Faller on Friday and he supports but I may need someone from SDFO to contact them and ask to extend. I'll come down with details.

Chris
Sent from my iPhone

Begin forwarded message:

> **From:** Smith BGen Eric M <(b) (6)   >
> **Date:** February 27, 2017 at 12:37:05 PM EST
> **To:** Chris Lynch <(b) (6)   >
> **Subject:** RE: Maj (b) (6)   at Defense Digital Service

Chris,
Just between us please.

I'm getting wind that CNMF is at 71% manning and is scrambling for manpower (ie (b) (6) The original agreement (where detailee or LNO) was 6 months, which has passed. I don't think there is any support at MARFORCYBER or CYBERCOM for the extension

I don't think DDS will get to keep (b) (6). I know that isn't what you wanted to hear, but that's what I think is in the cards.

Sorry for the bad news brother.
On a happier note, I got to have a root canal this AM, but they did the wrong tooth, so I get to go in tomorrow to have it done all over again....

Gotta love military dentistry.....

Semper Fi
Eric

Eric M. Smith
BGen, USMC
ADC, PP&O
NIPR: (b) (6)
SIPR: (b) (6)
TBurg: (b) (6)
(b) (6)

-----Original Message-----
From: Chris Lynch [mailto: (b) (6)]
Sent: Monday, February 27, 2017 10:18 AM
To: Reynolds MajGen Loretta E < (b) (6) >; (b) (6)
Cc: Smith BGen Eric M < (b) (6) >; Corey Harrison
< (b) (6) >; Reina Staley < (b) (6) >
Subject: Maj (b) (6) at Defense Digital Service

Hi all,

I wanted to start a discussion about USMC Maj (b) (6) , who is currently
detailed to Defense Digital Service (DDS). DDS was established on November
18, 2015 to bring in the best private sector talent, technology, and processes to the
Department of Defense (DoD). DDS is part of the US Digital Service (USDS)
based at the White House. Our team includes 20 world-class software developers,
designers, product managers, and bureaucracy hackers from tech leaders
including Google, Amazon, Microsoft and Palantir. DDS functions like a SWAT
team of tech experts working on high impact challenges during one to two year
tours of duty as federal employees. DDS is part of the Front Office for the
Secretary of Defense (our charter -
http://www.dtic.mil/whs/directives/corres/pdf/510587_dodd_2017.pdf).

Maj (b) (6) (USMC) was detailed from US Cyber Command
(USCYBERCOM) to DDS on August 25th, 2016 by the Office of Military
Personnel as part of Secretary Carter's Force of the Future Initiative. Maj
(b) (6) applied to join the United States Digital Service fully prepared to leave
active duty service to pursue his passion as a software developer. However, our
team deeply believes in the retainment of technical talent within the military, and
thus worked with the SMA for Secretary Carter to detail Maj (b) (6) to DDS
in his active duty status. This allowed him to retain his ties to the military
community while providing a platform for him to exercise the full extent of his
technical knowledge and development skills

Maj (b) (6) is working on key warfighting and mission impacting projects at

DDS that include the development of the ANET Afghanistan TAA mission and the substantial modernization and security updates going into the Military Entrance Processing (MEPS) software that DDS is building. Maj (b) (6) will be traveling to Afghanistan in March to deploy the new software he built at DDS with other DDS team members. He is also a critical contributor in improving Army Cyber Command's (ARCYBER) talent management program, an effort which is applicable to every service cyber branch and USCYBERCOM itself.

The detail ends on March 1, 2017, and Maj (b) (6) would like to extend another 6 - 12 months at a minimum. Maj (b) (6) is aware that this would potentially adversely impact his long term potential in the USMC since no career path exists long term, nor does the military take advantage of his skillset. DDS strongly supports this decision.

Happy to discuss more.

Chris
(b) (6)

Rgr. Will work it.

On Nov 12, 2017, at 10:06 AM, Donnelly, Sally SES SD <(b) (6)   > wrote:

> Rgr...but need a decent place to meet(not my office)
>
> Sent from my BlackBerry 10 smartphone.
>
> **From:** (b) (6) LtCol SD
> **Sent:** Sunday, November 12, 2017 9:41 AM
> **To:** Donnelly, Sally SES SD
> **Subject:** Fwd: Bahrain Amb meeting with Ms. Donnelly
>
> Bahraini Amb Tuesday.
>
> I recommend (b) (6) drops by Monday to pre-brief you, (b) (6) escorts him into building on Tuesday, and (b) (6) takes notes.
>
> Thoughts?
>
> Begin forwarded message:
>
>> **From:** (b) (6)   CIV OSD OUSD POLICY (US)"
>> <(b) (6)   >
>> **Date:** November 12, 2017 at 8:23:21 AM EST
>> **To:** "(b) (6)   LtCol SD" <(b) (6)   >
>> **Subject: Fw: Bahrain Amb meeting with Ms. Donnelly**
>>
>> Happy Sunday! Looks like we got the Bahraini Amb locked in bright and early on Tues. Can you let me know:
>>
>> 1. Will Sally want any prep in advance?
>> 2. Will she want to meet him at the River Entrance, or should I just escort to the office?
>> 3. Am I OK as notetaker?
>>
>> We'll plan to shoot up a RAH tomorrow, thanks!
>>
>> V/r
>> (b) (6)
>>
>> Sent from my BlackBerry 10 smartphone.

Original Message
From: (b) (6)   CIV OSD OUSD POLICY (US)
< (b) (6)
Sent: Thursday, November 9, 2017 4:17 PM
To: (b) (6)   TSgt SD
Subject: Re: Bahrain Amb meeting with Ms. Donnelly

Yes, 9:30 works! They have also requested to bring their Defense
Attaché.

Sent from my BlackBerry 10 smartphone.
Original Message
From: (b) (6)   TSgt SD
Sent: Thursday, November 9, 2017 9:08 AM
To: (b) (6)   CIV OSD OUSD POLICY (US)
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

Good morning (b) (6) ,
Would 14 Nov at 0900 or 0930 be an option?

Very respectfully,

(b) (6)   , TSgt, USAF
Enlisted Military Assistant to the Secretary of Defense
Comm: (b) (6)
DSN: (b) (6)
ROOM: (b) (6)
NIPR: (b) (6)
SIPR: (b) (6)

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have received the message in error, then delete it.

-----Original Message-----
From: (b) (6)   CIV OSD OUSD POLICY (US)
[mailto: (b) (6)   ]
Sent: Wednesday, November 8, 2017 14:07
To: (b) (6)   TSgt SD < (b) (6)   >
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

Hi (b) (6) , just wanted to follow up with you on this meeting as we get
closer--the Bahraini Ambassador is available both the 13th and 14th if Ms.
Donnelly is still available. If so, please just let me know if there is a suggested time, thank you!

