# In The Matter Of: <br> Louisiana Military Advisory Council 

Meeting Minutes
December 15, 2021

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MEETING MINUTES FOR THE
LOUISIANA MILITARY ADVISORY COUNCIL LaSALLE BUILDING, LaBELLE ROOM
IN ACCORDANCE WITH REVISED STATUTE 4217.1 ON THE 15TH DAY OF DECEMBER 2021 COMMENCING AT 10:10 A.M.
LOUISIANA MILITARY ADVISORY COUNCIL
REPORTED BY: DOROTHY N. GROS, CCR CERTIFIED COURT REPORTER

PROCEEDINGS
MR. ABBOUD:
All right. Good morning, everyone. My name is Robby Abboud, Executive Director of the Louisiana Military Advisory Council. Great to see everyone this morning, and thank you for attending today's meeting.

I'm showing 10 after, so I think we're clear to go ahead and proceed. I know we have a number of important topics to get to. So we'll follow along with the agenda, which is printed, and it should be in each of your packets.

Since we typically begin our meetings with the Pledge of Allegiance, I'll ask that you do, please rise and join me in saying the Pledge.
(Whereupon, everyone stands and recites the Pledge of Allegiance.)

Thank you, everyone. So before we kick off with the rest of the agenda here today, I'd like to do a

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| 1 | quick roll call for the record. As |  |
| 2 | always, please correct me should |  |
| 3 | there be any mispronunciations. |  |
| 4 | Mayor Clarence Beebe? |  |
| 5 | Mayor Beebe: |  |
| 6 | (No response.) |  |
| 7 | MR. ABBOUD : |  |
| 8 | Representative Raymond Crews? |  |
| 9 | REPRESENTATIVE CREWS: |  |
| 10 | (No response.) |  |
| 11 | MR. ABBOUD : |  |
| 12 | General Robert Elder? |  |
| 13 | GENERAL ELDER: |  |
| 14 | (No response.) |  |
| 15 | MR. ABBOUD : |  |
| 16 | Mr. Robert Gatti? |  |
| 17 | MR. GATTI: |  |
| 18 | (No response.) |  |
| 19 | MR. ABBOUD : |  |
| 20 | Mr. Brian Jakes? |  |
| 21 | MR. JAKES : |  |
| 22 | Here. |  |
| 23 | MR. ABBOUD : |  |
| 24 | Mr. John Manion? |  |
| 25 | MR MANION: |  |


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| 1 | Here. |  |
| 2 | MR. ABBOUD : |  |
| 3 | Secretary Don Pierson? |  |
| 4 | SECRETARY PIERSON: |  |
| 5 | Present. |  |
| 6 | MR. ABBOUD : |  |
| 7 | Ms. Deborah Randolph? |  |
| 8 | MS. RANDOLPH: |  |
| 9 | (No response.) |  |
| 10 | MR. ABBOUD : |  |
| 11 | Mayor Rick Allen? |  |
| 12 | MAYOR ALIEN: |  |
| 13 | (No response.) |  |
| 14 | MR. ABBOUD : |  |
| 15 | Major General Ronald Richard? |  |
| 16 | MAJOR GENERAL RICHARD : |  |
| 17 | Here. |  |
| 18 | MR. ABBOUD : |  |
| 19 | Mr. Gary Silbert? |  |
| 20 | MR. SILBERT: |  |
| 21 | (No response.) |  |
| 22 | MR. ABBOUD : |  |
| 23 | Mr. Ronnie Slone? |  |
| 24 | MR. SLONE : |  |
| 25 | (No response.) |  |

MR. ABBOUD:
Senator Mike Reese?
SENATOR REESE:
(No response.)
MR. ABBOUD:
Secretary Joey Strickland?
MR. WILLIAMS:
I'm present for Secretary
Strickland, Larry Williams.
MR. ABBOUD:
Very good. For the record, Mr.
Larry Williams is in attendance and
will report on behalf of Secretary
Strickland.
Mr. Murray Viser?
MR. VISER:
(No response.)
MR. ABBOUD:
Major General Keith Waddell?
MAJOR GENERAL WADDELL:
Here.
MR. ABBOUD:
And Rear Admiral Joel
Whitehead?
REAR ADMIRAL WHITEHEAD:

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| :---: | :---: | :---: |
| 1 | (No response.) |  |
| 2 | MR. ABBOUD: |  |
| 3 | Okay. Thank you very much |  |
| 4 | everyone. It looks like although |  |
| 5 | we don't have a quorum today, it |  |
| 6 | will not prohibit us from moving |  |
| 7 | forward. We just won't be able to |  |
| 8 | seek to adopt any motions. |  |
| 9 | And primarily, the next item on |  |
| 10 | the agenda here is the approval of |  |
| 11 | the prior meeting's minutes. So at |  |
| 12 | this time, I'd like to ask board |  |
| 13 | members for any questions, |  |
| 14 | comments, or notes for the previous |  |
| 15 | meeting's minutes, which was August |  |
| 16 | 24th, which should have been shared |  |
| 17 | prior to today's meeting. |  |
| 18 | MR. JAKES : |  |
| 19 | I move that we accept the |  |
| 20 | minutes of the previous meeting. |  |
| 21 | MR. ABBOUD: |  |
| 22 | Thank you, sir. There was a |  |
| 23 | motion moved to accept the |  |
| 24 | meetings. Unfortunately, without a |  |
| 25 | quorum, we can't officially approve |  |

a motion. But without any comments related to the meetings from the prior meeting, we can go ahead and proceed to the next item on the agenda.

I'd like now to take a moment to turn it over to LED Secretary Don Pierson, LMAC chairman for a few remarks and comments.

SECRETARY PIERSON:
Thank you, everyone, for carving out time to be here with us today, and this is a very important activity and an important meeting. It's not reflected in our attendance today. Unfortunately, there are a number of end-of-year conflicts and various things that our board members had communicated to us that would make it difficult for them to look at this date. We contemplated shifting the meeting, however, it looked like to us that we could wrap up the end of the year and have our required meeting
numbers and proceed without any significant impacts related to that.

It's also not indicative about the amount of effort and work that's been ongoing throughout 2021. It's been quite the challenging year. You're going to hear a report issued by our

Roosevelt Group with Mr. Chris
Goode and others participating.
That will be a big part of the story today.

But certainly, the governor has been very active and engaged as we've been through a tough budget cycle in Washington, D.C. That has required that we be very mindful and utilize some of our elected officials, senators and congressmen, and others, to persuade, send our message, and lobby for very important outcomes. We would argue for the security of our nation and for the strength of
our armed services, and particularly where we interact where the rubber meets the road at Barksdale Air Force Base, at Fort Polk, at Belle Chasse, and at other installations.

The other important information that you have received and hopefully have seen some publicity about has been the conduct of our economic impact analysis that we've obtained and conducted, and it demonstrated a $\$ 9.4$ billion annual economic impact to our state represented by the Department of Defense and the retirees and other military-related operations here in the state.

That's very significant. We
knew that. And that's part of the reason that we're constantly
engaged with our military counterparts. And that also represents a very significant number, I think 77,000, jobs across

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| 1 | our state. |  |
| 2 | We had growth since the last |  |
| 3 | economic impact. So hopefully, |  |
| 4 | that points to some good things |  |
| 5 | that are outcomes of the work done |  |
| 6 | by this organization and by the |  |
| 7 | representatives, and certainly, |  |
| 8 | reflective of the time and |  |
| 9 | attention that we put into all |  |
| 10 | these important matters. |  |
| 11 | So those will be discussed a |  |
| 12 | little bit more in detail or at |  |
| 13 | least presented to you in detail. |  |
| 14 | Again, $I$ apologize for a low |  |
| 15 | turnout, but we will have a more |  |
| 16 | robust gathering at our next |  |
| 17 | engagement. |  |
| 18 | We typically try to place these |  |
| 19 | on military installations. There |  |
| 20 | were still COVID restrictions out |  |
| 21 | there that the military |  |
| 22 | installations were observing. And |  |
| 23 | for that reason, we went to the |  |
| 24 | fall-back position of coming here |  |
| 25 | to Baton Rouge. |  |


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| :---: | :---: | :---: |
| 1 | So great to be with you today. |  |
| 2 | I'll go back to our executive |  |
| 3 | director, Robby Abboud, and proceed |  |
| 4 | with the program. Thank you. |  |
| 5 | MR. ABBOUD: |  |
| 6 | Thank you very much, Mr. |  |
| 7 | Secretary. |  |
| 8 | Just to echo the secretary's |  |
| 9 | comments, I know there's no |  |
| 10 | shortage of activity, certainly, |  |
| 11 | robust engagements statewide. So |  |
| 12 | with that, we'll go ahead and |  |
| 13 | proceed to the next agenda item |  |
| 14 | which are reports from our |  |
| 15 | partners. |  |
| 16 | So first on the agenda, we had |  |
| 17 | Secretary Strickland. So what I'll |  |
| 18 | do now is call on Mr. Larry |  |
| 19 | Williams to come up and report on |  |
| 20 | behalf of Secretary Strickland with |  |
| 21 | the Department of Veterans Affairs. |  |
| 22 | And Mr. Larry Williams is the |  |
| 23 | Veterans Outreach Program Director. |  |
| 24 | Thank you, sir. |  |
| 25 | MR. WILLIAMS : |  |

Mr. Abboud, thank you.
Good morning. As he said, my name is Larry Williams, and I serve as the Veterans Outreach Program Director at the Louisiana Department of Veterans Affairs. And I will be briefing for Secretary Strickland who had prior engagements that he had to meet.

I just want to go over some of the programs at the Louisiana Department of Veterans Affairs and where we currently are. I'll start with our Veterans Assistance Counselors.

Each Parish across the state has a Veterans Assistance Counselor Office, and currently, we have 74 working veterans assistance counselors around the state who provide a myriad of services to the veterans in the parish that they serve such as filing claims for disability, pension, aid and attendance, and other claims that
can be filed as well. Our veterans assistance counselors also help determine eligibility for VA health care, answer general questions, and provide insight to citizens on veteran-related topics.

I'll move into our Veteran
Homes. As you know, we have five Veteran Homes across the state of Louisiana located in Jackson, Reserve, Jennings, Monroe, and Bossier. Our veterans homes provide for skilled nursing services to care for those residents that require extensive care for a period of time. Also, just a quick reminder, our Veteran Homes are open to veterans, veteran spouses, and also Gold-star family members. And currently, we house over 500 of those individuals.

Moving on to our cemeteries, we
have five veterans cemeteries
across the state located in
Keithville, Leesville, Slidell,

Rayville, and Jennings. Currently, we will be expanding the cemeteries in Leesville and Keithville in order to meet the need, and those operations will be underway in the very near future.

Moving on to our Louisiana
Veterans Corps Program or also
known as LAVetCorps. Our
LAVetCorps navigators are Veterans
who work on college campuses around the state of Louisiana assisting veteran military dependent and survivor students. The LAVetCorps navigators can connect veteran students across campuses with LDVA benefits' counselors, LDVA support and service programs, and of course, federal benefits and programs as well. There is a LAVetCorps navigator on 31 college campuses across the state of Louisiana working to assist our veteran, military survivor, and dependent students, who as we know,
can face very unique challenges throughout their college careers. Of course, we have our Military Family Assistance Fund. The MFA fund was established to provide financial assistance to our veterans, their families, but also reservists, and our National Guard soldiers. In relief of Hurricane Ida, the MFA granted over $\$ 120,000$ to veterans and their families across the state of Louisiana. The MFA fund can assist with household expenses such as mortgage, rent, and some repairs, utilities such as electricity, gas, water, sewage, and garbage, and also, some vehicle expenses such as payments, insurance, and major repairs. You can always contact us if you have any questions about the Military Family Assistance Fund.

I would encourage everyone to remember the Louisiana Veterans Honor Medal. The Louisiana

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| 1 | Veterans Honor Medal was created to |  |
| 2 | honor, recognize, and thank our |  |
| 3 | Louisiana veterans, but Louisiana |  |
| 4 | Honor Medal is also available to |  |
| 5 | Our National Guard and Reserve |  |
| 6 | soldiers as well. |  |
| 7 | The Outreach Program was |  |
| 8 | created about a year and a half |  |
| 9 | ago, and that program is made up |  |
| 0 | solely of myself. Secretary |  |
| 1 | Strickland felt like we needed an |  |
| 2 | outreach program so that we can |  |
| 3 | focus on some areas that are of |  |
| 4 | need across the state of Louisiana. |  |
| 5 | My focus is the Louisiana Gold-Star |  |
| 6 | Families Program, Louisiana Blue- |  |
| 7 | Stars Family Support, Veteran |  |
| 8 | Homelessness Prevention, Women |  |
| 9 | Veteran Outreach, and also Veteran |  |
| 0 | Job Placement Assistance and |  |
| 1 | Referrals. |  |
| 22 | But also of need, I saw, and me |  |
| 3 | and the general was talking about |  |
| 4 | this earlier, $I$ saw a need to |  |
| 5 | assist our veteran business owners |  |

across the state of Louisiana. So early on, when I took this position, $I$ actually made a call at that time to Stephanie Hartman and Mandy Mitchell, and they were nice enough to talk to me for about an hour on the programs that the LED offers for our veteran business owners and prospective veteran business owners. But as me and the general were discussing earlier, getting the word out is very important. So as I go across the state and conduct different events and talk to veterans, $I$ always take a one-sheeter, which Solomon Lee was nice enough to provide me, so that our veteran business owners and prospective business owners can know about the programs that are available to them.