V/r
(b) (6)

-----Original Message-----
From: (b) (6)   TSgt SD
[mailto:(b) (6)   ]
Sent: Wednesday, November 1, 2017 6:16 AM
To: (b) (6)   CIV OSD OUSD POLICY (US)
<(b) (6)   >
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

No problem, I completely understand.
Ms. Donnelly will be in the office 13 and 14 Nov. Please let me know what
availabilities the Bahrain ambassador.

Very respectfully,

(b) (6)   TSgt, USAF
Enlisted Military Assistant to the Secretary of Defense
Comm: (b) (6)
DSN: (b) (6)
ROOM: (b) (6)
NIPR: (b) (6)
SIPR: (b) (6)

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-----Original Message-----
From: (b) (6)   CIV OSD OUSD POLICY (US)
[mailto:(b) (6)   ]
Sent: Tuesday, October 31, 2017 15:48

To: (b) (6)   TSgt SD <(b) (6)   >
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

The Ambassador is unavailable Friday unfortunately :(Sorry for all the
flail! Should we look at the week of the 12th?

-----Original Message-----
From: (b) (6)   TSgt SD
[mailto:(b) (6)   ]
Sent: Tuesday, October 31, 2017 2:50 PM
To: (b) (6)   CIV OSD OUSD POLICY (US)
<(b) (6)   >
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

Greetings (b) (6) ,
Unfortunately, Ms. Donnelly is expected to be on travel 6-10
November. Would
3 Nov at 0815 be possible?

Very respectfully,

(b) (6)   TSgt, USAF
Enlisted Military Assistant to the Secretary of Defense
Comm: (b) (6)
DSN: (b) (6)
ROOM: (b) (6)
NIPR: (b) (6)
SIPR: (b) (6)

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communication is strictly prohibited. Please reply to the sender that you
have received the message in error, then delete it.

-----Original Message-----
From: (b) (6)   CIV OSD OUSD POLICY (US)
[mailto:(b) (6)   ]
Sent: Tuesday, October 31, 2017 13:58
To: (b) (6)   TSgt SD <(b) (6)   >
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

Hi **(b) (6)**, I just heard from the Bahrainis that unfortunately the Ambassador has a conflict on Thursday and won't be able to meet in the

morning. Let me know if you think Monday or Tuesday afternoon are available,

or what you think the next best option would be. Thanks again!

V/r

(b) (6)

-----Original Message-----
From: **(b) (6)** TSgt SD
[mailto:**(b) (6)**]
Sent: Tuesday, October 31, 2017 10:33 AM
To: **(b) (6)** CIV OSD OUSD POLICY (US)
<**(b) (6)**>
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

(b) (6),

After working some things around, Ms. Donnelly has some time available in

the morning of 2 Nov. Would 0930 or 1000 be an option?

Very respectfully,

(b) (6), TSgt, USAF
Enlisted Military Assistant to the Secretary of Defense
Comm: **(b) (6)**
DSN: **(b) (6)**
ROOM: **(b) (6)**
NIPR: **(b) (6)**
SIPR: **(b) (6)**

-----Original Message-----
From: **(b) (6)** CIV OSD OUSD POLICY (US)
[mailto:**(b) (6)**]
Sent: Tuesday, October 31, 2017 10:26

To: (b) (6)   TSgt SD <(b) (6)   >
Subject: RE: Bahrain Amb meeting with Ms. Donnelly

Hi (b) (6) , thanks so much for following up! I think the Ambassador will
also be available next Monday or Tuesday at 2pm or later, but if those don't
work, please just let me know when you recommend and I'll run it by the
Bahrainis. Thanks for your help!

V/r
(b) (6)

-----Original Message-----
From: (b) (6)   TSgt SD
[mailto:(b) (6)]
Sent: Tuesday, October 31, 2017 10:18 AM
To: (b) (6)   CIV OSD OUSD POLICY (US)
<(b) (6)   >
Subject: Bahrain Amb meeting with Ms. Donnelly

Good morning ma'am,
LtCol (b) (6) asked that I reach out to you regarding the request for Ms.
Donnelly to meet with the Ambassador of Bahrain.

Unfortunately, Ms. Donnelly will be out of the building 2 November. Is
there another date and time we could try to schedule for?

Very respectfully,

(b) (6) , TSgt, USAF
Enlisted Military Assistant to the Secretary of Defense
Comm: (b) (6)
DSN: (b) (6)
ROOM: (b) (6)
NIPR: (b) (6)   <mailto:(b) (6) >
SIPR: (b) (6)
<mailto:(b) (6) >

communication is strictly prohibited. Please reply to the sender that you
have received the message in error, then delete it.

From:	(b) (6) CIV OSD OUSD POLICY (US)
To:	(b) (6) CIV SD; Rank, Joseph W BG USARMY OSD OUSD POLICY (US)
Cc:	(b) (6) CIV OSD OUSD POLICY (US); Mitchell, Amy SES SD; (b) (6) CIV SD; (b) (6) CIV SD; Donnelly, Sally SES SD
Subject:	RE: SD Schedule Proposals - Oman / Bahrain
Date:	Monday, November 27, 2017 12:09:58 PM

(b) , received, will reach out to confirm with the Bahraini side, thanks so much!

V/r

(b)

From: (b) (6)   CIV SD [mailto (b) (6)   ]
Sent: Monday, November 27, 2017 11:11 AM
To: (b) (6)   CIV OSD OUSD POLICY (US) <(b) (6)   >; Rank, Joseph W
BG USARMY OSD OUSD POLICY (US) <(b) (6)   >
Cc: (b) (6)   CIV OSD OUSD POLICY (US) <(b) (6)   >; Mitchell, Amy K
SES (US) <(b) (6)   >; (b) (6)   CIV SD <(b) (6)   >; (b) (6)
          CIV SD <(b) (6)   >; Donnelly, Sally B SES (US) <(b) (6)   >
Subject: RE: SD Schedule Proposals - Oman / Bahrain

Team –

Thank you for the patience on this, there have been lots of moving parts this morning.

If possible we would like to work the following:

Wednesday, 29 Nov
1130-1200
(b) (6) – SD Dining Room

DCA Signing – no bilat, no meeting

Please let me know if you have any questions!