Very briefly, each year we honor Louisiana Gold-Star Family
members by having our Louisiana
Department of Veterans Affairs

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| 1 | Gold-Star Mothers and Families |  |
| 2 | recognition ceremony that's held at |  |
| 3 | the Gold-Star Memorial at Veterans |  |
| 4 | Park. |  |
| 5 | We assist our Louisiana Blue |  |
| 6 | Star Families by providing our full |  |
| 7 | support to them, and we support the |  |
| 8 | yearly events that they hold around |  |
| 9 | the state of Louisiana. |  |
| 10 | Veteran Homelessness Prevention |  |
| 11 | is very important. We act as a |  |
| 12 | liaison between homeless veterans |  |
| 13 | or veterans that are in danger of |  |
| 14 | becoming homeless by putting them |  |
| 15 | in contact with the many |  |
| 16 | organizations around the state that |  |
| 17 | provide assistance to homeless |  |
| 18 | veterans such as transitional and |  |
| 19 | permanent housing, the payment of |  |
| 20 | rent, food assistance, bus passes, |  |
| 21 | life-skill training, and mail |  |
| 22 | services. |  |
| 23 | If you encounter a homeless |  |
| 24 | veteran, or you know of a veteran |  |
| 25 | that may be in danger of becoming |  |

homeless, please do not hesitate to reach out to me because there are a lot of federal funding that comes down to our continuance of care here in Louisiana to assist our homeless veterans.

Women Veterans Outreach: The
Women Veterans Outreach program recognizes and honors the contributions of Louisiana women veterans. We also connect women veterans with support organizations and resources that are available to them.

Recent events include our
Louisiana World War II Women Veterans Honor Ceremony, which was held this past June and of course, our first annual Louisiana Women Veterans Healthcare Symposium, which was held in January of this year, and gearing up for the second annual Women Veterans Healthcare Symposium, which will be held in March. And of course, we'll

continue to assist with the prevention of suicide among our veterans and service members. Each year, we hold an annual suicide prevention summit. That's held every September. And currently, we are participating in the Governor's Challenge to Prevent Suicide Among Service Members, Veterans, and their Families initiative. This initiative has been going on for about six to seven months now, and our goal is to develop new techniques that we can implement in the state of Louisiana to prevent suicide, and we hope, or our goal is to implement two additional methods of preventing suicide by fall of 2022. We're working through the logistics now. But we want to implement those methods statewide.

And pending any questions, Mr. Abboud, that's my brief.

MR. ABBOUD :

Thank you, sir. Thank you very much, Mr. Williams.

I'd like to pause now for any questions or comments following Mr . Williams' report. I think it certainly demonstrates the value of partnerships and how those can be so critical in leveraging, especially in our work with the veterans initiatives and veterans first business work that we all do.

So certainly appreciate your report today, thank you.

MAJOR GENERAL RICHARD:
I have a comment.
MR. ABBOUD:
Yes, sir. Would you like to
come up to the microphone, Mr .
Richard?
MAJOR GENERAL RICHARD:
Well, I don't think I need to
do that. I need to just add a couple of things.

MR. ABBOUD:
Okay.

MAJOR GENERAL RICHARD:
I thank you very much, Mr .
Williams. I do appreciate it.
Mr. Secretary, on the Veterans Initiative that took place several years ago, I applaud that you all continue to strive to get that recognition to the veterans owned businesses. However, the publicity needs to improve on this. I continue to get calls from veterans to say how do you do this? How do you get these stickers? I think it's stickers now. It started out as plaques, I think. I think it's stickers now that they get on veterans owned businesses.

I would ask to consider, Mr.
Secretary, a public service
initiative to where you would get the word out how to apply for this and make it easier for veterans owned businesses to first of all, understand there's such a program that exists, and secondly, how do
you get recognized for that.
Because many people in
Louisiana, based on the governor's initiative of two meetings ago where he wanted to make Louisiana more friendly to veterans, he asked that we consider how we can do things like that. And so I ask if considering an advertisement, I think that would probably be trying to get that information put forward.

SECRETARY PIERSON:
Sure. You make a great point.
And it's certainly something we take very seriously. And I want you to know that it's a constant effort to educate people. And we have new veterans exiting the military every day that start up businesses. So this is not a set and forget. It's not a one point, we told them, they should know about it or why can't they find it on our website?

We are actively engaged in promotion of the program and did a special buy just prior to the end of October so that we'd be ramping up towards the 11th of November, Veterans Day. These buys, these purchases are using our LED marketing funds go to social media outlets such as Facebook and other ways that we reach young people and young veterans these days.

So we did execute a targeted campaign. That won't be a one-time thing. We will continue to execute. We'll continue to work closely with the Veterans Affairs folks. We also publicized this to a network of small business development centers that we have on each campus around the state. We agree with you whole-heartedly that we need to continue to really have a focused approach to get the word out, get more of the certificates and the decal that represents a
veteran-owned business out there.
So perhaps, just that messaging didn't reach you, but it's great to have the opportunity to communicate to you and to the broader group, and to everyone that will get our minutes, that we are, indeed, focused on promotion of this important program, have been engaged, and will remain engaged going forward.

MAJOR GENERAL RICHARD:
Thank you very much.
Again, not to prolong my
comments, $I$ would like to, at the next meeting, if we could have a report on, $I$ believe it's held in your office, the 600 that we've identified as veterans-owned businesses that participated in the program. That number was used three years ago. 600, the same number. I'd like to see if there's an increase. I think maybe there might be. From the start of the
program to now, what that number is? I, along with several other people are confused about this number 600, and that it just seems like it started at 600, and then well, that's where it is now, apparently.

SECRETARY PIERSON:
And I think that's correct that we don't know where it is now. We haven't reported out on that. We'd be happy to get that information for you.

MAJOR GENERAL RICHARD:
Thank you, Mr. Secretary. I
know you all are trying.
SECRETARY PIERSON:
No, it's a steady effort. That
number should be well in advance of 600 now. And we're happy to report on that. And all of us can work together to continue to make sure people are aware of the program and participating in it.

MAJOR GENERAL RICHARD:

I appreciate it. I really do. That is --

SECRETARY PIERSON:
At our next meeting, we'll have some very specific data for your office.

MAJOR GENERAL RICHARD:
Thank you. And my last point has to do with the fact that also include Veterans Affairs. Of the 74 men and women that are representing Veterans Affairs in our 64 parishes, I know there's a combination of several parishes under several teams, if it'd be possible to identify and publicize the ability of retired veterans to renegotiate with the VA? It was brought to my attention that many, many veterans, upon retirement get a disability. And that disability usually is ten percent unless there's something major wrong with the veteran.

As age continues to creep on
all of us, many of these veterans go back and take a look at this through the VA. And amazingly, amazingly, the percentage of increase is way, way above 50 percent.

So I would encourage your representatives to encourage retired veterans to revisit the VA, and that's done through the Secretary of Veterans Affairs.

They're the people that do that.
Go back and revisit the disability portion of their VA benefits. If y'all could look into that $I$ would appreciate it and I know they would appreciate it.

Thank you very much for your time, Mr. Secretary. I don't want to nominate, obviously. I have many many ideas about how we can improve the state of Louisiana as far as making it veterans friendly. Unfortunately all of them have to do with further revenue to the
state. So those are not very popular at this stage.

MR. ABBOUD:
Thank you very much, sir. I did receive just a quick note from Mr. Patrick Witty in the back.

He's the Director of our Community Competitiveness and Small Business Services. He did relay that right now, we're at 740 businesses certified through the Veterans First Business initiative. So that's currently where we are on that count. But of course, we'll provide, certainly, more comprehensive notes and breakdowns following on our next meeting.

So with that, I'll now call on
General Waddell for his update on Guard activities.

MAJOR GENERAL WADDELL:
Thank you, Mr. Robby. Good morning fellow council members, I am Major General Keith Waddell, the Adjutant General of the Louisiana

National Guard. I would like to thank Secretary Pierson and Mr.

Robby for allowing me the opportunity to give the update on the Louisiana National Guard's efforts since August 24, 2021. Today, the Louisiana National Guard remains operationally engaged in federal deployments, COVID Operations, IDA Operations, and Steady State Operations. Currently, we have 174 plus Guard men and women federally deployed either overseas or at a continental United States CONUS location. That's a reduction of over 2300

Louisiana National Guard men and women since my last report. The returning soldiers and air men and women and their families will have a yellow-ribbon training reintegration event. I know SGR was present last month at the event, and they'll be doing that over the next several months to be
reintegrated after their deployments.

The Louisiana National Guard continues to build readiness each and every day, and we stand ready to serve on all federal deployments when notified.

Louisiana National Guard's Task
Force COVID is approaching two years of continuous operation and continues to do exceptional work. We maintain 800 plus guard men and women dedicated to fighting the pandemic. We're currently working six lines of effort. They are testing, vaccinations and boosters, food banks, Louisiana Department of Health, Emergency Operations Center Support, Cyber, and Logistics. To date, our team has administered nearly half a million tests, packaged more than 41.3 million pounds of food, administered 190,000 plus vaccines, and completed more than 98,000 plus
emergency delivery missions.
That's faster than UPS, Amazon, and FedEx. Truly remarkable work by our Guard men and women with operations currently planned through 1 April 2022. Additionally, the responsiveness support outreach collaboration with other local state and federal agencies have been our key to success in our response to the global pandemic.

Louisiana National Guard has had another busy hurricane season in 2021. Hurricane Ida was a catastrophic event with a destructive impact throughout a large part of our state, most notably in southeast Louisiana. I am pleased to report we were ready and honored to serve alongside many great local state and federal officials. The collective efforts of all during the Hurricane Ida response saved lives, prevented
human suffering, and protected key infrastructure.

The Louisiana National Guard had another year of 100 percent call out. We executed our EMAC agreements with 15 states and 1 territory, and coordinated support from active-duty service members from the United States Army, United States Navy, and the United States Marines.

The numerical composition from all components were: 5,291 from Louisiana National Guard, 3,118 from our EMAC states and territory, 482 active-duty service members. With a total response force of 8,891 personnel, the Louisiana National Guard team completed 1,248 WebEOC requests for Hurricane IDA.

I would like to highlight
several response efforts. We rescued 397 citizens and 65 pets during search and rescue operations. We operated 95
commodity distribution points, pods, micropods, hubs and spokes you may have heard them called, and provided commodity pushes to distribute in excess of 6.7 million meals, 7.9 million liters of water, 1.3 million bags of ice, 310,000 plus tarps, in 34 parishes.

Our engineer teams and route clearance teams assessed 5,214 miles of road, cleared debris from 2,946 miles of roadway, and cleared 50,355 cubic yards of debris from 170 municipal facilities in support of 16 parishes. In Jefferson Parish at Grand Isle, engineers emplaced 1,689 super sacs and 10 s of 1,000 s of cubic yards of sand to close 12 breaches in the Burrito levee.

In conjunction with GOSEP, we deployed 417 generators to support key infrastructure in 14 parishes. We still have two generators on mission down in Lafourche Parish at

Golden Meadow today.
We conducted 68 security missions in support of local law enforcement in 34 parishes. Our communications teams provided voice and data support to 18 locations in 16 parishes. Those Starlink systems supported, they continue today at Grand Isle, and I see that going on through the end of the year.

We deployed our Multi Role Bridge Company's Improved Ribbon Bridge initially as a ferry system in Lafitte and later as a temporary bridge to support the crossing of 30,710 civilian vehicles until the Acrow bridge was in place.

Joint cyber teams completed a
large nondisclosure response in
October and have been working
closely with the Office of
Technology Services, Louisiana
State Police, and others to
prepare, educate, and increase
awareness in an effort to avoid cyber incidents. We remain a colleague with ESF-17 for future cyber incidents, and our 170-A Cyber Protection team is currently CONUS deployed, and I look forward to visiting them at some point in early 2022.

On the readiness side,
Louisiana National Guard's current in-strength is 108.3 percent, and Louisiana Air National Guard stands at 101.6 percent.

From a personnel readiness standpoint, the Louisiana National

Guard is the Number 1 National
Guard in the country according to
all personnel metrics tracked by
the National Guard Bureau. This year, we broke our previous year's record with 86 percent retention rate. That was an increase of four percent from the previous year.

Louisiana Air National Guard
achieved a 97 percent retention
rate, which was an increase of two percent from the previous year, and maintains high morale throughout the entire wing. These accomplishments are quite amazing considering the operational tempo we've had here in Louisiana and overseas.

With military construction, we continue working hard on our facilities across the state. Over the past month, we held multiple ground-breaking events. We broke ground on a $\$ 20.4$ million 41
thousand square foot facility at the Camp Beauregard Readiness Center on November 3, 2021. And on November 30, 2021, we broke ground on a low-medium income housing project at Camp Beauregard. This project will provide 25 new homes, three to four bedrooms that will replace a number of our old modular trailers.

We are anxiously awaiting the
groundbreaking in Lake Charles at the Chennault Airport for the 3rd Battalion and 156th Infantry Battalion's new Readiness Center. This is a $\$ 24.7$ million project, 60 thousand square foot facility, that we hope to break ground on in early ' 22.

The 159th Fighter Wing's new Alert Complex and Apron at Belle Chasse are currently at 20 percent on their construction. And we were pleased to learn this last week that the Louisiana National Guard will receive $\$ 13.8$ million dollars to construct a new 200 person barracks in support of our regional training institute according to FY22 NDAA. Real excited about that.