V/R

(b) (6)

From: (b) (6)   CIV OSD OUSD POLICY (US) [mailto (b) (6)   ]
Sent: Monday, November 27, 2017 08:13
To: (b) (6)   CIV SD <(b) (6)   >; Rank, Joseph W BG USARMY OSD OUSD
POLICY (US) <(b) (6)   >
Cc: (b) (6)   CIV OSD OUSD POLICY (US) <(b) (6)   >
Subject: RE: SD Schedule Proposals - Oman / Bahrain

Hi (b) , the CP doesn't have any other defense meeting and is only coming to the Pentagon with the intention of signing an extension of our Defense Cooperation Agreement with the Secretary. However, this need not be a large/long affair--the DCA is already agreed, and would require only a signature on the final document. Thanks for your help!

V/r

(b)

From: (b) (6) CIV SD [mailto:(b) (6)]
Sent: Monday, November 27, 2017 7:27 AM
To: Rank, Joseph W BG USARMY OSD OUSD POLICY (US) <(b) (6) >; (b) (6)
CIV OSD OUSD POLICY (US) <(b) (6) >
Cc: (b) (6) CIV OSD OUSD POLICY (US) <(b) (6) >; (b) (6)
CIV OSD OUSD POLICY (US) <(b) (6) >
Subject: RE: SD Schedule Proposals - Oman / Bahrain

Team –

Will the CP be in the building for any other meetings? The Chief is looking for this to be a "touch".

V/R

(b) (6)

From: Rank, Joseph W BG USARMY OSD OUSD POLICY (US) [mailto:(b) (6)]
Sent: Sunday, November 26, 2017 07:31
To: (b) (6) CIV SD <(b) (6) >; (b) (6) CIV OSD OUSD POLICY (US)
<(b) (6) >
Cc: (b) (6) CIV OSD OUSD POLICY (US) <(b) (6) >; (b) (6)
CIV OSD OUSD POLICY (US) <(b) (6) >
Subject: Re: SD Schedule Proposals - Oman / Bahrain

(b) , looks like the CP of Bahrain is available Wed 1000-1330 and also possibly Thursday 1330-1500. Might either of those work? R/ Joe

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Caution-
Sent from my BlackBerry 10 smartphone.

From: Rank, Joseph W BG USARMY OSD OUSD POLICY (US)
Sent: Wednesday, November 22, 2017 10:12 PM
To: (b) (6)   CIV SD; (b) (6)   CIV OSD OUSD POLICY (US)
Subject: Re: SD Schedule Proposals - Oman / Bahrain

(b)
(6) , sorry for the late response. We are checking but have not heard back yet. Have a great thanksgiving. Warmest regards, Joe

Sent from my BlackBerry 10 smartphone.

From: (b) (6)   CIV SD
Sent: Wednesday, November 22, 2017 2:53 PM
To: Rank, Joseph W BG USARMY OSD OUSD POLICY (US); (b) (6)   CIV OSD OUSD POLICY (US)
Subject: FW: SD Schedule Proposals - Oman / Bahrain

Sir,

In regards to the Crown Prince, are there other dates (later in the week, Thursday/Friday) that he is in the area?

V/R

(b) (6)

From: (b) (6)   CIV SD
Sent: Wednesday, November 22, 2017 14:11
To: Rank, Joseph W BG USARMY OSD OUSD POLICY (US) <(b) (6)   >; (b) (6)
          CIV OSD OUSD POLICY (US) <(b) (6)   >; OSD Pentagon OUSD Policy List
PDUSDP FO <(b) (6)   >; OSD Pentagon OUSD Policy List
USDP MAs and SAs <(b) (6)   >; Slotkin FO
<(b) (6)   >
Cc: (b) (6)   CIV SD <(b) (6)   >
Subject: SD Schedule Proposals - Oman / Bahrain

Team Policy –

Due to late adds to the calendar from the White House the SD's schedule is unable to accommodate the following proposals:

OSD# 071919-17: Oman MRDA (Action-Deferred to A/USD P)

OSD# 071797-17: Bahrain Crown Prince (Action – Deferred to DSD should his schedule allow)

Very Respectfully -

(b) (6)

Director of Scheduling
Office of the Secretary of Defense

Pentagon — (b)
(6)

NIPR: (b) (6)
SIPR: (b) (6)

From: (b) (6)   CIV SD
To: (b) (6)   DIG DoD
Cc: (b) (6)   CIV SD; (b) (6)   CIV SD
Subject: FW: dinners we spoke of...
Date: Tuesday, August 27, 2019 5:39:20 PM

17 of 19

Best Regards,

(b) (6)

    , Personal & Confidential Assistant
to General James Mattis, USMC (Ret)
26th U.S. Secretary of Defense
(b) (6)   (b) (6)   (b) (6)   (b) (6)   (b) (6)

-----Ori inal Messa e-----
From: (b) (6)   CIV OSD OGC (US) (b) (6)   (b) (6)
Sent: Friday, March 24, 2017 5:19 PM
To: (b) (6)   CIV SD < (b) (6)   (b) (6)
Cc: (b) (6)   CIV SD (b) (6)   (b) (6)   (b) (6)   CIV SD (b) (6)   (b) (6)
Subject: RE: dinners we spoke of...

(b) , et al.:

I have no ethics objection to either of these engagements.

For the NYC dinner, it appears that the Secretary may accept the "gift" of the meal (and any entertainment) under the exemption for presenting official information.
The Executive Branch-wide Standards of Conduct exclude from the general ban on accepting gifts provided because of a Federal employee's official position, "[f]ree attendance to an event provided by the sponsor of the event to [a]n employee who is assigned to present information on behalf of the agency at the event on any day when the employee is presenting." This means that the Secretary may accept the dinner because he will present information to the other invitees on behalf of the Department. The other DoD attendees may similarly accept the meal as officially supporting the Secretary's participation. The regulations provide that "[a]n employee whose presence on any day of the event is deemed to be essential by the agency to the presenting employee's participation in the event, provided that the employee is accompanying the presenting employee."

For the UK dinner, the exemption from the gift restrictions outlined above would apply in the same manner. Additionally, there is a special exception for "meals in foreign areas" that would provide an alternate basis to authorize attendance if the "formal" presentation of information is less likely.

For both events, I see no ethics concern with the proposed participation by the Secretary or accompanying staff.

Thanks for checking with us,

(b)
(6)

Senior Attorney
and Deputy Designated Agency Ethics Official
Standards of Conduct Office
Office of the General Counsel
Department of Defense
1600 Defense Pentagon (Room (b) (6))
Washington, D.C. 20301-1600
(b) (6)   [direct]

From: (b) (6)　　　　CIV SD
Sent: Friday, March 24, 2017 9:15 AM
To: (b) (6)　　　CIV OSD OGC (US) (b) (6)　　(b) (6)
Cc: (b) (6)　　　CIV SD (b) (6)　　(b) (6)　(b) (6)　　CIV SD (b) (6)　　(b) (6)
Subject: dinners we spoke of...