Louisiana National Guard continues to work with National Guard Bureau, our congressional delegation, Governor Edwards and his administration for future

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| :---: | :---: | :---: |
| 1 | military construction project |  |
| 2 | opportunities. We do have a |  |
| 3 | foothold on new armories for the |  |
| 4 | 256th Infantry Brigade Headquarters |  |
| 5 | in Lafayette, and second to the |  |
| 6 | 156th Infantry Battalion in |  |
| 7 | Abbeville, and both of those |  |
| 8 | projects are scheduled to kickoff |  |
| 9 | in 2025. |  |
| 10 | With our Youth Challenge |  |
| 11 | Program, we remain the premier YCP |  |
| 12 | in the nation, and that's been said |  |
| 13 | over and over by a lot of entities |  |
| 14 | outside of Louisiana. Across the |  |
| 15 | board, we maintained class |  |
| 16 | enrollment throughout the COVID |  |
| 17 | restriction period and plan to |  |
| 18 | accomplish 80 to 90 percent |  |
| 19 | enrollment beginning in 2022 |  |
| 20 | pending COVID restrictions. We're |  |
| 21 | hoping the Omicron variant is not |  |
| 22 | going to have a negative impact on |  |
| 23 | our YCP programs. |  |
| 24 | Since August, the program |  |
| 25 | graduated 173 out of 212 |  |

enrollments, bringing us to a total number of 368 graduates out of 435 enrollments for this year. We're still running the three programs, one at Gillis Long, Camp Beauregard, and up at Camp Minden. We anticipate adding 75 graduates to this number on December 22nd with Camp Minden's graduation.

Our other educational programs are doing very well also and they did so throughout 2021. The starbased program provided 639 fifth grade students the opportunity to participate in the science, technology, engineering, and mathematics, the STEM program that we have there. And the JOB

Challenge Program graduated 57
trainees in areas such as Culinary
Arts, Medical Assistants, Welding, and Automotive.

With our state partnership program, we continue to work with our partners in Belize and Haiti.

Right now, we have 20 exchanges scheduled with Belize in 2022 and 14 exchanges scheduled with Haiti in 2022. We've executed several events already this training year, but we have had eight cancel due to COVID travel restrictions, the earthquake that took place in Haiti, and a lot of the unrest as well for Haiti and other restrictions imposed on us by Southern Command or Southcom.

Given our current strength disposition and our data, Force Structure procurement remains a top priority. Cyber, chemical, and aviation rank as our top three.

But certainly, this could change depending upon the Army's division realignment forthcoming. I remain engaged on the acquisition of the F-35s for the 159th Fighter Wing. And recently, we worked very hard with our congressional delegation and National Guard Bureau to remove
proposed language to the FY22 NDAA that would have delayed F35 fielding to Louisiana's own 159th Fighter Wing. So we were glad that language was stricken.

I remain proud and appreciative of the men and women $I$ have the privilege to serve alongside. Additionally, I would like to publicly thank their families and employers for their enduring support of Louisiana National Guard.

In closing, $I$ would also like to thank Governor Edwards for his leadership and our state, local, and federal partners for their service and support of Louisiana National Guard and the state of Louisiana.

Thank you for your time and attention today, and I would open it up for any questions or comments of me at this time.

MR. JAKES :

General?
MAJOR GENERAL WADDELL:
Yes, sir?
MR. JAKES :
What is an exchange -- what signifies an exchange in Haiti and the other countries --

MAJOR GENERAL WADDELL:
So on exchanges, we have things
like security exchanges. They may come over and observe what our military policemen do, and they look at some of the tactics, techniques, and procedures that we have. And they can go back and try to implement those things, you know, disaster management's a big thing or emergency management. We do a lot of those sort of exchanges with them because like us, hurricanes hit them too. So we do that.

Engineering. They're trying to build out their engineering capacity specifically in Belize.

And most of their soldiers in the Belize Defense Force are infantry soldiers. And they want to build out that skill set so they can do some internal things to build up their installations or their forward operating bases that they have as they try to counter drug trafficking and narcotics activity that goes on in the country.

So you know, they come to us. We go to them. We send our senior leaders. As a matter of fact, last week the Belize delegation sent down six folks to visit with us and we kind of talked 2022 and 2023 some of the things that we're doing. Some of the women's initiatives that they have going on in those countries or specifically in Belize are encouraging, I believe. Our inspector general program, we try to share that with them as well so they can kind of keep the checks and balances within
their systems also.
But you know, on average, as long as the funding's available, we go down there and do what we can for those countries. It is a very important diplomatic tool, and I think the active component realizes that. And when you look at all the SPP programs across the 54 states and territories that we have, just about everybody has at least one partner if not more. But again, $I$ think just across the board, you know, it's been an added value to all of the countries that are involved and to ours as well.

MR. JAKES :
Thank you. Excellent --
MAJOR GENERAL WADDELL:
Yes, sir. Yes, sir.
MR. WILLIAMS :
Was that the youth challenge
you said graduated --
MAJOR GENERAL WADDELL:
That's the Job Challenge

Program.
MR. WILLIAMS:
Job Challenge Program?
MAJOR GENERAL WADDELL:
Right. So we actually got a
three-year grant for our Job
Challenge Program through the
Department of Labor, and it will
end, I think, at the end of '23.
And then, we're going to try to
keep the program going. But we're
trying to expand some of the skill
sets there that they have besides
those four disciplines, Culinary
Arts, Welding, Medical Assistants,
and what was the last one, make
sure $I$ hit them all here, Mr .
Williams, Culinary Arts, Medical
Assistants, Welding, and
Automotive. Automotive is the one
I couldn't remember.
MR. JAKES :
That's for your soldiers?
MAJOR GENERAL WADDELL:
So that is for our Youth

| Challenge Cadets. When they graduate, they can transition to |
| :---: |
| the Job Challenge Program where |
| they can work on credentialing. So |
| whenever they go out and try to get |
| a job, they have these |
| certifications or credentials that |
| they can bring to a potential |
| employer. So they're not really |
| starting from square one, they |
| actually have some things to help |
| them with their salary. |
| MR. JAKES : |
| And that's at all three -- |
| MAJOR GENERAL WADDELL: |
| Just one. At Gillis Long |
| Center. But we could have a cadet |
| that graduates from Camp Minden |
| that comes down to the Gillis w. |
| Long Center to the Job Challenge |
| Program and enrolls in automotive. |
| MR. JAKES : |
| Okay -- |
| MAJOR GENERAL WADDELL: |
| Yes, sir. Okay. Thank you, |


partner with The Roosevelt Group. Unfortunately, Rick, and Marty, and Gary all could not be there in attendance. So I'm just going to do sort of a wrap up and quick presentation of where we've been this year and a couple of just some specific updates on the individual installations.

Robby, if you're on the first slide there, if you can go to that first slide.

So you know, as you know, we track, and I can't see the slide. On the first slide, you know, we track the defense bills very closely. I think General Waddell just mentioned and referred to the National Defense Authorization Act, and that's the big policy bill where, you know, you have across the top line, or basically, embedded in that NDAA. That bill is going to pass and get signed afterwards of just a vote to

|  |  | 51 |
| :---: | :---: | :---: |
| 1 | proceed on it yesterday in the |  |
| 2 | Senate. And it should get -- so we |  |
| 3 | can be fully locked into law. |  |
| 4 | And with that, you know, there |  |
| 5 | have been some significant wins -- |  |
| 6 | weapons generation facility, a |  |
| 7 | large job at Fort Polk. The TAG |  |
| 8 | mentioned the F-35 basing. That's |  |
| 9 | something that the TAGs were very |  |
| 10 | organized, thankfully, in August, |  |
| 11 | was organized. And we'll talk a |  |
| 12 | little bit about that provision. |  |
| 13 | It's great that it was taken out |  |
| 14 | because it would have prevented the |  |
| 15 | F-35 from going to two National |  |
| 16 | Guard bases. And there was a lot |  |
| 17 | of these antibodies that still |  |
| 18 | exist, and we'll get a little bit |  |
| 19 | into that. |  |
| 20 | There's also a provision on |  |
| 21 | Inter Governmental Service |  |
| 22 | Agreements and Robby and Don are |  |
| 23 | all keyed in on that. But that's |  |
| 24 | an important authority for Fort |  |
| 25 | Polk. |  |

Basically neutralize. Communities are engaging in that skill set. That was removed after a lot of work and effort.

We're at continuing resolution if anybody around the table does any business with DOD, we're certainly in DOD. That obviously is an impact that we're all used to. That CR goes through February 18th. Again, no one starts and other implications from CR's. We really don't have any expectations. We don't see any appropriations bills before the end of the year. The focus has clearly been on this Build Back Better Bill, the bipartisan infrastructure bill, as you know, was done back in November .

You know, there is clearly a lot of pressure from, you know, very vocal progressives in terms of reducing defense spending, democratic administration. That
said, I think Congress did a pretty good job, at least, to add \$25 billion in FY22 spending. I don't see any -- in really any state that has an active defense community. We'll talk a little bit about that. Next slide. So you know, two drivers, $I$ 'm just going to mention, you know, to try to get into the psyche of defense personnel, and you know, again, $I$ know General Waddell sits in these discussions and inside the National Guard Bureau and the active component, but you know, when you -- we sat on at the Reagan Defense Forum with the Secretary of Defense, basically, all the Secretaries, probably a dozen members of

Congress on the Appropriations Committees and Authorization Committees, and between that and the unveiling and the global posture review, it's all China, right? China. China. China.

Space Force. Important.
I-- across the country when it comes to poor structure. You can see that quote on the other side in terms of rough Gallagher (phonetic). It's very animated and you know, we spent some time on the Cyber Solarium Commission and the whole Cyber piece gets baked into any China scenario.

Next slide. So real quick, so back to the philosophy. I think the issue inside DOD and you know, we don't have the security clearance, but you know, if you do get a chance, a couple of the articles you may want to take a look at that $I$ think captures the essence of the urgency inside DOD, and it's not so much that we know China has ambitions. We all read the newspapers. We know what they're doing in terms of cyber theft, hypersonics.

You know, they're building as
many silos to put ICBMs in them as fast as they can. They're building full-scale mock-ups of aircraft carriers in the desert. We know all that.

But the real issue that $I$ think the Pentagon planners are confronting is, you know, that China's real --
(PAUSE)
-- how we really are postured, and what sort of trades we're going to take with legacy -- platforms and installations to be able to be there and be there ready to go.

So why do we care? Well, you
know, there are implications,
actually, at the end of the day, when you look at these challenges in Louisiana, it's been made very clear to us in conversations and sitting out at Reagan, and a lot of other venues, the Air Force is basically focused on three things.

It's recapitalize the nuclear
enterprise. That's a huge issue.
That's NC3 and the GBSD.
That $\mathrm{F}-15$ decision, that's been
punted to the second quarter of next year. People talked to

Kendall specifically on this, he has said, don't worry. There is no fire, no smoke. It's just a simple environmental assessment issue.

But then again, I have a budget to deal with, so just be patient.

So the problem with that isn't again, making a decision. The problem is executing the decision and ensuring that those $F-15 s$ or $F-$ $35 s$ get to the bases on the original timeline versus being having those Guard bases at the end of the line for the production of whatever 145 or so $F-15 s$.

We're in a situation that we know PACOM is basically saying we need most of them out here now. You still have to plus up an FTU in Oregon. So by the time you get to

Belle Chasse, Massachusetts, and California, that could be too late for these $\mathrm{F}-15 \mathrm{Cs}$. And I got about a half-a-dozen general officers who have flown them on my staff, and there are more technical problems with them now, than there were even six months ago. So there is no reason that we cannot be a lot more vocal on that.

In utilizing Massachusetts, we can only work with mass development. Warren has been pretty good. Richard Neal, Chairman of Ways and Means, has been very engaged. In addition to California, we don't put a whole lot in California, in addition to Louisiana. And I'd be very selfish on this, basically, to say, hey, these defense communities are all vibrant communities. They're all investing in these bases. We've been at this for three years. You've got to stick to this
timeline. And then do whatever you want to do with $\mathrm{C}-130$ s and these other bases. But this decision has to be sacrosanct. This decision has to be made and it has to be executed on time. And we can go talk about that as we go forward into the next year.

And then just closing thoughts:
You mentioned MILCON, Louisiana will see more MILCON than any other state or worldwide location in FY22, I would just remind everybody that there are community project funding opportunities now. In the topline defense accounts, it's only MILCON and RDT\&E that allows community project funding. And to the credit of Louisiana, the members and the senators jumped on that opportunity and got some good wins on community project funding. So there are good ideas on MILCON that's, you know, whatever 35 percent design and hanging out
there. We should know about it. And that should be a possibility for next year community project funding. Not a lot of members, not a lot of delegations used it.

You know, the Department is under significant pressure to prepare for this peer action, and sooner rather than later, the equities of interest that probably are going to be impacted, certainly, as I discussed, we'll see what happens with Guard. I think they're going to be pressurized just as the Army will be likely pressurized in FY23. If they're going to go after something, the Army is probably a good target. Again, O\&M is always the first thing they look at. That
means rotations, green-flag
exercises. But we'll see.
And then unfortunately, BRAC, unfortunately, is a factor again, despite all its dysfunction and bad
data and bad choices. But this is a discussion for the delegation. And let me tell you, memory doesn't last long, but BRAC is a bad deal. It's a great deal for lobbying firms that can get more clients. I don't want anymore clients when it Comes to this subject because BRAC is awful. You know, it would be bad for Louisiana.

You want to get rid of Global Strike Command? You want to get rid of the 3rd Brigade? BRAC meets all of those issues really, really easy. So I think DOD should be able to realign. I think they should be able to organize better.

But BRAC is just not the right thing.

So and we'll see in the FY23
Defense request. I think we're going to see a lot of challenges.

It is not going to look anything like FY22. But we will see soon enough, so time will tell.

And that's all I have unless anybody has any questions.

SECRETARY PIERSON:
Chris, thank you for the great work done by the Roosevelt Group on behalf of the state of Louisiana in calendar year '21. We look forward to continuing these important milestones in '22, '23, and beyond. MR. ABBOUD:

Thank you, Chris for that report. We certainly appreciate all you've done on behalf of the state.