Hi (b) ,

For the boss' upcoming trip to NYC and UK, the FO asked that I get your scrub on the attendees for the two dinners we spoke of. Context: He is -- in a sense -- the guest of honor at both events which were arranged and assembled by the hosts. He has personal relationships with most - if not all - of the attendees of the Friday dinner in the UK

Here are the attendees as I have them:

Wednesday (NYC)
19:15 - 21:00

Bloomberg Dinner
Principal, Faller, Donnelly
Michael Bloomberg - Host, assembling guest list
James Gorman, CEO, MorganStanley
Gerald Hassell, CEO, Bank of New York
Stephen Schwarzman, CEO, Blackstone
Urusla Burns, Chairman of the Board, Xerox
Mike Corbat, CEO, Citigroup
Anne Finucane, Vice Chairman, Bank of America
Tim Geithner, Former Secretary of the Treasury
Stephen Ross, Chairman, Related Companies

Off the Record - Listening Mode

Friday (UK)
18:30 - 20:00

Dinner
Principal, Faller, Donnelly
General Graeme Lamb - Host: assembled guest list
General David Richards
Major General James Chiswell
Minister Tobias Ellwood
Cheryl Plumridge
Teresa Carlson
Andrew Pienaar

Off the Record - Listening Mode

Thanks for your thoughts, and for keeping (b) (6) in the loop on your reply.

(b) (6)
Travel Operations
Office of the Secretary of Defense
Desk: (b) (6)
IPhone: (b) (6)
(b) (6)   (b) (6)   <mailto:(b) (6)   (b) (6)

From: "DeMartino, Tony SES SD" <(b) (6)   (b) (6)   >
Sent: 8/16/2017 6:35:43 PM -0400
To: (b) (6)   CIV SD" <(b) (6)   (b) (6)   >; "McFarlane, Matthew BG SD" <(b) (6)   (b) (6)   >; (b) (6)   MAJ SD" <(b) (6)   (b) (6)   (b) (6)   CPT SD" <(b) (6)   (b) (6)   >; (b) (6)   CIV SD" <(b) (6)   (b) (6)   ; (b) (6)   CIV SD" <(b) (6)   (b) (6)   "(b) (6)   CIV SD" <(b) (6)   (b) (6)   >

Subject: RE: Amazon meeting

(b)
(6) find sometime to make this work.

Coffee for 30-45 minutes.

D

Tony DeMartino

Chief of Staff, DSD

Direct: (b) (6)

From: (b) (6)   CIV SD
Sent: Wednesday, August 16, 2017 6:04 PM
To: DeMartino, Tony SES SD <(b) (6)   (b) (6)   >; McFarlane, Matthew BG SD <(b) (6)   (b) (6)   >; (b) (6)   MAJ SD <(b) (6)   (b) (6)   >; (b) (6)
(b) (6)   CPT SD <(b) (6)   (b) (6)   >; (b) (6)   CIV SD <(b) (6)   (b) (6)   >;
(b) (6)   CIV SD <(b) (6)   (b) (6)   >; (b) (6)   CIV SD
<(b) (6)   (b) (6)   >
Subject: Fwd: Amazon meeting

See below,

(b)
(6)

Sent from my iPhone

Begin forwarded message:

> **From:** "Higbie, Nathaniel" <(b) (6)   >
> **Date:** August 16, 2017 at 4:49:17 PM EDT
> **To:** '(b) (6)   ' <(b) (6)   >

Subject: RE: Amazon meeting

Hi (b) (6)

Good afternoon, hope that you're well! I just wanted to get the below on your radar; we'd love to make this work if Pat has any interest and availability that day.

Thanks!

Nate

Nate Higbie | Program Manager | Amazon

(b) (6) | O (b) (6) | M (b) (6)

From: Huseman, Brian
Sent: Monday, August 14, 2017 9:25 AM
To: Patrick Shanahan <(b) (6)>
Cc: Higbie, Nathaniel <(b) (6)>
Subject: Amazon meeting

Hi, Pat. I'm removing Jeff and including Nate Higbie in my office. I heard that Jeff Bezos and the Secretary had a terrific meeting last week. Jeff B. said that he loved meeting the Secretary, and I'm glad the meeting went well.

We would love to schedule some time with you and Jeff Wilke when he is in DC on Wednesday, September 6. Is there someone in your office with whom we could connect?

Thanks so much, and I look forward to talking soon.

Brian

Brian Huseman | Vice President, Public Policy | Amazon

CLASSIFICATION: UNCLASSIFIED

Ms. Donnelly-

Ma'am, I was able to speak with Kristen and she helped answer my questions and, as such, your OGE 278 has been certified. While my review of your financial disclosure form did not reveal any specific conflicts, I wanted to take this opportunity to provide a quick review of the conflict of interest rules. Because your spouse provides consulting services for a defense contractor, (b) (6), (b) (5), I have included some guidance that addresses your participation in matters involving (b) (6), (b) (5).

CAUTIONARY GUIDANCE:

A criminal statute, 18 U.S.C. 208(a), prohibits you from participating personally and substantially in a particular matter (e.g., contract, claim), in which you have a financial interest (e.g., stock), if the matter could have a direct and predictable affect your financial interests, unless you first obtain a written waiver or qualify for a regulatory exemption. For purposes of this statute, the interests of the following persons are imputed to you and, therefore, treated as your own: your spouse and minor children; any general partners; any organization in which you serve as an officer, director, trustee, general partner or employee; and any person or organization with which you are negotiating or have an arrangement concerning prospective employment. As your financial disclosure report is a reflection of your holdings as of a specific date, please note that the onus is on you to keep track of your investments and their values to ensure you do not violate this statute.

EXEMPTIONS: Ownership of Securities - Normally, you must disqualify yourself from working on any project or assignment that is likely to affect your financial interests. However, the law recognizes exemptions for investment interests which may be too small or indirect to create an actual conflict of interest.

1-You may participate in a particular matter where the aggregate of your interests (including those imputed to you) does not exceed $15,000 in all entities involved in the matter, where the interests are in publically traded stock, long-term Federal, or municipal securities. For example, if in your position, you were responsible for awarding a contract where companies A and B are parties and your financial interest in each company was $8,000, the total would be more than $15,000 and you would not qualify for this exemption.