And with the conclusion of the reports here, I'd like to move on to the next item of the agenda, other business.

At this time, I'd like to ask if any members here have other items to come before the council today?
(No Response)
MR. ABBOUD:
Okay. I'm hearing none. So
the other item, comments from the public.
(No Response)
MR. ABBOUD:
I'm hearing none as well.
So that will get us to the end of the agenda here. Before passing back to Secretary Pierson for some closing remarks, I was given a note to remind members of the council that there is a requirement to complete annual ethics training by the end of the year, December 31st. So if you have not done that, you should have received a note via email with directions on how to complete that online. If not, please reach out to me, and I'll run that to ground immediately for you. For those who have already done it, thank you. But again, if you have any questions about that or have any challenges completing that training, just let me know and I'm happy to assist in any way I
can.
So thank you all again today for attending. And with that, I'll pass it back to LMAC Chairman, Secretary Don Pierson.

SECRETARY PIERSON:
Again, thank everyone for coming today. We do look forward to a robust 2022. A lot of activities ongoing to continue to follow up at our major installations and other installations across the state. We do know that we'll be meeting with the Roosevelt Group in January and map out the year, keep you advised along the way, and look forward to all your interactions. It's not something that we do on one or two or three days a year. It's a part of our program of work and we're always robustly engaged. We're always looking for ways to get better, so thank you for your input and comments along the way. That


This certification is valid only for a transcript accompanied by my original signature and original required seal on this page.

I, Dorothy N. Gros, CSR
(Certificate \#90049) in and for the State of Louisiana, do hereby certify that on December 15, 2021, the above-entitled meeting was reported by me in the voice writer reporting method, prepared and transcribed under my personal direction and supervision, and is a true and correct transcript to the best of my ability and understanding; that after having been duly sworn by me upon authority of R.S.37:2554, the named witness did testify as hereinbefore set forth in the foregoing 64 pages; and that the transcript has been prepared in compliance with transcript format guidelines required by statute or by Rules of the Board;

That I am informed about the complete arrangement, financial or otherwise, with the person or entity making
arrangements for deposition services and I have acted in compliance with the prohibition of contractual relationships, as defined by Louisiana Code of Civil Procedure Article 1434 and in the Rules and Advisory Opinions of the Board; and that I have no contractual relationship, direct or indirect, between a court reporting firm and any party litigant in this matter, nor is there any such relationship between myself and a party litigant in this matter;

That I am not related to counsel or
to the parties herein, nor am I otherwise interested in the outcome of this matter.

SIGNED THIS THE $\qquad$ DAY

OF $\qquad$ , 2021.

DOROTHY N. GROS, CCR
License No. 90049

|  | 54:2;63:13 | 63:2,7;64:2 | 51:17 | $\begin{aligned} & \text { assist (9) } \\ & 14: 23 ; 15: 13 ; 16: 25 ; \\ & 18: 5 ; 19: 5 ; 20: 9,21 ; \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| \# | $\begin{aligned} & \text { Acrow (1) } \\ & 36: 18 \\ & \text { act (2) } \end{aligned}$ | $\begin{gathered} \text { age (1) } \\ 28: 25 \end{gathered}$ | $\begin{aligned} & \text { anticipate (1) } \\ & 41: 7 \end{aligned}$ |  |
|  |  |  |  |  |
| \#90049 (1) |  | agencies (1) | anxiously (1) | $21: 1 ; 62: 25$ |
| 65:7 | $\begin{aligned} & \text { 18:11;50:19 } \\ & \text { acted (1) } \end{aligned}$ | $\begin{gathered} 33: 10 \\ \text { agenda (6) } \end{gathered}$ | $\begin{gathered} 38: 25 \\ \text { anymore (1) } \end{gathered}$ | Assistance (10) |
|  |  |  |  | $12: 14,17,19 ; 13: 2$ |
| \$ | 66:2 | $\begin{aligned} & 6: 10 ; 7: 5 ; 11: 13,16 ; \\ & 61 \cdot 17 \cdot 67.7 \end{aligned}$ | $60: 7$ | $\begin{aligned} & 15: 4,6,22 ; 16: 20 \\ & 18.17,0 \end{aligned}$ |
| \$120,000 (1) | action (1) | $61: 17 ; 62: 7$ | apologize (1) | Assistants (3) |
|  | $\begin{gathered} 59: 8 \\ \text { active (4) } \end{gathered}$ | $\begin{aligned} & 16: 9 ; 23: 6 ; 24: 4 ; \\ & 26: 22 ; 57: 8 \end{aligned}$ | $\begin{gathered} \text { 10:14 } \\ \text { apparently (1) } \end{gathered}$ | 41:21;47:15,19 |
| \$13.8 (1) | $\begin{aligned} & \text { 8:15;46:7;53:5,14 } \\ & \text { active-duty (2) } \end{aligned}$ | agree (1) | 27:7 | $14: 12^{\circ}$ |
| 39:15 |  |  | applaud (1) |  |
| \$20.4 (1) | $34: 8,16$ <br> actively ( | $25: 21$ <br> agreements (2) | $\begin{gathered} 23: 6 \\ \text { apply (1) } \end{gathered}$ | $\begin{aligned} & \text { attendance (4) } \\ & 5: 12 ; 7: 16 ; 12: 25 ; \end{aligned}$ |
| $38: 14$ $\mathbf{2 4 . 7}$ | $\begin{array}{\|c} 25: 1 \\ \text { activities (4) } \end{array}$ | 34:6;51:22 | $\begin{gathered} 23: 21 \\ \text { appreciate (7) } \end{gathered}$ | $\begin{gathered} 50: 4 \\ \text { attending (1) } \end{gathered}$ |
| \$24.7 (1) 39:5 |  | ahead (2) |  |  |
| \$25 (1) | $\begin{aligned} & 30: 20 ; 49: 7,13 ; \\ & 63: 10 \end{aligned}$ | $\begin{aligned} & 7: 3 ; 11: 12 \\ & \text { aid (1) } \end{aligned}$ | $\begin{aligned} & 22: 12 ; 23: 3 ; 28: 1 ; \\ & 29: 16,17 ; 49: 9 ; 61: 12 \end{aligned}$ | ```63:3 attention (3) 10:9;28:19;43:22``` |
| 53:2 |  |  |  |  |
| \$9.4 (1) | $\begin{aligned} & \text { activity (3) } \\ & 7: 14 ; 11: 10 ; 45: 9 \\ & \text { actually (4) } \\ & 17: 3 ; 47: 5 ; 48: 11 \\ & 55: 18 \end{aligned}$ | 12:24 | appreciative (1) |  |
| 9:13 |  | $\begin{aligned} & \text { Air (5) } \\ & 9: 4 ; 31: 19 ; 37: 12,24 \\ & 55: 23 \end{aligned}$ | 43:6 | August (4) |
| A |  |  | $25: 23$ | 51:10 |
| Abbeville (1) | $\begin{array}{r} 55: 18 \\ \text { add (2) } \end{array}$ | 55:3 | 32:9 | 51:24;65:16 |
|  | 22:22;53:2 | Airport (1) | appropriations (2) | Authorization (2) |
| ABBOUD (31) | $\begin{array}{\|c\|} \hline \text { added (1) } \\ 46: 14 \end{array}$ | 39:2 | 52:14;53:20 | 50:19;53:21 |
| 3:7,11,15,19,23;4:2, |  | Alert (1) | approval (1) | Automotive (4) |
| 6,10,14,18,22;5:1,5, | adding (1) | 39:10 | 6:10 | $\begin{aligned} & 41: 22 ; 47: 20,20 ; \\ & 48: 21 \end{aligned}$ |
| 10,18,22;6:2,21;11:3, | addition (2) | 4:11,12 | 6:25 | available (4) |
| 22:16,24;30:3;49:2, | 57:16,18 additional (1) | $\underset{31: 3}{\text { allowing (1) }}$ | April (1) | $\begin{aligned} & 16: 4 ; 17: 21 ; 19: 13 \\ & 46: 3 \end{aligned}$ |
| 16;61:10,24;62:4 | additional (1) |  | 33:6 |  |
| ability (2) | $\begin{aligned} & \text { 21:17 } \\ & \text { Additionally (2) } \end{aligned}$ | allows (1) | Apron (1) | average (1) |
| 28:17;65:14 | $\begin{gathered} \text { Additionally (2) } \\ 33: 7 ; 43: 9 \end{gathered}$ | along (3) | areas (2) | aviation (1) |
| able (4) | $\begin{gathered} \text { 33:7;43:9 } \\ \text { Adjutant (1) } \end{gathered}$ | 27:2;63:17,25 | 16:13;41:20 | 42:17 |
| above (1) | $\begin{aligned} & 30: 25 \\ & \text { administered (2) } \end{aligned}$ | alongside (2) | argue (1) | avoid (1) |
| 29:5 |  | 33:21;43:8 | 8:24 | 37.1 awaiting (1) |
| above- (1) | $\begin{aligned} & \text { 32:21,24 } \\ & \text { administration (2) } \end{aligned}$ | although (1) | armed (1) | awaiting (1) |
| 64:6 <br> above-entitled (1) | $\underset{39: 25 ; 52: 25}{\text { administration (2) }}$ | 6:4 <br> always (6) | armories (1) | 38:25 <br> aware (1) |
| above-entitled 65:9 | $\underset{5: 23,25}{\text { Admiral (2) }}$ | $\begin{aligned} & 3: 2 ; 15: 20 ; 17: 15 \\ & 59: 19 ; 63: 22,23 \end{aligned}$ | 40:3 | $27: 23$ |
| accept (2)6:19,23 |  |  | Army (3) | awareness (1) |
|  | adopt (1) $6: 8$ | $\underset{38.5}{\operatorname{amazing}}$ (1) | 34:9;59:15,18 | $37: 1$ |
| $\begin{aligned} & \text { accompanied (1) } \\ & 65: 3 \end{aligned}$ | advance (1)27:19 | amazingly (2) | 42:19 | 60:9 |
| accomplish (1) |  | 29:3,4 Amazon (1) | $\begin{aligned} & \text { around (6) } \\ & 12: 20: 14: 11: 18: 8 . \end{aligned}$ | B |
| 40:18 | advertisement (1) | $\begin{gathered} \text { Amazon (1) } \\ 33: 2 \end{gathered}$ | $12: 20 ; 14: 11 ; 18: 8,$ |  |
| $\underset{38: 5}{\text { accomplishments (1 }}$ | $\begin{gathered} 24: 9 \\ \text { advised (1) } \end{gathered}$ | ambitions (1) | arrangement (1) | back (10) |
| according (2) | 63:16 <br> Advisory (1) | $\begin{gathered} \text { 54:21 } \\ \text { among (2) } \end{gathered}$ | $\begin{gathered} 65: 24 \\ \text { arrangements (1) } \end{gathered}$ | $\begin{aligned} & 11: 2 ; 29: 2,13 ; 30: 6 ; \\ & 14 \cdot 15 \cdot 7 \cdot 1710 . \end{aligned}$ |
| $37: 17 ; 39: 18$ | Advisory (1) 66:6 | $\begin{gathered} 21: 2,8 \\ \text { amount (1) } \end{gathered}$ | $66: 1$ <br> Article (1) | $\begin{aligned} & \text { 44:15;52:17,19; } \\ & 54: 12 ; 62: 8 ; 63: 4 \end{aligned}$ |
| $\begin{gathered} \text { accounts (1) } \\ 58: 16 \end{gathered}$ | Affairs (9) |  |  | 54:12;62:8;63:4 |
| achieved (1) | $\begin{aligned} & 11: 21 ; 12: 6,12 ; \\ & 17: 25 ; 20: 25 ; 25: 16 ; \\ & 28: 10,12 ; 29: 11 \end{aligned}$ | $8: 5$ analysis (1) | 66:5 | 59:25;60:1,4,10 |
| 37:25 |  | analysis (1) | $\underset{54: 17}{\text { articles (1) }}$ | bags (1) |
| $\underset{42.21}{\text { acquisition (1) }}$ | $\begin{array}{\|l} \text { afterwards }(\mathbf{1}) \\ 50: 25 \\ \text { Again }(\mathbf{1 3}) \\ 10: 14 ; 26: 14 ; 46: 12 \\ 52: 11 ; 53: 11 ; 56: 10 \\ 13 ; 59: 19,24 ; 62: 21 ; \end{array}$ | 9:11animated (1)$54: 6$annual (5)$9: 13 ; 19: 19,23 ; 21: 4 ;$$62: 12$antibodies (1) | $\begin{aligned} & \text { Arts (3) } \\ & 41: 21 ; 47: 15,18 \end{aligned}$ | $35: 7$ baked (1) |
| $\begin{gathered} 42: 21 \\ \text { across (17) } \end{gathered}$ |  |  |  | 54:9 |
| 9:25;12:16;13:9,24; |  |  | $\begin{aligned} & \text { assessed (1) } \\ & 35: 10 \\ & \text { assessment (1) } \\ & 56: 9 \end{aligned}$ | $\begin{gathered} \text { balances (1) } \\ 45: 25 \\ \text { banks }(\mathbf{1}) \\ 32: 17 \end{gathered}$ |
| 14:16,22;15:12; |  |  |  |  |
| 16:14;17:1,13;38:11; |  |  |  |  |
| 40:14;46:9,13;50:21; |  |  |  |  |


| Barksdale (1) | 53:6 | 23:9,17,23;24:21; | cause (1) | 55:9 |
| :---: | :---: | :---: | :---: | :---: |
| 9:4 | Blue (1) | 26:20;30:10 | 64:7 | choices (1) |
| barracks (1) | 18:5 | busy (1) | CCR (1) | 60:1 |
| 39:17 | Blue- (1) | 33:14 | 66:23 | Chris (5) |
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