2-You may participate in a particular matter of general applicability (e.g., regulation)--which may affect a particular class of companies--if you own no more than $25,000 of securities in a company that is part of the class affected by the matter, and no more than $50,000 in all affected companies.

3-You may participate in a particular matter that affects one or more holdings of a sector mutual fund where the disqualifying financial interest in the matter arises because of ownership of an interest in the fund and the aggregate value of interests in a sector fund or funds does not exceed $50,000 (in total, aggregating imputed interests).

SPOUSAL EMPLOYMENT:

(b) (5), (b) (6)

As previously stated, I do not see any specific conflict concerns, but wanted to provide you to have relevant guidance and contact information, should you have question on any ethics related matters.

v/r,
(b)

(b) (6)   , Maj, USAF
Office of the General Counsel
Department of Defense
1600 Defense Pentagon (Room (b)   )
Washington, D.C. 20301-1600
(b) (6)
Fax: (b) (6)

Caution: This message may contain information protected by the attorney-client, attorney work product, deliberative process, or other privilege. Do not disseminate without the approval of the Office of the DoD General Counsel

CLASSIFICATION: UNCLASSIFIED

Attachment - B

From: CIV SD
Sent: Friday, March 24, 2017 9:15 AM
To: CIV OSD OGC (US)   @mail.mil>
Cc: CIV SD   @sd.mil>;   CIV SD   @sd.mil>
Subject: dinners we spoke of...

Hi   ,

From:	████████████ CIV SD
To:	████████████ OIG DoD
Cc:	████████████ CIV SD; ████████████ CIV SD
Subject:	FW: dinners we spoke of...
Date:	Tuesday, August 27, 2019 5:39:20 PM

Best Regards,

██████, Personal & Confidential Assistant
to General James Mattis, USMC (Ret)
26th U.S. Secretary of Defense
████████ | ████████ @sd mil | ████ @outlook.com

-----Ori inal Messa e-----
From: ████████ CIV OSD OGC (US) ████████ @mail mil>
Sent: Friday, March 24, 2017 5:19 PM
To: ████████ CIV SD ████████ @sd mil>
Cc: ████████ CIV SD ████████ @sd.mil>; ████████ CIV SD ████████ @sd.mil>
Subject: RE: dinners we spoke of...

██, et al.:

████████████████████████

██
██
██
██
██

██
██

██

Thanks for checking with us,

████████

Senior Attorney
and Deputy Designated Agency Ethics Official
Standards of Conduct Office
Office of the General Counsel
Department of Defense
1600 Defense Pentagon (Room ████)
Washington, D.C. 20301-1600
████████████████ [direct]

Attachment - C

PAUL
HASTINGS

September 5, 2019

VIA ELECTRONIC DELIVERY

████████
United States Department of Defense
Office of Inspector General
4800 Mark Center Drive
Alexandria, VA 22350

        Re: **SBD Advisors LLC Purchase and Sale Agreement**

Dear ████████ :

      We write on behalf of our client Sally Donnelly in response to the request in your September 5, 2019 email that Ms. Donnelly voluntarily provide the Department of Defense Office of the Inspector General a copy of the sales agreement for the sale of her interest in SBD Advisors LLC in January 2017. In response to your request, enclosed please find a copy of that agreement. Please note that the agreement has been redacted to protect certain confidential information.

      We have bates labeled the enclosed document SD_DODOIG_000001 through SD_DODOIG_000005. This production is labeled "FOIA Exempt" and "Confidential and Protected Material," contains financial information that is privileged and confidential and information compiled for law enforcement purposes that would constitute an unwarranted invasion of personal privacy, and is exempt from disclosure under the U.S. Freedom of Information Act, 5 U.S.C. § 552, including but not limited to 5 U.S.C. § 552(b), Exemptions 4 and 7. Moreover, Ms. Donnelly has not authorized us to waive any applicable privilege or other legal basis under which this information may be exempt from disclosure. Accordingly, this letter and the enclosed materials are not intended to, and do not, waive any such privilege or legal basis. We ask that you provide us with a reasonable opportunity to object to any subsequent disclosure to a third-party.

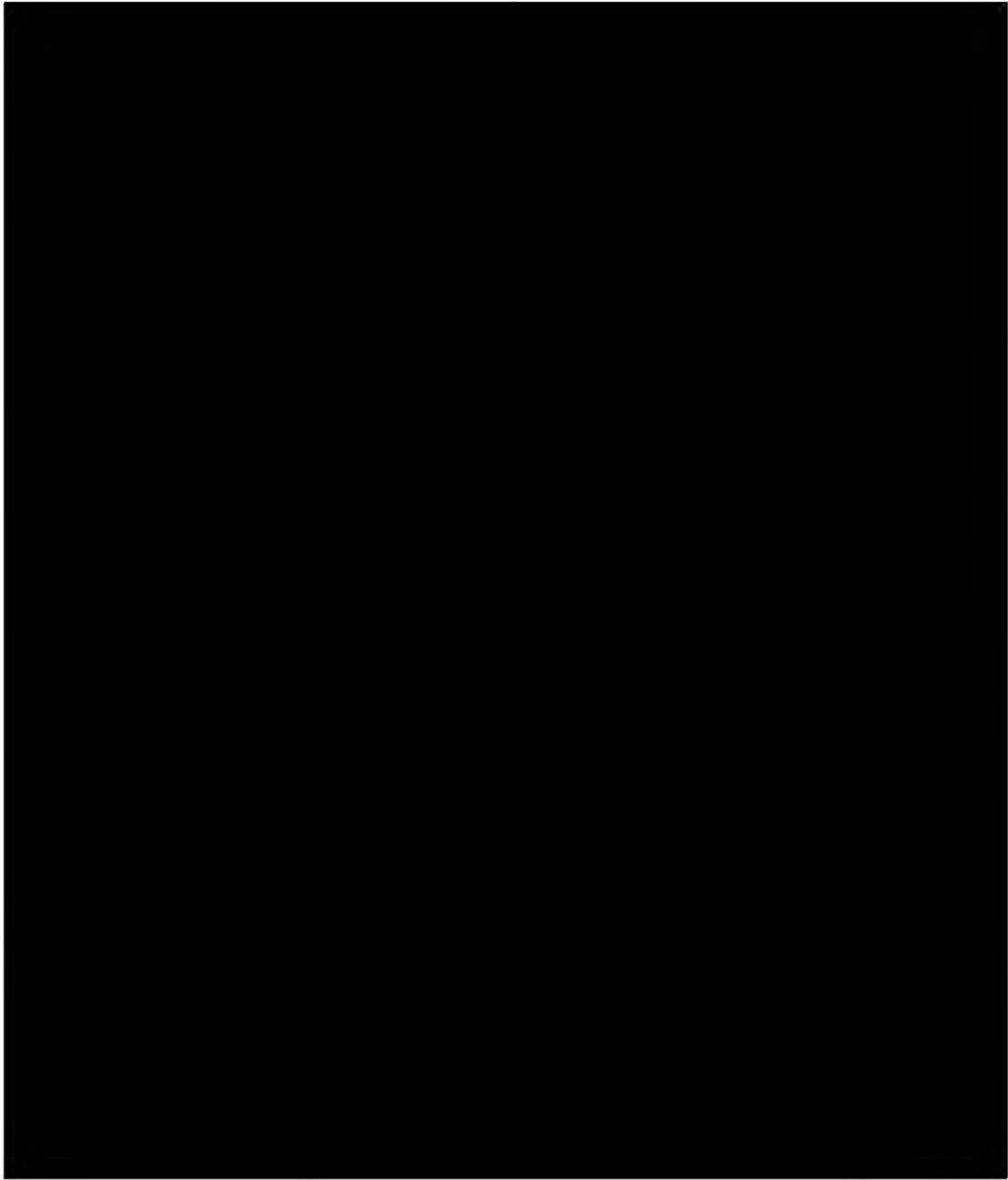<div align="center">*****</div>

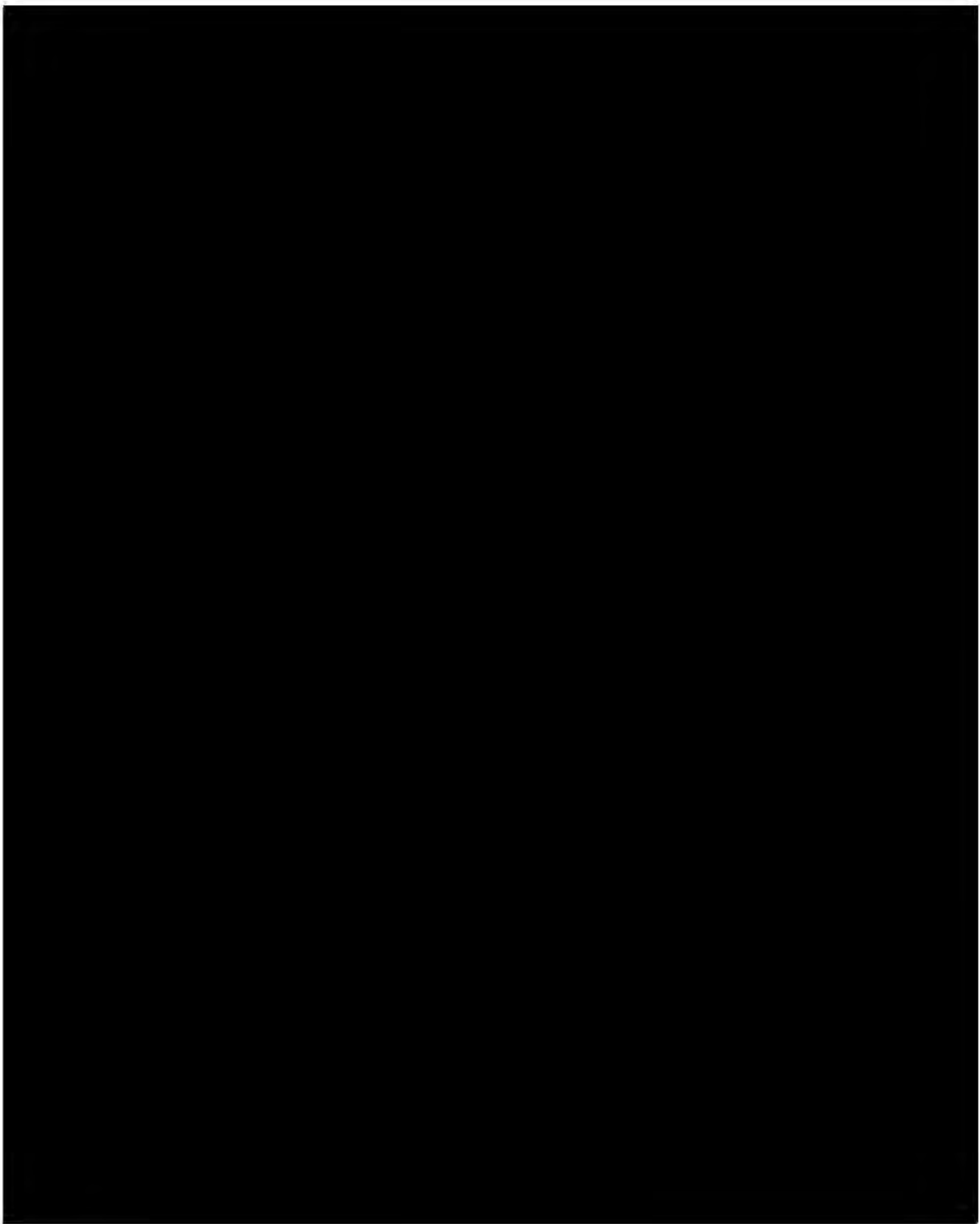LEGAL_US_E # 144050027.2

PAUL
HASTINGS

Please feel free to contact me if you have any questions.

Regards,

Enclosures

SD_DODOIG_000002

SD_DODOIG_000003

SD_DODOIG_000004

Attachment - D

From: (b) (6) CIV SD
Sent: Friday, March 24, 2017 9:15 AM
To: (b) (6) CIV OSD OGC (US) (b) (6) (b) (6)
Cc: (b) (6) CIV SD (b) (6) (b) (6) (b) (6) CIV SD (b) (6) (b) (6)
Subject: dinners we spoke of...

Hi (b) ,

For the boss' upcoming trip to NYC and UK, the FO asked that I get your scrub on the attendees for the two dinners we spoke of. Context: He is -- in a sense -- the guest of honor at both events which were arranged and assembled by the hosts. He has personal relationships with most - if not all - of the attendees of the Friday dinner in the UK

Here are the attendees as I have them:

Wednesday (NYC)
19:15 - 21:00

Bloomberg Dinner
Principal, Faller, Donnelly
Michael Bloomberg - Host, assembling guest list
James Gorman, CEO, MorganStanley
Gerald Hassell, CEO, Bank of New York
Stephen Schwarzman, CEO, Blackstone
Urusla Burns, Chairman of the Board, Xerox
Mike Corbat, CEO, Citigroup
Anne Finucane, Vice Chairman, Bank of America
Tim Geithner, Former Secretary of the Treasury
Stephen Ross, Chairman, Related Companies

Off the Record - Listening Mode

Friday (UK)
18:30 - 20:00

Dinner
Principal, Faller, Donnelly
General Graeme Lamb - Host: assembled guest list
General David Richards
Major General James Chiswell
Minister Tobias Ellwood
Cheryl Plumridge
Teresa Carlson
Andrew Pienaar

Off the Record - Listening Mode

From:	(b) (6) CIV SD
To:	(b) (6) DIG DoD
Cc:	(b) (6) CIV SD; (b) (6) CIV SD
Subject:	FW: dinners we spoke of...
Date:	Tuesday, August 27, 2019 5:39:20 PM

Best Regards,

(b) (6)

, Personal & Confidential Assistant
to General James Mattis, USMC (Ret)
26th U.S. Secretary of Defense
(b) (6)   (b) (6)   (b) (6)   (b) (6)   (b) (6)
-----Ori inal Messa e-----
From: (b) (6)   CIV OSD OGC (US) (b) (6)   (b) (6)
Sent: Friday, March 24, 2017 5:19 PM
To: (b) (6)   CIV SD < (b) (6)   (b) (6)
Cc: (b) (6)   CIV SD (b) (6)   (b) (6)   (b) (6)   CIV SD (b) (6)   (b) (6)
Subject: RE: dinners we spoke of...

(b) , et al.:

I have no ethics objection to either of these engagements.

For the NYC dinner, it appears that the Secretary may accept the "gift" of the meal (and any entertainment) under the exemption for presenting official information.
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For both events, I see no ethics concern with the proposed participation by the Secretary or accompanying staff.

Thanks for checking with us,

(b)
(6)

Senior Attorney
and Deputy Designated Agency Ethics Official
Standards of Conduct Office
Office of the General Counsel
Department of Defense
1600 Defense Pentagon (Room (b) (6))
Washington, D.C. 20301-1600
(b) (6)   [direct]

Thanks for your thoughts, and for keeping (b) (6) in the loop on your reply.

(b) (6)
Travel Operations
Office of the Secretary of Defense
Desk: (b) (6)
IPhone: (b) (6)
(b) (6)   (b) (6)   <mailto:(b) (6)   (b) (6)

Attachment - E

CLASSIFICATION: UNCLASSIFIED

Sally,

Traveling press is not going with SD/delegation to Amazon. Lt Col (b) (6) has coordinated with travel operations (Col. (b) (6)) to have the delegation move separately that morning and go straight to the airport.

I'll call you about the WH.
Dana

-----Original Message-----
From: Donnelly, Sally SES SD [mailto:(b) (6)]
Sent: Tuesday, August 8, 2017 3:10 PM
To: White, Dana W SES OSD (US) (b) (6) >
Cc: (b) (6) Col SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; (b) (6) CIV SD <(b) (6) >; (b) (6) LtCol SD <(b) (6) >
Subject: Low viz at Amazon, right?

Dana,
 Couple questions if I may: What will press do while boss at Amazon? Does WH know our sked out West? Who exactly?

Sally Donnelly
Senior Advisor to the Secretary of Defense
Unclass: (b) (6)
Secure: (b) (6)

CLASSIFICATION: UNCLASSIFIED

From:	Ali, Iram
To:	(b) (6) CIV SD; Chronis, Jennifer
Cc:	(b) (6) LtCol SD; Mikolay, Justin SES SD; Ficarra, Diane; Donnelly, Sally SES SD
Subject:	RE: SecDef Visit Next Week
Date:	Sunday, August 6, 2017 6:35:59 PM

Hi everyone-

I will set up a conference call for 3pm tomorrow.

-----Original Message-----
From: (b) (6) CIV SD [mailto (b) (6)]
Sent: Sunday, August 6, 2017 6:02 PM
To: Chronis, Jennifer < (b) (6) >
Cc: (b) (6) LtCol SD < (b) (6) >; Mikolay, Justin SES SD < (b) (6) >; Ali, Iram
< (b) (6) >; Ficarra, Diane < (b) (6) >; Donnelly, Sally SES SD
< (b) (6) >
Subject: Re: SecDef Visit Next Week

Jennifer/Diane:

Assuming it still works, let's go with 3pm tomorrow.

Iram, that time ok for you?

What phone number should we use?

- (b) (6)

Sent from my iPhone

> On Aug 4, 2017, at 6:48 PM, Chronis, Jennifer < (b) (6) > wrote:
>
> Thanks (b) (6) . I can do 1-130 or anytime between 2-4 if that works. I have added my assistant, Diane, who can help shuffle some things around if necessary. Let's please also include Iram as she has been on point as you know.
>
> Thanks again
> Jennifer
>
> -----Original Message-----
> From: (b) (6) CIV SD [mailto (b) (6)]
> Sent: Friday, August 04, 2017 6:45 PM
> To: Chronis, Jennifer < (b) (6) >
> Cc: (b) (6) LtCol SD < (b) (6) >; Mikolay, Justin SES SD
> < (b) (6) >; Ali, Iram < (b) (6) >; Ficarra,
> Diane < (b) (6) >; Donnelly, Sally SES SD
> < (b) (6) >
> Subject: RE: SecDef Visit Next Week
>
> Jennifer,
>
> Happy to set up a call among the three of us. Unfortunately, pre-8:30 on Monday won't work for us. What's the earliest time you can talk in the afternoon?
>

> In any event, look forward to talking.
>
> Best,
> (b) (6)
>
> -----Original Message-----
> From: Chronis, Jennifer [mailto (b) (6)]
> Sent: Friday, August 4, 2017 4:57 PM
> To: Donnelly, Sally SES SD < (b) (6) >
> Cc: (b) (6) CIV SD < (b) (6) >; (b) (6) LtCol
> SD < (b) (6) >; Mikolay, Justin SES SD < (b) (6) >;
> Ali, Iram < (b) (6) >; Ficarra, Diane < (b) (6) >
> Subject: Re: SecDef Visit Next Week
>
> Thanks so much Sally. I know Iram (who works for Steve Block now) has been well connected with ▮ but we'd be happy to talk with will. Justin and ▮ as well. My Monday morning is tight but I could do anything prior to 830 or later in the day. Let me know who to coordinate with.
>
> Thanks!
> Jennifer
>
> Sent from my iPhone
>
>> On Aug 4, 2017, at 4:40 PM, Donnelly, Sally SES SD < (b) (6) > wrote:
>>
>> Hey Jennifer,
>> Let's get (b) (6) , Justin Mikolay and LtCol (b) (6) on the phone early Monday am. I am flying back from Europe and may not be available, but ▮ has been running point. Using one example of DOD obstacles to cloud(if that what is below) would be helpful. Also security security security of cloud.
>> Oh yeah, and if we see power point, that will not be helpful. :)
>>
>> Sent from my BlackBerry 10 smartphone.
>> From: Chronis, Jennifer
>> Sent: Friday, August 4, 2017 10:19 PM
>> To: Donnelly, Sally SES SD
>> Subject: SecDef Visit Next Week
>>
>>
>> Hi Sally,
>>
>> Hope you are doing well. I miss working with you!
>>
>> Two questions: 1) Do you have some time to talk briefly in advance of the SecDef's visit next week? I'd just like to hear what landmines we should avoid, if any, and get your general guidance.
>>
>> 2) See below on challenges we are still seeing with DoD CIO wrt cloud and major policy blockers. Interested if this is something you might be able to put a bug in some ears about.
>>
>> Call me anytime. I am working 24/7 as usual. :) Jennifer
>>
>> (b) (6)
>> Begin forwarded message:
>> From: " (b) (6) GS-14 USAF HAF AFSEC/SEAC"
>> < (b) (6) >>
>> Date: August 3, 2017 at 8:26:39 AM PDT
>> To: "Mangan, Nate" < (b) (6) <mailto (b) (6) >>
>> Subject: FW: CAP Waiver

>> See below.
>>
>> We are at tipping point, where DISA/DoD CIO is trying to kill the Cloud and A6 just cried uncle. We are engaging with our new General today and possibly soon with Mr. Kim.....or the highest point on the chain.   It is time for the big guns....Is Jassy ready to weigh in with the Service Secretaries?
>>
>> v/r,
>>
>> (b)
>>
>>
>> (b) (6)   , GS-14, DAF
>> HQ AFSEC/SEA
>> Acting CIO & Chief, Information Technology & Cyberspace Operations
>>
>> 9700 Avenue G SE Kirtland AFB, NM 87117
>> DSN: (b) (6)   ; Comm: (b) (6)
>> Cell: (b) (6)
>>
>>
>> -----Original Message-----
>> From: (b) (6)   GS-13 USAF AFSEC AFSEC/SEAC
>> Sent: Thursday, August 03, 2017 9:15 AM
>> To: (b) (6)   GS-14 USAF HAF AFSEC/SEAC
>> <(b) (6)   >>
>> Subject: FW: CAP Waiver
>>
>>
>>
>>
>> Best,
>> (b) (6)   , GS-13, DAF
>> HAF AFSEC/SEAC
>> IT Specialist (INFOSEC), ISSM
>>
>> 9700 Avenue G SE Kirtland AFB, NM 87117
>> DSN: (b) (6)   ; Comm: (b) (6)
>> Cell: (b) (6)
>>
>>
>> -----Original Message-----
>> From: (b) (6)   Lt Col USAF SAF-CIO A6 (US)
>> [mailto (b) (6)   ]
>> Sent: Tuesday, July 25, 2017 11:14 AM
>> To: (b) (6)   M GS-13 USAF AFSEC AFSEC/SEAC
>> <(b) (6)   ;
>> (b) (6)   CIV OSD DOD CIO (US)
>> <(b) (6)   >
>>
>>; (b) (6)   CIV OSD DOD CIO (US)
>> <(b) (6)   >>
>> Cc: (b) (6)   CIV US Air Force HAF U S AIR FORCE HQ/CIO A6
>> <(b) (6)   >>;
>> (b) (6)   GS-14 USAF HAF AFSEC/SEAC
>> <(b) (6)   >>;
>> (b) (6)   GS-14 USAF AFSEC AFSEC/SEAC
>> <(b) (6)   ;

>> (b) (6)   Capt USAF HAF U S AIR FORCE HQ/SAF/CIO A6
>> <(b) (6)   >>;
>> (b) (6)   CTR (US)
>> <(b) (6)   >>
>> Subject: RE: CAP Waiver
>>
>> Great points, (b) .
>>
>> Very similar can be said about USTRANSCOM/AMC missions that rely heavily on commercial partners, SOCOM/AFSOC missions that deploy operators around the world, pay and finance functions, etc. An assumption that most mission activity is conducted exclusively inside the DODIN doesn't account for these...In the AF we have over 1200 whitelisted apps, not counting public affairs. While we might be able to decommission some of those apps, and a few are IL2, that still leaves approximately 1000 public facing apps to support AF missions.
>>
>> V/R,
>> (b)
>>
>>
>> (b) (6)   , Lt Col, USAF
>> SAF/CIO A6SE
>> Enterprise IT Integration Division, Rm (b)
>> Comm: (b) (6)
>> DSN: (b) (6)
>>
>> -----Original Message-----
>> From: (b) (6)   GS-13 USAF AFSEC AFSEC/SEAC
>> [mailto (b) (6)   ]
>> Sent: Tuesday, July 25, 2017 10:45 AM
>> To: (b) (6)   CIV OSD DOD CIO (US)
>> (b) (6)
>>; (b) (6)   CIV OSD DOD CIO (US)
>> <(b) (6)   >>
>> Cc: (b) (6)   CIV USAF SAF-CIO A6 (US)
>> <(b) (6)   >>;
>> (b) (6)   Lt Col USAF SAF-CIO A6 (US)
>> <(b) (6)   >>;
>> (b) (6)   CIV USAF AFSEC (US)
>> <(b) (6)   >>;
>> (b) (6)   CIV USAF AFSEC (US)
>> <(b) (6)   >>
>> Subject: CAP Waiver
>>
>> (b) (6)   ,
>> Air Force Safety Center's mission is to Safeguard Airmen, Protect Resources, and Preserve Combat Readiness. We are painfully aware that the most fatal operational space for our airmen is off-duty, particularly in personally-owned vehicles. Fatalities from off-duty mishaps are more than double all other incidents combined. We are transitioning to proactive safety to address this phenomenal risk to our airmen, and proactive safety requires that every airman be a sensor--at all times.
>>
>> In support of this effort, we have to allow reporting of hazards, incidents, and mishaps from any location to protect our airmen at home, in theater, or in any other area where they may be exposed to risk. Additionally, we have no control over when and where those hazards are realized as mishaps; so our safety investigation personnel are often called out to remote locations with time-sensitive reporting requirements and need to have access to systems without access to DODIN connection points.
>>
>> Our system does maintain low-level PII, occupationally-relevant PHI, and Safety-Privileged Information, but our